



# Workforce *Florida, inc.*

*Delivering Demand-Driven Solutions  
for Florida*



*2006 - 2007 Annual Report*



## *Vision*

Florida will develop a globally competitive workforce.

## *Mission*

Florida will develop the state's business climate by designing and implementing strategies that help Floridians enter, remain and advance in the workforce, becoming more highly skilled and successful, benefiting Florida business and the entire state.

## *Guiding Principles*

One Workforce System—Shared Vision

Demand-Driven Business Model

Local Market Control

Private Sector Leadership

Universal Customer Access

Strategic Partnerships

Bias Toward Action

Individual Performance Accountability

Innovation

## 2006 - 2007 Workforce Florida Annual Report

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# Letter from the Chairman



As the year draws to a close, we are encouraged as we reflect on the workforce system's accomplishments in this annual report. Through innovative initiatives such as Employ Florida Banner Centers and the expansion of CHOICE career academies, Florida's workforce system and our education, economic development and industry partners are taking bold steps to ensure

our state continues to have highly skilled workers to support high-value industries.

Following the national trend, previously stalwart industries in Florida such as construction and manufacturing are contracting. There is good news, however, as sectors such as professional and business services are growing. This growth is contributing to Florida's trend of sustained job creation and providing new opportunities for employment and careers. The dynamic shift in jobs underscores the critical role our workforce system plays in ensuring Florida's workers have the technical skills and education needed to take advantage of new opportunities and the businesses that are creating these new jobs have the skilled talent needed to prosper. The workforce system's investment in training is consistent with the state's economic development goals and is increasing the talent pool in key state industries. This policy vision was well stated by Governor Charlie Crist who has declared that our state focus on not just creating jobs, but good jobs that lead to a better quality of life for Floridians and strengthen our economy. We know too there is more work to be done.

The Florida Legislature, meanwhile, has maintained its commitment of resources and attention to cultivating high-

skill, high-wage industries. For the first time in Workforce Florida's history, legislators appropriated an additional \$6.6 million in general revenue during the 2006 regular session to support training of entry-level and experienced workers in key sectors as well as disabled workers. Mostly federally funded, the state's workforce system continues to experience an annual decline in federal dollars for employment and training. The additional state funding proved critical to advancing Florida's market-driven initiatives to better serve job seekers and businesses alike.

Recently Workforce Florida held a series of forums across the state in conjunction with the Agency for Workforce Innovation and the 24 regional workforce boards. More than 500 stakeholders took part in the conversation about future workforce needs and the current structure of Florida's workforce system with its public-private leadership at both the state and local levels. I am pleased to report there is strong agreement that the sustaining values of the workforce system—business focus, local control, flexibility, accountability and strong support of innovation—be preserved and reinforced into the next decade.

The success of these forums and other achievements this year were made possible in large part because of the dedication of volunteer leaders throughout the state who serve as the people's representatives on regional workforce boards and the workforce professionals who passionately support our state's workforce mission. Together, and with our strong partners, it is without question that we have a workforce system ready to deliver on Florida's aspiration for an economy driven by innovation.

Sincerely,

A handwritten signature in cursive script that reads "Katherine E. Wilson".

Katherine E. Wilson

Chairman

Workforce Florida Inc. Board of Directors

# Letter from the President



Small business. Conglomerate. Nonprofit. You pick the sector— aerospace, biotechnology, information technology, financial services, manufacturing, even government. Every business and organization needs good talent to survive and indeed thrive.

Florida's economic future is dependent upon talent and Workforce Florida Inc., through its public-private partnership, has the unique charge to lead efforts in our state to deliver the best talent possible to keep our businesses competitive and our economy strong. When we do so, we are not just advancing the state's business climate, but we are also helping Florida workers improve their professional and technical skills qualifying them for better jobs with higher pay that improve their quality of life.

In fact, the issue of developing workforce talent was at the top of the agenda during the September 2007 Innovation Summit held in Orlando by the Innovation Caucus, a task force of the Florida Chamber Foundation, of which Workforce Florida is a member. At the summit, talent was cited as a common goal of every strategic plan for a major workforce, economic development, education and business organization examined in preparation for this statewide discussion on a new innovation agenda for Florida. Also highlighted during the dialogue was that talent used to flow to locations with strong businesses, but in today's globally competitive environment businesses go where the talent is.

The success of Workforce Florida and the entire workforce system, this year and indeed since the modern system's creation in 2000, is no doubt attributable to the vision, leadership and actions of those who understand the impact talent has on any enterprise. Workforce Florida this year, for example, has led the way for upgrading the skills of more than 30,000 employed workers and serving more than 25,000 businesses.

A great deal of gratitude is owed to Workforce Florida's Board of Directors, its inaugural president, Curtis Austin, and to Larry Champion, the executive vice president, who stepped in as the interim leader to ensure the important work of building a globally competitive workforce continued. As Workforce Florida's new president, I am excited about the challenges and opportunities ahead to make talent the defining business asset in our state.

One example of an opportunity before us to do just that is highlighted in this report—the workforce transition resulting from the phasing out of the national space shuttle program. Finding solutions that keep Florida's aerospace industry strong and support employment among workers affected by the shuttle transition is a top priority of our workforce system. Workforce Florida is poised to lead the way on solutions to this and other workforce challenges through the support of our partners and stakeholders and with continued strong leadership from our Governor and Legislature.

Sincerely,

A handwritten signature in black ink that reads "Chris Hart IV".

Chris Hart IV

President and CEO

Workforce Florida Inc.

# Executive Summary

Workforce talent is a key driver of business success. That's why the mission and work of Workforce Florida Inc., the state's lead workforce policy organization, is critical to the state's economic development efforts. Even as Florida's still robust economy showed signs of slowing down this year, the state's demand-driven workforce system continued to provide services and resources to ensure businesses had access to highly skilled workers and citizens could find jobs that allowed them to enter, remain and advance in the workforce.

As the nonprofit, public-private organization charged with setting policy and overseeing the state's workforce system, Workforce Florida continues to lead through its commitment to accountability, responsiveness and innovation. It does so by linking workforce, economic development and education strategies through business-driven initiatives and programs to ensure Florida's workforce has the skills needed to support the state's enterprises and economy. Workforce Florida also promotes an environment in which Floridians have the opportunity to upgrade their education and skills to obtain jobs that lead to greater economic prosperity. This work is supported by key workforce system partners—the Agency for Workforce Innovation (state agency responsible for administrative and fiscal affairs), the 24 regional workforce boards (primarily responsible for service delivery) and the nearly 100 one-stop centers (bricks-and-mortar gateway to services and resources for most businesses and job seekers).



## Among this year's many accomplishments:

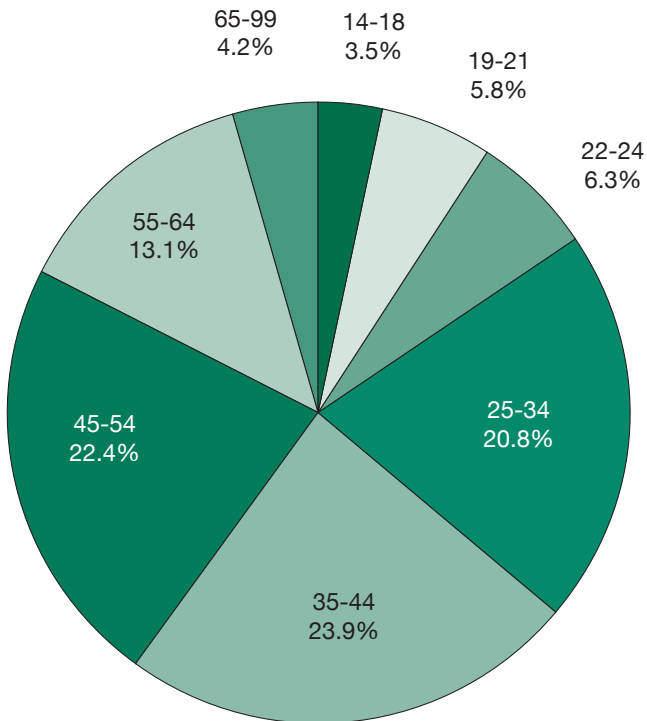
- ✔ More than 766,000 people were served through one-stop centers, which offer a range of employment and training services to individuals as well as businesses.
- ✔ About 75,000 veterans, including 9,300 who recently left the military, and 1,500 family members of Florida veterans received workforce services.
- ✔ Workforce Florida's popular training grant programs available to Florida businesses, Quick Response Training (QRT) and Incumbent Worker Training (IWT), awarded \$17.2 million in grants to train nearly 30,000 workers. Businesses responded with cash and in-kind matches projected at \$263 million in investments for improving their workers' skills.
- ✔ Ten new Employ Florida Banner Centers were launched, mostly at community colleges and universities, to increase the availability and quality of cutting-edge training for new and experienced workers in high-skill, high-wage sectors such as biotechnology, energy, health sciences and aviation and aerospace that help diversify the state economy—a top economic development priority in Florida.
- ✔ As the fiscal year drew to a close in June, Florida's unemployment rate of 3.5 percent was 1 percentage point lower than the national rate of 4.5 percent, continuing the below-the-national-average trend that started in mid-2002. Florida also had recorded 58 consecutive months of job growth, gaining about 113,700 more jobs than a year ago. Industries gaining the most new jobs were education and health services, leisure and hospitality, and professional and business services.

Workforce Florida's success at responding to the training and employment needs of businesses and citizens is rooted in its efforts to foster collaboration not just throughout the workforce system, but among partners in education, economic development, industry and elsewhere. Workforce Florida will continue to do so in a manner that is consistent with its strategic imperatives. They are to:

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

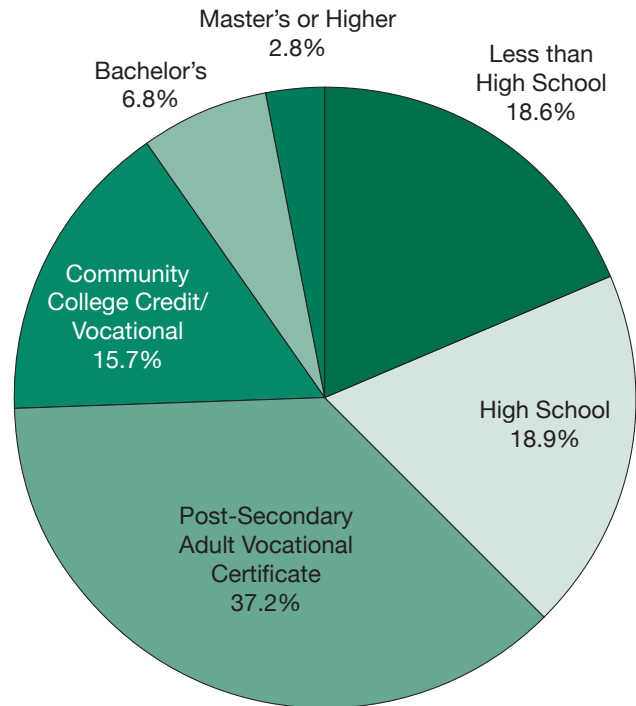
## Employment by Age

In June 2007, Florida had a labor force of 9 million people.



## Why is workforce training so critical?

Technical know-how is a must in today's knowledge-based economy. It's a fact that education pays and higher education leads to higher pay, but there are numerous career opportunities in technical fields that require less than a four-year degree. In fact, most jobs in Florida this year require a post-secondary adult vocational certificate. By 2015, it is estimated that 9 out of every 10 jobs in Florida will require training below a bachelor's degree.



Source: U.S. Census Bureau, Local Employment Dynamics program, 2005-2006

Sources: Agency for Workforce Innovation, Labor Market Statistics Center, Occupational Employment Statistics program, Training Codes from Florida Department of Education

# Florida's Workforce Solutions

## Youth

Workforce Florida's youth focus centers on developing policies and advancing programs that help young people (ages 14 to 21) enter and advance in the workforce through learning, training and earning opportunities.

Most of this work is accomplished with federal funds provided to regional workforce boards to assist youth with acquiring and building on skills that will lead to employment and career opportunities. Workforce Florida's leadership on youth workforce issues is based on three primary goals:

- ✦ Increasing the number of high school graduates.
- ✦ Increasing the number of youth who obtain a job that provides a living wage.
- ✦ Encouraging statewide employer/agency collaborations that help first-time workers enter and advance in the workplace.

In addition to expanding career academies and improving the quality of technical education in high schools, other youth initiatives funded by Workforce Florida include a partnership program with the Department of Juvenile Justice to train nearly three dozen teens in construction technology, culinary operations, network support systems and landscape operations. Florida also is recognized as an innovator for efforts dating back to 2003 to increase coordination, planning and resource alignment among state organizations and agencies with complementary youth goals and missions, known as the Strengthening Youth Partnerships (SYP) initiative. In fact, Florida was one of only 16 states this year to receive a U.S. Department of Labor grant (\$116,000) to fund programs—through WorkSource in the Jacksonville area and the Southwest Florida Workforce Board in the Fort Myers area—that link at-risk youth with educational, health and social services that support successful employment outcomes.

## CHOICE

Workforce Florida and the entire workforce system are committed to supporting efforts to transform career and technical education programs in Florida high schools to ensure students are being prepared for the high-skill, high-wage jobs of the 21<sup>st</sup> Century.

Through CHOICE academies, students earn industry certifications simultaneously with high school, and often college, credits. The academies are designed to offer skills training in high-value sectors, and to prepare students who want to immediately enter the workforce with better-paying career options as well as those who may be college bound.

Workforce Florida's investment this year included more than \$1 million to start academies in five Florida school districts as well as a two-year, \$1 million grant to the Okaloosa County School District to create the Employ Florida Banner Center for Secondary Career Academies. The Banner Center is charged with providing technical assistance to districts seeking to launch CHOICE academies and creating statewide standards for Florida's career and technical programs. Since 2005, Workforce Florida has awarded nearly \$3 million to create CHOICE career academies that have offered technical training to 1,800 students in 16 districts.

## A Career CHOICE for the Future

Backed by new Workforce Florida grants, the following CHOICE-model career academies were launched this year:

Industry	District	Schools
<b>Aviation/Aerospace</b>	<i>Charlotte County</i>	Charlotte Tech Center, Lemon Bay High, Charlotte High, Port Charlotte High
	<i>St. Johns County</i>	St. Augustine High
<b>Construction</b>	<i>Manatee County</i>	Manatee High
<b>Health Sciences</b>	<i>Polk County</i>	Auburndale High, Bartow High, George Jenkins High, Polk Community College, Lake Gibson High, Ridge High
<b>Manufacturing/Pre-Engineering</b>	<i>St. Lucie County</i>	Treasure Coast High

## Employ Florida Banner Centers

*A new initiative, Employ Florida Banner Centers bring industry, workforce, education and economic development together, backed by \$6.2 million in start-up funding, to create cutting-edge curricula to train workers in targeted high-skill, high-wage sectors. Education and industry partners also have leveraged about \$5.2 million in funding for the centers that focus on industries that are aligned with state economic development priorities.*

There are 10 Banner Centers statewide. In their first year, 930 people have been trained through Banner Centers, with more than 300 people receiving industry certifications. Nearly 130 people have obtained new jobs and another 100 have found better jobs or received promotions. The centers have developed 28 new curricula, with industry input, that is portable for use statewide. More than 26 colleges and universities participate in the initiative and start-up grants totaling \$500,000 each were announced for two new Banner Centers in August 2007 for programs in information technology (Seminole Community College) and alternative energy (University of Central Florida).

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**EMPLOY FLORIDA  
BANNER Centers**

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Employ Florida Banner Centers	Lead Education Partners
Aviation and Aerospace	Florida Community College at Jacksonville and Brevard Community College
Biotechnology	University of Florida
Construction	Santa Fe Community College
Energy	Lake-Sumter Community College
Financial Services	Miami Dade College
Health Sciences	Valencia Community College
Homeland Security and Defense	Indian River Community College
Logistics & Distribution	Lake City Community College
Manufacturing	Hillsborough Community College
Secondary Career Academies	Okaloosa County School District

For more on Employ Florida Banner Centers, and a complete list of all affiliated educational partners, please go to [EmployFlorida.com](http://EmployFlorida.com).

***A**t the Employ Florida Banner Center for Aviation and Aerospace, one of the needs identified by industry advisers this year was for training to improve the expertise of technicians who modify and maintain Boeing 757 passenger planes that have been converted into cargo aircraft. With industry input, the center created a new course that is portable and already has been used to train 25 employees for Flightstar Aircraft Services in Jacksonville and Capital Cargo International Airlines in Orlando. Since its start, the center, based at Florida Community College at Jacksonville and Brevard Community College, has created 10 new technical courses responding to new and emerging demands identified by aviation and aerospace companies in the state. They range from an entry-level aviation sheet metal course to one that aims to curb errors among aircraft maintenance technicians to another that leads to an international certification for experienced electronics workers.*

# *Florida's Workforce Solutions*

## **Business Employment Solutions and Training (BEST)**

*One way in which Workforce Florida fosters innovation to address the dynamic workforce challenges unique to every community is through the BEST initiative.*

Launched in 2005, BEST is a competitive grant program that fosters innovation by providing additional training dollars for regional workforce boards that create programs to meet skilled worker demands in local target industries. These programs are directed to employed, unemployed and underemployed workers who need to build their skills. Some of the local BEST initiatives have focused on special populations such as disabled job seekers, high school dropouts, homeless people, juvenile offenders, teens and people transitioning from public assistance to self sufficiency. Through this popular initiative, \$14.6 million has been awarded and leveraged with \$31 million in local contributions to train more than 19,700 people. This year, more than 9,800 people received training in fields ranging from nursing and other critical health care occupations to financial services and advanced manufacturing, to cite a few examples.

*Several manufacturers in Brevard County were in need of the same kind of training for their employees to help maintain competitiveness, so the Brevard Workforce Development Board created an Employed Worker Training program using \$19,180 in BEST funding to meet their needs. In addition to raising the skill levels of existing workers, the program called for offering entry-level manufacturing training to people served by Freedom Outpost Ministries, a nonprofit that assists the homeless as well as people trying to overcome drug and alcohol addictions or who are recently released from prison.*

*Among those to receive training was a homeless Air Force veteran who was working to overcome a substance abuse problem. The veteran's training in electronic soldering led to his industry certification and a job as a surface mount technologies operator. With his new employment, he was also able to move out of the transitional housing provided by Freedom Outpost.*

## Quick Response Training and Incumbent Worker Training Programs

Quick Response Training (QRT) and Incumbent Worker Training (IWT) are key components of the state's economic development tool kit. Workforce Florida works closely with regional workforce boards, Enterprise Florida Inc. and local economic development councils—with special outreach to rural and distressed communities—to award grants to businesses to cover some of the expenses associated with upgrading workers' skills.

These programs, recognized for their low administrative overhead and lack of red-tape requirements, require businesses to invest matching money in training. QRT grants are awarded to businesses with plans to start operations in the state and to existing Florida companies that are expanding—in both cases resulting in the creation of new jobs. IWT was designed to help established businesses maintain a competitive workforce.

QRT Snapshot
No. of Awards: <b>34</b>
Grants Total: <b>\$11.4 million</b>
Employer Match: <b>\$218.5 million</b>
Jobs Created: <b>11,200</b>
State Average Investment Per Trainee: <b>\$1,000</b>

IWT Snapshot
No. of Awards: <b>177</b>
Grants Total: <b>\$5.8 million</b>
Employer Match: <b>\$44.5 million</b>
Workers trained: <b>18,700</b>
State Average Investment Per Trainee: <b>\$310</b>

**W**ith about 300 workers, Oceaneering Multiflex is one of Bay County's largest employers. The company designs and manufactures subsea control umbilicals for the offshore oil and gas industry. A \$102,400 Quick Response Training grant awarded in December 2006 has aided the company's efforts to create 200 new jobs by 2008, with employee training ranging from entry-level plant workers to engineering technicians to engineers and supervisors needing to upgrade their skills. The company has matched the grant with its own investment in training totaling \$377,200.

# Florida's Workforce Solutions

## Employ Florida—Connecting to Resources and Services

*“Employ Florida” was created by Florida’s workforce system and partners as a tool to help people and companies looking for workforce services and resources anywhere in the state.*



That’s critical for a system made up of two state-level partners, Workforce Florida and the Agency for Workforce Innovation, as well as 24 regional workforce boards and nearly 100 one-stop centers. Employ Florida links the state and local workforce partners and the services they

offer through a single affiliate brand. A variety of communication strategies and mediums have been used to connect workforce customers to resources, services and special workforce initiatives using the Employ Florida brand. Through the Employ Florida Communications Consortium, all of Florida’s workforce partners collaborate to coordinate statewide public outreach initiatives.

Regional Workforce Boards and State Partners	
Brevard Workforce Development Board	Suncoast Workforce Board
Center for Business Excellence	Tampa Bay WorkForce Alliance
Chipola Regional Workforce Development Board	Workforce Alliance
CLM Workforce Connection	WORKFORCE CENTRAL FLORIDA
Florida Crown Workforce Board	Workforce Development Board of Okaloosa and Walton Counties
FloridaWorks	Workforce Development Board of the Treasure Coast
Gulf Coast Workforce Board	Workforce Escarosa
Heartland Workforce	WorkForce One
North Florida Workforce Development Board	WORKFORCE <i>plus</i>
Pasco Hernando Jobs & Education Partnership Regional Board	WorkNet Pinellas
Polk Works	WorkSource
Southwest Florida Workforce Development Board	Agency for Workforce Innovation
Southwest Florida Workforce	Workforce Florida

## The Employ Florida Marketplace

*Launched March 1, 2005, the Employ Florida Marketplace web site allows customers to find and access services virtually anywhere.*

A powerful online labor market exchange tool, the Marketplace was specifically designed for employers, job seekers, students, training providers, workforce customer service representatives and professionals, and others seeking benefits and services. The Marketplace’s “spidering” technology, used to aggregate job listings from other web sites, has produced more than 4 million jobs on the site since its debut. This system is designed to be comfortable for everyone, even those with little computer experience.

In June 2007, **EmployFlorida.com** averaged about 40,000 unique visitors and 3.2 million “hits” per day. The Employ Florida Marketplace had more than 2.9 million registered job seekers with over 454,000 resumes in the system. More than 150,000 employers were registered on the site. The website is also supplemented by a toll-free telephone number, 1-866-FLA-2345, staffed by the Agency for Workforce Innovation.



Feel the effects  
at the Employ  
Florida Marketplace

With more than 2.8 million registered job seekers and 157,000 registered employers and growing, the Employ Florida Marketplace is where great companies and great job candidates discover each other. Be discovered today and feel the effects.

**EMPLOY FLORIDA**  
MARKETPLACE

**EmployFlorida.com**  
1-866-FLA-2345

TTY via Florida Relay Service 711  
An equal opportunity employer/program.  
Auxiliary aids and services are available upon request to individuals with disabilities. Disponible en español.

## Using the Employ Florida Marketplace, employers may:

- ✔ Define skills and post job listings to find potential candidates
- ✔ Research labor market information on salaries and economic data
- ✔ Set up a Virtual Recruiter search agent to automatically find candidates within the system that match the job skills of the job listing
- ✔ Communicate with job seekers, workforce customer service representatives, training providers, and others within the system email and message center

*Print advertisement used to promote the Marketplace among Florida residents.*

## Using the Employ Florida Marketplace, job seekers and students may:

- ✔ Use a professional format to create and send resumes and cover letters to employers
- ✔ Assess their job skills, set goals, and research training providers
- ✔ Review available jobs and apply online
- ✔ Set up a Virtual Recruiter search agent to automatically review job postings and notify them of jobs that match their skills
- ✔ Track job search efforts and resumes sent in a personal profile folder online
- ✔ Learn about services and benefits for which they may be eligible
- ✔ Determine a budget and plan for training
- ✔ Research regional labor market information, such as salaries
- ✔ Use the email and message center to contact employers and workforce customer service representatives

*Print advertisement used for out-of-state Marketplace promotion.*

**Come  
for the  
Sun**

**Work in the best  
place under it.**

With more than 2.9 million registered users and growing, the new Employ Florida Marketplace is where great companies and great job candidates discover each other. Search through more than 275,000 Florida job listings. Connect to more than 159,000 employers, as well as local workforce experts, labor market information and industry, wage and occupational data. All at no charge.

**EMPLOY FLORIDA**  
MARKETPLACE

**EmployFlorida.com**  
**1-866-FLA-2345**

An equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Disponible en español.  
TTY via Florida Relay Service 711

# Florida's Workforce Solutions

## Welfare to Work

*The 10-year anniversary of welfare reform in Florida is a workforce success story. Florida was one of the first states in the nation to implement national and state welfare reforms in 1996.*

Florida's focus on positioning its public workforce system to take on a major role in transitioning families from public assistance to self sufficiency also was the beginning of what would later become a major overhaul of the workforce system in 2000 with the creation of Workforce Florida and the Agency for Workforce Innovation.

Today, state workforce partners, along with regional workforce boards, continue to work closely with other critical state agencies such as the Department of Children and Families. Together, they advance the state's "work first" emphasis by helping to boost post-employment training opportunities as well as by providing other key support services to assist those transitioning off welfare and into employment. The goal is to help workers keep their jobs, improve their earnings and advance in the workplace, all of which are critical to building economic independence. Close coordination of training with the workers and their employers helps to reduce costly turnover.

Florida has consistently ranked among the top four states with the greatest welfare caseload reduction. As of June 2007, the number of families receiving cash assistance was 9,400—a 94 percent reduction from the 152,400 cases when reforms began in 1996. In September 1996 Florida paid over \$53 million in welfare benefits. The amount of monthly cash assistance in June 2007 was about \$13 million. And fewer than 1 percent of children whose families received assistance in 1996 are receiving cash assistance today.

## Strategic Partnerships

*Collaboration is key to the state's economic success. Florida's workforce system has strategically cultivated partnerships with business, economic development and education groups to ensure workforce policies are aligned with the state's economic development priorities.*

These strategic partnerships help ensure training resources are prudently invested in ways that boost local, regional and state economic development initiatives aimed at diversifying Florida's economy. By directing resources to industries in which Florida has a competitive advantage, the state's economy is better positioned to withstand economic downturns.

Workforce Florida Board members and staff participate in a number of strategic partnerships including Enterprise Florida's Board of Directors and Stakeholders Council as well as the Rural Economic Development Initiative (REDI), the Florida Chamber Foundation Innovation Caucus, the Florida Economic Development Council, the Florida Energy Workforce Consortium, and the Florida Film Commission, to name a few. Workforce Florida, the Agency for Workforce Innovation and the regional workforce boards also work closely with local chambers and economic development councils as well as numerous other business and industry associations and education partners such as the Department of Education's Workforce Education Division.

## Veterans' Services

*Veterans represent a strong talent pool for Florida businesses. Leadership skills, ability to perform under pressure and a penchant for working as a team are just a few of the professional attributes they bring to the workplace. An estimated 1.8 million veterans call Florida home, and the state has one of the fastest growing veteran populations in the nation.*

Serving as convenors, Workforce Florida and the Agency for Workforce Innovation take a statewide lead in coordinating workforce services for veterans and their families. About 75,000 veterans, including 9,300 who recently left the military, sought employment and training assistance through the state workforce system. Most services are offered through regional workforce boards at one-stop centers, where specially assigned workforce professionals known as Disabled Veterans Outreach Program Specialists (DVOPS) and Local Veterans Employment Representatives (LVER) are often available to assist veterans and their families.



## Rural Initiatives

Supporting rural economies through workforce development is a strategic priority. Workforce Florida joins with its economic development partners, including Enterprise Florida, to advance training and employment opportunities in the state's rural counties. Workforce Florida participates in the Rural Economic Development Initiative (REDI) and works to expand workforce training opportunities and support job growth in rural communities with a keen focus on the state's three Rural Areas of Critical Economic Concern (RACEC).

Through a variety of initiatives this year, Workforce Florida invested more than \$4.6 million in workforce development in rural areas. This investment provided a critical additional boost to the primary funding directed by regional workforce boards that serve businesses and individuals in rural communities.

## Workers With Disabilities

People with disabilities may access workforce services and resources through one-stop centers statewide or online at **EmployFlorida.com**, but Workforce Florida and regional workforce boards also support special initiatives for these workers.

The Florida workforce system assisted more than 60,000 people with disabilities statewide. Workforce Florida special initiatives included an effort led by The Able Trust that resulted in about 700 people getting jobs as well as support of six Business Leadership Networks in Tallahassee, Miami Dade, Jacksonville, Greater Orlando, Tampa Bay and Polk County. These networks cultivate employment opportunities for people with disabilities by assisting businesses and organizations in the recruitment, hiring, training and retaining of workers.

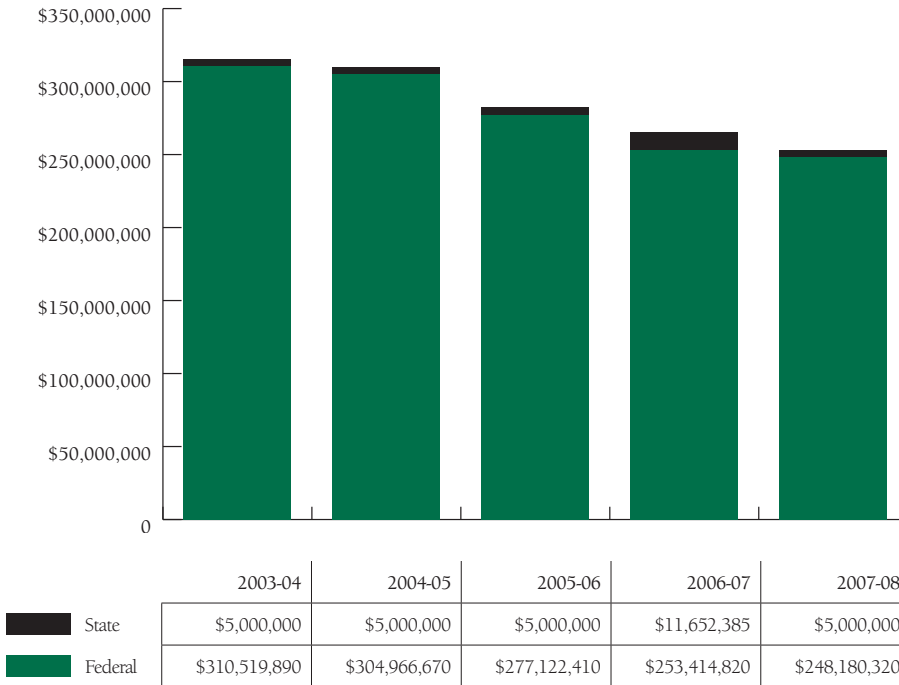


**W**orkforce Florida is a proud supporter of the Business Leadership Networks' internship program, which provided paid work opportunities to more than 45 people. Participants were introduced to jobs in law and accounting firms, banks, the automotive industry, drug stores, and at a magazine, among other workplaces. As the internships ended, more than half of those participating were offered jobs at the internship sites. Others found the work history and references they gained opened the door to new employment opportunities.

# *Workforce by the Numbers*

Florida's Labor Force	9,187,000
Florida's Unemployment Rate	3.5%
U.S. Unemployment Rate	4.5%
Job Seekers Receiving Assistance from One-Stop Centers	766,267
Skills Upgrade Training for Employed Workers	37,250
Laid Off Workers Retrained	7,638
Quick Response Training and Incumbent Worker Training Grants Awarded to Businesses for Skills Upgrade Training	\$17.2 million
Cash and In-Kind Employer Match to Train Workers Through Quick Response Training and Incumbent Worker Training Programs	\$263 million
Veterans Receiving Workforce Services	74,925
Unique Visitors Daily on EmployFlorida.com	40,000
Businesses Registered on EmployFlorida.com	151,000
Resumes on EmployFlorida.com	232,000
Job Seekers Registered on EmployFlorida.com	2.7 million

## Workforce System Revenue



## Florida's Workforce Investment

*The employment and training services and resources offered to businesses and individuals through Florida's workforce system are funded mostly from federal sources. This year, however, marked a record for direct investment in the workforce system through state revenue.*

The Florida Legislature annually designates \$5 million for the Quick Response Training program, which provides grants for customized skills training for new Florida businesses or existing companies that are expanding — both resulting in new jobs. This year, an additional \$6.6 million in state general revenue was directed to three new or expanded initiatives. They were the start up of eight Employ Florida Banner Centers, which expand training opportunities for workers in the state's targeted sectors; the Incumbent Worker Training program, which provides grants to Florida businesses for skills upgrade training for full-time employees; and a one-year initiative aimed at training disabled workers.

Florida received \$253 million in base federal funding for workforce services and programs, with most of the money going directly to the business-led regional workforce boards for training initiatives aimed at addressing their communities' workforce needs. Through Workforce Florida's policy-setting role it ensures federal and state dollars are invested in training that supports industries that help diversify the state economy. This year's federal funding also continued the trend in declining federal money for the state system. This reality is increasingly shifting more attention to the need for new revenue sources to meet demand for training that enables Florida's workforce to remain globally competitive.

Key to the overall investment in workforce training is the focus on accountability and performance. While the Agency for Workforce Innovation concentrates on administrative oversight of regional workforce boards, Workforce Florida annually reports to regional workforce boards on their performance and evaluates the workings of the system. Businesses and job seekers served by the system also participate in an annual American Customer Satisfaction Index Survey (ACSI). Using a score from 0 to 100, the index rates businesses and governmental agencies based on customer expectations, perceived quality and perceived value. This year, Florida workforce system's rating by employers was 79; for job seekers it was 74. By comparison, the U.S. Department of Labor scored a 75, while the cumulative score for the federal government was 72.3. Other examples by industry include airlines, 65; banking, 77; energy utilities, 72; and property and casualty insurance, 78.

## Emerging Issues—Challenges and Opportunities

*Florida's workforce system has a proven record of flexibility and responsiveness to the changing demands of the state's business climate.*

One tangible sign the system remains headed in the right direction is that when *Expansion Management*, a well-regarded national business magazine, conducted

its annual poll of the nation's top site selection experts in 2007, they ranked Florida No. 3 among the states with the best workforce training programs.

(Georgia was No. 1; Alabama, No. 2.) Looking ahead, here are a few of the top issues confronting the system.

## Designing the Future and Delivering Better Talent Solutions

*In the first quarter of the new fiscal year, Workforce Florida joined with the Agency for Workforce Innovation and the 24 regional workforce boards to hold six forums throughout Florida to seek input on renewed solutions for developing the state's workforce talent.*

More than 500 people including CEOs, other top-level executives, and owners from Florida businesses along with representatives from, local and state economic development and business advocacy organizations, non-profit community groups, state agencies, K-12 schools, universities, community colleges, and the Florida Legislature as well as other citizens participated in the forums. What did Workforce Florida learn from this dynamic dialogue? First, support remains strong for Florida's workforce system and specifically for the public-private approach to directing and delivering workforce services and

resources at both the state and local levels. Also evident is that Florida's business community shares a great deal of optimism about initiatives such as CHOICE career academies and Employ Florida Banner Centers that tie education and training to industry certifications. These initiatives strengthen the talent pipeline in high-value sectors such as life sciences, aerospace and information technology. And, along with policy such as the Florida Career and Professional Education Act, such initiatives are recognized as the kind of innovations that help our state remain competitive on the talent front. There is also strong support

for more policy and resource allocation for initiatives focused on developing industry-recognized and relevant skills for those entering and seeking to advance in the workforce. Finally, there was a clear message about how important talent is to our state's economic future. There was overwhelming agreement that location is Florida's top competitive asset, but what should be the state's most competitive assets in this global economy are talent, education systems and businesses. Special panels made up of members of the Workforce Florida Board of Directors have begun evaluating the feedback and recommendations that resulted from the forums to support the direction and work of the system in meeting current and future workforce challenges. *(To read more about the forums, including a full final report, go to [WorkforceFlorida.com](http://WorkforceFlorida.com).)*

## Employ Florida Banner Centers

*Most Employ Florida Banner Centers are based at Florida community colleges or universities. The 10 existing centers and the two new programs that are about to get under way all engage educational institutions, businesses, and workforce and economic development partners, among others, to provide a focal point for industry-specific skills training.*

The centers target industries that are critical to growing Florida's diverse economy. They serve as clearinghouses for companies needing training and create relevant and rigorous new curricula for training entry-level workers as well as those who need to upgrade their skills. Each Employ Florida Banner Center has an advisory council made up of industry

leaders along with state and regional education, economic development and workforce stakeholders. Banner Centers have the design and aspiration to become go-to centers that serve as statewide resources for just-in-time workforce training in key sectors. They offer an innovative and strong foundation for building the pipeline for better-skilled

workers in Florida's high-value industries. The initiative already is drawing national attention for its innovative approach to leveraging partnerships to expand training opportunities. Their future rests with such partnerships as well as on the funding needed to sustain their work, allowing them to realize their potential for developing the skilled talent needed to grow key sectors. Through Workforce Florida, a combination of federal and state funding was used to launch the \$6.2 million Banner Center initiative. (To find out more about Employ Florida Banner Centers, see page 7 or go to [EmployFlorida.com](http://EmployFlorida.com).)

## Skills Upgrade Training

*Skills upgrade training, or lifelong learning, is a must in order for Florida to maintain a competitive workforce.*

The state's ability to retain businesses, attract new ones and support expansion is dependent on leveraging talent. Perhaps there's no time when this reality is more apparent or important than when the state's economy softens. Yet, even before sectors such as construction and manufacturing began to slow down in Florida, demand for training entry-level and experienced workers with support from workforce-system programs such as the Quick Response Training and Incumbent Worker Training programs outpaced available resources. Such programs promote investment by businesses in improving their employees' skills and provide a proven economic development tool for expanding workforce talent in targeted sectors that lead to a stronger economic future for the state.

## Space Shuttle Transition

*Florida's aerospace industry will undergo a major transformation when the space shuttle program transitions to the new Crew Exploration Vehicle (CEV) program.*

The space shuttle program is scheduled to be phased out by 2010 with the first Crew Exploration Vehicle mission set for 2014. This historic transition in the nation's space program also will create wide-ranging workforce challenges and opportunities in Florida, affecting not just the thousands of aerospace industry workers in the state, but

those in other sectors that are linked to this vital state industry. Workforce Florida and its workforce partners—the Agency for Workforce Innovation and regional workforce boards—have begun working with Space Florida Inc. to develop solutions to ensure that workers receive training that will enable them to transition to the future space exploration



program. Additionally, as a smaller workforce is anticipated for the new space program resulting from technology efficiencies gained, attention also is being focused on strategies for training workers to effectively transition them to other high-value industries in the state. These workforce solutions are critical to maintaining Florida's strong aerospace industry and boosting the state economy by growing and attracting space-related businesses to the state.

# Workforce Florida Leadership



**Charlie Crist**  
Governor  
State of Florida



**Katherine E. Wilson**  
Chairman  
Workforce Florida



**Belinda Keiser**  
Vice Chair  
Workforce Florida



**Chris Hart**  
President  
Workforce Florida

## Workforce Florida Board of Directors 2007

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Gerald R. “Jerry” Agresti .....	President, Developers Realty Group Inc.
Thad Altman.....	Florida House of Representatives, District 30
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Beatrice B. Battistoni .....	Vice President & COO Labor Line Inc.
Douglas Beach/ Designee-JoAnn Williams.....	Secretary, Department of Elder Affairs
Jeanine Blomberg/ Designee-Lucy Hadi .....	Interim Commissioner, Department of Education
Monesia T. Brown .....	Director, Agency for Workforce Innovation
Mary Lou Brunell.....	Executive Director, Florida Center for Nursing
Robert “Bob” Butterworth / Designee-Don Winstead .....	Secretary, Department of Children & Families
John J. Cox.....	Owner, Halfacre Construction Company
Mike Fasano .....	Florida Senator, District 11
Linda L. Gonzalez.....	Director, Diversity & Community Affairs, Darden Restaurants
Alberta L. Hipps .....	Consultant, Hipps Group Inc.
Jane E. Johnson/Designee-J. B. Black.....	Executive Director, Agency for Persons w/Disabilities
Randolph K. Johnson.....	CEO, Communications by Johnson Inc.
Belinda Keiser.....	Vice Chancellor, Community Development, Keiser University
John Legg .....	Florida House of Representatives, District 46
Walter W. Manley.....	Attorney, Professor
Walter A. McNeil/Designee-Richard D. Davison.....	Secretary, Department of Juvenile Justice
B. Doug Mead.....	President, Mead Construction Inc.
Lisa Morse .....	VP of Operations, Boys & Girls Club of Collier County
Craig B. Palmer .....	Director, Business Development, Alpha Data Corporation
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George P. Sucarichi.....	Fire Captain, Hillsborough County Fire & Rescue & Owner, Safetel Inc.
Robert L. “Bob” Swenk.....	Financial Consultant, A. G. Edwards & Sons
Sharon W. Watley.....	President, General Scientific Manufacturing Inc.
Stephen Wise .....	Florida Senator, District 5

## Regional Workforce Board Leaders

### Brevard Workforce Development Board

Gail Schuneman, Chair  
Palm Bay Community Hospital  
Lisa Rice  
President

### Center for Business Excellence

Robert Coleman, Chair  
Florida Power & Light  
Rick Fraser  
President

### Chipola Regional Workforce Development Board

Zena Corbin, Chair  
Chipley Gun and Pawn  
Richard Williams  
Executive Director

### CLM Workforce Connection

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Florida First Enterprise Group  
Thomas Skinner  
Chief Executive Officer

### Florida Crown Workforce Board

Larry Thompson, Chair  
Custom Pinestraw  
John Chastain  
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Angela Pate  
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Kimberly L. Bodine  
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Sheryl Rehberg,  
Executive Director

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Lee Ellzey  
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### Polk Works

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### South Florida Workforce Board

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Roderick Beasley  
Executive Director

### Southwest Florida Workforce Development Board

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NCH Health Care System  
Joseph Paterno  
Executive Director

### Suncoast Workforce Board

James Taylor, Chair  
MetLife Financial Services  
Mary Helen Kress  
President/CEO

### Tampa Bay WorkForce Alliance

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Gans Gans & Associates  
Renee Benton  
President/CEO

### Workforce Alliance

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Kathryn Schmidt  
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### WORKFORCE CENTRAL FLORIDA

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Community State Mortgage Corp.  
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### Workforce Development Board of Okaloosa and Walton Counties

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Sandestin Resort  
Mary Lou Reed  
Executive Director

### Workforce Development Board of the Treasure Coast

Carrol Frischkorn, Chair  
Frischkorn Builders  
Gwenda Thompson  
President/CEO

### Workforce Escarosa

John Royal, Chair  
Loomis Fargo and Company  
Susan B. Nelms  
Executive Director

### WorkForce One

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Parilla and Associates  
Mason C. Jackson  
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### WORKFORCE *plus*

Bill Colledge, Chair  
Capital City Bank  
Kimberly Moore  
Chief Executive Officer

### WorkNet Pinellas

David Welch, Chair  
Welch Accounting  
Ed Peachey  
Executive Director

### WorkSource

Lad Daniels, Chair  
First Coast Manufacturers Association  
Bruce Ferguson  
President/CEO

# Awards & Honors

Often lauded for its business-driven innovation, Florida's workforce system is the proud recipient of numerous awards—and this year is no exception. Among the many honors bestowed upon state workforce leaders and organizations were:

🌿 **Toni Jennings Workforce Development Professional of the Year Award**

Curtis Austin, President, Workforce Florida  
Florida Economic Development Council (FEDC)

🌿 **Volunteerism Award**

WorkNet Pinellas Inc.  
National Workforce Association

🌿 **Theodore E. Small Workforce Partnership National Award**

Workforce Development Board of the Treasure Coast and the Aegis Communications Group  
National Association of Workforce Boards

*“The annual Workforce Excellence Awards are a highlight of our year. The recipients exemplify the kind of innovation and commitment to quality services that enable Florida's workforce system to advance its goal of supporting economic development and helping Floridians enter, remain and advance in the workforce.”*

—Katherine E. Wilson

Chairman, Workforce Florida

Meanwhile Workforce Florida, joined by the Agency for Workforce Innovation, annually recognizes some of the many contributions to the state's workforce success with the Employ Florida Awards for Workforce Excellence. This year's recipients were:

**George Kirkpatrick Workforce Innovation Award  
Workforce Development Board of the Treasure Coast**

Honored for its public-private partnership with Aegis Communications Group, which led to the creation of a career center in the business's Port St. Lucie office that dramatically reduced the board's expenses, while still providing convenience for business and job seekers.

**Economic Development and Employer Initiatives Award  
WORKFORCE plus**

Recognized for its efforts to meet local training needs for electronics technicians and cable company workers as well as for a locally developed banking certification program and training that allowed one area company to expand its business to the international market.

**Services to Targeted Populations Award  
WorkNet Pinellas**

Honored for the SUPERVets (Skills Upgrade Program for the Employment & Retention of Veterans) program, which provides job seeking, placement and training services to veterans.

🌿 **Regional Performance Awards**

CLM Workforce Connection Board; Florida Crown Workforce Board; Gulf Coast Workforce Board; Heartland Workforce; Suncoast Workforce Board; and WorkNet Pinellas.

🌿 **Workforce Champion Awards**

Mary Lou Reed, executive director of the Workforce Development Board of Okaloosa and Walton counties since 1996, and Blue Cross and Blue Shield of Florida. Blue Cross and Blue Shield of Florida was honored for its Generation RN (sm) initiative, a public-private partnership aimed at addressing the critical nursing shortage in Florida.

🌿 **Workforce Strengthening Families Awards**

The Early Learning Coalition of Duval and Florida Department of Children and Families Secretary Lucy Hadi. The coalition was honored for its school readiness efforts. Hadi was honored for her leadership and lengthy record of public service, which includes leading the Department of Children and Families, serving as interim director of the Agency for Workforce Innovation as well as being staff coordinator for the Senate Select Committee that drafted Florida's landmark WAGES Program for welfare reform.





1580 Waldo Palmer Lane, Suite One  
Tallahassee, Florida 32308  
850.921.1119  
[www.WorkforceFlorida.com](http://www.WorkforceFlorida.com)

