

WORKFORCE INNOVATION AND OPPORTUNITY ACT

ANNUAL STATEWIDE PERFORMANCE REPORT



Program Year
2020-2021

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Introduction: Florida's Workforce System

Due to the strong leadership of Governor Ron DeSantis, the state of Florida rebounded significantly from the effects of the COVID-19 pandemic during the 2020-2021 program year. Over the last 16 months, the unemployment rate improved 6.9 percentage points from 11.5% in July 2020 to 4.6% in October 2021. Eighteen consecutive months of job growth led to Florida recovering 89% of the jobs lost during the pandemic. Additionally, the labor force continued to grow throughout the year, adding 287,838 individuals by July 2021 and as of October 2021, Florida's labor force was reported at 10,590,000 – larger than it was in February 2020 (10,461,000).

The CareerSource Florida network remained open and available statewide to respond swiftly and identify opportunities to provide services to businesses and job seekers. Virtual services by phone, email and technology-assisted appointments allowed our dedicated staff to continue providing reemployment assistance, host virtual and in-person job fairs, and launch new training programs with education providers. Over the year, Florida workforce development professionals assisted more than 96,293 job seekers in securing employment, including 5,800 veterans, and more than 53,700 businesses with recruiting, hiring and training needs.

In response to the United States Department of Labor's Training and Employment Notice 8-20, CareerSource Florida initiated a statewide self-assessment for local workforce development boards to analyze local operations and identify opportunities for increased or revised provision of services. Information gathered through this survey helped inform statewide initiatives to innovate how local workforce development boards provide services to job seekers and businesses. These initiatives included policy revisions; data system improvements to enhance support to training providers and key partner programs; and the release of statewide resources to support the growing gig economy.

The CareerSource Florida Board of Directors approved a strategic policy updating Florida's approach to rapid response and layoff aversion activities. This policy requires local workforce development boards to use workforce funds to establish comprehensive, proactive systems with an emphasis on layoff aversion. Additionally, policies governing supportive services were approved to allow for increased and improved services to Floridians during a time of increased need. Building on its Policy Development Framework, the state workforce development board approved a Policymaking Authority and Delegation Policy defining the roles of the CareerSource Florida professional team and the Department of Economic Opportunity (DEO) in developing policies that require approval by the state workforce development board to improve efficiency and speed to implementation of state strategies. Finally, a strategic policy was approved to define specific and consistent standards in the availability of services to all Floridians throughout the CareerSource Florida network.

In June, Governor DeSantis signed Florida House Bill 1507, the Reimagining Education and Career Help (REACH) Act into law. The REACH Act addresses the evolving needs of Florida's economy by increasing the level of collaboration and cooperation among state businesses and education communities while also improving training within, and equity and access to, a more integrated workforce and education system for all Floridians. Coupled with the Workforce Innovation and Opportunity Act (WIOA), the REACH Act fosters greater collaboration and integrated service delivery among key workforce partners including Florida's Department of Education (DOE), DEO, and Department of Children and Families (DCF). Enhanced data sharing and leveraging resources will increase positive employment and training outcomes

for customers and fully realize the vision of WIOA for Floridians. The Governor's priorities and those of the state workforce development board are reflected in this report.

CareerSource Florida is led by a 22-member board of directors, the majority of whom are appointed by the Governor, either directly or through their roles in state government, with two members appointed by the Florida Senate President and Florida House Speaker. The board includes leaders in business, government, education, labor, economic development and community development who provided policy direction for \$240 million in annual workforce investments this fiscal year to address the employment and training needs of job seekers, workers and businesses.

The Florida Department of Economic Opportunity (DEO) assists the Governor in advancing Florida's economy by championing the state's economic development vision and by administering state and federal programs and initiatives to help visitors, citizens, businesses and communities. DEO oversees the administration of the state's workforce system and is responsible for monitoring, training, and providing workforce guidance and technical assistance on the various federal workforce programs operated by the local workforce development boards. DEO receives and accounts for federal funds on behalf of the state's workforce system and is responsible for financial and performance reporting to the United States Department of Labor (USDOL) and other federal organizations.

Florida's 24 local workforce development boards provide a coordinated and comprehensive delivery of local workforce services. The local workforce development boards are led by members representing local businesses, economic development and education representatives, vocational rehabilitation representatives, community and state agency representatives, and locally elected officials. The local workforce development boards focus on strategic planning, policy development and oversight of the local workforce investment system within their respective geographic areas. Statewide, local boards oversee approximately 100 career centers that offer high-quality services to businesses, and job training, education and employment services to job-seeking Floridians. This system connects employers with skilled talent and Florida's job seekers with employment and career development opportunities.

Waivers

There were no state waivers in place during the 2020-2021 program year.

Effectiveness in Serving Employers

USDOL developed three approaches for measuring effectiveness in serving employers and requested states select two of the three approaches to report. Florida's report includes all three approaches to gauge Florida's performance in meeting 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 2020-2021, Florida's Retention Rate was 60.8%.
- **Repeat Business Customers:** This measure determines whether employers that receive core services are satisfied with those services and became 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 2020-2021, Florida's Repeat Business Customer Rate was 45.2%.

- **Employer Penetration:** This measure determines whether the core programs are serving a large portion of employers in an area and adequately meeting the workforce needs of the area. During PY 2020-2021, Florida's Employer Penetration Rate was 4.9%.

Under the direction of the state workforce development board, CareerSource Florida continued its Continuous Improvement Program Initiative in PY 2020-2021. This performance initiative measures continuous improvement among Florida's 24 local workforce development boards on three mission-critical metrics, one of which is Business Penetration with a focus on specific industry sectors. To learn more about this initiative, please visit the [Continuous Improvement Performance Initiative website](#).

Intentional Collaboration with Economic Development

WIOA recognizes the need for coordination of economic development and workforce development programs. Economic and workforce development policies should work in conjunction at both the state and local levels to maximize and leverage positive outcomes for both businesses and career seekers. CareerSource Florida and its network of 24 local workforce development boards work to support the alignment of workforce investments and education and economic development organizations to provide Florida businesses with the skilled workers they need to succeed in a global economy.

Economic development leaders recognize the future success of their regions is fundamentally intertwined with talent development, as their core mandate is to help businesses grow and create good jobs. The critical connections between workforce and economic development are defined by the National Director of Economic Development Advisory Services at Ernst & Young as an intentional process that increases the prosperity of a community so that all people have opportunities to thrive. This inclusive approach to economic development is demonstrated in the key activities and partnerships highlighted below.

Florida Economic Development Council: CareerSource Florida has been a member of the Florida Economic Development Council's (FEDC) Board of Directors since 2000, giving Florida's workforce development policy organization an opportunity to drive collaboration between workforce and economic development. Many of Florida's local workforce development boards are members of the organization. The Executive Director of FEDC is a member of the National Association of Workforce Boards (NAWB) Board of Directors and is a past Chair of the CareerSource Capital Region Board of Directors.

The Chair of FEDC presented to the CareerSource Florida Board of Directors in June 2021 on ongoing FEDC initiatives and continuing partnership opportunities with CareerSource Florida, as talent is the No. 1 issue in economic development. One of the priorities of FEDC is to drive competitiveness and prosperity for all Florida communities through workforce programs and services.

Enterprise Florida: Enterprise Florida, Inc. (EFI) is the state's primary economic development organization. CareerSource Florida's Chairman of the Board of Directors sits on the EFI Board of Directors, and the Vice Chairman of EFI sits on the CareerSource Florida Board of Directors. EFI's Business Development team members, focused on business retention, expansion and new-to-Florida business locations, collaborate with CareerSource Florida's Business and Workforce

Development team to provide businesses with total talent solutions. EFI's Business Development team is aligned to target industry sectors that hold promise for diversifying the Florida economy and provide excellent, high-wage jobs with strong career pathways.

The CareerSource Florida Business and Workforce Development directors are subject matter experts in an assigned industry sector and communicate frequently with the EFI director assigned to the same sector(s). CareerSource Florida and EFI share a similar focus on Florida's rural counties and the workforce needs existing in these 29 areas, which represent nearly one-third of Florida. In June 2021, the CareerSource Florida Board of Directors allocated \$2 million in state-level funds to address the special workforce needs in these areas.

Current or Planned Research/Evaluation Projects

[Advancing Postsecondary Career and Technical Education Data Quality Initiative](#)

CareerSource Florida participates in research with DOE's Division of Career and Adult Education on the Career and Technical Education (CTE) Data Quality Initiative grant. Florida's goal is to ensure the ability of the state's workforce education system to meet the demands of the Florida economy and the future of work through data-driven decision making. This research will lead to the development of a process to collect system-wide data for measuring quality work-based learning opportunities in the technical college and state college systems.

[Career Ladder Identifier and Financial Forecaster Dashboard](#)

CareerSource Florida partnered with the Federal Reserve Bank of Atlanta (Atlanta Fed) in an initiative to study low-income families' financial incentives for career advancement. A central goal of this initiative is to understand how benefits cliffs impede career advancement and to employ the Atlanta Fed's research in the identification of informed solutions. The Atlanta Fed developed an interactive tool called the Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard, which depicts wages along select career pathways and indicates barriers presented by benefits cliffs. In the 2020-2021 program year, the Atlanta Fed completed development of a [Florida-specific CLIFF Dashboard](#) aligned to the statewide demand occupations identified by DEO. A pilot launch with a representative sample of local workforce development boards is planned for program year 2021-2022.

[Study on the Impact of the Gig Economy on Florida's Workforce System](#)

CareerSource Florida is among the first workforce systems nationally to explore the implications of gig work and entrepreneurship. The resulting study, [The Gig Economy and Florida's Workforce System](#) (January 2020) can be viewed online. As Florida was hit by the COVID-19 pandemic and employers and employees faced challenges, the state saw an increase in independent work. A multidisciplinary workgroup provided critical information for the CareerSource Florida Gig Economy Resource Guide and the CareerSource Florida Gig Economy Dashboard. [The Gig Economy Resource Guide](#) provides a comprehensive overview of resources available to Florida's gig workers and businesses engaged in the gig economy. [The CareerSource Florida Gig Economy Dashboard](#) helps gig workers and businesses view gig economy activity in Florida at the state, local workforce development area and county levels. This dashboard summarizes data from national sources including the U.S. Census Bureau and the Internal Revenue Service and provides an analysis of the pre-pandemic growth of gig work in Florida by county and industry.

Customer Satisfaction

Employ Florida Customer Satisfaction Surveys

The Department of Economic Opportunity uses a customer service survey to assess the experience of job seekers and businesses in using the state's workforce management information system, Employ Florida. Integrated in the Employ Florida system, the survey consists of seven questions. During the 2020-2021 program year, 7,740 surveys were completed. Of those completing the survey, 84% were job seekers and 93% sought employment or career planning. Approximately 44% of respondents reported no challenges in finding information on the Employ Florida website. Approximately 47% of the respondents reported no challenges in understanding information on the system, while roughly 50% of the respondents rated their overall experience as good or excellent.

The department utilizes these survey results as well as feedback from case managers to identify and implement features that improve the customer experience of Employ Florida. As an example, this program year the department coordinated with Employ Florida's vendor, Geographic Solutions, to implement remote signature functionality. With the new electronic signature functionality, signers no longer have to be physically present in order to sign documents needed for program applications or job searches. Providing an extra level of protection, documents can be sent through the system's message center, by email, or via text message. Individuals can review documents and sign using either a computer, tablet, or smartphone. Documents are encrypted to ensure full security and an audit trail is maintained for each signature on file.

Progress Made in Achieving State Strategic Vision and Goals

The CareerSource Florida network is focused on the creation 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.

Rapid Response and Layoff Aversion Policy

WIOA requires states to deliver rapid response and layoff aversion services to assist employers and impacted workers prior to and immediately following the announcement of a permanent closure, layoff, or natural or other disaster resulting in a mass job dislocation. Layoff aversion activities promote economic recovery and vitality by developing ongoing, comprehensive approaches to identifying, planning for or responding to layoffs or dislocations and preventing or minimizing their impacts on workers, businesses and communities. In June 2021, the state workforce development board updated its approach to rapid response and layoff aversion activities by adopting a strategic policy requiring local workforce development boards to use funding reserved for rapid response and layoff aversion to establish comprehensive, proactive rapid response systems with an emphasis on layoff aversion activities that dedicate resources to specific allowable activities described in Training and Employment Guidance Letter No. 19-16 and the CareerSource Florida Administrative Policy.

Sector Strategies and Business Engagement Strategies

Sector-based business engagement strategies remain a central focal point for Florida's workforce system. CareerSource Florida uses sector strategies as a proven method of strengthening talent pipelines to support regional economies and has a long history of convening industry and education partners. These strategic partnerships offer opportunities to share relevant data and develop targeted initiatives resulting in successful traditional and online training, apprenticeships, and innovative work-based learning strategies for career pathways. Building upon the extensive

sector strategy work initiated in 2018, the CareerSource Florida network continues to identify critical industry sectors within the state and partner with business and education entities to build and develop talent pipelines.

The state workforce development strategy assists employers in upgrading or updating the skills of their employees and helps workers acquire education or training needed to secure a better job with better wages through the Quick Response Training and Incumbent Worker Training programs. These programs assist the state's efforts to attract and expand job-creating businesses offering high-paying, high-demand occupations. In 2020-2021, the CareerSource Florida Board of Directors set aside funding to mobilize local workforce development boards to further integrate registered apprenticeships into their sector strategy and career pathway initiatives. Furthermore, partnerships with the Florida DOE, employers, and industry associations were instrumental in launching initiatives throughout the state in various sectors as detailed below.

Financial Technology (FinTech): Florida is home to the third-largest cluster of insurance and banking companies in the United States. These companies offer fintech, banking, insurance, architecture, accounting, marketing, alternative investments, hedge funds, portfolio management, consulting and engineering services, among others. In 2020, the sector employed nearly 401,000 employees working across over 38,000 firms with average annual wages of \$95,311. In 2020, the Northeast Florida FinTech initiative was funded through a Florida Jobs Growth Grant fund and included a partnership between Florida State College at Jacksonville and St. Johns River State College, regional schools, and numerous financial service companies to provide FinTech training and certification opportunities in topics such as blockchain, mobile applications, machine learning and cloud-based data management. The grant will equip Floridians with skills in demand by Northeast Florida's expanding FinTech industry. Students also have access to wraparound services including job placement assistance and tuition scholarships.

Advanced Manufacturing: Florida's manufacturing industry accounts for more than \$55 billion in output to the state's economy. Florida is home to more than 20,000 manufacturing companies. Florida is also one of the nation's leaders in medical manufacturing, ranking No. 3 in total medical technology employment, with nearly 24,000 Florida jobs. The state is No. 7 in total revenue generated in the sector at \$6.09 billion. In August 2021, manufacturing included 382,300 jobs in Florida, an increase of 9,600 jobs over the year. All 24 local workforce development boards identified manufacturing as a targeted industry sector in their two-year plan. Strategies to strengthen sector partnerships and career pathways in manufacturing included partnerships and continuous collaboration with FloridaMakes, the state's manufacturing extension partnership and its Advanced Manufacturing Workforce Leadership Council under its Board of Directors' Talent Development Committee. With 14 regional manufacturing associations represented, the council meets monthly to discuss strategies to strengthen the talent pipeline for Florida's high-wage manufacturing sector with two primary goals: 1) expansion of apprenticeship opportunities; and 2) launching a career perceptions marketing campaign through its manufacturer high school adoption initiative.

With support from CareerSource Florida, FloridaMakes successfully launched a statewide advanced manufacturing apprenticeship program in 2020, providing Florida's manufacturers with a hybrid training model that addresses entry-level skills gaps and provides foundational manufacturing knowledge, regardless of the specific occupation, for both new and existing employees. With online, on-demand access to the foundational Manufacturing Skills Standards Council's (MSSC) Certified Production Technician training, apprentices are given the tools they need to move on to more specific occupations. It also bypasses the need for employees to attend courses at institutions and provides flexible access for students with lifestyles, work schedules,

and geographical barriers that often prohibit participation in traditional “in-class” offerings. In 2021, FloridaMakes had its first successful completer and expanded the opportunity to eight additional apprentices.

Several local workforce development boards created and/or partnered with key entities to develop and/or expand manufacturing registered apprenticeships in their local areas. Examples of apprenticeships include CareerSource Research Coast’s Industrial Manufacturing Technician program in partnership with Indian River State College, Valencia College and Paradigm Precision, as well as CareerSource South Florida’s Precision Machinists Advanced Manufacturing Apprenticeship Program in partnership with Machining Solutions, LLC. Continued expansion for this sector is warranted as manufacturing jobs lead to self-sufficient wages and afford excellent pathway opportunities. Additional partnerships were created with local economic development organizations like JAXUSA and CareerSource Northeast Florida to develop clear career pathways in targeted sectors through their Earn-Up Initiative. An example of their [Advanced Manufacturing Pathway](#) is online.

Trade and Logistics: Florida’s trade and logistics sector includes more than 57,000 establishments and more than 604,000 employees. Companies like Amazon, Chewy, FedEx Ground, AutoZone and Publix are experiencing substantial growth in Florida leading to the need for greater sector partnerships and career pathway development. August 2021 saw a 79% increase in online job ads within the sector with more than 13,000 openings as compared to August 2020. Coke Florida, Anheuser-Busch, Publix and the Association of Supply Chain Management worked with the CareerSource Florida network and its partners to implement strategies to meet their growing workforce talent needs. Many large employers have a footprint across multiple regions in Florida. CareerSource Florida facilitates calls with employers and workforce boards to unite a single point of contact to develop a total talent solution.

Responding to growing demand, local workforce development boards work closely with business and education to sponsor or engage in developing registered apprenticeship programs in this important sector. CareerSource Research Coast sponsored a distribution and logistics technician training program in partnership with CVS, Indian River State College and Valencia College. CareerSource South Florida partnered with the District Board of Trustees of Miami Dade College to develop a Miami Dade College Apprenticeship Program – Transportation & Logistics Specialists serving talent needs of multiple South Florida companies.

Healthcare: CareerSource Florida serves as a healthcare sector catalyst connecting and convening partners in the healthcare workforce including education, industry, and community organizations and sharing relevant data, resources, best practices, and identifying and assisting with actionable strategies to strengthen and develop the healthcare talent pipeline. Regional healthcare workforce task forces and consortiums meet regularly throughout the state to help education, workforce and community partners understand the rapidly changing and growing healthcare workforce needed and to identify talent development strategies, such as registered healthcare apprenticeship opportunities.

With a focus on the value that healthcare apprenticeships can provide in rapidly developing a healthcare talent pipeline, CareerSource Florida provides apprenticeship resources and guidance to local boards, employers and educators. Understanding the immediacy to assist Floridians whose jobs have been negatively affected by the COVID-19 pandemic, we connect and convene partners who rapidly create healthcare apprenticeships with a talent pipeline for certified nursing assistants to licensed practical nurses, and registered nurses.

CareerSource Florida provides information about registered apprenticeship opportunities in healthcare to employers and healthcare associations and facilitates connections between registered apprenticeship sponsors and associations that result in the creation of new apprenticeship occupations for home health aides, registered nurses and other critical roles in the healthcare field. Local workforce development boards provide resources to assist employers using the registered apprenticeship model by providing on-the-job training and other funding.

CareerSource Florida's Incumbent Worker Training grant program makes nonprofit and for-profit hospitals eligible for training funding.

Information Technology: CareerSource Florida's collaboration with local workforce development boards, partners and other employer-led groups is vital in addressing the talent needs in the technology industry. Florida faces an urgent need to reskill its workforce and deliver diverse, in-demand tech talent. Registered apprenticeships are emerging as the timely and scalable solution to meet this need. Based on open jobs in the IT sector, Florida will continue to increase the number of credentials awarded in this industry by targeting opportunity populations through activities such as apprenticeships and other work-based training opportunities. Collaboration with partners such as the South Florida Tech Hub are helping shape Florida's solution to IT workforce needs. During the program year, CareerSource Florida participated in a panel discussion with CompTIA, consultants Maher & Maher and the Florida Department of Education to discuss the CareerSource Florida's network approach to scaling apprenticeships in the IT sector. This event raised awareness on best practices and benefits of apprenticeship programs.

Aviation and Aerospace: CareerSource Florida works extensively with key partners in the aviation and aerospace industry that have a long history of shaping sector-based education, training and credentialing programs in Florida. These partners include Space Florida, Florida's aerospace economic development agency; the Economic Development Commission of Florida's Space Coast, the economic development agency for Brevard County, the birthplace of American space exploration and the hub of Florida's space industry; and the Aerospace Consortium made up of industry partners including SpaceX, Lockheed Martin, Embraer, Northrup Grumman and L3Harris.

In 2021, CareerSource Florida participated in an Aerospace Workforce Development Strategy Summit with statewide partners in aerospace workforce development to identify regional workforce challenges and collaborate to design customized solutions. Joining aerospace industry representatives, community partners, education and training partners, and community stakeholders helped build the strategic direction and delivery of solutions needed to strengthen the regional aerospace workforce.

Apprenticeships

As part of ongoing collaboration to advance system alignment and apprenticeship expansion in Florida, leaders from the DOE, CareerSource Florida and DEO continue collaborating strategically, unified by a shared vision to leverage resources Floridians need to upskill and recover from job loss with market-driven careers as part of Florida's COVID-19 recovery response.

Bolstered by the State Apprenticeship Expansion (SAE) Grant Florida received in 2016 and the subsequent federal Continuation Grant in 2021, progress has been made in addressing Florida's critical need for a demographically diverse skilled workforce in high-demand occupation growth industries, especially those targeted by the Florida Chamber Foundation's Workforce 2030 report

for state economic diversification, including advanced manufacturing, financial technology, healthcare, and aviation/aerospace.

The Florida Department of Education's award of \$3,078,257 from an additional Apprenticeship State Expansion Grant (ASE) is used to achieve multi-faceted goals ensuring the Florida registered apprenticeship system is a viable career path for Floridians and a valuable workforce development strategy for employers. In 2021, grant funding to support apprenticeship program growth and expansion provided opportunities for capacity building and outreach to underrepresented populations and helped remove barriers to successful completion for apprentices. Supplementary funds were used to support marketing and outreach efforts to both employers and job seekers through Apprentice Florida campaigns resulting in contact from more than 455 individuals interested in learning about becoming an apprentice and 600 employers interested in learning about using the apprenticeship model to develop their talent.

Through its strategic focus on investment in infrastructure and innovation, the CareerSource Florida Board of Directors committed \$750,000 in funding to provide Florida's local workforce development boards with technical support to assist employers with recruiting, training and retaining the skilled talent they need, including providing funding to support Apprenticeship Navigators, who help employers connect to or create new registered apprenticeship programs across the state.

Apprenticeship Figures from Florida Department of Education

Apprentice and Program Categories	2019-2020¹	2020-2021²
Active Apprentices	15,823	15,787
New Apprentices	4,196	3,500
Graduates	1,603	1,875
Active Programs	251	300
New Programs	29	27

While the number of new apprentices decreased in 2020-2021, the state saw a marked increase in both the number of apprenticeship completions (+17%) and active programs (+20%).

Employers realize the value of apprenticeship training as a longer-term workforce investment and new programs continue to be added throughout the year.

Career Pathways

The Florida Chamber of Commerce, through a series of industry leader roundtables, surveys and research, developed the Florida Workforce 2030 report. This report shows that Florida's five growing economic sectors – aviation and aerospace, financial and professional services, healthcare and life sciences, manufacturing, trade and logistics – will require talent that embraces technological advancements, artificial intelligence, automation and innovation. Career paths for these five targeted industry sectors were developed and can be viewed [online](#). CareerSource

¹ [FLORIDA'S ANNUAL APPRENTICESHIP AND PREAPPRENTICESHIP REPORT PROGRAM YEAR 2019-20](#), Florida Department of Education, page 14 and page 18.

² [APPRENTICE FLORIDA ANNUAL REPORT 2020-2021](#), Florida Department of Education, page 3 and page 25.

Florida and its network focus on these and other sectors that matter most to Florida and its regional economies.

In response to the COVID-19 pandemic, CareerSource Florida worked with the Florida DOE's Division of Career and Adult Education to identify remote short-term, high-value, postsecondary training programs offered by Florida College System and Florida Technical College System institutions by sectors, many aligning targeted sectors that are foundational to the state's economic development goals. These rapid credential training programs enable individuals to enter and advance in many occupations. Many short-term training programs align with high-value industry recognized certifications that students can earn through career academies. Short-term training resulting in new badges and micro credentials enable learners to "stack" or articulate credentials into postsecondary coursework to support career pathway advancement. Short-term certificates include non-credit, clock hour programs of 450 hours or less and college credit certificate programs.

CareerSource Florida developed downloadable resources and tools focused on career pathways and made available to the CareerSource Florida network and their partners for development and expansion of career pathways for local and regional areas. These tools help in developing career pathways and showcase successful demand-driven models. These resources illustrate how pre-apprenticeship, registered apprenticeship and other work-based learning modalities may be incorporated into career pathway efforts, identify existing and emerging career pathways, and explore opportunities to align and integrate regional pathway plans, activities and resource investments. With the continuing expansion of career pathways, especially in the key target sectors identified in each local workforce development board's plan, workers will have the skills needed to obtain good jobs and employers will have the skilled workers necessary to remain competitive and to prosper.

Quick Response Training Program

Available to new and expanding companies in Florida's booming business market, CareerSource Florida's nationally recognized Quick Response Training grant program provides funds to create specialized training specifically for high-skill industries. During the 2020-2021 fiscal year, the program awarded 16 Quick Response Training grants to businesses in a range of industries, including wholesale trade, manufacturing, and professional, scientific and technology services. More than 3,000 workers are projected to be trained using these state-funded grants.

Policy Development Framework

CareerSource Florida and DEO partnered to design a comprehensive policy development framework that fully supports the vision, mission, values, strategies and operations of the CareerSource Florida network and its statewide policy and investment board while strengthening the state workforce development system. In June 2021, the CareerSource Florida Board of Directors adopted a Policymaking Authority and Delegation Policy that clarifies the policymaking authority of CareerSource Florida, the state workforce development board, and the delegation of various policymaking roles.

The state workforce board establishes the administrative and operational role of the CareerSource Florida professional team and DEO in providing policy direction and guidance to the state's local workforce development boards and other affected parties. This policy was implemented to improve the efficiency and speed to implementation of state strategies. The policy and the Policy Development Framework can be viewed [online](#).

Florida's Performance Accountability System

Florida workforce law requires accountability of the state workforce system, local workforce development boards and training providers. Florida employs 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 require extensive reporting of multiple performance data for federally funded programs. Florida's workforce development system applies, re-examines, refines and refreshes its performance structure to maintain continuous improvement. The structure is custom designed to cover major programs including WIOA, Wagner-Peyser, Welfare Transition and Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T).

CareerSource Florida and DEO use the USDOL statistical adjustment model to establish targets for negotiating state and local workforce development boards' 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 (FETPIP) system for quarterly and annual reporting. Tables with updated state-level performance are located within this report.

Section 445.007(3), Florida Statutes, requires DEO to assign staff to meet annually with each local workforce development board 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. In PY 2020-2021, DEO provided virtual statewide training for federal programs administered by the local workforce development boards, including WIOA, Wagner-Peyser, Trade Adjustment Assistance (TAA) and Jobs for Veterans State Grant. Under the direction of USDOL, Maher & Maher developed a series of board governance trainings aimed at chief local elected officials, local board members and local workforce development board staff. These trainings focused on the requirements, authorities and responsibilities of each group within local governance and oversight of the federal workforce programs and were delivered in May and June 2021.

Florida's Performance Measures, Goals and Progress

Pursuant to WIOA, 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 levels.
- 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, Department of Revenue wage records and from the Wage Record Information System 2 (WRIS2). These systems gather exit information on participants and provide real-time data elements for case management and performance reporting.

The table below displays Florida's negotiated rate for the required indicators of performance and the actual statewide outcomes achieved. Pursuant to federal policy, states achieving at least 50% of the negotiated goal are considered to have met the goal. The state of Florida, however,

established a performance goal of 90% for the state and local workforce development boards. The 90% criterion is shown in parentheses in the table below. Florida's PY 2020-2021 performance exceeded the federal criterion for each of the indicators of performance.

**State WIOA Statewide Indicators of Performance
Program Year 2020- 2021**

WIOA Indicators of Performance	Negotiated Goal (90% of Goal)	Actual Performance	Difference Compared To 90% of Goal
Adult Employment – 2 nd Quarter After Exit	85.5% (76.9%)	84.5%	+7.6 %
Adult Employment – 4 th Quarter After Exit	84.0% (75.6%)	82.8%	+7.2 %
Adult Median Earnings – 2 nd Quarter After Exit	\$7,000 (\$6,300)	\$8,381	+\$2,081
Adult Credential Attainment within 4 th Quarter After Exit	68.0% (61.2%)	78.5%	+17.3 %
Adult Measurable Skills Gains	47.0% (42.3%)	80.7%	+38.4 %
Dislocated Worker Employment – 2 nd Quarter After Exit	85.0% (76.5%)	83.9%	+7.4 %
Dislocated Worker Employment – 4 th Quarter After Exit	79.0% (71.1%)	76.6%	+5.5 %
Dislocated Worker Median Earnings – 2 nd Quarter After Exit	\$7,000 (\$6,300)	\$10,666	+\$4,366
Dislocated Worker Credential Attainment within 4 th Quarter After Exit	70.0% (63.0%)	82.5%	+19.5 %
Dislocated Worker Measurable Skills Gains	47.0% (42.3%)	83.2%	+40.9 %
Youth Employment – 2 nd Quarter After Exit	79.0% (71.1%)	79.5%	+8.4%
Youth Employment – 4 th Quarter After Exit	73.0% (65.7%)	76.60%	+10.9%
Youth Median Earnings – 2 nd Quarter After Exit	\$3,200 (\$2,800)	\$3,900	+\$1,020
Credential Attainment within 4 th Quarter After Exit	76.5% (68.9%)	80.5%	+11.7%
Youth Measurable Skills Gains	45.5% (40.9%)	53.0%	+12.1%
Wagner-Peyser Employment – 2 nd Quarter After Exit	65.0% (58.5%)	62.3%	+3.8%
Wagner-Peyser Employment – 4 th Quarter After Exit	64.2% (57.8%)	62.2%	+4.4%
Wagner-Peyser Median Earnings – 2 nd Quarter After Exit	\$5,000 (\$4,500)	\$ 5,510	+\$ 1,010

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 local workforce development board. Expected levels of performance and goals were agreed upon for each local board. The following table summarizes outcomes based on these goals.

**Local Workforce Development Board WIOA Indicators of Performance
Program Year 2020-2021**

WIOA Indicators of Performance	State Goal	Boards Achieving Local Goal	% Of Boards Achieving Local Goal
Adult Employment – 2 nd Quarter After Exit	85.5 %	22 of 24	91.7%
Adult Employment – 4 th Quarter After Exit	84.0%	19 of 24	79.2%
Adult Median Earnings – 2 nd Quarter After Exit	\$7,000	22 of 24	91.7%
Adult Credential Attainment within 4 th Quarter After Exit	68.0%	19 of 24	79.2%
Adult Measurable Skills Gains	47.0%	23 of 24	95.8%
Dislocated Worker Employment – 2 nd Quarter After Exit	85.0%	13 of 24	54.2%
Dislocated Worker Employment – 4 th Quarter After Exit	79.0%	14 of 24	58.3%
Dislocated Worker Median Earnings – 2 nd Quarter After Exit	\$7,000	18 of 24	75.0%
Dislocated Worker Credential Attainment within 4 th Quarter After Exit	70.0%	21 of 24	87.5%
Dislocated Worker Measurable Skills Gains	47.0%	23 of 24	95.8%
Youth Employment – 2 nd Quarter After Exit	79.0 %	24 of 24	100.0%
Youth Employment – 4 th Quarter After Exit	73.0%	23 of 24	95.8 %
Youth Median Earnings – 2 nd Quarter After Exit	\$3,200	22 of 24	91.7%
Youth Credential Attainment within 4 th Quarter After Exit	76.5 %	19 of 24	79.2%
Youth Measurable Skills Gains	45.5%	17 of 24	70.8%
Wagner-Peyser Employment – 2 nd Quarter After Exit	65.0%	18 of 24	75.0%
Wagner-Peyser Employment – 4 th Quarter After Exit	64.2 %	22 of 24	91.7%
Wagner-Peyser Median Earnings – 2 nd Quarter After Exit	\$5,000	23 of 24	95.8%

Data Validation

Florida's data validation strategy follows USDOL guidelines including a periodic evaluation of monitoring protocols to ensure data integrity and promote timely resolution of data inaccuracies. DEO does this by regularly reviewing and validating records; checking the accuracy of management information system records and comparing keyed entries made by local workforce development board staff against original source documents. Annually, 1,200 participant records from the state's 24 local workforce development boards are randomly selected for review in the validation process. The process includes a regular review for errors, missing data and out-of-range values, and performance integrity and accountability of system data and wage information. The pass or fail of the record is determined by whether the records match. Documentation of missing and/or erroneous data identified during the review process must be addressed by the local workforce development boards in the form of a corrective action plan.

Common Exit Policy

In June 2021, DEO issued the state's administrative policy outlining the minimum requirements for the common exit of program participants for the WIOA, Wagner-Peyser and TAA programs, and procedural guidance for the associated processes. DEO advised local workforce development 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. The common exit date for all programs in which the participant is enrolled is the end date of the last participating service the participant received. 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% State Set-Aside

The CareerSource Florida Board of Directors allocates state set-aside funds for program administration and state special priority initiatives noted below 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 in alignment with the following corporate goals:

- Communicate the Vision
- Leverage Strategic Partnerships
- Keep the System Accountable

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 Program Year 2020-2021, CareerSource Florida awarded 122 Incumbent Worker Training grants totaling \$6 million to help companies train and retain more than 4,340 full-time employees. Trainees' wages increased more than 17% on average within 15 months of completing Incumbent Worker Training-supported training. In 2020-2021, funding priority was given to businesses that are small, or located in rural, brownfield or inner-city areas, and businesses in a targeted industry. Extensive outreach through the creation of business services one-pagers, advertising outreach, specific web pages, presentations, flyers and LinkedIn articles was conducted, ensuring as many small businesses as possible are aware of the benefits of the Incumbent Worker Training program. Incumbent Worker Training is popular and continues to meet a critical need for Florida's businesses. Since its inception, more than \$211 million in requests for Incumbent Worker Training funding have been received and, due to limited funding, 41% of the requests resulted in awards.

Work-Based Learning and Apprenticeship Expansion: As referenced earlier in this report, the CareerSource Florida board unanimously approved \$750,000 in funding for program year 2020-2021 to facilitate further expansion of apprenticeship opportunities in Florida. This funding was made available to local workforce development boards to increase the number of registered pre-apprenticeships and/or registered apprenticeships in the advanced manufacturing; construction; healthcare; information technology; leisure and hospitality; transportation, trade and logistics; and marine sectors – connecting Floridians to high-demand career opportunities requiring education or training beyond high school but less than a four-year degree. The funding covered costs to expand organizational capacity throughout the state in the form of Apprenticeship Navigators.

Continuous Improvement Program Initiative: The CareerSource Florida Board allocated \$5 million to recognize local workforce development board performance on the [Continuous Improvement Program Initiative](#) during fiscal year 2020-2021. This initiative includes mission-critical metrics – Employment Rate 1st Quarter After Exit, Participant Training Rate and Business Penetration – that are aligned with the federal Workforce Innovation and Opportunity Act, CareerSource Florida’s corporate goals and the priorities and strategies of the state of Florida. Local boards received additional credit in these metrics for serving individuals with barriers to employment and for providing staff-assisted, high-value services to business establishments in board-selected industry sectors. For their performance in program year 2020-2021, \$2,669,892 has been awarded to local boards throughout the state for meeting or exceeding their targets on these metrics. Due to the lag in certified wage data from the Florida Department of Revenue, final awards for performance during fiscal year 2020-2021 in the Employment Rate 1st Quarter After Exit metric will be distributed in February 2022.

Supporting Florida’s Workforce System in the Restart and Recovery of Florida’s Economy: As Florida began its economic recovery, the state workforce development board committed \$8.5 million as an additional investment in Florida’s workforce system. These funds ensured local workforce development boards had resources to fortify technology systems, business services and job seeker resources necessary to meet the anticipated increase in demand for services.

Rural Initiatives: Florida identified 29 counties and six cities in three additional counties as Rural Areas of Opportunity. These counties and cities face unique economic challenges. The CareerSource Florida Board designated supplementary allocations for up to five local workforce development boards identified as rural boards to support operations by Florida’s smallest local workforce development boards in providing workforce services to employers and residents in the areas they serve. Initiatives in the amount of \$1 million funded through this allocation support critical workforce development needs in rural communities.

[Rapid Response Activities and Layoff Aversion](#)

The state-approved allocation for rapid response/dislocated worker assistance consists of funds budgeted for the state rapid response activities with a balance set aside as emergency reserve. DEO distributes and manages WIOA statewide rapid response funds. Each program year, up to 25% of Florida’s WIOA dislocated worker allotment is reserved for rapid response activities. The State Rapid Response Program office provides guidance and assistance to local workforce development boards to ensure consistency in statewide operations and delivery of rapid response services. The State Rapid Response Program office carries out statewide rapid response activities and monitors rapid response activities carried out by the local workforce development boards. The office provides guidance directly to partner agencies and employers and connects adversely affected employers to the appropriate local workforce development board. The State Rapid Response Program screens adversely affected employers for the influence of foreign trade and competition to facilitate Trade Act petitions. State-level rapid response activities are managed by the State Rapid Response Program coordinator including access to EconoVue, a business intelligence and layoff aversion data platform. The EconoVue platform provides the local workforce development boards with real-time, actionable business information to guide and inform their employer meetings and layoff aversion strategies. The coordinator assigns local users, co-hosts platform training events, reviews the reports generated, provides monthly updates, and manages the contract with Carahsoft, Dun & Bradstreet, Inc. and Urban Explorer.

Coordination of rapid response services to businesses experiencing layoffs or closures is the responsibility of local workforce development boards. Local workforce development boards serve as sub-recipients of rapid response funds from DEO to provide rapid response services. Local rapid response teams include staff who provide information, resources and services to assist affected employers and workers. Local rapid response teams may include, but are not limited to, Business Development Representatives, Local Trade Adjustment Assistance Coordinators, Division of Vocational Rehabilitation (DVR) Business Outreach Specialists, WIOA Case Managers, and Local Veteran Employment Representatives (LVER). When employers submit layoff and business closing notices under the Worker Adjustment and Retraining Notification (WARN) Act, DEO staff distributes the WARN notice and associated background information to the affected local workforce development board (including the local rapid response coordinator) and other appropriate economic development and workforce partners. Rapid response services are 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 TAA petition is filed.

Strategies for co-enrollment with TAA and dislocated worker programs previously focused on co-enrollment between TAA and Wagner-Peyser programs instead of WIOA. DEO advised local workforce development boards of the co-enrollment requirement with WIOA and will provide continued training and guidance including a revised procedure, which will aid in guiding trade-affected workers into WIOA's Dislocated Worker program prior to enrollment with TAA to reduce the time between the worker's layoff and return to suitable employment.

Florida's decentralized model for providing rapid response services facilitates the connection of businesses to the appropriate local workforce development boards. 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 local workforce development boards through their local career centers include:

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

In support of rapid response activities, DEO's mobile career centers can be deployed across the state to participate in job fairs. Mobile career centers offer a full array of employment, reemployment and employer services. In 2020, the State Rapid Response Program assisted approximately 200 adversely affected workers and referred workers to workforce development programs for additional case management and employment services. The State Rapid Response Program provided 1,338 WARNs to the local workforce development boards and hosted WARN response training. In collaboration with the State Trade Program, the State Rapid Response Program filed 13 Trade Act petitions and collaborated with affected workers to file three Trade Act petitions. From 2020 to date, the State Rapid Response Program notified 1,687 trade-affected workers of their Trade Adjustment Assistance Program eligibility and connected them to local workforce development boards.

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:

Veterans: With funding from the U.S. Department of Labor Veterans Employment and Training Service (USDOL VETS), DEO administers the Jobs for Veterans State Grant (JVSG) program in coordination with Florida's 24 local workforce development boards. The JVSG provides funding to support the staffing of Disabled Veterans' Outreach Program (DVOP) Specialists, Local Veterans' Employment Representatives (LVERs), and Consolidated Positions (CPs) throughout the CareerSource Florida network. The JVSG also supports the State Veterans' Program Office including the State Veterans Program coordinator, regional veterans program coordinators and intensive service coordinators. The State Veterans' Program Office ensures consistency and excellence in program service delivery through the provision of technical assistance, policy, training and monitoring.

Florida's JVSG program prepares veterans, transitioning service members and eligible spouses for meaningful careers. The program offers eligible persons employment services delivered through the case management framework with an empathetic approach and a veteran's perspective. Eligible individuals work with a DVOP specialist to develop a proactive employment plan and are connected to career center and community resources to break down barriers to obtaining and maintaining employment. Work-ready veterans are marketed to employers in the community through individualized advocacy and job development activities by LVER staff. Several military and veteran initiatives were conducted for PY 2020 including:

Paychecks for Patriots: Paychecks for Patriots is a partnership with DEO, the CareerSource Florida network, the Florida National Guard, the Florida Department of Veterans' Affairs and participating Florida employers to hold job fairs for veterans and their families. CareerSource Florida centers across the state host Paychecks for Patriots events throughout November to build connections between veteran job seekers and Florida's employers. The participating employers include national companies and many local businesses. More than 4,300 veterans and their family members participated in prior Paychecks for Patriots events and 2,100 gained employment. Information about this program is online at www.FloridaJobs.org/PaychecksforPatriots.

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. In PY 2020, CareerSource Okaloosa Walton was recognized among small boards, CareerSource Flagler Volusia was recognized among medium boards, and CareerSource Central Florida was recognized among large boards for excellence in service.

Department of Defense SkillBridge Program: DEO partnered with Veterans Florida to create state agency internships for separating or retiring active-duty service members under the U.S. Department of Defense (DoD) SkillBridge Program. Transitioning service members participating in the DEO SkillBridge internship acquire new skills working in Trade Adjustment Assistance, Rapid Response, and veteran employment programs as well as serving as a liaison between state agencies and local workforce development boards.

SkillBridge participants have opportunities to gain full-time employment once the training period ends. The DoD SkillBridge Program enables active-duty service members with commander approval to gain work experience through internships, fellowships, and apprenticeships with employers during their final six months of service. Military personnel of any rank and branch are eligible to participate in SkillBridge and maintain their DoD salary and benefits during the training period.

Veterans Workforce Summit: DEO's State Veterans Program Office successfully hosted the first Florida Veterans Workforce Summit in PY 2020. The summit consisted of training, presentations, breakout sessions, and practical exercises, all aimed at reaffirming the state's commitment to ensuring Florida's veterans receive the highest level of service through the Jobs for Veterans' State Grant program. The summit hosted more than 230 participants and featured presentations from several partner agencies, including USDOL VETS, Veterans Florida and Vocational Rehabilitation.

HIRE Vets Medallion Program: Florida promoted the HIRE Vets Medallion Program (HVMP) through the CareerSource Florida network and the JVSG program. As noted in [Veteran Program Letter 02-19](#), the HIRE Vets Medallion program provides employers an opportunity to receive special recognition from the U.S. Department of Labor for hiring and retaining veterans. During 2020, HVMP applications were accepted Jan. 31 through April 30, 2021. For 2020, Florida was ranked second in the nation with 60 employers recognized as HIRE Vets Medallion winners.

The JVSG program met and exceeded all negotiated performance targets for program year 2020:

JVSG Indicators of Performance 2020	State Goal	State Performance	% Achieving Goal
Employment – 2 nd Quarter After Exit	44%	49%	111.3%
Employment – 4th Quarter After Exit	42%	49.7%	118.3%
Median Earnings – 2 nd Quarter After Exit	\$4400	\$6,378	144.95%

Military Family Employment Advocacy Program: The [Military Family Employment Advocacy Program \(MFEAP\)](#) is active in seven local workforce development areas with high concentrations of active military bases. Military family employment advocates deliver workforce services to spouses and dependents of active-duty military personnel by providing targeted workforce services to and promoting military family members as potential employees to prospective employers.

Florida Council on Homelessness: Career Source Florida and DEO serve on this council that develops policies and recommendations to reduce homelessness in Florida. The [Florida Council on Homelessness 2021 Annual Report](#) was submitted June 30, 2021.

Employment First Florida: This interagency collaboration improves coordination of services that assist people with disabilities in obtaining employment and achieving economic self-sufficiency. The Employment First Interagency Cooperative Agreement was renewed effective Feb. 18, 2020.

Family Café: The Family Café supports persons with disabilities and their families with an opportunity for collaboration, advocacy, and empowerment. The CareerSource Florida network supports the annual Family Café, the nation's largest cross-disability event, bringing together stakeholders to provide information, training and networking.

The annual Family Café offers exposure to a wide range of public and private resources and access to policy-making officials. The 23rd Annual Family Café was held June 11-13, 2021, in Orlando, Florida. DEO and several local workforce development boards attended the in-person event. The full program is [online](#).

Reentry for Returning Citizens: WIOA provides local workforce development boards an opportunity to improve public safety, reduce government spending and grow the local economy by providing services to returning citizens from Florida's correctional system. CareerSource Florida serves as a convener with the Department of Corrections, DEO and the Federal Parole System to identify opportunities for greater collaboration and partnerships. DEO partnered with the Department of Corrections in an Adult Reentry and Employment Strategic Planning Program funded by the U.S. Department of Justice to pilot joint case management of returning citizens pre- and post-release.

Exemplary Models

Lockheed Martin Project: Lockheed Martin Corporation, a global security and aerospace company employing approximately 105,000 people worldwide and nearly 17,000 Floridians, set a goal to create 8,000 apprentices enterprise-wide over five years. CareerSource Florida and Lockheed Martin partnered to leverage Quick Response Training grants and the statewide support of the CareerSource Florida network to meet the company's talent development needs by creating high-wage jobs and apprenticeships for Floridians. Using a piloted approach, Lockheed Martin and CareerSource Florida implemented an expansion project creating registered apprenticeship programs to help meet the company's hiring needs of more than 2,500 new employees over five years. Since the launch of the partnership, Lockheed has employed at least 443 apprentices, 364 of whom are connected to its pilot site in Ocala.

In partnership with the College of Central Florida, CareerSource Florida, Lockheed Martin, CareerSource Citrus/Levy/Marion and other partners, a state-of-the-art innovative apprenticeship lab was built at the college's Ocala campus to create the talent pipeline needed by the Ocala site. Through a staged process, Lockheed Martin is expanding the pilot into other key company locations, connecting with up to six additional LWDBs, their educational partners and other key stakeholders. The CareerSource Florida network and its partners continue providing support and continued assistance building apprenticeship programs, recruiting potential talent, and identifying grant opportunities to defray training costs, all resulting in delivering a total talent solution for Lockheed Martin.

In addition to ongoing apprenticeship initiatives, CareerSource Florida facilitated additional growth for Lockheed Martin through its Quick Response Training program which trained 884 new hires and 396 incumbent workers over the first year of the grant program and an additional 756 incumbent workers in year two.

National Health Emergency/Opioid Crisis Response: Florida experienced a significant increase in the number of fatal overdoses involving opioids over the last two decades. In the first six months of 2020 alone, Florida's Bureau of Vital Statistics reported 3,834 opioid-related fatal overdoses, a 30.5% increase from the number of occurrences the previous year in the same time period. Of all drug-related deaths, 2,622 were attributed to fentanyl, an 81% increase over the previous year.

In response to federal and state emergency declarations for the opioid epidemic, DEO received two federal grants and the CareerSource Florida Board funded a statewide Recovery Navigator initiative with the dual goals of providing training and support to eligible individuals and promoting successful and sustainable employment. Local workforce development boards operating these initiatives undertook a variety of approaches to respond to the crisis. Using strong community partnerships, they provided services to hundreds of participants. As employment is a key component of recovery for many individuals, staff regularly meet participants in recovery programs, treatment centers, and correctional facilities to offer job search and supportive services and to provide training and work-based opportunities. Local workforce development boards sought employers willing to hire individuals in recovery and with recovery-friendly policies. Several local workforce development boards are designing a curriculum to educate employers about substance use disorder (SUD) in the workplace. Alongside community partners, local workforce development boards offered multiple rounds of NARCAN training, a lifesaving drug that interrupts an opioid overdose, to businesses in their community.

DEO hosts monthly technical assistance calls with the LWDBs involved in these initiatives, where local staff exchange best practices and brainstorm to address challenges, such as helping participants who want to work as peer recovery specialists but cannot pass the required background screening. Presentations included one from the Department of Children and Families about the agency's exemption process for disqualifying offenses that would flag on a background screening. This collaboration is a key and highly regarded aspect of working to achieve the goals of the initiatives.

CareerSource Central Florida Shifts COVID-19 Recovery Efforts: CareerSource Central Florida's strategic focus is to target industries and businesses impacted by the pandemic to identify their training and staffing needs through the use of labor market information and a sector strategy approach. The board identified high demand in the hospitality and tourism, information technology and finance, construction, warehousing and logistics, manufacturing, and healthcare industries. To help meet this demand, board staff offer eligible participants on-the-job training, internships and quick certification training.

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.

National Dislocated Worker Grants

The Department of Economic Opportunity managed eight National Dislocated Worker Grants (DWGs) during the program year.

National Health Emergency/Opioid Crisis: Florida received conditional approval for \$2.5 million to pilot a program that addresses the workforce needs created by the opioid crisis. To date, USDOL awarded \$1,666,666 to the state. Two local workforce development boards are participating in the grant, placing eligible participants in temporary disaster-relief and providing career services and training opportunities to participants affected by the crisis and classroom training in health and recovery-related occupations.

COVID-19 DWG: Florida received an award of \$40,394,746 to respond to the disruptions caused by the pandemic. The grant program continues through March 31, 2022. Local workforce development boards around the state provide temporary disaster relief jobs that include food warehousing and distribution; sanitation and security of government and non-profit facilities; and case management to help those affected by the pandemic access needed services and resources. As the labor market recovered, local workforce development boards shifted to providing training and other services to help laid-off workers regain employment.

Hurricane Michael DWG: Florida received an award of \$27,334,788 to respond to damage caused by 2018's Hurricane Michael by providing temporary disaster relief jobs and other services to eligible participants. Three local workforce development boards in the Florida Panhandle are currently operating the program. The grant is extended through Sept. 30, 2022. Affected areas experienced significant damage to county buildings, parks, schools, businesses, streets, libraries, and loss of utilities combined with numerous damaged homes. Recovery support workers were needed to assist with damage assessments and the provision of resources needed to recover. Humanitarian workers were essential for staffing the distribution sites for basic needs such as food and clothing. Debris removal from state parks provided employment opportunities for dislocated workers as well.

Hurricane Sally DWG: Florida received conditional approval for \$2.5 million to respond to the damage caused by 2020's Hurricane Sally. To date, USDOL awarded Florida \$1,666,667 to provide temporary disaster relief jobs and other services to eligible participants. This grant ends Sept. 20, 2022. Three local workforce development boards are participating in this grant. Ongoing temporary disaster relief workers clean up ditches, remove debris, restore public properties and low-income homes and provide case management to individuals seeking recovery assistance.

Hurricane Irma DWG: Florida received an award of \$30 million to respond to damage caused by 2017's Hurricane Irma. Sub-awards were made to 13 local workforce development boards, covering much of the Florida peninsula, to provide temporary jobs to assist with humanitarian aid, clean up and restoration activities to the affected counties. The grant ended Sept. 30, 2021.

Hurricane Maria/Evacuee DWG: Florida received an award of \$6,060,765 to respond to the needs of evacuees from U.S. Territories affected by 2017's Hurricane Maria (Puerto Rico and the Virgin Islands) by providing career and training services to eligible participants, as well as placing participants in temporary disaster relief jobs. Eleven local workforce development boards with a significant number of evacuees participated in the grant. The grant ended Sept. 30, 2021.

Hurricane Dorian DWG: Florida received an award of \$3 million to respond to damage caused by 2019's Hurricane Dorian by providing temporary disaster relief jobs and other services to eligible participants. One local workforce development board on the Atlantic coast operated the program. The grant ended Sept. 30, 2021.

Technical Assistance Needs of the State Workforce System

Florida anticipates continued technical assistance being provided by USDOL as DEO continues to implement its current Corrective Action Plans. The state also expects to continue to receive and participate in technical assistance calls related to the Statistical Adjustment Model as well as the effective implementation and operation of the Disaster Dislocated Worker Grants.

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

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 DOE which houses Florida's Vocational Rehabilitation (VR) program, the Division of Blind Services (DBS), and the Division of Career and Adult Education (CAE); 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.

The Department of Economic Opportunity, 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: The Florida Unique Abilities Partner Program, established in 2016, was designed to celebrate businesses and organizations that provided career or financial opportunities to individuals with disabilities and to raise awareness of the economic and social benefits of employing these individuals. Employing people with unique abilities is a direct and cost-effective means to assist them in achieving independence and fulfillment while contributing their talents to the workforce. Hiring someone with a disability demonstrates an employer's dedication to strengthening communities and the economy and helps the employee gain confidence, acceptance and financial security.

Florida Unique Abilities Partners demonstrate their social values, network with like-minded businesses and organizations, and display the Unique Abilities logo to the public. They are also recognized with a searchable Employ Florida designation and an entry on the Partner List on the Florida Unique Abilities Partner Program website. Applications, Nominations, Resources and other information on the program may be found at www.FloridaUniqueAbilities.org.

Addressing State Workforce System Challenges

While Florida's economy has quickly rebounded as a whole, there continue to be areas of opportunity where recovery is observed to be slower. Leisure and hospitality, Florida's largest industry sector, and retail trade, for example, are experiencing slower job recovery than other industries. Furthermore, recovery appears slower in the critical metropolitan statistical areas and divisions of Orlando-Kissimmee-Sanford and Miami-Miami Beach-Kendall.

The state's employers continue to face challenges with meeting their talent needs as the number of job openings exceeds the number of job seekers to fill those positions, and Florida's local workforce development boards continue to face challenges with enrolling participants in workforce development programs as enrollment numbers have not yet rebounded to pre-pandemic levels. Key demographics that were disparately impacted by the COVID-19 pandemic include youth, especially minority youth, and represent an opportunity for impact moving into the next year.

Removing barriers to alignment and coordination among workforce programs is a primary focus for the workforce system. As such, the state is continuing the integration of SNAP E&T and TANF case management into the state's labor exchange and WIOA case management system. The project is projected to be completed in 2022.

Conclusion

The CareerSource Florida Board of Directors is committed to supporting Florida's economic recovery and Florida's goal to be No. 1 in workforce education by 2030. Initiatives undertaken in 2020-2021 focused on increased prosperity of workers and employers; reducing welfare dependency; increasing economic self-sufficiency; meeting employer needs; and enhancing productivity and competitiveness throughout the state. Strong partnerships with WIOA core partners and economic developers enhanced implementation of initiatives that build or strengthen Florida's recovery through focused sector strategies, expansion of apprenticeships and promotion of career pathways.

The CareerSource Florida Board is committed to supporting local workforce development boards' provision of services by increasing available resources throughout the state and adapting policies to meet the needs of Floridians and employers.

Florida's workforce system is evolving in its implementation of the 2021 Reimagining Education and Career Help (REACH) Act. This transformative law increases collaboration between state businesses, education and workforce communities while improving equity and access to a more integrated workforce system for Floridians.

Under the leadership of Florida's governor and legislature, and working closely with numerous local, state and federal partners, the Florida workforce system will continue implementing future-focused, impactful strategies that anticipate, meet and exceed the needs of Florida's growing businesses and talented workforce.