



**FEDERAL PROGRAMS:
WORKFORCE INVESTMENT ACT (WIA) AND
RELATED WORKFORCE PROGRAMS**

**Program Year
2006-2007**

October 1, 2007

WORKFORCEFLORIDA.COM



October 1, 2007

U. S. Department of Labor
Employment and Training Administration
ATTN: John R. Beverly, III, Administrator
Office of Performance and Technology
200 Constitution Avenue, NW
Room S-5206
Washington, D.C. 20210

Dear Mr. Beverly:

The State of Florida is pleased to submit our Workforce Investment Act (WIA) Annual Report for the 2006-2007 Program Year. The information contained in the annual report has been compiled and transmitted in accordance with the Workforce Investment Act Annual Report: General Reporting Instructions and ETA Form 9091, Revised 2006, the Training and Employment Guidance Letter No. 17-05, dated February 17, 2006, and the Training and Employment Notice No. 9-06, dated August 15, 2006.

We would like to thank our partners, the Florida Agency for Workforce Innovation (AWI) and the Florida Education and Training Placement Information Program (FETPIP) of the Florida Department of Education for their assistance in gathering the information and data contained in the report.

We hope that our report provides all the information needed by your office. Should you have any questions, please contact Richard Meik of our office at (850) 921-1119.

Sincerely,



Larry T. Champion
Interim President

Enclosures

cc: Katherine Wilson, Chairman, Workforce Florida
Monesia T. Brown, Director, Agency for Workforce Innovation
Dr. Helen N. Parker, Regional Administrator

WORKFORCE FLORIDA 2006-2007 ANNUAL REPORT

TABLE OF CONTENTS

FEDERAL PROGRAMS: WORKFORCE INVESTMENT ACT (WIA), RELATED WORKFORCE PROGRAMS

- Introduction – Governance and Service Delivery Structures under the Workforce Investment Act (WIA).....1
- State Workforce Performance.....2
- State Evaluation Activities and Incentive Policy.....16
- Cost of Workforce Investment Activities.....21

WORKFORCE FLORIDA BACKGROUND AND OVERVIEW

- Florida’s Workforce System.....25
- Access to Florida’s Workforce Services and Resources.....26

WORKFORCE FLORIDA STATE LEVEL ACTIVITIES

- Council and Committee Programs and Initiatives.....29
- Business Competitiveness Council.....29
- Career Council.....32
- Youth Development Council.....35
- Cross Council Projects.....39
- Other State-level Activities and Initiatives.....42
- Accountability and Continuous Improvement.....43

APPENDICES (SEE FOLLOWING PAGE FOR DETAILS)

WORKFORCE FLORIDA

2006-2007 ANNUAL REPORT

APPENDICES

Federal Workforce Investment Act Annual Report Supporting Tables and Required WIA Tables

- Table 1 – State WIA Performance
- Table 2 – Definitions for WIA Core Performance Measures
- Table 3 – Rapid Response
- Table 4 – Florida WIA Financial Statement
- Table 5 – Program Year 2006-2007 Adult WIA Expenditures
- Table 6 – Program Year 2006-2007 Dislocated Worker WIA Expenditures
- Table 7 – Program Year 2006-2007 Youth WIA Expenditures
- Table 8 – Balanced Scorecard Definitions
- Table 9 - Use of Individual Training Accounts (ITAs) WIA Adult and Dislocated Worker Combined

Federal WIA Annual Report Performance Data – Tables A through O:

- Table A – Customer Service Satisfaction
- Table B – Adult Program Results At-a-Glance
- Table C – Statewide Outcomes for Adult Special Populations
- Table D – Statewide Other Outcomes for the Adult Program
- Table E – Statewide Dislocated Worker Program Results At-a-Glance
- Table F – Statewide Outcomes for Dislocated Worker Special Populations
- Table G – Statewide Other Outcome Info for Dislocated Worker Program
- Table H.1 – Statewide Youth Results
- Table H.2 – Statewide Older Youth Program Results
- Table I – Statewide Outcomes for Older Youth Special Populations
- Table J – Statewide Younger Youth Results
- Table K – Statewide Outcomes for Younger Youth Special Populations
- Table L – Other Reported Statewide Information
- Table M – Statewide Participation Levels
- Table N – Cost of Program Activities
- Table O – Performance by Region

**FEDERAL PROGRAMS:
WORKFORCE INVESTMENT ACT (WIA),
RELATED WORKFORCE PROGRAMS**

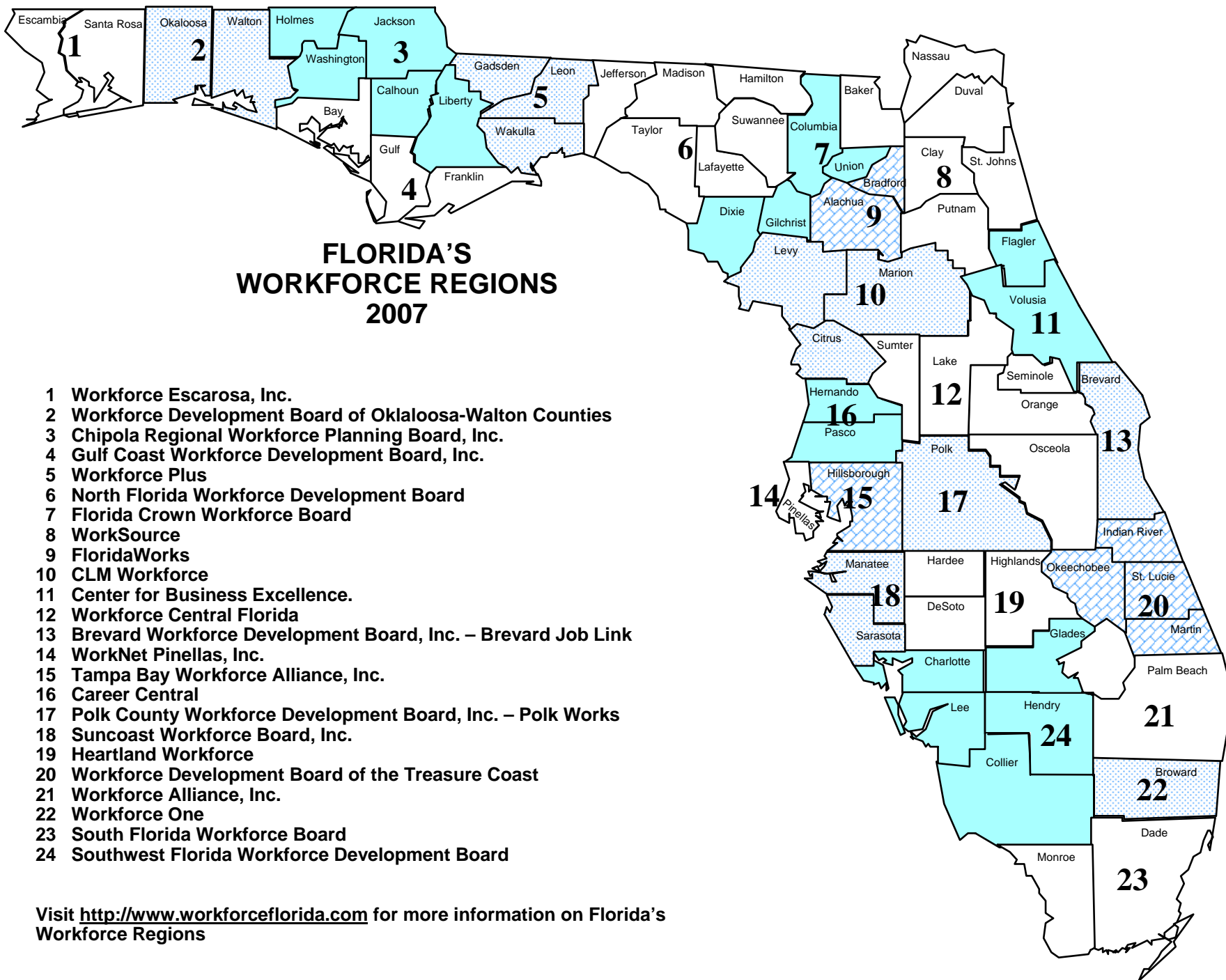
Introduction

Governance and Service Delivery Structures under the Workforce Investment Act (WIA)

Florida's workforce system has been crafted to comprehensively incorporate all workforce-related services, traditional federally funded employment and training, welfare reform, and specialized state-funded programs. The broad structure and details of the primary non-federal programs are provided in separate year-end reports. Florida's Workforce Innovation Act was expressly drafted to be compatible with and build upon the provisions of the federal Workforce Investment Act (WIA), and the more traditional workforce programs funded through the U.S. Department of Labor.

This report provides the performance outcome data and other information required to be reported by federal WIA law covering services and programs funded through WIA, Wagner-Peyser and related programs under the jurisdiction of the U.S. Department of Labor. In Florida, the primary roles in WIA-related governance and service delivery were as follows during the 2006-2007 Program Year:

- Workforce Investment Board (WIA Section 111): Workforce Florida Inc. (WFI), Governor Charlie Crist, Chairman Katherine Wilson, Interim President Larry T. Champion <http://www.WorkforceFlorida.com>
- State-level Administrative/Fiscal Agency (WIA Sections 132, 303, etc.): Agency for Workforce Innovation (AWI), Director Monesia T. Brown <http://www.floridajobs.org>
- Local Workforce Investment Boards (WIA Section 117): Florida's 24 Regional Workforce Board areas are shown on the attached map and at <http://www.WorkforceFlorida.com>
- One-Stop Delivery System (WIA Section 121): Florida's network of One-Stop Operators and Centers are listed at <http://EmployFlorida.com>



FLORIDA'S WORKFORCE REGIONS 2007

- 1 Workforce Escarosa, Inc.
- 2 Workforce Development Board of Okaloosa-Walton Counties
- 3 Chipola Regional Workforce Planning Board, Inc.
- 4 Gulf Coast Workforce Development Board, Inc.
- 5 Workforce Plus
- 6 North Florida Workforce Development Board
- 7 Florida Crown Workforce Board
- 8 WorkSource
- 9 FloridaWorks
- 10 CLM Workforce
- 11 Center for Business Excellence.
- 12 Workforce Central Florida
- 13 Brevard Workforce Development Board, Inc. – Brevard Job Link
- 14 WorkNet Pinellas, Inc.
- 15 Tampa Bay Workforce Alliance, Inc.
- 16 Career Central
- 17 Polk County Workforce Development Board, Inc. – Polk Works
- 18 Suncoast Workforce Board, Inc.
- 19 Heartland Workforce
- 20 Workforce Development Board of the Treasure Coast
- 21 Workforce Alliance, Inc.
- 22 Workforce One
- 23 South Florida Workforce Board
- 24 Southwest Florida Workforce Development Board

Visit <http://www.workforceflorida.com> for more information on Florida's Workforce Regions

State Workforce Performance

Section 136 of the Federal Workforce Investment Act (WIA) identifies indicators of performance for the adult, dislocated worker, and youth programs. For the 2006 -2007 Program Year, federal guidance prescribed 18 measures applicable to outcomes for the adult, dislocated worker, and youth programs; and two measures for customer satisfaction that apply across all three programs, bringing the total number of required measures to 20. These measures are as follows (definitions for each can be found in Appendix ***Table 2***).

Adults

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment six months after entry into employment;
3. Average Earnings;
4. Employment and Credential Rate

Dislocated Worker

5. Entry into unsubsidized employment;
6. Retention in unsubsidized employment six months after entry into employment;
7. Average Earnings;
8. Employment and Credential Rate

Youth (aged 14-21) – Effective 7/1/2006 Reported for PY 2005 to Establish Base Data

9. Placement in Employment or Education
10. Attainment of Degree or Certificate
11. Literacy and Numeracy Gains

Older Youth (aged 19-21)

12. Entry into unsubsidized employment;
13. Retention in unsubsidized employment six months after entry into employment;
14. Earnings change six months after entry into employment;
15. Credential attainment

Younger Youth (aged 14-18)

16. Attainment of secondary school diplomas and their recognized equivalents;
17. Attainment of goals and skills;
18. Retention in post-secondary education, advanced training, employment, military service or a qualified apprenticeship six months after program exit;

All Programs

19. Customer satisfaction for individuals;
20. Customer satisfaction for employers.

In accordance with the WIA, each of these measures is broken out into sub-categories to track special populations and target groups. The adult and dislocated worker programs listed above also provide three levels of service: Core, Intensive and Training services. Reports must be compiled detailing each level of service, breaking out special populations within each service level such as Veterans, Displaced Homemakers, Individuals with Disabilities, Out of School Youth, and Persons on Public Assistance.

Table 1 presents the total number of participants and exiters leaving the WIA program during the 2006-2007 Program Year.

**Table 1
2006-2007 WIA Participants/Exiters**

WIA Program	Total Participants Served	Total Exiters
Adults	27,387	17,424
Dislocated Workers	7,638	3,950
Older Youth	3,039	1,649
Younger Youth	7,931	5,227

With the exception of an increase in the adult program, the number of customers served in each program during 2006-2007 decreased from the prior year.

Reporting Time Periods

Federal guidelines require varying time periods for reporting the counts of participants served, counts of those exiting programs, and the 19 WIA measures. The first reporting period is the 4/1/05 to 3/31/06 period prior to the Program Year, used for the retention and earnings change measures. The second period is comprised of the four quarters beginning 10/1/05 and ending 9/30/06 prior to the Program Year, used for all entered employment measures, and the youth degree or certificate attainment measure. These delayed reporting periods are required so that follow-up data from Unemployment Insurance (UI) Wage Reports can be collected on participants six months after exit. The third reporting period is the 1/1/06 to 12/31/06 calendar year, used for the customer satisfaction measures. The fourth reporting period is the period beginning 4/1/06 to 3/31/07, used for the counts of exiters and the younger youth diploma and skill attainment measures. The final reporting period is the actual 2006-2007 Program Year – or the four quarters beginning 7/1/06 and ending 6/30/07, used for the counts of participants served.

Performance Measures

Pursuant to the Workforce Investment Act, all states submitting a state plan must propose expected levels of performance for each of the prescribed measures. Federal guidelines describe core measures as the key measures of success in achieving the legislative goals of WIA. The measures are used to:

- set performance goals at the state and local level;
- ensure comparability of state performance results to maintain objectivity in measuring results for incentive and sanction determinations;
- provide information for system-wide reporting and evaluation for program improvement.

The proposed levels of performance are developed with the use of baseline data produced in accordance with federal instructions. As part of the state plan review process, the Secretary of the United States Department of Labor (USDOL) and the Governor must negotiate an agreement on the levels of performance or goals for each core measure.

Data on core measures is collected from Florida's MIS system, UI Wage Records, and from the Wage Record Information System (WRIS). The MIS system gathers exit information on participants, and covers the real-time data elements referenced above. UI Wage records contain information such as wage and retention information after exit. The WRIS system is a database consisting of several participating states' records for wages and employment, etc. WRIS records supplement Florida's UI data to paint a clearer picture of participant outcomes.

Table 2 below displays Florida's negotiated rate for each of the required measures along with the actual statewide outcomes achieved. Federal policy requires states to achieve at least 80% of the negotiated goal. The 80% criterion is shown in parentheses.

**Table 2
State WIA Performance Measures**

WIA CORE MEASURE	NEGOTIATED GOAL (80% of Goal)	ACTUAL PERFORMANCE	DIFFERENCE COMPARED TO 80% OF GOAL
Adult Entered Employment Rate	71.0% (56.8%)	82.9%	+26.1%
Adult Employment Retention Rate	81.0% (64.8%)	87.5%	+22.7%
Adult Average Earnings	\$12,443(\$9,954)	\$16,541	+\$6,587
Adult Employment and Credential Rate	53.0% (42.4%)	82.6%	+40.2
Dislocated Worker Entered Employment Rate	72.0% (57.6%)	88.6%	+31.0%
Dislocated Worker Employment Retention Rate	84.0% (67.2%)	86.7%	+19.5%
Dislocated Worker Average Earnings	\$12,500 (\$10,000)	\$15,918	+\$5,918
Dislocated Worker Employment and Credential Rate	49.0% (39.2%)	75.3%	+36.1%
Older Youth (19-21) Entered Employment Rate	67.0% (53.6%)	78.6%	+25.0%
Older Youth (19-21) Employment Retention Rate	79.0% (63.2%)	82.0%	+18.8%
Older Youth (19-21) Earnings Gain	\$3,200 (\$2,560)	\$3,821	+\$1,261
Older Youth (19-21) Credential Rate	38.0% (30.4%)	65.5%	+35.1%
Younger Youth (14-18) Skill Attainment Rate	76.0% (60.8%)	87.6%	+26.8%
Younger Youth (14-18) Diploma Attainment Rate	49.0% (39.2%)	42.0%	+2.8%
Younger Youth (14-18) Retention Rate	55.0% (44.0%)	77.7%	+33.7%
Youth Placement in Employment or Education	Goal Not Established	62.6%	N/A
Youth Attainment of Degree or Certificate	Goal Not Established	48.7%	N/A
Customer Satisfaction-Individuals	76.0 (60.8)	82.28	+21.48
Customer Satisfaction-Employers	77.0 (61.6)	77.29	+15.69

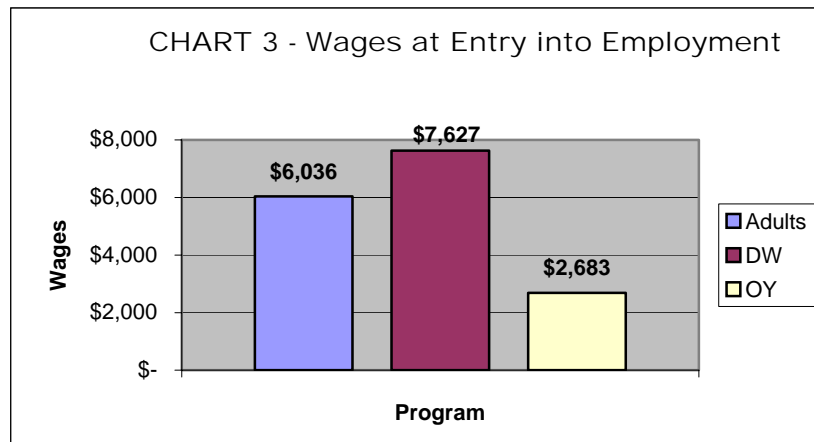
As the above table indicates, Florida's 2006-2007 performance exceeded the federal criterion of 80% of goal for each of the core measures. Compared with 2005 Program Year outcomes

PY 2006 results generally increased. Outcomes for all but one of the measures increased over the prior year. The only measure for which outcomes decreased over the prior year was the Younger Youth Diploma Attainment Rate.

Wages at Entry into Employment

The WIA requires that states track participants to determine their wage at entry into employment. Again, Florida uses UI (Unemployment Insurance) Wage Reports to track former participants after exit. **Chart 3** (below) displays the quarterly earnings that each group - Adults, Dislocated Workers and Older Youth - attained after exit.

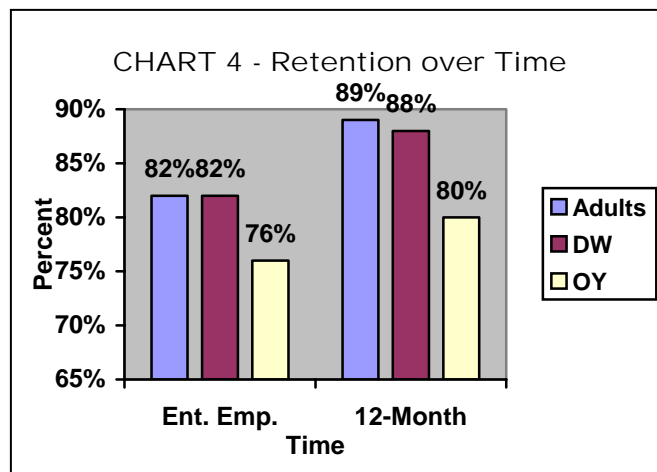
Dislocated Worker earnings are well above Adult earnings, while Older Youth earnings are understandably lower. Dislocated Worker earnings are significantly higher because they already have skills many employers desire.



12-Month Retention and Earnings Change

These measures take a look at individuals who exited more than one year ago, and tracks their retention in unsubsidized employment and the wages they garner in those jobs.

Chart 4 displays the trend of individuals as they hold employment over time. Twelve-month figures are taken from the percentage at exit (for adults, 82% entered employment; 89% of those still had a job at 12 months).



Since a primary goal of the WIA is to promote self-sufficiency for its participants, income of participants after they receive employment is also tracked. The Earnings Change/ Earnings Replacement measure uses the same UI data to track former participants after they exit. The Adult Average Earnings Change in 12 Months and the Older Youth Average Earnings Change in 12 Months compare the difference in earnings from the 3rd and 4th quarters after exit to earnings for the 2nd and 3rd quarters prior to registration. The Dislocated Worker Earnings Replacement Rate in 12 Months expresses earnings for the 3rd and 4th quarters after exit as a percentage of earnings for the 2nd and 3rd quarters prior to registration. Participant data is not available for hourly wages only for total income garnered during the quarters.

For participants exiting the program for the period from 1/1/05 to 12/31/05, the Adult Average Earnings Change in 12 Months was \$4,915 and the Older Youth Average Earnings Change in 12 Months was \$ 3,786 For Dislocated Worker exiting during the same period the Dislocated Earnings Replacement Rate in 12 Months was 111.2%.

State-Level Discretionary Funding

The Workforce Florida Board of Directors has dedicated Title I funding to state administration to induce, design, develop, and fund innovative Individual Training Account pilots, demonstrations, and special programs. Of these state level funds, \$2 million was reserved for the Incumbent Worker Training Program. Additionally, the Workforce Florida Board directed funding for operating fiscal, compliance, and management accountability systems through Workforce Florida; conducting evaluation and research on workforce development activities; and providing technical and capacity building assistance to regions.

Allocation of these funds was handled under three different ways. One, through contracts with various vendors to produce analysis data, follow-up reports, or state demographic and economic information and trends. Secondly, funds were disbursed through grants to regional workforce boards to provide innovative pilot projects to reach certain targeted populations such as youth, incumbent workers, etc. Finally, funds were disbursed for regional workforce board performance incentives based on the state short-term and federal long-term core measures.

All Request for Proposals included stipulations for the leveraging of funds from private business, community-based organizations and/or partnering with area agencies to encourage and produce the greatest outcomes for the least funding. In addition, the evaluation process for the Request for Proposals included additional allowance for proposals that specifically addressed special needs or that focused projects within empowerment zones or enterprise zones. As a result of these efforts, Florida has been successful in funding many projects to meet local needs and created many agency and community-based partnerships within the state to carry on these activities geared to creating an effective workforce. Various workforce development strategies funded from state-level discretionary funds during the year include:

- **Performance Incentives** – Awards were made to high-performing regional workforce boards based on the state short-term and federal core measures.

- **Youth** – The provision of youth in-school, youthful offender, mentoring, internship, job experience and job placement services. This included grants to start or expand career institutes in selected school districts in the areas of information technology, health sciences, and construction technology.
- **Entrepreneurial Training** – Various projects to conduct entrepreneurial training and to provide technical assistance for the provision of entrepreneurial training.
- **Innovation** – Various Business Employment Solutions and Training (B.E.S.T.) grants to regional workforce boards for innovative projects to support employed workers, the hard-to-serve populations, and employers.
- **Measuring progress** – Projects and contracts that contributed to the ability to measure progress and evaluate the workforce system, which included contracts with the Florida Education and Training Placement Information Program (FETPIP) for placement data and a contract with Brandt Information Systems to provide the mandated customer satisfaction phone survey of employers and participants.
- **Banner Centers** – to provide training, certification, and support for industries critical to Florida’s economy.

In addition to the use of 15% WIA discretionary funds as described here, Florida also used Temporary Assistance to Needy Families (TANF) funds for similar pilots, performance measurement and incentives.

For more complete descriptions of key special initiatives see the section of this report entitled “Workforce Florida Activities and Accomplishments.”

Rapid Response Funding for Regional Workforce Boards

The Federal Workforce Investment Act (WIA) of 1998 requires that up to 25 percent of the state’s annual Dislocated Worker (DW) allocation be used for rapid response activities to respond to major layoffs and emergency situations. Pursuant to the state Workforce Innovation Act of 2000, the expenditure of these rapid response funds is to be carried out in accordance with approved policies by the Agency for Workforce Innovation (AWI) under contract with Workforce Florida, Inc. (WFI). At the beginning of each program year, the United States Department of Labor awards the state an allocation in DW funds. The state approved allocation for rapid response/dislocated worker assistance consists of funds budgeted for the state DW unit activities with a balance set aside as emergency reserve.

The Emergency Reserve funds set aside each program year are awarded as supplemental funds to Regional Workforce Boards based on need at the local level. During 2006-2007, AWI at the direction of the Workforce Florida Board awarded \$10,000,000 as a supplemental funding allocation to the state’s 24 local boards to provide dislocated worker services in their areas. This funding is included in the report as part of the formula funds. Additionally, another \$3,038,504 was allotted for statewide services and awards to eight local boards to carry out rapid response activities. Funds awarded to five of these areas were for special

rural initiatives. For the period ending June 30, 2007, \$1,725,845 of these funds had been expended. Appendix, **Table 3** itemizes expenditures of the state-level WIA Rapid Response funds.

Reemployment and Emergency Assistance Coordination Team (REACT)

The Reemployment and Emergency Assistance Coordination Team (REACT) functions as Florida's state-level Dislocated Worker Unit in accordance with the Workforce Investment Act of 1998. Upon receiving a Worker Adjustment and Retraining Notification (WARN) notice—layoff announcement—the State REACT staff makes initial contact with the employer by telephone to conduct preliminary fact-finding, thereby ensuring that complete information is secured. Examples include the name and number of the local contact person at each location, type of business, breakdown of worker residence by county, reason behind the layoff, and whether the Trade Act applies. They introduce the employer to Rapid Response (how it works, what to expect) and promote its benefits (how valuable rapid-response services are to both the employer and the affected workers) and provide the name of the Regional Workforce Board's (RWBs) Rapid-Response Coordinator who will be contacting the employer. Staff then inputs the dislocation event data and all subsequent activity (on-site visits, worker information sessions, and reports) to complete each event's case file in the Rapid-Response Tracking System. REACT staff then distribute the WARN and the value-added background information to all appropriate workforce partners so that on-site rapid-response activities may begin. In cases where the job site is in one county, but significant numbers of workers commute in from neighboring counties, the breakdown by residence ensures that all affected RWBs are aware of the layoff event and its potential impact on their respective regions.

The Agency for Workforce Innovation's Mobile One-Stop Unit is a self-contained vehicle equipped with state-of-the-art telecommunications equipment. The Mobile One-Stop Unit is capable of being deployed across the state to respond to lay-offs, participate in job fairs, and serve as a temporary One-Stop Career Center in disasters. 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. Should the RWB staff determine the need for the AWI Mobile One-Stop Unit to handle intake or other special activities, then the State REACT staff schedules the vehicle, has the unit delivered to and from the site, sets it up for use, attends to it during the visit, and secures it overnight.

The state REACT staff has initiated services for 153 dislocation events this program year, identifying 18,404 eligible dislocated workers. State-level rapid response staff has been successful in making initial contacts with employers before receipt of WARN notices. Dislocated workers who subsequently received services from RWB and One-Stop Service Center staff continue to have a reduced average number of weeks of unemployment benefits paid.

Due to the number of dislocation events in the public and private sector, many communities are faced with challenges. Some of these challenges include:

- A lack of jobs in rural areas;
- A lack of job openings with educational and skills requirements that match the workers' education and skills level prior to layoff; and
- Layoffs in the financial and construction sectors.

AWI plans to:

- Continue to coordinate with the RWBs on rapid response activities and to provide technical assistance and staff support to any RWBs needing such assistance.
- Increase the use of the Mobile One-Stop Unit to assist with plant layoffs and dislocations, especially in rural communities.

Reemployment Services Program

The purpose of Florida's Reemployment Services Program is to provide immediate reemployment assistance to Unemployment Compensation (UC) customers. The program uses the current Reemployment Planning system through the UI mainframe system, the One-Stop Management Information System (OSMIS) to identify claims customers who have received their first benefit check (at the fourth week of the claim), and through the EmployFlorida Marketplace (EFM). An additional program run in the mainframe system also identifies claimants that are in the sixth week of their claim and who can be called in for reemployment services at that time.

Once these claimants have been identified, they are required to report to the local One-Stop Career Center site for reemployment services. The purpose of this appointment is to interview the claimant to ascertain what skills and training are necessary for employment, provide local market information and to provide reemployment services.

Labor market information, including conditions of the claimant's customary employment and the employment opportunities in the area, is used to help the claimant develop a realistic employment plan. Methods of developing leads and other job search techniques are also discussed. The staff and claimant develop a work search plan that reflects the claimant's skills, experience, and requires wages.

The program consists of four strategic elements:

- Early intervention and aggressive recruitment;
- A shift from traditional unemployment compensation customer service to making reemployment services an integral part of the Wagner-Peyser core services provided in the One-Stop Career Center;

- Program integration; and
- Mainstreaming claimants through a unified orientation to introduce them to the full spectrum of One-Stop services.

In PY 04-05, the Reemployment Program's funding was diverted to fund the PRA Pilot Program. Funding for the Reemployment Program was obtained through the Wagner-Peyser 7(b) grant. Additionally, Florida was selected in calendar years 2005, 2006 and 2007 as one of the pilot states for the Reemployment and Eligibility Assessment Program. Several Regional Workforce Boards in Florida were chosen for each grant year to pilot the REA program which includes conducting an assessment, providing labor market information, development of an employability development plan, and placement services or referral to training.

Florida's program has again proven successful in facilitating early intervention for new claimants. For example, 85.4 percent of all UC claimants registered during the program year received reportable Wagner-Peyser services within the One-Stop delivery system. The increase in the proportion of claimants served also reflects continuing improvement in the integration of services. The proportion of all eligible claimants who were placed in jobs or obtained employment during the year was 48.8 percent (this does not include entered employment).

The reemployment services program transitioned from the OSMIS system to the EmployFlorida Marketplace in January 2007. The scheduling of claimants for reemployment services is performed in OSMIS and the services provided are documented in EmployFlorida Marketplace. Some technical system issues were problematic during the program year regarding the work registration and documentation of services provided. Many of the issues have been resolved or are being addressed by the vendor. Although reemployment services are provided to all UC claimants, staffing reductions in the One-Stop Career Centers due to a decline in federal funds, have made it difficult for them to provide intensive reemployment services to claimants unless the claimant specifically request such services. Additionally, One-Stop Career Centers sometimes meet resistance when requesting UC claimants to come into the One-Stops for reemployment assistance. The One-Stops report any individuals who fail to report to the One-Stop Career Center to UC Services for investigation.

Future goals include continuing to increase the proportion of job-registered claimants who receive a reportable reemployment service and the proportion that enter employment. Earlier intervention dates and the requiring of more claimants to participate are being considered for PY 2007-2008. Studies suggest that the more intervention the claims customer receives, the more quickly the claimant will find suitable employment. The highly intensive services that are provided to claimants in the REA Pilot Program should make a marked difference in getting the claimant back to work more rapidly.

The United States Department of Labor (USDOL) issued UI Program Letter 25-06 on June 28, 2006, indicating there will be a federal emphasis from all department program areas to meet the Government Performance and Results Act of 1993 (GPRA) goals. One of the

GPRA goals cited is “Facilitate the Reemployment of Claimants”. The GPRA target was set at 65 percent. The target required that 65 percent of UC claimants receiving first payments must become reemployed by the subsequent quarter in which they received their first payment. The ETA reports that include data from which the reemployment measure can be calculated have been submitted quarterly since March 31, 2006. The USDOL National Office will review the data to compute a baseline and set a goal for the FY 2008 performance year.

National Emergency Grant (NEG)

The purpose of the NEG is to provide employment and training assistance to workers affected by major economic dislocations, such as plant closures, mass layoffs affecting 50 or more workers at a single site of employment, closures of military installations, and multiple layoffs in a single local community, emergencies or natural disasters. The NEG provides federal assistance to states when it can be demonstrated that additional funds are needed to provide appropriate services for dislocated workers. Florida administered five NEG grants in the past year as follows:

National Emergency Grant (NEG) Hurricane Katrina Evacuees

On September 30, 2005, the Agency for Workforce Innovation was awarded \$3,000,000 by USDOL to provide temporary jobs and training to Hurricane Katrina evacuees residing in the State of Florida.

Pursuant to the agency’s request, a modification was approved on December 12, 2005 to transfer \$1,200,000 from the Hurricane Katrina Evacuee project to the Hurricane Wilma project as additional funds were needed to serve those adversely impacted by Wilma and the majority of the Katrina evacuees had been served. This request reduced the current Hurricane Katrina Evacuees project to \$1,800,000.

As of January 16, 2007, 122 participants were served under this grant, 64 participants were employed in temporary jobs, and 65 were placed in unsubsidized employment.

This grant ended on December 31, 2006.

Hurricane Katrina Reintegration Counselor Initiative

In October 2005, the Agency for Workforce Innovation was awarded \$800,000 by the U.S. Department of Labor (USDOL) to enhance the capacity of the One-Stop Career Center delivery system to provide a training and reemployment response in local areas with significant concentrations of Hurricane Katrina evacuees. Eleven reintegration counselors were hired to provide intensive career and life counseling to Hurricane Katrina evacuees.

The one-on-one reintegration guidance was provided directly to evacuees to help expedite their return to the labor force in their temporary communities or back in their home states, thereby enhancing their self-sufficiency and economic stabilizations. Regional Workforce Boards 1, 2, 4, 5, and 23 participated in this project.

As of December 31, 2006, a total of 1,358 Hurricane Katrina evacuees had been referred and/or provided counseling, temporary cash assistance, vocational rehabilitation, supportive services, community action programs, medical, education, transportation, housing, resume writing, training referral, job referral, job placement, and other services.

This grant ended on December 31, 2006.

National Emergency Grant (NEG) for Tornadoes

On February 2, 2007, tornadoes hit Central Florida and on February 3, a Florida Emergency Management Assistance (FEMA) disaster declaration was issued for Volusia, Seminole, Sumter, and Lake counties. In order to assist the counties with funding for temporary jobs to provide clean-up activities, the Agency for Workforce Innovation prepared an application for funding to the U.S. Department of Labor in the amount of \$2,000,000.

On February 16, 2007, the National Emergency Grant award letter was received releasing \$1,000,000 initially. On February 21, 2007, a Notice of Grant Award/Fund Availability (NFA) was sent to the only participating Regional Workforce Board (Region 11). On June 28, 2007, the Grantee's modification request to provide an extension of the grant period to September 30, 2007 and a revision of the budget and plan to operate at a reduced level of \$778,290 was approved. As of July 13, 2007, 85 participants were currently working in temporary jobs.

National Emergency Grant (NEG) Defense Base Realignment and Closure (BRAC) 2005-07

On June 30, 2005, the Agency for Workforce Innovation was awarded a \$1,000,000 BRAC grant from the United States Department of Labor (USDOL) to assist the Regional Workforce Boards in conducting comprehensive and integrated locally-based plans, in concert with other partners, to facilitate a quality, timely, and effective system-wide response to meet the needs of workers, communities and businesses directly or indirectly affected by the BRAC 2005 actions.

The Regions funded under BRAC 2005 include Regions 1, 2, 4, and 12. These Regions conducted planning activities under Phase I for civilian workers at the following Florida military installation locations:

- Defense and Accounting Service, Orlando;
- Navy Reserve Center, St. Petersburg;
- Homestead Air Reserve Station, Homestead;
- Jacksonville International Airport Air Guard Station, Jacksonville;
- MacDill Air Force Base, Tampa;
- Naval Air Station Jacksonville;
- Hurlburt Field, Ft. Walton Beach;
- Naval Air Station Pensacola;

- Naval Support Activity Panama City; and
- Tyndall Air Force Base, Panama City.

This grant ended on June 30, 2007

***National Emergency Grant (NEG)
Defense Base Realignment and Closure (BRAC) 2007-09***

On June 30, 2007, the Agency for Workforce Innovation was awarded a \$4,000,000 BRAC grant from the United States Department of Labor (USDOL) for developing the implementation process and to provide workforce services to affected Department of Defense civilian and federal contractor employees and military spouses.

The BRAC grant is authorized for two years and will be distributed to Florida's Regional Workforce Boards for affected military bases in the following areas:

- Pensacola (Naval Air Station)
- Ft. Walton Beach (Eglin and Hurlburt Air Force Bases)
- Jacksonville (Naval Air Station)
- Orlando (Defense Accounting and Finance Service Office)
- Tampa (MacDill Air Force Base)

We are currently in the planning stages for this grant.

Local Performance

Upon the completion of the State's negotiation with the USDOL on state performance goals for each of the twelve reportable WIA core measures, the state workforce board conducted negotiations at the state level with each regional workforce board. Federal policy requires states to achieve at least 80% of the negotiated goal. As a result of this process, expected levels of performance or goals were agreed upon for each region. **Table 3** summarizes outcomes based on these goals and the federal 80% criterion. Individual performance tables for each of Florida's 24 regions are also provided in the Appendices (Appendix **-Table O** Performance).

**Table 3
Regional Program Year 2006-2007 WIA Performance**

WIA CORE MEASURE	STATE GOAL	RANGE OF REGIONAL PERFORMANCE	# OF REGIONS ACHIEVING REGIONAL GOAL	% OF REGIONS ACHIEVING GOAL
CUSTOMER SATISFACTION INDIVIDUALS	76.0	71.9 to 86.1	24 of 24	100%
CUSTOMER SATISFACTION EMPLOYERS	77.0	70.9 to 84.7	24 of 24	100%
ADULT ENTERED EMPLOYMENT RATE	71.0%	67.8% to 100%	24 of 24	100%
ADULT EMPLOYMENT RETENTION RATE	81.0%	77.0% to 95.0%	24 of 24	100%
ADULT AVERAGE EARNINGS	\$12,443	\$10,815 to \$23,294	24 of 24	100%
ADULT EMPLOYMENT AND CREDENTIAL RATE	53.0%	63.4% to 100%	24 of 24	100%
DISLOCATED WORKER ENTERED EMPLOYMENT RATE	72.0%	77.3% to 100%	24 of 24	100%
DISLOCATED WORKER EMPLOYMENT RETENTION RATE	84.0%	73.9% to 100%	24 of 24	100%
DISLOCATED WORKER AVERAGE EARNINGS	\$12,500	\$11,317 to \$19,390	24 of 24	100%
DISLOCATED WORKER EMPLOYMENT AND CREDENTIAL RATE	49.0%	58.2% to 100%	24 of 24	100%
OLDER YOUTH (19-21) ENTERED EMPLOYMENT RATE	67.0	66.7% to 100%	24 of 24	100%
OLDER YOUTH (19-21) EMPLOYMENT RETENTION RATE	79.0%	70.7% to 100%	24 of 24	100%
OLDER YOUTH (19-21) EARNINGS GAIN	\$3,200	\$288 to \$14,078	22 of 24	91.7%
OLDER YOUTH CREDENTIAL RATE	38.0%	20.0% to 100%	22 of 24	91.7%
YOUNGER YOUTH (14-18) SKILL ATTAINMENT RATE	76.0%	58.8% to 99.4%	23 of 24	95.8%
YOUNGER YOUTH (14-18) DIPLOMA ATTAINMENT RATE	49.0%	8.9% to 93.8%	19 of 24	79.2%
YOUNGER YOUTH (14-18) RETENTION RATE	55.0%	42.9% to 95.8%	24 of 24	100%

*Based on the USDOL, TEGL 8-99 of March 3, 2000, Not Met is defined as the number of performance measures less than 80% of the negotiated goal. Met is defined as the number of performance measures between 80% - 100% of the negotiated goal. Exceeded is defined as the number of performance measures above 100% of the negotiated goal.

State Evaluation Activities and Incentive Policy

Overall Description and Background

Due to historical practices and state law mandates, Florida has long engaged in extensive program evaluation activities, with a particular emphasis on results, outcomes and longitudinal information. In the workforce realm, much of that evaluation activity has been based on many of the key elements mandated by WIA, including use of many of the same or similar measures, similar definitions and heavy reliance on use of Unemployment Insurance wage records to verify initial job placement, job retention, and initial and long-term earnings over time.

Florida Education and Training Placement Information Program (FETPIP)

One of Florida's earliest and most successful innovations in evaluation and performance tracking has been the Florida Education and Training Placement Information Program (FETPIP) established in the mid-80's within the state Department of Education. This program was developed mainly to help evaluate the effectiveness of post-secondary education and training programs, particularly vocational education and similar career preparation programs. The scope of the groups to be tracked rapidly expanded to cover nearly all job training and placement programs including WIA, Wagner-Peyser, Job Corps, Veterans, welfare reform (TANF), Apprenticeship, Unemployment Compensation claimants, ex-offenders, and a total of nearly 600 groups or sub-cohorts being tracked.

The FETPIP follow-up data is electronically derived from Unemployment Compensation (Insurance) quarterly wage records, federal military and civilian personnel records, public assistance, incarceration/parole records, and continued education rosters. Access to this data allows for annual reports with extensive detail and longitudinal capabilities. Each group is typically tracked for at least two years, with many tracked over much longer periods, including the "Class of 1991" composed of all graduates (and drop-outs) of high school, certificate programs, and all levels of higher education. Quarterly reports covering employment and public assistance status and outcomes are regularly run and analyzed. For more details on FETPIP, including examples of annual outcome reports, see:

<http://www.firn.edu/doe/fetpip/fmain.htm>

State "Balanced Scorecard" Report

A few years ago a "regional outcome matrix" was prepared to display key program outcomes statewide and for each workforce region. This report was designed as a first indicator of program performance to work in conjunction with other administrative short-term reports and longitudinal reports required by state and federal law. Key short-term measures were selected from exit data available through the State's administrative reporting systems.

The "regional outcome matrix," often referred to as the Red and Green Report, addressed outcomes for the three major One-Stop partner programs in Florida: WIA programs, Wagner-Peyser programs, and the state's TANF/Welfare Transition Program.

The Red and Green Report's limitation to short-term measures that could be reported within one calendar quarter proved useful for many purposes, however it did not satisfy the need for

the more comprehensive picture required for evaluation of the State's workforce system. Therefore, Workforce Florida formed a data review taskforce composed of WFI board members as well as representatives of the State's regional workforce boards and charged it reviewing the Red and Green Report and other reports in order to develop recommendations for a key indicator or "dashboard" report that could provide a more comprehensive and balanced approach to evaluating regional workforce board activities and outcomes.

The Workforce Florida Board approved the task force recommendations in 2006 and directed staff to develop and implement the report. The approved recommendations included the following mix of long-term measures, short-term measures, and threshold indicators related to the states three major partner programs:

- Job Seek Entered Employment Rate (Wagner-Peyser)
- Veteran's Entered Employment Rate (Wagner-Peyser)
- Customer Satisfaction – Job Seekers (Wagner-Peyser)
- Customer Satisfaction – Employers
- Employer Market Penetration
- Entered Employment Rate (Workforce Investment Act)
- Employment Earnings Rate (Workforce Investment Act)
- Employment Retention Rate (Workforce Investment Act)
- Youth Average Grade Level Gain (Workforce Investment Act)
- Youth Positive Outcome Rate (Workforce Investment Act)
- Customer Satisfaction – Workforce Investment Act Participants
- Welfare Closed Case Outcome Rate
- Welfare Transition Earnings Rate
- Welfare Transition Retention Rate
- Threshold Level of Service Indicator for All Customer Groups
- Threshold Level of Service Indicator for Special Customer Groups
- Threshold Indicator for Youth Diploma Attainment
- Threshold Indicator for Welfare Participation Rate
- Threshold Indicator for Data Validity

The threshold indicators are each based a minimum criterion established by State or Federal policy where a "yes" indicates that a regional board has achieved the minimum.

All Balanced Scorecard measures and indicators are reported quarterly with the exception of the Employer Market Penetration measure and the Threshold Indicator for Data Validity which report on an annual basis only.

Appendix Table 8 contains a more detailed description of the measures and threshold indicators included in the Balanced Scorecard Report.

The **Table 4** below shows statewide Program Year 2006-07 outcomes for each of the Balanced Scorecard measures available as of the calendar quarter ending March 31, 2007. As this report is based on the common measure definition of exit, the year-end report will not be available until after October 1, 2007.

**Table 4
PY 2006-07 Balanced Scorecard Measures
(7/1/06 to 3/31/07)**

Job Seeker Entered Employ. Rate	Veteran's Entered Employ. Rate	Customer Satisfaction – Job Seekers*	Customer Satisfaction – Employers*	WIA Entered Employ. Rate	WIA Employment Earnings Rate
62.05 %	60.31%	74.83	78.60	92.24%	145.17%

WIA Employ. Retention Rate	WIA Youth Avg. Grade Level Gain	WIA Youth Positive Outcome Rate	Customer Satisfaction – WIA Participants*	Welfare Closed Case Outcome Rate	Welfare Transition Earnings Rate
86.83%	NA	99.80%	83.61	37.09%	55.26%

Welfare Transition Retention Rate
75.73%

*Score based on American Satisfaction Index (ACSI)

State Longitudinal Measures—“Tier Measures”

State Longitudinal Measures - “Tier Measures” - The Florida Legislature has mandated that the Workforce Florida Board develop uniform measures and standards to cover all job training, placement, career education and other workforce programs [See Sec. 445.005 (9), Florida Statutes]. Tier 1 measures are broad outcome measures that can be (almost) universally applied to all workforce-related indicators, including entered employment, job retention and earnings at various levels. Tier 2 measures are oriented to logical grouping of programs and/or targeted populations and provide additional measures that are uniquely relevant to that group. These measures include continued education status for youth programs and reduction in public assistance dependency for TANF recipients and other low-income individuals. Tier 3 includes process/output measures including those mandated for federally funded programs. These measures also disaggregate the Tier 1 and 2 measures to sub-state breakouts, some of which are regionally adjusted. Examples of process measures would include caseloads for specific programs or first-payment-time-lapse data for Unemployment Compensation. Disaggregated results would include the WIA performance of specific Workforce Regions or the number/percentage of youth who complete teen pregnancy prevention programs in a specific county or region.

The nine measures against which performance is reported include the following:

1. Total Individuals.
2. Initial employment or those who exited/completed workforce programs and were found employed expressed as a percentage of the total number of those exiting/completing programs.
3. Earnings or Wage Levels expressed as the percentage of those found employed at each of four full-time earnings or wage levels listed below:
 - Level 0 – those earning below minimum wage of \$5.15/hour or \$2,678 quarterly.
 - Level 1 – those earning at least minimum wage of \$5.15/hour but less than \$7.50/hour (from \$2,678 quarterly to \$3,900 quarterly).
 - Level 2 – those earning at least \$7.50/hour but less than \$9.00/hour (from \$3,900 quarterly to \$4,680 quarterly).
 - Level 3 – those earning \$9.00/hour and greater (\$4,680 or more quarterly).
4. Continued Employment expressed as a percentage of those found employed at follow-up the year following program exit or completion.
5. Initial Earnings expressed as the average quarterly amount earned for those found employed the year after program exit/completion.
6. Earnings Growth expressed as the amount of gain or loss in average quarterly earnings as compared to the average initial earnings.
7. Public Assistance or those who exited/completed workforce programs and were found to be receiving public assistance expressed as a percentage of the total number of those exiting/completing programs.
8. Continued Public Assistance expressed as a percentage of those found to be receiving public assistance the year after program exit/completion.
9. Continuing Education or those who exited/completed workforce programs and were found to be in any education or training program expressed as a percentage of the total number of those exiting/completing programs.

The Tier Measure Report is produced annually. The next Tier report is scheduled to be issued by December 2007. Previous Tier Measure Reports can be reviewed as part of the Workforce Florida Annual Reports at: www.WorkforceFlorida.com

Regional Review

Section 445.007(3), of the Florida Statutes mandates that “The Workforce Development Board shall assign staff to meet with each regional workforce development board annually to review the board’s performance and to certify that the board is in compliance with applicable state and federal law.”

Workforce Florida executive staff made presentations to all 24 regional workforce boards. Preparation for the annual review presentations included evaluating, utilizing and linking all available performance data (including Red and Green short-term exiter measures, longitudinal tier measures, monthly management reports), information and resources. AWI assesses the region’s compliance with applicable state and federal laws, regulations and policies, the extent to which regional boards incorporated the needs of the employer

community into strategic planning efforts, operational plans/operational systems, sales and marketing efforts. Boards included; comparative demographic information reflecting regional poverty and unemployment rates, relative shares of funding to meet those needs (e.g. WIA, Welfare-to-Work, Wagner-Peyser and TANF funds), regional board performance compared to other regions and to prior year, and an assessment of how well employer needs had been met.

State Incentive/Corrective Action Policy

Florida law expressly calls for increased accountability for the workforce system for the state, localities, and training providers. Accordingly, the state has established a state incentive corrective action policy based at the direction of the Workforce Florida Board. This policy is aimed at continuous improvement and designed to cover all major programs under the state Board's oversight, including the Workforce Investment Act (WIA), Wagner-Peyser (WP) and Temporary Assistance to Needy Families (TANF). As a further policy matter, Florida's incentive/corrections apply to both short-term, interim outcomes (mainly EER-Entered Employment Rates) as revealed in our state quarterly reports based on administrative data, as well as the longer-term outcomes (mainly Job Retention) reported annually to the U.S. Department of Labor (WIA & WP) and the U.S. Department of Health and Human Services (TANF) using UC/UI wage records. Certain other requirements imposed by state law are used as "threshold" qualifiers/disqualifiers. For example, Regional Workforce Boards that do not achieve the state law requirement of the 50% rate of expenditures on Individual Training Accounts (ITAs) and other training are automatically disqualified for all WIA Incentive Payments.

Each year the Workforce Florida, Inc. Board of Directors approves an incentive pool "off the top" of the annual budget out of state-level discretionary WIA, WP and TANF funds. Additional incentive money for the pool comes from federal performance awards including WIA incentives and TANF High-Performance Bonuses, both of which Florida has won consistently. The resulting pool is then divided 50/50 for short-term and long-term performance awards for the three major programs/funding sources. RWBs that have met the "threshold" qualifications related to expenditures on training and TANF participation rate then compete to achieve individual targets and against their peers for comparative excellence awards. RWBs that perform in the top quartile compared to their peers get a superior performance award. High performing RWBs are also awarded public recognition and plaques in the high visibility annual Workforce Summit.

In addition to the monetary incentive "carrots," Florida also applies some "sticks" in the form of corrective "consequences," in addition to the threshold disqualifications described above. Typically low-performing Regional Workforce Boards are required to first provide their own Corrective Action Plans. Then if low performance persists, state-level staff work with RWB staff to design a state-approved Program Improvement Plan with specific deliverables, often supported by state and peer Technical Assistance and Training (TAT) and sometimes supplemental funding for specific interventions. Continued chronic performance and operational problems then result in progressive levels of direct, sustained on-site oversight by state staff or state-designated RWB peer supervision, "receivership," or replacement of local executive staff, all of which have been applied in Florida. So far, no Region has been re-

designated or consolidated due to performance problems but that option remains as an ultimate sanction.

Florida's workforce system will continue to apply, re-examine, refine, and refresh its incentive/correction structure to maintain continuous improvement.

Cost of Workforce Investment Activities

Expenditure Levels

During the 2006-2007 program year, Florida had \$152,337,126 in available funds including carry-forward from all WIA formula funding sources. Of this amount, \$108,403,314 or 71% was expended to carry out state-level and regional activities. Of the \$92,783,913 expended by the State's 24 regions, 92% went for direct client services. An additional \$17,056,119 in state-level funds was also expended for direct client services. For additional information on expenditures, see the WIA Financial Statement included in Appendix Table 4 and the Appendix *Table N*, Cost of Program Activities.

Cost of Program Activities Relative to Effect

Florida tracks and evaluates the cost of program activities relative to effect in a number of ways. Cost per participant and cost per positive outcome are computed at the state and regional level for the adult, dislocated worker, and youth programs. The positive outcome tracked for the dislocated worker program was entered employment. Positive outcomes for the adult program included entered employment and the successful completion of program activities designed to assist employed workers in upgrading their employment in order to attain a greater degree of self-sufficiency. Florida has placed an emphasis on assisting the under-employed worker. As a result, the number of adult program exiters with positive outcomes included 6,926 employed workers who successfully completed program activities in order to upgrade their employment. Positive outcomes for youth included entered employment, entrance into postsecondary education, advanced training, apprenticeship or the military, and the attainment of a diploma or a credential.

Generally, outcomes were tracked for the exit periods used for the corresponding WIA performance measures. The exit period used for the adult, dislocated worker and youth programs was the period from 10/1/05 to 9/30/06. Cost information was also tracked by major level of activity: core services, intensive services, and training for the adult and dislocated worker programs; and for other services and training for the youth programs.

Statewide expenditure and cost data is displayed in *Table 5* below. Similar data for each of Florida's 24 regions are included in the Appendix as *Tables 5 through 7*.

**Table 5
FLORIDA PROGRAM YEAR 2006-2007
WIA EXPENDITURES/COST PER POSITIVE OUTCOME**

ADULT PROGRAM 10/1/05 TO 9/30/06

STATEWIDE - REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$49,048,885	100.0%				
TOTAL EXPEND.	\$43,545,514	88.8%	26,648	\$1,634	11,842	\$3,677
EXPEND. OTHER SERVICES	\$16,418,096	37.7%	26,648	\$616		
EXPEND. TRAINING	\$23,904,173	54.9%	19,549	\$1,223		

DISLOCATED WORKER PROGRAM 10/1/05 TO 9/30/06

STATEWIDE - REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$40,253,927	100.0%				
TOTAL EXPEND.	\$25,755,741	64.0%	9,021	\$2,855	3,451	\$7,463
EXPEND. OTHER SERVICES	\$11,106,510	43.1%	9,021	\$1,231		
EXPEND. TRAINING	\$12,589,185	48.9%	5,918	\$2,127		

OLDER YOUTH PROGRAM 10/1/05 TO 9/30/06

STATEWIDE - REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.	\$54,637,095	100.0%				
TOTAL EXPEND.	\$26,570,112	48.6%	12,542	\$2,118	6,329	\$4,198
OTHER SERVICES	\$11,580,146	43.6%	12,542	\$923		
TRAINING	\$13,197,836	49.7%	10,820	\$1,220		

Source: Agency for Workforce Innovation, 9/18/07.

Use of Individual Training Accounts (ITAs)

Florida policy places emphasis on the provision of training services. Accordingly, State statute requires the tracking of the number of ITAs awarded and their average value. The statute also requires 50% of WIA pass-through funds for adults and dislocated workers to be allocated to ITAs and ITA-related expenses. For Program Year 2006 - 2007, 13,827 ITAs were awarded in the State with an average value of \$1,925. Of \$63,000,905 expended by Florida's 24 regions for the adult and dislocated worker programs during the program year, \$42,599,921 or 67.62% was expended for ITAs and ITA-related activities (see ***Table 6*** below).

**Table 6 –
USE OF INDIVIDUAL TRAINING ACCOUNTS (ITAs)
WIA ADULT AND DISLOCATED WORKER PROGRAMS COMBINED
7/1/06 Through 6/30/07**

ITAs Awarded*					State ITA 50% Expenditure Requirement**		
Region	Enrolled in Training	Receiving ITA	Percent	Avg. ITA Amount	Total Expenditures	Total ITA Related Expenditures	Percent
1	431	305	70.77%	5213	\$1,720,579	\$1,171,148	68.07%
2	133	115	86.47%	1064	\$395,019	\$215,701	54.61%
3	118	100	84.75%	891	\$471,244	\$278,154	59.03%
4	437	193	44.16%	3103	\$1,009,188	\$576,605	57.14%
5	292	288	98.63%	954	\$906,652	\$601,871	66.38%
6	152	144	94.74%	745	\$461,582	\$445,536	96.52%
7	216	181	83.80%	3201	\$516,791	\$397,529	76.92%
8	2614	913	34.93%	3163	\$5,242,575	\$3,576,920	68.23%
9	136	84	61.76%	2792	\$660,973	\$430,371	65.11%
10	955	170	17.80%	670	\$1,226,432	\$703,010	57.32%
11	538	149	27.70%	1691	\$1,454,044	\$783,381	53.88%
12	2050	772	37.66%	2188	\$6,343,103	\$4,558,888	71.87%
13	385	155	40.26%	3074	\$1,631,538	\$854,027	52.34%
14	2874	776	27.00%	1946	\$3,458,586	\$2,078,040	60.08%
15	1101	928	84.29%	2872	\$3,507,756	\$3,116,517	88.85%
16	786	518	65.90%	986	\$1,507,958	\$900,446	59.71%
17	394	313	79.44%	1058	\$1,742,971	\$1,040,411	59.69%
18	345	323	93.62%	770	\$1,722,299	\$1,359,917	78.96%
19	134	93	69.40%	1639	\$607,936	\$435,617	71.66%
20	673	390	57.95%	3023	\$2,494,121	\$1,519,095	60.91%
21	1544	647	41.90%	747	\$4,938,340	\$3,925,482	79.49%
22	1690	1192	70.53%	2061	\$5,930,218	\$4,008,441	67.59%
23	6095	4487	73.62%	1835	\$11,894,129	\$7,370,095	61.96%
24	691	591	85.53%	1557	\$3,156,871	\$2,252,719	71.36%
Total All Regions	24,784	13,827	55.79%	\$1,925	\$63,000,905	\$42,599,921	67.62%

* Information from OSMIS participant data provided by the Agency for Workforce Innovation September 2007.

** Based on data provided by the Agency for Workforce Innovation 9/18/07.

WORKFORCE FLORIDA BACKGROUND AND OVERVIEW

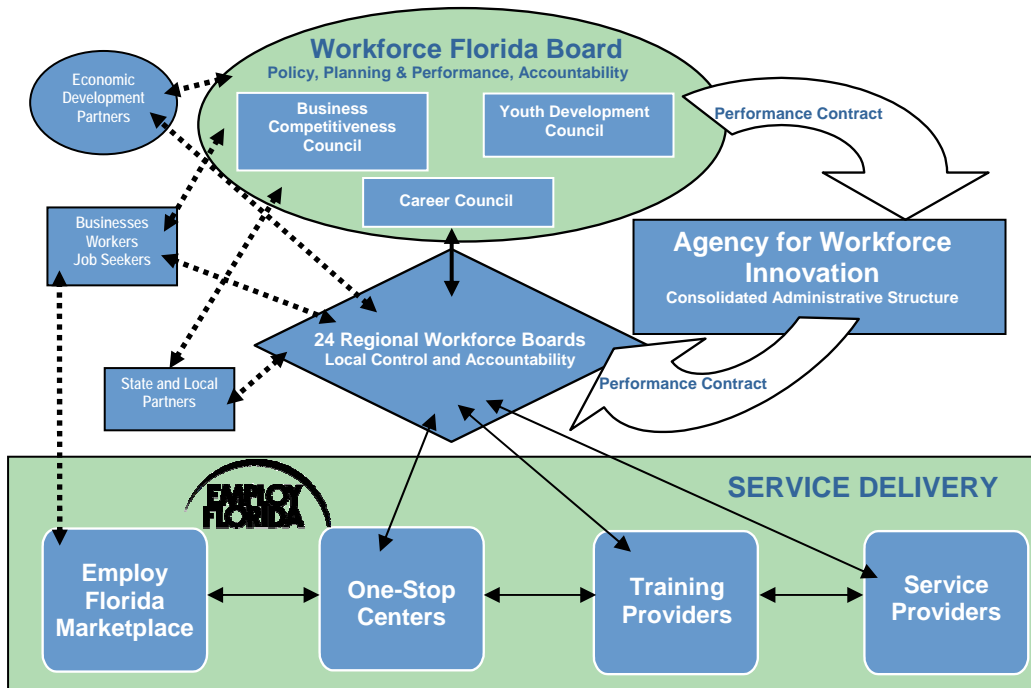
Florida's landmark Workforce Innovation Act of 2000 created and charged Workforce Florida, Inc. to meet the workforce needs and challenges of Florida businesses. Florida continues to build on the foundation established by this landmark legislation by continuing to focus on meeting the workforce needs of Florida's businesses and maintaining an innovative approach to addressing workforce issues and delivery systems at the state and local level. Workforce Florida accomplishes this by linking workforce and economic development strategies through business-driven initiatives and programs to ensure that Florida's workforce has the skills that will meet current and future business needs. It also promotes an environment in which Floridians have the opportunity to upgrade their education and skills to obtain jobs that lead to economic self-sufficiency.

Workforce Florida's board created by Chapter 445, Workforce Innovation Act, Florida Statutes, is appointed by the Governor, the Speaker of the Florida House of Representatives and the Florida Senate President. Administration of the state's workforce policy, programs and services is carried out by the 24 business-led Regional Workforce Boards and the Agency for Workforce Innovation through almost 100 One-Stop Centers located throughout Florida.

Florida's Workforce System

Florida's workforce system was designed to create partnerships between economic development, workforce development and businesses. In addition, the system is operated through performance-based contracts that increase accountability of all partners to meet strategic and legislative mandated goals.

THE FLORIDA WORKFORCE SYSTEM



Local control is another key component of Florida’s workforce system. While each regional workforce board has performance measures and contracts to provide accountability, the choice of initiatives and programs it implements are under the local board’s control. Local control allows for programs to address the economic development, business and workforce needs of each particular region of the state.

Access to Florida’s Workforce Services and Resources

One-Stop Centers: The “Front Door” For Workforce Services

Florida’s One-Stop Center system was initially established to bring workforce and welfare transition programs together under one physical or “virtual” roof to simplify and improve access for employers seeking qualified workers or training programs for their existing employees as well as for job seekers. Over time many of Florida’s One-Stop Centers have expanded their services and programs and have invited other partners to co-locate both physically and through website linkages. Some regions have created “satellite” One-Stops strategically located within other community partners’ facilities such as libraries and community-based organizations. All of Florida’s One-Stops are affiliated with each other

using the Employ Florida affiliate brand. In addition to the physical One-Stops, Florida now offers a “virtual one-stop” on the web at www.EmployFlorida.com.

In keeping with the state’s goals of providing a variety of options for access to the state’s workforce delivery system, the provision of services via the use of One-Stop Mobile Units has been initiated in several regions across the State. With major emphasis on providing on-site services at employer sites and for direct service delivery in rural communities and other locations throughout the regions, the use of the mobile units has proven to be both cost effective and customer friendly.

The self contained vehicles are equipped with state of the art telecommunications equipment offering a full array of workforce services including employment, re-employment and employer services. Providing on-site services such as participation at Job Fairs, Veterans Stand Downs, Employability Skills workshops, assistance to employers experiencing downsizing, and Unemployment Compensation benefit filings are but a few of the services that have been enhanced through the use of the mobile units.

In addition the Mobile One-Stop Units have played an integral role in the delivery of services and assistance, during hurricanes and other disaster events.

Serving the Business Customer

Federal and state workforce legislation has emphasized the importance of serving the business customer and has made the system more accountable as a whole by tying performance funding to customer satisfaction. Florida’s One-Stop Center system is a key resource for businesses seeking training grants for customized training for existing employees or finding qualified workers; several regions have established dedicated business services One-Stop Centers in business districts to help local employers recruit, train and retain workers.

Incumbent Worker Training (IWT). In addition to local services, employers already doing business in Florida may also qualify to receive assistance with some of the expenses associated with re-training their existing workforce through the state’s nationally recognized Incumbent Worker Training Program. This expense reimbursement grant program administered directly by Workforce Florida has assisted hundreds of Florida businesses faced with the challenge of upgrading the skills of their workers to address changing technology, new product lines, new markets, etc. Information and an application for the IWT program can be accessed at www.WorkforceFlorida.com or www.EmployFlorida.com.

Quick Response Training (QRT). Workforce Florida also administers the Quick Response Training program to assist businesses relocating to Florida or existing Florida companies that are expanding. These expense reimbursement grants provide assistance with the cost of employer-specific training for new employees. Information and an application for the QRT program can be accessed at www.WorkforceFlorida.com or www.EmployFlorida.com.

Job Seekers

One-Stop Career Centers are the “front door” for Floridians seeking unemployment, temporary cash assistance, job placement, workforce education and training, and workforce support services such as childcare. The federal Workforce Investment Act of 1998 mandates participation by nearly a dozen agencies that determine eligibility for and provide:

- **Adult job placement and training**
- **Unemployment Insurance**
- **Vocational Rehabilitation Services**
- **Transitional Services to assist job seekers move from welfare to work**
- **Veterans Employment & Training**

The Employ Florida Network of Workforce Resources & The Employ Florida Marketplace

Employers, job seekers and other customers not familiar with the structure of Florida’s workforce system or services at the local and/or state level can quickly locate **One-Stop Career Centers** and Florida’s many other workforce solutions by using the **Employ Florida** website. In addition to visiting the local Employ Florida affiliate’s physical locations, employers and job seekers can access an array of employment tools and resources from their home or office using the **Employ Florida Marketplace**.

The Employ Florida Marketplace is Florida’s powerful online self-service labor market exchange tool designed to help employers who are looking for the best job candidates and assist job seekers or students in searching for the right job. The Employ Florida Marketplace is also used as a case management system by all of Florida’s local workforce regions and their “one-stop” center staff enabling them to efficiently and proactively assist job seekers and employers.

Visit www.EmployFlorida.com or call toll-free 866-FLA-2345.



Your link to Florida’s network of employment resources and solutions

WORKFORCE FLORIDA STATE-LEVEL ACTIVITIES

The Workforce Florida Board as charged by the Workforce Innovation Act of 2000 maintains three state-level policy councils for the purpose of addressing specific workforce populations and issues. The local Regional Workforce Boards are charged with maintaining corresponding committees for the same purpose. Through initiatives funded by the state councils and the corresponding local committees, innovative approaches to improving Florida's workforce and increasing the competitiveness of Florida businesses can be demonstrated.

Workforce Florida's Office of Business Outreach administers Workforce Florida's three state-level councils as well as the employer-specific training programs – Quick Response Training and Incumbent Worker Training. This office also liaisons with the business and economic development communities in the state to foster economic growth.

The Workforce Florida Board may also create, as needed, special committees, work groups and task forces to address specific challenges and issues.

The next section provides highlights of Workforce Florida's state-level initiatives through its councils, committees and task forces. It concludes with a summary of Florida's methods of ensuring accountability and continuous improvement.

Council and Committee Programs and Initiatives

The Workforce Florida Board of Directors annually allocates each of its three policy councils state-level funds to implement training initiatives that build on policy objectives outlined in the strategic plan. These councils were renamed and realigned during this fiscal year. These initiatives take the workforce system to the next level by changing behavior and emphasizing demand-driven services. Highlights of council and committee activities, programs and initiatives follow. (A detailed matrix of the 2006-2007 Council Initiatives Awards is provided at the end of this section of the annual report.)

Business Competitiveness Council (formerly the High Skills/High Wages Council)

The purpose of the Business Competitiveness Council is to address the needs of business and industry for workforce needs. The council decides how to allocate resources among competing priorities and competing industries to advance the Florida economy.

The scope of work includes, but is not limited to, the following priorities of the board: Partnering with Business to Deliver a Demand Driven Workforce System; Strengthening Florida's Rural Workforce System; Marketing: Strengthen Awareness, Education and Image of Florida's Workforce System and Strengthening and Coordinating Economic Development Partnerships

Council activities include:

BANNER CENTERS

In a \$6.5 million Banner Center initiative, Workforce Florida awarded grants to establish 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. While this initiative was mostly funded by state general revenue dollars (\$4 million), Workforce Florida set aside \$2.5 million in WIA funding for these innovative, new programs.

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 10 Employ Florida Banner Centers that serve the following industries: aviation/aerospace, biotechnology, career academies, construction, energy, financial services, health services, homeland security, logistics and distribution, and manufacturing. All have multiple education partners. The list of centers and locations are:

- **Banner Center for Aviation and Aerospace** based at Florida Community College at Jacksonville and Brevard Community College in Cocoa
- **Banner Center for Biotechnology** based at the University of Florida in Gainesville
- **Banner Center for Career Academies** based at the Okaloosa County School District in Fort Walton Beach
- **Banner Center for Construction** based at Santa Fe Community College in Gainesville
- **Banner Center for Energy** based at Lake-Sumter Community College in Leesburg
- **Banner Center for Health Sciences** based at Valencia Community College in Orlando
- **Banner Center for Homeland Security** based at Indian River Community College in Fort Pierce
- **Banner Center for Financial Services** based at Miami Dade College in Miami
- **Banner Center for Logistics & Distribution** based at Lake City Community College in Lake City
- **Banner Center for Manufacturing** based at Hillsborough Community College in Tampa

TARGETED INDUSTRY SECTORS & ECONOMIC DEVELOPMENT INTERFACE

The Targeted Industry Sectors program was created to help ensure that training programs are coordinated with the needs of industry sectors that have the greatest potential for growth,

high-paying job opportunities, and overall economic impact. These sectors have been identified by Enterprise Florida, the public-private partnership serving as Florida's primary organization devoted to statewide economic development. These include: Life Sciences, Information Technology, Aviation/Aerospace, Homeland Security/Defense, Financial/Professional Services and Manufacturing. These leading industry clusters or targeted sectors play a key role in the state's continued economic success and competitiveness and assist in addressing the needs for a skilled workforce.

Additionally, Workforce Florida participates in other statewide and regional economic development activities that include the Florida Economic Development Council, Space Florida, Florida's Rural Economic Development Initiative (REDI), the Florida Energy Workforce Consortium and the Manufacturers Association of Florida (MAF).

WFI Administered Employer-Specific Training Programs

Title: Quick Response Training Program

Purpose: Provide grant funds for employer-specific training for businesses creating new high skill/high wage jobs in targeted industries. Wage requirements are relaxed for projects in rural/urban distressed areas, Brownfield areas and enterprise zones.

Funding Allocation: \$5,000,000 annually [Penalty & Interest Funds]

State's Average Investment per Trainee: \$1,014

Progress to Date: For FY 7-01-06 through 6-30-07, 11,263 workers are receiving customized training for new jobs created by a total of six new-to-Florida companies and 28 expanding companies.

Identified Issues/Lessons Learned: Several counties in Florida, particularly rural counties, have never had a company benefit from QRT training assistance. Consistent with the Governor's desire that Florida's rural regions receive special assistance to participate in the state's economic diversification efforts, staff has developed a rural outreach plan that will be accomplished with input from the Governor's Office of Tourism, Trade and Economic Development. This fiscal year, 12.34% of QRT funds were awarded in Florida's distressed communities. This accounted for 1,104 trainees.

Proposed Solutions: Ongoing.

Title: Incumbent Worker Training Program

Purpose: Provided grant funds to assist Florida companies with skills upgrade training for their existing workforce to help them remain competitive. Funding priority was given to businesses that are small, or located in rural, enterprise zone, brown-field or inner-city areas, and those businesses in a targeted industry. Florida's IWT program, established in 1999, is funded at \$2 million annually. Since the program's inception, more than \$57 million in requests have been received and, due to limited funding, only 43% of the requests have resulted in awards.

Funding Allocation: \$2,000,000 annually [WIA 15%] 06/07 General Revenue \$1.6 million

State's Average Investment per Trainee: \$310

Progress to Date: For FY 7-01-06 through 6-30-07, grants were awarded to 181 companies for the training of 18,787 incumbent workers.

Identified Issues: To ensure that as many small businesses as possible are aware of the benefits of the IWT program, Catherine Kennedy, IWT Program Administrator, conducted several presentations and workshops throughout the state. These organizations included the various manufacturing associations, community colleges, and other local organizations. The IWT program, which is very popular, continues to meet a critical need for Florida's businesses.

Proposed Solutions: Continued outreach and presentations to the business community.

Career Council (formerly the Better Jobs/Better Wages Council)

The Career Council is the primary focus for lifelong learning and continued improvement of employees' skills. The council will necessarily oversee access to workforce services for the universal customer. The Career Council's purpose is to address the needs of job seekers, employed workers and employers using an integrated approach to serving all customer populations. The scope of work includes, but is not limited to, the following strategic priorities of the Board: support training and development of Florida's talent pipeline; leverage technology to enhance Florida's workforce system; and marketing. The scope of work includes, but is not limited to, the following activities of the Board: One Stop Career Centers; The Employ Florida Job Matching System – Employ Florida Marketplace (EFM); targeted populations; welfare reform; and Incumbent/Employed Worker Training.

There are three main areas of focus for the council:

- 1. One-Stop Committee** – The elements of the One-Stop Committee will be incorporated into the Career Council and include the following; branding and marketing; One-Stop Minimum Standards/Credentialing; outreach to special populations and partnering with organizations directly servicing targeted populations; and best practices and excellence recognition. The quality of services and programs available at the One-Stops and through the Employ Florida Marketplace are critical in addressing the needs of job seekers, incumbent/ employed workers and employers.
- 2. Pre-employment programs for all job seekers** – Florida's workforce system provides a broad array of pre-employment services to assist all job seekers in finding appropriate employment. The workforce system needs to be able to cost-efficiently link well-trained, work-ready job seekers with businesses. Workforce Florida is committed to ensuring every Floridian seeking a job has access to high quality workforce services and training resources required to successfully enter and advance in today's knowledge-based workforce. The Career Council will ensure best practice service delivery models to address the services, programs and training resources needed by the diverse population of job seekers (see listing below) are available for replication throughout the state to maximize the ROI for regional funding.

Florida's workforce system provides universal customer access and serves the following diverse segment of job seekers.

- Dislocated Workers
- Displaced Homemakers
- Ex-Offenders

- Educational System Graduates
- First Time/Entry Level
- Homeless
- Limited English Workers
- Mature Workers
- Migrant Farm Workers /Seasonal Workers
- Persons with Disabilities
- Professionals
- Teen Parents
- Trailing Spouses
- Veterans
- Persons Transitioning Off Welfare
- Youth
- Youth Offenders
- Youth Aging Out of Foster Care

Such diversity in the labor pool requires specialized workforce services and training programs.

3. Post-employment programs for employed/incumbent workers - Importantly the workforce system also provides several post-employment programs that offer skills upgrade training and occupation-specific training in consultation with both employees and their employers. The goal is to help employees achieve job retention, earnings gains and advancement, which are critical for a family to build economic security/independence; and to help employers reduce costly turnover, improve productivity and create additional jobs. Using a competitive procurement process, the Career Council will fund Regional Workforce Board innovative programs to provide post-employment services through local partnerships with employees, employers and training providers.

Post-Employment Self-Sufficiency Projects

Title: *Passport to Economic Progress Project*

Purpose: The Passport to Economic Progress is a post-employment program and clients must be employed and earning less than 200% of the Federal poverty level to participate. Passport was designed to work with individual employees to provide incentives to gain skills to retain employment, increase earnings and achieve job/career upgrades. Passport offers performance-based incentive bonuses contingent upon achieving specific benchmarks prescribed in the client's self-sufficiency plan. The self-sufficiency plan is developed by the client in consultation with the career manager, is based on her/his objectives to become self-sufficient and emphasizes the importance of individual responsibility. The Legislature intended to create a demonstration program for the provision of such incentives and services with the goal of developing a model for the continued evolution and enhancement of welfare-reform efforts in Florida.

Funding Allocation/Appropriation: Passport is coordinated and tracked by the Career Council. Passport is funded through a line item TANF appropriation (\$2 million dollars) by the Florida Legislature to three counties/two Regional Workforce Boards.

Outcomes as of 6/30/07 – longitudinal benchmarks will be tracked through 12/31/07: 541 clients were enrolled; 272 or 50% of enrollees applied for and received the Earned Income Tax Credit (EITC); 783 vocational education certificates and/or job skills training certificates were earned as agreed to in the self-sufficiency plans; 279 or 52% of the enrollees received an upgrade in position and/or an increase in available income; 352 or 65% of the enrollees achieved 30-day job retention, 269 or 50% achieved 90-day job retention, 196 or 36% achieved 180-day job retention; and 352 or 65% of enrollees completed other self-sufficiency goals.

Average Investment per Enrollee: Approximately \$3,700, which includes work support services, training/education costs and performance incentives for achieving agreed upon benchmarks in self-sufficiency plan.

Special Projects

Title: *Non Custodial Parent Employment Program (NCPEP)*

Purpose: In the NCPEP, TANF eligible non-custodial parents, including the ex-offender population, are provided employment/post employment services including training/education to facilitate their being able to fulfill obligations to provide support payments and contribute to the family's self-sufficiency. Performance benchmarks that are tracked include job retention, job upgrade, earnings gain, child support payment begun and maintained, and certifications acquired. Non-custodial parents are also offered parenting classes and encouraged to participate in the child's life if appropriate. Regional Workforce Boards partner with several agencies in this program including the Department of Revenue (DOR) Child Support Enforcement (CSE).

Funding Allocation/Appropriation: NCPEP is coordinated and tracked by the Career Council. NCPEP is funded by a line item TANF appropriation (approximately \$1.4 million dollars) by the Florida Legislature to four areas in the state - Pinellas, Pasco, Hillsborough counties and the Miami-Dade area.

NCPEP outcomes as of 6/30/07 – longitudinal benchmarks will be tracked through 12/31/07: Currently the performance benchmarks for NCPEP include: number enrolled in the program - 1,398 (155% of the planned enrollment number of 900); number placed in unsubsidized employment - 862 (177% of the planned number of 488); number who retained employment for 90 days at a minimum of 32 hours a week while participating - 466 (127% of the planned number of 366); number who retained employment for 180 days at a minimum of 32 hours per week - 340 (147% of the planned number of 231); number who earned an upgraded position - 95 (173% of the planned number of 55); number who attained an increase in wages - 212 (155% of the planned number of 137); number who maintained three months of child support payments - 607 (191% of the planned number of 318); 915 Vocational Education, Certificate program or other education programs were successfully completed by participants. Based on performance to date, it is expected that all longitudinal targets will be met or exceeded.

Policy Issues & Initiatives

EITC Campaign to the Prosperity Initiative Resource Web Page: Workforce Florida, Inc. (WFI), the Agency for Workforce Innovation (AWI), the Department of Children and

Families (DCF) and the Regional Workforce Boards (RWBs) have partnered since 2002 to communicate and implement Earned Income Tax Credit (EITC) campaigns throughout the state. These campaigns are focused on ensuring all eligible working Floridians access the EITC also referred to as Earned Income Credit (EIC). The EITC can significantly impact the total net income for a working family. The EITC, enacted in 1975, provides a refundable tax credit for low-income working families. Originally intended to ease the burden of Social Security taxes and provide an incentive to work, the credit has been modified several times since its introduction. The credit now provides a substantial benefit to millions of American families. WFI/AWI/DCF/RWBs have encouraged support from businesses for the EITC campaign, which increases net worker pay while also increasing revenue recirculation. The EITC campaign benefits both the individual citizens of Florida as well as the local economy.

During 2006-2007 the focus was on expanding the EITC Campaign to the Prosperity Initiative, which is inclusive of EITC, CTC, asset building and financial literacy. WFI has partnered with other state and local organizations - corporate, faith-based, non-profit, educational, financial, public service and government agencies - to effectively incorporate Prosperity Initiative awareness into outreach activities at both the state and local levels; to maximize efforts ensuring access to all Prosperity Initiative elements for eligible Floridians; to leverage all resources; and to consolidate duplicative efforts.

There are very strong local initiatives and very effective local partnerships already in place that meet the unique/specific needs of the localities. A Prosperity Initiative Resource Page is offered to provide information, communication links, and contact information for state and local partners and share successful program designs among partners. These resources direct visitors to information and tools necessary to access and assist others to access information on EITC, CTC, financial literacy and asset building programs. The link to the resource page is <http://www.floridajobs.org/eitc/index.html>.

Preparations to Implement the Deficit Reduction Act of 2005: In February 2006, the President signed the Deficit Reduction Act (DRA) of 2005 into law, which reauthorized the Temporary Assistance for Needy Families (TANF) program. The Deficit Reduction Act of 2005 required the Department of Health and Human Services (DHHS) to define work eligible participants, each work activity and establish verification requirements. In June 2006, DHS distributed Interim Final Regulations, which detailed each work activity definition and supervision/documentation requirements. States were required to submit a work verification plan no later than June 29, 2007, with final approval and implementation no later than October 1, 2007. Florida submitted Florida's Work Verification Plan (WVP) that included a gradual implementation process, services provided under each work activity category, participation verification procedures, work activity definitions, verification procedures, and other required elements. Florida is currently operating under the Interim Final Regulations, Florida's WVP (approved by DHHS September 5, 2007) and Florida Statutes.

Youth Development Council (formerly the First Jobs/First Wages Council)

The purpose of the Youth Development Council is to promote successful entry of youth into the workforce through education and job experience, including school-to-work transition

initiatives that enlist business and community support to ensure that students have the educational and occupational skills required to succeed in the workforce. Additionally, the Federal Strategic Youth Vision requires a strong focus on the training and development of Florida's out-of-school youth, an important segment of the workforce talent pipeline. This council also addresses adults entering the workforce for the first time and youth programs related to welfare reform.

Training Projects

Title: Year II Funding for the Replication of the CHOICE Career Academies

Purpose: The purpose of this grant opportunity was to seek applications from Regional Workforce Boards and their partnering school districts for projects that utilize the CHOICE Career Academies educational model. The intent was to fund projects that start new career academies or expand existing career academies that target one or more of the designated industries that lead to educational and industry-recognized certifications.

Funding Allocation: \$1,078,644 [WIA 15%]

Awards/Expected Outcomes: Funding awards were made to five Regional Workforce Boards to provide skill training to 889 youth.

Progress to Date: These are planning and start-up awards in that it takes the schools one year to get the programs implemented and to allow ample time for instructors to become certified in the same industry-certification areas that will be made available to the students, who are enrolled at the beginning of a semester, once the groundwork has been completed. A total of 323 youth (or 41% of plan) were enrolled in an academy the start-up year. Youth enrolled will not start earning industry-recognized certifications until their senior year but are enrolled into the academies in their junior year. The program has long-term objectives: graduation, obtainment of a nationally recognized industry certification, and employment. The regions and school districts that participated will be providing follow-up on youth until they graduate from high school. Regarding capacity building within the school districts, career institute instructors have been certified in one or more industry-recognized certifications. These include but are not limited to: Cisco Networking Network Associate (CCNA 1 and CCNA 2); Computer Technology Industry Association (CompTIA A+ and Network+); Internet and Computing Core Certification (IC3); Occupational Safety & Health Administration (OSHA) Trainer, Microsoft Certified Systems Engineer (MCSE/2000/2003), State of Florida Certified Residential Contractor; Certified Plumbing Contractor; Certified Energy Rater; Certified Softplan Architectural Design Advanced User; and others.

Impact and Systematic Change to Education: The CHOICE model has been recognized at the state and national levels for its responsiveness to the needs of business, the emphasis on partnerships including the workforce development board, the articulation with post-secondary education providers, and the requirement that educational academies provide a means for earning industry-recognized certifications while earning a diploma. Senate Bill 1232 and House Bill 965, legislation introduced and approved in the 2007 session, will revamp career education programs in Florida high schools using the CHOICE model, which the Youth Development Council has endorsed by directing funding for replications in multiple school districts. Soon students throughout Florida will be able to take courses resulting in national industry certification in high-demand careers while simultaneously earning a high school diploma and even college credits – all at no cost to them or their

families. The legislation establishes career and professional academies in every school district within two years. The academies will be jointly developed by business groups, school districts, and private and public colleges and universities. The academies must be designed to meet economic development and workforce needs in the regional economy.

State's Average Investment per Trainee: \$3,339 (These funds were for start-up of programs that will continue to serve youth over time.)

Title: *Developing Opportunity Through Vocational Education (DOVE)*

Purpose: This funding initiative represents a new level of cooperation between Florida's workforce development system and a facility operated by a Division of Juvenile Justice provider. The goal is to reach incarcerated females and provide skills training and certification, work readiness training, and life skills training.

Funding Allocation: \$374,370 [WIA 15%]

Awards/Expected Outcomes: Awards made to a girls' DJJ residential facility to provide training to 33 youth/first time-job entrants.

Progress to Date: This project was funded through June 30, 2007, but is ongoing. A total of 33 youth (100% of plan) were trained. The following benchmarks were achieved: 11 completed vocational training with eight receiving occupational certifications; two earned their GED or high school diploma (most referred to this facility already had earned their high school diploma or the equivalency).

Identified Issues: None known.

Proposed Solutions: Not applicable – project completed.

State's Average Investment per Trainee: \$11,345 for the start up costs but his project is ongoing and will continue to serve more girls.

Strengthening Youth Partnership Initiative

Florida's **Strengthening Youth Partnerships (SYP)** initiative preceded the U.S. Department of Labor's 2004 new strategic vision for delivering youth services, a component of the Workforce Investment Act. The federal initiative is now a broad-based interagency collaborative involving multiple agencies. Building on work started in 2003, Florida's SYP 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 initiative.

Florida was chosen competitively along with 15 other states to participate in Advanced Level "Technical Assistance Shared Youth Vision Forums" to improve administration and coordination of federal programs serving youth. A Youth Track of the Annual Workforce Conference was held in January 2007 that focused on serving the most at-risk youth populations through collaboration with other agencies serving these populations. The session's presenters were from the partner agencies of the SYP. Additionally, the partners hosted a statewide meeting the summer of 2007 to hear the voice of business, discuss strategies to employ the most at-risk or children of promise in this economy, and to hear about three pilot projects that will be conducted in 2007 – 08 to improve services to these youth. The partnership is built on an interagency model of collaborative planning, execution, and evaluation, and currently includes representatives of the following agencies and programs:

<p><u>Workforce Florida, Inc.:</u> Youth Development Council <u>Agency for Workforce Innovation</u> <u>Regional Workforce Boards</u> <u>Governor’s Office:</u> Volunteer Florida <u>Associated Industries of Florida</u> <u>The Able Trust</u> <u>Department of Children and Families:</u> Family Safety</p>	<p><u>Department of Education:</u> Division of Community Colleges and Workforce Education, Bureau of Adult Education, Bureau of Career, Technical and Apprenticeship Programs; Division of K-12 Public Schools, Bureau of Exceptional Education and Student Services; Division of Vocational Rehabilitation; Office of Interagency Programs <u>Department of Juvenile Justice:</u> Educational Programs, Residential Programs <u>Department of Health:</u> Child & Adolescent Health</p>
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The youth that this initiative targets include the following:

Who are the students?	What are their characteristics?
<ul style="list-style-type: none"> • Students graduating from high school who will enter the workforce. • Students who are aging out of the foster care system. • Students who are leaving or have left the juvenile justice system. • Students who leave high school before earning a diploma or GED. • Students who have been assigned to an alternative school. • Students with special needs 	<p><i>These students are often unprepared for work in terms of skills, behaviors, and attitudes. They:</i></p> <ul style="list-style-type: none"> • have lower FCAT scores; • are below grade level; • are highly mobile and often lack the family supports that help youth transition to adulthood; • often have significant learning disabilities and behavioral; • usually have skills that qualify them only for low wage jobs; • are more likely to enter the criminal justice system; • have few vocational skills, including the “soft” skills like working under supervision and with a team; and • often have limited opportunities for post-secondary education.

What does the SYP intend to do?

- Educate state and local agency staff about business expectations, the critical importance of youth acquiring occupational skills in the current economy, and the available programs and resources to develop Florida’s future workforce;
- Support a state organizational structure that will use collaborative interagency planning, resource alignment, implementation and outcome evaluation for the purpose of more effectively preparing youth for employment and transition to adulthood;
- Support a state policy framework for ensuring that the most at-risk youth become engaged in activities that will enhance personal and community economic development;
- Untangle agency policies that work at cross-purposes;
- Identify incentives for business investment; and
- Help schools see the possible linkages between the mission of Workforce Boards and the re-tooling of secondary schooling through the State’s Education A++ Plan.

Statewide Shared Case Management Pilot Project

A statewide pilot project to develop a shared services model between regions for juvenile offenders and youth in foster care was passed by the Youth Development Council and endorsed by partner organizations serving juvenile offenders and foster youth. Beginning in July 2007, a two-year statewide Project Connect pilot project will be initiated to encourage regions to “connect” with each other just as local agencies have connected to provide a better network of services to juvenile offenders and youth in foster care, as they are moved from time to time to other regions due to their legal status. The anticipated outcomes include increased levels of service and performance to these populations as well as the development of a transfer and shared services model that could be used with other at-risk populations. This pilot grew out of gaps in services that were identified in the Strengthening Youth Partnership meetings since these populations are at times mobile due to court orders. The anticipated outcomes of the pilot include increased levels of service and performance to these populations as well as the development of a transfer and shared services model that could be used with other at-risk populations.

State Youth Pilot Projects

Regions 8 (WorkSource) and 24 (Southwest Florida Workforce Development Board) will conduct pilot projects, which are funded in part and sponsored in response to the **Advanced Youth Forums**. The model for Florida’s Shared Youth Vision pilot has three components: 1) the development of a community action assessment and action plan for serving youth with special needs with processes being documented to create a model for replication in any community; 2) development of a one-stop prevention and intervention system for youth on probation, community service and returning from juvenile justice placements; and 3) support for the local and state teams.

Cross Council Projects

Training

Title: BEST—Business Employment & Solutions Training (BEST)

Purpose: Through this cross-council competitive funding opportunity, Regional Workforce Boards have been awarded funds through a competitive process to implement innovative solutions to local workforce challenges.

Funding Allocation: \$7,109,043 [WIA (\$5,109,043)/TANF (\$2,000,000)]

Awards/Expected Outcomes: 15 RWBs were awarded funds to implement locally developed training projects in their respective regions. These projects were projected to collectively result in 9,901 persons trained.

State’s Average Investment per Trainee: \$925

Progress to Date: Funds for the project were released 10/18/05. Performance benchmarks and expenditure rates are tracked on a monthly basis. On March 17, BEST grants Regional

Workforce Boards were sent communication reminding them of three issues; first, as per conditions stated in the Grant Solicitation, the 20% funding holdback would not be released until they had achieved the 80% WIA program enrollment benchmark as noted in the monthly performance reports; second, RWBs were required to review their progress to date on benchmarks and expenditure rates and required to indicate if they wanted to return funds (de-obligate) that would not be effectively used in achieving projected benchmarks or if they wanted to request additional BEST funds (re-obligate) and increase projected benchmarks; and third, RWBs were reminded that the solicitation for second-year BEST funding would be released the first week in May and that achievement of performance benchmarks was a critical factor in evaluating each RWB's request for continuation funding.

Identified Issues: On May 3, an email was sent to all BEST grant Regional Workforce BOards listing the next steps for the three issues raised in the March 17 email described above in the Progress to Date section. The release of the 20% holdback funds for RWBs that had attained the 80% enrollment benchmark was approved for all 24 RWBs. Due to the limited responses from the RWBs to de-obligate current year BEST funds, there were no BEST funds to re-obligate for the BEST 05-06 project year. The Second Year (2006-07) Funding Request was included in the May 3 email communication and current year BEST grant Regional Workforce Boards were invited to apply for continuation funding.

Proposed Solutions: In-progress as described in Identified Issues section above.

Outreach to Employers and Job Seekers

Employ Florida and the Employ Florida web site. The Employ Florida affiliate brand continues to be developed as a tool for customers to find state and local workforce resources and services throughout Florida. By affiliating with Employ Florida local and state workforce entities and their service outlets are connected via a common name/brand. Employers and job seekers only need to know this one name to locate Florida's workforce services and resources anywhere in the state. All 24 Regional Workforce Boards as well as the two state partners, Workforce Florida and the Agency for Workforce Innovation, have representation on the state Employ Florida Communication Consortium, which meets several times each year for the following purposes:

- Review and evaluate previous and ongoing Employ Florida outreach/marketing
- Discuss current local and state marketing activities
- Share and discuss solutions for system-wide and multi-regional outreach
- Identify future opportunities
- Continue to develop and adjust the Employ Florida affiliate brand strategy

The Employ Florida brand managers and/or consortium members provide regular updates to the Workforce Florida Career Council's One-Stop Sub-Committee as well at the Workforce Florida Partners Meetings.

The Employ Florida website, www.EmployFlorida.com, has been expanded to not only provide a consolidated point of access for locating one-stop centers and other local and state resources, but to also serve as the access point to the Employ Florida Marketplace (EFM). Launched March 1, 2005, the EFM is another component of the Employ Florida network of workforce services and resources. In addition to using the nearly 100 One-Stop Career

Centers with physical locations throughout Florida, now customers can find and access services virtually anywhere using the Employ Florida Marketplace. The Marketplace's "spidering" technology, used to aggregate job listings from other web sites, has produced over 4 million jobs on the site since it was launched with more than 500,000 referrals to external jobs recorded.

The Employ Florida Marketplace (EFM) 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. The EFM 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.

Employer users will find the following features helpful:

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

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

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

The Employ Florida web site averages around 47,000 unique visitors per day and, as of September 17, 2007, had 2.8+ million registered job seekers with over 369,000 resumes on the system. The number of employers registered on the system as of this same date exceeded 157,000. The Employ Florida web site is also supplemented by a toll-free telephone number, 1-866-FLA-2345, housed at the Agency for Workforce Innovation, manned by staff who can assist customers with a full range of inquiries related to the web site and Florida's workforce system in general.

Other Outreach Activities

A variety of communication strategies, vehicles and tactics have been used to connect workforce customers to resources, services and special workforce initiatives. These include

state-level public relations campaigns, conference and meeting presentations, print, radio, television, outdoor (billboards) and online advertising.

To promote workforce services to the youth audience, Workforce Florida continued its participation in Florida Trend's highly successful NEXT magazine. Florida Trend's NEXT magazine is written by and for high school students. The magazine also has a companion website at www.FloridaNext.com with additional expanded information, links, activities, surveys, teachers' resources and more. A copy of Florida Trend's NEXT magazine is provided free to 750,000 Florida youth, grades 9-12 enrolled in 1,358 schools. Florida Trend's NEXT magazine also provides a Teacher's Guide with suggestions on how to incorporate the magazine into lesson plans and classroom activities. Florida Trend's NEXT is also distributed private and specialty schools, including technical schools, alternative schools, drug treatment education schools and teen parenting schools. Additional copies of the magazine are also shipped to the local workforce boards to use at youth job fairs and other relevant events.

Other State-level Activities and Initiatives

Workforce Florida Nursing Task Force

Purpose: *The Nursing Task Force was charged by the Workforce Florida Board to address the issue of the nursing shortage in Florida. The task force is chaired by William Mayville and has consisted of the chair and three board members. Career ladders and career bridges in the nursing profession were a major focus for developing more nurses. The task force proposed the establishment of a work-based employer-supported career ladder program that, if successful, would present to health workers a viable and realistic approach for health industry employees to reach the nurse level.*

Two Regional Workforce Boards (RWBs) are participating in the WFI State Board Nursing Task Force Initiative. This program was created to provide a career ladder for employed Certified Nursing Assistants (CNAs) to continue full-time employment and at the same time, enroll in a Practical Nursing (PN) training program. The training is delivered at the worksite under the auspices of a State Board of Nursing approved training provider. Although most PN programs take just over one year to complete, this program builds upon the experience and education of employed CNAs and is revised to be completed on-site over a two-year period. Currently employed CNAs were chosen by their employer to participate in the pilot program. The program was initiated in RWBs 8 (WORKSource) and 24 (Southwest Florida Workforce Development Board). RWB 8 enrolled one class of 14 students who were scheduled to complete their program in the summer of 2006. RWB 24 enrolled two classes: the first class of 12 students was scheduled to complete the program in the summer of 2006 and a second class of 12 was scheduled to complete their program in the spring of 2007.

Accountability and Continuous Improvement

Florida workforce law expressly calls for increased accountability for the workforce system for the state, localities and training providers. Florida has several methods for continually monitoring performance that have great value as both real-time management tools as well as tools for continuous improvement.

Although federal law, regulations and instructions call for extensive reporting of multiple performance data for the array of federally funded programs, and some federal programs provide incentive bonuses for high performing states, coupled with at least theoretical sanctions and monetary penalties, Florida's incentive/corrective action mechanisms are largely the product of state law and state Workforce Board policy decisions and design. The structure is custom designed to cover all major programs under the state Board's oversight, including the Workforce Investment Act (WIA), Wagner-Peyser (WP) and Temporary Assistance to Needy Families (TANF). As a further policy matter, Florida's incentive/corrections apply to both short-term, interim outcomes (mainly EER-Entered Employment Rates) as well as the longer-term outcomes (mainly Job Retention) reported annually to the U.S. Department of Labor (WIA & WP) and the U.S. Department of Health and Human Services (TANF) using UC/UI wage records. Certain other requirements imposed by state law are used as indicators. For example, Florida tracks the state law requirement for a 50% rate of expenditures on Individual Training Accounts (ITAs) and other training. Similarly, the federal "participation" rate for TANF participants is also tracked.

Each year the Workforce Florida Inc. Board of Directors approves an incentive pool "off the top" of the annual budget out of state-level discretionary WIA, WP and TANF funds. Additional incentive money for the pool may come from federal performance awards including WIA incentives and TANF High-Performance Bonuses. Based on state policy, to performing Regional Workforce Boards are awarded monetary incentives from this incentive pool. High-performing Regional Workforce Boards are also awarded public recognition and plaques in the high-visibility annual Workforce Summit.

In addition to the monetary incentive "carrots," Florida also applies some "sticks" in the form of corrective "consequences". Typically low-performing Regional Workforce Boards are required to first provide their own Corrective Action Plans. Then, if low performance persists, state-level staff work with RWB staff to design a state-approved Program Improvement Plan with specific deliverables, often supported by state and peer Technical Assistance and Training (TAT) and sometimes supplemental funding for specific interventions. Continued chronic performance and operational problems then result in progressive levels of direct, sustained on-site oversight by state staff or state-designated RWB peer supervision, "receivership," or replacement of local executive staff, all of which have been applied in Florida. So far, no Region has been re-designated or consolidated due to performance problems but that option remains as an ultimate sanction.

Encouraged by the positive trend lines displayed by our performance measures, Florida's workforce system will continue to apply, re-examine, refine, and refresh its incentive/correction structure to maintain continuous improvement.