

STATE OF FLORIDA  
STATE WORKFORCE INVESTMENT PLAN

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# INTRODUCTION

## FLORIDA'S PLANNING PROCESS

Florida's 2-Year WIA plan is the product of a continuous improvement and refinement process building on its initial 5-Year Plan, 5 subsequent modifications, and the current 1-Year extension, also with additions and refinements. All steps in the workforce planning process have been highly collaborative, and fully synchronized with policy, strategic and other "vision" directives of our Governor, our state legislature, our economic development/business leaders, our education and other state/local agency and program partners. The Board of Directors of Workforce Florida, Inc. (WFI), our statutory workforce policy, planning and oversight board (also serving as State Workforce Investment Board-SWIB per federal WIA law) has been the focal point of all collaboration on workforce planning and linkages to key partners. WFI staff have followed the policy decisions of the business-led WFI Board in drafting every step of this 2-year plan and all prior plans. The core guiding principles shaping this plan have been:

- "Staying the course" in maintaining continuity of fundamental workforce service obligations set out in federal and state workforce statutes, noting that Chapter 445 of Florida Statutes provides an extensive policy and governance skeleton for Florida's workforce system.
- Implementing discretionary policy decisions of the WFI Board made in collaboration with partnered agencies and business entities, such as our continued and evolving emphasis on employed/incumbent worker training at state and local levels.
- Continuing to forge stronger linkages and leveraging resources and efforts to advance the Governor's Economic Development vision as set out in "Roadmap for Florida's Future: 2004-2009 Strategic Plan for Economic Development," and then further operationalized in the workforce system by "Re-iMagine: Education, Employment & Economic Development Creating a Workforce for Florida's Future---2005-2010 Strategic Plan." Further discussion of these strategic commitments is provided in the body of this plan.
- Addressing and describing Florida's current and planned actions to advance newly articulated national workforce objectives and strategies, such as the new emphasis on a "Demand-Driven System," further description of Faith-Based and Community Initiatives, greater focus on serving out-of-school and at-risk youth, anticipated WIA reauthorization changes, and taking advantage of repeated USDOL encouragement to think creatively and request waivers and other flexibility to fully enable our vision.

## PUBLIC COMMENTS ON PLAN

Florida began requesting comments, suggestions and concerns as soon as initial USDOL planning were received. Public comment opportunities have included in-person "Workforce Partners Meetings" held in conjunction with WFI Board meetings in February and May, and the formal comment public hearing on May 19, 2005 before the WFI Board. The draft Plan was distributed electronically and posted on multiple websites in April, 2005, including submission to the Governor's Office and key legislative committees. All comments were assembled and incorporated into the final draft and/or summarized for final disposition by the WFI Board at its May 19, meeting and attached as an appendix to this plan.

## I. State's Vision for Statewide Workforce Investment

### A. Economic Development Goals

In January 2004, Florida Governor Jeb Bush unveiled his Roadmap to Florida's Future which provided eight priority recommendations for strengthening and diversifying the state's economy. His three-part leadership team in developing this plan included economic development (Enterprise Florida, Inc.), workforce development (the Agency for Workforce Innovation) and tourism/trade/cultural affairs (the Department of State). This leadership team took testimony from Floridians statewide through nine regional public forums. The eight priority recommendations are:

1. Ensure Florida's global business leadership with the successful recruitment of the FTAA Permanent Secretariat and the expansion of global markets for tourism, trade and cultural diplomacy.
2. Establish Florida as a leading state for entrepreneurship, innovation and venture capital with a continued commitment to University Centers of Excellence and strategies for seed and venture capital.
3. Ensure excellence in education and workforce for Florida's global competitiveness.
4. Ensure the competitiveness of Florida's business climate with targeted incentives.
5. Design and implement a market-driven stimulus strategy for Rural Areas of Critical Economic Concern.
6. Retain and strengthen Florida's base in threatened industries.
7. Transition growth management to a more flexible and comprehensive planning mindset for "smart growth."
8. Invest in economic development at a competitive level and with innovative strategies.

### B. Maximizing and Leveraging Resources

Workforce Florida, Inc., has recently aligned its Strategic Imperatives (see II below) with the vision and mission of the organization and the state's Roadmap to Florida's Future: 2004-2009 Strategic Plan for Economic Development. Developing a workforce prepared to support value-added job growth will require disciplined focus, priority based resource allocation, and aligned strategic partnerships. The four critical areas of focus are:

Strategic Partnerships: Mission alignment and mutually beneficial partnerships that create a win-win for partners and deliver value to the market.

Customer Focus: A deep understanding and relentless focus on the customer is the foundation of a demand-driven system. Resulting business partnerships will drive the proactive development of a globally competitive workforce.

Qualified Workforce: Rigorous and relevant workforce education/training coupled with a solid educational foundation is an investment in Florida's future and guarantees a qualified workforce talent pipeline with the capacity to expand with the economy.

Innovation: Innovation is the life blood of any organization, ensuring continued

customer relevance and long term survival. Innovation is an immutable goal.

Our direct linkages to Florida's Roadmap Plan for Economic Development priority recommendations are as follows:

Priority: Ensure Florida's leadership for global commerce.

Linkages: Proactively training a diverse and skilled workforce aligned with Florida's current and emerging global business diversification labor market needs.

Priority: Establish Florida as a leader for emerging industries with innovation, entrepreneurship and venture capital.

Linkages: Partnering with business to develop a highly skilled workforce to meet the labor market requirements of Florida's current knowledge based economy and emerging industries.

Priority: Raise the bar for excellence in workforce education.

Linkages: Collaborating with the Department of Education, Workforce Education and business to develop innovative and responsive workforce education and training programs that deliver rigor, relevancy, and a platform to build business relationships.

Priority: Ensure the competitiveness of Florida's business climate.

Linkages: Enhancing the competitiveness of Florida's business climate by providing a qualified, work-ready talent pipeline based on the current and future needs of business.

Priority: Develop an economic stimulus strategy for Florida's Rural Areas of Critical Economic Concern.

Linkages: Support Rural Areas of Critical Economic Concern by focusing on equal access, quality of services and deeper understanding of regional requirements to strengthen Florida's rural workforce.

Priority: Retain and strengthen Florida's key industry sectors.

Linkages: Strengthening key industry sectors through industry specific and responsive workforce training programs designed to enhance competitiveness.

Priority: Establish a smart growth policy for sustainable economic development, diversification and a quality of life.

Linkages: Delivering a qualified workforce required to sustain economic development, diversification and generate personal wealth—improving the quality of life of all Floridians.

Priority: Invest in economic development.

Linkages: Coordinating local economic development organization and regional workforce board partnerships to leverage resources, support targeted industry growth and create high wage jobs.

### C. Continuum of Education and Training Opportunities

Examples of the Governor's vision to ensure that the state's education and training programs are responsive to continuously changing skill needs of business and industry as a result of innovation and new technology include the recent Career Education Task Force, Florida's Incumbent Worker Training program, and regional workforce board Employed Worker Training programs. Each of these initiatives is aimed at ensuring that the state's workforce programs are industry relevant, responsive to continuously changing skill needs and offer good job opportunities and career paths for our residents.

Career Education Task Force: Legislation passed in 2004 provided a unique opportunity to evaluate the importance of education and training opportunities that support a skilled workforce. House Bill 769 required the formation of a Career Education Task force to study the current status of workforce related programs and make recommendations as to opportunities to enhance that segment of Florida's education system. The Governor placed Lieutenant Governor Toni Jennings in charge of this Task Force. Its members included representatives from Workforce Florida, Enterprise Florida and the Agency for Workforce Innovation.

One of the findings of the 2004 Career Education Task Force was that greater focus and support of career and professional education was needed. Career and professional education is one of the most significant opportunities to make Florida's education system more effective because it:

- Deals with meeting the currently underserved needs of a majority of students in high school;
- Provides graduates with the skills to fill over 60 percent of future jobs in Florida—which will require good technical and professional training, but not a four-year degree; and
- Provides relevant and rigorous programs for students in lower grades performing at higher levels due to the positive impact of the Florida A+ program.

A presentation from Florida's School Superintendent of the Year, Don Gaetz, Okaloosa County, on that county's exemplary CHOICE [Community High: Okaloosa Institutes for Career Education] program was given to the Task Force during its proceedings last year. The Task Force was so impressed with the business community—parent/student—education partnership, as well as the results to date, that the Lieutenant Governor declared the CHOICE model as “. . . the state's leader in career education. CHOICE is the model for Florida.” Many of the components of the CHOICE program are embedded in the Task Force's recommendations, including a greater focus on career academies and institutes at the secondary level to improve employment opportunities for students in the demand occupations of Florida. Additionally, during 2003 and 2004, Workforce Florida, Inc. and the Agency for Workforce Innovation initiated a series of 'Strengthening Youth Partnerships' meetings of agencies and organizations responsible for delivering youth programs. The purpose of the meetings was to enhance

communication, coordination and planning among key organizations that play a role in developing Florida's youth, particularly in the area of workforce skill attainment. The CHOICE career education program captured the interest of the agency partners as it was developed to get students on a pathway to high-school diplomas, industry recognized certifications, post-secondary studies, and high wage/high skill careers with an application to all students in the secondary education. Recently, Workforce Florida, Inc. allocated resources for four regional workforce boards with six school districts to replicate the CHOICE Career Institute model.

Incumbent Worker Training Program: Florida's Incumbent Worker Training program was established in the Workforce Innovation Act of 2000 and funded with \$2 million of the state's 15% set aside. Its primary purpose is to address the continuously changing skill needs of Florida's existing business and industry as a result of innovation and new technology and to improve both business and worker competitiveness. The program benefits businesses by enhancing the skills of their workers, thereby increasing employee productivity and providing potential for company retention and or growth. Workers receive training and skill credentials which add to the state's talent pool and acquire the potential for increased productivity, higher wages, and improved employability in the event of layoffs or plant closures. Training in portable skills results in a more highly-skilled and versatile workforce that contributes to Florida's ability to attract new businesses and creates an environment that is conducive to the expansion of existing businesses. These goals, when achieved, improve worker productivity and allow Florida businesses to remain competitive in a very demanding global economy. Skilled talent is tied to Florida's economic future. Since July 2000, business requests for these funds have averaged four times the amount of funding available. For every training dollar granted, \$9.00 is matched by private sector funds.

RWB Employer Worker Training Programs: Workforce Florida policy established in 2003 that all 24 RWBs in the state specify how the region would provide for skills upgrade training using local funds, including the establishment of a local EWT program. Since the majority of workforce funds are allocated to our RWBs, and all businesses and jobs are local, this strategy would allow for more skills upgrade training to take place statewide. In doing so, many regions have developed strong business and industry champions for the workforce system, leading to additional usage of other tools available through their respective one stop network. Several regions have identified a specified amount of funding from their Adult allocation to devote to skills upgrade training, and as promotions occur to workers as a result of this training, services are provided to back fill the vacancies. More regional employed worker training would occur but for excessive data capture and individual trainee eligibility requirements that stymie rather than encourage skills upgrade training of Florida's workers. For this reason, Workforce Florida will be requesting two waivers that will allow greater flexibility to our RWBs to encourage more skills upgrade training critical to the improvement of Florida's economy.

#### D. Vision for Bringing Together the Key Players

The Governor's vision is to encourage collaboration and joint initiatives among private and public sector entities to develop innovative strategies and solutions. Examples of

this collaboration that directly link Florida's Roadmap and Workforce Florida's Strategic Imperatives include the following:

Enterprise Florida Manufacturing Advisory Council (EFMAC): A Florida Roadmap priority is to retain and strengthen Florida's key industry sectors. One industry identified for retention purposes is Florida's manufacturing sector. Our linkage to this priority is to strengthen manufacturing through industry specific and responsive workforce training programs designed to enhance competitiveness. The majority of Florida's IWT grant funds are awarded to the state's manufacturers to ensure their competitiveness. Because of the emphasis by the Governor on this industry, Workforce Florida allocated an additional \$1 million to IWT, on behalf of the needs of Florida's manufacturing community and their continuing skills upgrade training needs.

Emerging Technologies in Information Technology: Another Roadmap priority is to establish Florida as a leader for emerging industries with innovation, entrepreneurship and venture capital. Our linkage to this priority is to partner with business to develop a highly skilled workforce to meet the labor market requirements of Florida's current knowledge based economy and emerging industries. Enterprise Florida invited Workforce Florida and the Agency for Workforce Innovation to jointly review the emerging technologies in the growing information technology industry so that we can capture job growth opportunities, develop business innovation advantages, and prepare our workforce by identifying the skills sets needed in these emerging technologies. A steering committee comprised of Florida business leaders will provide guidance and oversight of this project.

Life Sciences Opportunities: Another Roadmap priority is to ensure the competitiveness of Florida's business climate. Our linkage is to enhance the competitiveness of Florida's business climate by providing a qualified, work-ready talent pipeline based on the current and future needs of business. Another joint initiative with Enterprise Florida involves building on the state's assets in life sciences, from the many existing businesses in medical device manufacturing, pharmaceutical product development, research hospitals, as well as to the recent location of the Scripps Research Institute in Palm Beach County. Workforce Florida has invested funds for the development of an on-line bioscience training modality to provide skills upgrade training to the many existing workers in this industry in Florida. USDOL awarded grant funds to one of our RWBs, the Workforce Alliance in Palm Beach County, to provide for biosciences skills training to workers dislocated from other technology fields. The Governor also awarded three Centers of Excellence to Florida's universities last year, two of which are in life science areas.

#### E. State's Vision for Youth Opportunity

Governor Jeb Bush has provided the leadership and support to create an integrated workforce system to better meet the needs of all customers in Florida. There are 24 Regional Workforce Boards that oversee the delivery of the integrated services to Floridians through the workforce development's one-stop delivery system. The following programs have been integrated to provide more efficient services to all customers: WIA, TANF, Food Stamp Employment and Training, Veterans Services, Wagner-Peyser services, and resources for filing unemployment claims.

Regional Workforce Boards also work very closely with local state agency offices, school districts, community based programs, and faith based organizations serving the youth population. The integration of programs and services has facilitated services being provided to the youth most in need, as a full array of services is available in the one-stop centers and ancillary services are provided on a referral basis through collaborative agreements.

Governor Bush's chief priority since taking office is the creation of a world-class educational system that will improve the lives of all youth in Florida. His increased funding for K-12 education is providing additional support for the students most at-risk of not being successful in school. Data confirms that youth who are not successful in school are much more likely to develop risk behaviors that prohibit them from transitioning to self sufficient adults.

The governor highlighted three foundational issues that will be highlighted during his administration: increasing literacy, support for Florida's families, and diversifying Florida's economy. State's funding for programs that impact these issues directly improve services to the neediest and most at-risk youth.

## II. Governor's Key Workforce Investment Priorities

The Governor's key workforce investment priorities, exemplified as eight strategic imperatives in Workforce Florida's 2005-2010 strategic plan are as follows, as well as the performance metrics associated with each, enabling the actualization of the Governor's vision for workforce and economic development:

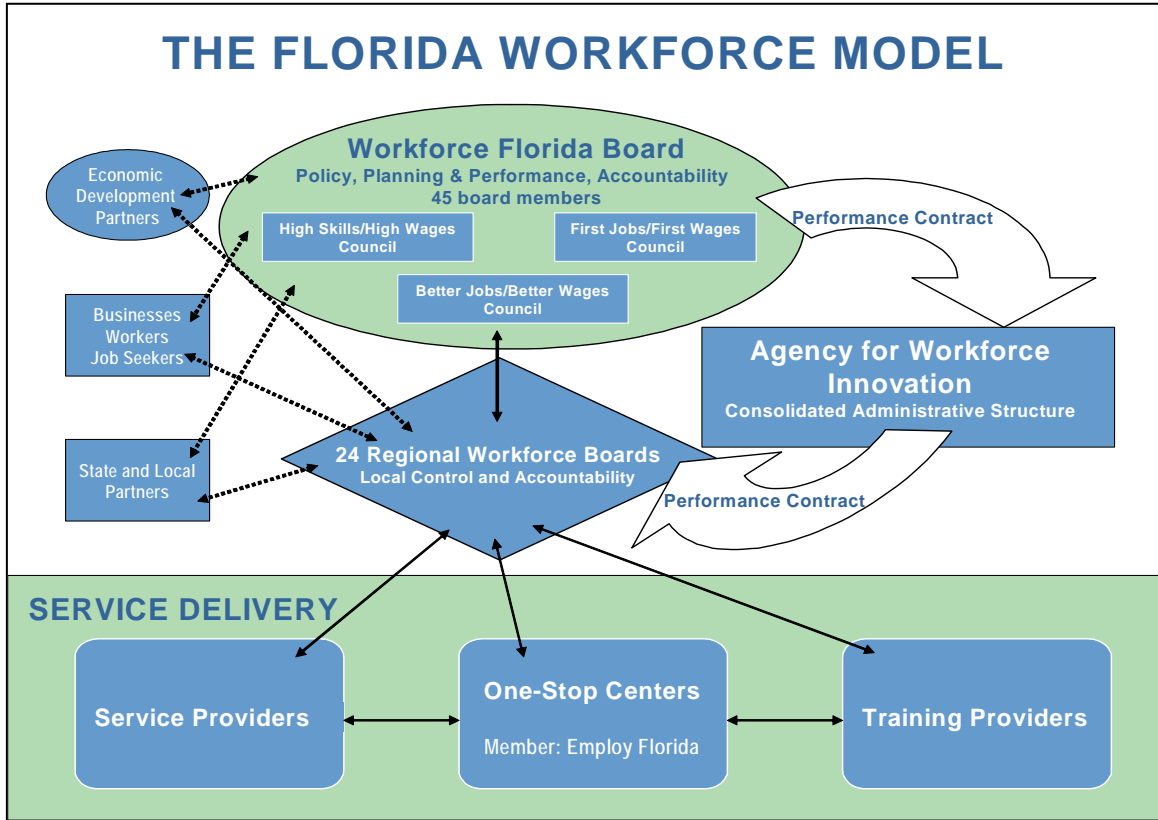
1. Partner with Business to Employ a Demand Driven Workforce System
  - Customer Segmentation
  - Proactive, Value Added Business Partnerships
  - Increase Business Penetration and Workforce System Usage
  - Alignment of Workforce System performance metrics with Business Focus
2. Support Training and Development of Florida's Talent Pipeline
  - Educated, Skilled, Diverse and Available Workforce
  - Current and Emerging Labor Market Needs
  - Workforce Florida/Regional Workforce Board Council Objectives and Strategies
  - Increase Job Seeker Workforce System Usage and Satisfaction Level
3. Leverage Technology to Enhance Florida's Workforce Development System
  - Internet Access to Workforce Services
  - Online Workforce Directories and Resource Links
  - Workforce Distance Learning Programs
  - Labor Market Exchange
4. Strengthen Florida's Rural Workforce System
  - Equal Access to Quality Workforce Services
  - Rural Regional Workforce Board Workforce Consortium
  - Rural Areas of Critical Economic Concern Planning

- Rural Small Business Economic Development Tool Kit
5. Strengthen Partnership with Florida Department of Education, Workforce Education
    - Facilitate business and education linkages
    - Non-Traditional learning environments: Develop Workforce Education Cluster Centers
    - Increased Career Exposure to Youth
    - Enhance Image of Technical/Vocational Careers
  6. Marketing: Strengthen Awareness, Education and Image of Florida’s Workforce System
    - System wide communication alignment
    - Strengthen Employ Florida affiliate brand
    - Integrated marketing communication/public relations plan
    - Stimulate workforce system usage
  7. Strengthen and Coordinate Economic Development Partnerships
    - Mutually beneficial partnerships
    - Coordinated approach to local market partnering
    - Leverage respective expertise and resources
    - Increased joint economic development organization/workforce system initiatives—state, regional and local
  8. Identify Entrepreneurial Opportunities to Deliver Flexible Earned Income Streams
    - Build organizational capacity
    - Align workforce system assets with unmet market needs
    - Generate income versus revenue
    - Support business development team framework

### III. State Governance Structure

#### A. Organization of State Agencies

The overall listing of all state agencies and their relationships to the Governor are set out in the Florida Constitution and Chapter 20 of Florida Statutes. However in regard to Florida’s workforce system, a very useful recent narrative and graphic illustration of the most relevant agencies, funding streams and relationships is provided in a January 2004 report by the Florida Office of Program, Policy and Government Accountability, the complete version of which is at <http://www.oppaga.state.fl.us/reports/educ/r04-19s.html>. A simplified version of the organizational table is as follows:



**B. State Workforce Investment Board**

The structure and functions of Florida’s State Workforce Board is the product of over a decade of development, mainly directed by extensive state legislation and increasing integration of service delivery structures and inclusion of key partners, both public entities and private sector leadership.

In 1996, following the lead of a Governor’s Executive Order, the Florida Legislature enacted the Workforce Florida Act of 1996 which designated Enterprise Florida Jobs and Education Partnership (JEP) as the state’s Human Resource Investment Council pursuant to JTPA. The Workforce Florida Act defines the membership of the JEP consistent with JTPA membership requirements for a state Human Resource Investment Council, thereby qualifying as a “grandfathered” board, then and now meeting the requirements of WIA Sec. 111 (e)(1) as an alternative entity (see membership described below). The Workforce Florida Act of 1996, as amended by the 1999 state legislature, requires board membership to be consistent with WIA. Pursuant to a State Board Membership Transition Plan, new appointments were made by the Governor to bring the current “grandfathered” Board into complete conformity with the WIA membership requirements of WIA Sec 111(b), starting July 1, 1999, with remaining appointments made in June 2000.

Prior to the 1999 amendments to the Workforce Florida Act of 1996, Enterprise Florida JEP membership included the Commissioner of Education; the Secretary of the Department of Elder Affairs; the Secretary of the Department of Labor and Employment

Security (DLES); the Secretary of the Department of Children and Family Services; the Executive Director of the State Community College System; the Chancellor of the State University System; a Community College Occupational Dean; a School District Vocational Education Director; a Superintendent of Schools; a Community College President; a licensed private post-secondary representative; a licensed independent postsecondary representative; representatives of private sector business, organized labor and community based organizations; a Senate member; a House member; and a representative of the Governor. Other ex-officio members included the Director of the RWBs Association; a RWB Chairs representative; the Executive Director of the State's WAGES program; a local economic development commission representative; and the Chair of the School-to-Work Leadership Team.

Effective July 1, 2000, a new comprehensive state law, the Workforce Innovation Act of 2000 (Chapter 2000-165, Laws of Florida) repealed the Workforce Florida Act of 1996, as amended, and provides for the creation of a not-for-profit corporation to be known as Workforce Florida, Incorporated (WFI), which is designated as the principal workforce development organization for the state. See Florida Statutes, Chapter 445. This law set a new organizational structure for workforce activities in the state, and assigned additional responsibilities to the WFI Board, notably including planning, policy and oversight responsibility for the workforce requirements of the federal Temporary Assistance to Needy Families (TANF) and Food Stamp Employment and Training (FSET) programs. The descriptions of the previous structures summarized above, offer historical descriptions demonstrating the evolution of the state's workforce investment system, particularly the strong ongoing linkage to the state's economic development activities and a demand-driven workforce design. Workforce Florida, Inc. is not a unit or entity of state government; however, it is administratively housed within the Agency for Workforce Innovation of the Department of Management Services. WFI is not subject to control, supervision, or direction by the Agency for Workforce Innovation. The purpose of WFI is to design and implement strategies that help Floridians enter, remain in, and advance in the workplace, becoming more highly skilled and successful. The strategies are to result in benefiting Floridians, Florida businesses, and the entire state.

A board of directors governs WFI. The Governor determines the number of directors. The appointments to and membership of the board of directors are to be consistent with Public Law Number 105-220, Title I, section 111(b). The board of directors of WFI is established with members who are appointed by the Governor. The members of the Legislature may make an unlimited number of nominations through their presiding officers to the Governor for membership on the board of directors. At least five members of the board must be representatives of labor. One member must represent the licensed nonpublic postsecondary educational institutions authorized as individual training account providers. One member must be from the staffing service industry. Private sector representatives of businesses appointed by the Governor to the board of WFI must constitute a majority of the board membership. Representatives of businesses appointed to the board of directors may not include providers of workforce services. Private sector appointments to the board will be representative of the state's business community, with no less than one-half of the appointments representing small businesses. Other minor changes in Board composition were made in the 2000 legislation, including addition of

organized labor, legislative and state program members, while maintaining the private sector majority requirement. The Governor considers minority, gender, and geographical representation when making appointments to the board. Board members, serving at the pleasure of the Governor, are appointed for two-year terms and may be re-appointed.

Most of the private sector members originally appointed in 2000 have served 2 terms and have now been replaced by the Governor. The broadly inclusive membership that encompasses private sector business and economic development leaders as well as authoritative state agency officials for all workforce-related programs allow the board to address all elements of the federal WIA law, the state Workforce Innovation Act of 2000 and the vision of the Board as described in this plan.

A private sector board member designated by the Governor chairs the board of directors of WFI. Except as delegated or authorized by the board of directors, members have no authority to control or direct the operations of WFI or the actions of its officers and employees, including the president. The president of WFI is hired by the WFI board of directors, and serves at the pleasure of the governor in the capacity of an executive director and secretary of WFI.

The board of directors has established an executive committee consisting of the chair and at least six additional board members selected by the board of directors (one of whom must be a representative of organized labor). The executive committee and the president have such authority as the board delegates to it, except that the board of directors may not delegate to the executive committee authority to take action that requires approval by a majority of the entire board of directors.

The chair may appoint committees to fulfill its responsibilities, to comply with federal requirements, or to obtain technical assistance, and must incorporate members of regional workforce development boards into its structure. At a minimum, the chair shall establish the following standing councils: the First Jobs/First Wages Council, the Better Jobs/Better Wages Council, and the High Skills/High Wages Council. For purposes of WIA (Public Law No. 105-220), the First Jobs/First Wages Council has served as the state's youth council. Other standing committees include the Finance Committee and One-Stop Committee, although committees and councils are subject to restructuring at the discretion of the Board and as permitted by pending state legislation.

All meetings and information created or received by the WFI Board are available to the public under Florida's stringent Government in the Sunshine, public meetings, and public records laws that provide criminal penalties for violation. All meetings are publicly noticed in the Florida Administrative Weekly, on the WFI website at [www.workforceflorida.com](http://www.workforceflorida.com), and sent by email to all interested parties. All meetings are audio recorded and minutes are taken, approved and made available for public access, including posting on the WFI website and inclusion in the agenda packet for the next quarterly WFI Board meeting.

In order to avoid conflicts of interest, all WFI Board members are mandated by state law to comply with annual financial disclosure requirements, as well as announcing any

conflict of interest and refraining from discussion and voting on any issue/topic that would potentially provide a financial benefit to the member, any close associate or family member. Conflict forms are also immediately filled out by Board members at any meeting where a potential conflict arises and those forms are maintained as part of WFI meeting records. See Section 445.004 for financial reporting, conflict of interest and Sunshine meetings requirements.

Operational expenses for the WFI Board, its staff and programs are provided out of WIA 15% state-level, Wagner-Peyser 7 (a), TANF and state General Revenue funds as specific appropriations by the Florida Legislature and disbursed/reported through the Agency for Workforce Innovation to the Florida Legislature, and the US Departments of Labor and HHS.

#### C. Structure/Process for State Agencies and State Board to Collaborate and Communicate

The primary means of collaborative interaction among key agencies and workforce entities is through the structures and committee work of the WFI Board as described above. Further ongoing communication/collaboration is achieved through regular publications such as the “Workforce Weekly Updates” and other WFI publications distributed to a wide list of state and local partners and then posted on the WFI website at <http://www.workforceflorida.com/wages/wfi/news/index.htm>

WFI Board members and staff also are represented and actively participate on a number of cross-cutting interagency committees, workgroups and other planning bodies, including the State School Readiness Coalition, the Enterprise Florida Board of Directors, the State Homelessness Council, the Enterprise Florida Manufacturers Advisory Council, the National Entrepreneurial Center Board, the Governors Faith-Based and Community Liaisons Group, the DOE Study Group on Workforce Education, the VETS Roundtable, the State Workforce Estimating Conference and multiple other state, local and national inter-program working groups. WFI and the Agency for Workforce Innovation have also entered into state-level Partnership Agreements with agencies such as the state Departments/Programs of Corrections, Community Affairs, Vocational Rehabilitation, Blind Services, the Able Trust, Florida Association of Rehabilitation Facilities, and the federal Department of Veterans Affairs. Key representatives of relevant state agencies/programs serve on WFI Councils, such as Department of Education staff on the Youth Council (First Jobs/First Wages) where youth workforce policy is developed.

Collaboration, interaction, and communications are maintained with our Regional Workforce Boards (RWBS), One-Stop providers and other local partners through inclusion in the activities, described above at state level, including regular attendance and involvement at WFI Board meetings, WFI council/workgroup participation and the fact that several WFI Board members are now or have been local RWB members. WFI also hosts quarterly “Workforce Partners Meetings” on the day preceding each WFI Board of Directors meeting, at which all items on the WFI Board agenda are first discussed with the partners. Many of the identified barriers to further collaboration are addressed and resolved at state level if within the policy authority of applicable state

bodies, including the WFI Board, State Homelessness Council or other state entities. Where barriers are identified as having federal origin, waivers are requested as included with this 2-year plan proposal.

Federal and state program guidance is communicated to local workforce partners through participation in state-level policy development activities as described above, and then formally promulgated and recorded in a series of “Communiqués” and Guidance Papers, most of which are first “vetted” with local and state partners on an advance consultation basis before final issuance. The roster of such administrative information, policy and guidance documents is at [http://www.floridajobs.org/onestop/os\\_admin\\_guides.html](http://www.floridajobs.org/onestop/os_admin_guides.html)

In July 2004, when ETA’s New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act was published, Florida had already initiated a state level collaborative effort with the focus being on improved services and performance of all partners involved in helping youth become self sufficient. The impetus for this initiative was the recognized need for improved collaboration and planning at the state level and the Preliminary Report of the White House Task Force for Disadvantaged Youth. A communication platform to define partner roles, responsibilities and accountabilities was initiated. Over a two year period, during five meetings, partners identified shared priorities, strategies, gaps in services, and action plans to maximize the impact on youth who will in turn build our state’s workforce. It is fully recognized that partnerships expand resources, inspire ingenuity, and increase the probability of success for all stakeholders.

In the summer of 2003 Workforce Florida, Inc. convened the first Strengthening Youth Partnerships meeting of agencies and organizations responsible for delivering youth programs. The purpose of the meeting was to enhance communication, coordination and planning among key organizations that play a role in developing Florida’s youth, particularly in the area of workforce skill attainment. The impetus for the meeting was the belief that creating a synergy between state level agencies and organizations that prepare youth to participate in the world of work would reap positive results for both Florida’s youth and the participating agencies. The following agencies/organizations were represented: Department of Juvenile Justice, Agency for Workforce Innovation, Department of Children and Families, Florida Electrical Workers Association (organized labor), Department of Education, Division of Vocational Education, Office of Drug Control, Florida Chamber, Department of Health, Florida Senate, members of the First Jobs/First Wages Council of Workforce Florida, and private sector business members.

During the series of five ‘Strengthening Youth Partnerships’ meetings during 2003 and 2004 partners agreed on several guiding principles.

- For purposes of this collaborative initiative, efforts would be focused primarily on youth in a 14 – 24 age category.
- The overall goal for the partners is to “Do everything possible to ensure every young person in Florida is ready and able to pursue a meaningful job path.”

- The partners will develop action-oriented approaches that will produce tangible results.

In one of the earliest meetings agency partners agreed that they needed to become more informed of the parameters of different programs, services, eligibility criteria, funding, and performance measures of each agency so that they could make informed recommendations or prioritize any activities that the partners might jointly sponsor to improve services to youth in Florida. Matrices of this information was compiled and sent to each partner. Based on this information, it was agreed that it was advantageous to identify one or two priorities that the partners could address as the next steps to improve coordination between partner agencies, and ultimately, to the youth being served. The partners identified three youth priorities: 1) At-risk Youth, 2) Disabled Youth, and 3) Career Institutes Model for Replication.

Workforce Florida, Inc. allocated \$1.4 million to fund demonstration projects to implement the best practices identified in three workgroups that were formed to support the three youth priorities. It was agreed that this was the best means to demonstrate cross-agency service delivery to identify system barriers as well as best practices that could be replicated in the state. It also was a means to strengthen or create the local partnerships between agencies. Two demonstration projects emanated from these workgroups.

‘Project Connect’ provides intervention programs for one of the most at-risk youth groups – youthful offenders. The use of the word ‘Connect’ in this project has a double meaning. First, it represents the emphasis on the need to ‘connect’ local youth agencies yielding a multi-faceted and yet well coordinated program to assist youthful offenders. Secondly, it represents the emphasis on efforts to ‘connect’ youthful offenders to their futures. The strategies of the project include the improvement of the youths’ transition plans, increasing the number of juvenile offenders being enrolled in WIA, with an emphasis on occupational skills training, and a reduction of recidivism. The state partners will be following the progress of four regions that were awarded projects to identify federal regulations or state policies or procedures that may be barriers for serving this population and to identify ‘best practices’ that can be replicated in other parts of the state.

The ‘Replication of CHOICE (Community High: Okaloosa Institutes for Career Education) Career Institutes’ is a demonstration project to initiate or expand career institutes in six school districts using the CHOICE model. The model provides demand-driven training and strategic local partnerships between education, business, workforce development, community-based organizations, and economic development. As the name implies, the focus of the education plan is providing students the choices that will prepare the student for the workplace and postsecondary education in a curriculum that features a high school diploma, industry recognized certifications, post-secondary articulation, and high wage/high skill careers.

The regions and local staff of all agency partners are critical to the actualization of the goals of this initiative, so communication and local involvement throughout the process is

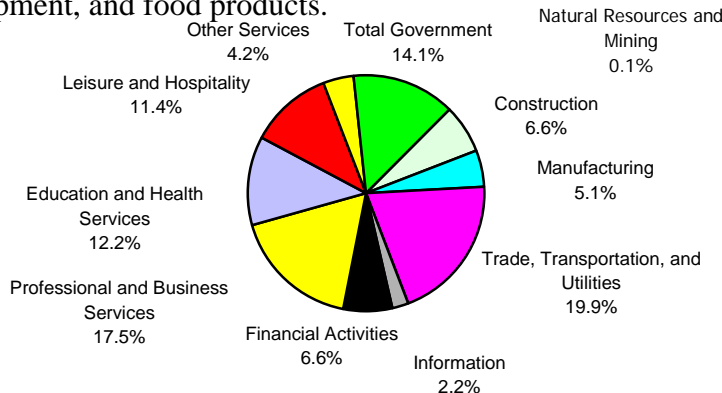
critical. The state communicated the across state agency coordination with the local areas by sending meeting summaries to each region and posting the summaries on the Workforce Florida website. A statewide meeting of state agency partners and their local contemporaries was held to review the findings of prior meetings, announced the two demonstration projects and the competitive process emanating from the ‘Strengthening Youth Partnerships’ meetings, and introduced best practices for serving foster youth, juvenile offenders, disabled youth, and youth in career institutes.

#### IV. Economic and Labor Market Analysis

##### A. Makeup of State’s Economic Base

Florida’s industrial composition is predominately based on a service-producing economy, with more than 88 percent of the workers being employed in this sector. Goods-producing industries, which include natural resources and mining; construction; and manufacturing, comprises almost 12 percent of Florida’s total employment, compared to an 18 percent share of the nation’s economy.

Population growth and tourism drive Florida’s economy, as more than three-fourths of the state’s workers are employed in five major industry sectors: *trade, transportation, and utilities* (19.9%); *professional and business services* (17.5%); *government* (14.1%); *education and health services* (12.2%); and *leisure and hospitality* (11.4%). About one out of every ten workers in Florida are employed in either *construction* (6.6%) or *manufacturing* (5.1%), as continued migration into the state drives the demand for housing and the manufacturing of building materials, electronics, transportation equipment, and food products.



Source: Florida Agency for Workforce Innovation, Labor Market Statistics

##### B. Short Term and Long Term Industry Growth and Decline

In the short term, industries involved with the recovery from the 2004 Hurricane season and those impacted by population growth and a recent building boom will be in most demand. The needs for temporary help from employment agencies, specialty trade construction contractors, residential building contractors, building material and supply

stores, and financial establishments, such as banks, and consumer finance companies will all experience the strongest employment growth during the coming year.

In the short run, the challenges brought on by 9/11 and the 2004 hurricane season will also result in slower growth for Florida's tourist related industries as the state tries to regain its status as the number one tourist destination. The recent passage of two constitutional amendments related to the school class size amendment and voluntary universal pre-kindergarten for all children will also bring immediate demands for employment increases to the education and child care services industries.

Over the next decade, the continuation of a growing and aging population will result in an increasing demand for health, education, and social services, such as child and elder day care services, as the two large age cohorts of population, baby boomers (1946-64) and echo boomers (1982-95), rise in age. Florida's population over the next decade will continue to be strong in terms of the numbers of new citizens added to the state, but will grow at a slower rate than the previous decade. In response to population growth and shifts in the demographic characteristics of the population, industries such as *ambulatory health care services, nursing and residential care facilities, special trade construction contractors, building materials and supply stores, and furniture and home furnishing stores*, will all experience strong employment gains over the next decade. As this population growth occurs, Florida's economy will expand with a more complex and competitive business environment, which will increase the need for *administrative and support services and professional, scientific, and technical services* to assist businesses with budgets, staffing, marketing, technology, and changes in legislation.

Florida's tourist trade will continue to grow over the next decade, with *food services and drinking places, amusement and recreation services, and water transportation* (cruise lines) growing faster than the average growth rate for all industries in Florida.

Global competition, movement of jobs to foreign countries, and the impacts of technology will be the primary reasons for slow growth of Florida's manufacturing sector and should result in declines in employment for the agriculture and mining industries, both in the short term and over the next decade. Construction related manufacturing, such as *wood products, nonmetallic mineral manufacturing*, and the health care and biotech related industries, such as *pharmaceutical and medicine manufacturing, and medical equipment and supplies manufacturing* will have the strongest employment growth amongst Florida's weak manufacturing industries.

Occupations projected to be in greatest demand both in the short term and over the next decade will be a direct result of the industry sectors that are forecasted to have the most growth over these time periods.

In the immediate term, the construction trades occupations will experience the fastest growth in Florida, as the labor market responds to a building boom and the need to rebuild structures damaged by the 2004 hurricane season. Occupations such as *cement masons, drywall installers, electricians, and roofers* will all experience strong employment growth in the coming year.

Over the long term, employment in health care, construction, information technology, and education related occupations will experience the fastest growth in Florida. Population growth will be the driving force for the strong demand for these career fields. Occupations such as *medical assistants*, *home health aides*, *cement masons*, *network systems analysts*, and *kindergarten teachers* are all projected to have high rates of growth over the next decade.

In terms of absolute job growth, Florida's sizable service economy will continue to experience large job gains, both in the short term and over the decade. Many of the occupations expected to have large employment gains will include both full and part-time workers, as well as seasonal and temporary jobs, of which many will offer easy entrance into the labor market in terms of training requirements. Occupations such as *retail salespersons*, *customer service representatives*, *food preparation workers*, and *office clerks* are all forecasted to have large gains in employment in the coming year and over the next decade. *Registered nurse* is expected to have the greatest number new jobs of all occupations and will be one of the few jobs with large employment gains that will need advanced training for employment.

### C. Industry and Demand for Skilled Workers and Available Jobs

Many of the major industry sectors that are projected to grow fast in Florida will also be the industries that have the strongest demand for skilled workers who require some form of postsecondary training. Careers in education, health care, the professional and technical fields, government, and the construction trades will all have the highest demands for skilled workers in Florida. The projected annual job growth of these industries and their share of occupations requiring postsecondary training are as follows: *education services* (13,800 / 82.9%); *health care* (23,700 / 78.7%); *government* (17,000 / 75.1%); *professional and technical services* (12,100 / 74.7%); and *construction* (11,000 / 64.2%).

The State of Florida annually holds a Workforce Estimating Conference (WEC) to identify occupations that are high growth, high skill, and high wage for the purpose of targeting public training dollars intended for workforce development. Because more than half the job openings expected to occur over the next decade in Florida require training above high school, Florida has identified 100 job categories that require postsecondary vocational or community college training to target its job training efforts on. Focusing workforce efforts on these 100 job categories are considered critical for Florida because they represent a high percentage of the jobs that are needed to maintain a healthy economy. Examples of occupations targeted by Florida's workforce system that demand skilled workers and their expected number of annual openings are as follows: *registered nurse* (7,158); *elementary school teachers* (3,102); *carpenters* (2,461); and *automotive service technicians* (2,309). Having the workforce system target these higher skilled, higher wage occupations will result in a more productive workforce meeting the needs of the business community.

#### D. State's Critical Jobs/Occupations

The jobs that are most critical to Florida's economy are those occupations that support our state's population growth, our tourist-related industries, and those industries targeted by the state's economic development community in the areas of life sciences, information technology, aerospace, and financial and professional services.

Occupations dealing with health care, education, the construction trades, and the hospitality career fields are critical to the state because they support Florida's current economic base. However, in order to better diversify the state's economy and to create jobs with better earnings potential, occupations dealing with information technology, biotech, aerospace, and the professional services occupations will be the most critical career fields for Florida's workforce system.

#### E. Skill Needs for Available, Critical and Projected Jobs

The new global and information-based economy that emerged after the 1990-1991 recession placed an increased emphasis on skills. These skills include higher levels of literacy and better communication skills, critical and logical thinking skills to better solve complex problems, and skills in using computers and technology as problem-solving tools. Another feature of the new economy and the competitive requirements for those who work in it is the need for multiple skills. The new economy requires that workers possess multiple skills sets, crossing over to literacy and communication skills and technical/computer skills. The occupations in Florida that are projected to grow the fastest and have better earnings also require multiple skills.

Most of Florida's high skill high wage occupations are found in the information, finance, professional and business services, healthcare, or government sectors. Skills are the key to higher wages and salaries for Florida's workers and skills are the key to remaining competitive in the national and global economies. A skilled workforce is the key to attracting higher wage and higher growth industries to Florida. Current skills for demand occupation in Florida include: active listening, reading comprehension, critical thinking, instructing speaking social perceptiveness, monitoring, active learning, problem solving, coordination, installation, troubleshooting, and equipment selection.

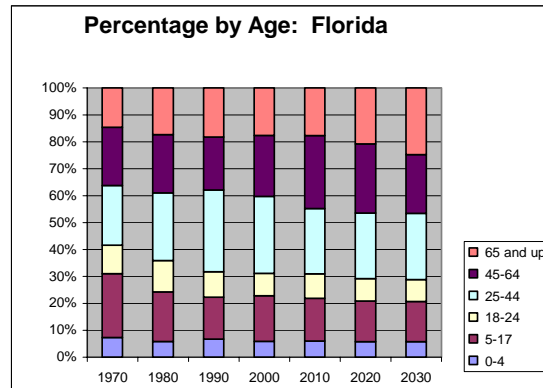
#### F. Current and Projected Demographics of Available Labor Pool

Florida's labor pool will reflect a smaller share of young people and a much greater portion of middle age and older people. Minorities and immigrants will also constitute a larger share of the Florida work force in the next decade than they do today.

With the aging of the baby boomer population, Florida's population base also will continue to age, with the percentage of those residents aged 65 and over accounting for a larger share of the population base (17.6 percent in 2000, 17.7 percent in 2010, 20.8 percent in 2020, and 24.7 percent in 2030). The prime working age population (aged 25-44) accounted for 28.6 percent of the total residents in 2000, and will shrink to 24.3

percent of the population by 2010. The older worker age group will expand from 22.7 percent in 2000 to 27.0 percent in 2010, before slipping to 21.8 percent by 2030.

Mature workers will play a major role in addressing projected labor shortages. Due to the expected decline in available employees, it will become vitally important for employers to recruit mature workers and to initiate programs that provide incentives for them to remain in the workforce.



Source: Demographic Estimating Conference Database, updated March 2005

Based on the 2000 Census, Florida’s population was 82.2 percent white, 15.4 percent black, and 2.4 percent other. The racial mix will stay relatively stable through 2010, with blacks accounting for 16.1 percent and whites representing 81.1 percent of the resident population. Hispanics are expected to increase from 16.8 percent of the population to 19.2 percent over this 10-year horizon.

#### G. In Migration/Out Migration of Available Workers

Florida is experiencing large amounts of “in migration” into the labor force as a result of foreign migration, as well as results of domestic migration. Over the past decade, Florida was ranked third in the nation in the amount of net increase in population due to foreign migration and first in the nation in the amount of net increase in population due to domestic migration from within the U.S.

Florida is dependent on “in migration” to the state, as 89.5 percent of the estimated population growth between 2000 and 2004 was due to “net migration” (in minus out migration). The largest gains in net migration between 1995 and 2000 (Census 2000), was in the 55-64 age group (pre-retiree); representing 27 percent of total net migration over this time horizon.

The prime working age population (ages 25-44) accounted for 23 percent of the net migration to the state between 1995 and 2000. These 138,546 residents made up just less than 1% of the state’s total population in 2000 (15,982,824).

Looking at data over the past three decades, foreign “in migration” to the state continues to increase, in all age cohorts. Foreign in migrants are typically younger than their

domestic counterparts. Those aged 15-34 accounted for 48 percent of the total foreign in migrants between 1995 and 2000; whereas, this age group represented 35 percent of the domestic in migrants during this same time period.

#### H. State's Skill Gaps

To compete in the national and global economies workers will need **basic skills** like reading, writing, math, speaking, listening. **Thinking skills** such as creativity, logical reasoning, decision-making, problem-solving and visualization will need to be part of the curriculum in all levels of the education system. Workers who help Florida compete in the global and national economies will also need **personal skills and attributes** such as responsibility, self-esteem, sociability, integrity, and initiative. These skills combined with technical and computer skills for those workers who need them, will assure Florida's ability to compete in the global economy. Florida employers have indicated that basic skills, interpersonal skills, and critical thinking skills are the biggest gaps in the skills of the current workforce.

#### I. State's Workforce Development Issues

According to Workforce Florida, Inc. the vision is: Florida will develop a globally competitive workforce. The mission is: 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. One of the goals of the strategic plan is to align workforce priorities with economic development. Workforce Florida, Inc has identified eight strategic imperatives and eight priority recommendations in the latest draft strategic plan:

Priority Recommendations are:

- Ensure Florida's leadership for global commerce
- Establish Florida as a leader for emerging industries
- Raise the bar for excellence in workforce education
- Ensure competitiveness of Florida's business climate
- Develop an economic stimulus strategy for Florida's Rural Areas
- Retain and strengthen Florida's key industry sectors
- Establish a smart growth policy for sustainable economic development, industry diversity, and quality of life
- Invest in economic development

Strategic Imperatives are:

- Partner with business to employ 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 (marketing)

- Strengthen and coordinate economic development partnerships
- Identify entrepreneurial opportunities

#### J. State's Workforce Development Issues Critical to Economic Health and Growth

Enterprise Florida, Inc., Florida's economic development organization has identified several major initiatives:

- Support economic diversity
- Increase international trade and global market share for Florida
- Increase high paying jobs
- Increase quality of life throughout Florida

While Florida has made progress in creating a high skill high wage workforce, the gap still exists between the average earnings of Florida's workers and U.S. workers. The goal for the future is to narrow this gap, by promoting higher wage employment in the state, concentrating on demand-driven occupations meeting the needs of business. The key to capturing a greater share of the national and international income exchanged in the global economy is the competitiveness of the workforce, which is dependent upon skills.

The state's workforce system will act to enhance the skills of workers through the education, training, placement, and economic development systems. The linkage between an educated, skilled, and competitive workforce and the economic future of our state and nation is recognized by all participants in the system. The highly-competitive global economy demands world class products and services and only a skilled workforce can deliver these to consumers.

### V. Overarching State Strategies

#### A. Use of WIA Title I Funds to Leverage Federal, State, Local and Private Resources

Florida's Incumbent Worker Training program, funded from its 15% state set-aside, is set at \$2 million annually, in statute. Given the extraordinary demand for these funds, the program requires a minimum 50 percent match from participating employers (reduced match requirements/waivers are provided in rural/brownfields/enterprise zones/hurricane impacted areas). Because of its popularity, this funding structure enables Florida to capture additional private sector funding match. For example, last year (2003-04), funding allocations from WIA Title I totaled \$2,702,718 (slightly over the \$2 million annual allocation due to recaptured funds from projects that did not fully utilize all training funds). The amount of leveraged funds totaled \$23,032,040, or \$9.00 for every \$1.00 of federal training funds. These combined funds enabled over 14,700 persons to receive skills upgrade training at the cost of about \$183 per trainee. Because of the demand and popularity of the program, the Governor's 2005-06 budget includes a 100 percent increase in funding for IWT—another \$2 million—funded from state general revenue.

Since most of our WIA Title I funds are provided to our 24 regional workforce boards through formula allocation, Workforce Florida, established state policy encouraging these boards to develop a local-level employed worker training program. All have done so, and have created local business champions as a result. These programs have created a circular benefit by helping our businesses maintain their competitiveness through increased skill sets of their workers and increase upward the overall skill levels of our workforce, regardless of business devolution/creation.

Our experiences with these programs have led us to the conclusion that more employed worker training could be done, except for the onerous data capture requirements for individuals trained through the use of these funds. We have found that our antiquated data collection requirement is not allowing our state/local workforce system to be more demand-driven and responsive to our business community. In many cases, these system requirements have caused business to turn away from our training offers. For this reason, we will be seeking two waivers:

1. To minimize the data capture requirements for individuals trained using state level or local funds to provide IWT or EWT based on employer application, rather than individual trainee eligibility; and
2. To allow at least 20 percent of local adult and dislocated worker funds to be expended on EWT, to be tracked separately for performance.

#### B. Strategies to Address National and State Direction

National strategic priorities – implementation of a demand-driven system, system reform to eliminate duplicative administrative costs and to enable increased training investments, enhanced integration of service delivery through One-Stop delivery systems nationwide; refocusing of the WIA youth investments on out of school youth populations, collaborative service delivery across federal programs, and increased accountability; improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments; providing tools and products that support business growth and economic development; and providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers. Faith-based and community-based organizations playing an enhanced role in workforce development; Enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to States and local areas in structuring their workforce investment systems; and reporting again common performance measures across Federal employment and training programs

#### C. Strategies to Identify and Target High Growth Industries and Occupations

In an attempt to promote and develop ongoing strategies for target industry workforce challenges, Workforce Florida has partnered with Enterprise Florida, on special joint projects. As stated in Section I (D), these include:

Enterprise Florida Manufacturing Advisory Council (EFMAC): A Florida Roadmap priority is to retain and strengthen Florida's key industry sectors. One industry identified for retention purposes is Florida's manufacturing sector. Our linkage to this priority is to strengthen manufacturing through industry specific and responsive workforce training programs designed to enhance competitiveness. The majority of Florida's IWT grant funds are awarded to the state's manufacturers to ensure their competitiveness. Because of the emphasis by the Governor on this industry, Workforce Florida allocated an additional \$1 million to IWT, on behalf of the needs of Florida's manufacturing community and their continuing skills upgrade training needs.

Emerging Technologies in Information Technology: Another Roadmap priority is to establish Florida as a leader for emerging industries with innovation, entrepreneurship and venture capital. Our linkage to this priority is to partner with business to develop a highly skilled workforce to meet the labor market requirements of Florida's current knowledge based economy and emerging industries. Enterprise Florida invited Workforce Florida and the Agency for Workforce Innovation to jointly review the emerging technologies in the growing information technology industry so that we can capture job growth opportunities, develop business innovation advantages, and prepare our workforce by identifying the skills sets needed in these emerging technologies. A steering committee comprised of Florida business leaders will provide guidance and oversight of this project.

Life Sciences Opportunities: Another Roadmap priority is to ensure the competitiveness of Florida's business climate. Our linkage is to enhance the competitiveness of Florida's business climate by providing a qualified, work-ready talent pipeline based on the current and future needs of business. Another joint initiative with Enterprise Florida involves building on the state's assets in life sciences, from the many existing businesses in medical device manufacturing, pharmaceutical product development, research hospitals, as well as to the recent location of the Scripps Research Institute in Palm Beach County. Workforce Florida has invested funds for the development of an on-line bioscience training modality to provide skills upgrade training to the many existing workers in this industry in Florida. USDOL awarded grant funds to one of our RWBs, the Workforce Alliance in Palm Beach County, to provide for biosciences skills training to workers dislocated from other technology fields. The Governor also awarded three Centers of Excellence to Florida's universities last year, two of which are in life science areas.

#### D. Strategies to Promote and Develop Strategic Partnerships

Several initiatives are in place to promote and develop ongoing strategic partnerships with the purpose of identifying challenges and developing solutions to target industry workforce challenges. Several of these initiatives have already been elaborated on earlier in this document and include special joint projects with Enterprise Florida (e.g., emerging technologies in Information Technology, Enterprise Florida Manufacturing Advisory Council, Life Sciences Roadmap, Florida's on-line system for skills upgrade training with existing life sciences workers, CHOICE replication projects).

Additional initiatives include funds set aside for the creation of up to three Workforce Education Cluster Centers. This initiative ties back to the Roadmap priority to raise the bar for excellence in workforce education. Our linkage is to collaborate with the Department of Education, Workforce Education and business to develop innovative and responsive workforce education and training programs that deliver rigor, relevancy, and a platform to build business relationships. These cluster centers will be awarded competitively with Education and economic development serving as expert reviewers in the process.

Another joint initiative with all partners—business and industry, education, economic development, and the public workforce system—is Florida’s participation in the National Work Readiness Credential pilot, administered by the U.S. Chamber of Commerce. Florida, along with six other states, and other national business partners, joined in this initiative for several reasons, including the development of a tool and set of services:

- To enable adults and older youth to demonstrate to prospective employers that they have the knowledge and skills needed for successful performance as entry-level workers.
- To streamline the hiring process for businesses, by identifying a work-ready pool of job applicants.
- To improve the ability of local, regional and state workforce development system to reliably identify and consistently refer work-ready applicants to their business customers.
- To improve the ability of these systems to help individuals develop the knowledge and skills required to be fully competent entry-level workers in the 21<sup>st</sup> century workplace.

For more information, please see <http://eff.cls.utk.edu/workreadiness/default.htm>.

Another recent initiative with all partners noted above is the Florida Business Insight Pilot. After four hurricanes ripped through the state last year, Florida found itself without a standard data base of existing Florida companies—particularly those in target industries. To uncover much needed business intelligence that serves all partners, including business expansions/reductions, workforce issues, business climate issues and others, Workforce Florida and the Agency for Workforce Innovation and a number of RWBs are participating in a pilot initiative led by Enterprise Florida to obtain this valuable information.

#### E. Strategies to Ensure Sufficient System Resources for Support Training

Targeted alignment with EFI at the state level, and local partnerships between RWBs and local economic development organizations.

The State of Florida utilizes a system of state-level employment data which are then verified by regional workforce boards and modified through local data and WFI confirmation to ‘target’ high-value jobs that are determined through this process to be in demand in each region. These targeted jobs then become the list of ‘demand’ occupations to which regional workforce boards direct their WIA formula training

dollars. The state-level employment data is based on an annual employer survey with rigid sampling and response criteria established by the USDOL Bureau of Labor Statistics and seeks input from some 50,000+ employers in Florida. The wage and demand (number of anticipated openings for the coming year) criteria for these high-value jobs are determined through a process that starts with a legislatively mandated consensus estimating group called the Workforce Estimating Conference made up of principals from the Governor's office, both houses of the Legislature, state-level public and private vocational educational entities, the state university system, Enterprise Florida and Workforce Florida. The Conference takes into account employment projections and economic indicators developed by the labor market statistics unit within AWI and any other relevant data that may be presented by interested parties and formulates a statewide demand list of jobs and also formulates wage criteria recommendations that are then considered by WFI. Once those wage criteria are adopted by WFI, preliminary lists of high-value jobs are developed utilizing the employer survey data and sent to regional workforce boards for their review and input. Suggested regional board changes to the preliminary lists are reviewed and, if approved, are folded into the preliminary lists for use as the final targeted occupations lists for the upcoming program year. This process is done annually. Regions may request additions/deletions to this final list, mid-cycle, if economic conditions change, such as a major employer layoff or a new employer coming into the region.

#### F. Strategies to Support Growth and Workforce Needs of Small Businesses

A Governor's Roadmap priority is to establish Florida as a leader for emerging industries with innovation, entrepreneurship and venture capital. Our linkage to this priority is to partner with business to develop a highly skilled workforce to meet the labor market requirements of Florida's current knowledge based economy and emerging industries. Florida has used its state-level set aside funds to encourage more entrepreneurial training activities, including helping to establish training through the National Entrepreneurial Center—only the second like it in the country—physically located in Orlando, and special training initiatives aimed at business innovation development in our veterans and other targeted groups. Given Florida's ranking among the 50 states in the rate of business start-ups, much more can be done. Florida was pleased to see the USDOL's recent TEGL No. 16-04 encouraging the public workforce system to engage in more entrepreneurial training initiatives. Each of Florida's 24 RWBs are engaged with local partners including Small Business Development Centers, SCORE chapters, and university incubators, but need flexibility to better support sound business innovation practices that result in new business creation and new jobs for our citizenry. For this reason, Workforce Florida will be seeking a waiver, consistent with TEGL No. 16-04, allowing expenditures and performances to be tracked at the state-level, not the RWB level.

#### G. Use of Funds Reserved to Incent the Workforce System

Florida reserves a portion of its 15% funds to allocate among its policy councils for training projects aimed at generating the skills and competencies necessary to support industry now and in the future, as well as making strategic investment in workforce

development activities to meet the needs of state and local economies—both of which are national strategic directions. These councils include First Jobs/First Wages (which focuses on the preparation and transition of youth at risk of not finishing school) and High Skills/High Wages (which focuses on partnering with economic development to reshape the Florida economy and maintain competitiveness in target industries). To date, Workforce Florida has invested over \$102 million in addressing the workforce needs of six key industry sectors—Life Sciences, Information Technology, Aviation/Aerospace, Financial/Professional Services, Manufacturing and Homeland Security/Defense--through these state level training initiatives.

#### H. Collaboration Strategies to Better Serve Youth

The ‘Strengthening Youth Partnerships’ meetings will continue with the next being scheduled for June 2005 to showcase the Shared Vision for Youth between the federal partners and the New Strategic Vision for the Delivery of Youth Services. In July 2005 a statewide Youth Technical Assistance Workshop will be held to do the same in addition to other relevant issues that will impact youth services such as the status of state legislation and federal WIA and TANF Reauthorization. As discussed earlier in the plan, Workforce Florida, Inc. has used state funds for two demonstration projects that will involve nine Regional Workforce Boards, four juvenile justice providers, and seven school districts. The best practices and recommendations identified in these projects for serving the most at-risk youth will be showcased at Florida’s Annual Workforce Summit.

A state level interagency coordinating committee of the state partners has been meeting via teleconference on an as needed basis to address planning events to advance the New Youth Vision. For example, the coordinating committee will be visiting a National Guard Boot Camp to determine if this site and possibly others could provide an option to alleviate the problems being experienced by older youth in foster care by providing housing, a stable environment, and significant others while they complete their high school education.

#### I. State Laws, Regulations, Policies that Impede Achievement of Goals

Workforce Florida, Inc. and the Agency for Workforce Innovation continue to monitor the impact of any state laws, regulations, or policies that impede the full achievement of the state’s workforce and economic development goals. Florida is currently modifying its Workforce Innovation Act of 2000 for the first time since its enactment to allow for operational improvements identified over the last five years of operation. Final outcomes on this pending legislation will be known in Mid-May 2005.

#### J. Use of Flexibility and Waivers

Florida is planning to take full advantage of the flexibility provisions in WIA for waivers. Thirteen such waivers – some of which have already been approved by USDOL in other states, and some of which pave new ground – are being pursued. We hope for approval of these waivers, all of which are predicated on the need for full implementation of a

business-driven model espoused by Assistant Secretary Emily DeRocco. Workflex provisions are not being pursued.

## VI. Major State Policies Developed to Support Workforce Development

The state-originated governing policies and requirements guiding the operations and accountability for Florida's workforce system derive from two primary sources, Florida Statutes adopted by the Florida Legislature and decisions/Action items adopted by the Board of Directors of Workforce Florida, including policies incorporating strategic plans for economic development endorsed by the Governor and economic development partners. Nearly all relevant policy decisions and directives are described elsewhere in this plan as specific topics are discussed, such as youth services, One-Stops, technology, performance accountability, etc. Primary state law sources for the underlying policies are found in the Florida Statutes, accessible through the Florida Sunshine Online Network at <http://www.leg.fl.us> WFI Board-adopted policies and Action Items are recorded as minutes for the WFI Board meetings at [www.workforceflorida.com](http://www.workforceflorida.com) in the section about the Board. Resulting Programmatic Resource/Guidance papers and Communiqués are then typically issued by the Agency for Workforce Innovation and posted on its website at [http://www.floridajobs.org/onestop/os\\_admin\\_guides.html](http://www.floridajobs.org/onestop/os_admin_guides.html) to operationalize, "flesh-out" and disseminate the policy guidance.

### A. State Policies that Support Performance Reporting and MIS Functions

The primary legislative directives for common data collection and reporting are at Sections 445.004 regarding the 3-Tier Report and Sections 445.10 and 445.11 regarding the required integrated information systems. Specifics regarding One-Stop service requirements are at Section 445.009, and performance/accountability provisions are at Sections 445.003, 445.004, 445.006, and 445.008. WFI policy decisions on those topics are embedded in the Administrative Guides posted on the AWI website as cited above, including papers on "Red and Green" short-term performance reporting (also see below re: performance/accountability) performance incentives, One-Stop Management Information System (OSMIS) reporting instructions, extensive financial reporting requirements; criteria for One-Stop credentialing and staff training requirements, integrated services for public assistance (TANF) and Food Stamp participants, and One-Stop services for Limited English Proficient (LEP) and other customers with barriers.

### B State Systems that Promote Efficient Use of Administrative Resources

The same statutory references and WFI/AWI policy/guidance papers cited above in VI. A. also contain the primary policies promoting efficient use of administrative resources, more co-location, fewer limited service/affiliate sites and general avoidance of excessive administrative costs. Specific measures include the statutory requirement that 90% of all workforce funds (including WIA) at local level be spent on direct services, requirement of performance-based service contracts, encouragement of inter-local (multi-RWB) cooperative arrangements to share certain administrative/infrastructure costs to avoid duplication, and a continued trend to consolidate "brick and mortar" One-Stops while

providing expanded electronic customer access to workforce services through networks such as Employ Florida Marketplace.

#### C. Policies to Promote Universal Access and Consistency of Statewide Service

The state commitment to universal service, including for those receiving public assistance, is enumerated in great detail in Chapter 445, Florida Statutes. Section 445.009 mandating the One-Stop delivery system offers the best summary of programs/services to be offered, the full scope of workers, job seekers and employers to be served, data systems to be used/interfaced, and consistent cross-cutting accountability mechanisms. The statutory mandates are then reinforced and implemented through policy decisions adopted by WFI and then promulgated/monitored by AWI. Particularly pertinent to universal access and consistency of service are policies and monitoring procedures for capturing data and reporting services to all customers, with identification of special characteristics (e.g. homeless, IWD, MSFW, elders etc.), development of One-Stop minimum standards/criteria, requiring minimum workforce-specific initial and continuing education training for One-Stop staff, collaborative pursuit of competitive grants to serve special needs of targeted population, and awards for best practices in serving all One-Stop Customers.

#### D. Policies to Support a Demand-Driven Approach

Florida Law, the consistent guiding principles of the WFI Board, and Florida's "Roadmap to Economic Progress" [see discussion in Parts I, II and V especially] all emphatically commit Florida's workforce system to responding to the demand-driven needs of Florida's existing businesses and economic development strategies. In fact a primary motive for Florida quickly volunteering for early implementation of WIA in 1999 was the increased flexibility the WIA offered for meeting business demand-driven needs. Notable major efforts have been statutory establishment and annual set-aside funding for our Incumbent Worker Training program operating in parallel with the companion customized training program funded with state general revenue dollars, our Quick Response Training Program. Maintaining focus on using WIA training funds to directly meet workplace skills demands, state law and WFI policy require all ITA and related classroom training to be limited to demand occupations on our "Targeted Occupations List" that is updated annually based on Labor Market Information, which also serves as the primary information base for Florida's Workforce Estimating Council.

Through the statutorily-required "High-Skills/High-Wages" committees required at each RWBs, local business and economic development professionals also receive the general Labor Market Information to help formulate local demand-driven targeting and strategies, and also requested to add direct, "real time" demand information derived from their business activities, and that information is used to further customize the Targeted Occupation list to local demand, and to supplement/refine the state-level Labor Market Information. The AWI Labor Market Statistics unit has also provided regular training to RWBs, One-Stop operators and local workforce partners, also conducting special local surveys/studies to more precisely identify imminent employer hiring/skills needs. Such locally-specific information was invaluable in recovering from the 2004 hurricanes, and

that capacity will be used to respond to any future similar disasters and any events producing large-scale worker dislocations.

#### E. Integration of State Apprenticeship and Job Corps in the One-Stop

As with other workforce-related programs specified in WIA and mandatory partners, state law and WFI policy require integration with the One-Stop network. Further linkages with apprenticeship programs are assured by the state law requirement that the WFI Board include 5 representatives of organized labor appointed by the Governor. Both those representatives and the organized labor representatives serving on the 24 RWBs have very frequently been directly involved in state and local apprenticeship programs, and thereby serve as linkages, information and policy sources for such program. Further the apprenticeship program certification function and state Apprenticeship Advisory Board are housed in the State Department of Education and the Commissioner of Education serves on the WFI Board allowing for compatible policy development where needed. Similarly AWI has a Job Corp unit that coordinates Job Corps recruitment activities state-wide, with dedicated staff co-located in One-Stops in most urban areas. And where Job Corps Training Centers are located in the geographic boundaries of a RWB, the RWB often have Job Corps representation on their Boards, or other strong liaison and contacts.

### VII. Statewide Integrated One-Stop Delivery System

Even before WIA enactment, Florida's ongoing process of consolidating and integrating One-Stop services was assisted by a USDOL One-Stop Planning Grant to the state and a One-Stop training Grant to the Brevard Workforce Board operating as "Learning Link" to provide peer technical assistance and training for other local workforce boards to implement fully integrate One-Stop services. As noted below, that capacity building asset assisted Florida with implementing WIA and was later designated at the state's Workforce Training Institute as provided by Section 445.008, Florida Statutes. That entity is now separately incorporated and operating as the Dynamic Works Institute. See [www.dynamicworks.com](http://www.dynamicworks.com)

#### A. Procedures to Ensure Quality of Service

Based on recommendations developed by the WFI One-Stop Committee and approved by the WFI Board, Florida has a set of minimum criteria for all One-Stops including training/competency-tested qualifications for One-Stop staff for initial hire/certification and to maintain continued professional recognition. The minimum One-Stop criteria are found as Guidance Paper 032, entitled One-Stop Credentialing. See website section describing services for Workforce Professionals at [www.floridajobs.org](http://www.floridajobs.org) The criteria include standards for mandated services offered, hours of operation, resource room equipment/access, required notices/signage including Employ Florida membership status, ADA standards, and other optional but recommended added services, such as assistive technology, etc. Staff training, testing and continuing education requirements are in the same Guidance Paper and include passing the test for Workforce Professional, Tier 1, as offered by Dynamic Works based on mastery of the contents of 14 interactive web-based

courses covering history/background of federal and state workforce programs, essentials of all programs and services offered at One-Stops, customer service skills, and similar basic knowledge and skills. Alternative methods of initial certification are also described, primarily based on certifications offered by other national workforce organizations. More recently WFI has added a requirement of 15 hours of continuing workforce education every year after initial qualification, with credit allowed for participation in further Dynamic Works courses, training offered by AWI/WFI/USDOL or other workforce-related agencies and participation conferences/workgroups or other similar activities offering substantive workforce training content. Compliance with minimum One-Stop standards including staff training is a key part of annual program monitoring , with results reported back to AWI and WFI.

#### B. Maximum Integration for Business Customers and Individual Customers

Florida began with its integration of One-Stop service delivery before implementing WIA, with primary success in integrating job training with Wagner-Peyser basic labor exchange and related services, many of which had previously been provided by state agency staff in locations separate from the job training and similar services offered by PICs under JTPA. That fragmentation often produced both duplication of services/overhead, as well as confusion for both employers and job seekers/program participants. By 1999, the primary non-integrated area was the Florida WAGES program, our welfare-to-work program funded with TANF dollars, which operated separate One-Stops in some counties for public assistance participants only, but soliciting job orders from same pool of employers served by the workforce One-Stops. However with WIA early implementation combined with the state Workforce Investment Act of 2000, abolished the WAGES program as a separate service delivery structure, and placed the Welfare Transition program directly under Workforce Florida policy governance and local consolidation with under the RWB One-Stop networks. That has resulted in closings of some single-program TANF One-Stops, while insuring that all remaining One-Stops provide fully integrated and non-duplicative services to both program participants and employers. Integration with mandated partners such as Vocational Rehabilitation and the Department of Children and Families varies, often based on available resources and local leadership. One remaining barrier to full integration of One-Stop staff is the federal interpretation requiring Wagner-Peyser “merit-staff” on AWI payroll separate from the other One-Stop staff funded with WIA, TANF, etc. While continuing to comply with federal requirements, Florida is again requesting waiver to allow for maximum integration, elimination of redundant HR/payroll functions, and improvement of customer service.

#### C. One-Stop Infrastructure Costs

Due to state statutory mandate the 90% of local workforce funds be spent on direct services (See Section 445.007), state policy and financial tracking/reporting systems carefully identify and publicly announce infrastructure costs. Among other inducements/sanctions applied to the 90% mandate, regions that exceed the admin/infrastructure cap are disqualified from annual performance incentive bonuses, and other Best-Practices competitions. Simultaneously WFI has encouraged RWBs,

especially those in lower-funded rural areas to engage in regional, multi-RWB planning and pooling of resources to achieve economies of scale and minimize duplication of admin/overhead expenditures, such as for local IT systems/staff, procuring NEG temporary worker payroll services, and similar combined activities such as in 5 Panhandle RWBs an increasingly in other areas such as Tampa Bay and the Southeast Coast.

#### D. Use of Statewide Funds for One-Stop Delivery

Florida has approximately \$15-20 million annually in WIA state-level (15%) funds and lesser amounts of Wagner-Peyser 7 (B), and TANF state-appropriated funds that are used partially for state level WFI and AWI operations, but with the bulk of the reserve funds being added to the resources available at local level for One-Stop services. Funds provided to the Councils and Committees are in turn distributed as demonstration grants directly to RWBs or requiring their participation in grant-funded partner projects. Recent examples include entrepreneurial training for minorities, veterans and individuals with disabilities, ADA compliance/assistive equipment grants for One-Stop Centers, FBCO outreach to link FBCOs and their clients/customers to One-Stop Services. Also WFI hosts annual One-Stop Best Practices competitions in several categories for best services to employers, job seekers, overall One-Stop excellence, and most innovative (the George Kirkpatrick award). Additional funds are spent on Employ Florida (EF) branding/marketing/communication in consultation with the statewide communications collaborative to stimulate public awareness and use of One-Stop services.

#### E. One-Stop System Support of Human Capital Solutions

Florida's law and policy set out by WFI fully endorse the One-Stop system as the primary and central vehicle for delivering workforce services, and that all available resources need to be made available to the RWBs that operate that system. The statutory guiding principles of decentralization, minimization of state-level micro-management, and optimal empowerment of local business decision-makers on RWB Boards have been consistent hallmarks of Florida's workforce system, and Florida has gone on record supporting national policies reducing the state-level set-aside of funds. Similarly going beyond WIA and USDOL programs, the state has persistently partnered with public and private programs and entities to collaboratively leverage assets and jointly pursue additional resources to improve services to shared customers such as the homeless, veterans, individuals with disabilities, small and start-up business, industry sectors, etc.

We have state-level Partnership Agreements with Vocational Rehabilitation, the Governor's Council on Indian Affairs, and the Florida Association of Rehabilitation Facilities. Also note that Chapter 445 also requires RWB and One-Stops to engage private staffing companies to the maximum extent possible in offering One-Stop services to employers.

## VIII. Administration and Oversight of Local Workforce Investment System

The state law and policy directives governing administration and oversight of Florida's workforce investment system operating primarily through One-Stop system are described above in Parts VI and VII, and will not be repeated here, but further specifics are as follows.

### A. Local Area Designations

Florida currently has 24 workforce areas/regions which are governed by Regional Workforce Boards, or RWBs serving as local workforce investment boards. The RWB list, geographic boundaries, map, websites and contact information are posted and maintained at <http://www.workforceflorida.com/wages/wfi/boards/table.htm>. That information is also accessible and "hot linked" through Employ Florida Marketplace and multiple other websites used by job seekers and employers. The last major changes in geographic area groupings were in 1996. However the latest complete formal geographic designation process was in 1999, when Florida implemented WIA. RWBs under full WIA requirements were also chartered initially in 1999, and have been monitored and reviewed regularly since then. The last complete charter review was in 2003, and in 2004 WFI simply reviewed any changes made regarding local Board structure/governance, primarily in compliance with state law amendments, and in extending state and RWB WIA plans. No redesignation process is currently underway, but may be initiated in reaction to WIA reauthorization, funding developments, or substantive state law changes. There are no pending local requests for redesignation.

In 1996, Florida's Governor requested key local Economic Development Organizations to convene local stake-holders, including county government, municipalities, workforce service providers, organized labor, educational institutions and others to formulate recommendation on re-designation of workforce service areas (then still governed by PICs under WIA). Certain rules of thumb were applied, including that no cities could be designated if that fragmented any of Florida's 67 counties, groupings should correspond to Labor Market areas and local commuting/business patterns, and the groupings should coincide with Community College and Vocational-Technical service zones if possible. As a result of that process, 25 Regions were originally designated, causing several prior PIC areas to be reconstituted/dismantled. Subsequently one separate region (Sumter-Lake Counties) has elected to merge with the Central Florida Workforce Region so that it is now composed of 5 counties. Later one county, Baker County in Northwest Florida has been permitted to transfer from the Lake City Region to the Duval/Jacksonville Region based on Labor Market Info and commuting pattern information showing a stronger connection. The WFI Board approved that request prior to implementing WIA.

In the original WIA 5-Year Plan, Florida requested and was approved to "grandfather" the remaining 24 regions, after having determined by public comment opportunities that there was no strong "grassroots" desire to redesignate and the WFI Board had identified no compelling administrative, performance, financial or other reasons to re-designate. There have been intermittent inquiries from the City of Miami regarding possible redesignation, but no formal request has been made, also noting that the federal statutory bases for mandatory redesignation are not present and such division of Dade County into

two regions would be contrary to state policy. Also in recent joint strategic planning with business and other partners, some economic development organization partners have urged consolidation of workforce regions to simplify coordination at local level by reducing the number of workforce lead agencies/contacts.

Florida has established an appeals process specific to protests regarding local area designations, and it is posted at [www.floridajobs.org/onestop/os\\_admin\\_guides.html](http://www.floridajobs.org/onestop/os_admin_guides.html) as Guidance Paper 005, Appeal Process for Denial of WIA Area Designation. The appeal process has never been invoked or used.

#### B. Local Workforce Investment Boards

Beyond the requirements set out in federal law and those in Chapter 445, Florida Statutes, the state has allowed local chief elected officials the maximum level of discretion in appointing local RWB Board members, while reminding them of the importance of maintaining strong private sector business leadership and working closely with local business and economic development organizations to recruit and nominate the best local business leaders. Note that Section 445.007, Florida Statutes requires RWB membership to include 2 representatives of private post-secondary education/training institutions, and that the RWBs High-Skills/High-Wage Committee be composed of private sector business representatives appointed in consultation with local business organizations.

#### C. Local Board Capacity Building

Probably the most extensive and effective local board capacity building is arranged by the RWBs themselves, with many conducting annual Board member retreats to focus on broad policy issues, learn of new developments and engage in strategic planning, often in collaboration with local business and economic development partners. Board members and staff also regularly attend national and regional training/planning events sponsored by USDOL, NAWB, The Workforce Alliance, and other professional workforce organizations. Similarly RWB staff and some Board members use the computer interactive training modules offered by Dynamic Works Institute and attend the annual Workforce Summit conducted in the fall of each year. AWI and WFI assist with local board capacity building by providing expert speakers/presentations at local board and committee meetings, such as presentations on the use of Labor Market Information. Local board staff and members have been recruited to participate in the joint meetings conducted around the state to formulate Florida's "Roadmap to Florida's Future," our 2004-2009 State Plan for Economic Development. RWB staff are invited to the quarterly WFI Board meetings, and Workforce Partners meetings, and all RWB Chairs are invited and attend the May WFI Board meeting where budgets and plans for the following Program Year are discussed and approved, inviting comment by the RWB Chairs. Finally as required by Section 445.00, annually a senior executive from WFI makes a presentation at a Board meeting for all 24 Regions, assessing their performance overall, their comparative outcomes and trends, their compliance with chartering requirements, pointers on ways to improve compliance/performance and discussion of emerging workforce issues.

#### D. Local Planning Process

Insuring that local planning process is compatible with federal instructions and state planning is primarily achieved by a very open state planning process in which the RWBs have been advised and consulted at every step of the process, including initial outlines for the state plan, proposed waiver requests, timetables for public comment, full dissemination of the state plan draft well in advance of submission, and opportunity to comment. In some sections of the plan and waivers, RWB staff have contributed language and advise. RWBs have already been advised to start considering elements of their local plan that will need to be modified or added, such as new sections on FBCO, etc. They are aware that the State Plan will not be fully approved until late June and that WFI will issue local planning instructions at that point. WFI has tentatively considered advising the RWBs to consider their current plans to be extended until November 30, 2005, and meanwhile RWBs will be required to submit their plans for state approval by September 30, 2005. WFI and AWI program staff will thoroughly review each of the 24 submissions and prepare recommendations on approval/rejection/modifications for consideration by the WFI Board of Directors at its November quarterly meeting. That review will include consideration of consistency with state strategic directions.

Regarding WIA performance goals, WFI and the 24 RWBs have already reached tentative agreement on performance standards for the 17 WIA Core Measures, and the Florida negotiating team (headed by WFI staff, including AWI and RWB reps) will negotiate with USDOL staff and finalize the state-level goals by June 30, 2005. Final adjusted goals for each RWB will then be negotiated and incorporated into local plans.

#### E. Regional Planning

Florida has not entered into any inter-state Regional Planning compacts nor approved/required any formal intra-state plans by our RWBS. Florida has however encouraged and incentivized local agreements to share costs, minimize administrative expenditures, and free up funds for additional direct services. Further description is provided in the discussion on integration of One-Stop services in Part VII.

#### F. Allocation Formulas (112(b)(12).)

Adult and Youth 30% Discretionary Formula - Florida has chosen to apply the maximum allowable factor of 30% to the adult and youth regional calculations. The factor is calculated on the relative excess poverty levels within the twenty-four regions. Excess poverty is defined as number of economically disadvantaged (adult or youth) in excess of 1.5% of the civilian labor force within the region. Florida also has made an adjustment to the 2000 Census poverty data that limits a local area's growth of economically disadvantaged youth within workforce regions 5 and 9 (both regions have large university populations) to no more than 159% from the prior census data.

The application of the 30% excess poverty factor helps to stabilize the funding allocations and helps minimize any significant shifts affecting a local area on a year-to-

year basis. This poverty factor, based upon 2000 US Census data, will remain constant until a new census is taken, and as such, will help stabilize major swings in the resulting allocations.

Dislocated Worker Funds (ss.133(b)(2)(B)).

Florida uses the following four factors (with relative weight of each factor noted) in determining allocation percentages used to distribute Dislocated Worker funding to the twenty-four regions:

<b>Factor:</b>	<b>Weight:</b>
12-month average of UC Claimants	20%
12-month average of unemployed individuals	25%
Mass Layoff Statistics (number of initial claims)	25%
Long-Term Unemployed (12-month average UC Final Payments)	30%

Note: All of the factors are based on the most recent calendar year data available.

For each of these four factors, relative percentages are calculated for each region, weights are then applied, with the resulting amounts combined to determine the full 100% factor for each region.

The allocation formulas (including the use of the Governor's 30% discretionary option) were first discussed when Florida chose to become one of the first states to implement the new WIA law, and have been consistently calculated since. The formulas and the funding distribution tables are provided as planning allocations to the regions shortly after receiving notice of proposed yearly funding from the US Department of Labor. Subsequent to regional review and comment, regional allocations are brought before the State Board for review and final approval during its May board meeting. This information is also routinely included on the board's web site to allow full access by partners and the general public.

#### G. Provider Selection Policies

Selection of training providers by RWBs is largely governed by state law and policy, particularly the requirement that ITA workforce funds be spent only to train for occupations on the state or applicable local Targeted Occupations List, that is limited to occupations that offer wages above certain minimum levels established annually by the state's Workforce Estimating Conference, and for which there is adequate employer demand based on estimated openings to be filled. The state also requires all training providers to be either public institutions, or private sector providers appropriately licensed to offer the demand training by the requisite state or federal authority, with the most common licensing authority being the Florida Department of Education. All

providers are also required to provide their enrollment, completion and other performance data to the Florida Education and Training Performance Information Program. (FETPIP) [also see discussion in section on performance reporting) FETPIP uses UI wage records to determine and report provider performance on the key WIA measures, including Entered Employment Rate, Job Retention and earnings gains, for both WIA-funded students and all students in the applicable courses. The state allows local discretion in requiring MOUs, contracts or other formal agreements including terms for invoicing and payment of ITAs, also allowing RWBs to determine duration of such contracts, periodic review and any reapplication requirements. Similarly RWBs have the authority to remove training providers from the local Eligible Training Provider List (ETPL) based on comparative performance on post-exit outcomes as reported by FETPIP or local data.

The state maintains the ETPL online, and it consists of all training providers determined eligible by the 24 RWBs, along with authorized courses and “consumer reports” information. Any complaints or grievances regarding selection or denial of eligible training provider status can be filed under the general workforce grievance procedures, including right to a hearing as set out at [www.floridajobs.org](http://www.floridajobs.org) in the Professionals Section under Guidance Papers, and adopted as Florida Administrative Code Rule Chapter 60B-11. Other than direct statutory mandates, these policies were publicly discussed with RWBs repeatedly before and since original enactment.

Regarding selection of youth service providers, RWBs procure providers through a competitive process and contract with qualified service provider to serve at-risk youth and those having barriers to employment, including juvenile offenders, school drop-outs, disabled youth, those in foster care, and others meeting the WIA eligibility criteria. RWBs often contract directly with agencies/organizations serving target population based on historically demonstrated success serving the most at-risk populations, Note that state law, Section 445.004(10)(a), Florida Statutes, requires that a minimum of 15% of all WIA youth funds be expended for after-school care programs and that Faith-Based and Community Organizations be permitted to compete on an equal basis with other potential providers. See

[http://www.leg.state.fl.us/Statutes/index.cfm?App\\_mode=Display\\_Statute&URL=Ch0445/titl0445.htm&StatuteYear=2004&Title=%2D%3E2004%2D%3EChapter%20445](http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL=Ch0445/titl0445.htm&StatuteYear=2004&Title=%2D%3E2004%2D%3EChapter%20445)

Regional Workforce Boards procure service providers through a competitive process and contract with qualified service providers to serve at-risk youth and those having barriers to employment, including juvenile offenders, school drop-outs, the disabled, youth enrolled in the state’s foster care program, and others meeting the WIA eligibility criteria. It is not atypical for regions to contract directly with agencies serving target populations based on historically demonstrated success serving the most at-risk populations.

#### H. One-Stop Policies

Florida’s One-Stop Policies are fairly fully detailed above in Parts V, VI and VII, and the items described there will not be repeated here. Primary responsibility for coordination of services provided by optional One-Stop partners is overseen by the RWB Boards, subject to annual state monitoring. Part of the state monitoring process includes identifying needs for improvement, and RWBs are required to provide corrective action

plans. Both state agency experts and Dynamic Works training courses are offered as technical assistance, and WFI has also recruited other RWBs to serve as “peer consultants” to provide more intensive technical assistance in cases of serious need. As noted in prior sections, the TANF/Welfare Transition and FSET programs are fully integrated into Florida’s workforce/One-Stop system by law and in practice. Participants in those programs are served at the same One-Stops, by the same (mostly\*) integrated staff, offered the same “mainstream” workforce-related services, including WIA training, and are subject to the same follow-up and performance tracking as all other One-Stop customers. \*However, as noted elsewhere in this plan and the attached waiver request, full integration of One-Stop services at the staff level has not been fully achieved due to USDOL’s position on requiring Wagner-Peyser-funded staff to be on a separate AWI payroll and be subject to distinct state employee wages, hours, terms and conditions of employment and chain of command. We will continue with such bifurcated staffing until our waiver request is approved, or Congressional relief is provided, and we will continue to request administrative relief through waiver and/or requests for demonstration site status like Colorado, Massachusetts and Michigan and/or any other means we are able to use.

#### I. Oversight/Monitoring Process

The Workforce Investment Act of 1998; 20 CFR: 660.300, 667.400, and 667.410; requires that the State develop procedures to ensure the policies relative to program quality and outcomes meet the objectives of the Act, including one-stop centers and training providers. Additionally, regular oversight and monitoring must be conducted of its WIA activities and those of its sub recipients and contractors in order to; determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and regulations; determine whether or not there is compliance with other provisions of the Act and regulations; and provide technical assistance as necessary and appropriate.

Florida has contracted with a third party to ensure that each of the workforce development regions are monitored on-site no less than once annually as required by federal regulations. In addition to providing annual monitoring for compliance with the federal requirements, stated above , the fiscal requirements as promulgated in circulars or rules of the Office of Management and Budget and as mandated by WIA, Section 184(a)(4) are also contracted to a third party. The programmatic and fiscal monitoring component in place ensures substantial compliance with the requirements of WIA and other administrative circulars.

#### J. Grievance Procedures

Florida’s Grievance/Appeal rights applying to WIA, Wagner-Peyser, TAA, TANF/WT, FSET and related workforce programs is posted on the AWI website as Guidance Paper 004 at <http://www.floridajobs.org/pdg/administration/004GrievRev031504.rtf> And as required by state law, they have also been formally adopted as Administrative Rule Chapter 60BB-1 “Workforce Programs’ Grievance, Complaint, Hearing and Appeal

Procedure.” They can be viewed in that form at <http://fac.dos.state.fl.us/faonline/chapter60.pdf>

#### K. State Policies to Facilitate Effective Local Workforce Systems

State policy guiding RWBs in selection of One-Stop providers is statutorily provided in Sections 445.007 and 445.009, Florida Statutes, which prohibit RWBs from providing direct services, require them to select public or private One-Stop Operators by competitive processes, require safeguards against conflict of interest, and describe the scope of services to be provided.

Regarding impasses on developing Memoranda of Understanding (MOU) to insure full participation of all required partners, informal dispute resolution is offered through the state WFI Board where all required program partners are represented, with the understanding that the refusal or inability of a partner to participate fully, including cost-sharing, shall not represent an absolute block to One-Stop certification.

State law and policy do not permit local boards/RWBs to run programs in-house, and WFI has permitted only short-duration emergency exceptions as when One-Stop providers unexpectedly withdrew from operating contracts or contracts were cancelled for cause.

Providers of on-the-job and customized training are required to provide the same data that is required for other WIA participants and programs to allow for performance tracking, and that is adapted as required by the contracting RWB for the specifics of the program, e.g. monthly reporting of training completions/milestones to be entered in the OSMIS system.

Florida’s deobligation and reallocation policy was adopted by WFI, approved as a prior waiver by USDOL and is posted at <http://www.floridajobs.org/pdg/administration/008DeobReallocateRev042503.rtf> It provides for use of expenditure data as opposed to obligation data and contemplates calculations and potential deobligation/reallocation at the mid-point and end of each program years for both prior year and current year WIA allotments. Florida is requesting extension of that waiver and will follow such procedures if approved.

Florida has also received a waiver allowing up to 50% transfer (as opposed to the statutory 20%) between WIA adult and dislocated worker funds by RWBs as approved by the WFI Board. Florida is also requesting extension of that waiver, and modification to allow up to 100% transfer between adult and dislocated funds. Under current and proposed procedures, RWBS requesting permission to make such transfers are required to report their current expenditure and obligation levels for each category, explain any prior supplements to either category, demonstrate a current or reasonably projected shortfall/surplus situation, establish that no other funds are available to meet the need (e.g. TAA, NEG, etc.), and agree not to request future supplemental funds to replace the category from which funds were transferred.

The primary policies relating to displaced homemakers, non-traditional training for low-income individuals, older workers, disabled individuals and others with multiple barriers, have been to avoid fragmented/non-integrated “set-aside” programs and services, instead making every effort to incorporate such populations into the mainstream of One-Stop services and moving them towards the same destination, the integrated workforce. While accommodations are made for special individual needs and often demonstration grants and best practices are applied (e.g. multiple RWBs operating “Navigator” programs for individuals with disabilities), positive outcomes for all served through the system are subject to the same measures that relate to the workplace, and not specialized process measures describing service “inputs” such as counseling. Consequently contracts for serving displaced homemakers, etc. are more focused on deliverables that occur in the workplace as a result of services, rather than simply reporting service provided. Florida has also formally included elders/seniors among our targeted populations.

Since initial implementation of WIA, WFI has allowed the RWBs maximum flexibility in meeting the needs of their communities and leveraging state and local funds to serve the needs of youth, including allowing RWBs to define the 6<sup>th</sup> youth eligibility criterion for those who require “assistance to complete and educational program, or to secure and hold employment.” That locally-selected definition/criterion must be included in the RWB local plan and is then subject to review/approval by WFI.

## IX. Service Delivery

Again extensive information on Florida’s workforce service delivery system policy and operations is provided in preceding parts of this plan and will not be re-stated in this part. Some more specific information is being provided in the sections below as requested in the planning instructions.

### A. One-Stop Service Delivery Strategies

The services provided by the required and optional One-Stop partners are coordinated and made available through the One-Stop system through local contacts, collaboration and memoranda of understanding (MOU), typically worked out at staff level but sometimes addressed as planning/policy issues by the RWB Board of Directors, that include representation by the required and optional partners. The MOUs are facilitated by state-level Partnership Agreements between WFI, AWI and a number of state agencies, programs and organizations including the Division of Vocational Rehabilitation, Department of Corrections, Governor’s Council on Indian Affairs, Division of Blind Services, Able Trust, and the Florida Association of Rehabilitation Facilities.

Using youth formula funds, the critical task at the local level is to fulfill the mandate of providing universal services through the network of One-Stop Career Centers. But providing services to youth ages 14 – 21 goes beyond the doors of the One-Stop Career Centers through partnerships with schools, adult education centers, post-secondary education providers, juvenile justice providers, community youth centers, health

departments, and referrals from a host of other organizations that provide workforce development related services

## B. Workforce Information

The primary source of authoritative workforce information is the Labor Market Statistics (LMS) Office which is a key unit of AWI. As exemplified by the economic and labor market analysis information provided in Part IV and the appendix, the RWBs, One-Stops, researchers, all partners and the general public are provided with a rich set of labor market resources, both in print and via the internet. A tool specifically designed to be customer-friendly for job seekers and businesses is the FRED (Florida Research and Economic Database) system at <http://fred.labormarketinfo.com> FRED information is similarly accessible through [www.employflorida.net](http://www.employflorida.net) The LMS office also performs customized local surveys and prepares requested ad hoc labor market information, such as projections of immediate hiring plans, as specified by RWBs and authorized by WFI. Another form of workforce information is provided through the state Workforce Estimating Conference that projects employment and training needs by occupation, with LMS providing the root labor demand data. WFI then in turn approves Targeted Occupations Lists (TOL) for the state and each RWB, with local input on adding occupations and approved training based on local demand and wage information.

## C. Adult and Dislocated Worker Services

1. Core Services. Pursuant to Florida law and policy, the funding of one-stop core services and intensive services is to be determined by local memoranda of understanding between the one-stop partners, and no one partner is presumed to be the sole source of funding for any of the core services.

Additionally, the WFA, as amended, requires core services to be provided electronically, utilizing existing systems and public libraries. The WFA, as amended, directs the Florida Department of Management Services to coordinate a plan among agencies for a One-Stop Career Center Electronic Network to assure that a uniform method is used to determine eligibility for and management of services provided by agencies conducting workforce development activities. The Department is also to develop strategies to allow access to the databases and information management systems of these Florida agencies in order to link information in those databases with the state's One-Stop Career Centers: the Agency for Workforce Innovation (Unemployment Compensation System and Job Service System); the Department of Education (Student Financial Assistance System); and, the Department of Children and Families (FLORIDA) System). Florida's Workforce Innovation Act of 2000 continues to require the provision of services electronically to the fullest extent possible.

In the Fall of 2001, a One-Stop System Tracking (OSST) information technology system was implemented statewide. It provides web-based case management, reporting, and other electronic functionalities for serving TANF and FSET clients. The next phase named One-Stop Management Information System (OSMIS) is in the

process of being finalized. OSMIS now includes, WIA which rolled out in the spring of 2003, Wagner-Peyser, which rolled out in the fall of 2004 and Welfare Transition which is anticipated to rollout in 2006. OSMIS consolidates the workforce programs by having a central data collection system.

Providing core services electronically does not preclude the provision of staff assisted labor exchange services under the Wagner-Peyser Act, but is rather intended as an expansion and enhancement of these services. Job seekers will continue to be assisted through job registration, employment counseling, and job referral by Agency for Workforce Innovation staff. As part of the registration process, applicants' skills, knowledge, and abilities are assessed to determine the appropriate jobs to which they may be referred. Agency staff also suggests training programs that would best serve the needs of those applicants who are not job ready, as well as, community supportive services.

In Florida, self- services are available to all job seekers and to employers. Services may be accessed from computer workstations at One-Stop Centers and personal desktop computers through the Internet. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as printed material which will be available at One-Stop Centers.

The State of Florida currently has two systems which provide self-service labor-exchange functions to job seekers and employers-the One-Stop Management Information System (OSMIS) and the Employ Florida Marketplace (EFM). OSMIS provides an integrated approach for the operation of the Workforce Investment Act (WIA) program, the Wagner-Peyser labor exchange program and, in the future, the Welfare Transition and Food Stamp Employment and Training programs. OSMIS captures performance and provides the statistics that are needed to comply with federal requirements.

The Wagner-Peyser piece of OSMIS consists of a self-registration portion for both the job seeker and the employer, as well as, input of a job order by an employer and the ability of a job seeker to search for jobs on the system. Staff input on the self-registration portion consists of determining whether an employer registration is valid and correcting any problem with a job order prior to approving for public view.

Additionally, Florida has recently implemented The Employ Florida Marketplace website as another, more user-friendly, self-service labor exchange mechanism. The two systems are slated to be integrated in October 2005.

Resource rooms are made available in each One-Stop Center for self-service. These rooms are equipped with computers, printers, copiers, fax machines, telephones, etc., for use by the self-reliant job seeker to help with job search activities.

Facilitated self-help services will also be available for job seekers at the One-Stop Centers, such as assessment and career counseling, job matching services and group activities such as job clubs and workshops. To some extent, group services will be

available to the general population with some activities designed specifically for customers eligible for specific programs.

For employers, group activities, training and seminars may be offered on topics such as unemployment insurance, dislocated worker programs, and labor laws. The One-Stop Center may also be used for recruitment, initial screening, testing, etc., of applicant groups. One-Stop Centers may also house Employer Services Centers which provide a resource center for businesses to use like a branch office providing a desk, phone, fax, copier, etc.

The State will assure that these services are provided by means of the monitoring tool that will be developed which will assess each Regional Workforce Board's Wagner-Peyser Program. The tool will be designed to determine that all three levels of service are being used.

To ensure that all tiers are available and accessible to all customers at the local level, the State will implement a Mystery Shopper program based on the national initiative. This program will determine these factors. Both a job seeker role and an employer role will be assumed by the Mystery Shoppers for each of the One-Stops selected. A specific set of barriers will be developed for the job seeker role and a specific set of requirements will be developed for the employer role. Additionally, Florida adds supplementary questions to the federally required "Customer Service" questions to assess the quality of the services that are being given to job seekers and employers.

Pursuant to Florida law and policy, the funding of one-stop core services and intensive services is to be determined by local memoranda of understanding between the one-stop partners, and no one partner is presumed to be the sole source of funding for any of the core services.

Coordination of services available at local one-stop systems is documented through the local memorandum of understanding. Each required and optional partner is party to the local agreement and specifies the services that will be available including the method to share costs of operating the system. The provision of core services is a shared cost and does not rely solely on Wagner-Peyser funds authorized under WIA. Wagner-Peyser funds are used to provide employment services by state merit system staff in the One-stop Delivery System sites. The Agency for Workforce Innovation, as the state administrative entity is responsible for the unemployment compensation and public employment service programs. The employment services, funded by Wagner-Peyser and the unemployment compensation program are combined at the local level in the One-stop Delivery System sites.

2. Intensive Services. Pursuant to Florida law and policy, the funding of one-stop core services and intensive services is to be determined by local memoranda of understanding between the one-stop partners, and no one partner is presumed to be the sole source of funding for any of the core services.

3. Training Services

The Governor's vision in Florida for increasing training access and opportunities for individuals consists of a state policy requiring that Fifty percent (50%) of the funds for adults and dislocated workers be allocated to individual training accounts unless the local board obtains a waiver from WFI. Within this broad framework, local boards will determine the local mix of WIA services. Costs that qualify under the 50% rule will include all customer service costs associated with the ITA program such as tuition, fees and materials, ITA performance payments, and the costs of assessment, career planning, and case management. Also, the cost of all forms of basic literacy training will be included, as well as the value Pell Grants coordinated with ITAs. The total value of such Pell awards will be added to the local board's adult and dislocated worker allocations in the computation of compliance with the 50% rule. Upon request by RWBs, WFI will consider waivers to permit the inclusion of costs associated with other locally developed programs.

On July 1, 1999, the State issued guidance, via a guidance paper, [PDI WDCP-00-002](#), which addressed initial eligibility for inclusion on the State Eligible Training Provider List and the use of ITAs. Additionally on April 2001, the State issued an addendum guidance paper [AWI FG-00-002a](#), which further clarified those eligible providers as well as those costs associated with the 50% ITA requirement. Furthermore, Sec. 445.009 (8) of the Florida Statutes specifies policy information regarding the use of ITA's.

The State of Florida is committed to focus on those skill gaps identified by the needs of its employers and this will continue to be a high priority. Under existing legislation, the RWBs have the policy and service design authority for all local services including services to employers and as such, they take the lead in working with the local employer community including determination of the needs of this community. It is anticipated that surveys and focus groups will be conducted with employers who do use the One-stop Delivery System services to continually improve services, and with employers who do not use the One-stop Delivery System services in order to identify needed services. Local input from chambers of commerce, economic development councils, and other organizations will continue to shape the level and quality of services provided to employers.

Workforce Florida, Incorporated will continue to encourage that an aggressive, coordinated outreach program be used to deliver services to employers. Strategies to be encouraged include the formation of marketing teams knowledgeable of all services/programs offered in the One-stop site and proactive approaches to assist employers in filling their job vacancies. Workforce Florida, Incorporated will work with the RWBs by providing guidance to them for establishing procedures to inform the employers of Florida of the Work Opportunity Tax Credit (WOTC) and establishing how this employer oriented program will be provided and managed in the One-stop Delivery System sites. WFI will consult with the Agency for Workforce Innovation on the method for streamlining the administration of this program in the One-stop Delivery System sites with the goal being to increase employer participation. The RWBs are required to include this local administrative procedure in their plan of service. Mass recruiting agreements, job fairs, and new

business developments are strategies that may be used. Further, increased use of the Internet is also encouraged to enhance service delivery to both the employer and applicants.

The Agency for Workforce Innovation is one of the principal agencies for the service to employers in Florida. As a major partner in the State's One-stop system by agreement with the RWBs at the One-Stop Delivery System sites, agency staff will assist employers in filling job openings by referring job seekers from the agency's job applicant files. Some AWI staff working in the One-stop sites are designated to perform employer marketing functions. Marketing Representatives conduct employer contact activities to solicit job openings. Job orders received are placed into the Job Bank System. Referrals are made to employers based on applicants' skills, knowledge, and abilities.

A match between job seekers and employers is facilitated by the statewide-automated job matching system. The system contains information on all job applicants registered with the agency, all job orders listed, and matches the applicants with the employers' job requirements. The system also provides Marketing Representatives who are involved in contacting employers with information about hiring activity and job vacancies in their service areas. Labor market information and economic projections are also used to assist job seekers in career decision-making.

In its basic labor exchange system, Florida ensures that all One-stop Delivery System sites provide mandated preference and priority of services to veteran customers. All veteran customers are identified as veterans at the initial point of contact and are provided with needed services.

Florida allows local Regional Workforce Boards to establish ITA limits and durations.

Apprenticeships and other on-the-job training type programs are strongly encouraged throughout the state as alternative methods of skills training. Many of the youth grants created by the First Jobs/First Wages council using statewide 15% funding encourages and incorporate apprenticeships as valuable deliverables through the request for proposal process.

Prior to July 1, 1999, the State issued guidance, via a guidance paper, PDI WDCP-00-002, which addressed initial eligibility for inclusion on the State Eligible Training Provider List and the use of ITAs. The State List was compiled based on information submitted by the RWBs. Local boards were responsible for carrying out the application process for providers within their geographic regions as described in the WIA federal regulations at 20 CFR section 663.510.

As a part of the local application process, RWBs broadly advertised the instructions for making a local application. Invitations went to known providers in the region in an effort to attract the broadest possible array of eligible programs. Those regions, which border states other than Florida, and which typically use out-of-state providers,

were, instructed to make the process known to those providers and to receive their applications for consideration to be added to the local list. All providers were required to submit an application.

Eligible provider programs for the first year fell into one of three categories: Additional providers are added to the initial list as the names of those training providers are submitted by the RWBs.

The State Agency responsible for developing and maintaining the State list is the Agency for Workforce Innovation.

The State guidance addressing grievances is available on the AWI web site at <http://www.floridajobs.org/>. Those providers denied inclusion on the TOL are allowed to utilize those procedures.

The State List of eligible programs is a compilation of lists, submitted to the State by RWBs. Programs to be offered under each of the categories previously described must be included on the list. The state list is published and distributed throughout the One-stop system as a comprehensive listing of eligible providers and programs and provides the framework for consumer information provided through the One-stop system.

The State List includes the following information:

The statewide list and performance information will be maintained on the Internet, on computer local area networks, and on computer terminals that will be accessible to individuals, including individuals with disabilities, throughout the One-Stop system. Currently the [criteria for retention of training service providers and programs on the Eligible Training Provider List \(ETPL\)](#) are as follows:

All training providers must supply data to the Florida Education and Training Placement Information Program (FETPIP) for performance measurement. This should include all program completers for all students, to include WIA and Welfare Transition Students. All private schools must be licensed with the Commission for Independent Education. All educational institutions must meet the local requirements established by Regional Workforce Boards. All training programs must be on either the Targeted Occupations List (TOL) for the region or on the State TOL.

The Governor is committed to increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training by encouraging local Regional Workforce Boards to develop local partnerships with community businesses and industry as well as encouraging economic development in their respective areas. Final guidance [AWI FG 00-009](#) was issued on May, 30 2000 providing service providers guidance related to On-the-Job Training contracts.

The coordination of workforce training programs with economic development strategies as envisioned by the Florida workforce legislation begins at the regional

workforce local level and is coordinated at the state level by the Workforce Florida Board (WFI) functioning as the state's HRIC board. One of three principle tenets of Florida's workforce strategy is the High Skills/High Wages committee. This component is the state's strategy for aligning education and training programs with high-paying, high-demand occupations that advance individuals' careers, build a more skilled workforce, and enhance Florida's efforts to attract and expand job-creating business. Occupational demand and the alignment of educational training programs require a coordinated effort by regional workforce boards and local educational institutions. Annually, occupations and associated training programs are reviewed to insure continued growth and demand within the respective region, with declining occupations being removed and emerging demand occupations being added to the list of approved occupations. Incentives are provided to educational institutions based upon actual performance which is measured in terms of program completion, enrollments of specific hard to serve populations, and successful job placements for programs and occupations identified by the workforce estimating process.

#### D. Rapid Response

The Rapid Response Unit is the state's central point for identifying layoffs and plant closing. This includes receiving the WARN notices from employers as required by federal laws. Key strategies in Florida's system are to provide occupational information and skills training to including incumbent workers who are at risk of losing their jobs, and to provide immediate reemployment assistance for dislocated workers. These efforts are intended to enable workers to make the transition to new employment as quickly as possible and to lessen the period of unemployment, thereby decreasing the need for unemployment compensation and other supportive services benefits for workers.

##### Rapid Response Dislocated Worker Unit Organizational Structure

The Workforce Investment Act requires each state to establish a rapid response dislocated worker unit to carryout statewide rapid response activities. WIA2000 authorizes Workforce Florida, Inc., to expend Title I, WIA funds for rapid response, and designates the AWI as the administrative entity for rapid response activities. The rapid response unit is the state's focal point in dealing with the dislocation of Florida's workers. The unit has the capacity and capability to carryout the specific rapid response duties and responsibilities mandated by both WIA and WIA2000.

The state's rapid response dislocated worker unit is housed within the Agency for Workforce Innovation (AWI). The unit is named the "Florida Dislocated Workers Reemployment and Emergency Assistance Coordination Team" commonly referred to as the "REACT Unit".

The REACT unit includes AWI state office staff in Tallahassee. Effective July 1, 2004, REACT was decentralized. A small staff in the central office continues to perform some duties, but the RWBs are primarily responsible for delivering these services. The following provides a breakout of duties and responsibilities relative to service delivery and reporting responsibilities:

- ~ Governance for REACT coordinator field positions activities was transferred to RWBs via a state/local workforce plan/Memorandum of Agreement;
- ~ Legislative Budget Authority for the REACT Coordinator (six) field positions was transferred to the “Workforce Services (Local Pass Thru)” Category;
- ~ RWBs are provided with formula based funding of regular Rapid Response-Dislocated Worker funds for Rapid Response activities using the dislocated worker methodology for distribution of funds based on RWB worker activities;
- ~ The number of state level program positions was reduced.
- ~ RWBs are responsible for conducting the following rapid response activities:
  - Arranging on-site employer/employee visits and informational sessions;
  - Developing rapid response visit reports;
  - Administering employee surveys;
  - Developing event response plans;
  - Coordinating reemployment services with One-Stop Centers; and
  - Reporting the employment situation of state employees.
- ~ All WARN notices are submitted to the Agency for Workforce Innovation’s REACT office. REACT coordinates the distribution of the WARN notices to all concerned parties for action;
- ~ The REACT office continues to make initial contact with the WARN employer, prepare follow-up letters, record WARN notices in the REACT database, provide assistance to employers who have questions about fulfilling WARN requirements, and respond to employers seeking assistance with WARN matters and Unemployment Compensation;
- ~ The Workforce Florida Inc., contracted rapid response related performance measures and goals with REACT are the responsibility of the RWBs;
- ~ The REACT unit continues to develop and maintain Internet web pages for the REACT Program.
- ~ The REACT unit maintains State Employee Summary reports, develop and distributes monthly and calendar year reports for USDOL/ETA;
- ~ The REACT unit maintains the following REACT program functions at the state office:
  - WARN Notices, Disasters and Other Layoffs
  - State of Florida Dislocated Worker Process
  - REACT Database and Reports

#### Rapid Response Dislocated Worker Unit Staffing

The REACT Unit consists of dedicated WIA funded positions. Other AWI staff are temporarily reassigned to areas that experience sudden increases in need for emergency dislocated worker services. The section may also employ temporary OPS staffing to assist with services.

#### Statewide Rapid Response Activities

The Agency for Workforce Innovation ensures that rapid response activities are appropriately and timely provided to workers, employers and affected communities throughout the state. AWI provides guidance to local workforce boards and other system

partners regarding the provision of rapid response services pursuant to the direction of Workforce Florida, Inc.

### Public Awareness

Public Awareness AWI staff develops and disseminates information on both general and special assistance available to workers and employers through Florida's Workforce Development System. WFI's public awareness strategy includes operating an electronic information exchange network for dislocated and incumbent workers. The electronic network is updated on a regular basis.

The Mobile One-Stop Career Center is available to the Governor, the Regional Workforce Boards (RWB), AWI, Workforce Florida, Inc. (WFI) and other private and public entities that have workforce related needs and purposes that the center can serve related to worker dislocations. The mobile One-Stop Center is also a key component of our disaster assistance response services.

The Mobile One-Stop Career Center is a self-contained vehicle equipped with state-of-the-art telecommunications equipment capable of being deployed inside or outside of the vehicle. The Mobile Center offers a full array of employment, reemployment and employer services. It contains 9 computer workstations and a training room that can accommodate 8 additional computer stations that have Internet access for filing unemployment compensation claims, filing intake applications for welfare recipients, searching through automated job banks and providing skills training.

### Rapid Response Funding

WIA requires that up to 25 percent of the state's annual dislocated worker allocation be used for rapid response activities, and that a portion of these funds must be used to fund the state rapid response unit (REACT Unit). Further, WIA2000 requires that rapid response funds be made available for the following purposes: (1) the rapid response unit, (2) individual training accounts (ITAs), (3) individual services accounts (ISAs) and (4) an emergency preparedness funds account.

## E. Youth

Governor Jeb Bush has provided the leadership and support to create an integrated workforce system to better meet the needs of all customers in Florida. There are 24 Regional Workforce Boards that oversee the delivery of the integrated services to Floridians through the workforce development's one-stop delivery system. The following programs have been integrated to provide more efficient services to all customers: WIA, TANF, Food Stamp Employment and Training, Veterans Services, Wagner-Peyser services, and resources for filing unemployment claims.

Regional Workforce Boards also work very closely with local state agency offices, school districts, community based programs, and faith based organizations serving the youth population. The integration of programs and services has facilitated services being

provided to the youth most in need, as a full array of services is available in the one-stop centers and ancillary services are provided on a referral basis through collaborative agreements.

Governor Bush's chief priority since taking office is the creation of a world-class educational system that will improve the lives of all youth in Florida. His increased funding for K-12 education is providing additional support for the students most at-risk of not being successful in school. Data confirms that youth who are not successful in school are much more likely to develop risk behaviors that prohibit them from transitioning to self sufficient adults.

The governor highlighted three foundational issues that will be highlighted during his administration: increasing literacy, support for Florida's families, and diversifying Florida's economy. State's funding for programs that impact these issues directly improve services to the neediest and most at-risk youth.

#### F. Business Services

One of Workforce Florida's eight strategic imperatives from its 2005-2010 Strategic Plan is to improve services to employers by partnering with business to deliver a demand driven workforce system. The objective of a demand-driven workforce system is to employ a "pull" workforce system (train for businesses' current and future jobs) versus a "push" system (train for existing workforce system programs). Upfront business partnerships are essential to training Florida's workforce to meet the current and future needs of diverse business sectors. Workforce has successfully partnered with business and industry but a 26 percent employer penetration/usage rate indicates tremendous opportunity exists to develop a systematic, mutually beneficial approach to developing business partnerships. Both business and workforce have a vested interest in partnering but the onus is on the workforce system to effectively communicate and market the value of the partnership.

Proposed strategies to improve this partnership with business include:

- Aggressively market/communicate, internally and externally, the workforce business value proposition to significantly increase awareness and stimulate workforce system usage (including the recently deployed Employ Florida Marketplace job matching system).
- Identify and evaluate the most effective Business Services teams statewide. Institutionalize and replicate proven outreach tactics, core processes and performance metrics.
- Expand outreach and availability of value added, business focused training programs:
  - Incumbent Worker Training
  - Quick Response Training
  - Employed Worker Training

- In partnership with economic development organizations, build on existing, or establish local, industry-specific workforce business consortiums.
  - Prioritize target industry clusters by RWB
  - Provide platform for creation or technical input of industry specific training programs—leverage expertise of strategic partners (Education, Training Providers).
- Institutionalize local, regional and statewide “voice of the customer” business forums to keep abreast of current and emerging workforce needs (e.g., Life Sciences, Manufacturing, IT).
- Increase workforce awareness via visibility at target industry specific events.
- Showcase successful workforce/business partnerships at local economic development business events.
- Augment short-term measures with local RWB performance measures (qualitative or quantitative) more aligned with strategic business drivers.

#### G. Innovative Service Delivery Strategies

Florida was one of the first states to integrate workforce development initiatives with economic development efforts to create a demand-driven system. Even before passage of WIA, Florida had established occupational forecasting systems, sophisticated data tracking systems, and accountability systems. Florida’s emphasis on a single data system to track and report comparative information on a broad spectrum of consumer report information covering completion rates, job placements, job retention, and earnings gains is poised to meet the demands required by WIA. The coordination of workforce training programs with economic development strategies as envisioned by the Florida workforce legislation begins at the regional workforce local level and is coordinated at the state level by the Workforce Florida Board (WFI) functioning as the state’s HRIC board. One of three principle tenets of Florida’s workforce strategy is the promotion of successful entry into the workforce through education and workplace experience that leads to self-sufficiency and career advancement. The components of the First Jobs/First Wages strategy include efforts that enlist business, education, and community support for students to achieve long-term career goals, ensuring that young people have the academic and occupational skills required to succeed in the workplace. The second tenet is Better Jobs/Better Wages. This component is the state’s strategy for assisting employers in upgrading or updating the skills of their employees and for assisting incumbent workers in improving their performance in their current jobs or acquiring the education or training needed to secure a better job with better wages. The third tenet is High Skills/High Wages. This component is the state’s strategy for aligning education and training programs with high-paying, high-demand occupations that advance individuals’ careers, build a more skilled workforce, and enhance Florida’s efforts to attract and expand job-creating business. Occupational demand and the alignment of educational training programs require a coordinated effort by regional workforce boards and local educational

institutions. Annually, occupations and associated training programs are reviewed to insure continued growth and demand within the respective region, with declining occupations being removed and emerging demand occupations being added to the list of approved occupations. Incentives are provided to educational institutions based upon actual performances measured in terms of program completion, enrollments of specific hard to serve populations, and successful job placements for programs and occupations identified by the workforce estimating process.

However, even with these successes, rural and urban areas of the state provide many challenges on the economic and workforce development efforts. In many areas, there are insufficient job opportunities for individuals facing the loss of welfare, or the loss of high paying jobs due to plant closings. Major plant closures in rural areas oftentimes require that individuals relocate in order to find suitable employment since employment in the area may not be readily available.

Governor Bush has outlined a number of new initiatives to address economic development within the state, with a specific emphasis on the needs of the urban core. His “Front Porch” initiative seeks to address the needs of these urban communities and will specifically attempt to improve schools, reduce crime, increase economic opportunities, provide affordable housing opportunities, and ultimately creating an environment that fosters strong families and vital communities.

In Program Year 2000-2001, Workforce Board Chairman, Toni Jennings issued “Chairman Challenges” to the three WFI Councils to demonstrate fast track training for targeted clients and industries. Each was to design and fund short-term projects in collaboration with the 24 RWBs to be completed within 6 months (September 1, 2000 to March 1, 2001). The First Jobs/First Wages Council challenge was to have 1000 youth enter unsubsidized after-school jobs. The Better Jobs/Better Wages Council challenge was for 1000 former TANF cash recipients to get skills upgrade training to improve job retention and advancement. The High Skills/High Wages challenge was for 1000 trainees to get information technology training and industry certification (MCSE, Novell, MOUS, etc.). All three challenges were surpassed and the three councils expanded upon the challenge objectives in PY 2001-2002. Details are available in the “Partners Report”, at <http://www.workforceflorida.com>.

Florida Legislature created “Toolkit for Economic Development” program in PY 2000-2002. Toolkit provides competitive grants to county-based organizations.

“Operation Paycheck” was created in October, 2001, in response to the events of September 11, 2001, and resulting extensive loss of employment, especially in Florida’s aviation and hospitality industries. Primarily using WIA Rapid Response and 15% State reserve funds, Operation Paycheck offers expedited, short-term training for workers dislocated after September 11, 2001.

Florida recognizes that its quality of life and economic future are dependent on the caliber of its education system. As the initial training ground for the state’s youth, the mission of our public education system is to provide the opportunity to become self-

sufficient contributing members of society. Florida's priorities over the next five years are focused on achieving improvements in the following:

- Highest Student Achievement – All students regardless of environment or economic status, must be given the opportunity to attain the highest possible levels of academic achievement, obtaining the knowledge and skills necessary for lifelong learning and to become self-sufficient, contributing citizens of society. Measurement of achievements and gains is required as part of “Florida’s Sunshine State Standards”.
- Safe Learning Environment – Florida school sites and settings must be safe and secure places in which to learn.
- Florida’s public education system must work with all stakeholders to develop and continually improve a systematic process for maximizing its effectiveness in meeting the needs of its youth.

To demonstrate the strength of our commitment we are setting high educational standards; providing increased and adequate funding; holding schools and educators accountable; and rewarding success and establishing consequences for failure.

This also includes fulfilling our responsibility to help our most vulnerable youth. We are transforming out-of-date initiatives and creating high level governing boards to establish uniform policies and local coalitions to enhance the quality and quantity of programs; requiring funding integration and coordination of youth services at the local level; and providing for secondary and postsecondary education and workforce training and remediation.

The Workforce Florida Board and its High Skills/High Wages Council has also encouraged skills upgrade training of employed workers, urging Region Workforce Boards to adopt local priority policies, resolutions setting earning levels and other parameters for such services. A further initiative in collaboration with other states and business groups has been to establish industry recognized worker readiness credentials and the training mechanisms necessary to meet the demand-driven skills needs of the business/employer community.

In the most recent Program Year, Florida has stimulated further innovation, stimulation of economic development and inclusiveness for targeted populations by offering competitive grants to provide entrepreneurial training to assist minorities, veterans and individuals with disabilities with small business start-ups, also actively encouraging FBCOs to assist with such training in partnership with local workforce service providers.

Florida’s workforce system was also called upon to exhibit great innovation, adaptability and responsiveness due to 4 major hurricanes devastating most Florida counties in the Fall of 2004, also causing massive employment dislocation. Despite disabling impacts on their own facilities, staffs and other resources, Florida’s 24 RWBs responded heroically to provide immediate aid to dislocated workers in assisting with regular unemployment compensation claims, Disaster Unemployment Assistance, immediate job referrals for

some, National Emergency Grant (NEG) temporary jobs for thousands, and restoration of full services within days of each hurricane. Beyond the basic workforce mission, One-Stops, local workforce staffs and assigned NEG workers helped with Emergency Food Stamp applications, operating local emergency operations centers, assisting with FEMA grants and loans, doing outreach to newly homeless citizens, esp. Migrant and Seasonal Farmworkers, assisting with damage assessments, providing supplemental staff to charities and FBCOs engaged in humanitarian relief. In some cases RWBs spear-headed efforts to create needed JIT (just in time) training to help with recovery, such as 5-day roofing courses especially recruiting older-youth with barriers to employment. The current challenge is to transition the NEG temporary workers into non-subsidized private sector jobs, to meet current skills demands in the continuing recovery.

#### H. Strategies for Faith-Based and Community Organizations

Florida's workforce system has been extensively partnered with faith-based and community organizations (FBCO) at the state and local levels well before 2000, the implementation of WIA, and the relatively recent FBCOs initiatives at federal and state levels of general government. Much of past joint activity consisted of workforce/One-Stop services contracted out to FBCOs as part of Florida's decentralized service delivery model, noting that state law required local workforce boards (then PICs) to divest themselves from direct delivery of job training, job matching, and other One-Stop/workforce services. Consequently more non-profits, FBOs and other non-traditional workforce entities began engagement in the mid-90's.

More affirmative outreach to FBCOs has been greatly assisted by the FBCO initiatives, offices and grant solicitations offered by White House, USDOL, other federal agencies and Florida's Governor. WFI and AWI have become fully engaged in those initiatives and intend to sustain and expand that engagement in the period covered by this plan.

Some of the notable past and current FBCO activities/opportunities/outreach efforts for both FBCOs and their customers/clients that are being continued include the following activities:

Vigorous promulgation of all FBCO grant and award opportunities and FBCO-related information offered by USDOL, the White House, other federal agencies, WFI and applicable state agencies. Florida's RWBs and FBCO partners have successfully competed for grants for Intermediary projects (Broward & Brevard), grassroots linkages (Miami, etc.), workforce-related national grants (Orlando, Miami, Jacksonville), and WIB/FBCO partnership grants (Pinellas/Catholic Charities). One consistent principle WFI has applied has been and will be to support collaborative proposals that include joint planning and true linkage with local One-Stop/WIB/RWB "mainstream" service delivery structures, and to withhold endorsement and/or voice opposition to "stand-alone" projects or those offering only paper/lip-service cooperation. Florida RWBs and partners will continue to be encouraged and assisted in applying for future rounds of grants, including specialized/targeted populations such as assisting ex-offenders at re-entry.

Maintenance and operation of an extensive notification/communication system for Florida FBCOs regarding workforce-related linkages, opportunities and relevant information. A primary tool is Florida's "CBO-FBO Gateway" website and associated e-mailing list. The website <http://www.workforceflorida.com/wages/wfi/gateway/index.html> was designed and will continue to be maintained by WFI staff. In addition to alerts re new FBCO grant opportunities, and FBCO-related news items sent out and posted as "Alerts," the site offers links to relevant federal and state agencies and their FBCO offices, contacts for key Florida FBCO "Umbrella Organizations" and intermediaries, some best practices, grant-writing technical assistance resources, and a calendar of Florida-specific FBCO meetings, training/TA, and other events of interest. The calendar was recently added to the website at the request of the Governor's FBCO Advisory Board and Office to include items for all agencies and programs.

Establishment of grant specialist positions at WFI and AWI to assist in identifying relevant public and private grant/funding opportunities, promulgating the information to RWB and FBCO partners, targeted recruitment of likely applicants and coalitions for specific grants, assisting with grant writing, gathering necessary research/supporting documentation, facilitating needed letters of endorsement/support, and otherwise stimulating effective pursuit of all applicable grants that include FBCO joint activity with Florida's workforce system.

Continued active cooperation and support for formation and activities of the Governor's FBCO Advisory Board, the Governor's FBCO office, the inter-agency FBCO Liaisons Group (both WFI and AWI are members) and technical support for the subcommittees of the Advisory Board, including Education/Training, Intermediaries Identification/Support, Municipal and Corporate Partnerships, and Best Practices. Note that the FBCO function was originally handled as a low-visibility sub-assignment for the Volunteer Florida Foundation. Then the Governor's Advisory Board was initially established by Executive Order, and is now is subject of proposed state legislation to establish the Board by law with fixed-term membership providing for better continuity with change of administration. See S. 2256 or H. 1373, both of which are viewable through [www.leg.state.fl.us](http://www.leg.state.fl.us) The first Annual Report by the Board is posted on the "CBO-FBO Gateway," noting the Board's intent to focus on more systematic education/training for FBCOs to compete for federal/state/private grants, streamlining and standardization of state program RFP/procurement procedures, listing and stimulation of intermediary organizations to empower grassroots organizations, improved cataloguing of funding/grants going to FBCOS and accountability for outcomes, and strengthening of partnerships with municipalities, local government and corporate leaders and to support FBCO activities/inclusion.

Direct workforce funding has been and will continue to be provided to FBCOs through a number of mechanisms, with the greatest number of relationships and funds being direct-service contracts awarded by RWBs to FBCOs in annual competitive procurements to provide general workforce services at/through One-Stops, or for specialized services or outreach to targeted populations, such as at-risk youth, substance abusers, ex-offenders, the homeless, migrant and seasonal farmworkers, etc. Florida law requires that 15% of local workforce youth training funds (WIA Youth) must be contracted with after-school

care/tutoring programs for WIA-eligible youth, aged 14-18, specifying that qualified CBOs and FBO must be permitted to compete for the service contracts “on an even playing field.”

At the state level, WFI and AWI have signed Partnerships Agreements with the State Homelessness Office, the Department of Corrections, the Governor’s Council on Indian Affairs, the Division of Vocational Rehabilitation, the Able Trust, Florida Association of Rehabilitation Facilities----both state agencies serving “shared customers” and non-profit, non-governmental entities. Key elements of the agreements are commitments to share information/training with one another, work together with FBCOs serving relevant special needs and collaborate on partnered grant applications.

Workforce Florida Inc. has issued a number of competitive grants to FBCOs out of WIA 15 % state-level funds, TANF and Wagner-Peyser 7 (b) funds and all RFPS or similar solicitations expressly invite FBCOs to apply wherever the grant is open to non-workforce entities. In the current year awards were made to FBCOs for providing entrepreneurial training to minorities, individuals with disabilities and veterans; academic remediation for at-risk youth; career advancement/retention projects for former welfare recipients; and intermediary formation/outreach to connect grassroots FBOs and their clients with Regional Workforce Boards/One-Stops. Similar grant competitions will be continued in future years as reduced workforce funding allows. Typically state-level grants are for pilots or demonstration projects, and funding is provided for no more than 2 years, with the clear understanding that sustained/replicated/exported activity will need to be funded from other sources.

Based on the success of some prior grant-funded and other FBCO projects, Florida has encouraged sustainment, replication and export of effective programs and/or key components. Particularly notable have been the successes in Brevard and Broward Counties in recruiting FBCOs to become part of the One-Stop satellite network with computers with high-speed, broadband computer access at neighborhood churches and non-profit service agencies, with some on-site trained help to access job training, job matching and other workforce-related services provided through the mainstream One-Stop system. Florida supports the USDOL effort to replicate this “ACCESS” initiative in other RWBs by providing technical consultant assistance, particularly where coupled with creative strategies for providing necessary start-up and sustained funding. Also note that the “ACCESS” model might fit in with the parallel effort/initiative of the Florida Department of Children and Families to engage FBCOs and One-Stops as “Community Partners” where shared customers can apply electronically for public assistance (TANF, Food Stamps, and Medicaid).

## X. State Administration

### A. State and Local Workforce Technology and MIS

As required by the state Workforce Innovation Act of 2000, Sections 445.10 and 445.11, Florida Statutes, Florida has been transitioning from former “siloes” legacy mainframe

workforce IT and MIS systems for WIA, Wagner-Peyser, TANF and related programs to a new web-based integrated system to provide integrated data capture, case management, performance reporting and employer and job seeker services accessibly through the Internet. That multi-year project, labeled OSMIS (One-Stop Management Information System) has been designed and rolled out in programmatic phases. WIA, basic reporting, financial management, and Wagner-Peyser functions have been implemented and are in use at state level and by the 24 RWBs. The remaining major program to be transitioned is the TANF system which currently operates as a not-integrated web-based system called OSST (One-Stop System Tracking). That component will be completed later in CY 2005, with refinements and incomplete elements of the earlier components also being worked simultaneously. Total completion of the OSMIS system is projected for 2007, when AWI staff will fully undertake operation, maintenance and needed updates/modifications.

In a related effort, WFI has contracted for development of a web-matching system with “spidering” capability to be integrated into the OSMIS system but primarily to serve as a customer-friendly web-based access point for job seekers and employers. In support of the Employ Florida “linking brand” now used by Florida’s workforce system, the Employ Florida Marketplace is a powerful online labor market exchange tool specifically designed for employers, job seekers, students, training providers, workforce customer service representatives and professionals, and others seeking benefits and services. It is considered another component of the Employ Florida network of workforce services and resources. See [www.employflorida.net](http://www.employflorida.net) The Marketplace provides fast access to a complete set of employment tools in one web site. This system is designed to be comfortable for everyone, even the person who has little computer experience.

Employers will find the following features helpful:

- Define skills and post job orders 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 order
- Communicate with job seekers, workforce customer service representatives, training providers, and others within the system email and message center.

Features to help job seekers and students within the system include:

- Use a professional format to create and send resumes and cover letters to employers
- Assess your 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 you of jobs that match your skills
- Track your job search efforts and resumes sent in a personal profile folder online
- Learn about services and benefits for which you may be eligible
- Determine a budget and plan for training
- Research regional labor market information, such as salaries

- Use the email/message center to contact employers and workforce customer service representatives

In addition to quickly accessing these new employment tools employers can still use the Employ Florida website and toll free phone number to locate state and local services and resources throughout Florida.

#### Employer Assistance from State Partners

Although most of Florida's workforce resources for employers are accessed through local workforce boards and one-stops, the state policy board, Workforce Florida, offers two popular employer-specific customized training programs to help with business expansion and/or retraining the workforce.

- The Quick Response Training Program provides grant funding for customized training for new or expanding businesses that produce an exportable product or service. The companies must be creating full-time, high-quality jobs requiring specialized training that is not available in the local community. Priority is given to businesses in targeted industries and in distressed urban and rural areas of Florida. Through this customer-driven program, Florida is able to effectively retain and attract businesses creating new high-quality jobs.
- The Incumbent Worker Training Program provides expense reimbursement grants for customized skills upgrade training and is available to existing for-profit Florida businesses. Businesses with 25 or fewer employees receive priority and, as with the Quick Response Training Program, priority is given to businesses in targeted industries and in distressed urban and rural parts of Florida.

Since its creation in 2000, Workforce Florida has invested over \$102 million in addressing the workforce needs of six key industry sectors—Life Sciences, Information Technology, Aviation/Aerospace, Financial/Professional Services, Manufacturing, and Homeland Security/Defense.

Employ Florida's other state partner, the Agency for Workforce Innovation, is the lead state agency for implementing Florida policy on workforce development, welfare transition, unemployment compensation and workforce information. The agency houses the office of Labor Market Statistics and serves as the designated Census data center for Florida. The agency also includes the Office of Early Learning which administers the state's Voluntary Pre-kindergarten (VPK) program and the state's school readiness programs.

#### Employer Assistance from Local Affiliates

Florida's workforce system is designed to be locally controlled by twenty-four business-led regional workforce boards. This means that local priorities drive local services and resources. Employers can use the Employ Florida website to locate their local affiliates

and contact them directly to learn about specific resources available to them. Generally businesses can get assistance at the local level with:

- Employee recruitment services
- Applicant prescreening and job referrals
- Recruitment and retention Services
- Employee skills information and services
- Identification of and access to local and state incentives
- Labor market analysis and information
- Rapid Response services in the event of a ramp up or reduction in workforce

#### B. Use of Statewide Activity Funds

As in past years, the state's plan for use of state-level 15% funds will be determined each year as a policy/budget decision by the WFI Board of Directors, normally made in May-June of each year after all federal and state funds allocations have been announced. As exemplified by the May, 2004 budget decisions by the WFI Board, applying to the current program year out to a total WIA set-aside pool of \$20,624,418, the major categories will be:

- The state-level Incumbent Worker Program required by state law (@ \$2 million annually)
- Long-term and short-term performance incentive awards to RWBs (@ \$1.8 million this year)
- WFI Council reserves, primarily used for competitive grants to RWBs, FBCOs and other local partners for demonstration projects serving WIA Youth, Adults, Dislocated Workers and the High-Wage/High-Skills needs of businesses (@ \$7.5 million this Year)
- Governor's Exigency Fund, used as a reserve for strategic state priority projects and emerging workforce needs not otherwise budgeted (@ 350 K this year which has been used for a special job-creating economic development project and an investment in expanding nurses training capacity.)
- Special projects recommended by One-Stop Committee and Nursing Shortage Workgroup for One-Stop Best Practices awards, ADA/assistive equipment at One-Stops, Employ Florida communications/marketing and nurses training grants (@ \$281 K this year)
- Remaining unallocated balance used for other unanticipated state projects and local needs (@ \$2.6 million this year)

### C. Use of Waivers and/or Work-Flex Authority

Although workflex authority has not been a significant factor in Florida, past and proposed waivers are expected to provide the state and RWBs with greater flexibility in using WIA funds as and where most needed, particularly as funding levels decline, allow for further integration of service delivery and reduction of administrative costs, free up funds for added training for those in need of workplace skills, more effectively serve demand-driven employer needs, remove disincentives to serving at-risk and other targeted populations, maintain performance accountability, increase services to such targeted populations, allow youth options to use ITAs, simplify and increase provision of employed worker training requested by employers, allow VETS staff to be used more effectively in One-Stops, and similar efficiencies. The details of reasons for requesting each waiver and the expected workforce system improvements are provided in the individual waiver requests.

### D. Performance Management and Accountability

In addition to the 17 WIA Core Measures, and the imminent modifications resulting from the OMB Common Measures, Florida has also utilized other short-term and long-term workforce performance measures, with many being applied to workforce-related programs like TANF and Food Stamp Employment and Training (FSET) as well as mainstream workforce programs like WIA and Wagner-Peyser. Most notable are the 3-Tier Outcome report required by Section 445.004 (9), Florida Statutes, and the short-term “Red and Green Report.”

Even before Congress adopted the Workforce Investment Act of 1998 (WIA), Florida had already had considerable and effective experience using “WIA-like” longitudinal performance tracking, largely relying on Unemployment Insurance/Compensation wage records to document entered employment, retained employment and earnings over time. Such long-term outcome tracking is at the heart of the Florida Education and Training Placement Information Program (FETPIP), our statutory “Three Tiers” annual reporting requirements, and even our prior JTPA performance reporting under a waiver that allowed us to use the more comprehensive UI/C wage records rather than the USDOL standard phone survey methodology. Consequently Florida strongly supported the WIA legislation and use of UI/C wage data due to its low cost, more comprehensive coverage, nation-wide utility, excellent research capability, standardized reporting methodology, and overall reliability.

However, Florida was also keenly aware of the downside to using only UI/C wage records and similar longitudinal data/measures. The primary disadvantage is how long it takes to get the outcome data, up to 24 months/8 quarters to get complete long-term retention/earnings data on exiters in any given quarter. That time lag renders such longitudinal measures minimally useful for state or local effectiveness evaluation, legislative accountability reporting, program/contract management or any semblance of a “real time” picture of how the system is performing currently as opposed to months or years ago. Consequently both the state level and local Boards saw the need for a set of interim, short-term performance indicators that corresponded with the “top-down” federal

measures, but also served the more immediate state and local performance assessment needs.

Although Florida had been using and reporting a wide array of short-term program-specific performance data prior to WIA, the state's decision to implement WIA early also included a more systematic initiative by the state Workforce Florida Board to establish as set of interim, short-term measures to give the state board a "dashboard" look at how all major programs are performing in all of our 24 Regional Workforce Boards (RWBs), also allowing them to use the same short-term performance data for local case and contract management. Some of the guiding principles used in developing and later modifying the interim measures included:

**KISS---** keep it short and simple: one-page only, no more than 15-20 items representing "vital signs" for major programs, not details for every minor program and sub-group of customers. Primarily using Entered Employment Rate (EER)

**SHORT-TERM USEFULNESS---**can show valid outcome results no later than 45 days after the end of each quarter, and not having to wait months or years for longitudinal data like UC wage reports. Therefore, can be used for case management, short-term incentive payments, and performance-based contract/project management.

**PREDICTIVE---**includes short-term items that are validly predictive of longitudinal outcomes (e.g. WIA Core Measures based on UC wage records; TANF Workforce Success, etc.) especially those that earn federal performance bonuses.

**OUTCOMES---** showing results/outcomes of services for "exiters" rather than status, workload, "seat time" or other process statistics.

**LOW BURDEN---**uses case management and other administrative data already being collected and reported on at least a quarterly basis, without requiring capture of additional data or running of special frequency reports.

**BLEND OF COMPARABILITY AND FLEXIBILITY---** try to maintain stability of key measures from year to year to allow for "apples to apples" trend analysis and planning, while adding and deleting items as required by program changes or need for new indicators.

**NO FAULT ON NEW MEASURES---**if a new measure is experimentally introduced (e.g. employed worker), it will be tracked and reported for a year without "Red/Green" quartile ranking, and may be discontinued if determined to be unhelpful (e.g. the UC duration measure)

The "Red and Green" label for the quarterly reports is based on the comparative ranking mechanism where any performance item ranking in the top quartile among the 24 RWBs is displayed in a green box, bottom quartile in a red box and the middle quartiles in white boxes. This graphic display provides a quick, intuitively understandable landscape of the entire state "at a glance." WFI uses the "Red and Green" as a diagnostic tool/indicator

for Regions that are having persistent performance difficulties and needing technical assistance, as well as those performing at the top of the field, earning short-term incentive bonuses and serving as best practices models and peer mentors. The most recent one-page “Red and Green” report is posted on the WFI website, along with definitions and data sources of the listed measures. Additionally the report is produced in a more detailed but less technical “Plain English” version, as well as being used by many of the RWBs for accountability of their One-Stop Operators and other service providers, sometimes as “pay points” in performance-based contracts.

Due to changing federal and state law requirements, oversight responsibilities for various programs, and testing of certain measures, the “Red and Green” report has been modified several times since its inauguration more than 5 years ago but most of the key measures remained that same, allowing for valid “apples-to-apples” trend analyses, including the very gratifying result that overall state performance on nearly all measures has continued to improve from year to year, notwithstanding a period of reduced economic activity. While the specific items being tracked are being re-examined and possibly tweaked in anticipation of the imminent federal Common Measures, Florida has been well served by the “Red and Green” report and expects to continue to use it well into the future.

Regarding the 17 WIA Core Measures that are now being modified to incorporate some elements of the OMB Core Measures, Florida has carefully calculated our performance in the most recent reported quarters, analyzed actual performance compared to negotiated goals at both state-level and for each of the 24 RWBs and then have engaged in “bottom-up” negotiations with each RWB and have reached tentative agreement on their individual goals, contingent on USDOL approval of negotiated state goals. We have also run several scenarios using variations of the OMB Common Measures to determine probable differences from WIA outcomes for the same time periods, also allowing us to project probable performance in PY 2005 and 2006, with built-in expectation of continuous improvement. The calculations and bases for Florida’s offered performance levels are being provided to USDOL negotiators in advance of this plan in hopes of arriving at agreement prior to submission of this plan. Florida’s most current proposed levels of performance, or final if agreed by USDOL is provided as Attachment C. to this plan.

Among the targeted groups served in workforce programs which are tracked and reported for outcome performances are Veterans, individuals with disabilities, ex-offenders, the homeless, seniors and multiple combinations of factors (e.g. vets with disabilities, senior vets, etc.). The Governor has officially designated Seniors/Elders/Mature Workers (above age 55) as an additional targeted population for workforce services, and WFI requires local workforce plans to describe services provided to Seniors and collaboration with other organizations/programs providing such services. Florida also tracks and reports on TANF participants/exiters, primarily using quarterly UI Wage records that are regularly provided by the state Department of Revenue, and also used by our renowned Florida Education and Training Placement Information Program (FETPIP), which produces annual reports showing outcomes for over exiters from over 200 programs, including WIA, Wagner-Peyser, vocational education, vocational rehabilitation, prison training programs and others. FETPIP also tracks for employment by the Department of

Defense, the military, federal civilian service, continued education in public and private schools/universities, public assistance status, imprisonment, and other outcomes. See [www.fldoe.org](http://www.fldoe.org)

To assist in the effective delivery of services, the state has developed and operated a program and performance management and monitoring system to assist the WFI and local workforce boards to identify early program successes and failures. The performance management system and procedures is in place to collect and report program and performance information, which is needed to assess the effectiveness and efficiency of program services, and to complete federal and state reporting requirements. Program management activities include data validation, performance reviews, incentive awards and sanctions, reviews of monitoring deficiencies, and technical assistance and capacity building.

#### Planning and Policy Guidance

The Workforce Investment Act requires the development of both state and regional strategic plans. The WFI is responsible for the development of the strategic plans. AWI will provide staff support to WFI to assist with the state and regional planning efforts, the establishment and dissemination of rules and policies, and the distribution of policy guidance.

#### Financial and Grant Management

The State has developed and operated a financial and grant management system that is capable of meeting both the federal and state fiscal requirements in accordance with federal and state administrative and financial requirements. These functions include grant administration, cash management, and reporting. The state fiscal and grant management systems will comply with procedures included in the Uniform Administrative Requirements for States and Local Governments, the Single Audit Act, Applicable Office of Management and Budget Circulars, Nondiscrimination and Equal Opportunity regulations and other relevant federal and state laws and polices.

#### Contract Administration

The Workforce Florida Act of 1996, as amended, required, and the new Workforce Innovation Act of 2000 requires that a portion of the WIA funds reserved for state-level administration be dedicated and used to design, develop, induce, and fund innovative Individual Training Accounts (ITAs) pilot projects, demonstrations, and programs. These programs included the Institute of Applied Technology in Construction Excellence, Minority Teachers Education Scholars program, the Certified Teacher-Aide program, the Self-Employment Institute, and the Incumbent Worker Training program. The State has established a contract administration system to procure, select, and manage state-level WIA funded projects.

## Program Quality Review/Compliance Monitoring

The WIA requires that the State develop procedures to ensure the policies relative to program quality and outcomes meet the objectives of the Act, including one-stop centers and training providers. The State provides annual monitoring for compliance with the federal requirements, as promulgated in circulars or rules of the Office of Management and Budget and as mandated by WIA, Section 184(a)(4). The monitoring component ensures substantial compliance with the requirements of WIA and other administrative circulars. Each of the workforce development regions will be monitored on-site no less than once annually as required by federal regulations.

## Labor Market Statistics

The Agency for Workforce Innovation, Labor Market Statistics, gathers, produces, analyzes, and distributes labor market statistics for the State of Florida and sub-state areas. The data is produced in cooperation with the USDOL Bureau of Labor Statistics. The labor market statistics include labor market data, unemployment rates, and employment by industry and occupation, planning data and census reports. Labor market data is provided to customers via computer, networks, publications, and presentations/workshop. Training workshops on One-Stop labor market information is provided for local workforce offices, and career publications are prepared and distributed for use in local workforce resource libraries.

## Management Information Systems

The Department of Management Services has an established mainframe computer system that supports the financial, participant and system performance requirement required under WIA. The Department's information technology unit provides assistance and support for regional boards and other users of such data. Also, the state MIS supports the integration, data comparisons, and linking of system data across a variety of system platforms.

## Incumbent Worker Training Program

The Workforce Innovation Act of 2000 requires the state to establish an Incumbent Worker Training Program to provide grant funds for continuing education and training of incumbent employees at existing Florida businesses. To be eligible for the program a business must have been in operation in Florida for at least one year prior to the grant application, have at least one full-time employee, demonstrate financial viability and be current on all state tax obligations. The program may be administered by a private business organization under contract with WFI. Two million dollars of the WIA, Title I funds are allocated to the program. WFI will administer the Incumbent Worker Program.

## Dislocated Worker Services

The State of Florida will coordinate efforts at the state and local levels to assist workers who have or will be dislocated from their jobs due to a business or plant closure, a major

employer downsizing, or a natural disaster that causes the dislocation of workers. The state will implement public awareness activities to ensure that dislocated workers are well informed regarding available rapid response and layoff aversion assistance.

Key strategies in Florida's system are to (1) provide occupational, and skills training information to eligible incumbent workers who are at-risk of losing their jobs, (2) provide immediate assistance for dislocated workers and (3) to monitor the health of Florida industry sectors.

The state will manage activities that will assist dislocated workers. To the extent feasible, the local workforce system will be utilized to avoid duplication and promote the utilization of existing resources. The state has established a Rapid Response Unit to oversee the rapid response activities and insure that affected dislocated workers are receiving timely services leading to reemployment. The unit will work closely with the appropriate local workforce boards. The Rapid Response Unit will provide resources such as funds, technical assistance and expertise, the latest labor market information that is applicable, relocation job information and generally fill any gaps that can not be accomplished by the local workforce boards.

#### Trade Adjustment Assistance

Since 1974 the Trade Adjustment and Assistance Act (TAA) has provided the state with federal funds for carrying out workforce activities for workers whose jobs were adversely affected by foreign-trade. Pursuant to the provisions of the TAA Program, the State's Workforce Agency has directly arranged for the training of trade-eligible individuals. Until 7/1/2004, the TAA training program was jointly managed by both AWI and Regional Workforce Board (RWB) staff. This involved the state central office staff processing and approving local training vendor payments. A portion of the TAA administrative funds was passed to RWBs to cover a portion of the Trade Program staff's One-Stop Center operating costs.

The state has decentralized the TAA program in 2004 by transferring the program governance for training activities to the RWBs through a Memorandum of Agreement, as well as passing formula-based training funds and a majority of the administrative funds through to the local level.

The state will integrate policy oversight and administrative activities for the Trade Program training into its existing structure similar to WIA, TANF, and other workforce programs. This will allow RWBs to consolidate the delivery of services to Dislocated Workers at the local level.

Regional Workforce Boards TAA Training Activities: RWBs responsibility in administering TAA training activities may include but are not limited to the following:

- Conducting applicant informational sessions to explain the program's requirements and benefits
- Reviewing and approving applications for program enrollment
- Determining appropriate training for eligible individuals

- Executing training agreements/contracts with training vendors
- Processing vendors' training invoices
- Reporting eligible individuals activities to state office
- Providing job search and job placement assistance to eligible individuals
- Conducting case management of workforce services provided to eligible individuals

AWI Central Office TAA Training Activities: AWI Central Office Staff's responsibility in administering TAA training activities may include but are not limited to the following:

- Monitoring and oversight
- Receiving, verifying and distributing petitions to the federal government for Trade services
- Allocating Trade Program training funds to RWB area

#### E. Administrative Provisions

As required by Section 116(a)(5)(m) of the WIA law and following the requirements of Florida's Administrative Procedures Act, the Agency for Workforce Innovation, with policy guidance/approval by the Workforce Florida Inc. Board of Directors, adopted and promulgated Florida Administrative Code Rule Chapter 60BB-1, "Workforce Programs' Grievance, Complaint, Hearing and Appeal Procedures" See full text of rule chapter at <http://www.floridajobs.org/pdg/administration/004GrievRev031504.rtf>

This set of 18 rules covers the filing of grievance/complaints by employers, bidders, vendors, job seekers, and other customers or members of the public aggrieved by alleged adverse action regarding workforce services or funds, including those under WIA and Wagner Peyser, at either local level or state level. The rules provide for evidentiary hearings, state-level agency review, and appellate court judicial appeal, in addition to any further rights directly offered by USDOL. The rule Chapter also advise the public generally on how to report or file complaints re criminal fraud or abuse, discrimination , health and safety, also providing addresses and contact information for federal and state agencies with appropriate jurisdiction.

In order to ensure compliance with the WIA non-discrimination requirements as well as broader federal and state law protections against discrimination, Florida's workforce system has regularly implemented informational distribution, public notice postings, staff training, and compliance monitoring, following all instructions from the USDOL's Office of Civil Rights and other authoritative sources. AWI maintains an OCR/EEO officer and unit for insuring training and compliance. Both staff and customers are advised of discrimination grievance/complaint rights and procedures, including those set out in the Administrative Rules described above. Also note the program quality/performance monitoring processes describe above.

## XI. Assurances

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
  - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
  - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
  - c. the State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)

9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.)
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
  - General Administrative Requirements:
    - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
    - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
    - OMB Circular A-87 --Cost Principles (as amended by the Act)
  - Assurances and Certifications:
    - SF 424 B --Assurances for Non-construction Programs
    - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
    - CFR part 93 --Certification Regarding Lobbying (and regulation)
    - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
  - Special Clauses/Provisions:
    - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.

15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
  - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I-financially assisted program or activity;
  - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
  - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
  - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
  - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.
17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws.

**APPENDIX 1**

**PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

**Name of WIA Title I Grant Recipient Agency:** Agency for Workforce Innovation

Address: \_Suite 100 – Caldwell Building

\_107 East Madison Street

Tallahassee, FL 32399-6545

Telephone Number: \_850-

Facsimile Number: \_\_850-

E-mail Address: \_Susan.Pareigis@awi.state.fl.us

**Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):**

SAME AS ABOVE

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

**Name of WIA Title I Signatory Official:** The Honorable Jeb Bush, Governor

Address: \_Office of the Governor

The Capitol

\_\_Tallahassee, FL 32399-0001

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

**Name of WIA Title I Liaison** Curtis Austin

Susan Paregis

1974 Commonwealth Lane

Tallahassee, FL 32303

850-921-1119

Facsimile Number: 850-921-1101

E-mail Address: [caustin@workforceflorida.com](mailto:caustin@workforceflorida.com)

**Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:**

\_Agency for Workforce Innovation

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

**Name and title of State Employment Security Administrator (Signatory Official):**

Susan Pareigis

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

As the Governor, I certify that for the State/Commonwealth of \_\_\_\_\_, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor \_\_\_\_\_

Signature of Governor \_\_\_\_\_ Date \_\_\_\_\_

## APPENDIX 2

### FLORIDA NONAGRICULTURAL EMPLOYMENT SEASONALLY ADJUSTED

Table 1

INDUSTRY	FEBRUARY 2005	PERCENT of TOTAL
TOTAL NONAGRICULTURAL EMPLOYMENT	7,661,500	100.00%
TRADE, TRANSPORTATION, AND UTILITIES	1,523,500	19.89%
PROFESSIONAL AND BUSINESS SERVICES	1,339,600	17.48%
TOTAL GOVERNMENT	1,081,200	14.11%
EDUCATION AND HEALTH SERVICES	936,800	12.23%
LEISURE AND HOSPITALITY	875,800	11.43%
CONSTRUCTION	508,600	6.64%
FINANCIAL ACTIVITIES	508,400	6.64%
MANUFACTURING	388,000	5.06%
OTHER SERVICES	325,200	4.24%
INFORMATION	167,700	2.19%
NATURAL RESOURCES AND MINING	6,700	0.09%

SOURCE: FLORIDA AGENCY FOR WORKFORCE INNOVATION, LABOR MARKET STATISTICS,  
CES PROGRAM, IN COOPERATION WITH THE U.S. DEPARTMENT OF LABOR,  
BUREAU OF LABOR STATISTICS.

### FLORIDA FASTEST-GROWING INDUSTRIES 2003-2005

Table 2

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2003	2005	NUMBER	PERCENT
1	Museums, Historical Sites, and Similar Institutions	5,483	6,283	400	7.30%
2	Administrative and Support Services	786,510	877,520	45,505	5.79%
3	Specialty Trade Contractors	287,271	319,049	15,889	5.53%
4	Construction of Buildings	94,909	104,562	4,827	5.09%
5	Motion Picture and Sound Recording Industries	15,489	17,043	777	5.02%
6	Educational Services	107,612	117,256	4,822	4.48%
7	Credit Intermediation and Related Activities	168,301	183,260	7,480	4.44%
8	Social Assistance	93,764	101,912	4,074	4.35%
9	Management of Companies and Enterprises	65,347	71,003	2,828	4.33%
10	Building Material and Garden Equipment and Supply Dealers	72,298	77,971	2,836	3.92%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**FLORIDA  
INDUSTRIES GAINING THE MOST JOBS  
2003-2005**

Table 3

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2003	2005	NUMBER	PERCENT
1	Administrative and Support Services	786,510	877,520	45,505	5.79%
2	Specialty Trade Contractors	287,271	319,049	15,889	5.53%
3	Food Services and Drinking Places	499,821	530,527	15,353	3.07%
4	Professional, Scientific, and Technical Services	385,557	410,324	12,383	3.21%
5	Ambulatory Health Care Services	309,242	331,699	11,228	3.63%
6	Credit Intermediation and Related Activities	168,301	183,260	7,480	4.44%
7	Hospitals	230,255	243,595	6,670	2.90%
8	Nursing and Residential Care Facilities	147,253	157,962	5,354	3.64%
9	Religious, Grantmaking, Civic, Professional, etc.	154,882	165,376	5,247	3.39%
10	Construction of Buildings	94,909	104,562	4,827	5.09%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**FLORIDA  
FASTEST-GROWING INDUSTRIES  
2004-2012**

Table 4

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2004	2012	NUMBER	PERCENT
1	Administrative and Support Services	829,531	1,101,389	33,982	4.10%
2	Social Assistance	98,767	127,519	3,594	3.64%
3	Ambulatory Health Care Services	323,889	411,883	10,999	3.40%
4	Water Transportation	12,274	15,324	381	3.11%
5	Specialty Trade Contractors	289,975	361,950	8,997	3.10%
6	Professional, Scientific, and Technical Services	399,991	497,331	12,168	3.04%
7	Nursing and Residential Care Facilities	150,477	185,463	4,373	2.91%
8	Building Material and Garden Equipment and Supplies Dealers	74,663	91,789	2,141	2.87%
9	Furniture and Home Furnishings Stores	38,709	47,105	1,050	2.71%
10	Securities, Commodity Contracts, and Other Financial Activities	36,149	43,848	962	2.66%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**FLORIDA  
INDUSTRIES GAINING THE MOST JOBS  
2004-2012**

Table 5

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2004	2012	NUMBER	PERCENT
1	Administrative and Support Services	829,531	1,101,389	33,982	4.10%
2	Educational Services	566,386	676,927	13,818	2.44%
3	Professional, Scientific, and Technical Services	399,991	497,331	12,168	3.04%
4	Food Services and Drinking Places	510,272	600,641	11,296	2.21%
5	Ambulatory Health Care Services	323,889	411,883	10,999	3.40%
6	Specialty Trade Contractors	289,975	361,950	8,997	3.10%
7	Hospitals	278,002	325,301	5,912	2.13%
8	Local Government, exc. Education and Hospitals	295,034	330,853	4,477	1.52%
9	Nursing and Residential Care Facilities	150,477	185,463	4,373	2.91%
10	Social Assistance	98,767	127,519	3,594	3.64%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**FLORIDA  
FASTEST-GROWING OCCUPATIONS  
2003-2005**

Table 6

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2003	2005	NUMBER	PERCENT
1	Cement Masons and Concrete Finishers	13,771	15,418	824	5.98%
2	Drywall and Ceiling Tile Installers	6,791	7,596	403	5.93%
3	Tile and Marble Setters	5,257	5,865	304	5.78%
4	Heating, A.C., and Refrigeration Mechanics and Installers	21,762	24,211	1,225	5.63%
5	Security and Fire Alarm Systems Installers	4,474	4,968	247	5.52%
6	Electricians	34,833	38,638	1,903	5.46%
7	Home Health Aides	25,857	28,660	1,402	5.42%
8	Roofers	14,725	16,308	792	5.38%
9	Helpers - Electricians	8,055	8,915	430	5.34%
10	Network Systems and Data Communications Analysts	14,380	15,906	763	5.31%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**FLORIDA  
OCCUPATIONS GAINING THE MOST JOBS  
2003-2005**

Table 7

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2003	2005	NUMBER	PERCENT
1	Retail Salespersons	270,633	281,995	5,681	2.10%
2	Waiters and Waitresses	158,118	168,559	5,221	3.30%
3	Food Preparation & Serving Workers	137,264	146,897	4,817	3.51%
4	Registered Nurses	135,240	144,682	4,721	3.49%
5	Landscaping and Groundskeeping Workers	104,086	111,771	3,843	3.69%
6	Office Clerks, General	192,520	199,946	3,713	1.93%
7	Construction Laborers	70,833	78,046	3,607	5.09%
8	Customer Service Representatives	133,670	140,502	3,416	2.56%
9	Janitors and Cleaners	108,285	114,767	3,241	2.99%
10	Hand Laborers and Freight, Stock, Material Movers	152,382	158,741	3,180	2.09%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**FLORIDA  
FASTEST-GROWING OCCUPATIONS  
2004-2012**

Table 8

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2004	2012	NUMBER	PERCENT
1	Medical Assistants	28,576	40,658	1,510	5.29%
2	Network Systems and Data Communications Analysts	15,950	22,248	787	4.94%
3	Medical Records and Health Information Technicians	11,310	15,592	535	4.73%
4	Home Health Aides	26,976	36,427	1,181	4.38%
5	Personal Financial Advisors	11,908	16,040	517	4.34%
6	Tile and Marble Setters	5,438	7,315	235	4.31%
7	Kindergarten Teachers, exc. Special Education	10,935	14,592	457	4.18%
8	Database Administrators	5,211	6,953	218	4.18%
9	Fitness Trainers and Aerobics Instructors	10,481	13,906	428	4.08%
10	Public Relations Specialists	15,269	20,240	621	4.07%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**FLORIDA  
OCCUPATIONS GAINING THE MOST JOBS  
2004-2012**

Table 9

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2004	2012	NUMBER	PERCENT
1	Registered Nurses	140,279	175,533	4,407	3.14%
2	Retail Salespersons	279,182	314,277	4,387	1.57%
3	Waiters and Waitresses	162,033	195,986	4,244	2.62%
4	Customer Service Representatives	140,312	172,583	4,034	2.87%
5	Food Preparation & Serving Workers	142,304	172,302	3,750	2.64%
6	Landscaping and Groundskeeping Workers	106,830	130,629	2,975	2.78%
7	Office Clerks, General	196,812	219,833	2,878	1.46%
8	Receptionists and Information Clerks	84,650	105,654	2,626	3.10%
9	Cashiers	206,450	227,218	2,596	1.26%
10	Construction Laborers	72,219	91,354	2,392	3.31%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics

**High Growth Industries  
With Strong Demand For Skilled Workers**

Table 10

Florida

Industry Title	Annual Growth		Percent of Workers Requiring Postsecondary Training
	Number	Percent	
Education Services (public and private)	13,800	2.56	82.95
Health and Social Assistance	23,700	2.94	78.68
Government	17,000	1.62	75.06
Profesional and Technical Services	12,100	3.67	74.68
Construction	11,800	2.63	64.18

Source: Florida Agency for Workforce Innovation, Labor market Statistics

## High Demand Occupations Targeted By Florida Workforce System

Table 11

Occupation Title	Employment		Annual Percent Change	Average Annual Openings
	2004	2012		
Registered Nurses	140,279	175,533	3.14	7,158
Executive Secretaries and Administrative Assistants	100,094	110,639	1.32	3,184
Elementary School Teachers, Except Special Education	57,880	73,150	3.30	3,102
Maintenance and Repair Workers, General	75,053	88,262	2.20	3,029
Truck Drivers, Heavy and Tractor-Trailer	80,937	94,663	2.12	2,982
First-Line Superv. of Office and Admin. Support Workers	78,288	85,161	1.10	2,502
Carpenters	62,920	74,798	2.36	2,461
Automotive Service Technicians and Mechanics	50,765	58,860	1.99	2,309
Secondary School Teachers, Exc. Special and Voc. Ed.	36,440	46,947	3.60	2,265
Licensed Practical and Licensed Vocational Nurses	47,391	57,039	2.54	2,187

Source: Florida Agency for Workforce Innovation, Labor Market Information

### Skills Needed for Occupations with the Most Openings that Require Postsecondary Education

**Florida**

Occupation Title	Average Annual Openings	Education Required	Skills Required
Registered Nurses	7,158	Com College	Active listening, reading comp., critical thinking, instructing, speaking
Security Guards	3,318	Postsec. Voc.	Reading comp., active learning, speaking, social perceptiveness, monitoring
Nursing Aides	3,146	Postsec. Voc.	Active learning, speaking, instructing, coordination, time management
Elementary School Teachers	3,102	Bachelor's	Instructing, speaking, learning strategies, reading comp., active listening
Secondary School Teachers	2,265	Bachelor's	Speaking, instructing, learning strategies, reading comp., active learning
Licensed Practical Nurses	2,187	Postsec. Voc.	Active learning, reading comp., writing, time management, monitoring
Management Analysts	2,079	Bachelor's	Writing, reading comp., speaking, systems evaluations, active learning
Police and Sheriff's Patrol Officers	2,018	Postsec. Voc.	Active learning, active listening, complex problem solving, coordination, critical thinking
Medical Assistants	1,983	Postsec. Voc.	Active learning, speaking, social perceptiveness, instruction, reading comp.,
Electricians	1,806	Postsec. Voc.	Installation, reading comp., active learning, troubleshooting, equipment selection

Source: Florida Agency for Workforce Innovation, Labor Market Information

**APPENDIX 3**

**OPTIONAL TABLE FOR STATE PERFORMANCE INDICATORS AND GOALS<sup>1</sup>**

WIA requirement at section 136(b)	Corresponding performance indicator(s)	Previous year performance	Performance goals out-years		
			1	2	3
<p>Adults:</p> <ul style="list-style-type: none"> <li>Entry into Unsubsidized Employment</li> <li>6-Months Retention in Unsubsidized Employment</li> <li>6-Months Earnings received in Unsubsidized Employment</li> <li>Attainment of Educational or Occupational Skills Credential</li> </ul> <p>Dislocated Workers:</p> <ul style="list-style-type: none"> <li>Entry into Unsubsidized Employment</li> <li>6-Months Retention in Unsubsidized Employment</li> <li>6-Months Earnings received in Unsubsidized Employment</li> <li>Attainment of Educational or Occupational Skills Credential</li> </ul> <p>Youth Aged 19-21:</p> <ul style="list-style-type: none"> <li>Entry into Unsubsidized Employment</li> <li>6-Months Retention in Unsubsidized Employment</li> <li>6-Months Earnings received in Unsubsidized Employment</li> <li>Attainment of Educational or Occupational Skills Credential</li> </ul> <p>Youth 14-18:</p> <ul style="list-style-type: none"> <li>Attainment of Basic, Work Readiness and/or Occupational Skills</li> <li>Attainment of Secondary School Diplomas/Equivalents</li> <li>Placement and Retention in Post- Secondary Education/Training, or Placement in Military, Employment, Apprenticeships</li> <li>Participant Customer Satisfaction</li> <li>Employer Customer Satisfaction</li> <li>Additional State-Established Measures</li> </ul>					

<sup>1</sup> Further guidance, including definitions of specific indicators, will be provided separately.

## APPENDIX 4

### PUBLIC COMMENTS ON PROPOSED 2-YEAR WIA PLAN

\*\*\*\*\*

In response to Florida's draft 2-Year WIA Plan that was broadly disseminated among partners and the public and posted on the Workforce Florida, Inc. website since mid-April, staff has received the following sets of comments and taken action as noted below:

1. The Division of Vocational Rehabilitation has provided written comments electronically, suggesting non-substantive corrections, clarifications and improvements in terminology and format. All VR suggestions have been incorporated into the language of this final version being submitted.
2. Similarly staff of the Agency for Workforce Innovation have made similar non-substantive editorial/typographical suggestions, all of which have been included.
3. At the Workforce Florida, Inc. Board meeting had Public Hearing conducted on May 19, 2005, in Orlando, Florida, after broad public/Sunshine notice, Mr. Robert Stevenson, Chairman of the Treasure Coast Regional Workforce Board recommended that the membership of the state workforce board, Workforce Florida, Inc. be modified to require one member who is also a current or former Chairman of a Regional Workforce Board. That is not included as a change to this plan because the mandatory membership categories for state workforce board members are set by federal and state law, and such a state mandate would require amendment of current state legislation. It was pointed out that the Governor has discretionary authority to appoint such dual members and in fact 2 current WFI Board members were formerly Chairs of Regional Workforce Boards, and at least one current member concurrently serves on a local workforce board. Also all interested in serving are free to self-nominate or have supporters nominate them to the Governor for possible appointment.
4. Also at the Public Comment section of the May 19, WFI Board Meeting, Nancy Thompson, Executive Director of the Polk County Workforce Development Board, Inc. and currently Chair of the Florida Workforce Development Association (FWDA) stated that she, the members of the FWDA, and her fellow Executive Directors of the 24 Regional Workforce Boards support the substantive contents of the draft WIA Plan, and particularly appreciate the collaborative manner in which the Plan was developed, with strong local involvement. She also offered strong support for the 13 waivers being submitted with the plan, noting that local staff helped with conception, drafting, and description of how the greater flexibility requested in the waivers will improve local performance.

5. After the Public Hearing, the Florida Department of Elder Affairs has submitted an electronic recommendation that the plan be supplemented with the following observation:

"We continue to place a strong emphasis on the importance of addressing the increasing need to train and retain older workers. Page 18 (f) of the plan touches on aging of the baby boomer population, but we would like to see more information about how we will address this increasing issue of concern and what opportunities will be available for seniors who cannot be served through the Senior Community Service Employment Program. We understand that all individuals seeking employment have universal access to services available at one-stop career centers, but based on the volume of calls received at DOEA from elders needing to return to the workforce due to economic necessity, it is imperative that we place a stronger emphasis on reaching out to this underserved population."

Summary language offered by the Department of Elder Affairs has also been inserted in the plan at Part IV, Section F. which discusses Florida demographic trends, including the dramatic continued growth in the number and proportions of older workers.

An equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this document may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711.