

# WORKFORCE INNOVATION AND OPPORTUNITY ACT ANNUAL STATEWIDE PERFORMANCE REPORT PROGRAM YEAR 2018-2019

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December 2, 2019

Winston Tompoe  
Acting Regional Administrator  
Employment and Training Administration  
U.S. Department of Labor  
61 Forsyth Street SW, Room 6M12  
Atlanta, Georgia 30303

Dear Mr. Tompoe:

The State of Florida is pleased to submit our Workforce Innovation and Opportunity Act Annual Report for the 2018-2019 Program Year. The information contained in the annual report has been compiled and transmitted in accordance with guidance found in the Training and Employment Guidance Letter No. 5-18.

We would like to thank the Florida Department of Economic Opportunity for its support throughout the year in serving Florida's workforce investment system and invaluable contributions to this report.

We trust that our report provides the information needed by your office. Should you have any questions, please contact Vice President of Strategic Policy and Performance Mary B. Lazor at (850) 684-5586 or email: [mlazor@careersourceflorida.com](mailto:mlazor@careersourceflorida.com).

Sincerely,

A handwritten signature in blue ink that reads "Michelle Dennard".

Michelle Dennard  
President & CEO

cc: Jessica Otieno-Jani, Federal Project Officer, U.S. Department of Labor  
Ken Lawson, Executive Director, Florida Department of Economic Opportunity

Attachment

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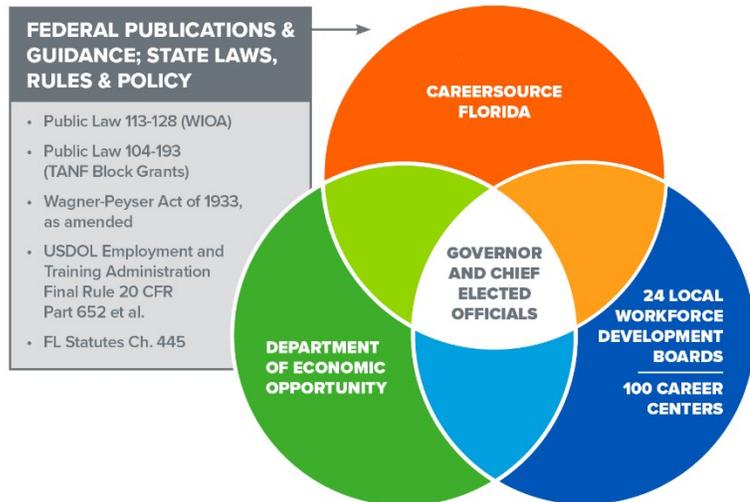
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## Introduction: CareerSource Florida Network

The 2018-2019 program year has been a period of significant economic growth and opportunity for the state of Florida. The state's unemployment rate was 3.4 percent in June 2019, down from an already low 3.5 percent in July 2018, a testament to bold leadership, policy direction and investment by Florida's elected, business and education leaders in partnership with workforce, economic and community development. Top industries for growth over the year included leisure and hospitality, construction, education and health services, and professional and business services.



Florida's workforce system is nationally recognized for innovation. Our workforce system includes CareerSource Florida, the state's principal workforce policy and investment board; the Florida Department of Economic Opportunity, the designated state agency for receipt of federal workforce development funds; 24 local workforce development boards and their approximately 100 career centers across the state. The workforce professionals within the statewide network helped more than 136,000 job seekers secure employment and assisted nearly 56,000 businesses with recruiting, hiring and training needs last year.

The priorities of our workforce system strongly align with Governor Ron DeSantis' goal to make Florida No. 1 in the nation in workforce education by 2030, ensuring Florida students are prepared for the jobs of the future. These priorities are reflected in our collective work with our core partners in implementing the Workforce Innovation and Opportunity Act (WIOA) Two-Year Modification of Florida's Unified State Plan. Further expansion of apprenticeships, greater emphasis on the development of career pathways, improved performance and accountability systems, major training initiatives for board governance and performance management, and design of a policy management framework that includes enhanced collaboration at federal, state and local levels are among the accomplishments over this past program year.

**CareerSource Florida** is led by a board of directors appointed by the Governor, Florida Senate President and Florida House Speaker. The board includes leaders in business, government, education, labor, economic development and community development who provide policy direction for approximately \$280 million in annual workforce investments to address the employment and training needs of job seekers, workers and businesses.

The **Florida Department of Economic Opportunity (DEO)** assists the Governor in advancing Florida's economy by championing the state's economic development vision and by administering state and federal programs and initiatives to help visitors, citizens, businesses and communities. DEO oversees the administration of the CareerSource Florida network and, as such, is

responsible for monitoring, training, and providing technical assistance for the various federal workforce programs operated by the local workforce development boards. The Department of Economic Opportunity receives and accounts for federal funds on behalf of the network and is responsible for financial and performance reporting to the U.S. Department of Labor (USDOL) and other federal organizations.

**Florida's 24 local workforce development boards** provide a coordinated and comprehensive delivery of local workforce services. Local workforce development boards are led by private business owners, economic development and education representatives, vocational rehabilitation representatives, community and state agency representatives, and elected officials. Local workforce development boards focus on strategic planning, policy development, and oversight of the local workforce investment system within their respective geographic areas. Statewide, local workforce development boards oversee approximately 100 career centers that offer job training, education, employment services and services to businesses designed to connect employers with skilled talent and Florida's job seekers with employment and career development opportunities.

Florida's workforce system partners are pleased to provide further information and results in the following pages of this WIOA Annual Statewide Performance Report Narrative for Program Year 2018-2019.

## Waivers

There were no state waivers in place during 2018-2019.

## Effectiveness in Serving Employers

The USDOL developed three approaches for measuring effectiveness in serving employers and requested states to select two of the three approaches to report. Florida's report encompasses all three approaches, which are designed to gauge Florida's performance to meet critical workforce needs:

- **Retention with the Same Employer:** This measure determines whether the core programs are serving employers effectively by improving the skills of their workforce and decreasing employee turnover. During Program Year 2018-2019, Florida's Retention Rate was 66.6 percent.
- **Repeat Business Customers:** This measure determines whether employers who receive core services are satisfied with those services and become repeat customers. It also assesses the workforce system's ability to develop and maintain strong relationships with employers over extended periods of time. During Program Year 2018-2019, Florida's Repeat Business Customer Rate was 50 percent.
- **Employer Penetration:** This measure determines whether the core programs are serving a large portion of employers in an area and are adequately meeting the workforce needs of the area. During Program Year 2018-2019, Florida's Employer Penetration Rate was 8.9 percent.

## Intentional Collaboration with Economic Development

WIOA explicitly recognizes the need for coordination of economic development and workforce development programs. Ideally, economic and workforce development policies should work in conjunction at both the state and local levels to maximize and leverage positive outcomes for both

businesses and career seekers. CareerSource Florida and its network of 24 local workforce development boards have been working diligently to support the alignment of workforce investments, education, and economic development organizations to provide Florida businesses with the skilled workers they need to succeed in a global economy today and tomorrow.

The President and CEO of Avalanche Consulting defines economic development as an intentional process that increases the prosperity of a community so that all people have an opportunity to thrive. This inclusive approach to economic development has been demonstrated in key activities and partnerships as highlighted below.

### International Economic Development Council

CareerSource Florida has been a member of the International Economic Development Council (IEDC) for several years. This membership enables our state to promote and share best practices in workforce and economic development collaboration at the state and local levels. During its 2019 Leadership Summit in January in Fort Lauderdale, the President and CEO of CareerSource Florida provided a keynote address, “Creating Winning Communities through Collaboration” emphasizing that if we can create vibrant, competitive communities, then the people in those communities thrive.

### Florida Economic Development Council

Similarly, CareerSource Florida has been a member of the Florida Economic Development Council’s Board of Directors, giving Florida’s workforce development policy organization an opportunity to drive collaboration between workforce and economic development. Many of Florida’s local workforce development boards are members of the organization. The Executive Director of Florida Economic Development Council is a member of the National Association of Workforce Boards Board of Directors and is also a past Chair of the CareerSource Capital Region’s Board of Directors. During Florida Economic Development Council’s Annual Conference in May 2018 and again in the 2019 Annual Conference, several workshops provided best practices on how collaboration is occurring statewide. Additionally, the Chair of Florida Economic Development Council presented to the CareerSource Florida Board of Directors on the importance of working together as talent is the number one issue in economic development. One of the priorities of the Florida Economic Development Council is to drive competitiveness and prosperity for all Florida communities through workforce programs and services.

### Enterprise Florida

Enterprise Florida, Inc. is the state’s primary economic development organization. CareerSource Florida’s Chairman of the Board of Directors sits on the Enterprise Florida Board of Directors and the Vice Chairman of Enterprise Florida, sits on the CareerSource Florida Board of Directors. Enterprise Florida’s Business Development team members, focused on business retention, expansion and new-to-Florida business locations, works collaboratively with CareerSource Florida’s Business and Workforce Development team, to provide businesses total talent solutions. Our organizations share a similar focus on Florida’s rural counties and the special workforce needs that exist in these 29 areas, nearly one-third of our state. In May 2019, the CareerSource Florida Board of Directors allocated \$1 million in state-level funds to address the special workforce needs in these areas.

## American Enterprise Institute's National Convening on WIOA

In June 2019, CareerSource Florida was invited to attend a meeting aimed at improving the skills of the nation's workforce, led by the American Enterprise Institute. The American Enterprise Institute convened a Workforce System Performance and Innovation Working Group to assess promising practices in WIOA implementation and identify continuing gaps for employers, job seekers, workers, and those with specific barriers to employment.

CareerSource leaders shared what Florida has done to better serve business in five key areas:

1. First and foundational: using data to guide strategy and manage performance;
2. CareerSource Florida's approach to sector strategy implementation;
3. Aligning the workforce system with key business partners like the Florida Chamber, economic development organizations like Enterprise Florida, the Florida Economic Development Council and FloridaMakes;
4. Achievements derived from CareerSource Florida's statewide branding initiative; and
5. A renewed focus on work-based learning and apprenticeships.

Florida was then selected to host one of three regional convenings later in the year, with leaders from Florida's CareerSource Florida network, education and economic development.

## Current or Planned Research/Evaluation Projects

The Statewide Skills Gap and Job Vacancy Survey (2018) was used regularly throughout Program Year 2018-2019 to provide insights and heighten awareness across business, workforce and education forums. All key stakeholder groups and partners recognized the importance of developing strategies to close technical and foundational skills gaps. The most recent demonstration of this was using the survey results to assist in developing strategies for our education and workforce partners on initiatives such as Florida's new educational attainment goal. Governor Ron DeSantis signed House Bill 7071 which established the SAIL to 60 Initiative. This educational attainment goal aims to increase the percentage of working-age Floridians with a high-value postsecondary certificate, degree, or training experience to 60 percent by 2030. An executive summary, the full report and the online tool are available at:

<https://careersourceflorida.com/about-us/reports-and-publication/>.

## Workforce Information Technology Study

CareerSource Florida conducted the Workforce Information Technology Study to assess Florida's current online labor exchange system, case management and reporting tool, Employ Florida. The study targeted current technology structures supporting delivery of workforce programs and services, how the system supports performance and reporting outcomes, and how the current system might support future changes in service delivery models. It was conducted with a vision on how to best serve the public today and in the future. This comprehensive study engaged key stakeholder groups and accounted for numerous variables affecting the technology system. The methodology included consideration of WIOA parameters, reviews of CareerSource Florida background materials, multiple demonstrations of Employ Florida technology, interviews with workforce network staff at all levels, a facilitated needs workshop conducted with chief executives of the 24 local workforce development boards, electronic surveys, and a jurisdictional review of nine peer states' workforce systems. This multi-pronged approach ensured a reflection of the voice, perceptions, and opinions of Florida's workforce system fieldwork participants.

Preliminary results were presented to the CareerSource Florida Board of Directors and are now incorporated into strategies for designing the future Florida workforce information technology system, which is scheduled to be designed and deployed in Program Year 2019-2020.

## Study on the Impact of the Gig Economy on Florida's Workforce System

In 2018, CareerSource Florida established a priority initiative to explore the potential future impact of the emerging gig economy on Florida's workforce system. CareerSource Florida's Study on the Gig Economy and Florida's Workforce System synthesizes the results of a six-month study launched in January 2019 to further CareerSource Florida's understanding of the gig economy and the potential workforce, education, and economic development implications for Florida.

The study synthesized national research and data on the gig economy, gathered Florida specific data and trends, and engaged state workforce, education, economic development, and business partners in discussions about the future of work and entrepreneurship in Florida.

In undertaking this study and by engaging key partners, CareerSource Florida is among the first workforce systems nationally to explore the implications of gig work and entrepreneurship. This initiative reveals significant potential areas of opportunity for CareerSource Florida to meet the future independent workforce needs of gig economy businesses and workers. As gig markets continue to evolve and expand, it is likely that Florida's industries will experience workplace and workforce transformations. The future labor market will look different than it does today. CareerSource Florida is committed to continuing dialogue and collaborating with partners and stakeholders to respond to the opportunities and future trends presented by the gig economy.

## Customer Satisfaction

### State-Level Customer Satisfaction Surveys

The Department of Economic Opportunity provides an annual customer satisfaction survey to the state's 24 local workforce development boards. The survey, conducted in April 2019, provided invaluable information that allowed DEO to identify areas of excellence, as well as opportunities for improvement.

### Employ Florida Customer Satisfaction Surveys

The Department of Economic Opportunity continually offers a customer service survey to assess the experience of job seekers and businesses in using the state's workforce management information system, Employ Florida. The survey is integrated in the Employ Florida system and consists of seven questions. During Program Year 2018-2019, 9,992 surveys were completed. Of those completing the survey, 92 percent were job seekers and 89 percent were looking for employment or career planning. Approximately 46 percent of the respondents reported no challenges in finding information on the Employ Florida site. Approximately 84 percent of the respondents reported no challenges in understanding information on the system. Approximately 89 percent of the respondents reported no challenges in getting what they needed from the website. Approximately 53 percent of the respondents rated their overall experience as good or excellent.

In addition to the Employ Florida survey, CareerSource Florida commissioned a study on the effectiveness of Employ Florida. The Department of Economic Opportunity used the study results,

along with the survey results, to identify areas of improvement and needed innovation to assist in planning for procuring a new workforce management information system.

### Business Customer Satisfaction Surveys

CareerSource Florida and DEO implemented a Salesforce-based customer relationship management platform within CareerSource Florida's Performance Funding Model. One of the hallmarks of the CareerSource Florida Salesforce instance is the customer satisfaction survey used to assess businesses' participation and satisfaction with Florida's workforce development network. Surveys are sent to businesses served to measure a local workforce development board's engagement with those businesses. This statewide collaborative initiative informed strategies at the state and local levels and helped drive operational excellence, leading to the sharing of best practices and positioning Florida for success in implementing WIOA's Effectiveness in Serving Employers indicators of performance.

### Progress Made in Achieving State Strategic Vision and Goals

The CareerSource Florida network remains focused on the creation and implementation of initiatives that support businesses, workers and job seekers, including transitional jobs, work-based learning and worker training strategies for youth and adults.

### Sector Strategies and Business Engagement Strategies

WIOA requires sector partnerships as a strategy under federal statute. The law defines both state and local level responsibilities. Chapter 445.004(10), Florida Statutes, requires state workforce development strategy to include efforts that enlist business, education and community support for students to achieve long-term career goals. CareerSource Florida and its network ensure young people have the academic and occupational skills required to succeed in the workplace. The state workforce development strategy assists employers in upgrading or updating the skills of their employees and helps workers acquire the education or training needed to secure a better job with better wages. This strategy assists the state's efforts to attract and expand job-creating businesses offering high-paying, high-demand occupations. Development of sector strategies and career pathways is a component of Florida's WIOA Unified Plan and state workforce development strategy.

Sector strategies are regional, industry-focused approaches to building a skilled workforce and are an effective way to align public and private resources to address the talent needs of employers. Evidence from states employing this approach shows that sector strategies can simultaneously improve employment opportunities for job seekers and enhance the competitiveness of industries. Effective sector strategies rely on strong sector partnerships, sometimes referred to as industry partnerships, workforce collaboratives or regional skills alliances.

These partnerships are led by businesses within a critical industry cluster working collaboratively with workforce development, education and training, economic development, labor and community-based organizations. Effective sector strategies are built around great data; founded on a shared, regional vision; guided by industry; lead to strategic alignment; transform how services (job seeker and employer) are delivered; and, are measured, improved and sustained.

Building on the momentum of the unanimously passed Sector Strategy Strategic Policy by the CareerSource Florida Board of Directors, CareerSource Florida developed and implemented a

Sector Strategies Toolkit to assist local workforce development boards with a range of activities, like the development of industry-driven workforce goals, action plans and policies and the enhancement of business and job seeker services. The Sector Strategy Toolkit can be viewed online at <https://careersourceflorida.com/sector-strategies/>.

### Sector Strategy Territory Meetings

During Program Year 2018-2019, the CareerSource Florida's Business and Workforce Development unit's four territory directors, each held two in-person and two web-based sector strategy meetings. Each meeting hosted business services teams and sector strategy specialists from six local workforce development boards. During these meetings, topics like sector strategy policies, data tools, targeted initiatives, state-level funding, career pathways, apprenticeships and other work-based learning strategies were discussed. The local workforce development boards shared their sector strategy efforts which included best practices, barriers and lessons learned.

### Sector Strategy State-Level Funding

As a continuation of industry-focused work throughout the CareerSource Florida network, the CareerSource Florida Board of Directors set aside \$2.5 million in funding available to local workforce development boards to further promote implementation and strengthening of broad-based sector strategy approaches. In a continuation of Florida's progress, these funds assisted the network with critical next steps building on existing efforts and momentum. Funds were used to continue building capacity, enhance regional collaboration and provide access to market intelligence resources that support data-driven sector work and measured outcomes.

These Sector Strategy initiatives include: the creation of an Aero-Flex pre-apprenticeship for Aerospace and Aviation Manufacturing across two local workforce development areas; skills upgrade training to move hospital staff into credentialed Surgical Technicians; a bridge program from Certified Nursing Assistants to a Licensed Practical Nurses program; continuation of Bridge to Skilled Trades CDL program with Marion Technical College; the creation of a Regional Manufacturing Initiative (RMI) to build talent for the manufacturing sector; a program combining adult GED education with manufacturing industry skills training; the creation of a Pharmacy Technician pipeline with CVS Health by offering work-based learning to rural residents across two local workforce development areas hoping to become Certified Pharmacy Technicians; a partnership with the Intern Bridge organization to teach businesses learning objectives for various internships; and a customized training program with Miami Dade County Public Schools to train job seekers within the Trade and Logistics industries to close skills gaps.

### State-level Advanced Manufacturing Sector Strategy efforts

Originally launched in 2014, CareerSource Florida funded the development and creation of an Advanced Manufacturing Workforce Leadership Council initiative resulted in the promotion of business growth through better connectivity of Florida's advanced manufacturers to existing public and private resources essential for increased competitiveness and profitability, leveraging the workforce and talent development assets within the state.

In 2019 FloridaMakes, Florida's Manufacturing Extension Partnership, fully adopted and incorporated the Advanced Manufacturing Workforce Leadership Council under their Board of Director's Talent Development Committee. This council consists of representatives from the manufacturing industry and includes representation from 14 Regional Manufacturing Associations. Additionally, FloridaMakes hired a full-time staff, and former workforce development sector strategy professional, to support the Council which has led to the prioritization of two goals for the year: (1) Expansion of Apprenticeship Opportunities and (2) Career Perceptions Marketing

Campaign. This centralized voice of the manufacturing industry in Florida meets monthly and discusses strategies to strengthen the talent pipeline for Florida's high-wage manufacturing sector.

Industry-specific working groups of business, education and other leaders, state and local partners will continue to identify current and future workforce needs and training solutions for key sectors. Through capacity building, enhancement of regional collaboration and access to market intelligence resources, data-driven sectoral work will continue. Additionally, CareerSource Florida closely partners on priority initiatives with the International Economic Development Council, Florida Chamber of Commerce, Florida Economic Development Council and local chambers and economic development organizations.

## Apprenticeships

To expand career pathways linked to apprenticeships and work-based training opportunities, the CareerSource Florida Board of Directors unanimously approved the first statewide Apprenticeship Strategic Policy for Florida's workforce system. This policy defines the state's strategic vision for apprenticeships while providing local workforce development boards with the guidance they need to boost systemic change at the local level. A work-based training administrative policy was also developed this year to further support local workforce development boards as they offer training activities that are sector-focused and industry-led. Together, these strategic tools are driving impactful innovation that benefits employers and career seekers.

In March 2019, Governor DeSantis formally announced \$1.75 million in grants allocated by the CareerSource Florida Board of Directors to help career seekers acquire the skills needed for in-demand occupations through new and expanded pre-apprenticeship and apprenticeship programs. At least 19 local workforce development boards around the state are now actively working to establish or expand apprenticeships with business and education partners. In May, the CareerSource Florida Board of Directors approved a 2019-2020 fiscal year budget that includes an additional \$1.75 million investment in apprenticeship expansion.

The Florida Legislature passed House Bill 7071 which included a \$10 million appropriation for the newly created Florida Pathways to Career Opportunities Grant Program. These grants will enable high schools, career centers and postsecondary institutions to partner with businesses and industries, as well as offer high quality pre-apprenticeship and apprenticeship opportunities.

CareerSource Florida also launched Apprentice Florida, in partnership with the Florida Department of Economic Opportunity and the Florida Department of Education. This statewide initiative is aimed at making Floridians aware of the benefits of Registered Apprenticeships, encouraging businesses to build apprenticeship programs of their own and ensuring those programs have the resources needed to be successful. By continuing to invest in our businesses and career seekers through apprenticeship opportunities, in collaboration with statewide partners, we are strengthening our current and future workforce.

An increasing number of Florida businesses are turning to apprenticeships to build a quality workforce with the exact skills they need to be competitive. According to USDOL, businesses that offer apprenticeship programs see significant benefits to their bottom line: 97 percent of employers recommend apprenticeships as a training model; For every dollar spent on apprenticeships, employers receive an average return on investment of \$1.50; and 91 percent of apprentices who complete an apprenticeship program are still employed nine months later.

CareerSource Florida is focused on helping expand apprenticeship opportunities in six key industry sectors: advanced manufacturing, healthcare, information technology, hospitality, trade and logistics and construction. Within the CareerSource Florida network, at least 19 local workforce development boards are initiating or expanding apprenticeship opportunities with businesses and education or training providers in the counties they serve.

As apprenticeship opportunities expand, CareerSource Florida stands ready to support both businesses and prospective apprentices. By working collaboratively to help businesses create their own self-sustaining talent pipelines through apprenticeships, CareerSource Florida is diversifying opportunities for Florida’s businesses, communities and individuals to prosper.

## Apprentice Florida Momentum

<b>Registered Apprenticeships in Florida 2014 – 2018<sup>1</sup></b>					
<b>State of Florida (Fiscal Year)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Active Apprentices</b>	7,395	7,883	9,558	12,621	12,207
<b>New Apprentices</b>	3,856	3,915	4,844	5,299	5,233
<b>Graduates</b>	1,198	1,202	1,029	1,343	1,500
<b>Active Programs</b>	222	205	201	206	221
<b>New Programs</b>	3	8	7	11	22

SOURCE: 1. U.S. Department of Labor Employment and Training Administration Office of Apprenticeship

## Career Pathways

Career pathways enable individuals to secure employment within a specific industry or occupational sector and advance over time to successively higher levels of education or employment in that sector. It is important for education, training and support services to be connected regionally to help individuals of all skill levels and abilities to grow in a career. Career pathways also help businesses within key industries to have access to not only qualified workers but a qualified talent pipeline as well.

In support of career pathways, CareerSource Florida directed the development of career pathways-focused resources and tools. Downloadable tools are used by the CareerSource Florida network and their partners in the development and expansion of career pathways for their local and regional areas. These tools include PowerPoint templates, guides, webinars and informational maps. The objectives of the tools are to: describe the process to create career pathways and showcase examples of successful demand-driven models; illustrate how pre-apprenticeship, Registered Apprenticeship and other work-based learning modalities may be incorporated into career pathways efforts; identify existing and emerging career pathways efforts and explore opportunities to align and integrate regional pathways plans, activities and resource investments. With the continuing expansion of career pathways, especially in key target sectors identified in each local workforce development board’s two-year plans, Florida’s workers will have the skills needed to obtain good jobs and employers will have the workers they need to remain competitive and to prosper.

## Work-Based Learning

WIOA brings together in strategic coordination the core programs of the federal investment in skill development to support training and work experience for job seekers through work-based training. In June 2019, the Department of Economic Opportunity issued [Administrative Policy 100 – Work-Based Training](#) to provide guidance to local workforce development boards on the implementation of work-based training activities including: Customized Training, Incumbent Worker Training (IWT), On-The-Job Training (OJT), Registered Apprenticeships (RA), Industry-Recognized Apprenticeship Programs (IRAP), Transitional Jobs, Work Experience and Internships.

## Incumbent Worker Training Program

Established in 1999, Incumbent Worker Training grants provide funding for customized training including skills-upgrade training to existing for-profit businesses. Through these grants, Florida effectively retains businesses and enhances competitiveness by supporting skills-upgrade training for existing full-time employees. In Program Year 2018-2019, CareerSource Florida awarded 141 Incumbent Worker Training grants totaling more than \$4 million to help companies train and retain more than 6,385 full-time employees. Trainees' wages have increased more than 16.98 percent on average within 15 months of completing Incumbent Worker Training-supported training. Florida's Incumbent Worker Training program is funded at \$2 million annually. Funding priority is given to businesses that are small, or located in rural, brownfield or inner-city areas, and those businesses in a targeted industry. Extensive outreach through presentations and workshops have been conducted to ensure that as many small businesses as possible are aware of the benefits of the Incumbent Worker Training program. Incumbent Worker Training is very popular and continues to meet a critical need for Florida's businesses. Since its inception, more than \$198 million in requests for Incumbent Worker Training funding have been received and, due to limited funding, 37 percent of the requests have resulted in awards. For every dollar of Incumbent Worker Training grant funds invested in training, companies matched \$14.68.

## Policy Development Framework

CareerSource Florida and the Department of Economic Opportunity partnered to design a comprehensive policy development framework that fully supports the vision, mission, values, strategies and operations of the CareerSource Florida network and its statewide policy and investment board while strengthening the state workforce development system. The framework was presented to and adopted by CareerSource Florida's Strategic Policy and Performance Council in the Spring of 2018.

Policy development and implementation is a critical aspect of managing organizational performance. Systematic identification of the need for policy, a structured policy development process, an effective policy evaluation and approval process and consistent approaches for effective outreach, communications and training are essential components of a comprehensive policy framework. Organizations with sound approaches for the development and deployment of strategic and administrative policies are better positioned for successfully executing strategy and conducting effective and efficient day-to-day operations.

The policy development framework describes how strategic and administrative policies are developed and approved and provides alternatives to formal policy.

The policy development framework does not apply, regulate or enforce how local workforce development boards make or approve local policies; however, local boards must develop and implement local operating procedures and policies to define how programs are

operationalized. The framework is applied at the state level and is recommended as a guide for the development of local operating procedures and policies. This approach may also be used by any strategic partner of Florida's workforce network. Information about the [Policy Development Framework](#) is available online.

## Florida's Performance Accountability System

Florida workforce law requires accountability of the state workforce system, local workforce development boards and training providers. Florida has several methods for continually monitoring performance that are valuable as both real-time management tools and tools for continuous improvement.

Federal law, regulations and instructions call for extensive reporting of multiple performance data for federally funded programs. Florida's workforce system continues to apply, re-examine, refine and refresh its performance structure to maintain continuous improvement. The structure is custom designed to cover all major programs – WIOA, Wagner-Peyser, Welfare Transition and Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T).

CareerSource Florida and the Department of Economic Opportunity continue using the USDOL statistical adjustment model to establish targets for negotiating state and local workforce development board performance. This model considers state and local economic factors including unemployment rates, industry sectors and characteristics of participants entering the program. Negotiated performance targets were reviewed and approved at the state level for final submission. Data are housed in the Florida Education and Training Placement Information Program system for quarterly and annual reporting. Tables with updated state-level performance are located within this report.

Section 445.007(3), Florida Statutes, requires DEO, under CareerSource Florida's direction, to meet annually with each local workforce development board to review performance and certify compliance with state and federal laws. Annual presentations on local boards' programmatic and financial performance provide the opportunity for dialogue with local board members, providing information about how state and federal performance requirements impact their local board's performance outcomes.

CareerSource Florida and DEO continually offer ongoing technical assistance to the local workforce development boards. In PY 2018-19, DEO implemented a statewide training schedule and provided in-person training for federal programs administered by the local workforce development boards, including WIOA, Wagner-Peyser, Welfare Transition, SNAP E&T and Federal Bonding. CareerSource Florida and DEO also conducted a separate WIOA statewide training series during March and April 2019 and provided training during the annual Florida Workforce Professional Development Summit in October 2018.

CareerSource Florida and the Department of Economic Opportunity partnered with the nationally recognized firm Maher & Maher to offer statewide training to Florida's local workforce development boards to improve knowledge and skills aligned with the performance requirements of WIOA. The WIOA Performance Training Series offered local boards a close look at WIOA's Primary Indicators of Performance, ways to measure and improve performance for business services, and suggestions for aligning strategies to performance through a blended approach using webinars, in-person meetings and other learning tools. The first training webinar, titled "Florida's Evolving Workforce Performance System: WIOA Overview," introduced the series and offered local workforce development boards an overview of the WIOA Primary Indicators of

Performance, with a focus on indicator definitions and similarities/differences between the WIOA indicators of performance and common measures from the former Workforce Investment Act.

In February 2019, CareerSource Florida provided technical assistance to CareerSource Florida board members, local workforce board chairs and chief executives on roles and responsibilities, governance, and establishing priorities to meet local business and job seeker needs. Technical assistance was provided by the National Association of Workforce Boards.

Performance management was enhanced in Florida through a collaborative statewide process. Through a five-year USDOL Workforce Innovation Fund (WIF) grant, CareerSource Florida and DEO designed and developed a data-driven, outcome-based Performance Funding Model (PFM) to help drive the continuous improvement of the CareerSource Florida network. The PFM and its website can be located at <https://pfm.careersourceflorida.com/>.

During PY 2018-2019, CareerSource Florida and DEO evaluated the successes and lessons learned from the PFM and analyzed program enhancement considerations resulting from research and feedback received through the WIF grant implementation process and from local workforce development board executive leadership. PFM performance metric data also was compared to WIOA performance metric data to determine trendlines between the PFM and WIOA implementation. These analyses have contributed to decisions relating to performance and direction on technical assistance needs for continuous improvement and resulted in Florida's development of the [Continuous Improvement Performance Initiative](#) for PY 2019-2020.

### Florida's Performance Measures, Goals and Progress

Pursuant to WIOA, all states submitting a state plan must propose expected levels of performance for each of the prescribed indicators. Federal guidelines describe the primary indicators of performance as key factors in achieving the goals of WIOA. The indicators are used to:

- Establish performance goals at the state and local levels
- Ensure comparability of state performance results
- Provide information for system-wide reporting and evaluation for program improvement

Data on primary indicators of performance are collected from Florida's management information systems, Reemployment Assistance (RA) wage records and from the Wage Record Information System 2 (WRIS2). These systems gather exit information on participants and provide real-time data elements for case management and performance reporting.

The table below displays Florida's negotiated rate for each of the required indicators of performance along with the actual statewide outcomes achieved. Pursuant to federal policy, states achieving at least 90 percent of the negotiated goal are considered to have met the goal. The 90 percent criterion is shown in parentheses. Florida's PY 2018-2019 performance exceeded the federal criterion for each of the indicators of performance.

**WIOA Statewide Indicators of Performance  
PY 2018-2019**

<b>WIOA Indicators of Performance</b>	<b>NEGOTIATED GOAL (90% of Goal)</b>	<b>ACTUAL PERFORMANCE</b>	<b>DIFFERENCE COMPARED TO 90% of Goal</b>
Adult Employment – 2 <sup>nd</sup> Quarter After Exit	85.0% (76.5%)	85.7%	+9.2%
Adult Employment – 4 <sup>th</sup> Quarter After Exit	82.5% (74.3%)	87.0%	+12.7%
Adult Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$6,850 (\$6,165)	\$8,272	+\$2107
Adult Credential Attainment within 4 <sup>th</sup> Quarter After Exit	62.0% (55.8%)	84.2%	+28.4%

Dislocated Worker Employment – 2 <sup>nd</sup> Quarter After Exit	83.0% (74.7%)	88.7%	+14.0%
Dislocated Worker Employment – 4 <sup>th</sup> Quarter After Exit	79.0% (71.1%)	86.7%	+15.6%
Dislocated Worker Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$6,850 (\$6,165)	\$8,199	+\$2,034
Dislocated Worker Credential Attainment within 4 <sup>th</sup> Quarter After Exit	68.0% (61.2%)	81.9%	+20.7%

Youth Employment – 2 <sup>nd</sup> Quarter After Exit	75.0% (67.5%)	81.5%	+14.0%
Youth Employment – 4 <sup>th</sup> Quarter After Exit	69.0% (62.1%)	80.1%	+18.0%
Credential Attainment within 4 <sup>th</sup> Quarter After Exit	75.2% (67.7%)	79.8%	+12.1%

Wagner-Peyser Employment – 2 <sup>nd</sup> Quarter After Exit	62.0% (57.8%)	66.0%	+8.2%
Wagner-Peyser Employment – 4 <sup>th</sup> Quarter After Exit	64.0% (57.6%)	64.1%	+6.5%
Wagner-Peyser Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$4,850 (\$4,365)	\$5,335	+\$970

## Local Performance

Upon completion of the state's negotiation with USDOL on state performance goals, CareerSource Florida and the Department of Economic Opportunity conducted performance target negotiations with each local workforce development board. Expected levels of performance and goals were agreed upon for each local board. The table below summarizes outcomes based on these goals.

**Local Workforce Development Board WIOA Indicators of Performance  
Program Year 2018-2019**

<b>WIOA Indicators of Performance</b>	<b>STATE GOAL</b>	<b># OF LWDBs ACHIEVING LOCAL GOAL</b>	<b>% OF LWDBs ACHIEVING LOCAL GOAL</b>
Adult Employment – 2 <sup>nd</sup> Quarter After Exit	85.0%	22 of 24	91.7%
Adult Employment – 4th Quarter After Exit	82.5%	23 of 24	95.8%
Adult Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$6,850	23 of 24	95.8%
Adult Credential Attainment within 4 <sup>th</sup> Quarter After Exit	62.0%	20 of 24	83.3%
Dislocated Worker Employment – 2 <sup>nd</sup> Quarter After Exit	83.0%	22 of 24	91.7%
Dislocated Worker Employment – 4th Quarter After Exit	79.0%	22 of 24	91.7%
Dislocated Worker Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$6,850	20 of 24	83.3%
Dislocated Worker Credential Attainment within 4 <sup>th</sup> Quarter After Exit	68.0%	18 of 24	75.0%
Youth Employment – 2 <sup>nd</sup> Quarter After Exit	75.0%	23 of 24	95.8%
Youth Employment – 4th Quarter After Exit	69.0%	24 of 24	100.0%
Youth Credential Attainment within 4 <sup>th</sup> Quarter After Exit	75.2%	17 of 24	70.8%
Wagner-Peyser Employment – 2 <sup>nd</sup> Quarter After Exit	62.0%	24 of 24	100.0%
Wagner-Peyser Employment – 4th Quarter After Exit	64.0%	23 of 24	95.8%
Wagner-Peyser Median Earnings – 2 <sup>nd</sup> Quarter After Exit	\$4,850	23 of 24	95.8%

## Data Validation

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

## Common Exit Policy

The Department of Economic Opportunity follows the federal regulations for common exit as defined in USDOL's Training and Guidance Letter (TEGL) 10-16. Change 1. The Department of Economic Opportunity has advised local boards that common exit occurs when a participant, enrolled in multiple USDOL-funded partner programs, has not received services from any USDOL-funded program in which the participant is enrolled for at least 90 days, and no future services are planned. This definition does not include self-service, information-only activities or follow-up services from partner programs.

## Activities Provided by State Funds

### Activities Implemented Through 15 Percent State Set-Aside

The CareerSource Florida Board of Directors allocates state set-aside funds for program administration and state special priority initiatives noted below to increase the prosperity of workers and employers, reduce welfare dependency, increase economic self-sufficiency, meet employer needs, enhance worker productivity and strengthen business competitiveness in alignment with the following corporate goals.

- **Communicate the Vision**
  - Stakeholder engagement, research and investments to address trends, technology and tools
- **Leverage Strategic Partnerships**
  - Sector Strategies
  - Apprenticeship Expansion
  - Addressing Skills Gaps in Florida
  - Pathways to Prosperity for Low-Income Floridians
- **Keep the System Accountable**
  - Enhanced Training Opportunities
  - Gig Economy

## Rapid Response Activities and Layoff Aversion

The state-approved allocation for Rapid Response/Dislocated Worker assistance consists of funds budgeted for the State Dislocated Worker Unit activities with a balance set aside as emergency reserve. One of the primary purposes of rapid response is to prevent or minimize the impacts of layoffs and dislocations on workers, businesses and communities. Rapid response plays an important role in providing customer-focused services to both dislocated workers and employers, ensuring immediate access to assistance for affected workers to help them quickly re-enter the workforce. As required by WIOA, the Reemployment and Emergency Assistance Coordination Team (REACT) serves as Florida's state-level rapid response unit to carry out statewide rapid response activities and oversee rapid response activities undertaken by the local workforce development boards. State-level REACT and local workforce development board rapid response activities are carried out in accordance with WIOA regulations 20 CFR 682.300 through 682.370. Further, pursuant to the state's Workforce Innovation Act of 2000, DEO is required to provide direction to the local workforce development boards regarding rapid response activities with direction provided to DEO by CareerSource Florida.

When employers submit layoff and business closing notices under the Worker Adjustment and Retraining Notification (WARN) Act, DEO staff distributes the WARN notice and the associated background information to the affected local workforce development board (which includes the local rapid response coordinator) and other appropriate economic development and workforce partners. Rapid response services are also provided when there is an announcement or notification of a permanent closure (regardless of the number of affected employees), a mass layoff (affecting 50 or more workers), a mass job dislocation resulting from a natural or other disaster, or when a Trade Adjustment Assistance (TAA) petition is filed.

Regarding strategies for co-enrollment with TAA and dislocated worker programs, Florida's emphasis had previously been co-enrollment between TAA and Wagner-Peyser programs instead of WIOA. The Department of Economic Opportunity has advised local workforce development boards of the co-enrollment requirement with WIOA and will provide continued training and guidance, to include a revised procedure which will aid in guiding trade-affected workers into WIOA's Dislocated Worker program prior to enrollment with TAA to reduce the time between the worker's layoff and return to suitable employment.

Florida's decentralized model for providing rapid response services facilitates the connection of businesses to the appropriate local workforce development board(s). Additionally, on-site rapid response sessions provide an immediate linkage of adversely impacted workers to their local career centers. Examples of rapid response services provided by the local workforce development boards through their local career centers include:

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

In support of rapid response activities, DEO has mobile career centers that can be deployed across the state and participate in job fairs. The mobile career center offers a full array of employment, reemployment and employer services. State REACT staff distributed 146 WARN notices to local workforce development boards during PY 2018-2019, identifying 16,031 affected workers.

## Activities Provided Under the Wagner-Peyser Act Employment Service

### Serving Populations with Barriers to Employment

The CareerSource Florida network provides comprehensive services and activities under the Wagner-Peyser Act to serve populations with barriers to employment. CareerSource Florida and DEO participate on numerous boards and organizations to help craft policy and services throughout the state. These include:

**Veterans:** The Jobs for Veterans State Grants (JVSG) program provides federal funding to hire dedicated staff to provide individualized career and training-related services to veterans and eligible persons with significant barriers to employment. The program also assists employers in filling their workforce needs with job-seeking veterans. A number of initiatives were conducted for PY 2018-2019 to include:

- **Paychecks for Patriots:** Paychecks for Patriots is a partnership with DEO, the CareerSource Florida network, the Florida National Guard, the Florida Department of Veterans' Affairs and participating Florida employers to hold job fairs for veterans and their families. CareerSource Florida centers across the state host Paychecks for Patriots events throughout the month of November to help build connections between veteran job seekers and Florida's job creators. The employers include national companies and many local businesses. More than 2,300 military and veteran candidates and their family members who participated in prior Paychecks for Patriots events have gained employment. More information about Paychecks for Patriots can be found at [www.FloridaJobs.org/PaychecksforPatriots](http://www.FloridaJobs.org/PaychecksforPatriots).
- **Veterans' Performance Incentive Awards:** The incentive awards are provided to local boards to encourage the improvement of employment, training and placement services for veterans and recognize workforce development partners for excellence or demonstrated improvements in the provision of services to veterans.

**Florida Council on Homelessness:** This council develops policies and recommendations to reduce homelessness in Florida. CareerSource Florida and the Department of Economic Opportunity serve on this council to provide input on workforce services provided throughout the state. [The Florida Council on Homelessness 2019 Annual Report](#) was submitted June 2019.

**Employment First Florida:** This interagency collaboration improves coordination of services that help people with disabilities obtain employment and achieve self-sufficiency. In 2019, the Employment First interagency cooperative agreement between partners was renewed. The interagency cooperative agreement is aligned with the Employment First Act "to prioritize employment of individuals with disabilities and to change the employment system to better integrate individuals with disabilities into the workforce. This act encourages a collaborative effort

between state agencies and organizations to achieve better employment outcomes for individuals with disabilities.”

**Family Café:** The Family Café supports persons with disabilities and their families with an opportunity for collaboration, advocacy, and empowerment by serving as a facilitator of communication, a space for dialogue and a source of information. The CareerSource Florida network supports the Annual Family Café, which is the nation's largest cross-disability event, bringing together stakeholders to provide information, training and networking. With a wide range of individual breakout sessions and special events including keynote speakers and the Governor's Summit on Disabilities, the Annual Family Café offers exposure to a wide range of public and private resources and access to policy-making officials. The 21<sup>st</sup> annual Family Café was held in June 2019 and attended by approximately 12,843 participants.

**Reentry for Returning Citizens:** WOIA provides direction, guidance and important updates for the workforce system with added emphasis on the need for access to workforce services for all individuals including returning citizens from Florida's correctional system. CareerSource Florida serves as a convener with the Department of Corrections, the Department of Economic Opportunity and the Federal Parole System to identify opportunities for greater collaboration and partnerships.

## Exemplary Models

**2018 Statewide Construction Career Fair Attracts Needed Talent:** The CareerSource Florida network partnered with Florida State Hispanic Chamber of Commerce, DEO, homebuilders, Uber and Lennar Homes, the largest homebuilder in America, in multiple career fairs statewide in June and July 2018. The events brought together construction and related companies seeking to hire Floridians and individuals displaced by Hurricane Maria for a variety of well-paying jobs.

**CareerSource Flagler Volusia's STARS Program:** CareerSource Flagler Volusia's STARS program partners with Walgreens to provide individuals with disabilities with a three-week retail training program in a real-world setting. CareerSource Flagler Volusia works with participants with training, job placement, and ensures they are ready to enter (or re-enter) the workforce. In January 2019, The Able Trust awarded CareerSource Flagler Volusia a \$64,772 grant to expand this program. The funds will be used to hire additional staff and serve 60 additional individuals.

**Florida Council on the Social Status of Black Men and Boys:** The mission of the council is to research and propose initiatives to improve conditions affecting black men and boys. The scope of the council's research is comprehensive and encompasses studies on education, health and families, criminal justice and employment and economics. The Department of Economic Opportunity participates on the Council and works collaboratively with the CareerSource Florida network to promote increased workforce participation, positive employment outcomes and an increase in the number of industry certifications earned by this target population.

**Disability Resource Coordinator for Hurricane Irma and Hurricane Maria Grant:** This grant provides support to individuals with disabilities affected by Hurricane Irma and Hurricane Maria through the replacement of medical and assistive devices damaged or destroyed by these storms, providing access to mainstream and recovery services for these individuals, and building capacity to help individuals with disabilities reconnect with employment. Outreach to partner organizations that serve individuals with disabilities and local workforce development boards was conducted in the areas affected by Hurricane Irma and throughout the state to reach evacuees from Hurricane

Maria to make eligible individuals aware of the opportunities available through this grant. The grant provided services to individuals in 19 counties in the affected areas.

**Hurricane Michael Recovery Outreach Campaign:** On Oct. 10, 2018, Hurricane Michael made landfall in Bay County, Florida, as a Category 5 hurricane. At least 47 people were killed and more than 68,000 businesses were destroyed or damaged across 12 Florida counties, including more than 18,000 in Bay County alone.

Working in partnership with DEO, CareerSource Florida immediately deployed a multi-faceted communications strategy including a paid digital advertising campaign that linked to a new mobile-friendly landing page on the CareerSource Florida website and a new hotline connecting people in need with their nearest open CareerSource Florida location. With the majority of the target audience cut off from computer access due to widespread power and internet outages, CareerSource Florida promoted the disaster recovery landing page and 1-800 number using mobile-only Facebook and Google ads to reach those in the affected counties.

The 45-day Hurricane Michael Recovery Outreach Campaign resulted in a noteworthy 8.4 million impressions in the mostly rural counties the campaign targeted and had the desired effect of connecting people with needed assistance. In Bay County alone, 10,575 Disaster Unemployment Assistance claims were filed, nearly triple number of the 3,728 claims filed after Category 4 Hurricane Irma by residents of Monroe County and well over the 7,851 claims filed post-Irma by heavily populated Miami-Dade County.

**Incumbent Worker Training Celebrates 20th Year:** In 2019, Florida's Incumbent Worker Training grant program celebrated its 20th year of helping small businesses equip existing workers with the tools they need to do their jobs even better. The program has supported customized training for more than 2,750 Florida companies since its inception, playing a vital role in Florida's economy by helping businesses grow and be globally competitive.

The Incumbent Worker Training Grant program was audited (Fall 2018) by the Florida Legislature and found to be of significant value to Floridians. The Office of Program Policy Analysis and Government Accountability review yielded the following findings:

- 91 percent of companies surveyed reported the Incumbent Worker Training grant had a positive impact on business.
- 25 percent reported they gained new business or contacts, or their sales increased due to the grant.
- Companies experienced an average 26 percent increase in employment growth and 18 percent average increase in wage growth – considerably higher than the statewide averages (12 percent and 9 percent).
- 82 percent of trainees from the previous review period were still employed in Florida.

**Quick Response Training Helps Companies Grow:** CareerSource Florida's nationally recognized Quick Response Training grant program was created more than 25 years ago, evolving as businesses and Florida's economy have evolved to meet changing needs. During the 2018-2019 fiscal year alone, 18 Quick Response Training grants were awarded to businesses in

a range of industries, including wholesale trade, manufacturing, and professional, scientific and technology services. More than 1,550 workers are projected to be trained using these state-funded grants.

This past year, the Florida Legislature reviewed the Quick Response Training grant program and the Office of Program Policy Analysis and Government Accountability found:

- 96 percent of companies said Quick Response Training had a positive impact on their business, with 83 percent of companies reporting employee productivity improved or greatly improved.
- Companies using Quick Response Training reported a 60 percent increase in employment growth and a 14-18 percent increase in wages.
- 81 percent of Quick Response Training grant trainees from the previous review period were still employed in Florida.

**Independent Living Services Advisory Council (ILSAC):** The ILSAC is created for the purpose of reviewing and making recommendations concerning the implementation and operation of independent living transition services. CareerSource Florida, the Department of Economic Opportunity, and the Department of Education serve on the council assisting in the preparation and submission of reports to the Florida Legislature and the Department of Children and Families on the status of the services being provided, including successes and barriers to services. [The Independent Living Services Advisory Council's Annual Report](#) was submitted January 31, 2019.

**Rural Economic Development Initiative (REDI):** The Rural Economic Development Initiative (REDI) is established within DEO. This multi-agency endeavor coordinates the efforts of regional, state and federal agencies to address the challenges that affect the environmental, fiscal, economic and community viability of Florida's economically distressed rural communities.

## National Dislocated Worker Grants

The Department of Economic Opportunity managed six National Dislocated Worker Grants (DWGs) during the program year. Four of the grants were in response to recent disaster declarations from the Federal Emergency Management Agency (FEMA).

**Hurricane Matthew DWG:** Florida received an award of \$7,035,611 to respond to recovery needs due to Hurricane Matthew. Four local workforce development boards along the Atlantic Coast participated in this grant, providing temporary jobs to assist with humanitarian aid, clean-up, and restoration activities to the affected counties. One county, Brevard, continues to employ temporary workers and operate disaster recovery worksites. The grant was extended to September 30, 2019.

**Hurricane Irma DWG:** Florida received an award for \$30 million to respond to damage caused by Hurricane Irma. Sub-awards were made to 13 local workforce development boards, covering most of the Florida peninsula to provide temporary jobs to assist with humanitarian aid, clean-up and restoration activities to the affected counties.

**Hurricane Maria/Evacuee DWG:** Florida received conditional approval for \$13 million to respond to the needs of evacuees from U.S. Territories affected by Hurricane Maria (Puerto Rico and the Virgin Islands) by providing career and training services to eligible participants, as well as placing

a limited number of these participants in temporary disaster relief jobs. To date, USDOL awarded \$6,060,765 to the state. Eleven local workforce development boards that have a significant number of evacuees are participating in the grant.

**Hurricane Michael DWG:** Florida received conditional approval for \$25 million to respond to damage caused by Hurricane Michael. To date, USDOL awarded \$16,666,666 to the state to provide temporary disaster relief jobs and other services to eligible participants. Three local workforce development boards in the Florida Panhandle are currently operating the program. Immediately after the storm struck, several other local boards sent staff and mobile units to help in the affected areas.

**National Health Emergency/Opioid Crisis:** In April 2019, Florida received conditional approval for \$2.5 million to pilot a program that addresses the workforce needs created by the opioid crisis. To date, USDOL awarded \$833,333 to the state. Two local workforce development boards are participating in the grant and will place eligible participants in temporary recovery positions that will provide training for permanent jobs, as well as provide classroom training in health-related occupations.

**Reemployment and System Integrated DWG:** Florida received an award of \$1,073,082 to better connect Florida's Unemployment Insurance (UI) system with its Employment Services (ES) system to minimize the duplication of efforts by claimants/job seekers, and to support the development of more effective strategies to assist these clients in obtaining meaningful employment. The Department of Economic Opportunity implemented an enhancement to the file transfer protocols connecting the UI system with the ES system. The enhancement allows the instant transfer of information provided by claimants in the UI system to the ES system and helps non-native English speakers to navigate to a web page in the ES system with the appropriate language (e.g., English, Spanish, Haitian, Creole).

The Department of Economic Opportunity reevaluated the priorities for the grant, focusing on the development of more intuitive and meaningful presentation of information to claimants and job seekers as well as employers and economic development partners. The Department of Economic Opportunity requested a modification and a no-cost extension to September 30, 2019, which was approved by USDOL.

## Technical Assistance Needs of the State Workforce System

The CareerSource Florida network continues to assess needs for current and future technical assistance to enhance the transparency and accountability of Florida's workforce system. The State of Florida has identified needs for technical assistance and is working with USDOL to receive assistance in the identified areas of need.

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

To strengthen alignment and leverage resources to address the workforce challenges faced by job seekers who must overcome barriers to employment, state and local workforce leaders work closely with major partners such as the Department of Education (DOE), which houses Florida's Vocational Rehabilitation (VR) program and the Division of Blind Services (DBS); the Department of Children and Families (DCF); the Agency for Persons with Disabilities (APD); the Florida Developmental Disabilities Council (FDDC); and the Florida Department of Veterans' Affairs.

CareerSource Florida has a representative on the board of the Florida Rehabilitation Council pursuant to [Chapter 413, Florida Statutes](#), which is an advisory council to VR. The council assists VR in the planning and development of statewide vocational rehabilitation programs and services and recommends enhancements.

The Department of Economic Opportunity, in collaboration with APD, VR, the Governor's Commission on Jobs for Floridians with Disabilities, and other state and local partners, continues to use the micro-portal in the official state job-matching portal Employ Florida, called Abilities Work, to connect Florida employers with qualified individuals with disabilities.

**Florida Unique Abilities Partner Program:** The Florida Unique Abilities Partner Program, established in 2016, was designed to raise awareness of the economic and social benefits of employing individuals with unique abilities. Employing people with unique abilities is a direct and cost-effective means to assist them in achieving independence and fulfillment. When a company hires someone with a disability, the employee gains confidence, acceptance and financial security. During fiscal year 2018–19, DEO has more than doubled the number of certified Unique Abilities Partners. The Unique Abilities Partner Program website is located at [www.FloridaUniqueAbilities.org](http://www.FloridaUniqueAbilities.org).

**HIRE Vets Medallion Program:** The veterans program unit aggressively promoted the HIRE Vets Medallion Program (HVMP) over the past year. As noted in [VPL 02-19](#), this program provides employers an opportunity to receive special recognition from the U.S. Department of Labor for hiring and retaining veterans. During PY 2018-2019, HVMP applications were accepted January 31 through April 30, 2019. Overall, Florida ranked **3rd in the nation** for applications received.

## Addressing State Workforce System Challenges

Florida anticipates the future needs of the complex and interconnected Florida workforce system and translates those needs into meaningful services through collaborative planning with local workforce development boards, WIOA partners and stakeholders. This includes the selection and implementation of the major strategies discussed throughout this report.

CareerSource Florida and the Department of Economic Opportunity partnered to design and implement a comprehensive policy development framework designed to fully support the vision, mission, strategies, and operations of Florida's workforce network. The implementation of the framework resulted in the identification and development of numerous key policies that are now being designed and/or deployed throughout the workforce network, including policies reviewed by all key affected stakeholders and partners (e.g., WIOA core partners) during the design phase. This ensures policies that affect these groups include their perspectives prior to implementation.

Challenges are being addressed through technology innovations, such as the comprehensive study of information technology workforce platforms. That study will inform strategies designed to meet the technology infrastructure needs of the future workforce system. Findings from the comprehensive study were presented to the CareerSource Florida Board of Directors and are now incorporated into strategies to be designed and deployed in PY 2019-2020. In addition, the challenge of adopting a more efficient and informative "no wrong door" approach for job seekers is being addressed through WIOA cross-partner collaboration. The WIOA core partners are considering leveraging data hub technologies available at the National Strategic Planning and Research Center.

Future needs are also being addressed by investing resources and partnerships to conduct comprehensive research on the emerging gig economy in Florida. This cutting-edge research allows the development of strategies that leverage unique demographic and economic characteristics of the gig economy. Innovation, agility and interagency collaboration continue to be essential as Florida interagency workgroups design approaches for the effective expansion of apprenticeships.

## Conclusion

The CareerSource Florida Board of Directors established goals that increase the prosperity of workers and employers; reduce welfare dependency; increase economic self-sufficiency; meet employer needs; and enhance productivity and competitiveness. Strong partnerships with WIOA core partners, the Florida College System, and economic developers are enhancing implementation of initiatives that build or strengthen sector strategies, apprenticeships and career pathways. Additionally, the CareerSource Florida board is placing increased emphasis this year on services to rural areas of economic concern and underserved populations.

Our state board of business, education and government leaders is inspired by the opportunities ahead. Under the leadership of Florida's governor and legislature, and working closely with numerous local, state and federal partners, we will continue implementing future-focused, impactful strategies that anticipate, meet and exceed the needs of Florida's growing businesses and talented workforce.