



Tramm Hudson, *Chairman*
Curtis Austin, *President*

September 29, 2005

Ms. Esther Johnson, Administrator
Performance and Technology Office
United States Department of Labor
Employment and Training Administration
200 Constitution Avenue, NW
Room S-5206
Washington, DC 20210

Dear Ms. Johnson:

The State of Florida is pleased to submit our Workforce Investment Act (WIA) Annual Report for the 2004-2005 Program Year. The information contained in the annual report has been compiled and transmitted in accordance with Training and Employment Guidance Letter No. 14-00, Change 1, dated November 19, 2001 and Training and Employment Guidance Letter No. 14-03, Change 1 dated August 11, 2004.

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,

A handwritten signature in blue ink, appearing to read "Curtis C. Austin", is written over the word "Sincerely,".

Curtis C. Austin
President

Enclosures

cc: Tramm Hudson, Chairman, Workforce Florida
Susan Pareigis, Director, Agency for Workforce Innovation



Tramm Hudson, *Chairman*
Curtis Austin, *President*

September 29, 2005

Dr. Helen N. Parker, Regional Administrator
United States Department of Labor
Employment and Training Administration
61 Forsyth Street, S. W.
Room 6M12
Atlanta, GA 30303

Dear Dr. Parker:

The State of Florida is pleased to submit our Workforce Investment Act (WIA) Annual Report for the 2004-2005 Program Year. The information contained in the annual report has been compiled and transmitted in accordance with Training and Employment Guidance Letter No. 14-00, Change 1, dated November 19, 2001 and Training and Employment Guidance Letter No. 14-03, Change 1 dated August 11, 2004.

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,

A handwritten signature in blue ink, appearing to read "C. Austin", is written over the typed name and title.

Curtis C. Austin
President

Enclosures

cc: Tramm Hudson, Chairman, Workforce Florida
Susan Pareigis, Director, Agency for Workforce Innovation



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

Program Year
2004-2005

October 1, 2005

WORKFORCEFLORIDA.COM

*A proud partner in the **EMPLOY FLORIDA** network of employment solutions.*

WORKFORCE FLORIDA
2004-2005 ANNUAL REPORT

TABLE OF CONTENTS

PERFORMANCE

- Federal Programs: Workforce Investment Act (WIA), Wagner-Peyser and Related Workforce Programs.....1
- State Workforce Performance.....2
- State Evaluation Activities and Incentive Policy.....17
- Cost of Workforce Investment Activities.....22

WORKFORCE FLORIDA BACKGROUND AND OVERVIEW

- Florida's Workforce Development System.....26
- Access to Florida's Workforce Services and Resources.....27

WORKFORCE FLORIDA STATE LEVEL ACTIVITIES

- Council and Committee Programs and Initiatives.....29
- High Skills/High Wages Council.....29
- Better Jobs/Better Wages Council.....32
- First Jobs/First Wages Council.....33
- Cross Council Projects.....34
- Other State-level Activities and Initiatives.....38
- State-Level Youth Outreach.....40

APPENDICES (SEE FOLLOWING PAGE FOR DETAILS)

WORKFORCE FLORIDA

2004-2005 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 – State 15% Discretionary Funds Summary
- Table 4 – Rapid Response
- Table 5 – Florida WIA Financial Statement
- Table 6 – Program Year 2002-2003 Adult WIA Expenditures
- Table 7 – Program Year 2002-2003 Dislocated Worker WIA Expenditures
- Table 8 – Program Year 2002-2003 Older Youth WIA Expenditures
- Table 9 - Program Year 2002-2003 Younger Youth WIA Expenditures
- Table 10 -2002-2003 Year-End Red & Green Report with Definitions (Attached as separate Appendix Item)
- Table 11- Plain English Trend Report
- Table 12- 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 – Statewide Older Youth Results At-a-Glance
- Table I – Statewide Outcomes for Older Youth Special Populations
- Table J – Statewide Younger Youth Results At-A-Glance
- 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 2004-2005 Program Year:

- Workforce Investment Board (WIA Section 111): Workforce Florida Inc., (WFI) Governor Jeb Bush, Chairman Tramm Hudson, President Curtis Austin <http://www.workforceflorida.com>
- State-level Administrative/Fiscal Agency (WIA Sections 132, 303, etc.): Agency for Workforce Innovation (AWI), Director Susan Pareigis <http://www.floridajobs.com>
- 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 at <http://EmployFlorida.net>

State Workforce Performance

Section 136 of the Federal Workforce Investment Act (WIA) identifies core indicators of performance for the adult, dislocated worker, and youth programs. Fifteen core measures apply to outcomes for the adult, dislocated worker, and youth programs; and two measures of customer satisfaction apply across these three programs, bringing the total number of required measures to seventeen. 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. Earnings change six months after entry into employment;
4. Credential attainment

Dislocated Worker

5. Entry into unsubsidized employment;
6. Retention in unsubsidized employment six months after entry into employment;
7. Earnings replacement six months after entry into employment;
8. Credential attainment

Older Youth (aged 19-21)

9. Entry into unsubsidized employment;
10. Retention in unsubsidized employment six months after entry into employment;
11. Earnings change six months after entry into employment;
12. Credential attainment

Younger Youth (aged 14-18)

13. Attainment of secondary school diplomas and their recognized equivalents;
14. Attainment of goals and skills;
15. Retention in unsubsidized employment six months after entry into employment;

All Programs

16. Customer satisfaction for individuals;
17. 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 2004-2005 Program Year.

Table 1
2004-2005 WIA Participants/Exiters

WIA Program	Total Participants Served	Total Exiters
Adults	22,354	13,590
Dislocated Workers	10,694	5,708
Older Youth	4,077	2,430
Younger Youth	12,939	7,736

The number of customers served in each program during 2004-2005 decreased from the prior year. A total of 48,357 customers were served during the year in all programs as compared to 52,535 customers for the preceding year.

Reporting Time Periods

Federal guidelines require varying time periods for reporting the counts of participants served, counts of those exiting programs, and the 17 WIA core measures. The first reporting period is the 4/1/03 to 3/31/04 period prior to the Program Year, used for the retention and earnings change measures. The second period is comprised of the four quarters beginning 10/1/03 and ending 9/30/04 prior to the Program Year used for all entered employment measures. 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 1/1/04 to 12/31/04 calendar year used for the customer satisfaction measures. The fourth reporting period is the period beginning 4/1/04 to 3/31/05 used for the counts of exiters and the younger youth diploma and skill attainment measures. The final reporting period is the actual 2004-2005 Program Year – or the four quarters beginning 7/1/04 and ending 6/30/05, used for the counts of participants served.

Core Measures

Pursuant to the Workforce Investment Act, all states submitting a state plan must propose expected levels of performance for each of the seventeen measures, or core 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 seventeen required measures along with the actual statewide outcomes achieved. Federal policy requires states to achieve at least 80% of the negotiated goal. The eighty-percent criterion is shown in parentheses.

Table 2
State WIA Performance Measures

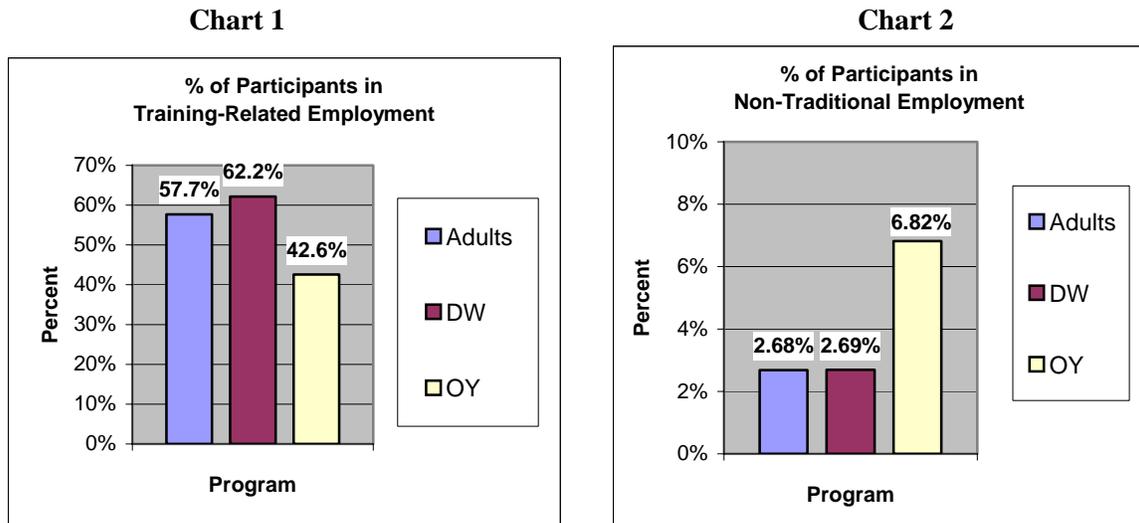
WIA CORE MEASURE	NEGOTIATED GOAL (80% of Goal)	ACTUAL PERFORMANCE	DIFFERENCE COMPARED TO 80% OF GOAL
Adult Entered Employment Rate	70.0% (56.0%)	71.25%	+15.25
Adult Employment Retention Rate	82.0% (65.6%)	86.59%	+20.99
Adult Earnings Gain	\$3,400 (\$2,720)	\$3,803	+\$1,083
Adult Credential Attainment	47.0% (37.6%)	72.49%	+34.89
Dislocated Worker Entered Employment Rate	74.0% (59.2%)	76.44%	+17.24
Dislocated Worker Employment Retention Rate	86.0% (68.8%)	89.55%	+20.75
Dislocated Worker Earnings Replacement Rate	95.0% (76.0%)	106.78%	+30.78
Dislocated Worker Credential Attainment	44.0% (35.2%)	64.52%	+29.32
Older Youth (19-21) Entered Employment Rate	64.0% (51.2%)	71.23%	+20.03
Older Youth (19-21) Employment Retention Rate	82.0% (65.6%)	78.51%	+12.91
Older Youth (19-21) Earnings Gain	\$3,000 (\$2400)	\$3,464	+\$1,064
Older Youth (19-21) Credential Attainment	34.0% (27.2%)	52.58%	+25.38
Younger Youth (14-18) Skill Attainment Rate	70.0% (56.0%)	89.26%	+33.26
Younger Youth (14-18) Diploma Attainment Rate	43.0% (34.4%)	57.94%	+23.54
Younger Youth (14-18) Retention Rate	52.0% (41.6%)	64.57%	+22.97
Customer Satisfaction-Individuals	73.0 (58.4)	79.03	+20.63
Customer Satisfaction-Employers	73.0 (58.4)	75.28	+16.88

As the above table indicates, Florida's 2004-2005 performance exceeded the federal criterion of 80% of goal for each of the core measures. Compared with 2003 Program Year outcomes PY 2004 results generally increased. Outcomes for 14 of the 17 measures increased over the prior year. The Younger Youth Diploma Attainment Rate increased by over 13 percentage

points over the prior year. The Adult Employment and Credential Rate, the Dislocated Worker Employment and Credential Rate, and the Older Youth Credential Rate all increased by over 20 percentage points over the prior year.

Non-Traditional Employment, Training-Related Employment

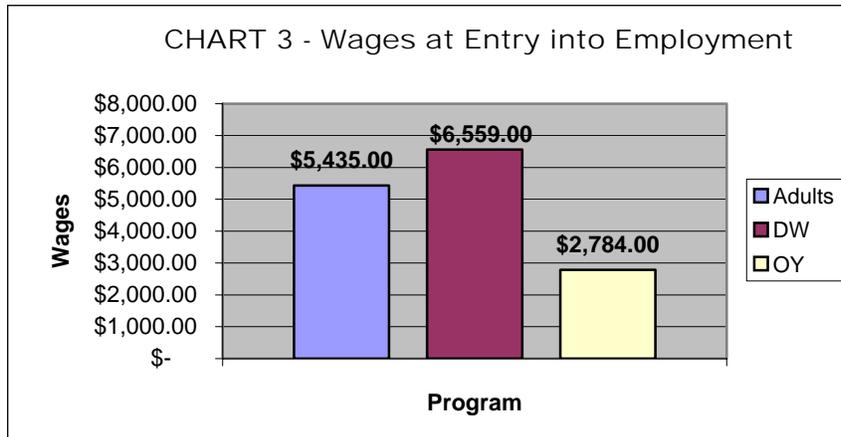
The WIA also mandates that states report on placement of participants in non-traditional employment and training-related employment. Training-related employment is employment in which the individual uses a substantial portion of the skills taught in the training received by the individual. Nontraditional employment is employment in an occupation or field of work for which individuals of the participant’s gender comprise less than 25% of the individuals employed in such occupation or field of work. **Charts 1 and 2** provide a brief overview of participants for the Adult, Dislocated Worker (DW) and Older Youth (OY) components.



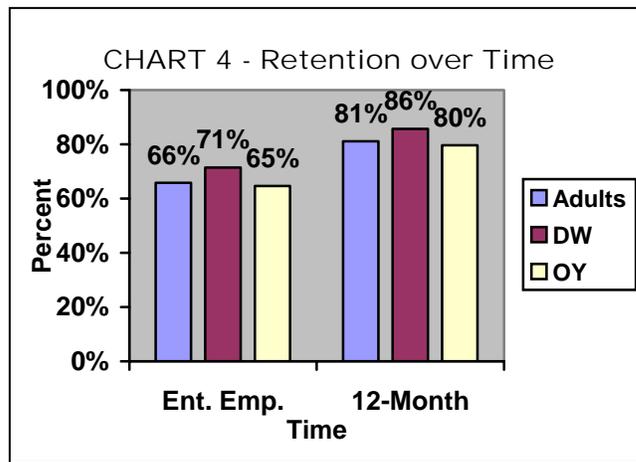
Since information on these graphs is collected after participants leave the system, data is taken from UI (Unemployment Insurance) Wage Reports. **Chart 1** shows that 57.7% of adults became employed in training-related jobs, while the percentage of dislocated workers that found training-related jobs is greater. **Chart 2** indicates the percentage that found employment in non-traditional employment for all three groups, ranging from 6.82% for older youth to 2.68% for adults.

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. 12-month figures are taken from the percentage at exit (for adults, 66% entered employment, 81% 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 4th and 5th 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 4th and 5th 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 10/1/02 to 9/30/03, the Adult Average Earnings Change in 12 Months was \$3,537 and the Older Youth Average Earnings Change in 12 Months was \$ 3,326. For dislocated worker exiting during the same period the Dislocated Earnings Replacement Rate in 12 Months was 105.83%.

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.

Disbursement of these funds was handled under three separate conditions. One, through contracts with various vendors to produce analysis data, follow-up reports, or provide demographic economic conditions in the state. 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 leveraging of funds from private business, community-based organizations and/or partnering with area agencies to encourage and produce 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.
- **Entrepreneurial Training** – Various projects to conduct entrepreneurial training and to provide technical assistance for the provision of entrepreneurial training.
- **Targeted Industry Sector** – the provision of skills upgrade training to incumbent workers and several employed worker initiatives in targeted industry sectors.

- **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.
- **Biotechnology** – the provision of curricula development and internet web-based design modules for entry level occupations in the biotechnology industry.
- **Nursing** – Assistance in the establishment of a community college nursing program and career-ladder worksite training for certified nursing assistance.

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.

Some of these initiatives were brought forward from the prior fiscal year; and these will continue into fiscal year 2004-2005, while some have concluded. A more complete listing of the major 2003-2004 uses of WIA discretionary funds is available in Appendix *Table 3*. 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 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, Incorporated (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 2004-2005, AWI at the direction of the Workforce Florida State Board awarded \$11,000,000 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 \$3,352,802 was awarded to 6 local boards to carry out rapid response activities. For the period ending June 30, 2005, \$1,601,286 of these funds had been expended by the 6 local areas. Appendix, *Table 4* 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 make 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. They proceed to 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 Centers in disasters. The Mobile Center offers a full array of employment, reemployment and employer services. It contains 9 computer workstations and a training room that can accommodate 8 additional computer stations that have Internet access for filing unemployment compensation claims, filing intake applications for welfare recipients, searching through automated job banks and providing skills training. 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 schedule the vehicle, have the unit delivered to and from the site, set it up for use, attend it during the visit, and secure it overnight.

During the 2004- 2005 Program Year, State REACT staff initiated services for 181 dislocation events, identifying 23,463 eligible dislocated workers. State-level rapid response staff have been successful in making initial contacts with employers on an average of four days 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; and
- A lack of job openings with educational and skills requirements that match the workers' education and skills level prior to layoff,

AWI plans to:

- Continue to coordinate with the RWBs on the decentralization of the REACT Coordinator positions and will provide assistance where necessary; and
- Increase the use of the Mobile One-Stop Unit to assist with plant layoffs and dislocations 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 and the One-Stop Management Information System (OSMIS) to identify claims customers who have received their first benefit check. 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, as well.

Once these claimants have been identified, they are required to report to the local One-stop Career Center site for expedited reemployment services. The purpose of this interview is to ascertain what skills and training are necessary for employment, confirm that the claimant continues to meet eligibility requirements, and to provide reemployment services.

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

The program consists of four strategic elements:

- Early intervention and aggressive recruitment;
- A shift in unemployment compensation customer service, making Expedited Reemployment Services the principal focus of the unemployment compensation staff deployed throughout the One-Stop Career Center;
- Program integration; and
- Mainstreaming claimants through a unified orientation to introduce claimants to the full spectrum of One-Stop services.

In Program Year 2004-2005, 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 as one of the pilot states for the Reemployment and Eligibility Assessment Program. Six regional workforce boards in Florida were chosen 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, 81.6 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 27.8 percent (this does not include entered employment).

Some technical system issues were initially problematic during the program year regarding the scheduling of claimants for reemployment services; however, those issues have now been resolved. 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 increasing the proportion of job-registered claimants who receive a reportable reemployment service and the proportion who enter employment. Earlier intervention dates and the requiring of more claimants to participate are being considered for PY 2005-2006. 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 REA Pilot Program should make a marked difference in getting the claimant back to work more rapidly.

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 continued to administer 1 NEG grant and received one additional grant in the past year as follows:

Dual Enrollment for the Trade Adjustment Assistance Program

On June 30, 2003, the Agency for Workforce Innovation (AWI) was awarded \$11,353,858 in National Emergency Grant (NEG) funds to dual enroll Trade Adjustment Assistance (TAA) or North American Free Trade Agreement-Transitional Adjustment Assistance (NAFTA-TAA) workers in both the Workforce Investment Act (WIA) and TAA programs. This grant was obtained because of the lack of TAA funds to provide employment and training services to TAA-affected workers. Of the \$11,353,858 awarded, \$6,353,858 was released for immediate use. The following Regional Workforce Boards participated in the project: 2, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 21, 22, 23, and 24.

Through the Dual Enrollment NEG, 669 participants were served; and 140 entered employment. This Dual Enrollment NEG ended June 30, 2005.

2004 Disaster Project: Tropical Storm Bonnie and Hurricanes Charley, Frances, Ivan and Jeanne

Florida was devastated during the summer of 2004 with Tropical Storm Bonnie, and four hurricanes (e.g., Hurricane Charley, Hurricane Frances, Hurricane Ivan and Hurricane Jeanne). The hurricanes and storm affected all of Florida's sixty-seven (67) counties, in varying degrees of destruction. The hardest hit areas were northwest and south Florida. The severity of the damage caused by the hurricanes and storm resulted in the loss of hundreds of businesses and the filing of over 100,000 Disaster Unemployment Assistance (DUA) and Unemployment Compensation claims.

As a result, the Agency for Workforce Innovation, in consultation with WFI, applied for and received a \$75 million National Emergency Grant (NEG) from the U.S. Department of Labor (USDOL). Twenty (20) of the 24 RWBs are participating in the National Emergency Grant (NEG) Disaster Project.

The initial release of NEG funds was allocated to the RWBs for activities such as temporary jobs, humanitarian relief, and supportive services. Many of the RWBs entered into agreements with private staffing organizations as the employer of record and subsequently developed worksite agreements with local governments and municipalities, state agencies, faith and community-based organizations, non-profits, and other public entities, for the establishment of temporary jobs for participants. These temporary jobs were used to restore infrastructure and public services in the local areas.

Examples of the types of NEG temporary jobs included, but were not limited to:

- Long term disaster recovery and grief counseling
- Case Managers
- Debris cleanup
- Needs Assessment Counselors
- Restoration and humanitarian services
- Grounds keeping and restoration
- Laborers
- Clerical
- Van Drivers
- Eligibility Screeners
- Outreach Workers
- Food Pantry Workers
- Carpenters

Additionally, supportive services such as day care, transportation, mileage reimbursement and counseling services were provided to participants, where necessary. Humanitarian activities included the distribution of food, water, clothing, and referrals to other agencies for housing, food stamps, utilities, etc.

Now that most of the clean-up activities are completed, the agency, in consultation with WFI, plans to distribute the remaining NEG funds to the RWBs to assist participants who are still unemployed with funds for job training.

As of June 30, 2005, 5,177 participants had been served through the NEG Disaster Project and 4,797 individuals were placed into temporary jobs. Additionally, 1,331 participants received supportive services. A total of 1,305 participants have been placed into permanent unsubsidized employment. (The statistics provided here are based on periodic administrative reports submitted by the regional boards to the Agency for Workforce Innovation, and do not necessarily reflect data in the WIASRD).

The NEG program has been extended to June 30, 2006.

Mobile One-Stop Centers

Florida's workforce system suffered physical damage to a number of One-Stop Centers following each hurricane, but the need to provide services increased dramatically. AWI was able to use its Mobile One-Stop Center, a 40 ft. self-contained vehicle, to provide critical services in locations where regular services did not yet exist. Workforce partners established/activated eight mobile response equipped with satellite connections, computers with internet access and portable office space. Through a satellite uplink that connects the 19 onboard workstations to the agency mainframe, clients were able to file claims for unemployment, work on resumes and apply for jobs. AWI's Mobile One-Stop Unit alone logged about 4,000 miles in continuous hurricane service mid-August to the first week in October.

AWI also implemented one of the first state agency disaster recovery internet sites for providing information to internal and external customers to assist in storm relief efforts and services; <http://www.floridajobs.org/emergency/emergency.html> .

USDOL awarded Florida a total of \$75 million in a National Emergency Grant (NEG) to provided temporary jobs to clean up the communities affected by the storms. As of June 30, 2005, 5,177 participants have been served under the NEG and 4,797 participants have been employed in temporary jobs. Additionally, 1,305 have been placed into employment and the Regional Workforce Boards are planning to train approximately 472 participants. At this time, some areas are still continuing clean-up activities from the 2004 hurricanes.

Workforce partners also assisted Enterprise Florida, the state economic development entity, in business recovery workshops and business assistance centers designed for businesses recovering from the storm and in need of resources. AWI received and responded to a record number of calls from storm victims and businesses seeking assistance; September alone saw a 54 percent increase in call volume.

Florida will continue to look to the NEG as a potential source of funding for major layoffs and layoffs caused by natural disasters when external factors create increased worker dislocations that exceed the state's ability to provide employment and training services with its federal formula funding.

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. 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. Individual performance tables for each of Florida's twenty-four regions are also provided in the Appendices (Appendix A-**Table O** Performance).

**Table 3
Regional Program Year 2004-2005 WIA Performance**

WIA CORE MEASURE	STATE GOAL	RANGE OF REGIONAL PERFORMANCE	# OF REGIONS ACHIEVING REGIONAL GOAL	% OF REGIONS ACHIEVING GOAL
CUSTOMER SATISFACTION INDIVIDUALS	73.00	72.81 to 86.21	24 of 24	100.0%
CUSTOMER SATISFACTION EMPLOYERS	73.00	68.06 to 86.68	24 of 24	100.0%
ADULT ENTERED EMPLOYMENT RATE	70.00%	62.3% to 92.6%	24 of 24	100.0%
ADULT EMPLOYMENT RETENTION RATE	82.00%	54.9% to 97.7%	23 of 24	95.8%
ADULT EARNINGS GAIN	\$3,400	\$778 to \$7,826	20 of 24	83.3%
ADULT EMPLOYMENT AND CREDENTIAL RATE	47.00%	53.3% to 97.2%	24 of 24	100.0%
DISLOCATED WORKER ENTERED EMPLOYMENT RATE	74.00%	58.6% to 90.5%	24 of 24	100.0%
DISLOCATED WORKER EMPLOYMENT RETENTION RATE	86.00%	86.6% to 100.0%	24 of 24	100.0%
DISLOCATED WORKER EARNINGS REPLACEMENT RATE	95.00%	83.20% to 127.4%	24 of 24	100.0%
DISLOCATED WORKER EMPLOYMENT AND CREDENTIAL RATE	44.00%	46.8% to 87.1%	24 of 24	100.0%
OLDER YOUTH (19-21) ENTERED EMPLOYMENT RATE	64.00%	50.0% to 100.0%	23 of 24	95.8%
OLDER YOUTH (19-21) EMPLOYMENT RETENTION RATE	82.00%	40.0% to 94.6%	20 of 24	83.3%
OLDER YOUTH (19-21) EARNINGS GAIN	\$3,000	\$1,151.42 to \$8,026	18 of 24	75.0%
OLDER YOUTH CREDENTIAL RATE	34.00%	0.0% to 84.9%	22 of 24	91.7%
YOUNGER YOUTH (14-18) SKILL ATTAINMENT RATE	70.00%	71.9% to 100.0%	24 of 24	100.0%
YOUNGER YOUTH (14-18) DIPLOMA ATTAINMENT RATE	43.00%	15.4% to 100.0%	20 of 24	83.3%
YOUNGER YOUTH (14-18) RETENTION RATE	52.00%	35.3% to 91.2%	23 of 24	95.8%

*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 2 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>

Short Term Measures – "Red and Green 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 measures were selected from exit data available through the State's administrative reporting systems. With the implementation of the Workforce Investment Act (WIA), this report was revised to reflect the new WIA

measures and the Act’s emphasis on program integration through the one-stop system. The revisions and the adoption of new short-term measures were based on the extensive solicitation of input from all parties and the recommendations of two working groups appointed by the Board which represented state and local agencies, the regional workforce boards, and other interested parties.

The “regional outcome matrix,” often referred to as the Red and Green Report addresses outcomes for the three major one-stop partner programs in Florida: WIA programs, Wagner-Peyser programs, and the State’s TANF/Welfare Transition Program. All short-term measures outline performance outcomes that can be typically reported within one calendar quarter through the various programs’ management information systems. Results from the measures are compiled regionally and compared against other regions and statewide outcomes. Appendix Table 10 contains the 2004-2005 Year-End Performance and a detailed description of the measures included in the Red and Green Report.

The **Table 4** below shows statewide Program Year 2004-05 outcomes for each of the short-term measures.

Table 4
PY 2004-05 Statewide Short-Term Outcomes
(7/1/04 to 6/30/05)

Welfare Entered Employ. Rate (1)	Welfare Initial Employ. Wage Rate (2)	Welfare Return Rate (3)	WIA Employed Worker. Outcome Rate (4)	WIA Adult Enter. Emp. Rate (5)	WIA Adult Wage Rate (6)
35.1%	71.0%	14.0%	84.5%	84.4%	128.4%
WIA Dislocated Wkr. Enter. Emp. Rate (7)	WIA Dislocated Wkr. Wage Rate (8)	WIA Youth Goal Attainment Rate (9)	WIA Youth Positive Outcome Rate (10)	WP Entered Emp. Rate (11)	WP Wage Rate (12)
85.6%	132.8%	80.12%	92.9%	53.8%	92.5%
WP New Hire Involvement Rate (13)	WP Employer Involvement Rate (14)	Customer Satisfaction – WIA Individuals (15)	Customer Satisfaction– WP Applicants (16)	Customer Satisfaction– Employers (17)	
NA	NA	80.1*	73.2*	73.8*	

*Score based on American Satisfaction Index (ACSI).

“Plain English” Trend Report

The “Red and Green” short-term outcome measures have served as a useful analytic tool for assessing comparative performance, trend lines, diagnostic early warnings, predictors of long term results, and application of common measures for multiple related programs, including WIA, Welfare Transition/TANF, and Wagner-Peyser. However the technical terms and definitions used in the “Red and Green” reports which are completely understandable to workforce professionals are often obscure and non-user-friendly to volunteer board members, community partners, legislators and the rest of the world who are not familiar with the technical definitions of Entered Employment Rate, New Hire Involvement Rate, or even Wagner-Peyser. Workforce Board staff has therefore developed a “Plain English” version of the short term measures to be presented to broader audiences of stakeholders, partners, and others interested in workforce issues. As found in Appendix, A, **Table 11**, the Plain English Trend Report asks sets of simple questions about services provided, customer satisfaction, jobs obtained and earnings, also indicating year-to-year trends, statewide cumulative results. Additionally, the same questions are replicated and presented in breakouts for each of the 24 regions. These Plain English Reports are now being used in conjunction with the “Red and Green” reports and will be produced on the same schedule---mid-year, as of the end of March, and at the end of each program year ending in June.

State Longitudinal Measures—“Tier Measures”

State Longitudinal Measures—“Tier Measures” - The Florida Legislature has mandated that the State 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 2004. Previous Tier Measure Reports can be reviewed as part the Workforce Florida Annual Reports which can be its website 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 contracted with KPMG to focus on assessing 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 and One-Stop bricks and mortar plans. Presentations to the regional workforce 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 state incentive corrective action policy based at the direction of the State Workforce 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 "Red and Green" 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. Similarly, failure to achieve the minimum "participation" rate for TANF participants disqualifies for all TANF performance awards, short-term and long term, subject to the approval of the state workforce board, Workforce Florida, Inc.

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 3 major programs/funding sources. RWBs who have met the "threshold" qualifications re expenditures on training and TANF participation rate then compete to achieve individual targets and against their peers for comparative excellence awards. All RWBs that achieve their individually negotiated short-term and long-term performance targets (e.g. EER and Job Retention or WIA, WP and/or TANF) are awarded minimal performance incentives when the outcome data is reported, typically August for short-term, December for long-term. Then the RWBS that performed in the top "green" 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. See <http://www.floridajobs.org/pdg/guidancepapers/012Incentives.rtf> for the complete current incentive guidance/policy.

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 RWBs 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 2004-2005 program year, Florida had \$180,623,254 in available funds including carry-forward from all WIA formula funding sources. Of this amount \$121,836,109 or 67.5%, was expended to carry out state-level and regional activities. Of the \$105,710,833 expended by the State's twenty-four regions, 93% went for direct client services. An additional \$11,460,619 in state-level funds was also expended for direct client services. For additional information on expenditures see the WIA Financial Statement included in Appendix A as Table 5 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 4,732 employed workers who successfully completed program activities in order to upgrade their employment. Positive outcomes for older youth included entered employment, entrance into postsecondary education, advanced training, apprenticeship or the military, and the attainment of a credential. Positive outcomes for younger youth included entered employment, entrance into postsecondary education, advanced training, apprenticeship or the military, attainment of a youth goal, and attainment of a diploma.

Generally, outcomes were tracked for the exit periods used for the corresponding WIA core measure. The exit period used for the adult and dislocated programs was the period from 10/1/03 to 9/30/04, while the period for the older and younger youth programs was the actual program year from 7/1/04 to 6/30/05. 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 for training for the youth programs.

Statewide expenditure and cost data is displayed in **Table 5** below. Similar data for each of Florida's twenty-four regions are included in the Appendix as **Tables 6 through 9**.

**Table 5
FLORIDA PROGRAM YEAR 2004-2005
WIA EXPENDITURES/COST PER POSITIVE OUTCOME**

ADULT PROGRAM 10/1/03 TO 9/30/04

STATEWIDE - REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$78,783,314	100.0%				
TOTAL EXPEND.	\$42,748,046	54.3%	23,822	\$1,794	10,127	\$4,221
EXPEND. OTHER SERVICES	\$15,346,567	35.9%	23,822	\$644	10,127	\$1,515
EXPEND. TRAINING	\$24,455,003	57.2%	17,024	\$1,437	6,683	\$3,659

DISLOCATED WORKER PROGRAM 10/1/03 TO 9/30/04

STATEWIDE - REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$72,484,666	100.0%				
TOTAL EXPEND.	\$33,995,045	46.9%	12,918	\$2,632	6,176	\$5,504
EXPEND. OTHER SERVICES	\$16,003,066	47.1%	12,918	\$1,239	6,176	\$2,591
EXPEND. TRAINING	\$14,865,727	43.7%	9,087	\$1,636	3,011	\$4,937

OLDER YOUTH PROGRAM 7/1/04 TO 6/30/05

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.	\$40,594,054	100.0%				
TOTAL EXPEND.	\$14,213,435	35.0%	3,853	\$3,689	1,696	\$8,381
OTHER SERVICES	\$5,721,119	40.3%	3,853	\$1,485	1,696	\$3,373
TRAINING	\$7,678,407	54.0%	3,784	\$2,029	1,664	\$4,614

YOUNGER YOUTH PROGRAM 7/1/04 TO 6/30/05

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.**	\$40,594,054	100.0%				
TOTAL EXPEND.	\$22,198,462	54.7%	11,936	\$1,860	9,492	\$2,339
OTHER SERVICES***	\$11,101,389	50.0%	11,936	\$930	9,492	\$1,170
TRAINING	\$9,293,655	41.9%	11,771	\$790	9,360	\$993

Source: Agency for Workforce Innovation, 9/1/05.

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 2004-2005, 14,710 ITAs were awarded in the State with an average value of \$3,479. Of \$69,298,936 expended by Florida's twenty-four regions for the adult and dislocated worker programs during the program year, \$47,279,805 or 68.23% 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
7/1/04 Through 6/30/05**

ITAs Awarded*					State ITA 50% Expenditure Requirement**		
Region	Enrolled in Training	Receiving ITA	Percent	Avg. ITA Amount	Total Expenditures	ITA Expenditures	Percent
1	428	416	97.20%	\$7,500	\$1,165,179	\$745,766	64.00%
2	99	87	87.88%	\$2,141	\$378,545	\$265,721	70.20%
3	164	160	97.56%	\$2,995	\$516,002	\$298,522	57.85%
4	325	325	100.00%	\$3,243	\$1,200,171	\$863,893	71.98%
5	111	109	98.20%	\$2,157	\$853,177	\$678,782	79.56%
6	301	286	95.02%	\$833	\$501,850	\$305,747	60.92%
7	121	117	96.69%	\$2,979	\$610,626	\$545,699	89.37%
8	1,168	1,018	87.16%	\$4,135	\$5,714,353	\$3,946,869	69.07%
9	169	153	90.53%	\$2,515	\$869,383	\$530,386	61.01%
10	224	192	85.71%	\$3,331	\$1,145,660	\$712,760	62.21%
11	285	231	81.05%	\$2,550	\$2,271,115	\$1,327,630	58.46%
12	776	697	89.82%	\$3,429	\$5,675,042	\$4,122,412	72.64%
13	216	200	92.59%	\$2,602	\$1,624,822	\$1,177,351	72.46%
14	830	689	83.01%	\$5,082	\$3,346,446	\$1,833,469	54.79%
15	1,037	1,004	96.82%	\$2,909	\$4,718,289	\$4,364,067	92.49%
16	350	326	93.14%	\$3,053	\$1,684,895	\$1,114,999	66.18%
17	447	424	94.85%	\$5,186	\$2,460,924	\$1,383,069	56.20%
18	380	370	97.37%	\$1,766	\$1,869,477	\$1,426,346	76.30%
19	155	151	97.42%	\$3,454	\$815,105	\$502,873	61.69%
20	517	424	82.01%	\$3,187	\$3,897,657	\$2,427,795	62.29%
21	1,005	979	97.41%	\$3,814	\$5,346,167	\$3,786,073	70.82%
22	1,268	1,166	91.96%	\$2,755	\$8,320,592	\$5,216,644	62.70%
23	5,302	4,734	89.29%	\$3,495	\$11,420,214	\$7,391,866	64.73%
24	519	452	87.09%	\$2,549	\$2,893,245	\$2,311,066	79.88%
Total All Regions	16,197	14,710	90.82%	\$3,479	\$69,298,936	\$47,279,805	68.23%

* Information from OSMIS participant data provided by the Agency for Workforce Innovation September 2005.

** Based on data provided by the Agency for Workforce Innovation 9/1/05.

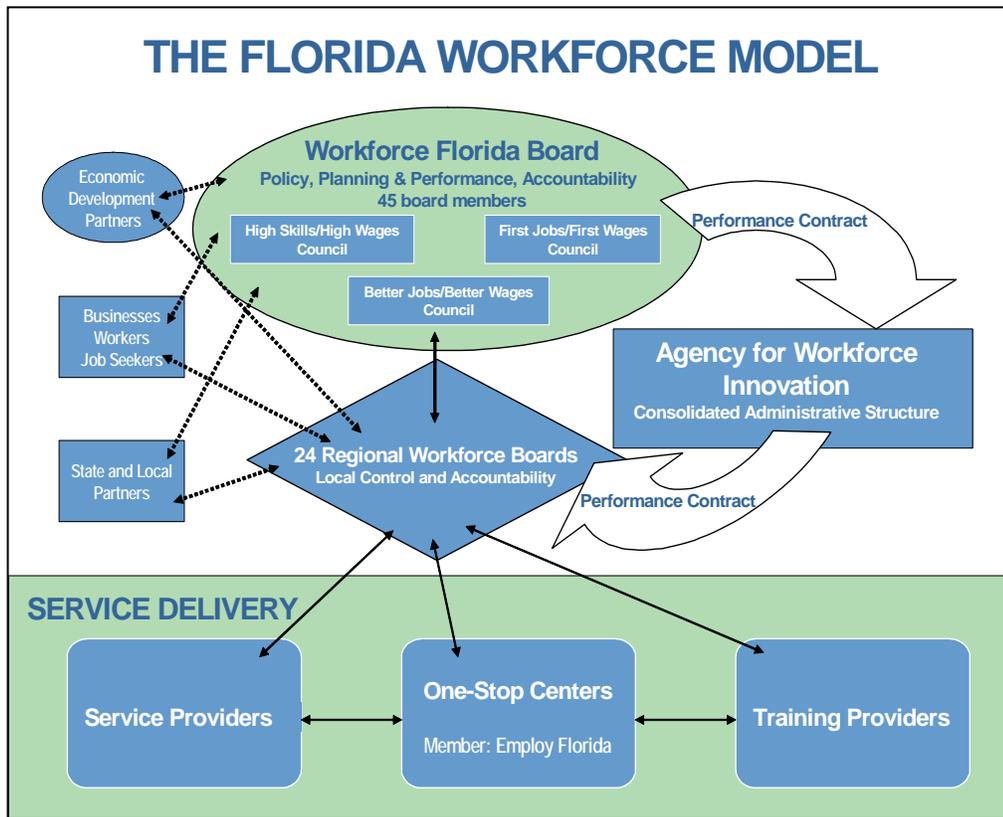
WORKFORCE FLORIDA BACKGROUND AND OVERVIEW

Florida’s landmark Workforce Innovation Act of 2000 created and charged Workforce Florida, Inc. to meet the workforce needs and challenges of Florida businesses. 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 where Floridians have the opportunity to upgrade their education and skills to obtain jobs that lead to economic self-sufficiency.

Workforce Florida’s 45-member board created by Chapter 445, Workforce Innovation Act, Florida Statutes, is appointed by the Governor. Administration of the state’s workforce policy, programs and services is carried out by the 24 business-led regional Workforce Development Boards and the Agency for Workforce Innovation through almost 100 One-Stop Centers located throughout Florida.

Florida’s Workforce Development 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.



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 and 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.

Serving the Business Customer

Recent federal and state workforce legislation has emphasized the importance of serving the business customer and has made the system more accountable as 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 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 One-Stop Centers & Workforce Resources

Today, there are almost 100 One-Stop Centers across Florida administered locally by business-led regional workforce boards. In addition to visiting these physical locations, employers and jobseekers can access an array of tools and resources from their home or office using the **Employ Florida Marketplace**. This powerful online tool is designed to help employers who are looking for the best job candidates and assist job seekers or students in searching for the right job. Businesses 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 Centers, the **Marketplace**, and Florida’s many other workforce solutions by using the **Employ Florida** linking brand.

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

**EMPLOY
FLORIDA**

Your link to Florida’s workforce 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. 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. Examples of special committees and task forces are: the Nursing Task Force; the One-Stop Committee; the Strategic Planning Workgroup; the Red and Green Performance Review Workgroup; and, the Targeted Occupations Task Force.

The next section provides highlights of state-level activities of Workforce Florida's various councils, committees, task forces and workgroups. It concludes with a summary of Florida's methods of insuring 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 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.

High Skills/High Wages Council

The purpose of the High Skills/High Wages Council is to develop strategies which align Florida's education and training programs with high-paying, high-demand occupations that advance individuals' careers, build a more skilled workforce and enhance the state's efforts to attract and expand job-creating businesses.

Training Projects

Title: Skills Upgrade Training Initiative for Rural Communities

Purpose: In line with the Governor's initiative for rural outreach, competitive funding was provided to *rural* RWBs to continue implementation of employed worker training activities. (Currently 14 of Florida's 24 RWBs include rural counties.) Over the past three years, Florida rural communities have experienced plant closings/layoffs

by 250 companies affecting 30,000 workers. Awards were based on needs and numbers of currently employed workers in targeted industries.

Funding Allocation: \$1,000,000 [WIA 15%]

Awards/Expected Outcomes: Awards totaling \$509,701 made to seven RWB's on 9-30-04. 1,875 were projected to enroll in training.

State's Average Investment per Trainee: \$384

Progress to Date: Project completed on 6-30-05. 1,328 persons completed training (or 71% of plan).

Identified Issues: Every RWB that applied for funding under this initiative received funding. Of the seven RWBs receiving awards, three regions—8, 10 and 19—had completion rates in excess of 102%. The one rural company in RWB 12 experienced scheduling difficulties due to increased customer and product demand and could not utilize the funds. The region was unable to find a replacement company. RWBs 3, 17 and 24 did not enroll the number of projected participants. However, for those that were enrolled, their completion rate was 81% or higher.

Proposed Solutions: Outreach has occurred to those RWBs that were eligible, but did not apply for grant funding. Discussions were held with rural RWB partners, the Rural Economic Development Initiative and Enterprise Florida, Inc., to determine training opportunities for Florida's rural areas.

Title: *Manufacturing/Targeted Industries Training Initiative*

Purpose: With manufacturing employment declining nationally (estimated at 1.6 million jobs since 2001) and in Florida (estimated at 35,200 jobs over the same time frame), it was important that the state prioritize and act on issues that affect our state's manufacturers' ability to compete globally for market share in an increasingly competitive environment. In cooperation with Enterprise Florida Manufacturing Advisory Council (EFMAC), numerous manufacturing firms in the state were surveyed to determine their short-term, as well as their long term training needs. This training initiative was aimed at addressing these training needs. Additionally, skill upgrade training will be provided to incumbent workers in the state's targeted industry sectors:

- Life Sciences (including Biotechnology, Medical Device Manufacturing, Pharmaceuticals, Health Care)
- Information Technology (including IT Products/Services, Software Development, Modeling/Simulation/Training, Photonics/Lasers/Optics, Microelectronics, Telecommunications)
- Aviation / Aerospace
- Homeland Security / Defense
- Financial / Professional Services

Funding Allocation: \$2,078,144 [WIA 15%]

Awards/Expected Outcomes: Awards to 14 RWBs were made on 9-29-04. 6,855 persons projected to be trained.

State's Average Investment per Trainee: \$450

Progress to Date: The project completed on 6-30-05. 4,170 persons were trained (or 60% of projected goal).

Identified Issues: 14 RWBs received awards. Four regions—8, 14, 20 and 21—had completion rates greater than 100%. RWBs 10 and 12 lacked enrollments; however, of

the number enrolled, they had 100% completion. Regions 1, 15, 16, 17 and 22 deobligated funds from lack of involvement by participating companies.
Proposed Solutions: Not applicable—project completed.

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, brownfields and enterprise zones.

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

State's Average Investment per Trainee: \$1,109

Progress to Date: For FY 7-01-04 through 6-30-05, 7,185 workers are receiving customized training for new jobs created by a total of 10 new-to-Florida companies and 25 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 advice from the Governor's Office of Tourism, Trade and Economic Development. The plan was discussed at the February 20, 2004 Council meeting. A presentation on the program was made to the Florida Rural Economic Development Initiative on April 13th in Lake City. Council staff will participate in upcoming rural workshops organized by EFI and OTTED.

Proposed Solutions: ongoing.

Title: *Incumbent Worker Training Program*

Purpose: Provided grant funds to assist Florida companies with skill 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, brownfield or inner-city areas, and those businesses in a targeted industry. Florida's IWT program, established in 1999, is funded at \$2 million annually. Due to the increasing demands for skills upgrade training, the Council voted unanimously to increase the amount of funding for this program. Since inception of the program, more than \$31 million in requests has been received and due to limited funding, only 38% have been awarded.

Funding Allocation: \$3,000,000 [\$2,000,000 annually [WIA 15%] and \$1,000,000 Council funds [WIA 15%].

State's Average Investment per Trainee: \$250

Progress to Date: For FY 7-01-04 through 6-30-05, grants were awarded to 105 companies for the training of 15,487 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 outreach meetings with key small business organizations. These organizations included the various manufacturing associations around the state, the Black Business Investment Board, the Florida NFIB (National Federation of Independent Businesses), Florida United Business Association (FUBA) and the Hispanic Chamber of Commerce. The IWT program continues to be very popular and a great need for Florida's businesses.

Proposed Solutions: Ongoing.

Non-Training Projects:

Title: *Biotechnology Curriculum Development*

Purpose: Provided funding for research and development; development / validation /assessment of biotech training curricula; and the formulation of a training delivery system to meet the needs of Florida’s biotech industry for existing and future workers.

Funding Allocation: \$1,200,000 [WIA 15%]

Awards/Expected Outcomes: Funds awarded to Florida Consortium for Biotechnology Workforce Development with Florida Community College at Jacksonville as fiscal agent.

State’s Average Investment per Trainee: not applicable

Progress to Date: Project completed. 40+ hours of web-based curriculum was developed along with “hands on” lab instruction as requested by the Florida biotech industry reviewers. Staff, in conjunction with the consortium, is researching the best avenue for siting, launching and marketing the final product to Florida industry. See www.biotraining.org for more information.

Identified Issues: None

Proposed Solutions: Not applicable—project completed.

Better Jobs/Better Wages Council

The purpose of the Better Jobs/Better Wages Council is to assist families transitioning from welfare to work, former welfare recipients working in low-wage jobs with limited mobility, and the larger population of underemployed adults move toward self-sufficiency by employing prevention, diversion, pre-employment and post-employment strategies that focus on engaging employers and facilitating non-traditional training/education programs.

Training Projects

Title: *Career Advancement & Retention Challenge III SECOND YEAR*

Purpose: Innovative employed worker training programs that target career advancement and retention for current and former TANF recipients and TANF eligible families at risk of welfare dependency. CARC III supports WFI priorities (strategies) including developing a statewide approach to assist rural areas in workforce development. Currently 16 of Florida’s 33 rural counties have CARC III projects. The Council will work with regions to specifically describe elements of the CARC III projects that are beneficial to and replicable in other rural areas – maximizing the return on investment (ROI) for these state demonstration projects. Also in support of WFI priorities, one of the basic tenets of CARC III is the requirement to partner with employers upfront to provide demand driven, just-in-time training. Again, the focus this year will be to clearly identify both qualitatively and quantitatively service delivery models that are uniquely successful in partnering with employers upfront and replicating those models in other regions.

Funding Allocation: \$3,979,795 [TANF]

Awards/Expected Outcomes: Awards to 12 RWBs. All projects are completed. A total of 2,287 persons (130% of plan) were enrolled in training. Of this number, 1,575 persons completed training (120% of plan). 855 persons were targeted to obtain two of three benchmarks (e.g., upgraded position, receive an increase in earnings, or continue education) with 641 reaching this goal. These benchmarks will be tracked through December 31, 2005. Based on current outcomes we anticipate meeting or exceeding the targeted performance. This project also tracks participant and employer satisfaction with the project. These last two elements will be reported by September 30, 2005.

State's Average Investment per Trainee: \$1,740

Progress to Date: Awards made to RWBs on and were effective as of 7-01-04. All projects are completed with performance benchmarks tracked through December 31, 2005.

Identified Issues: None known.

Proposed Solutions: Not applicable—project completed.

First Jobs/First Wages Council

The purpose of the First Jobs/First Wages Council is to promote successful entry of youth into the workforce through education and job experience, including school-to-work initiatives that enlist business and community support to ensure that students have the educational and occupational skills required to succeed in the workforce. This council also addresses adults entering the workforce for the first time and youth programs related to welfare reform.

Training Projects:

Title: *Education: Pathways to Independence SECOND YEAR*

Purpose: To assist RWBs for activities to promote *basic skills* in reading, math, written and verbal communication, comprehension; *thinking skills* in creativity, decision-making, problem-solving, visualization; *personal development skills* in self-esteem, accepting responsibility, social skills, initiative and personal integrity to assist regions serving in-school youth or drop-out retrieval programs. This project is consistent with the Council's highest priority in its strategic plan--increasing the number of high school graduates as well as completers.

Funding Allocation: \$1,391,032 [WIA 15%]

Awards/Expected Outcomes: Continuation funding awards were made to five RWBs to provide assistance to 604 youth.

State's Average Investment per Trainee: \$1,826

Progress to Date: Awards made to RWBs on 7-01-04. All projects are completed. A total of 762 youth (or 125% of plan) were trained. All nine benchmarks were exceeded.

Identified Issues: None known.

Proposed Solutions: Not applicable – project completed.

Title: *Skills Training for Youth/First Time Job Entrants (2nd Year)*

Purpose: To assist RWBs for training targeted to high growth/high impact jobs that pay a living wage. Business Services and Health Services occupations are targeted as well as occupational clusters in a region that are gaining the most new jobs that pay a living wage.

Funding Allocation: \$1,668,246 [WIA 15%]

Awards/Expected Outcomes: Awards made to seven RWBs that will provide training to 964 youth/first time job entrants.

State's Average Investment per Trainee: \$1,426

Progress to Date: Awards made to RWBs on 7-01-04. All projects are completed. A total of 1,170 youth (121% of plan) were trained. Six of the seven benchmarks were exceeded with the seventh one at the 95 percentile.

Identified Issues: None known.

Proposed Solutions: Not applicable – project completed.

Title: *Strengthening Youth Partnerships Demonstration Projects*

Purpose: In July 2003, the Council convened the first in a series of meetings to initiate a process for linking state partners and resources. The purpose was to enhance communication, coordination and planning among key organizations that play a role in developing Florida's youth, particularly in the area of workforce skill attainment. This endeavor will be continued in the 2004-05 year and beyond. Funds will be used to fund demonstration projects emanating from the state youth meetings with priority consideration given to rural regions, or those having rural counties in the service area, provided they meet all other requirements established by the state workgroups (Career Institutes, At-Risk Youth, Disabled Youth) and other agency partners.

Funding Allocation: \$1,472,000 [WIA 15%/TANF]

Awards/Expected Outcomes: \$641,428 was awarded for Project Connect to serve 259 juvenile offenders and \$830,572 was awarded to implement career institutes in five school districts using the CHOICE Career Institute Model with a minimum of 305 youth meeting TANF or WIA eligibility.

State's Average Investment per Trainee: Project Connect: \$2,477; CHOICE Replication: \$2,723.

Progress to Date: Competitive RFP's were issued for Project Connect (responses due 10-26-04) and CHOICES career institute replication activities (responses due 12-08-04). RWBs 3, 12, 13 and 18 received Project Connect grant funds; RWBs 1, 4, 10 and 24—in conjunction with their respective school boards—received CHOICE Career Institute grant funds to replicate the model developed and used by the Okaloosa County School District.

Identified Issues: None known.

Proposed Solutions: Not applicable—project completed.

Cross Council Projects

Work Readiness Credential (WRC)

The three WFI Councils have reserved a total of \$350,000 in 2004-05 to support the continuation of a cross council initiative on worker readiness.

Background: The Equipped for the Future Work Readiness Credential (WRC) is based on a cross-industry standard, defined by experts from multiple business sectors, of what entry-level workers need to be able to do to be fully competent. The WRC is designed to address employer demand for a work readiness credential that provides:

- An accurate reflection of the full range of knowledge and skills critical to competent entry-level performance
- A valid and reliable measure of performance in real world applications
- A reliable, legally defensible predictor of effective entry-level performance
- A consistent standard across the country
- An appropriate foundation for industry-specific skill standards and certifications

The credential assessment and delivery system has been pilot tested in all partner states, including Florida. It is slated to be field tested in September 2005 in partner states and to be available for broad use by chambers, businesses, One Stops and education and training providers in 2006.

The WRC is being developed through a national consensus-building process that includes businesses, unions, chambers of commerce, education and training professionals, and state workforce boards in six states: Florida, New Jersey, New York, Rhode Island, Washington, and the District of Columbia. These states have joined together in a consortium to support development and implementation of this critical workforce tool. Funding from the National Institute for Literacy (NIFL) helped to support the first phase of product development. Florida joined the project in 2003, collectively funding this multi-year, multi-state national initiative. Other Florida partners include seven regional workforce boards (2, 8, 12, 13, 17, 18, and 21) as well as the Florida Department of Education.

National advisors: National Association of Manufacturers/Center for Workforce Success; National Retail Federation Foundation, National Governors Association (NGA), National Association of Workforce Boards (NAWB), and the Institute for Educational Leadership/Center for Workforce Development. Contractors on the project for the critical technical work on the development of the credential is being carried out by SRI International in partnership with HumRRO (Human Resource Research Organization), the BMC, Inc., Center for Literacy Studies, University of Tennessee, and WestED.

Project timeline (includes key phases, tasks, products and dates):

PHASE 1: COMPLETED

Establish Skill Benchmarks and Design Credential Delivery System (December 2, 2002 – October 31, 2003)

Task 1.1: Develop a draft Work Readiness Skills Profile (12/2/02 – 4/4/03)

Task 1.2: Draft design for the credentialing process and delivery system (12/2/02 – 10/31/03)

Task 1.3: Gather importance ratings of skills (4/7/03 – 6/13/03)

Task 1.4: Conduct structured feedback sessions (6/16/03 – 9/26/03)

Note: Two structured feedback sessions were held in Florida (September 30th in Orlando and October 1st, 2003, in Destin) as well as in other participating states with entry-level workers and supervisors of entry-level workers. These sessions gained the input from nearly 50 Florida workers/supervisors (and built on earlier input from 100+ supervisor surveys).

Task 1.5: Revise skills profile (9/29/03 – 10/31/03)

Task 1.6: Prepare products and publications plan (moved to Phase 2)

PHASE 2: COMPLETED

Identify and/or Develop and Pilot Test Assessment Instruments for the Work Readiness Credential (February 23, 2004 – March 11, 2005)

Task 2.1: Prepare assessment plan (2/23/04 – 5/14/04)

Task 2.2: Identify existing instruments (2/23/04 – 5/14/04)

Task 2.3: Develop new instruments

Subtask 2.3.1: Develop situational judgment assessments (5/17/04 – 3/15/05)

Subtask 2.3.2: Develop structured interview (5/17/04 – 3/15/05)

Note: Four Florida representatives, including staff from the Center for Modeling & Simulation in Orlando as well as Sharon Watley, WFI Board member, served as Subject Matter Experts during this phase.

Task 2.4: Convert for computer- and/or Internet-based administration (5/24/04 – 3/15/05)

Task 2.5: Pilot-test instruments (11/8/04 – 3/11/05)

Note: Pilot test in Florida took place on April 22, 2005 in Ft. Walton Beach (RWB 2).

Task 2.6: Prepare curricular and instructional support materials (2/23/04 – 3/11/05)

PHASE 3:

Field-Test the Credential Delivery System and Validate the Credentialing Assessment Instrument as Measures of Work Readiness Skills (March 14, 2005 – March 11, 2006)

Task 3.1: Specify validity evidence (3/14/05 – 4/1/05)

Task 3.2: Validate assessment instruments (4/04/05 – 11/04/05)

Subtask 3.2.1: Develop validation plan

Subtask 3.2.2: Administer assessment instruments and collect criterion information

Subtask 3.2.3: Conduct analyses

Subtask 3.2.4: Prepare criterion-related validation report

Task 3.3: Establish cut scores (11/7/05 – 1/6/06)

Task 3.4: Develop supporting products and publications (3/14/05 – 3/11/06)

PHASE 4:

Develop and Field Test the Work Readiness Credentialing Process (March 14, 2005 – March 10, 2006)

Task 4.1: Finalize design for the assessment instrument delivery system (3/14/05 – 3/11/06)

Task 4.2: Develop Work Readiness Credential support materials (3/14/05 – 3/11/06)

Task 4.3: Field-test the credential delivery system (4/4/05 – 11/04/05)

Task 4.4: Design longitudinal evaluation (1/9/06 – 3/1/06)

One-Stop Committee

The One-Stop Task Committee of the Workforce Florida Board was originally established to develop a state-wide workforce brand for the one-stop system and design an initial marketing campaign. Additional areas of focus were added to include one-stop minimum standards, credentialing, best practices awards and, electronic access to one-stop services.

Outreach to Employers and Jobseekers

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. 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 continued meeting quarterly in 2004-2005 for the following purposes:

- Review and evaluate previous and on-going 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 One-Stop Committee as well as 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 as the access point to the Employ Florida Marketplace (EFM).

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 was launched March 1, 2005 as another component of the Employ Florida network of workforce services and resources. In addition to using the nearly 100 one-stop centers with physical locations throughout Florida, now our customers can find and access our services virtually anywhere using the Employ Florida Marketplace.

The Employ Florida Marketplace provides fast access to a complete set of employment tools in one web site. This system is designed to be comfortable for everyone, even the person who has little computer experience.

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

Other achievements for the One-Stop Committee include: continuation of the annual One-Stop Best Practices/Excellence Awards – renamed in 2005 the *Employ Florida Workforce Excellence Awards*; development and monitoring of minimum One-Stop facilities/services standards—including verification of the required credentialing for One-Stop staff; and further strengthening of multiple Partnership Agreements/MOUs with state-level agencies/programs providing workforce or support services, particularly those with special needs including individuals with disabilities, ex-offenders, etc.

Other State-level Activities and Initiatives

2004 Hurricane Season Response and Recovery Efforts

The Florida Agency for Workforce Innovation (AWI) and its partners displayed unprecedented energy and cooperation at the local, state and federal level when devastating storms of 2004 impacted working Floridians throughout the state. Within a seven-week period (August 13 – September 26, 2004) Florida was struck by an unprecedented four hurricanes. Ultimately, every county in Florida was included in the disaster declaration. Unemployment Compensation Services processed 99,762 hurricane-related claims from August 13, 2005 through April 15, 2005. The claims resulted in a total of \$68 million in benefits paid.

The Disaster Unemployment Assistance (DUA) program continues to process claims and benefit payments to eligible claimants from the 2004 hurricanes.

AWI deployed over 75 state and regional employees to volunteer in assisting victims in storm relief, disaster unemployment compensation, and relieve personally impacted local staff.

Mobile One-Stop Centers

Florida's workforce system suffered physical damage to a number of One-Stop Centers following each hurricane, but the need to provide services increased dramatically. AWI was able to use its Mobile One-Stop Center, a 40 ft. self-contained vehicle, to provide critical services in locations where regular services did not yet exist. Workforce partners established/activated eight mobile response equipped with satellite connections, computers with internet access and portable office space. Through a satellite uplink that connects the 19 onboard workstations to the agency mainframe, clients were able to file claims for unemployment, work on resumes and apply for jobs. AWI's Mobile One-Stop Unit alone logged about 4,000 miles in continuous hurricane service mid-August to the first week in October.

AWI also implemented one of the first state agency disaster recovery internet sites for providing information to internal and external customers to assist in storm relief efforts and services; <http://www.floridajobs.org/emergency/emergency.html>.

USDOL awarded Florida a total of \$75 million in a National Emergency Grant (NEG) to provide temporary jobs to clean up the communities affected by the storms. As of June 30, 2005, 5,177 participants have been served under the NEG and 4,797 participants have been employed in temporary jobs. Additionally, 1,305 have been placed into employment and the Regional Workforce Boards are planning to train approximately 472 participants. At this time, some areas are still continuing clean-up activities from the 2004 hurricanes. (The statistics provided here are based on periodic administrative reports submitted by the regional boards to the Agency for Workforce Innovation, and do not necessarily reflect data in the WIASRD.)

Workforce partners also assisted Enterprise Florida, the state economic development entity, in business recovery workshops and business assistance centers designed for businesses recovering from the storm and in need of resources. AWI received and responded to a record number of calls from storm victims and businesses seeking assistance; September alone saw a 54 percent increase in call volume.

Workforce Florida Nursing Taskforce

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 was a major focus for developing more nurses. The Task Force proposed the establishing 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.

2004-2005

The Building Bridges Nursing Initiative, proposed by the Task Force, was authorized by the Board to address the critical shortage of nurses and to provide a career ladder for employed Certified Nursing Assistants (CNAs) to continue their full-time employment while participating in a Practical Nursing training program. The instruction will be delivered at the worksite under the auspices of a State Board of Nursing-approved training provider. Students participating in the Building Bridges program will receive the same classroom instruction and clinical experiences as students in traditional programs. Each education partner's faculty, however, will revise the training program components and delivery schedule to allow the students to retain full-time employment. Funding for the program is provided from both the Workforce Investment Act and Welfare Transition programs. Students will be entered into OSMIS and tracked by a special project code.

Two Regional Workforce Boards were approved to begin the first projects. Southwest Florida Workforce Development Board (Region 24) has received funding to train 24 employees of the Lee Memorial Health System. The health care facility has partnered with Lee County High-Tech Central to provide the modified training over a two-year

period. The first 12 students began their first classroom instruction on October 9, 2004 and the students will graduate in August of 2006. WORKSource (Region 8) has developed a partnership between River Garden Hebrew Homes / Wolfson Health and Aging Center and Florida Community College at Jacksonville (FCCJ). Students began classes on January 31, 2005.

The Nursing Task Force met with the Florida Hospital Association in December 2004 to discuss designing a model to also address the critical workforce need for registered nurses especially at the bachelor and master's levels.

State-Level Youth Outreach

Florida Trend's NEXT Magazine

Florida's high school students are the workforce of the future. High school students are not only faced with academic preparation for graduation, most are also beginning to shape their direction for future employment and careers. Career awareness, skills assessment, mentoring programs, internships, as well as, GED classes, teen pregnancy prevention and other services to ensure successful entry into the workforce are available through Florida's workforce system.

To promote these services to the teen 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. Workforce Florida obtained a two page full color layout in the 2004/05 issue promoting the newly launched Employ Florida Marketplace as a way to learn more about jobs, skills, education and training and to locate Florida's network of 100+ One-Stops via the website at www.employflorida.com and the toll free phone number, 1-877-FLA-2345.

In addition to providing a copy of the magazine to 750,000 Florida youth, grades 9-12, *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. The magazine also has a companion website at www.FloridaNext.com with additional expanded information, links, activities, surveys and more.

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 which 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 revealed in the Florida "Red and Green" 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 that do not achieve the 50% rate of expenditures on Individual Training Accounts (ITAs) and other training, are automatically disqualified for all WIA Incentive Payments. Similarly, failure to achieve the minimum "participation" rate for TANF participants disqualifies for all TANF performance awards, short-term and long term.

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 3 major programs/funding sources. RWB who have met the "threshold" qualifications re expenditures on training and TANF participation rate then compete to achieve individual targets and against their peers for comparative excellence awards. All RWBs that achieve their individually negotiated short-term and long-term performance targets (e.g. EER and Job Retention or WIA, WP and/or TANF) are awarded minimal performance incentives when the outcome data is reported, typically August for short-term, December for long-term. Then the RWBS that performed in the top "green" 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 RWBs 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 short-term and long-term performance measures and the track record of regularly winning federal high-performance monetary and recognition awards, Florida's workforce system will continue to apply, re-examine, refine, and refresh its incentive/correction structure to maintain continuous improvement.

First Jobs/First Wages						Better Jobs/Better Wages						High Skills/High Wages										TOTAL				
Pathways 2nd Yr.	Leveraged Funds	# Trained	Skills Training 2nd Yr.	Leveraged Funds	# Trained	Youth Demo. Projects*	Leveraged Funds	# Trained	CARC III 2nd Yr.	Leveraged Funds	# Trained	RURAL Skills Up. Train.	Leveraged Funds	# Trained	MANUFACTU RING Skills Up. Train.	Leveraged Funds	# Trained	WFI Employer-Specific Training Programs						Total Awards	Leveraged Funds	# Trained
																		QRT	Leveraged Funds	# Trained	IWT	Leveraged Funds	# Trained			
						98,890	450,162	35							142,056	143,765	167	282,870	1,357,977	300	99,579	554,782	370	623,395	2,506,686	872
303,543	125,000	198	288,000	125,000	172									60,236	54,757	116				9,024	125,191	60	660,803	429,948	546	
									291,000	289,500	118													291,000	289,500	118
						200,000	566,378	67				106,042	101,046	114				1,378,519	4,862,504	675				1,684,561	5,529,928	856
						201,205	274,000	59	285,983	194,422	117							515,079	2,751,769	611	292,490	1,143,150	765	1,294,757	4,363,341	1,552
			267,288	0	133													168,252	843,912	104				435,540	843,912	237
																							0	0	0	0
																		923,332	2,976,392	1,235	74,949	337,481	100	998,281	3,313,873	1,335
			273,350	721,780	221				257,485	393,838	208	146,550	48,850	188	200,000	271,900	224	615,002	9,474,440	594	166,222	7,053,819	678	1,658,609	17,964,627	2,113
			277,711	200,000	279				235,000	163,000	107										170,615	9,223,686	757	683,326	9,586,686	1,143
						369,181	944,493	145				15,565	4,717	23	102,116	94,394	306	259,686	3,708,563	150	10,000	89,136	52	756,548	4,841,303	676
			82,888	208,629	54				225,000	201,000	251										18,495	26,374	233	326,383	436,003	538
						192,000	247,000	70				16,050	5,000	0	198,619	607,757	109	702,739	3,733,073	640	386,299	2,867,897	1,903	1,495,707	7,460,727	2,722
464,788	56,540	218				142,000	204,013	50	408,204	420,000	162							482,505	3,362,682	518	11,624	40,090	33	1,509,121	4,083,325	981
															129,647	139,969	917	78,120	244,146	79	535,719	4,967,672	2,311	743,486	5,351,787	3,307
									608,000	550,000	380				0	0	0	426,347	1,832,538	500	300,763	6,247,801	2,042	1,335,110	8,630,339	2,922
															173,523	196,112	140	102,997	1,222,468	75	55,725	52,234	35	332,245	1,470,814	250
												111,994	42,405	883	126,172	119,030	807	82,320	266,780	70	21,173	98,808	44	341,659	527,023	1,804
						107,428	128,613	72	355,822	76,283	133							97,808	1,508,375	53	13,630	44,568	23	574,688	1,757,839	281
												69,376	21,022	74				89,250	214,839	37				158,626	235,861	111
71,822	190,989	36	129,009	163,188	71				485,099	325,813	237				207,900	216,339	502	1,006,079	9,308,128	662	617,045	648,463	290	2,516,954	10,852,920	1,798
385,879	221,000	223							328,202	377,000	249				220,000	200,158	489	13,269	25,350	16	24,986	273,370	88	972,336	1,096,878	1,065
															179,695	172,407	35				465,675	4,003,187	1,475	645,370	4,175,594	1,510
															124,381	113,074	321	610,681	16,915,796	571	262,278	2,783,674	916	997,340	19,812,544	1,808
165,000	189,000	87	350,000	312,400	240	161,296	1,057,979	66	500,000	286,400	325	44,125	18,360	46	13,800	13,800	37	135,686	1,434,890	295	332,141	5,774,577	3,312	1,702,048	9,087,406	4,408
1,391,032	782,529	762	1,668,246	1,730,997	1,170	1,472,000	3,872,638	564	3,979,795	3,277,256	2,287	509,702	241,400	1,328	1,878,145	2,343,462	4,170	7,970,541	66,044,622	7,185	3,868,432	46,355,960	15,487	22,737,893	124,648,864	32,953
	\$1,826			\$1,426			\$2,610			\$1,740			\$384			\$450			\$1,109		\$250			\$690		