

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, five (5) subsequent modifications, 1-Year extension, and past 2-year plan, 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 the 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 are:

- "Staying the course" in maintaining continuity of fundamental workforce service obligations set out in federal and state workforce statutes, noting that Chapter 445, 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 vision as set out in the "Roadmap for Florida's Future: 2007-2012 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

To be included.

I. State's Vision for Statewide Workforce Investment

A. State's Economic Development Goals

Section 288.905(2), Florida Statutes, mandates that the Enterprise Florida Board develop the Statewide Strategic Plan for Economic Development, Roadmap to Florida's Future, and provide it to the Governor and Legislative leaders. In late 2006, Enterprise Florida updated its first Roadmap, producing the 2007-2012 Strategic Plan for Economic Development. The organization conducted eight regional forums and on-line surveys to solicit input from planning stakeholders to assess the relevance of past strategic planning priorities as well as to solicit input on new priorities. As a result of this process, two guiding principles are at the forefront:

- *Partnerships: Broadening of Economic Development with Stronger Linkages:* Economic development is dynamic. To enhance Florida's competitiveness, linkages between education, workforce, infrastructure, cultural foundations and diverse engines of economic development must be seamless.
- *The Importance of Regionalism:* Florida should celebrate statewide unity as well as regional diversity without the inefficiencies of local fragmentation through a unified regional approach. Florida's regions are defined in various ways, according to legacy and function. As Florida looks ahead, an effort should be made to align the various definitions of regions for maximum coordination and effectiveness

In conjunction with the guiding principles, six strategic priorities were also identified.

1. Build World-Class Talent (Pre-K Education, Workforce Education, Universities)
 - Ensure the educational foundation for tomorrow's economy;
 - Ensure the workforce education is industry-driven, regionally focused, and vertically integrated; and
 - Invest in universities as the foundation for Florida's intellectual infrastructure.
2. Ensure Business Climate Competitiveness (Insurance, Affordable Workforce Housing, Business Incentives)
 - Study and address the insurance issue;
 - Address the affordable workforce housing issue at state and local levels; and
 - Strengthen Florida's competitive business climate for the Innovation Economy.
3. Promote Sustainable Development to Ensure Florida's Superior Quality of Life (Growth management, land use planning, multimodal infrastructure transportation system)
 - Increase balance, flexibility, and business focus of growth management/land use planning efforts; and

- Improve Florida’s multimodal infrastructure to meet current and future growth challenges.
4. Invest in Florida’s Innovation Economy (Florida Universities, World Class Research Institutes and Facilities, Innovation Economy Legislation, Entrepreneurship)
 - Invest in a stimulus strategy for Research and Development to boost Florida’s innovation capacity;
 - Invest in technology commercialization “gap funding” to realize the economic development promise of new innovations;
 - Address the need for early-stage seed and venture capital in Florida
 - Establish Florida as an innovation leader by strategically capitalizing on emerging technology opportunities; and
 - Aggressively brand Florida as an “Innovation Hub.”
 5. Establish Florida as a Pre-eminent Global Hub (International Trade, Free Trade Agreements, Foreign Direct Investment, International Tourism)
 - Upgrade Florida’s status from trade gateway to commercial global hub
 6. Accelerate Florida’s Economic Diversification (Agriculture – Biofuels, Aviation/Aerospace, Financial Services, Information Technology, Life Sciences, Manufacturing, Marine, Military/Defense, Space, Tourism)
 - Emphasize value-added growth with customized cluster strategies; and
 - Emphasize customized regional strategies.

These priorities will guide Florida toward its goal of economic diversification by:

- Focusing on quality of economic growth with value-added job growth, innovation, and globalization;
- Ensuring strength in multiple industry clusters and world markets for economic immunity to business cycles and off-shoring trends; and
- Integrating education, workforce, infrastructure, business climate, quality of life, sustained development, innovation and global competitiveness as key elements of Florida’s economy.

The successful diversification of Florida’s economy will help ensure Florida’s destiny to be the global leader of the 21st Century, the goal of the State’s 2007-2012 Strategic Plan for Economic Development.

B. Aligning Florida’s Workforce System with its Economic Goals

Workforce Florida, Inc., has recently aligned its Strategic Imperatives (see II below) with the vision expressed in the State’s Roadmap to Florida’s Future: 2007-2012

Strategic Plan for Economic Development. Florida's workforce system leaders, at the state and regional level, participated in each of the eight regional forums designed to solicit input to update the Roadmap. Additionally, at its August 2006 Board meeting, Workforce Florida, Inc., participated in a discussion with three panels of experts from Florida's business community, as well as other state workforce experts and many of the architects of Florida's existing workforce system. This open dialogue sought to examine the challenges ahead for Florida's workforce system. Afterward, major themes resulting from this discussion were examined by staff to determine whether the imperatives of Workforce Florida, Inc.'s five-year strategic plan "Re-Imagine: Education, Employment, Economic Development: Creating a Workforce for Florida's Future," are still relevant. The imperatives remain a viable vision for moving Florida's workforce system forward and sustaining the State's strong economic and business-friendly climate. While there was recognition of the many accomplishments of the Florida workforce system – with several speakers urging the Board of Directors to "stay the course" – there also was lengthy discussion about areas in which Florida must continue to improve. There were six overarching themes from this discussion as follows:

- Florida must continue to have a demand-driven workforce system in terms of who we serve, what training we invest in, and what accountability outcomes we pursue.
- The system needs to have private business leadership control over policy, service design, funding decisions and accountability. These areas of responsibility should not be delegated to governmental bodies, especially not those providing services and vying for workforce funds.
- More workforce development and economic development planning and service delivery must be done on a regional basis, transcending traditional boundaries. However, there is no consensus on structural consolidation of the governance and boundaries of the current 24 Regional Workforce Boards.
- There are continuing concerns about the inadequacies of the Florida K-20 education system especially as it relates to the workforce-relevance of college academic credentials as well as the needs for a greater emphasis on work readiness and basic skills that are required to be productive in today's workplace.
- Florida's workforce system needs broader goals and strategies that will allow the State's businesses to compete globally, not just locally. The system needs to become much more flexible and nimble in responding to changing marketplace dynamics.
- The workforce system needs more flexibility and creativity in how it is permitted to invest workforce funds in order to adapt to funding cuts and respond to market demand.

C. Continuum of Education and Training Opportunities

1. Education Opportunities:

The State's new Governor, Charlie Crist, has kept education at the top of the State's priorities to meet the demands of the changing workplace and the global economy.

Governor Crist stated that he believes in providing Florida's students with the best educational opportunities in the nation through high expectations, requirements for accountability, and belief that every student can succeed. One of his first actions to improve education was the formation of the Florida Center for Research in Science, Technology, Engineering and Mathematics and the establishment of the Office for Math and Science in the Department of Education.

"The time is right for increasing our expectations for students in both math and science," said Governor Crist. "Florida is no longer competing only with other states, but in a global arena. We must equip students with knowledge and skills so they can successfully compete with their peers – both nationally and internationally. We are pleased that Florida State University will lead us in this important endeavor."

Governor Crist will work to increase the State's high school graduation rate to ninety-five percent in 2015 by supporting school choice initiatives and providing a reading coach in every public school. Governor Crist believes this can be done by enabling students to personalize their education at an early age. He will promote competitive matching grants for municipal and private sector partnerships to create charter and technical centers to foster small learning communities that will raise student achievement and work ethic. This supports the A++ plan that was passed under Governor Jeb Bush's administration to strengthen and reform Florida's public education system to make it more responsive to employees' needs.

The 2006 Legislature passed House Bill 7087, more commonly known as A++ Plan, aimed at increasing the rigor and relevance of Florida high schools. It is designed to give students the ability to explore an area of interest and to make their education more relevant to their lives and empowers students to take charge of their own education. Students focus on specific careers via selection of a "major area of interest". The new graduation requirements in the A++ Plan for Education begin with ninth graders entering high school in the 2007-2008 school year. Students will be required to earn 16 core academic credits and eight elective credits in order to graduate with a high school diploma. Core requirements consist of four credits of English and math; three credits of social studies and science; one credit of fine arts; and one credit in physical education and health. Out of the eight elective credits, students choose a major area of interest that includes four credits in a common area, such as sequential courses in a career and technical program, fine and performing arts, or academic content area, as part of the student's education plan.

New major areas of interest are focused on high demand and impact occupational areas including Aerospace and Aviation, Math and Science, Education,

Biotechnology, Entrepreneurship, and many in the arts and vocational areas. Students will be able to select their major area of interest through Florida's online student advising system, the Florida Academic Counseling and Tracking for Students or FACTS.org.

The purposes of a major area of interest are to provide students:

- Opportunities to earn additional credit toward college or technical school, or beginning certification in an occupation;
- Opportunities to learn more in areas that students might be considering as future professions or lifetime skills;
- Opportunities to receive credit and recognition for high level accomplishments outside of the school day for a supervised activity directly related to the major area of interest;
- Opportunities to increase the relevance of the high school experience through more in-depth study in an area students find engaging;
- Opportunities to increase the value of “elective” classes; and
- Opportunities to increase the value of the high school diploma.

The A++ Plan also provides that Florida’s schools increase the current number of career academies much like the CHOICE Career Institutes that have been replicated in over 16 school districts in Florida with WIA state set-aside funds. Career academies are characterized by three, nationally recognized core elements: 1) a small learning community comprised of a subset of students within a larger high school; 2) a college preparatory curriculum with a career theme; and 3) partnerships with local community, employers, and postsecondary institutions. This educational reform is in response to the growing labor shortage and the numbers of employers needing first time workers with entry level occupational skills. Given that 80 percent of youth graduating directly enter employment, secondary skills training and industry recognized certifications provide transitional benefits to both the youth and the employers.

Employ Florida Banner Centers: Building on a previous priority in Florida’s Roadmap 2004-2009—Raise the Bar for Excellence in Education and Workforce—Workforce Florida, Inc., has awarded grants totaling \$6.2 million to establish ten (10) leading programs that focus on creating and providing cutting-edge training for workers in industries that are critical to sustaining and growing Florida’s diverse economy.

Most Employ Florida Banner Centers are based at Florida community colleges or universities. They engage educational institutions, businesses, and workforce and economic development partners, among others, to provide a focal point for industry-specific skills training. They serve as clearinghouses for companies needing training, create relevant and rigorous new curricula for training entry-level workers as well as those who need to upgrade their skills, and ensure training and education offered in Florida meets industry standards. The new curricula is portable, allowing it to be taught anywhere in the State. Each Employ

Florida Banner Center has an Advisory Council made up of industry leaders along with state and regional education, economic development and workforce stakeholders. All of the Centers are charged with completing an assessment to gauge current and future demand for workers and identify skills-training needed to sustain and expand businesses in their targeted industry. The majority of the Employ Florida Banner Centers are tied to Enterprise Florida's list of targeted industry sectors—Aviation/Aerospace, Biotechnology, Manufacturing, Financial Services, Logistics and Distribution and Homeland Security and Defense. The remaining four Banner Centers are tied to key support industries that are targeted for growth and expansion as Florida soon becomes the third largest state in the nation: Those industries include: Energy, Construction, Health Sciences and Career Academies.

Growing a pipeline of skilled workers for these key targeted industries is vital and is at the core of the Employ Florida Banner Center for Career Academies. In 2006, Workforce Florida, Inc., awarded to the Okaloosa County School District CHOICE Institutes a grant for this important Center. Okaloosa Schools will establish a go-to Center that will create standards for quality and accountability for Florida's myriad career education academies and serve as a resource for districts seeking to re-engineer their career and technical education programs to better meet the current and future demands of businesses in their communities.

Okaloosa's CHOICE Institutes have been recognized as state and national models for career education. Started in 2001, CHOICE Institutes offer students high school and college credits as well as professional certifications.

2. Training Opportunities:

The State offers a number of training opportunities as follows:

- (a). 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 percent 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, \$8.00 is matched by private sector funds.

- (b) RWB Employer Worker Training (EWT) Programs: Workforce Florida, Inc., 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, Inc., requested and received in 2006 two waivers that will allow greater flexibility to our RWBs to encourage more skills upgrade training critical to the improvement of Florida's economy.
- (c) Florida ReBuilds Program: The need for skilled construction trades workers to meet the demands of Florida's construction boom became even more critical in the wake of a storm cycle of historic proportions. One out of every ten (10) jobs created in Florida in 2005 was in the construction industry sector. Floridians needed homes built or repaired, businesses needed their operations fully restored and operational, and expanding businesses or new-to-Florida companies needed assurances that necessary capital infrastructure could be built in a timely manner so as not to impede competition.

The construction industry sector (and the shortages of skilled workers within) is critical to Florida's business recovery and the growth of many of Florida's value-added sectors across all industries and throughout the entire State. A lack of skilled workers in this critical sector directly impacts the State's ability to meet its goals for economic diversification. For this reason, the Governor initiated and Workforce Florida, Inc., created the Florida reBuilds construction training initiative in December 2005. The initiative was funded by \$6 million in state set-aside funds (\$5 million WIA Rapid Response and \$1 million Wagner-Peyser 7B funds). The initiative was so popular that the 2006 Florida Legislature appropriated \$12 million in General Revenue funds to provide the training of another 10,000 workers.

D. Leverage Technology to Enhance Florida's Workforce Development System

Florida's Workforce Innovation Act of 2000 envisioned the creation of an internet-based job matching system that would enable Florida businesses to connect to skilled job seekers. The Employ Florida Marketplace (EFM) was actually started in 2004, but additional case management and performance tracking/reporting functions done by the One-Stop Management Information System (OSMIS) were merged into EFM in late 2006. To coincide with the rollout of the expanded Employ Florida Marketplace product, an aggressive marketing campaign is underway to make employers and job seekers aware of the benefits of using the Marketplace for recruiting workers and finding jobs. The campaign began in January 2007 and includes print media, radio and television and outreach in coordination with regional communication representatives to work with local editorial boards and local media outlets.

The talent and productivity of employees is critical to the success of any enterprise regardless of the size or type of business. The Employ Florida Marketplace, online at www.EmployFlorida.com, connects Florida businesses to a ready pool of thousands of job seekers, ranging from entry-level prospects to executive-level talent. Florida employers can:

- Post and manage job openings
- Review resumes
- Search for potential candidates
- Connect with local workforce professionals for personal assistance such as recruitment and/or candidate screening
- Locate information on training grant incentives or other workforce services and resources
- Research labor market information, industry, wage and occupational data, and other data

More than 140,000 employers and 2.4 million job seekers are already benefiting from this comprehensive, online employment resource.

E. State's Vision for Youth Opportunity

Governor Crist demonstrated his commitment to improve the opportunities of Florida's youth by recommending a 19-percent increase for educational opportunities over current funding including \$10 million to provide every student access to a virtual tutoring program which will directly assist some of the most at-risk youth. 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 virtual tutoring program will also serve as a tool for lowering the drop-out rate. Additionally, Governor Crist is supporting the creation of a Children's Cabinet to raise the profile of all children's issues, including education and health. The Children's Cabinet will ensure that children are the number-one priority by emphasizing such issues as physical education and financial incentives for adoption.

Florida's 24 Regional Workforce Boards 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 Career Centers and ancillary services are provided on a referral basis through collaborative agreements.

Building on work which began in 2003, Florida's Strengthening Youth Partnership initiative focuses attention on ensuring that every young person in Florida is ready and able to pursue a meaningful job path upon exiting secondary education. SYP has become the vehicle for Florida's response and participation in the federal Shared Youth Vision initiative. The partnership is built on an interagency model of collaborative planning, execution, and evaluation, and currently includes representatives of those agencies aligned at the federal level.

II. State's Key Workforce Investment Priorities

The State's key workforce investment priorities, exemplified as eight strategic imperatives in Workforce Florida's 2005-2010 strategic plan which enabled the actualization of the Governor's vision for workforce, education and economic development are as follows:

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

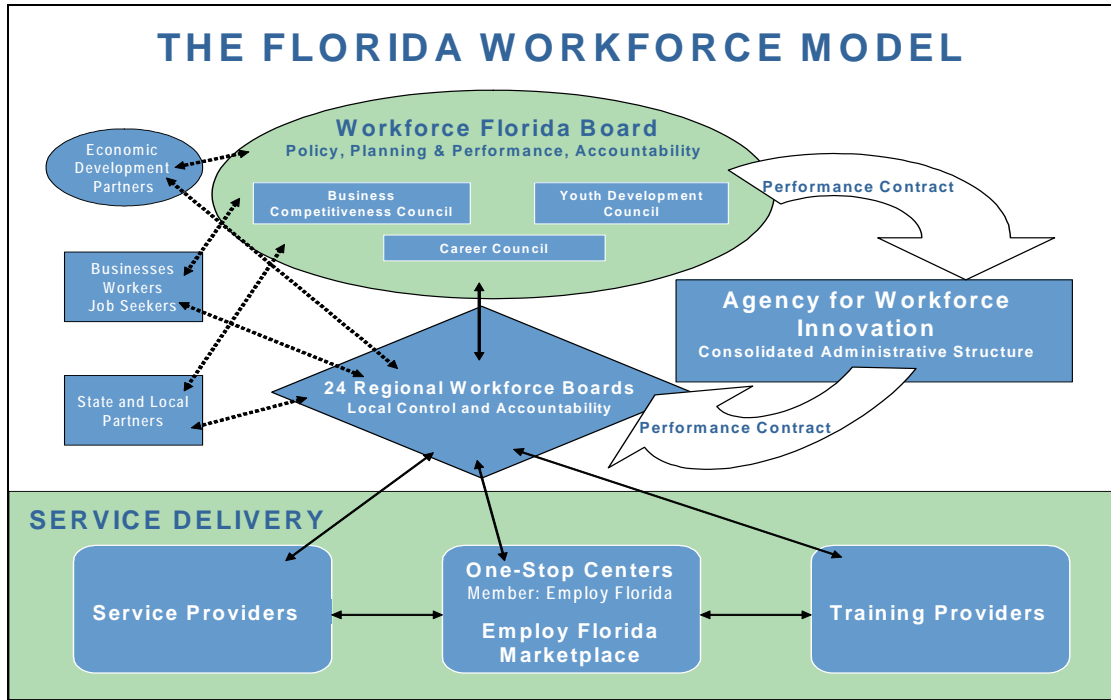
- Labor Market Exchange
4. Strengthen Florida's Rural Workforce System
 - Equal Access to Quality Workforce Services
 - Rural Regional Workforce Board Workforce Consortium
 - Rural Areas of Critical Economic Concern Planning
 - Rural Small Business Economic Development Tool Kit
 5. Strengthen Partnership 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 listing of all state agencies and their relationships to the Governor are set out in the Florida Constitution and Chapter 20 of the Florida Statutes. However, in regard to Florida's workforce system, a useful 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> illustrates the most relevant

agencies, funding streams and relationships. 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.

Historical Background: 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 defined 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 in 1999, 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.

Current Law: Effective July 1, 2000, a 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 provided for the creation of a not-for-profit corporation known as Workforce Florida, Incorporated (WFI), which is designated as the principal workforce development organization for the State. See Florida Statutes, Chapter 445, F.S. 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), WIA. 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. 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 three-year terms and may not be re-appointed for more than 2 terms.

Most of the private sector members originally appointed in 2000 have served 2 terms and have 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, vice chair and seven 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. Currently, the Board has established a Youth Development Council, a Career Council and Business Competitiveness Council. Other standing committees include the Finance Committee, Targeted Occupations List Committee and the Ready to Work Task Force although committees and councils are subject to restructuring at the discretion of the Board and as permitted by 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, 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(4)(i), F.S., 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 percent state-level, Wagner-Peyser 7 (a), TANF and State General Revenue funds as specific appropriations by the Florida Legislature and which are disbursed/reported through the Agency for Workforce Innovation to the Florida Legislature, and the U.S. 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 Governor’s Faith-Based and Community Liaisons Group, the Department of Education 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/-or Divisions-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 (Youth Development Council) where youth workforce policy is developed.

Collaboration, interaction, and communications are maintained with our Regional Workforce Boards, One-Stop Career Center 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

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. In 2006, the members of this collaborative effort were made advisory members of the Youth Development Council. The following agencies/organizations are 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, Corporation for National Community Service (Volunteer Florida), Office of Indian Affairs, Housing and Urban Development, Florida Senate, members of the Youth Development Council of Workforce Florida, Inc., and private sector business members.

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

- For purposes of this collaborative initiative, efforts would be focused primarily on youth in the 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.

Since the issuance of the federal New Strategic Youth Vision, Workforce Florida, Inc., has committed available state-level 15 percent funds to support demonstration projects to serve the most at-risk youth and 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.

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, Inc., website. Three across-agency state level meetings have been held that include local associates with the latest being a youth track at the annual Workforce Summit. The sessions were planned and presented by the various agencies to include pertinent information for anyone working with youth regardless of agency affiliation.

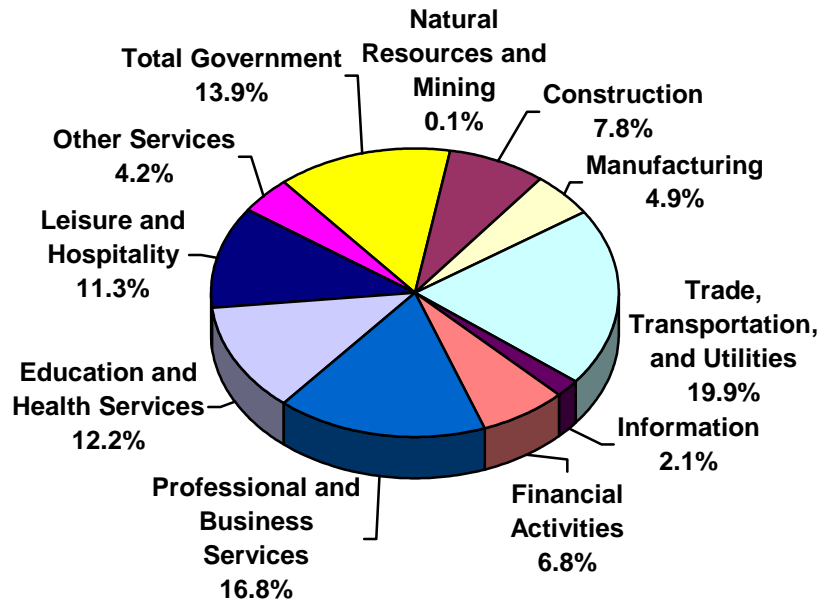
IV. Economic and Labor Market Analysis

A. Makeup of State’s Economic Base

Florida’s industrial composition is predominately based on a service-producing economy, with more than 87 percent of the workers being employed in this sector. Goods-producing industries, which include natural resources and mining; construction; and manufacturing, comprise almost 13 percent of Florida’s total employment, compared to a 16 percent share of the nation’s economy.

Population growth and economic development 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* (16.8%); *professional and business services* (16.8%);

government (13.9%); *education and health services* (11.3%) and *leisure and hospitality* (11.3%). About one out of every ten workers in Florida are employed in either *construction* (7.8%) or *manufacturing* (4.9%), 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, 2006 Annual Average

B. Short Term and Long Term Industry Growth and Decline

Over the past two years, growth in Florida’s total nonagricultural employment has been slowing. In January of 2005, annual job growth was 3.9 percent, and by January 2006, it had decreased to 3.5 percent. In January of 2007, annual growth had fallen to 1.9 percent. Annual average employment growth fell from 4.0 percent in 2005 to 2.7 percent in 2006. Despite the slowdown from January 2005 to January 2007, employment increased by 417,200 jobs and grew by 5.5 percent.

Professional and business services employment grew by 7.8 percent (+97,500 jobs) from January of 2005 to January of 2007. Employment growth was more rapid in 2005 and gradually decreased throughout 2006. Annual growth went from 7.7 percent in January 2005 to 4.4 percent in January 2006 and finally to 3.2 percent in January 2007. Average annual employment growth slowed from 6.3 percent in 2005 to 3.9 percent in 2006. Nationally, professional and business services employment grew slower than in Florida, with an annual increase of 3.0 percent in January 2005, 4.0 percent in January 2006, and 3.0 percent in January 2007.

Employment in *education and health services* showed steady positive growth throughout 2005 and 2006. Employment increased by 52,200 jobs (5.6 percent) from January 2005 to January 2007. Aside from September of 2005, annual growth varied between 2.0 and

3.0 percent. Growth in annual average employment for 2005 and 2006 was 2.5 percent. The largest subsector contributing to growth in *education and health services* employment is *health care and social assistance*. This subsector is driven by *ambulatory health care services* employment, which, like the overall industry, grew at a fairly steady annual rate between 3.0 and 5.0 percent over the last two years. Florida's *education and health services* employment growth closely matches the nation's growth trend. National annual average employment growth for 2005 equaled that of Florida (+2.5 percent), and was 0.2 percentage point higher in 2006 with 2.7 percent. Nationally, annual growth in this industry varied from 2.2 to 2.9 percent, within the range of Florida's annual industry growth over the same period.

Government employment grew by 3.5 percent and gained 37,800 jobs from January 2005 to January 2007. Over the last two years, government employment continued to grow along the trend set out in previous years. Over the year, employment growth was predominantly in the range of 1.0 to 2.0 percent. Average annual employment grew slightly from 1.4 to 1.5 percent. Of the three subsectors that make up government employment, *local government* was responsible for the majority of the industry growth. *Local government* gained 32,500 jobs (+4.4 percent) from January 2005 to January 2007. Florida government followed the general pattern of national government employment over the last two years, but it grew at a faster rate than the nation. National annual employment growth only occasionally exceeded 1.0 percent over the last two years.

Construction grew rapidly throughout much of 2005 and 2006, mostly in response to hurricane recovery activities. Construction employment peaked in June of 2006 with 648,200 jobs, but fell soon after into a period of slower growth stretching from July to December of 2006. During this time, employment hovered around 638,000 jobs. Monthly employment changes did not exceed 0.3 percent. Over-the-year changes in employment were still positive, but not nearly up to the double digit growth seen prior to June 2006. Annual average employment growth declined from 12.3 percent in 2005 to 8.0 percent in 2006. The January 2007 employment data puts construction employment at 628,000 jobs, down 10,700 jobs from December 2006 and only 2.2 percent higher than the January 2006 level. Housing market weakness resulting from the glut of homes for sale is the most likely culprit behind the trend of slowing construction employment. The industry subsector, *construction of buildings*, encompasses residential construction and was the only subsector of construction to have negative over-the-year employment growth in the latter part of 2006. The *specialty trade contractors* subsector showed prolonged weakness as well, as the primary activities in this industry are tied to performing specific construction duties (electrical, plumbing, heating and air conditioning, concrete pouring, and painting, for example).

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.

Despite the slowing of the construction industry, the immediate term projections show construction trade occupations will continue to experience some of the fastest growth in Florida. Occupations such as *cement masons, tile and marble setters, 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 second greatest number of 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* (4,485 / 82.9%); *health care* (23,380 / 78.7%); *government* (17,980 / 75.1%); *professional and technical services* (11,875 / 74.7%); and *construction* (12,540 / 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 on which to target its job training efforts. 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* (7,440); *carpenters* (3,803); *accountants and auditors* (3,138); and *supervisor of construction workers* (2,898). 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, and those industries targeted by the State's economic development community in the areas of life sciences, information technology, and manufacturing to include aviation/aerospace, defense and homeland security, 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 occupations in Florida include: active listening, reading comprehension, critical thinking, instructive speaking, social perceptiveness, monitoring, active learning, problem solving, coordination, installation, troubleshooting, and equipment selection.

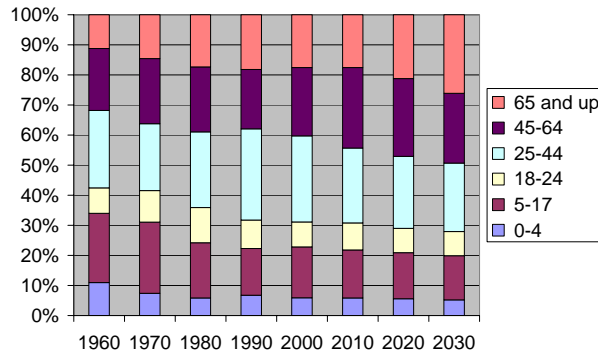
F. Current and Projected Demographics of Available Labor Pool

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 workforce 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, 17.5 percent in 2010, 21.2 percent in 2020, and 26.1 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 24.9 percent of the population by 2010. The older worker age group will expand from 22.7 percent in 2000 to 26.8 percent in 2010, before slipping to 25.9 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.

Percentage by Age: Florida



Source: Demographic Estimating Conference Database, updated July 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 16.9 percent and whites representing 80.2 percent of the resident population. Hispanics are expected to increase from 16.8 percent of the population to 20.9 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 88.7 percent of the estimated population growth between 2000 and 2006 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 percent 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, and 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

Workforce Florida, Inc.'s, vision is: Florida will develop a globally competitive workforce. The vision is further realized through WFI's mission which is that 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 in WFI's 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; and
- 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; and
- Identify entrepreneurial opportunities.

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

One of the six priorities identified in the 2007-2012 Roadmap to Florida's Future – Enterprise Florida's Strategic Plan for the State is to "Build World-Class Talent." Talent has emerged as the top economic development issue for a knowledge-based economy. Because a highly-skilled workforce is key to the successful creation, recruitment, retention, and expansion of businesses, education has become the fundamental driver of a state's economic success. Skilled, educated talent is the key to productivity improvements, higher wages, and innovation. The linkage between education at all levels and the diversification of Florida's economy has never been as critical and world-class talent has never mattered more than it does today. In today's economy, education is part of economic development.

Florida's Roadmap identified three main components to Florida's integrated education/workforce development system: Pre-K-12 education, Workforce Education and Universities. The recommended actions contained in the Roadmap that related to this priority are as follows:

1. Ensure the educational foundations for tomorrow's economy.

While education at all levels is key to Florida's future, several targeted initiatives have a direct linkage to Florida's global economic growth.

- Establish career academies throughout Florida.
Innovative ideas such as career academies that tie educational programs to industry needs should be duplicated and spread throughout the state as best practices. Models should include business-led academies in which a company partners with local educational and workforce development stakeholders to create a pipeline of talent into the business's industry and CHOICE institutes in which academic and certification programs are tailored to State and Regional Workforce Board needs.
- Strengthen math and science education.
Math and science curricula should be strengthened and made engaging to students who will be competing in the Innovation Economy. Teachers must be trained and recruited for this task.
- Strengthen foreign language skills in Florida schools.
The learning of foreign languages (especially Spanish and Mandarin Chinese) must be stressed at an early age since such skills will be vital to the successful navigation of an increasingly globalized economy.

2. Ensure that workforce education is industry-driven, regionally focused and vertically integrated.

The key for workforce competitiveness is the ability to provide workers with specific technical skills, particularly as technology dramatically changes skill needs for business.

- Expand Employ Florida Banner Centers and Centers for Advanced Technology.
The training and retraining of Floridians should be accelerated to ensure the availability of workers with cutting-edge skills in targeted industries. The goal should be to retrain 200,000 such employees between 2006 and 2010. To assist in this effort, the concept of workforce education centers, such as the Employ Florida Banner Centers and Centers for Advanced Technology, must be geographically expanded as a best practice and applied to additional targeted industries.
- Organize industry summits to anticipate workforce needs.
To ensure that workforce training and education is industry-driven, annual statewide summits of the top-50 employers (public or private) should be organized by Workforce Florida, Inc., to discuss industry workforce needs. Workforce and partner agencies should also meet with the top-50 employers in each Region to assess industry workforce needs.
- Enhance the Employ Florida Marketplace.
The Employ Florida Marketplace should be enhanced in order to more efficiently link employers and potential employees. The goal should be to double the size of the Marketplace (e.g., number of job applicants available to Florida businesses, number of businesses accessing real-time employment data, number of jobs listed on the Employ Florida Network) within a year.
- Develop a workforce talent recruitment and retention program
Workforce development, economic development, and educational organizations should partner to develop an “Attract to Florida Campaign” that enables Florida to retain its skilled workers and graduates as well as recruit to fill workforce gaps.

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 percent state set-aside, is set at \$2 million annually, in statute. The 2006 Florida Legislature provided an additional \$1,652 million in General Revenue, given the important need to provide skills upgrade training. These additional funds have been fully obligated (i.e., under contract) by mid-March 2007. Given the extraordinary demand for these funds, the program requires a minimum 50 percent match from participating employers (reduced match requirements/waivers are provided for companies with 25 or fewer employees and companies located 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 (2005- 2006) funding allocations from WIA Title I totaled \$3,935,472 (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 \$26,626,161 or \$6.40 for every \$1.00 of federal training funds. These combined funds enabled over 11,700 persons to receive skills upgrade training at the cost of about \$354 per trainee. Because of the demand and popularity of the program,

as well as Florida's tight labor market, the Governor's 2006-07 budget includes a 100 percent increase in funding for Incumbent Worker Training (IWT)—another \$2 million—funded from State General Revenue. Additionally, Florida's IWT program along with the Quick Response Training program were ranked among the top 10 best workforce training programs in the country according to a 2006 poll by *Expansion Management* magazine.

Since most of the State's WIA Title I funds are provided to our 24 Regional Workforce Boards through formula allocation, Workforce Florida, Inc., established State policy encouraging these RWBs 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 by increasing 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, Florida sought and received two waivers which were granted in 2006:

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 against common performance measures across Federal employment and training programs.

The White House Task Force on Disadvantaged Youth (December 2003), recommended that an interagency group be created to help facilitate interagency collaboration at the state and local levels for federally funded youth programs. In 2006 the federal partners issued a competitive proposal to all states for the opportunity to attend national Advanced Youth Forums and be eligible to make application for financial assistance to demonstrate the implementation of the State's collaborative strategy at the service delivery level. Florida was chosen as one of the 16 states to act as national implementation models. The Advanced Forum provided the stimulus for additional partners to be added to the core team from Florida, 12 members representing eight different state agencies and a private sector business person.

Florida's Great Northwest, comprised of 16 of the state's 67 counties, was a recipient of one of USDOL's Workforce Innovation in Regional Economic Development (WIRED) grants in 2006. This grant will total \$15 million over three years. This initiative is designed to support the development of a regional, integrated approach to workforce and economic development and education. The ultimate goal of WIRED is to expand employment and advancement opportunities for American workers and catalyze the creation of high-skill and high-wage opportunities.

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, Inc., has partnered with key industry groups to better address each group's workforce challenges.

Manufacturing Association of Florida: A continuing Florida Roadmap priority is to retain and strengthen Florida's key industry sectors. One industry identified for retention purposes is Florida's manufacturing sector. Florida's manufacturing sector, though small, continues to be one of the top three highest paying sectors in the State's economy. Our linkage to this priority is to strengthen manufacturing through industry specific and responsive workforce training programs designed to enhance competitiveness. Workforce Florida, Inc., staff continues to work very closely with the Association, especially on the Workforce and Education Subcommittee. The Association's 2006-07 legislative priorities include additional funding for Workforce Florida, Inc., Incumbent Worker Training and Quick Response Training programs as well as continued funding for the Employ Florida Banner Centers. The Association is also a supporter of the CHOICE career academy model and those specific manufacturing-related CHOICE replication academies funded, in part, by Workforce Florida, Inc.

Employ Florida Banner Centers: As noted previously and supported in the 2007-2012 Roadmap, the training and retraining of Floridians should be accelerated to ensure the availability of workers with cutting-edge skills in targeted industries. The goal should be to retrain 200,000 such employees by 2010. To assist in this effort, the concept of workforce education centers, such as the Employ Florida Banner Centers and Centers for Advanced Technology, must be geographically expanded as a best practice and applied to additional targeted industries.

Florida Energy Workforce Consortium: A key challenge for the U.S. and Florida energy industry is the shortage of skilled craftsmen and utility workers. The energy industry depends on the skilled trades and energy maintenance and line workers to maintain and expand the energy infrastructure, including maintaining and updating current facilities and building new facilities. Florida's investor-owned utilities, including Gulf Power, Florida Power & Light, Tampa Electric, Progress Energy, Jacksonville Electric Authority, Lakeland Electric as well as many municipalities and cooperatives located statewide, are very concerned about the significant demand for skilled craftsmen and utility workers and how supplies of these workers are not keeping pace with the high number of retirements (estimated at 50% over the next five years) and anticipated growth in our State (Florida is expected to become the third largest state in 2011). To raise awareness and address these workforce challenges, Workforce Florida, Inc., and Gulf Power Company, in partnership with Florida's utility industry, Regional Workforce Boards and key education partners formed a consortium in March 2006 to begin to develop workforce solutions. The Center for Energy Workforce Development, located in Arlington, Virginia, is also a key player in the consortium. The goals of the consortium are to:

- Identify workforce issues impacting the Energy Industry in Florida, including the large number of expected retirements with few prepared workers to replace them;
- Develop effective responses to the critical need for workers in the industry and thus avoid the potential adverse impact to our State's citizenry and businesses;
- Identify opportunities to transfer knowledge from the existing workforce to entry-level workers;
- Bolster labor market projections about future workforce needs—by occupation—in the industry with real-time utility company validation and prioritize those occupations by critical need; and
- Develop a three-pronged approach to energy industry talent development for our Florida utilities and contractors by:
 - Growing our own – developing and strengthening educational programs to ensure a consistent stream of qualified entry-level workers;
 - Attracting suitable workers – both from within the Florida labor market that have not been considered in the past (e.g., the “hidden” labor market) as well as outside our market; and
 - Retraining workers from other industries that can transition into key energy industry occupations.

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.

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 21st century workplace.

For more information, please see www.workreadiness.com.

Florida's Strengthening Youth Partnerships initiative was begun in 2003 to enhance communication, coordination and planning among key state agencies that play a role in developing Florida's youth, particularly in the area of workforce skill attainment. This initiative is the vehicle for advancing the Federal New Strategic Youth Vision to increase positive outcomes for out-of-school youth and those most at-risk of dropping out at the state and local levels. The focus is on engaging and preparing youth for the workforce "supply pipeline" needed by businesses.

The Strengthening Youth Partnership initiative directly supports two of the State's workforce strategic imperatives: 1) Support Training & Development of Florida's Talent Pipeline; and 2) Strengthen Partnership with Workforce Education and the State's Youth Development Council which has as its primary objectives: a) Increase the number of high school graduates as well as completers; b) Increase the number of youth who obtain a job that provides a living wage; and c) encourage statewide employer/employee associations and Chambers of Commerce to work together with Regional Workforce Boards, school districts, and post-secondary institutions to help first-time workers enter and advance in the workplace.

Adequately preparing Florida's talent pipeline to meet the evolving needs of business requires aligned Strategic Partnerships at all levels. As Florida's economy continues to become more knowledge-based, the delivery of relevant workforce education programs that remain in front of the labor market curve is critical.

Florida's available labor pool must be educated, well trained and reflective of the State's diverse customer base. Currently, Workforce Education delivers over 300 workforce education training and industry certification programs but has identified forging business partnerships to strengthen these programs as a significant opportunity.

E. Strategies to Ensure Sufficient System Resources for Support Training

WFI has targeted alignment with Enterprise Florida, Inc., at the state level, and initiated 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, Inc. The Conference takes into account employment projections and economic indicators developed by the Labor Market Statistics Center 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 RWB 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

One of the Roadmap priorities is to Invest in Florida’s Innovation Economy. 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, Inc., requested and received 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 percent 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 the Youth Development Council (which focuses on the preparation and transition of youth at risk of not finishing school) and the Business Competitiveness Council (which focuses on partnering with economic development to reshape the Florida economy and maintain competitiveness in target industries). To date, Workforce Florida, Inc., has invested its 15 percent funds and leveraged private sector and local dollars used on state projects totaling nearly \$821 million to address the workforce needs of ~~six~~ seven key industry sectors—Life Sciences, Information Technology, Aviation/Aerospace, Financial/Professional Services, Health Services, Manufacturing and Homeland Security/Defense—resulting in nearly 181,000 workers trained through these state level training initiatives.

H. Collaboration Strategies to Better Serve Youth

The Strengthening Youth Partnerships will continue to be the vehicle by which the federal Shared Youth Vision will be implemented in all participating state agencies and organizations. Most recently, the State's Workforce Summit included a youth track with speakers from the participating agencies providing information needed by youth professionals regardless of employer affiliation.

Florida is one of the 16 states that were chosen to participate in the Shared Youth Vision Federal Collaborative (U.S. Departments of Education, Health and Human Services, Housing and Urban Development, Justice, Labor, Social Security Administration and the Corporation for National and Community Service). These two-day forums provided an opportunity for state teams to receive individualized technical assistance geared toward the teams specific interagency goals and objectives for integrating services to better service the neediest youth as identified in the White House Report. The state partners are currently working on a state response to the application issued as a result of the forum to actualize state strategies for serving the neediest and most at-risk youth at the local service delivery area.

The next state level activity being planned by the agency partners is aligning with the eight geographic regions of Enterprise Florida's Strategic Plan for Economic Development, Roadmap to Florida's Future. The following goals have been identified as being appropriate:

- To build consensus for a policy on the preparation of youth for employment in targeted demand occupations.
- To develop regional alliances among workforce, education, state agencies serving the most at-risk youth, economic development, housing, faith and community-based organizations, and transportation stakeholders to better meet the needs of businesses within a region by creating a pipeline of youth who have the hard and soft skills to enter targeted demand occupations.
- To create a blueprint for state level stakeholders to facilitate the creation and growth of state/regional/local alliances.
- To provide a forum for local, regional, and state level stakeholders to exchange information and ideas on new initiatives, cross-agency planning, promising practices, and data-based decision making.

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 considering modification of its workforce system to allow for operational improvements identified over the last seven years of operation. Final outcomes on this pending legislation will be known in mid-May 2007.

J. Use of Flexibility and Waivers

Florida continues to take full advantage of the flexibility provisions in WIA for waivers. Florida requested and received many waivers – some of which have already been approved by USDOL in other states, and some of which pave new ground. These waivers were predicated on the need for full implementation of a business-driven model espoused by USDOL. 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 enacted by the Florida Legislature and decisions/action items adopted by the WFI Board of Directors, 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. 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 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 section 445.004, F.S., regarding the 3-Tier Report and sections 445.10 and 445.11, F.S., regarding the required integrated information systems. Specifics regarding One-Stop service requirements are at Section 445.009, F.S., and performance/accountability provisions are at sections 445.003, 445.004, 445.006, and 445.008, F.S. 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, the State’s Management Information System 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 percent 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, F.S., 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 populations, 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 the Incumbent Worker Training program operating in parallel with the companion customized training program funded with State General Revenue dollars, -- the Quick Response Training Program. Maintaining focus on using WIA training funds to directly meet workplace skills demands, State law and WFI policy require all Individual Training Accounts (ITA's) and related classroom training to be limited to demand occupations on the State's "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 RWB, local business and economic development professionals also receive the general Labor Market Information to help formulate local demand-driven targeting and strategies, and to add direct, "real time" demand information derived from their business activities. That information is then 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 Center has also provided regular training to RWBs, One-Stop operators and local workforce partners, and conducts 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 which requires that the WFI Board include five (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 Corps 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 RWBs often have Job Corps representation on their Boards, or other strong liaison and contacts.

VII. Statewide Integrated One-Stop Delivery System

Even before the 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 and 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

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 in Guidance Paper 032, entitled One-Stop Credentialing. See website section describing services for Workforce Professionals at 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 at 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 the same pool of employers served by the workforce One-Stops. However, 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, Inc., policy governance and local consolidation 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” to be on the AWI payroll and be separate from the other One-Stop staff funded with WIA, TANF, etc., who are on the payroll of the contracted providers. 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.

The State’s objective is to maintain a seamless and fully integrated service delivery system that ensures availability of all workforce services to our customers with focus on the targeted populations such as veterans, individuals with disabilities, youth aging out of foster care, out-of-school youth, children of incarcerated parents, migrant youth, native American youth, youth with disabilities, military spouses, migrant and seasonal farm workers, older workers and others.

The planning process offers a vehicle for the Governor and the State Workforce Investment Board to set forth policy and expectations for achieving the goal of integrated service delivery systems while overcoming administrative challenges and to foster a policy environment conducive to full integration of funding and facility usage.

In order to enhance integration through the One-Stop System with improved service delivery and increased efficiencies, the mission of the Workforce Estimating Conference (WEC) is to identify high skill / high wage / high demand occupations, and to make job training market-based to meet the needs of business (economic development). The WEC develops the official state demand occupations list based on industry and occupational employment projections and wages prepared by the Florida Agency for Workforce Innovation, Labor Market Statistics Center, to meet the challenges of training the workforce to compete in today’s economy.

C. One-Stop Infrastructure Costs

Due to state statutory mandate the 90 percent 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 percent 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 five (5) Panhandle RWBs and 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 million annually in WIA state-level (15 percent) 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 Career Center 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, youth aging out of foster care, youth in the juvenile

justice system, children of incarcerated parents, migrant youth, native American youth, youth 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, F.S., 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 recommendations 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) 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 Information 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/pdg/administration/005Appeal.rtf 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.

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. 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 to 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 445.007, F.S., 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 advice. 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, 2007, and meanwhile RWBs will be required to submit their plans for state approval by September 30, 2007. 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.

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 – Section 112(b)(12)WIA, 20CFR 667.130.

Adult and Youth 30 percent Discretionary Formula - Florida has chosen to apply the maximum allowable factor of 30 percent 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 percent 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 percent from the prior census data.

The application of the 30 percent 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 – Section 133(b)(2)B, WIA.

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:

Factor:	Weight:
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 percent factor for each region.

Florida also uses a funding impact factor to distribute up to an additional 20 percent of the available Dislocated Worker funding to the twenty-four regions. The formula compares prior year funding levels and current year funding availability to determine those regions most impacted by funding shifts. The relative number of employed and unemployed workers within each region is also used to determine if additional funds are needed in a particular region. The use of these impact factors helps to mitigate shifts in the amount of funding received due to changes in the labor market data used to distribute the initial 60 percent of available funds.

Funds not distributed using these formula factors are reserved at the state-level for discretionary awards to address specific dislocation events and operate the state’s rapid response unit.

The allocation formulas (including the use of the Governor’s 30 percent 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 <http://www.floridajobs.org/pdg/administration/004GrievRev031504.rtf>, under Guidance Paper, AWI FG 00-004, and adopted as Florida Chapter 60B-11, Florida Administrative Code. 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 populations 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 percent 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

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 Career Center 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 RWBs, 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.

In addition to the State 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 Rule in Chapter 60BB-1, Florida Administrative Code, "Workforce Programs' Grievance, Complaint, Hearing and Appeal Procedure." They can be viewed in that form at <https://www.flrules.org/gateway/RuleNo.asp?ID=60BB-1.0202>

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 State's management information 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 percent) 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 percent 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 6th youth eligibility criterion for those who require “assistance to complete an 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.

Additionally, nondiscrimination and equal opportunity requirements and procedures, including complaint processing and compliance monitoring are governed by the regulations implementing WIA section 188, codified at 29 CFR part 37. Florida’s fulfillment of these requirements is described in the *Methods of Administration* which is available on line at: www.floridajobs.org/civilrights/ocr_moa.htm.

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 official source of labor market information is from the Labor Market Statistics (LMS) Center which is a key program within 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 comprehensive 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. The LMS Center also performs customized local surveys and prepares requested ad hoc labor market information, such as labor supply studies for business recruitment. 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 labor demand data. WFI then approves the 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 Workforce Act, as amended, requires core services to be provided electronically, utilizing existing systems and public libraries. The Workforce Act, 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. In January 2007, WFI/AWI implemented the Employ Florida Marketplace system for the WIA and Wagner Peyser programs. It is expected that by June of 2007, the OSST system and the EFM will interface to provide an integrated 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 Career 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 Career Centers.

The Wagner-Peyser component of EFM 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.

Resource rooms are made available in each One-Stop Career 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 Career 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 Career Center may also be used for recruitment, initial screening, testing, etc., of applicant groups. One-Stop Career 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-Stops 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 (50) percent 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 percent 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 of 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 percent 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 percent ITA requirement. Furthermore, section 445.009 (8), 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, Inc., 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, Inc., 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 Youth Development Council using statewide 15 percent 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.

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 Targeted Occupations List are allowed to utilize those procedures.

The State List of eligible programs is a compilation of lists, submitted to the State by RWBs. 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 statewide list and performance information is maintained on the internet, on local area networks, and on computer terminals that are accessible to individuals, including individuals with disabilities, throughout the One-Stop Career system. Currently the criteria for retention of training service providers and programs on the Eligible Training Provider List (ETPL) 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, Inc., 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; and
- The REACT unit maintains the following REACT program functions at the state office:
 - WARN Notices, Disasters and Other Layoffs
 - REACT Database and Reports

2. 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 Other Personal Services (OPS) staffing to assist with services.

3. 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.

4. 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 nine (9) computer workstations and a training room that can accommodate eight (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.

5. 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

The Governor and Florida Legislature have 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.

As noted in Workforce Florida, Inc's., updated Roadmap priorities, there are continuing concerns about the inadequacies of the Florida K-20 education system especially as it relates to the workforce-relevance of college academic credentials as well as the needs for a greater emphasis on work readiness and basic skills that are required to be productive in today's workplace.

Both Governor Bush and Governor Crist have made the creation of a world-class educational system that will improve the lives of all youth in Florida a top priority since taking office. 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.

Three foundational issues that continue to be highlighted include 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 six updated Roadmap priorities is that the state's workforce system needs broader goals and strategies that will allow the state's businesses to compete globally, not just locally. The system needs to become much more flexible and nimble in responding to changing marketplace dynamics.

Upfront business partnerships are essential to training Florida's workforce to meet the current and future needs of diverse business sectors. The workforce system has successfully partnered with business and industry but our current employer penetration/usage metrics 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. Ease of access to Florida's workforce services via the Employ Florida Marketplace is just a start.

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 Employ Florida Marketplace).
- 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; and
 - 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., through all Employ Florida Banner Centers and other similar business-led initiatives.
- 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 Strengthening Youth Partnerships initiative lead by the Youth Development Council 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 embedded in the Career Council. 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 embedded in the Business Competitiveness Council. 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.

Florida's BEST: Business Employment Solutions and Training Initiative: Florida's workforce system has become a much more demand driven system, and council-led training initiatives in 2005-06 and 2006-07 have focused specifically on projects aimed at reaching this target. Given the emphasis on local market control and that Regional Workforce Boards have developed innovative, strategic partnerships to generate employment solutions for their regions, Workforce Florida council staff recommended the development of a joint training initiative that focused on a strategic imperative to support training and development of Florida's talent pipeline. This initiative allows RWBs to identify creative employment solutions to business training needs in their area.

The purpose of the cross-council grants were to provide a framework that allowed regions to identify gaps in needed local services and implement truly creative projects to fulfill those gaps. Additionally, the grants were to address three areas—providing assistance to youth or first-time job entrants to become employed, providing assistance for the disabled to become employed, retain their jobs and/or advance their careers and providing assistance to employed workers in high-value industries in receiving the skills necessary to retain/expand/recruit businesses in those high-value industries. This initiative has generated a tremendous number of best practices for potential replication in other areas. Moreover, it continues to show how responsive Florida's workforce system is to changes in our economy.

The Workforce Innovation in Regional Economic Development (WIRED) initiative focuses on the role of talent development in driving regional economic competitiveness, increased job growth, and new opportunities for American workers. The primary goal of the project is to create new high/wage, high/skill jobs in competitive industries such as aerospace and defense, life sciences, information technology/electronics engineering, construction services and alternative energy.

H. Strategies for Faith-Based and Community Organizations

Consistent with the Establishment Clause of the U.S. Constitution and federal regulation, faith-based organizations, like community-based organizations, may provide services and participate in WIA Title I programs for which they, like other potential recipients, are determined eligible.

Florida's workforce system has been, and will continue to, extensively partner with faith-based and community organizations (FBCO) at the state and local levels. 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 to divest themselves from direct delivery of job training, job matching, and other One-Stop/workforce services. Consequently more non-profits, FBCOs 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, and grant solicitations offered by the 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. One consistent principle Florida 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. 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 regarding 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/technical assistance (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.

Maintenance 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 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. The Governor's Advisory Board was initially established by Executive Order, and was codified in state legislation, section 14.31, Florida Statutes, in May 2006. 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.

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 and will continue (based on funding availability) to issue a number of competitive grants to FBCOs out of WIA 15 percent 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. Awards have been 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 FBCOs and their clients with Regional Workforce Boards/One-Stops. 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 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. 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 accessible through the Internet. The current system, known as the Employ Florida Marketplace (EFM) is being implemented and rolled out in programmatic phases. WIA, basic reporting, and Wagner-Peyser functions have been implemented and are in use at state level and by the 24 RWBs. The remaining major programs to be considered for transition in a truly integrated system are the TANF system which currently operates as a non-integrated web-based system called OSST (One-Stop System Tracking), the financial management module residing in the former OSMIS system and the Trade Adjustment Act (TAA) system.

In a related effort, WFI has contracted for development of a web-matching system with “spidering” capability to be integrated into the State’s Management Information 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 <http://www.employflorida.com> 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; and
- 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 notification of jobs that match skills;
- Track job search efforts and resumes sent in a personal profile folder online
- Learn about services and benefits for which one may be eligible;
- Determine a budget and plan for training;
- Research regional labor market information, such as salaries; and
- 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.

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 consideration by the WFI Board of Directors, normally at their May-June meeting of each year after all federal and state funds allocations have been announced. The major categories of funding are:

- State-Level Incumbent Worker Program. (\$2 million annually appropriated by Florida Statutes)
- Long-term and short-term performance incentive awards to RWBs (\$2 million reserved for the current program year - FY 06-07)
- WFI Council reserves, (\$6 million in FY 06-07) reserved 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.

- Governor’s Exigency Fund, with a \$2.5M budget, is used as a reserve for strategic state priority projects and emerging workforce needs. The has been used for special job-creating economic development projects and other similar initiatives.
- The remaining unallocated balance is used for other unanticipated state projects and local needs.

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 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 USDOL 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 newly implemented Regional Workforce Balanced Scorecard Report.

Even before Congress adopted the Workforce Investment Act of 1998 (WIA), Florida 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 ranking, and may be discontinued if determined to be unhelpful.

The newly implemented Regional Workforce Board Balanced Scorecard Report has been designed as a key indicator “dashboard” report that presents a balanced picture of regional workforce board activities and outcomes. The report includes a mix of long-term measures, short-term measures, customer satisfaction survey results, and key yes/no indicators relating the Workforce Investment Act, Wagner-Peyser, and Welfare Transition program areas as well as employer services. The main report is a summary report that is a less technical, plain-English report produced for the use of the state and local workforce boards and policy makers. The report is also used at the state level for the basis for awarding incentive dollars for each of the above stated program areas.

Regarding the USDOL Common 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 2006 – 2007, 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 Appendix 3 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.). 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

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 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. 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 Center produces, analyzes, and distributes labor market statistics for the State of Florida and sub-state areas. The data are produced in cooperation with the USDOL Bureau of Labor Statistics. The labor market statistics include data on labor force, employment, unemployment, unemployment rates, employment and wages by industry and occupation, projections, and census reports. Labor market data are provided to customers via the internet,

publications, and presentations/workshops. 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 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 July 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 Adjustment Training Program 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; and
- 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; and
- Allocating Trade Program training funds to RWB area

E. Administrative Provisions

As required by Section 116(a)(5)(m) of WIA 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 Rule Chapter 60BB-1, Florida Administrative Code, "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 advises the public generally on how to report or file complaints regarding criminal fraud or abuse, discrimination, health and safety and also provides 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 Office of Civil Rights 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.

I. 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, WIA pursuant to section 112(b)(11), WIA.
2. The State assures that it will comply with section 184(a)(6) WIA, 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) WIA;
 - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4) WIA; and
 - c. the State has taken appropriate action to secure compliance pursuant to section 184(a)(5) WIA pursuant to section 184(a)(6), WIA.
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. See section 112(b)(12)(B) WIA.
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 Title 38, Chapter 41 and 42, U.S.C. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. See 38 U.S.C 4215.
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State pursuant to section 117(c)(2), WIA.
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3), WIA.
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. See section 181(b)(7), WIA.

8. The State assures that it will comply with the nondiscrimination provisions of section 188, WIA including an assurance that a Methods of Administration has been developed and implemented. See section 188, WIA.
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188, WIA pursuant to section 185, WIA.
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) WIA) which are necessary to enter into grant agreements for the allocation and payment of funds under WIA. The procedures and agreements will be provided to 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 WIA)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by WIA)
 - 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: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: Monesia.Brown@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 Charlie Crist, Governor

Address: Office of the Governor
The Capitol
Tallahassee, FL 32399-0001
Telephone Number: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: charlie.crist@myflorida.com

Name of WIA Title I Liaison	Curtis Austin	Monesia T. Brown
Address:	1974 Commonwealth Lane Tallahassee, FL 32303	Suite 100 – Caldwell Bldg. 107 East Madison Street Tallahassee, FL 32399-0001
	850-921-1119	850-245-7298
Facsimile Number:	850-921-1101	850-921-3223
E-mail Address:	caustin@workforceflorida.com	Monesia.Brown@awi.state.fl.us

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

Address: Agency for Workforce Innovation
Suite 100 – Caldwell Building
107 East Madison Street
Tallahassee, FL 32399-6545
Telephone Number: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: Monesia.Brown@awi.state.fl.us

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

Address: Monesia T. Brown, Director
Agency for Workforce Innovation
Suite 100 – Caldwell Building
107 East Madison Street
Tallahassee, FL 32399-6545

Telephone Number: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: Monesia.Brown@awi.state.fl.us

As the Governor, I certify that for the State/Commonwealth of Florida, 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 Charlie Crist

Signature of Governor _____ Date _____

APPENDIX 2

FLORIDA NONAGRICULTURAL EMPLOYMENT SEASONALLY ADJUSTED

Table 1

INDUSTRY	January 2007	PERCENT of TOTAL
Total Nonagricultural Employment	8,075,200	100.00%
Trade, Transportation, and Utilities	1,606,100	19.89%
Professional and Business Services	1,361,700	16.86%
Total Government	1,109,100	13.73%
Education and Health Services	985,800	12.21%
Leisure and Hospitality	913,600	11.31%
Construction	634,700	7.86%
Financial Activities	550,300	6.81%
Manufacturing	399,000	4.94%
Other Services	343,100	4.25%
Information	165,200	2.05%
Natural Resources and Mining	6,600	0.08%

SOURCE: FLORIDA AGENCY FOR WORKFORCE INNOVATION, LABOR MARKET STATISTICS CENTER

FLORIDA FASTEST-GROWING INDUSTRIES 2006-2014

Table 2

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2006	2014	NUMBER	PERCENT
1	Administrative and Support Services	837,898	1,101,428	32,941	3.93%
2	Educational Services	128,308	164,187	4,485	3.50%
3	Water Transportation	12,915	16,480	446	3.45%
4	Ambulatory Health Care Services	344,446	437,951	11,688	3.39%
5	Social Assistance	101,756	129,052	3,412	3.35%
6	Museums, Historical Sites, and Similar Institutions	6,122	7,660	192	3.14%
7	Furniture and Home Furnishings Stores	44,294	55,341	1,381	3.12%
8	Motion Picture and Sound Recording Industries	14,839	18,192	419	2.82%
9	Nursing and Residential Care Facilities	155,761	190,101	4,292	2.76%
10	Management of Companies and Enterprises	73,932	90,153	2,028	2.74%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center

FLORIDA
INDUSTRIES GAINING THE MOST JOBS
2006-2014
Table 3

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2006	2014	NUMBER	PERCENT
1	Administrative and Support Services	837,898	1,101,428	32,941	3.93%
2	Local Government	747,349	860,567	14,152	1.89%
3	Food Services and Drinking Places	572,252	673,737	12,686	2.22%
4	Professional, Scientific, and Technical Services	439,621	534,618	11,875	2.70%
5	Ambulatory Health Care Services	344,446	437,951	11,688	3.39%
6	Specialty Trade Contractors	394,104	469,441	9,417	2.39%
7	Educational Services	128,308	164,187	4,485	3.50%
8	Nursing and Residential Care Facilities	155,761	190,101	4,292	2.76%
9	Hospitals	239,595	271,497	3,988	1.66%
10	General Merchandise Stores	180,497	211,768	3,909	2.17%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center

FLORIDA
FASTEST-GROWING OCCUPATIONS
2006-2014
Table 4

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2006	2014	NUMBER	PERCENT
1	Network Systems and Data Communications Analysts	18,878	26,722	980	5.19%
2	Physician Assistants	4,641	6,511	234	5.04%
3	Medical Assistants	28,667	39,446	1,347	4.70%
4	Computer Software Engineers, Applications	17,555	23,809	782	4.45%
5	Computer Software Engineers, Systems Software	17,229	23,009	722	4.19%
6	Network and Computer Systems Administrators	13,793	18,384	574	4.16%
7	Database Administrators	5,450	7,253	225	4.14%
8	Tile and Marble Setters	9,024	11,978	369	4.09%
9	Home Health Aides	30,303	40,191	1,236	4.08%
10	Dental Hygienists	9,911	13,017	388	3.92%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center

2006-2014

Table 5

RANK	INDUSTRY	EMPLOYMENT		ANNUAL CHANGE	
		2006	2014	NUMBER	PERCENT
1	Retail Salespersons	308,854	367,694	7,355	2.38%
2	Waiters and Waitresses	196,887	237,515	5,078	2.58%
3	Customer Service Representatives	155,861	194,576	4,839	3.10%
4	Registered Nurses	147,050	183,478	4,554	3.10%
5	Janitors and Cleaners, Except Maids and Housekeeping	130,111	157,463	3,419	2.63%
6	Office Clerks, General	216,113	242,321	3,276	1.52%
7	Landscaping and Groundskeeping Workers	113,764	139,152	3,174	2.79%
8	Food Preparation & Serving Workers, Including Fast Food	155,807	180,632	3,103	1.99%
9	Laborers and Freight, Stock, and Material Movers, Hand	146,874	169,473	2,825	1.92%
10	Nursing Aides, Orderlies, and Attendants	87,418	107,433	2,502	2.86%

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center

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

2006-2014

Table 6

Florida

Industry Title	2006-2014		Percent of Workers Requiring Postsecondary Training
	Annual Growth 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
Professional 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 Center

High Demand Occupations Targeted By
Florida Workforce System

2006-2014

Table 7

Occupation Title	Employment		Annual Percent Change	Average Annual Openings
	2006	2014		
Registered Nurses	147,050	183,478	3.10	7,440
Sales Representatives., Wholesale and Manufacturing, Other	113,260	129,968	1.84	4,953
Bookkeeping, Accounting, and Auditing Clerks	145,679	160,877	1.30	4,557
Executive Secretaries and Administrative Assistants	104,228	119,518	1.83	3,834
Carpenters	92,218	111,255	2.58	3,803
Truck Drivers, Heavy and Tractor-Trailer	83,513	98,343	2.22	3,157
Accountants and Auditors	77,770	91,653	2.23	3,138
First-Line Superv. of Construction and Extraction Workers	78,102	91,107	2.08	2,898
First-Line Superv. of Office and Admin. Support Workers	72,122	81,416	1.61	2,660
General and Operations Managers	62,343	74,344	2.41	2,619

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center

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

2006
Table 8

Florida

Occupation Title	Average Annual Openings	Education Required	Skills Required
Registered Nurses	7,440	CC Credit/Vocational	reading comprehension, active listening, service orientation, speaking, instructing
Customer Service Representatives	7,013	PSAV Certificate	speaking, active listening, writing, reading comprehension, service orientation
Sales Reps., Wholesale and Manufacturing, Other	4,953	PSAV Certificate	speaking, active listening, writing, negotiation, persuasion
Bookkeeping, Accounting, and Auditing Clerks	4,557	CC Credit/Vocational	reading comprehension, mathematics, active listening, writing, speaking
Executive Secretaries and Administrative Assistants	3,834	PSAV Certificate	coordination, reading comprehension, writing, active listening, speaking
Carpenters	3,803	PSAV Certificate	installation, equipment selection, repairing, mathematics, operation and control
Nursing Aides, Orderlies, and Attendants	3,582	PSAV Certificate	social perceptiveness, active listening, reading comprehension, speaking, service orientation
Cooks, Restaurant	3,543	PSAV Certificate	active learning, coordination, speaking, learning strategies, monitoring
Maintenance and Repair Workers, General	3,465	PSAV Certificate	repairing, installation, equipment maintenance, troubleshooting, equipment selection
Child Care Workers	3,327	PSAV Certificate	learning strategies, reading comprehension, service orientation, monitoring, social perceptiveness

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center

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 GOALS¹

WIA requirement at section 136(b)	Corresponding performance indicator(s)	Previous year performance	Performance goals out-years		
			1	2	3
Adults: Entry into Unsubsidized Employment 6-Months Retention in Unsubsidized Employment 6-Months Earnings received in Unsubsidized Employment Attainment of Educational or Occupational Skills Credential Dislocated Workers: Entry into Unsubsidized Employment 6-Months Retention in Unsubsidized Employment 6-Months Earnings received in Unsubsidized Employment Attainment of Educational or Occupational Skills Credential Youth Aged 19-21: Entry into Unsubsidized Employment 6-Months Retention in Unsubsidized Employment 6-Months Earnings received in Unsubsidized Employment Attainment of Educational or Occupational Skills Credential Youth 14-18: Attainment of Basic, Work Readiness and/or Occupational Skills Attainment of Secondary School Diplomas/Equivalents Placement and Retention in Post- Secondary Education/Training, or Placement in Military, Employment, Apprenticeships Participant Customer Satisfaction Employer Customer Satisfaction Additional State-Established Measures					

¹ Further guidance, including definitions of specific indicators, will be provided separately.

APPENDIX 4

PUBLIC COMMENTS ON PROPOSED 2-YEAR WIA PLAN

To Be Inserted