

November 15, 2013

Eric Seleznow  
Deputy Assistant Secretary and Acting Assistant Secretary  
USDOL – Employment and Training Administration  
Frances Perkins Building  
200 Constitution Avenue, N.W.  
Washington, D.C. 20210

Dear Assistant Secretary Seleznow:

The State of Florida is pleased to submit our Workforce Investment Act (WIA) Annual Report for the 2012-2013 Program Year. The information contained in the annual report has been compiled and transmitted in accordance with guidance found in the Training and Employment Guidance Letter No. 6-13.

We would like to thank our partners, the Florida Department of Economic Opportunity 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 this report.

We trust that our report provides all of the information needed by your office. Should you have any questions, please contact Mary B. Lazor of our office at (850) 414-8299 or email: [mlazor@workforceflorida.com](mailto:mlazor@workforceflorida.com).

Sincerely,



Chris Hart IV  
President & CEO

cc: Helen N. Parker, Regional Administrator, U.S. Department of Labor  
Dwayne E. Ingram, Chairman, Workforce Florida Board of Directors  
Jesse Panuccio, Executive Director, Florida Department of Economic Opportunity

Enclosure

# Workforce *florida, inc.*

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

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**PROGRAM YEAR  
2012-2013**

**NOVEMBER 15, 2013  
WORKFORCEFLORIDA.COM**



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# Workforce Florida 2012-2013 Annual Report

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

## INTRODUCTION

### *Governance and Service Delivery Structures under the Workforce Investment Act*

Cited as one of the most integrated in the country, Florida's workforce system is mission-driven to help Floridians enter, remain and advance in the workforce while strengthening the state's business climate. With committed, innovative leadership and dedicated staff, Florida's workforce system is an important component in the state's significant economic turnaround over the past year. The employment and training needs of Florida businesses, jobseekers and workers drive the system's core strategic principles, which include collaboration, accountability, transparency, flexibility and alignment.

The Florida workforce system employs a governance model, state statute and strategic plan that work in tandem, incorporating workforce-related services, traditional federally funded employment and training programs, welfare reform and specialized state funded programs. 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 workforce programs funded through the U.S. Department of Labor (USDOL).

Job opportunities remain the central focus of Governor Rick Scott's administration and the state workforce system has benefited from the heightened interest of, and attention paid by, Florida's leaders. Florida's workforce system is recognized and relied upon as a critical and leading component of the state's economic development infrastructure helping to drive competitiveness and achieve a stronger economic future for Florida.

Florida's economy has strengthened considerably since last year. The state's unemployment rate has fallen from a high of 11.4 percent during the recent recession to 7.1 percent in June 2013, a rate 0.5 percentage point lower than the national rate of 7.6 percent for the same month.

Total nonagricultural employment in Florida was 7,521,900 in June 2013, a gain of 127,200 jobs over the year. June 2013 was the 35th consecutive month with positive annual job growth after the state lost jobs for more than three years. The industry gaining the most jobs was trade, transportation and utilities (+40,700 jobs, +2.6 percent). Other industries gaining jobs included private education and health services (+23,300 jobs, +2.1 percent); leisure and hospitality (+23,100 jobs, +2.3 percent); professional and business services (+20,900 jobs, +2.0 percent); construction (+12,200 jobs, +3.6 percent); financial activities (+8,100 jobs, +1.6 percent); information (+1,800 jobs, +1.3 percent) and other services (+1,100 jobs, +0.4 percent).

As Florida's economic development landscape has undergone considerable and positive change, Workforce Florida has worked to ensure that the system's strategic focus continues to align with state economic development priorities to advance job creation and retention and further improve collaboration, efficiency and effectiveness. To that end, Workforce Florida's 2010-2015 Statewide Strategic Plan for Workforce Development, *Creating the Strategies for Today's Needs and Tomorrow's Talent*, serves as the overarching guide for workforce strategies and investment. The strategic plan is regularly revisited to ensure continued alignment and make revisions as needed.

As defined in *Creating the Strategies for Today's Needs and Tomorrow's Talent* and included in Florida's Five-Year Integrated Strategic Plan to USDOL, strategic goals for the state's workforce system are as follows:

- World-class service to Florida's target industry clusters
- World-class service to Florida's infrastructure innovators
- Top national and state leadership for demand-driven solutions
- An aligned, responsive, jointly engaged talent supply system
- Outstanding business communications and intelligence for performance and accountability
- Dedicated commitment to change management and transformation

Additionally, Workforce Florida has identified the following operational goals for the state workforce system in 2013-2014:

- 50,000 placements monthly
- Meet or exceed federal common measures
- Double employer penetration
- Statewide implementation and public launch of the workforce system's new unified brand, CareerSource Florida

Throughout this annual report, Florida outlines its workforce system strategies, investments and actions to leverage assets — both state and local — to enhance collaboration and performance to respond to current and anticipated talent needs that impact the state's economy today and will help shape its future.

This report provides performance outcome data and other reporting required by federal WIA law covering services and programs funded through WIA, Wagner-Peyser (WP) and related programs under USDOL jurisdiction.

In Florida, the primary roles in WIA-related governance and service delivery in Program Year (PY) 2012-2013 were as follows:

- **State Workforce Investment Board** (WIA Section 111): Workforce Florida, Inc., (WFI). Dwayne E. Ingram serves as the Workforce Florida Board Chair, having been appointed to the position in 2011 by Governor Rick Scott. Chris Hart IV serves as President and CEO. For more information, please go to [www.workforceflorida.com](http://www.workforceflorida.com).
- **State-level Administrative/Fiscal Agency** (WIA Sections 132, 303, etc.): The Florida Department of Economic Opportunity (DEO), led by Executive Director Jesse Panuccio. More information is available at [www.floridajobs.org](http://www.floridajobs.org).
- **Local Workforce Investment Boards** (WIA Section 117): Florida's 24 Regional Workforce Boards (RWBs) and the areas they serve are shown in the map in Exhibit 1 and at [www.workforceflorida.com](http://www.workforceflorida.com).
- **One-Stop Delivery System** (WIA Section 121): Florida's network of nearly 100 One-Stop Career Centers is listed at [www.employflorida.com](http://www.employflorida.com).

Florida's workforce system has evolved into an increasingly mature and collaborative system, providing state guidance and oversight while embracing policy and process development to help ensure local

flexibility as well as state and local alignment. In connecting jobseekers with employment, training and education, the state workforce system helps Floridians enter, remain and advance in the workforce while strengthening the state's business climate.

**Workforce Florida**, as the state's workforce policy and investment board, helps facilitate these successful outcomes through demand-driven, business-led policies and investments to meet the talent needs of employers today and tomorrow. Workforce Florida is a not-for-profit corporation governed by a board of directors which includes public and private members charged with setting policy for Florida's workforce system.

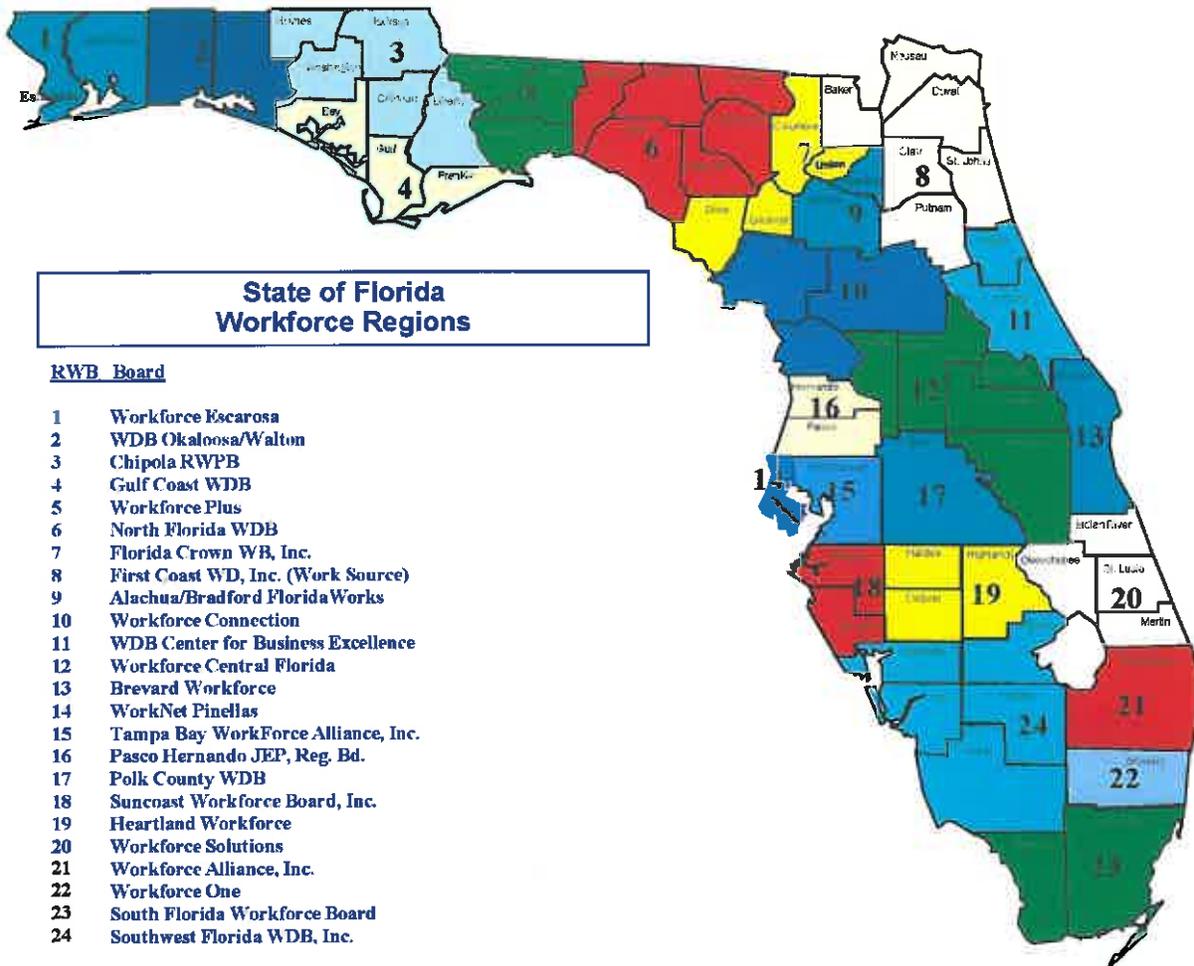
**The Department of Economic Opportunity (DEO)** is the Governor's agency for workforce programs and is the administrative entity created by Chapter 445, Florida Statutes, for this purpose. The agency receives and accounts for federal funds on behalf of the workforce system, is responsible for financial and performance reports which are provided to USDOL and other federal organizations, distributes workforce guidance and policy initiatives, provides training and technical assistance to the Regional Workforce Boards, monitors its sub-recipients and provides other administrative duties. DEO also operates Florida's Reemployment Assistance Program (previously known as unemployment compensation), and Labor Market Information Program as well as a number of other programs and initiatives.

**Florida's 24 Regional Workforce Boards (RWBs)** have service delivery areas that are closely aligned with the state's community college system. The Regional Workforce Boards (also known as local boards or regional boards) provide a coordinated and comprehensive delivery of local workforce services directed by business-led boards of directors. The regional boards focus on strategic planning, policy development and oversight of the local workforce investment system within their respective areas. Some local boards also serve as direct service providers, managing their Region's One-Stop Career Centers. Business and labor have an immediate and direct stake in the quality of local workforce services. Their active involvement is key to the provision of essential data relating to in-demand skills, available jobs, expanding career fields and the identification and development of programs that best meet the needs of local employers and jobseekers.

Workforce Florida, at the state level, and Regional Workforce Boards, at the local level, are where business influences workforce policy and investment in collaboration with public-sector leadership. By working closely with stakeholders in business, education and economic development, Workforce Florida and its state and local partners can develop and deliver effective, market-relevant workforce solutions that drive economic growth and sustainability.

## Exhibit 1

### Florida's 24 Regional Workforce Boards



## Accolades

Florida's workforce system is a national model for innovation and has continued its record of accomplishment with top rankings and national recognitions including:

- No. 2 in *Chief Executive's* annual survey of best states for business based on several factors including workforce quality.<sup>1</sup>
- Top-4 workforce ranking in CNBC's annual *America's Top States for Business* report for five consecutive years. The annual study examines multiple categories including workforce, looking at indicators such as education level and success of worker training programs in placing participants in jobs. As a testament to its workforce quality and the efforts of its continually aligned workforce, education and economic development systems, Florida ranked No. 3 in 2012; No. 3 in 2011; No. 1 in 2010; No. 3 in 2009 and No. 1 in 2008.

<sup>1</sup> Chief Executive is a nationally recognized magazine that provides global economy coverage, business, and technology news among other business related topics. Each year they conduct an annual survey of the Best and Worst States for Business State Rankings.

- Top-4 for Talent Pipeline in the U.S. Chamber's *Enterprising States* report. The ranking is based on measures including job placement proficiency of states' workforce systems.
- No 1 ranking in the Florida Target Industry Competitiveness Study, a study contracted and published by Enterprise Florida, on which programs have the largest impact on economic developers' ability to win multi-state competitive job creation projects – Quick Response Training (QRT) program operated by Workforce Florida. Workforce Florida's Incumbent Worker Training (IWT) Program ranked No. 5.

## ***A Closer Look at Florida Successes***

Florida's strong track record as a national workforce leader stems from its ability to align the training and job search needs of jobseekers with the talent demands of employers of all sizes throughout the state. Florida's local and state workforce system partners are committed to its mission to help Floridians enter, remain and advance in the workforce while strengthening the state's climate for business. Here are a few examples:

### ***Serving Those Who Served***

#### **Scott H. and Mike H., Production Operators, L-3 Crestview Aerospace**

Scott, a 20-year Air Force veteran, was hired in July 2012 as a production operator at defense contractor L-3 in Crestview, Florida, through placement assistance provided by the local Regional Workforce Board serving Okaloosa and Walton counties, JobsPlus. During his military career, Scott worked as an aircraft maintenance and engine technician. He was able to transition from his military work to work in structural assembly at L-3 with training he received through JobsPlus. His job at L-3 was his first civilian job since retiring from the Air Force.

Mike is a 20-year Army veteran who served in Iraq and worked in military intelligence and field artillery. Also hired in July 2012 as a production operator at L-3 through placement assistance provided by JobsPlus, Mike was a key member of the team that helped L-3 complete a large assembly project ahead of schedule. Mike says his position at L-3 has opened a path for him to a new career, following a series of jobs he held after retiring from military service including retail management and truck driving.

Both Scott and Mike developed solid experience, leadership, discipline and skills during their military service that helped them take the training and new skills received through the workforce system and apply it to their new jobs.

### ***Today, Classroom; Tomorrow, Career***

#### **Sidney L., 8th Grade Student, Griffin Information Technology Academy**

Sidney was introduced to the Employ Florida network of services through Workforce Florida's Middle School Information Technology (IT) Career and Professional Education (CAPE) Academy initiative. Career Academies are small, personalized learning communities within a high or middle school that offer career-themed education based on the school district's local economic drivers. These Academies typically involve partnerships with employers, the community and higher education. Funded by Workforce Florida, the Middle School IT CAPE Academy initiative has given 15 middle schools in Florida quality technical

assistance which allowed them to quickly become operational and productive, helping students earn industry-recognized certifications such as Microsoft® Office Specialist, Adobe® Certified Associate, Certified Internet Webmaster and Internet Business Associate certificates among others. Via additional workforce funding, another ten (10) academies are underway in the current school year.

Sidney, of Tallahassee, earned three of more than 1,400 IT certifications achieved by Florida middle school students enrolled in CAPE academies for the 2012-2013 school year. According to Certiport, Inc., Vice President of Global Channel Sales Alan Raymond, Sidney and his classmates are among the youngest students in the world to earn these certifications, which he noted are often included in graduate school entrance exams in other countries. Sidney plans to build on his IT certifications in high school and use them to enter college with real world IT credentials and skills. After graduation, he plans to secure a high-paying job in the IT field or become an entrepreneur.

## ***Supporting Employers, Building Businesses***

### **Florida Sports and Spinal Rehab**

With a growing number of patients in Melbourne, Titusville and Orlando depending on his practice for treatment of neck and spinal injuries, headaches, chronic pain, physical therapy and post-surgical care, Florida Sports and Spinal Rehab Founder/CEO Terry S. needed to expand his staff but he struggled to access candidates possessing the breadth of attributes he needed. Either they weren't qualified or they had the credentials but lacked the personality traits he sought for his company.

Terry turned to Brevard Workforce, his local Regional Workforce Board which serves Brevard County, for assistance. Brevard Workforce helped Terry address his recruiting challenges by providing training resources and connecting his practice to a strong, highly-skilled local workforce.

- Using the On-the-Job Training (OJT) program, Terry's training costs were offset and jobseekers had the benefit of a "trial run" to be sure of a good fit for permanent employment.
- The Adult Work Experience program provided Terry with employees who, because of previous technical experience, were well suited to assist his company's medically certified staff.
- The Aerospace Workforce Transition program — a special OJT program for former NASA employees — allowed Terry to hire talented, smart and efficient employees for medical billing and coding positions as well as accounting positions.
- Through BizLaunch, an entrepreneurial work experience program, Terry mentors aspiring business owners who, in exchange for learning the ins and outs of starting and operating a business, work for Florida Sports and Spinal Rehab for a set period — typically six months.

With Brevard Workforce's comprehensive talent recruitment assistance, Terry was able to hire 10 full-time employees to help his business grow and compete.

"I needed employees who are capable of providing excellent customer service to our patients, from the minute they walk in the door to the end of treatment," Terry said. "The Employ Florida Network helped me hire the people my practice needed to care of our patients."

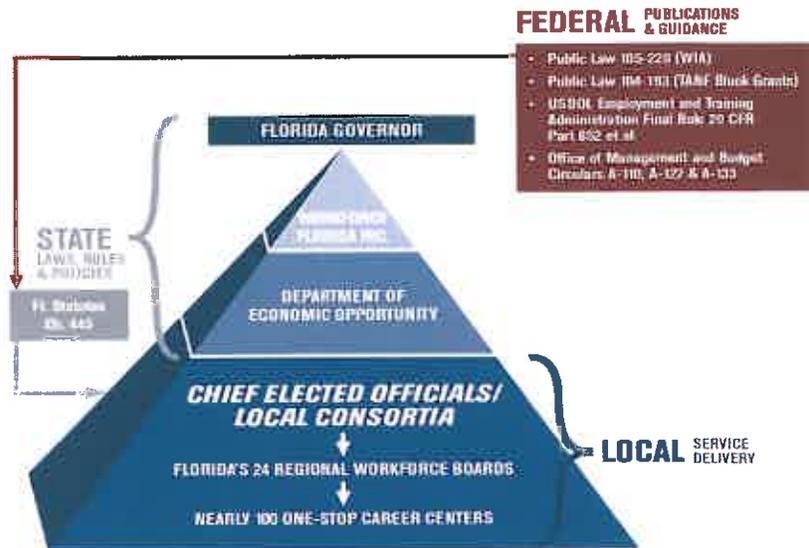
# WORKFORCE FLORIDA OVERVIEW

## Florida's Workforce System

A business-led, public-private partnership, Workforce Florida is the strategy and chief policy organization for Florida's workforce system. Administration of the state's workforce policy, programs and services is carried out by the Department of Economic Opportunity (DEO) and the 24 business-led Regional Workforce Boards, with an array of services delivered through nearly 100 One-Stop Career Centers throughout Florida and through the state's "virtual one-stop," the Employ Florida Marketplace at [www.employflorida.com](http://www.employflorida.com).

Florida's workforce system was designed to create partnerships among economic development, workforce development, education and business. This system is operated through performance-based contracts that increase the accountability of all partners in meeting strategic and legislatively mandated goals.

Local flexibility is another key component of Florida's workforce system. While each Regional Workforce Board has performance measures and contracts to provide accountability, choices of initiatives and programs implemented are under the local board's authority. This flexibility allows local programs to address the economic development, business and workforce needs of each particular region of the state.



Federal and state program guidance is communicated to local workforce partners through participation in state-level policy development activities, formally promulgated and documented in a series of Guidance Papers developed by the Department of Economic Opportunity. These policy documents are vetted by state and local partners before final issuance. This policy and administrative information can be found at:

<http://www.floridajobs.org/workforce-board-resources/policy-and-guidance/guidance-papers>.

Programmatic and administrative requirements are set forth in a Grantee-Subgrantee Agreement executed by the Department of Economic Opportunity and each Regional Workforce Board requiring their compliance with all federal and states laws, regulations and any special state requirements.

To ensure the workforce strategies and policies developed by Workforce Florida are implemented throughout Florida, consistent with approved state and local plans, the state board collaborates with DEO and Florida's Regional Workforce Boards, One-Stop Career Center providers and other partners vital to workforce services delivery. Regional Workforce Board partners hold their quarterly meetings in conjunction with the state board's quarterly meetings, with opportunities to highlight best practices and identify and address barriers to enhanced collaboration and performance outcomes.

Integrated communications tactics such as the Workforce Florida website and social media are employed to inform and encourage action by stakeholders on behalf of Florida's jobseekers, workers and businesses. The Workforce Florida website in particular serves as an important communications tool for accessing information about statewide initiatives, the latest news, policy updates and board actions, state board meetings and workforce system successes. In preparing Florida's 2012-2016 5-Year Strategic Workforce Investment Act/Wagner-Peyser Act Plan, for example, information has been available through the Workforce Florida and DEO websites for federal, state and local partners, stakeholders and members of the general public to follow the latest state planning developments and to provide input. See: <http://www.workforceflorida.com/Publications/StatePlan2012.php>.

Additional Workforce Florida communication tools include timely and relevant updates on workforce system issues and news, frequent electronic messages from the President/CEO of Workforce Florida to the Workforce Florida Board, DEO and Regional Workforce Boards; *The Chairman's Corner* quarterly e-newsletter written by the Workforce Florida Board Chair; and news releases and special alerts as warranted.

## ***ACCESS TO FLORIDA'S WORKFORCE SERVICES AND RESOURCES***

### ***One-Stop Career Centers: The "Bricks-and-Mortar Front Door" for Workforce Services***

With an emphasis on integrated services to provide effective and efficient workforce solutions for jobseekers and businesses, Florida's "bricks-and-mortar" and "virtual" delivery systems serve as the backbone for workforce services throughout the diverse state.

Florida's One-Stop Career Center system was initially established to bring workforce and welfare transition programs together under one physical or virtual roof to simplify and improve access for employers seeking qualified workers or training programs for their existing employees as well as for jobseekers. Over time, many of Florida's One-Stop Career 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 local chambers, libraries and community-based organizations. All of Florida's One-Stops are affiliated with each other using the Employ Florida affiliate brand.<sup>2</sup>

Complementing the physical One-Stops is the Employ Florida Marketplace ([www.employflorida.com](http://www.employflorida.com)), Florida's comprehensive, online self-service labor market exchange tool. Additionally, Florida is launching the State's new workforce brand, CareerSource Florida, in early 2014 that will provide a statewide, uniform workforce system brand so that Floridian's and businesses can more easily locate and utilize the workforce system's myriad of services.

In keeping with the state's goals of providing a variety of options for access to the state's workforce delivery system, several Regions across the state also deploy One-Stop Mobile Units to provide services to Florida businesses and workers. With major emphasis on providing on-site services at employer sites and for direct service delivery in rural communities and other locations throughout the Regions, the use of mobile units continues to serve as a cost-effective and customer-friendly service solution.

The self-contained vehicles are equipped with state-of-the-art telecommunications equipment offering a full array of workforce services including employment, re-employment and employer services. Providing on-site services such as participation at Job Fairs, Veterans Stand Downs, Employability Skills workshops, assistance to employers experiencing downsizing, and Reemployment Assistance benefit filings are but a few of the services that have been enhanced through the use of the Mobile One-Stop Units. In addition, the Mobile One-Stop Units have played an integral role in the delivery of services and assistance during hurricanes and other disaster events.

Federal and state workforce legislation has emphasized the importance of serving the business customer. Florida's One-Stop Career 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 Career Centers in business districts to help local employers recruit, train and retain workers.

One-Stop Career Centers are a vital access point 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:

- Job placement and training for jobseekers and laid-off workers;
- Unemployment Insurance;
- Vocational Rehabilitation Services;
- Transitional Services to assist in moving from welfare to work;
- Veterans Employment & Training; and,
- Services for Migrant and Seasonal Farmworkers (MSFW)

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<sup>2</sup> During the past year, Workforce Florida began development of a new single, statewide unified brand for Florida's workforce system which will be implemented in early 2014. This initiative is the result of legislation that required Workforce Florida to evaluate the means to establish a single, statewide, unified workforce system brand for Florida and submit their recommendations to the Governor. For now, Employ Florida Marketplace will remain as the state's comprehensive online job-matching tool and case management system.

## ***Employ Florida Network of Workforce Resources & Employ Florida Marketplace***



With two state-level partners – Workforce Florida and the Department of Economic Opportunity – 24 Regional Workforce Boards and nearly 100 One-Stop Career Centers across a large and diverse state, a unifying brand and consolidated point of entry is vital to Florida’s workforce system. The Employ Florida brand was created as a tool to help jobseekers and employers anywhere in the state find workforce services and resources. During PY 2012-2013, Employ Florida served as the link for all of the workforce system’s partners, under a single network using an affiliate brand approach.<sup>3</sup>

In addition to visiting the local Employ Florida affiliates’ physical locations, employers and jobseekers access the system’s array of employment tools and resources from their home or office 24/7 by visiting the state’s “virtual One-Stop,” the Employ Florida Marketplace at [www.employflorida.com](http://www.employflorida.com). Employ Florida Marketplace is designed to help employers who are looking for the best job candidates and to assist jobseekers or students in searching for the right job. The Employ Florida Marketplace is also used as a case management system by all of Florida’s Regional Workforce Boards and their One-Stop Career Center staff, enabling them to efficiently and proactively assist jobseekers and employers.

Workforce Florida invests in statewide advertising and outreach to inform Floridians and businesses how they can easily tap into the resources and services available through the workforce system. Workforce Florida also works cooperatively with Regional Workforce Boards to support awareness and, ultimately, increased use of the Employ Florida Marketplace.

These cooperative marketing efforts have promoted cost-sharing and local-state collaboration, helping to ensure the system maximizes its collective marketing resources. The current statewide campaign focuses on highlighting real-life successes of individuals and employers, as ambassadors, sharing their stories of how the Employ Florida network has assisted them in recruiting, hiring, training, job search and placement, retention and career advancement.

Visit [www.employflorida.com](http://www.employflorida.com) or call toll-free 866-FLA-2345.

### ***CareerSource Florida***

With the start of the new fiscal year in July 2012, Florida’s workforce system embarked on a major new initiative under the leadership of Governor Rick Scott and the Florida Legislature to better align Workforce Florida as the state workforce investment board, the 24 Regional Workforce Boards and the One-Stop Career Centers. Section 445.007(13), F.S., the *Regional Workforce Boards Accountability Act of 2012* charged Workforce Florida with evaluating the means to establish a single, unified workforce system brand for the entire state.

This branding – or rebranding – of Florida’s workforce system will provide Floridians and businesses with a consolidated point of entry to Florida’s numerous workforce partners and services and promote a comprehensive, unified and aligned system of world-class services for jobseekers, workers and businesses to address their employment and training needs. It is anticipated that this single brand identity will

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<sup>3</sup> Although Employ Florida served as the affiliate workforce brand link during PY 2012-2013, Workforce Florida also began its evaluation of a new unified workforce brand to be implemented in early 2014.

minimize customer confusion and increase system efficiencies, especially critical during this time of declining workforce funds.

The project officially launched in November 2012. All 24 Regional Workforce Boards have participated with more than 1,500 workforce system leaders, staff and stakeholders, Florida consumers and employers contributing to the research and development of the new unified brand. Following an intensive and comprehensive six-month research and analysis phase, five brand names and a series of logo concepts were market-tested among 150 Florida employers and 400 consumers. The recommended brand name and logo below overwhelmingly received the most favorable endorsement from the marketplace.



On May 22, 2013, the Workforce Florida Board of Directors unanimously approved the new name, CareerSource Florida logo and unified brand charter. A short video used to unveil the new brand may be viewed at the following link: <http://www.youtube.com/watch?v=1b72FJekv28>.

Led by Workforce Florida, the system is now beginning internal implementation. A strategic public launch of the new brand is planned for early 2014 to allow for internal system preparation statewide including the development of new outreach materials, replacement of signage and training of workforce professionals, leaders and partners to understand and advance the brand promise — the system's commitment to excellence — to customers and stakeholders. Regional Workforce Boards will use a variation of the CareerSource Florida unified brand that employs a geocator to create a regional brand signature – for example, CareerSource Escarosa as the regional signature for the region currently known as Workforce Escarosa, serving Escambia and Santa Rosa counties.

Beginning in 2014, this new brand identity and architecture will replace the current Employ Florida network affiliate branding approach and better assist Florida jobseekers and businesses with identifying and accessing workforce services across Regions. It will help customers better understand the connectivity of the state workforce system. Until the formal public launch of the new brand in 2014, however, each workforce partner — state and local — continues to highlight its link to the Employ Florida network in marketing and outreach materials. For now, Employ Florida Marketplace will continue to serve as the state's comprehensive online job-matching tool and case management system.

## ***WORKFORCE FLORIDA STATE-LEVEL ACTIVITIES***

Workforce Florida is governed by a business-led, 38-member Board of Directors that includes the Governor, four members of the Florida Legislature and leaders in business and industry, government, labor, economic development, education, youth and community-based organizations including six state agencies: the Agency for Persons with Disabilities, Department of Children and Families, Department of Economic Opportunity, Department of Education, Department of Elder Affairs and the Department of Juvenile Justice. A full directory of the board is available at:

[http://workforceflorida.com/PrioritiesInitiatives/BoardResources/WFF Board Mini Bios 9-2013.pdf](http://workforceflorida.com/PrioritiesInitiatives/BoardResources/WFF_Board_Mini_Bios_9-2013.pdf)

The Board of Directors, as charged by the Florida Workforce Innovation Act of 2000, maintains state-level policy councils for the purpose of addressing specific workforce populations and issues. Through initiatives funded by the state councils, innovative approaches to improving Florida's workforce quality and increasing the competitiveness of Florida businesses can be designed and deployed.

The Workforce Florida Board may also create, as needed, special committees, work groups and task forces to address specific challenges and issues. The next section provides highlights of Workforce Florida's state-level initiatives through its councils, committees and task forces.

As previously noted, this work is guided by the five-year strategic plan for workforce development, *Creating the Strategies for Today's Needs and Tomorrow's Talent*, created in 2010 through an inclusive and transparent statewide process and is updated annually by Workforce Florida to ensure it remains relevant to dynamic strategies and priorities. The plan outlines six strategic goals to focus on the most promising opportunities to diversify the state's economy for competitiveness — now and into the future.

The 2010-2015 strategic goals are:

- World-Class Service to Florida's Target Industry Clusters
- World-Class Service to Florida's Infrastructure Innovators
- Top National and State Leadership for the Demand-Driven Solution
- Aligned, Responsive, Jointly Engaged Talent Supply Chain System
- Business Communications and Intelligence for Performance and Accountability
- Dedicated Commitment to Change Management and Transformation

An Executive Summary and the full 2010-2015 strategic plan can be found at

<http://workforceflorida.com/PrioritiesInitiatives/StateStrategicPlan.php>

Florida has aggressively moved forward with a market-driven approach to talent development designed to prepare jobseekers for the jobs of today – and as equally as important the jobs of tomorrow – whether an individual is in search of a job, is seeking skills upgrade training or looking to advance within an emerging industry. The five-year plan, *Creating the Strategies for Today's Needs and Tomorrow's Challenges*, established a roadmap to build strategic initiatives and operating projects for preparing jobseekers, workers and businesses to compete and advance in an increasingly knowledge-based economy.

As Florida continues to link jobseekers to employment and businesses to a pipeline of work-ready talent, as well as making training available to close skills gaps, Florida has and continues to underscore the importance of performance and outcomes. In addition to tracking and reporting federally required common measures such as entered employment, average earnings and youth placement or education and skills training gains, Florida continues to place an intense focus on the development of management and

performance measurement tools that allow our state to drive stronger outcomes and track progress on shared state and local goals.

In 2012-2013, Florida's 24 Regional Workforce Boards submitted local plans resulting in greater alignment with *Florida's Integrated State Strategic Workforce Plan (2012-2016)*. The Workforce Florida Board of Directors has placed a high priority on unified planning with Regional Workforce Boards and economic development partners. During the past year, increased employer penetration was identified as an important strategic direction to meet the needs of jobseekers and employers.

Through the enactment of the 2012 Regional Workforce Boards Accountability Act, implementation of the Statewide Branding Initiative began in 2012-2013 leading to better connectivity of the state workforce system. This initiative will result in a successful common brand that will be customer-focused and deliver consistency across all Regions — with local adaptability. It will strengthen the brand architecture of the Florida workforce system through a unified identity to enhance awareness of and access to services whether delivered or received online or in person. The common brand will communicate a 21<sup>st</sup> century promise of universal access with consistent and high value services to Florida employers seeking skilled talent and Floridians seeking assistance with career, employment and training opportunities. It will also link Florida's workforce development efforts — local and state — to regional and state economic development priorities as well as talent development partners and stakeholders in education, economic development and industry.

During FY 2012-2013, the *Florida Strategic Plan for Economic Development* was developed and released by the Department of Economic Opportunity in partnership with Enterprise Florida, Inc., Workforce Florida, Inc., and the Executive Office of the Governor, along with input from more than 3,000 Floridians.

The *Plan's* vision is to assist Florida in becoming the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business. The Florida Strategic Plan for Economic Development builds on a strong partnership of public, private, and civic organizations. It defines goals, objectives, and strategies to move Florida toward its economic vision. This plan emphasizes:

- Aligning state, regional, and local plans and programs around the state's economic vision;
- Developing a portfolio of strong talent and innovation clusters that bring together skilled labor and innovation-oriented businesses in expanding and emerging markets;
- Strengthening and connecting Florida's economic regions to create a "megaregion" able to compete on a global scale; and,
- Positioning Florida to be a global hub for trade, visitors, talent, innovation, and investment.

Florida's economic development partners have begun to implement this plan by aligning their plans and programs, coordinating their activities, and measuring and reporting their progress toward achieving the Plan's goals and objectives.

Further information on the *Plan* is available at <http://www.floridajobs.org/office-directory/division-of-strategic-business-development/fl5yrplan>.

Florida's workforce investment system is driven by both private-sector and public-sector leadership to respond to the employment and training needs of business, jobseekers and workers. In an effort to advance opportunities to diversify our state's economy through a more highly-skilled and competitive workforce, focus has been placed on target industry clusters for economic development such as homeland security and defense, logistics and distribution, life sciences, information technology and aviation and aerospace. Also

included are infrastructure industries such as transportation, water resources, energy, broadband and healthcare.

With a shared vision, mission, strategic planning and common goals, Workforce Florida continues to collaborate with partners in industry, education, economic and community development, workforce leaders and professionals to align talent development to the needs of Florida's businesses and jobseekers.

## ***Councils, Committees, Programs and Initiatives***

To conduct its work, Workforce Florida's governance structure comprises its Board of Directors, an Executive Committee and three policy councils — Finance and Efficiency, Global Talent Competitiveness and the Performance Council.

### ***Executive Committee***

Workforce Florida's Executive Committee provides direction and guidance to the Chair and full board in their ongoing work to strengthen Florida's workforce development system through major initiatives, operational activities, alliances and collaboration with strategic partners and opportunities for private-sector investment. Its members include the Workforce Florida Board Chair and Vice Chair, the Chair and Vice Chair of each Policy Council, and additional board members as appointed by the Workforce Florida Board Chair.

Priorities for the Executive Committee include the following:

- Build on collaborative partnerships and continue to seek opportunities to improve coordination with Florida's economic developers and public and private education leaders in the development and delivery of world-class talent;
- Ensure Workforce Florida initiatives and programs are efficient and effective, delivering measurable outcomes that advance the Governor's and WFI Board's top priorities; and,
- Continue to build stronger state and local alignment within Florida's workforce system to maximize workforce investment at every level and enhance talent development and delivery to the marketplace – the right skills at the right time to the right industries.

## ***State Board and Council Programs and Initiatives***

### ***State Board***

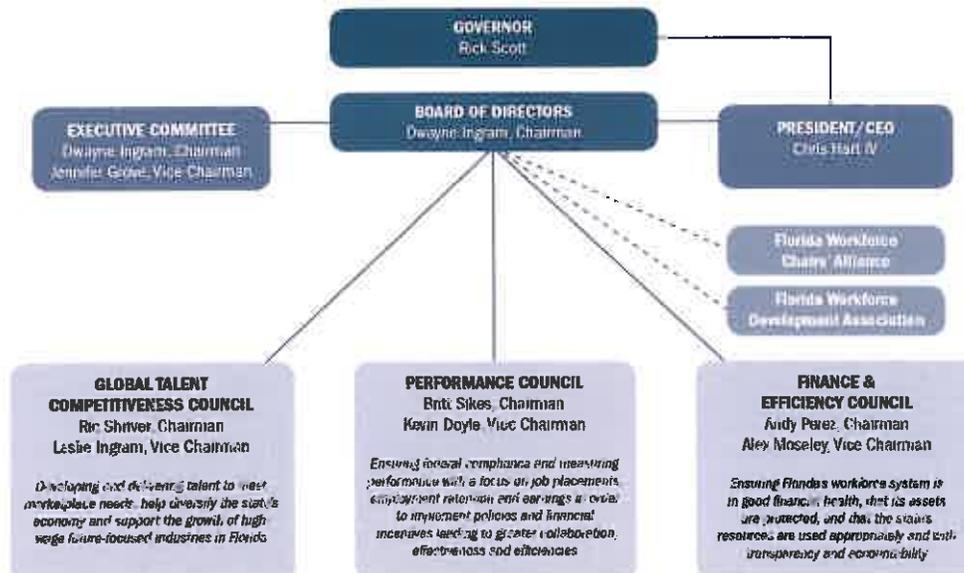
As Florida's Statewide Workforce Investment Board, Workforce Florida is mission-focused on its charge to develop strategies that help Floridians enter, remain and advance in the workforce while strengthening the state's business climate through its policy setting and oversight role.

Created as a not-for-profit corporation that operates as a public-private partnership, Workforce Florida is governed by a business-led, 38-member Board of Directors that includes the Governor, four members of the Florida Legislature and leaders in business and industry, labor, economic development, education, youth, community-based organizations and government including five state agencies: the Department of Children and Families, Department of Economic Opportunity, Department of Education, Department of Elder Affairs and Department of Juvenile Justice. A full directory of the board is available at:

Since Workforce Florida’s inception, collaboration has been a hallmark of the state board, which has contributed to Florida’s recognition as a national workforce leader. The board makes every effort to work through strategic partnerships to identify and address Florida’s most pressing workforce issues such as reemployment, workforce readiness and skills upgrades while also pursuing opportunities to accelerate economic growth by cultivating the talent needed by targeted industry sectors to advance innovation and diversify the state’s economy.

The Workforce Florida Board is committed to leveraging the resources entrusted to it with those of its primary workforce system partners and its many other strategic partners in business, economic development and education to address talent needs at every skill level and cultivate a globally competitive workforce for Florida.

**WORKFORCE FLORIDA Board Governance Chart**



The governance structure, through which the board conducts its work, comprises the Board of Directors, an Executive Committee and three policy councils — Finance and Efficiency, Global Talent Competitiveness and Performance. Beginning in 2012, the Board and Councils have placed a heightened emphasis and focus on strategic initiatives, collaborations, measurements and outcomes that better position Florida for today’s rapidly accelerating innovation economy and the dramatic technological advances that are shaping our future.

Council initiatives funded through state-level workforce investment funding include target industry cluster task forces, customer satisfaction indices, supply and demand analytics, the Florida Workforce Integrated Performance Reporting System, a review of Florida’s target occupations governance process, technical assistance for new career academies, Workforce Florida programmatic structure and efficiency review and the Florida Workforce Scorecard at [flworkforcescorecard.com](http://flworkforcescorecard.com).

Workforce Florida's policy councils continue to work closely with local workforce board leadership to ensure funding allocations and program direction align with Florida's state and regional economic priorities while meeting the needs of Floridians and employers and promoting efficiencies at a time of declining resources.

Notably, given the significant increase in e-learning courses, Workforce Florida responded to requests for increased flexibility to accommodate training needs with the recognition of private online training as being equivalent to traditional educational settings.

The Workforce Florida Board annually allocates state level funds to each of its policy councils to implement employment and training initiatives that address state strategic priorities. The councils are the foundation for Workforce Florida's governance structure and their work infuses Board leadership into the design of strategies to respond to workforce needs. The initiatives funded through state workforce investment take the workforce system to the next level by changing behavior and emphasizing demand-driven services. Highlights of council activities, programs and initiatives follow.

### ***Global Talent Competitiveness Council***

The Global Talent Competitiveness Council focuses on developing and delivering talent to meet marketplace needs to grow Florida's legacy and infrastructure industries as well as those industries that hold promise and have been identified as economic development priorities for diversifying the state economy with high-wage jobs. While concentrating on the state's economic development agenda and aligned strategic targets, the Council leverages and invests in talent, resources and projects to benefit and strengthen every region of the state. It provides the leadership for several strategic initiatives of the board to support world-class talent development, youth and future talent pipeline development and special initiatives designed to bolster regional collaboration among economic development, workforce and education. Several of the initiatives led by this council are outlined in the state strategies section of this plan. Its members are appointed by the Chair. To aid in greater alignment, communications and collaboration between the state and local workforce boards, at least one member from the Board of Directors of a local workforce investment board serves on this state policy council. Additionally, other non-board members may be appointed by the Chair.

The Council advises Workforce Florida's Board of Directors on the development and implementation of policies, strategies, programs, and activities affecting workforce development focusing on Florida's identified targeted sectors – Aviation/Aviation; Clean Technology; Financial/Professional Services; Homeland Security & Defense; Information Technology; and Life Sciences. Infrastructure industry clusters – Healthcare; Broadband; Energy; Transportation and Water Resources – are also identified as these underpin a healthy and reliable business climate for all other businesses in the state as well as the health and well-being of all Floridians. The Council also provides support to Florida's 33 rural communities.

While focusing on the state's economic development agenda and common strategic targets, the Council leverages and invests its talent, resources and projects to benefit and strengthen all Regions. The Council accomplishes this objective through three key activities:

**World-Class Talent Development:** To provide advice and counsel on current and emerging business climate and workforce competitiveness issues that impact world-class talent development for Florida's core industry clusters and infrastructure industries. Examples of continuing strategic projects leading to system-wide policy improvements include:

- Development and deployment of a **Customer Satisfaction Index**;
- Launch and management of **Target Industry Cluster Task Forces**;
- Engagement of the **Talent Supply Chain Team**;
- Continuation of cluster-focused **Supply / Demand Workforce Analytics**; and,
- Evaluation of WFI-owned Intellectual Property (IP) developed through the EMPLOY FLORIDA BANNER Center initiative and market opportunities.

**Youth and Future Talent Pipeline Development:** To evaluate and consider best approaches that build Florida's talent pipeline and support the creation of world-class talent. Examples of issues may include, but are not limited to:

- Career and Professional Education (CAPE) industry certifications;
- STEM talent development in collaboration with STEMflorida, Inc.;
- Secondary and Middle School academies to include those emerging in trade-related areas; and,
- Re-aligning previous Talent Supply Chain Team efforts with concurrent activities such as the Governor's Higher Education Initiative – Blue Ribbon Task Force on State Higher Education Reform and Higher Education Coordinating Council.

**Special Initiatives and Demonstration Projects:** The Council developed and deployed initiatives and projects during 2012-2013 to strengthen regional collaboration between economic development, education and workforce development entities. Examples include:

- Modifications to the Target Occupations List policy that reflects current economic needs;
- Statewide international trade/ports project that holds promise for our state's economic recovery through jobs associated with international trade expansion opportunities;
- The **Florida TRADE Grant**, a \$15 million USDOL Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant, focusing on transforming Florida's existing training and education system in advanced manufacturing; and,
- **Expanding Business Engagement** - Workforce Florida is working closely and in collaboration with Florida's 24 Regional Workforce Boards throughout the state in this endeavor. The ultimate goal is to provide businesses a seamless, consistent and highly valuable experience within Florida's workforce system, regardless of where the business is located.

### **Florida's Flagship Training Grants**

Evidence of serving Florida's overall workforce development, business and job retention, business recruitment, and training includes the successful implementation of Workforce Florida's two flagship training grant programs:

- **Quick Response Training** provides funding for customized training to new or expanding businesses. Through this demand-driven program, Florida is able to effectively retain and attract businesses creating new high-quality jobs. The grants are structured to be flexible and "respond quickly" to meet the business's training objectives. In 2012-2013, Workforce Florida awarded Quick Response Training grants totaling nearly \$8.5 million to support the skills upgrade training for 6,522 new and existing full-time employees. On average, trainees' wages increased by more than 29.8 percent within a year of completing QRT-supported training.
- **Incumbent Worker Training** grants provide funding for customized training to existing for-profit businesses. Through this grant, Florida is able to effectively retain businesses and help them stay

competitive by supporting skills-upgrade training for existing full-time employees. In 2012-2013, Workforce Florida awarded 238 Incumbent Worker Training grants totaling more than \$6.2 million to help companies train and retain more than 10,000 full-time employees. Trainees' wages have increased more than 25 percent on average within a year of completing IWT-supported training.

Workforce Florida's Global Talent Innovation Unit staffs the Global Talent Competitiveness Council, which acts as a liaison with the business and economic development communities in the state to foster economic growth.

### ***Global Talent Competitiveness Council Priorities***

**Aerospace/Aviation:** Aerospace is a legacy industry for Florida. Historically, it is the state's world-class aerospace workforce that has propelled Florida to global leadership through imagination, ingenuity and innovation. As Florida's aerospace industry, based in Brevard County, continues to experience a historic transition with the end of the Space Shuttle Program, the future of the engineers, researchers, technicians, administrative workers and others employed by this sector, as well as those employed by interdependent businesses, continues to be a priority for the state workforce system.

Florida, through its investment in employment and training solutions for aerospace workers, has demonstrated a decade-long commitment to ensuring this legacy sector has the talent to thrive. The first industry sector chosen for Workforce Florida's Target Industry Cluster Task Forces was Aviation/Aerospace due to its transition status.

As directed by Chapter 331, Florida Statutes, a Memorandum of Understanding between Workforce Florida and Space Florida, was executed in June 2013 to support the accomplishment of both agencies' responsibilities and goals.

**Rural Needs:** Although Florida remains the fourth most populous state in the U.S., it has substantial areas that are rural. Nearly 30 percent of its total land area is farmland, and an additional 10 percent of the state is set aside for recreation and preservation in the form of state and federal parks, forests, wilderness areas, wildlife preserves and national seashores. According to the 2000 Census, 32 of Florida's 67 counties are considered rural. These 32 counties cover just over 42 percent of Florida's nearly 54,000 square miles of land area. Approximately 1.1 million of Florida's 16 million citizens reside in rural counties.

Rural communities have traditionally been disadvantaged and are un-served or underserved. The communities served by four Regional Workforce Boards (Regions 3, 6, 7, and 19) are part of the designated Rural Areas of Critical Economic Concern (RACEC); one additional workforce board – Region 2, although not designated a RACEC - has counties within its boundaries that face similar economic concerns.<sup>4</sup> Several priorities have been previously identified by the executive directors of these Regions, with the top priority being the issue of funding at some minimal level in order to sustain operations with the rural regions and to provide a minimal level of service to all their residents. Workforce Florida's Chair has identified workforce strategies that address Florida's special rural needs as a top priority. Funding has been provided for the areas mentioned above for projects to develop strategies to build the future of rural Florida in order to help rebuild the economy and to assist funding for normal operations in these areas. A special 2012-2013 allocation of \$600,000 was made available and expended by Florida's rural regions (Regions 3, 6, 7, 19), as well Region 2.

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<sup>4</sup> Section 288.0656, F.S., is the Rural Economic Development Initiative known as "REDI." Designations as a rural area of critical economic concern are made under this statutory authority.

## **Expanding Business Engagement (EBE)**

*Background* - Florida's workforce system, comprised of 24 Regional Workforce Boards (RWB), the Florida Department of Economic Opportunity (DEO) and Workforce Florida, Inc. (WFI), connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

Workforce Florida and its regional partners launched an initiative in June 2012 to enhance engagement among Florida businesses and expand the number of employers to which the system provides services. A \$70,000 grant by the U.S. Department of Labor helped seed the effort and by March 2013, a team of state and regional advisors took the first major step in the process: selecting a technology platform to provide a consistent system to track business engagement.

Employers, in particular, fuel the supply of jobs and are a critical component of the system's success. However, based on data measured and reported quarterly by DEO, Florida currently is serving 4.7% of businesses (Employer Penetration Report (EPR) Q3 2012 data). Moreover, the number of businesses Florida's workforce system serves has remained fairly flat over the last three years. A survey of Florida's workforce system professionals identified as a top training need improved business engagement. Leaders within the system recognized the need to raise this rate and Florida Governor Rick Scott challenged each Regional Workforce Board to double its employer penetration numbers by the end of FY 2013-2014.

The next step is to develop a tool kit that enables a consistent process to expand business engagement including the use of a technology platform by which all Regions can track employer engagement.

*Purpose* - In each Region, a team of professionals -- most often called Business Liaisons -- has responsibility for working with area businesses. Each liaison has direct contact with the Regions' employers and has knowledge of the current delivery of workforce services. One liaison from each Region, as well as selected executives and state representatives, has been tapped to serve on a Steering Council for this initiative. The council will provide valuable input and direct assistance in improving program performance and enhanced business-focused services.

With the Governor's goal in mind, the Steering Council will have the ability to set expectations for the workforce system that may include:

- Percentage increases annually in employer engagement and satisfaction;
- "Grassroots" improvements in policies, procedures and technology; and,
- Better business services reporting and more useful analytics.

*Scope of Activities* - The Steering Council will help determine factors and set parameters that impact the level of business engagement and quality of customer service to the employer. Council members will work collaboratively to:

- Provide critical regional and process information;
- Provide input on regional "best practices;"
- Support process adoption by peers in the workforce system; and,
- Assist with promotion of training and other technical support with the "toolkit."

*Communications* - It is anticipated that the EBE initiative and the Steering Council work will cover a timeline divided into two phases. Phase I: May 15 – August 31, 2013 and Phase II: September 1 – January 17, 2014.

A web portal has been established on Workforce Florida's website to facilitate ongoing communication between advisors, Regional Workforce Board Executive Directors and others as deemed necessary. The site is envisioned to incorporate such items as links to key resources (i.e., articles, up-coming speaking engagements, and publications), and act as a central clearinghouse. The web link is <http://www.workforceflorida.com/PrioritiesInitiatives/EBE/ebe.php>.

**Customer Satisfaction:** Two of Workforce Florida's six strategic goals for talent development included providing world-class service to Florida's target industry clusters as well as infrastructure industries. By doing so, the Workforce Florida Board of Directors agreed to not only focus on the six high-impact clusters identified by Enterprise Florida for strength in alignment and prioritization, but also the state's infrastructure industries, in recognition of their critical importance to the Florida economy. Infrastructure industries (i.e., healthcare, energy, water resources, transportation and broadband) underpin the health and vitality of the six target industry clusters as well as a strong business climate and quality of life for all Floridians.

Clearly, having a world-class workforce system that is responsive to employers is critical. But, as asked by Workforce Florida's Board of Directors and stakeholders, how do we know? How can we document or "prove it" to those key companies in targeted clusters that hold promise for our economy? How do we know if companies are satisfied with our efforts to create talent, improve talent and retain talent specific to their cluster?

Answering these critical strategic questions and enabling Florida's workforce system to measure progress is at the heart of the Customer Satisfaction Index project. Through expertise competitively procured from SRA, Inc., based in Jupiter, Florida, Workforce Florida will be able to determine demand-side satisfaction with our talent development production efforts — a landmark outcome that no other state in the country has tackled. Florida, through this strategic initiative of Workforce Florida, will be the first state to do so.

Similar to the Target Industry Cluster Task Forces' three-year plan of work, Customer Satisfaction Indices were developed as follows (with the infrastructure industry denoted in italics):

Year One: Aviation & Aerospace, Clean Technology *plus Healthcare*

Year Two: Homeland Security and Defense and Life Sciences *plus Energy and Water Resources*

Year Three: Information Technology *plus Transportation, Broadband and Logistics and Distribution*

Results of this work enable the entire workforce system, including collaborative partners engaged in the Talent Supply Chain team, to be fully informed and re-calibrate their activities based on the results of this project.

**Targeted Industry Sectors:** The Targeted Industry Sectors' program was created to help ensure that training programs are coordinated with the needs of industry sectors that have the greatest potential for growth, high-paying job opportunities and overall economic impact. These sectors have been identified by Enterprise Florida and include: Clean Technology, Life Sciences, Information Technology, Aviation/Aerospace, Homeland Security/Defense, Financial/Professional Services and Advanced Manufacturing. These leading industry clusters or targeted sectors play a key role in the state's continued economic success and competitiveness and assist in addressing the needs for a skilled workforce.

Additionally, Workforce Florida participates in other statewide and regional economic development activities that include the Florida Economic Development Council, Space Florida, Florida's Rural

Economic Development Initiative (REDI), Florida Energy Workforce Consortium (FEWC) and the Manufacturers Association of Florida (MAF).

**Target Industry Cluster Task Forces:** One of Workforce Florida's six strategic goals for talent development is providing world-class service to Florida's target industry clusters. A cluster is defined as a geographic concentration of interconnected businesses, suppliers and other associations in a particular field. Businesses are linked by core products or services. They have in common supply chains, labor needs, technologies and markets with strong economic interdependence. The Board of Directors of Workforce Florida agreed to adopt the six high-impact clusters identified by Enterprise Florida for strength in alignment and prioritization. Additionally, these six clusters hold promise for diversifying our economy, are forecast to grow and pay excellent average wages—typically 50 percent above the statewide average. This focus is of even greater importance now, as Florida has lost jobs in these clusters. The six industry clusters of focus include the following:

- Aviation and Aerospace
- Clean Technology
- Financial and Professional Services
- Homeland Security and Defense
- Information Technology
- Life Sciences

Tapping into business intelligence and proving that customer satisfaction is “world-class” requires sound relationship management with leaders in industry clusters. The use of cluster task forces allows Workforce Florida to use leaders in fields they know best with open formal and informal channels with industry decision-makers and test assumptions with employers.

Workforce Florida created and launched two of the six Target Industry Cluster Task Forces. The Task Forces were named and have been operational since late April 2011. In 2010-2011, Workforce Florida focused on Aviation/Aerospace and Clean Technology. In 2011-2012, Homeland Security and Defense and Life Sciences were launched as the second year of the initiative. The Task Forces are comprised of statewide business leaders (senior “C” level – top chief level officers) that are focusing on the competitiveness of Florida's talent and talent development system relative to other markets that advance or intend to advance similar clusters as well as the context of differences in capabilities, resources, and cluster makeup in and among Florida's sub-state regions. The market intelligence derived from these meetings provides a candid assessment of Florida's talent position both nationally and globally and holds promise for strengthening our talent development pipelines for the sector they represent as well as creating a climate that encourages additional job creation investment.

The initial scope of work of the Task Forces is on a customer satisfaction index that gauges business satisfaction with the Florida market and a rigorous supply/demand analysis that speaks to short- and long-term talent supply for the industry cluster.

The Task Forces have developed dispatches identifying key issues of concern and opportunities to enable Florida to move forward move aggressively. Workforce Florida launched the final cluster – Information Technology in 2012-2013.

**Supply & Demand Analysis:** Another of Workforce Florida's six strategic goals for talent development is providing world-class service to Florida's target industry clusters. The Workforce Florida Board of Directors agreed to adopt the six high-impact clusters identified by Enterprise Florida for strength in alignment and prioritization. Additionally, these six clusters hold promise for diversifying the State's

economy, are forecast to grow and pay excellent average wages - typically 50 percent above the statewide average. This focus is of even greater importance now, as Florida has lost jobs in these clusters. The six industry clusters of focus include the following: Aviation and Aerospace, Clean Technology, Financial and Professional Services, Homeland Security and Defense, Information Technology and Life Sciences.

To be competitive and gain “world-class” status in a dynamic economy, Florida needs a workforce system that is not only responsive to the changing needs of employers and workers, but also anticipatory of the future skills and demands needed to compete in a global economy. It must be capable of bridging the gap between stagnating and emerging industries, addressing both workforce preparedness and workforce readiness, and based on a strong understanding of future workforce needs gained through data analysis and qualitative business partnership insights. In addition to globalization, the retirement of the Baby Boomer generation and the move of business toward more innovative, knowledge-based markets have combined to make the skills of the workforce paramount to successful economic development. Analyzing occupations and critical skill sets within Florida’s targeted industry clusters—at the state and regional level—can help identify which occupations provide the best opportunities for investment to build different types of skills, identify gaps and build career ladders—entry-level through advanced—in high growth areas. This occupational skills-focused, supply/demand modeling can help guide both new entrants to the workforce as well as incumbent workers, Florida’s workforce system and education providers by comparing workforce needs to the numbers and types of training, certificates and degrees awarded.

In 2011-2012, workforce analytics for the first two of six target industry clusters—Aviation and Aerospace and Clean Technology were developed. The Aviation and Aerospace is a legacy industry in Florida and well-defined from a traditional industry code and taxonomy perspective, and the Clean Technology is not. Therefore, Workforce Florida approached this task in a hybrid fashion and continued to do so in similar work on the remaining industry clusters - Homeland Security & Defense, Life Sciences and Information Technology.

**Target Occupations List Process:** A study is underway for professional advisory and technical assistance services for modifications to WFI’s current Target Occupations List process. The study will:

- Review and analyze Florida’s talent development assets aligned to economic development priorities and employer occupational demands;
- Conduct a thorough analysis of Florida’s Target Occupational List (TOL) to include a review and analysis of the statutory responsibilities of the Florida Workforce Estimating Conference and its activities in order to support Workforce Florida’s strategic priority to ensure Florida’s workforce system is delivering the skilled talent businesses need; and,
- Analyze Florida’s current workforce investment system and make recommendations on efficient and effective practices, policies and legislative changes that could be implemented to improve results for Florida’s employers and workers.

The project will provide a new vision for talent development enabling Florida to lead the nation in building a world-class comprehensive talent development system utilizing all education, economic and workforce assets to align education and career pathways in support of job growth and worker choices to build a competitive workforce.

**Career and Professional Education (CAPE) Act:** The Florida Career and Professional Education (CAPE) Act was created by the 2007 Florida Legislature to provide a statewide planning partnership between business and education communities to attract, expand and retain targeted, high-value industries

and to sustain a strong knowledge-based economy. One of the key aims of this law is to improve middle and high school academic performance by providing rigorous and relevant career-themed curriculum that articulates to postsecondary level coursework and leads to industry certifications.

The implementation of the Act involved a cross-section of several different agencies (Workforce Florida, the Department of Economic Opportunity and the Florida Department of Education) as well as other organizations working toward the same goal.

The Department of Economic Opportunity identified the highest and best industry certifications – based upon the highest available national standards for specific industry certifications to ensure student skill proficiency and to address emerging labor market and industry trends. This compilation of certifications that met the required standards is vetted by numerous entities which include Regional Workforce Boards and several industry groups and associations. Responses from the reviewing entities were reviewed and final recommendations were presented to the Workforce Florida Board of Directors. Each year, Workforce Florida approves and publishes a “Comprehensive Industry Certification List.”

### ***Youth State-level Initiatives***

**Florida International Trade and Logistics Initiative:** The Florida International Trade and Logistics Initiative is a unique statewide program developed in response to the Florida Chamber Foundation's Florida Trade and Logistics Study released in December 2010.

The Global Talent Competitiveness Council provided funding to help create new career academies to develop pipeline talent for international trade jobs and forge stronger partnerships between Regional Workforce Boards and Florida's deepwater seaports. The project will create fifteen (15) Career Academies in high schools throughout the state focused on international trade and logistics and advanced manufacturing for international trade opportunities. The project is expected to expand export markets for Florida businesses by filling containers with Florida goods and using more efficient logistics patterns to attract Advanced Manufacturing. Additionally, the project will help Florida emerge as a global hub for trade investments, while expanding vocational, associate degree, and workforce training programs to support skill requirements for trade, logistics, and manufacturing industries.

Each Florida International Trade and Logistics Career Academy (FIT&L) in Logistics and Advanced Manufacturing will be customized to meet the training needs of each port (inland and sea) and/or hub and the long term workforce talent needs of the geographic region and tied to national certifications and work experience such as internships and externships.

The **Florida Career Academy Community Engagement Model**, originally recommended by the WFI Youth Opportunities Committee and Workforce Readiness and Performance Council implemented the FORD PAS Next Generation Learning Community (NGLC) collaboration model to substantially enhance four additional communities (Bay, Clay, Pinellas and Polk Counties) and their respective career academies in Florida. This pilot was administered by the Florida Association for Career and Technical Education (FACTE) and the Henry Ford Learning Institute with additional assistance provided by the University of West Florida. The FORD PAS model provides a framework to: substantially build upon and expand the existing career academy network, increase the number of high school students in career academies to 35 percent, create more effective partnerships among business, education and workforce professionals; allow business to become more active participants in the process of planning, implementing and/or improving

career academies; and develop an improved workforce geared more toward the specific skill sets demanded by the employer.

Each community worked closely with a community coach from the existing Ford NGL community and completed initial meetings with their respective community stakeholders; participated in the Institute’s Kick-Off; implemented stakeholder meetings and mini-institutes; and developed their 5-year master plan on expanding and growing the number of career academies, increasing the number of students attending these respective academies, and building a remarkable array of business partnerships with a high level of commitment from each community.

In order to keep momentum moving with the new four communities as well as assist the original four Florida NGL communities, the WFI Global Talent Competitiveness Council approved funding for the continuation of the Florida Career Academy Community Engagement Model (FORD – NGL Communities) initiative. This continuation required a funding match from the community to hire a part-time community coordinator in each of the eight communities, and focuses on strengthening the collaboration of the University of West Florida hub, the eight communities and FACTE for the purpose of increasing the potential of the sustainability and expansion of the community involvement model in other districts.

This pilot strengthened business partnerships and engagement, improved local high school graduation rates, increased local FTE funding based on additional, industry-recognized credentials and has promoted the concept of “growing your own talent” to better meet the needs of local business and industry.

As seen in the following table, all eight (8) participating Florida communities saw an increase in the number of registered career academies as well as an increase in the number of students enrolled in those registered career academies:

**Note: Escambia and Santa Rosa represent a single regional area.**

<b>Table 1: Number of and Enrollment in Registered Career and Professional Academies by School District, 2009-10, 2010-11, and 2011-2012</b>						
<b>School District</b>	<b>2009-10 Number of Academies Registered</b>	<b>2010-11 Number of Academies Registered</b>	<b>2011-12 Number of Academies Registered</b>	<b>2009-10 Career and Professional Academy Enrollment</b>	<b>2010-11 Career and Professional Academy Enrollment</b>	<b>2011-12 Career and Professional Academy Enrollment</b>
<b>Bay</b>	2	10	13	220	869	1291
<b>Clay</b>	35	49	54	3927	5056	5500
<b>Escambia</b>	18	30	29	1659	2732	3586
<b>Santa Rosa</b>	1	13	22	73	947	1132
<b>Lee</b>	12	22	27	3204	6102	9170
<b>Pinellas</b>	14	20	21	3536	5626	5777
<b>Polk</b>	10	19	26	1525	3937	5073
<b>St. Johns</b>	22	21	24	2960	3819	4260
<b>Volusia</b>	1	14	21	53	1395	2360

At the conclusion of this initiative, each of the eight communities have continued to focus on sustainability and the Ford foundation provided an additional \$5,000 to each community to assist in their efforts in developing the right skills at the right time by further strengthening Florida's Talent System.

**Technical Assistance for New Career Academies (The Middle School IT Academy Technical Assistance Demonstration Project):** The Middle School IT (Information Technology) Academy Technical Assistance Demonstration Project was implemented as a result of Section 1003.493(6), F.S., which states that "Workforce Florida, Inc., through the secondary career academies initiatives, shall serve in an advisory role and offer technical assistance in the development and deployment of newly established career and professional academies." Florida has seen great success with career academies since the passage of the Florida Career and Professional Education (CAPE) Act in 2007. To date, there are approximately 1,509 registered career academies statewide with an estimated 172,713 student enrollments.

In 2011, new legislation was passed (Section 1003.491(2), F.S.) which now requires each district school board, in collaboration with Regional Workforce Boards, economic development agencies, and state-approved postsecondary institutions approved to operate in the state, to develop a strategic 3-year plan to address and meet local and regional workforce demands. Additionally, these organizations must include in the strategic plan the development of a career and professional academy in at least one middle school in the district pursuant to Section 1003.491(2), F.S.

With the largest number of high school academies focusing on Information Technology (IT) (currently at 242) and the potential for middle school students to actually earn an IT industry-recognized certification, a logical place to focus is on the creation of middle school IT academies. Additionally, by focusing on IT skills (Microsoft Office Specialist, Adobe Certified Associate and Certified Internet Web (CIW) Internet Business Associate certificates, among others) districts will ensure the smooth transition of middle school career and professional academy students into a high school career and professional academy currently operating within the school district while increasing both the input and output of the local talent supply chain.

On November 28, 2011, the WFI Global Talent Competitiveness Council approved funding for the Middle School IT Academy Technical Assistance demonstration project.

Through a competitive process, Workforce Florida contracted with the Whetstone Group to provide professional advisory and technical assistance services to assist in the establishment of 15 new Career and Professional Academies, with a focus on Florida's middle school academies targeting foundational IT skills certifications (i.e., Microsoft Office Specialist, Adobe Certified Associate and Certified Internet Web (CIW) Internet Business Associate, among others) for a one-year period. These services will reinforce compliance with the CAPE Act of 2007 and the direct connectivity between the career academies and/or career-themed course(s) and the school district's local economic drivers.

The Whetstone Group established a statewide Middle School IT Career Council made up of key stakeholders from Workforce, Economic Development, IT Businesses and Education. This Council will provide ongoing support and assistance to the CAPE middle school IT academies and/or career-themed course(s) established under this project.

The Whetstone Group implemented their web based technical assistance through a series of webinars. Examples include "Building the Middle School CAPE IT Career Academy," "Teachers Training, Certifications & Resources," and three webinars for products and services donated by CCI Learning to the project "E-learning, Courseware and IQ System."

The Whetstone Group convened a Florida Middle School IT Career Academy Council on July 20, 2012. This Council was established to provide input, feedback and recommendations to Workforce Florida Inc. through the Council facilitator, the Whetstone Group. The information and recommendations will be incorporated into an end of the project report and will assist Workforce Florida in the determination of future technical assistance projects. Topics of discussion included IT industry certifications, skills matching, IT talent development marketing efforts, IT talent gap perception and reality, CCI webinar invite, and sharing contact information for further discussions.

As this project was slated to end in December 2012, metrics were analyzed to identify the success of the technical assistance by measuring the number of new IT middle school academies, number of industry recognized certifications earned by both teachers and students, and the strengthened partnerships with the local business communities. The outcomes were overwhelming and new funding was quickly identified to launch a Phase II adding an additional ten schools slated to launch in Fall 2013. With 15 new CAPE IT Career Academies being established in Middle Schools across Florida as part of Phase I, the Academies are continuing to produce nationally recognized industry certifications annually. Below are some of the amazing outcomes as a result of Phase I:

- \$300,000 Project Funding – Phase One - Workforce Florida investment;
- \$2.05 million - In-kind contributions from project partners and participating schools;
- Phase I results for School Year 2012-2013;
- 1400 students enrolled in School Year 2012-2013 – Enrollment in Phase II to be determined in fall 2013;
- 1477 nationally recognized industry certifications in Microsoft and Adobe earned by students and teachers;
- 14 nationally recognized industry certifications earned by students confined in a Florida Department of Juvenile Justice residential facility; and,
- 222 nationally recognized industry certifications earned by students in the rural and small school districts.

*For additional information on this exciting initiative, the project web site can be found at <http://www.middleschoolcareeracademytap.com/> Additionally, The project Facebook Page can be found at <http://www.facebook.com/pages/Florida-Middle-School-IT-Career-Academy-TA/354387727917306>*

### ***Quick Response Training (QRT) & Incumbent Worker Training (IWT) Initiatives***

These two initiatives serve as flagship programs at Workforce Florida, are market relevant and provide timely training driven by industry's needs and choice of training providers. QRT and IWT serve as powerful tools for workforce investment in leveraging considerable public/private funds for targeted training for skills in demand thus achieving greater use of limited public sector training funds. Virtually all businesses receiving training grants are within the state's targeted industries, ensuring investment in wealth-generating jobs for Florida's economic growth.

The QRT and IWT programs have an outstanding track record of return on investment as it relates to wage income. Per capita income is a strong indicator of the effectiveness of a regional or state economy. Both of these programs drive up per capita income training wages, even though we do not mandate wage increases with usage in either of these programs. Per capita income wage increases following training are significant. QRT has a 29.8 percent increase in wages pre-training to post-training and IWT pre-training to post-training has an 18.8 percent wage increase.

**QRT & IWT Funding and Outcomes:** Funded with state Penalty and Interest (P&I) funds, the annual appropriation for QRT for Fiscal Year 2012 - 2013 was \$6 million. From July 2012 through June 2013, along with recaptured funds, 6,522 workers employed by 38 Florida businesses received customized training at an average cost per trainee of \$1,309. Extensive outreach activities were focused on counties in the state, particularly rural counties that have never had a company benefit from QRT training assistance. For every \$1 of QRT funds invested in training, companies matched \$28.19

Established in 1999, Florida's IWT program is funded at \$2 million annually and provides grant funds to assist Florida companies with skills upgrade training for their existing workforce to help them remain competitive. Funding priority is given to businesses that are small, or located in rural, enterprise zone, brownfield or inner-city areas, and those businesses in a targeted industry. Since its inception, more than \$97 million in requests for IWT funding have been received and, due to limited funding, 56 percent of the requests have resulted in awards. From July 2012 through June 2013, grants were awarded to 127 companies for the training of 5,589 incumbent workers. For the same fiscal year, the IWT program received \$2 million in supplemental funds, of which 111 companies received funding for the training of 4,505 incumbent workers. Extensive outreach through presentations and workshops has been conducted to ensure that as many small businesses as possible are aware of the benefits of the IWT program. IWT is very popular and continues to meet a critical need for Florida's businesses. For every \$1 of IWT funds invested in training, companies matched \$6.88.

**United States Department of Labor (USDOL) Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant:** On behalf of the Florida College Consortium, St. Petersburg College (SPC) received a \$15 million USDOL Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant. SPC titled it Florida TRADE (which stands for Transforming Resources for Accelerated Degrees and Employment), because that's exactly the vision – to transform Florida's existing training and education system in advanced manufacturing. The Florida team began by collaborating to identify and align existing resources like curricula and equipment from 12 very different institutions – to help build capacity and serve as a sustainable way to offer training for a range of skill levels in advanced manufacturing by providing wide-spread access for students to take courses online and combine their training with practical work experience through internships and hands-on training activities.

The program targets displaced workers who have lost their jobs due to foreign trade, unemployed workers, incumbent workers looking to upgrade their current skills or learn new skills, students and returning veterans who are looking to transition back into the workforce.

The Florida TRADE program is designed to deliver accelerated training that can be completed in 3-6 months (depending on the program) and that lead to internships and jobs in manufacturing. As participants complete various components of the program, they will be provided with the skills and opportunities to achieve nationally recognized industry certifications that will also transfer into free college credits toward an Associate of Science degree.

As a strong partner in this initiative, Florida's workforce system is fully engaged and working very closely with the Consortium, the Florida Manufacturer's Association and other key stakeholders to ensure that the right talent is being developed and delivered to Florida's manufacturing business sector. Workforce Florida has offered its Manufacturing Intellectual Property as an in-kind contribution and is being used as a strong foundational component of the supply pipeline as it prepares students for the MSSC certification and for the industry's workplace needs.

Florida's workforce system is also leveraging the use of its Employ Florida Marketplace system for data capture and closely collaborating with each of the twelve (12) State colleges on how best to recruit

participants, manufacturing businesses for apprenticeships and ultimately for job placement. Each Regional Workforce Board has entered into an agreement to partner with their respective State/Community College to meet and/or exceed the goals of this grant. For instance, one Regional Workforce Board, Workforce Central, has earmarked \$1 million in Individual Training Account funding for this initiative.

Additionally, to support the scaling of the Florida TRADE project, the Florida TRADE Consortium has been selected by The Collaboratory and the Office of Community College Research and Leadership (OCCRL) at the University of Illinois to join an elite group of TAACCT consortia in the Community College Transformative Change Initiative (CCTCI).

CCTCI brings the very best talent and latest research together to support and scale specific TAACCT programs toward real and lasting change in community college education. This new initiative is funded by the Bill & Melinda Gates Foundation, Lumina Foundation for Education, and Joyce Foundation. By participating in CCTCI, Florida TRADE will take part in an experientially-rich learning lab and collaborative network that is dedicated to advancing transformative change among community colleges. Multiple benefits will accrue as a result of the Consortium's participation in CCTCI, including the sharing of transformative policies, processes and practices with other selected TAACCT consortia and the opportunity to be a part of an emerging national network of community college leaders and strategic partners, such as businesses, to lead a national dialogue on community college transformative change. The Consortium will also develop a framework for a strategic scaling plan focused on bringing about transformative change that will enhance the implementation of Florida TRADE statewide and similar projects nationally. Further, CCTCI will embark on research activities to gather the knowledge, practices, policies and transformative innovations created across this national network to advance the role that community colleges play to meet the evolving needs for a highly skilled U.S. workforce.

## ***Performance Council***

The Performance Council Chair and members are selected from the Board of Directors' membership by the Chair of Workforce Florida and includes at least one board member from the membership of a Regional Workforce Board of directors.

The Performance Council's role is to ensure compliance with federal common measures and to review and analyze federal, state and local performance measures. These include both short-term and long-term outcomes on measures such as job placements, employment retention and earnings. While focusing on the state's shared workforce and economic development agenda, federal workforce common measures and the Governor's strategic targets, the Council designs, recommends, and oversees statewide performance measures to include recommendations for policies and performance-based financial incentives. The Council's recommendations result in greater collaboration, effectiveness and efficiencies.

The Council provides oversight and accountability for positive outcomes of Florida's federal common measures. The common measures include:

- Workforce Investment Act Adult Measures
  - Entered Employment Rate
  - Employment Retention Rate
  - Average Six-Month Earnings
- Workforce Investment Act Dislocated Worker Measures
  - Entered Employment Rate

- Employment Retention Rate
- Average Six-Month Earnings
- Workforce Investment Act Youth Common Measures
  - Placement in Employment or Education
  - Attainment of Degree or Certificate
  - Literacy or Numeracy Gains
- Wagner-Peyser Program Measures
  - Entered Employment Rate
  - Employment Retention Rate
  - Average Six-Month Earnings

The Council also serves the Board in reviewing and analyzing federal reports for state and regional outcomes. Examples of current reports for review and analysis may include, but are not limited to:

- Florida's State Five-year Integrated Workforce Plan to USDOL (WIA-WP);
- Federal Annual Report;
- Monthly Management Reports;
- Wagner-Peyser Reports;
- Workforce Investment Act (WIA) Reports;
- Florida Workforce Integrated Reporting System – Data/Reports; and,
- Quarterly Updates—Florida Workforce Scorecard

To reward excellence, outstanding achievement, regional alignment with Governor Rick Scott's 7-7-7 Plan<sup>5</sup> and the state's economic/workforce development goals the Council is charged with developing and recommending a financial incentive plan to the Workforce Florida Board of Directors for Florida's 24 Regional Workforce Boards.

The Council also serves in an advisory role to the Board of Directors on the development and implementation of measures, policies and strategies affecting workforce development performance.

Performance Council special initiatives during PY 2012-2013 included:

- **Florida Workforce Integrated Performance Reporting System (FWIPRS)**—The Florida Workforce Integrated Performance Reporting System (FWIPRS) was developed and implemented to serve as an enterprise, web-based reporting system providing performance metrics within three distinct user levels:
  - Level 1 – Includes the WFI Board, stakeholders, and the general public
  - Level 2 – Provides performance metrics that are germane to Regional Workforce Board Executive Directors, upper management and mid-level management
  - Level 3 – Provides performance metrics and granular level data to the case managers

This system features an integrated approach to performance reporting measuring cross-program performance metrics. It leverages the data resources of Wagner Peyser, Workforce Investment Act, Welfare Transition, Food Stamp Employment and Training, Reemployment Assistance services (Unemployment Compensation data), New Hire, and a few additional data resources to create cohesive, coherent, and useful performance metrics.

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<sup>5</sup> Governor Rick Scott's 7-7-7 Plan includes the creation of 700,000 jobs in 7 years.

**Florida Workforce Scorecard:** The Performance Council continued to enhance the Florida Workforce Scorecard during PY 2012-2013. Considered to be the first of its kind in the nation, the Florida Workforce Scorecard further aligns talent development goals of workforce and business in Florida. This initiative was developed by the Florida Chamber of Commerce Foundation and Workforce Florida and provides a tangible example of the impact of public-private partnerships. The Scorecard supports Florida's workforce strategic plan, *Creating the Strategy*, as well as three of the Chamber's Six Pillars of Florida's Future Economy. Those pillars are Talent Supply and Education, Innovation and Economic Development and Business Climate and Competitiveness. The Scorecard provides real-time data on key measures such as personal income, business relocations and housing sales to help guide decision makers as they consider the best policies and programs to achieve the state's job creation and economic development mission. During PY 2012-2013, the Florida Workforce Scorecard included graphic redesigns for each of Florida's 24 Regions highlighting Common Measures with quarterly data updates. The initiative also uses a Workforce Performance Index to gauge Florida's status relative to the nation on several key measures tied to education, workforce and the economy — helping state leaders identify where they need to make additional progress to establish a winning, leading workforce.

## ***Finance and Efficiency Council***

The Finance and Efficiency Council's primary goal is to work to ensure that the workforce system is in good financial health, that its assets are protected, and the state's resources are used appropriately and accounted for sufficiently. Through this effort, the Council assists the Workforce Florida Board of Directors in ensuring that the resources available to the state for workforce training programs and support services are used effectively and efficiently with utmost accountability to maintain public confidence and support.

To this end, the Council directs the allocation of statewide workforce funding and ensures policies and practices are in place to safeguard the system's assets and preserve the integrity of the system and the public's confidence.

The Chair and Finance and Efficiency Council members are selected from the Board of Directors' membership by the Chair of Workforce Florida and include at least one member from the membership of a Regional Workforce Board of Directors.

The Council continues to maintain the following primary areas of responsibility:

- **Directing the Allocation of Statewide Workforce Funding**

The Finance and Efficiency Council is responsible for proposing allocations of federal and state workforce funds to the 24 Regional Workforce Boards and for state-level discretionary funding provided through the federal grant awards and state appropriations. Discretionary funding under the auspices of the Board is used to fund the Department of Economic Opportunity, Workforce Florida, and for demonstration and pilot programs funded through the Board or Councils. In the event funding modifications occur during the course of the budget cycle, the Finance and Efficiency Council reviews and proposes modifications to the previous budgets to ensure that over-commitments do not occur.

An integral part of this responsibility is the charge of ensuring that the limited workforce funding is utilized appropriately and in accordance with federal, state, and WFI Board policies. The Finance and Efficiency Council also implements fund de-obligation/re-obligation policies on behalf of the Board and in accordance with the grant awards.

- **Safeguarding the Workforce System’s Resources and Assets**

The Finance and Efficiency Council ensures that appropriate policies and practices are in place to protect the assets and integrity of the workforce system. The Council is charged with the responsibility to protect the financial integrity of Florida’s workforce system and to promote full accountability among all workforce partners. The Finance and Efficiency Council receives regular updates regarding the Department of Economic Opportunity’s financial monitoring efforts, results of special internal audits conducted by the Department’s Inspector General, and program and financial audits conducted for the state and regional partners. Based upon these reviews and audits, the Council reviews corrective action plans which may require the establishment of financial/program policies or modifications of existing policies for consideration by the full Board.

- **Executing and Administering Department of Economic Opportunity (DEO) Contract**

In accordance with Chapter 445, Workforce Florida is required to execute an administrative contract with DEO for fiscal and administrative provisions associated with the grants received. This administrative contract is critical to ensure the appropriate and accurate reporting under the terms and conditions of the several grants and programs received by the workforce system. The Council develops and recommends this administrative contract to the full Board for approval. Performance by DEO under this contract is tracked and evaluated on a recurring basis by the Council.

The Finance and Efficiency Council implemented the following special initiatives during PY 2012-2013:

- **Project Management Skills Enhancement** - To assist in the implementation of operating projects in support of Florida’s workforce strategic plan, *Creating the Strategy*, State-level Workforce Florida staff completed comprehensive Project Management sessions on key project management concepts and best practices. Project management sessions were designed to promote teambuilding, efficiencies, project effectiveness; addressing challenges; engaging stakeholders; identifying critical paths, etc.
- **Programmatic and Structure Efficiency Review** - Functional analyses of Workforce Florida’s programs, processes and organizational structure were conducted in relation to federal and statutory requirements for further alignment with the implementation of federal programs; and Florida’s workforce investment system strategic priorities. Outcomes included recommendations to increase efficiencies; cost effective policy and program implementation; and organizational structure mapped to increase productivity.

Through collaboration with its workforce, education, industry, economic development and community partners and its ongoing focus on developing Florida’s talent and responding to marketplace demands, Workforce Florida has continued to advance the state’s strategic workforce goals.

## ***Outreach to Employers and Jobseekers***

### ***EmployFlorida.com - Online Workforce Services and “Virtual One-Stop”***

In today’s technology-driven marketplace, it is imperative that jobseekers and businesses have access to workforce services 24 hours a day, seven days a week. As noted earlier in this report, the Employ Florida

Marketplace (EFM) at [www.EmployFlorida.com](http://www.EmployFlorida.com) is Florida's virtual job-matching tool, providing access at *no charge* to the people and businesses that use it.

EFM has more than 100,000 registered employers who are able to list job openings and conduct searches for qualified workers across the state, while also accessing other resources in support of their efforts to find, retain and train workers. More than 400,000 resumes are indexed on the EFM for workforce professionals and employers to access qualified talent and match jobseekers to employment opportunities statewide. Jobseekers have access to more than 150,000 job listings as well as resume building assistance, skills assessment tools and more. Meanwhile, more than 60,000 visitors use the site daily to search for jobs, screen applicant resumes and research the latest labor market information.

EFM also provides businesses access to valuable information on training grants and other workforce services and resources, as well as labor market information and talent tools available at both the state and local levels.

Florida's jobseekers are able to search for employment opportunities from numerous job and corporate websites as well as those placed directly on EFM by businesses or through Regional Workforce Boards and/or One-Stop Career Centers – making the EFM the most comprehensive source available for current Florida job openings.

The EFM website is consistently upgraded. Recent enhancements include a streamlined, more modern splash page designed to reduce clutter and help site visitors more easily locate the specific information they are seeking. Enhanced social media integration also is a key feature of the new home page, which houses a Twitter feed populated by content job listings, employment search and recruiting tips and more from Regions statewide.

The use of micro-portals, powered by EFM, that provide specialized and targeted job-matching continue to demonstrate value. To date, Workforce Florida and the Department of Economic Opportunity, in collaboration with Regional Workforce Boards and other partners, maintain dedicated entry points with customized job-search information and resources for Florida veterans, jobseekers age 50 and older, and those interested in green jobs. Additionally, a portal for the disabled is in development.

The current lineup of permanent micro-portals created to address targeted jobseekers includes:

**Employ Florida Vets:** (<http://veterans.employflorida.com>)

Of particular interest as more troops begin to return home to Florida, this portal is a key element of the *Hiring Florida's Heroes* campaign, which was launched in January to enhance workforce system efforts to work with employers to match them with veterans possessing the skills they need. Workforce Florida has worked in partnership with both the Florida and U.S. Chambers of Commerce to encourage businesses to take advantage of the initiative's offerings, which include concierge-style recruiting and screening services.



Employ Florida Vets was also recently chosen by the Florida Department of Veterans Affairs as the destination for employment inquiries made via its mobile app and its newly redesigned website.

Developed through a series of focus groups with Florida veterans, the Employ Florida Vets Portal translates a veteran's Military Occupational Specialty Code (a code that represents the employment classification for the specialty/job that the military veteran performed while on active duty) into an equivalent civilian job title.

Other portal highlights include:

- Information and advice about writing resumes and finding apprenticeships and jobs ideally suited to their military experience;
- Information about the Florida law that gives veterans hiring preference when they apply for public-sector jobs;
- Information for Florida businesses and organizations about tax incentives available for hiring veterans; and,
- A centralized jobs posting site for employers seeking veterans with specialized skills.

During PY 2012-2013, there were almost 100,000 visits to the portal, reflecting the significance of this resource to veterans.

**Employ Florida Silver Edition**  
(<http://silver.employflorida.com>)

Created to assist jobseekers 50 and older as well as employers seeking seasoned, experienced workers, the statewide Employ Florida Silver Edition was initially launched as a regional pilot project. The micro-portal was developed through a collaborative process engaging Workforce Florida, the Department of Economic Opportunity, Regional Workforce Boards, the Florida Department of Elder Affairs and community-based



organizations, among others.

It is designed to help older jobseekers search for the right job, with access to a wide range of job training and job placement programs and services, while also helping older-worker-friendly employers identify the best job candidates.

Considering the fact that by the end of next year, the Baby Boomer generation will have reached the age of 50 and will be looking at their next career moves, the site serves as a resource for Florida's efforts to design a critical work model of the future, in which the knowledge, experience and capabilities of this demographic group are accessible to the business and civic organizations that need them, on terms that are mutually acceptable.

### **Employ Florida Green Jobs**

(<https://www.employflorida.com/portals/greenjobs/>)



This portal was created to provide online career resources for individuals who seek information on green jobs in light of the rapid evolution of this sector. It provides multiple resources, including the most current Green Jobs Survey Results.

### **Individuals with Disabilities Portal**

A new micro-portal is being developed for individuals with disabilities in collaboration with the Agency for Persons with Disabilities, Vocational Rehabilitation, the Governor's Commission on Jobs for Floridians with Disabilities and other state and local partners. This portal should be implemented and available as a link in Employ Florida Marketplace by early 2014.

### ***Employ Florida Brand***



Since 2004, Employ Florida has been used as the statewide, affiliate – or linking – brand for the network of local and state workforce partners, programs and resources; however there currently are numerous Florida workforce entities all with their own brand identities. At the local level, there are 24 Regional Workforce Boards and nearly 100 One-Stop Career Centers primarily responsible for front-line service design and delivery. The online gateway to Florida workforce services is the Employ Florida Marketplace at [EmployFlorida.com](http://EmployFlorida.com), which serves as the state's comprehensive job-matching tool connecting jobseekers and employers. At the state level, Workforce Florida, the statewide workforce investment board, is charged with policy setting and the Department of Economic Opportunity is the state agency responsible for fiscal and administrative affairs.

The Regional Workforce Boards Accountability Act of 2012 charges Workforce Florida to evaluate the means to establish a single workforce system brand for Florida and submit its recommendations to the Governor by November 1, 2012. The branding – or rebranding – of Florida's workforce system is intended to provide Floridians and businesses with a consolidated point of entry to Florida's numerous

workforce partners and services and promote a comprehensive, unified and aligned system of world-class services for jobseekers, workers and businesses to address their employment and training needs. A unified brand identity will be ready for implementation in 2014.

In the meantime, by affiliating with Employ Florida, local and state workforce entities and their service outlets will remain connected via this common name/brand. Employers and jobseekers will continue to be able to locate Florida's workforce services and resources anywhere in the state online at [www.EmployFlorida.com](http://www.EmployFlorida.com) or by calling the Employ Florida toll-free helpline staffed by the Department of Economic Opportunity: 866-FLA-2345.

### ***Accountability and Continuous Improvement***

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

Although federal law, regulations and instructions call for extensive reporting of multiple performance data for the array of federally funded programs, and some federal programs provide incentive bonuses for high performing states, coupled with potential 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 – WIA, WP and TANF – under the state Board's oversight. As a further policy matter, Florida's incentive/corrections apply to both short-term, interim outcomes (mainly EER-Entered Employment Rates) as well as the longer-term outcomes (mainly Job Retention) reported annually to the USDOL (WIA and WP) and the U.S. Department of Health and Human Services (TANF) using Reemployment Assistance/Unemployment Insurance (RA/UI) wage records. Certain other requirements imposed by state law are used as indicators. For example, Florida tracks the state law requirement for a 50 percent rate of expenditures on Individual Training Accounts (ITAs) and other training. Under state law, WFI can approve a waiver of the 50% ITA requirement for a Region, upon their request. Similarly, the federal participation rate for TANF participants is also tracked.

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

## ***STATE WORKFORCE PERFORMANCE***

Section 136 of the Federal Workforce Investment Act (WIA) identifies indicators of performance for the Adult, Dislocated Worker and Youth programs. For the PY 2012-2013, federal guidance prescribed 18 measures applicable to outcomes for the Adult, Dislocated Worker, and Youth programs; and two measures for customer satisfaction that apply across all three programs, bringing the total number of required measures to 20. These measures are as follows (definitions for each can be found in *Appendix Table 1*).

### **Adults**

- Entry into unsubsidized employment
- Retention in unsubsidized employment six months after entry into employment
- Average Earnings

- Employment and Credential Rate

### **Dislocated Worker**

- Entry into unsubsidized employment
- Retention in unsubsidized employment six months after entry into employment
- Average Earnings
- Employment and Credential Rate

### **Youth (aged 14-21)**

- Placement in Employment or Education
- Attainment of Degree or Certificate
- Literacy and Numeracy Gains

### **Older Youth (aged 19-21)**

- Entry into unsubsidized employment
- Retention in unsubsidized employment six months after entry into employment
- Earnings change six months after entry into employment
- Credential attainment

### **Younger Youth (aged 14-18)**

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

### **All Programs**

- Customer satisfaction for individuals
- 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 aforementioned Adult and Dislocated Worker programs also provide three levels of service: Core, Intensive and Training services. Reports must be compiled detailing each level of service, breaking out special populations, such as Veterans, Displaced Homemakers, Individuals with Disabilities, Out-of-School Youth and Persons on Public Assistance.

*Florida is a Common Measure State*

**Common Measures**

<b>Adult Measures</b>	<b>PY 2012-2013 Goals</b>
Entered Employment Rate	82.0 %
Employment Retention Rate	92.0 %
Average Six Months Earnings	\$22,755
<b>Dislocated Worker Measures</b>	
Entered Employment Rate	93.0 %
Employment Retention Rate	90.0 %
Average Six Months Earnings	\$18,706
<b>Youth Common Measures</b>	
Placement in Employment or Education	53.0%
Attainment of Degree or Certificate	70.0%
Literacy or Numeracy Gains	51.0 %
<b>Wagner-Peyser Measures</b>	
Entered Employment Rate	61.0 %
Employment Retention Rate	89.0 %
Average Six Months Earnings	\$14,283

*Levels of Service*

Total participants served during the program year decreased by 1 percent for Adults, 15 percent for Dislocated Workers, 2 percent for Older Youth and 3 percent for Younger Youth. **Table 1** presents the total number of participants and exiters leaving the WIA program during the PY 2012-2013.

<b>Table 1</b>		
<b>2012-2013 WIA Participants/Exiters</b>		
<b>WIA Program</b>	<b>Total Participants Served</b>	<b>Total Exiters</b>
Adults	30,519	14,228
Dislocated Workers	18,222	8,144
Older Youth	5,437	2,273
Younger Youth	9,661	3,785

## ***Reporting Time Periods***

Federal guidelines require varying time periods for reporting the counts of participants served, counts of those exiting programs, and performance outcomes for the nine WIA Common Core measures. The first reporting period is the April 1, 2011 to March 31, 2012 period (prior to the Program Year), used for the retention and average earnings measures. The second period is composed of the four quarters beginning October 1, 2011 and ending September 30, 2012 (prior to the Program Year), used for all entered employment measures, the youth placement in employment and education measure and the youth attainment of a degree or certificate measure. These delayed reporting periods are required so that follow-up data from Reemployment Assistance (RA) Wage Reports can be collected on participants during the various outcomes measurement periods. The third reporting period is the period beginning April 1, 2012 to March 31, 2013, used for the counts of exiters. The final reporting period is the actual PY 2012-2013 (the four quarters beginning July 1, 2012 and ending June 30, 2013), used for the youth literacy and numeracy gains measure and the counts of participants served.

## ***Performance Measures***

Pursuant to the Workforce Investment Act, all states submitting a state plan must propose expected levels of performance for each of the prescribed measures. As a result of a waiver granted to the state, beginning with PY 2008-2009, Florida only reports the level of performance relating to the nine WIA Common Measures. Performance on the remaining measures is still tracked; however, in accordance with the granted waiver, no proposed levels of performance are provided. Federal guidelines describe core measures and/or Common Measures as the key measures of success in achieving the legislative goals of WIA. The measures are used to:

- Establish 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; and,
- 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 U. S. Department of Labor (USDOL) and the Governor must negotiate an agreement on the levels of performance or goals for the Common Measures.

Data on core measures and Common Measures is collected from Florida's MIS system, RA 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. RA 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 RA data to provide a more complete picture of participant outcomes.

**Table 2** below displays Florida's negotiated rate for each of the required Common Measures along with the actual statewide outcomes achieved. Pursuant to federal policy, states achieving at least 80 percent of the negotiated goal are considered to have met the goal. The 80 percent criterion is shown in parentheses.

**Table 2 - State WIA Statewide Common Measures Performance 2012-2013**

<b>WIA CORE MEASURE</b>	<b>NEGOTIATED GOAL (80% of Goal)</b>	<b>ACTUAL PERFORMANCE</b>	<b>DIFFERENCE COMPARED TO 80% OF GOAL</b>
Adult Entered Employment Rate	82.0% (65.6%)	80.2%	+14.6%
Adult Employment Retention Rate	92.0% (73.6%)	91.2%	+17.6%
Adult Average Earnings	\$22,755 (\$18,204)	\$19,190	+\$986
Dislocated Worker Entered Employment Rate	93.0% (74.4%)	86.9%	+12.5%
Dislocated Worker Employment Retention Rate	90.0% (72.0%)	90.9%	+18.9%
Dislocated Worker Average Earnings	\$18,706 (\$14,965)	\$15,759	+\$794
Youth Placement in Employment or Education	53.0% (42.4%)	64.8%	+22.4 %
Youth Attainment of Degree or Certificate	70.0% (56.0%)	68.8%	+12.8%
Literacy or Numeracy Gains	51.0 (40.8%)	47.9%	+7.1%

As the above table indicates, Florida's PY 2012-2013 performance met or exceeded the federal criterion of 80 percent of goal for each of the negotiated Common Measures. Compared with PY 2011-2012 outcomes, PY 2012- 2013 results remained consistent.

### ***Local Performance***

Upon the completion of the state's negotiation with USDOL on state performance goals for Common Measures, Workforce Florida conducted negotiations at the state level with each Regional Workforce Board. Federal policy requires states to achieve at least 80 percent of the negotiated goal. As a result of this process, expected levels of performance or goals were agreed upon for each Region. **Table 3** below summarizes outcomes based on these goals and the federal 80 percent criterion. Individual performance tables for each of Florida's 24 Regions are also provided in the *Appendix Table O - Performance*.

**Table 3**  
**Regional Workforce Board WIA Performance**  
**Program Year 2012-2013**

<b>WIA COMMON MEASURE</b>	<b>STATE GOAL</b>	<b># OF REGIONS ACHIEVING REGIONAL GOAL</b>	<b>% OF REGIONS ACHIEVING GOAL</b>
ADULT ENTERED EMPLOYMENT RATE	82.0%	24 of 24	100%
ADULT EMPLOYMENT RETENTION RATE	92.0%	24 of 24	100%
ADULT AVERAGE EARNINGS	\$22,755	24 of 24	100%
DISLOCATED WORKER ENTERED EMPLOYMENT RATE	93.0%	24 of 24	100%
DISLOCATED WORKER EMPLOYMENT RETENTION RATE	90.0%	24 of 24	100%
DISLOCATED WORKER AVERAGE EARNINGS	\$18,706	23 of 24	95.8%
YOUTH PLACEMENT IN EMPLOYMENT OR EDUCATION	53.0%	21 of 24	87.5%
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE	70.0%	22 of 24	91.7%
YOUTH LITERACY OR NUMERACY GAINS	51.0%	20 of 24	83.3%

\*Based on the USDOL, new TEGL, No. 38-11, June 12, 2012 Not Met is defined as the number of performance measures less than 80 percent of the negotiated goal. Met is defined as the number of performance measures between 80 percent - 100 percent of the negotiated goal. Exceeded is defined as the number of performance measures above 100 percent of the negotiated goal.

## ***Customer Satisfaction Surveys***

DEO, at the direction of and in consultation with Workforce Florida, contracted with a vendor to evaluate Florida's customer satisfaction survey processes and to develop a new protocol for assessing customer satisfaction by jobseekers and businesses that utilize the services of Florida's workforce system (i.e., One-Stop Career Centers.) A Customer Satisfaction Team comprised of representatives from Workforce Florida, DEO, and the Regional Workforce Boards was established to provide input and engagement throughout the evaluation process. The vendor's final report summarized the customer satisfaction processes formerly used by the state and recommended new processes and methodologies to better refine and more accurately capture true customer satisfaction by jobseekers and employers. Florida expects to further refine some of the recommended protocols and over the next year and design and implement a new customer satisfaction survey process to capture customer satisfaction metrics for those who use the workforce system.

This information will be invaluable to the State as it continues to identify and refine strategies that can be implemented to better serve its workforce services customers.

## ***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 Reemployment Assistance 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 mid-1980 within the Florida Department of Education. This program was developed mainly to help evaluate the effectiveness of postsecondary 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/Temporary Assistance to Needy Families (WT/TANF), Apprenticeship, Reemployment Assistance claimants, and ex-offenders. A total of nearly 600 groups or sub-cohorts are being tracked.

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

FETPIP data is being provided to Regional Workforce Boards to enable them to evaluate the strength of training programs offered throughout the state.

### ***State “Balanced Scorecard” Report***

Florida’s workforce system Balanced Scorecard Report includes the following mix of long-term measures, short-term measures and threshold indicators related to the state’s three major partner programs:

#### **Services to Jobseekers:**

Jobseekers Entered Employment Rate (Wagner-Peyser)  
Veterans Entered Employment Rate (Wagner-Peyser)  
Customer Satisfaction – Jobseekers (Wagner-Peyser) – in the process of being revised

#### **Services to Employers:**

Customer Satisfaction – Employers – (In the process of being revised)  
Employer Market Penetration

#### **Services to Disadvantaged Groups, Unemployed Adults and Youth:**

Entered Employment Rate (Workforce Investment Act) Employment  
Earnings Rate (Workforce Investment Act) Employment Retention  
Rate (Workforce Investment Act)  
Youth Average Grade Level Gain (Workforce Investment Act)  
Youth Positive Outcome Rate (Workforce Investment Act)  
Customer Satisfaction – (Workforce Investment Act Participants) – in the process of being revised

#### **Services to Welfare Recipients:** Welfare

Closed Case Outcome Rate Welfare  
Transition Earnings Rate Welfare Transition  
Retention Rate

#### **Threshold Indicators:**

Threshold Level of Service Indicator for All Customer Groups Threshold  
Level of Service Indicator for Special Customer Groups Threshold  
Indicator for Youth Diploma Attainment  
Threshold Indicator for Welfare Participation Rate  
Threshold Indicator for Data Validity

The threshold indicators are each based on a minimum criterion established by state or federal policy where a “yes” indicates that a local board has achieved the minimum.

All Balanced Scorecard measures and indicators are reported quarterly with the exception of the Employer Market Penetration measure and the Threshold Indicator for Data Validity which are reported on an annual basis only. During PY 2012-2013, the customer satisfaction measures were in the process of being revised and therefore scores for these measures are not available for the entire period. However, customer satisfaction information was collected as noted below.

*Appendix Table 3* contains a more detailed description of the measures and threshold indicators included in the Balanced Scorecard Report.

Table 4 shows statewide PY 2012-2013 outcomes for each of the Balanced Scorecard measures available as of the calendar quarter ending June 30, 2013. As this report is based on the common measure definition of exit, the year-end report will not be available until after October 1, 2013.

**Table 4**  
**PY 2012-13 Balanced Scorecard Measures**  
**(Second Quarter Report)**

<b>Jobseeker Entered Employment Rate</b>	<b>Veteran's Entered Employment Rate</b>	<b>WIA Entered Employment Rate</b>	<b>WIA Employment Earnings Rate</b>	<b>WIA Employment Retention Rate</b>
57.86%	56.40%	90.00%	118.76%	91.24%
<b>WIA Youth Avg. Grade Level Gain</b>	<b>WIA Youth Positive Outcome Rate</b>	<b>Welfare Closed Case Outcome Rate</b>	<b>Welfare Transition Earnings Rate</b>	<b>Welfare Transition Retention Rate</b>
NA	91.90%	27.50 %	50.57%	75.21%

The Balanced Scorecard approach has served the workforce system well in providing a more balanced view of performance management and throughput. To further this approach, as identified in the following section, Workforce Florida has endorsed and is implementing a more comprehensive move toward a truly defined Balanced Scorecard.

### ***State Longitudinal Measures — “Tier Measures”***

The Florida Legislature has mandated that Workforce Florida develop uniform measures and standards to cover all job training, placement, career education and other workforce programs [See Sec. 445.005 (9), F.S.]. Tier 1 measures are broad outcome measures that can be applied to all workforce-related indicators, including entered employment, job retention and earnings at various levels. Tier 2 measures are oriented to a 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 Reemployment Assistance. Disaggregated results would include the WIA performance of specific Regional Workforce Boards 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:

- Total Individuals
- 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
- 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 a minimum quarterly wage of \$3,468
  - Level 1 – those earning at least minimum wage of \$3,468 but less than \$4,420 quarterly
  - Level 2 – those earning at least \$4,420 but less than \$5,200 quarterly
  - Level 3 – those earning \$5,200 and greater quarterly
- Continued Employment expressed as a percentage of those found employed at follow-up the year following program exit or completion
- Initial Earnings expressed as the average quarterly amount earned for those found employed the year after program exit/completion
- Earnings Growth expressed as the amount of gain or loss in average quarterly earnings as compared to the average initial earnings
- 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
- Continued Public Assistance expressed as a percentage of those found to be receiving public assistance the year after program exit/completion
- 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. Previous Tier Measure Reports can be reviewed as part of the Workforce Florida Annual Reports at: <http://www.workforceflorida.com>.

### ***Job Placement Report***

As a measurement tool and in support of Governor Scott and the Florida Legislature’s priorities for efficient, effective and accountable use of public funds for workforce investment, DEO and Workforce Florida distribute daily, weekly and monthly Job Placement Reports and weekly Veterans Placement Reports. These reports are intended to enhance existing federal, state and local performance measurement and to provide Governor Scott, legislative and other strategic partners with a real-time report of workforce system outcomes. The reports highlight job-placement achievements and facilitate the identification and sharing of best practices among Florida’s Regional Workforce Boards and the One-Stop Career Centers they direct. More information on these reports is available at <http://www.floridajobs.org/workforce-board-resources/program-monitoring-and-reports/monthly-regional-workforce-board-job-placement-reports>.

### ***Regional Performance Reviews***

Section 445.007(3), F.S., mandates that, “The Department of Economic Opportunity, under the direction of Workforce Florida, Inc., shall assign staff to meet with each Regional Workforce Board annually to review the board’s performance and to certify that the board is in compliance with applicable state and federal law.

During PY 2012-2013, DEO developed and provided its regional presentations materials to Workforce Florida for their review and input. During the program year, DEO staff made performance presentations to each Regional Workforce Board at one of its local board meetings. These presentations provided information and performance outcomes unique to the local Region. Information on the local labor market conditions in the area and regional performance on the Balanced Scorecard and Common Measures were discussed as well. This forum provided a great opportunity for dialogue and Q&A by local board members so they have a better understanding of the Region's overall performance.

### ***State Incentive Policy***

Florida law expressly calls for increased accountability for the workforce system for the state, localities, and training providers. Accordingly, the state has established a state incentive corrective action policy based at the direction of Workforce Florida. This policy is aimed at continuous improvement and designed to cover all major programs under the state Board's oversight, including WIA, WP and TANF. As a further policy matter, Florida's incentive/corrections apply to both short-term, interim outcomes as revealed in our state quarterly reports based on administrative data, as well as the longer-term outcomes reported annually to the USDOL (WIA & WP) and the U.S. Department of Health and Human Services (TANF) using Reemployment Assistance (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 percent rate of expenditures on Individual Training Accounts (ITAs) and other training are automatically disqualified for all WIA Incentive Payments.

During the annual budgeting process, Workforce Florida may approve an incentive pool from state-level discretionary funds. The resulting pool combines short-term and long-term performance awards for each of the contributing funding sources. Regional Workforce Boards that have met the threshold qualifications related to expenditures on training, direct services, and out-of-school youth then become eligible for incentive awards based on the level of performance achieved.

### ***State Performance Improvement Plan (PIP) Policy***

Florida's approach also provides for consequences in situations where there is a pattern of low performance. Typically low-performing Regional Workforce Boards are required to first develop and implement their own Corrective Action Plans. If low performance persists, state-level staff work with Regional Workforce Board staff to design a state-approved Performance Improvement Plan (PIP) 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 can result in progressive levels of direct, sustained on-site oversight by state staff or state-designated Regional Workforce Board peer supervision, receivership, or replacement of local executive staff. So far, no region has been re-designated or consolidated due to performance problems; however, that option remains as an ultimate sanction.

## ***COST OF WORKFORCE INVESTMENT ACTIVITIES***

### ***Expenditure Levels***

During PY 2012-2013, Florida had \$287,878,027 in available funds including carry-forward from all WIA funding sources. Of this amount, \$187,472,697 or approximately 65 percent was expended to carry out state-level and regional activities. Of the \$170,359,623 expended in formula funding by the state's

24 Regions, 94 percent went for direct client services. Of the \$17,113,074 in funds expended on state-level funds activities, 94 percent was for direct client services.

### ***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 levels 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 well as helping workers avoid layoff. As a result, the number of Adult program exiters with positive outcomes included 10,820 employed workers who successfully completed program activities in order to upgrade their employment. Positive outcomes for youth included entered employment, entrance into postsecondary education, advanced training, apprenticeship or the military, and the attainment of a diploma or a credential.

Generally, outcomes were tracked for the exit periods used for the corresponding WIA performance measures. The exit period used for the Adult, Dislocated Worker and Youth programs was the period from October 1, 2011 to September 30, 2012. Cost information was also tracked by major level of activity: core services, intensive services and training for the Adult and Dislocated Worker programs and for other services and training for the Youth programs. Florida also utilizes other means of gauging cost in relation to effect suggested by TEGL 14-00, Change 3 including cost per exit, costs for in-school and out-of-school youth and ITA costs. These data are regularly used in evaluating regional performance.

Statewide expenditure and cost data is displayed in **Table 5** below. Similar data for each of Florida's 24 Regional Workforce Boards are included in **Appendix Tables 4 through 6**.

**TABLE 5  
FLORIDA PROGRAM YEAR 2012-2013  
WIA EXPENDITURES/COST PER POSITIVE OUTCOME**

**ADULT PROGRAM 10/1/11 TO 9/30/12**

REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$104,776,269	100.0%				
TOTAL EXPEND.	\$76,700,171	73.2%	30,680	\$2,500	10,820	\$7,089
EXPEND. OTHER SERVICES**	\$23,433,417	30.6%	30,680	\$764		
EXPEND. TRAINING	\$48,814,708	63.6%	21481	\$2,250		

**DISLOCATED WORKER PROGRAM 10/1/11 TO 9/30/12**

REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$78,117,713	100.0%				
TOTAL EXPEND.	\$50,028,109	64.0%	19,782	\$2,529	6,408	\$7,807
EXPEND. OTHER SERVICES*	\$15,902,163	31.8%	19,782	\$804		
EXPEND. TRAINING	\$30,681,156	61.3%	15,377	\$1,995		

**YOUTH PROGRAM 10/1/11 TO 9/30/12**

REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$68,478,713	100.0%				
TOTAL EXPEND.	\$43,631,343	63.7%	14,059	\$3,103	3,764	\$11,592
OTHER SERVICES***	\$14,484,618	33.2%	14,059	\$1,030		
TRAINING	\$19,814,480	45.4%	5,214	\$3,800		

***Use of Individual Training Accounts (ITAs)***

Florida policy places emphasis on the provision of training services. Accordingly, Florida law requires the tracking of the number of ITAs awarded and their average cost. The law also requires 50 percent of WIA pass-through funds for Adults and Dislocated Workers to be allocated and expended on ITAs and ITA-related expenditures unless the Region has a WFI approved ITA waiver. For PY 2012 - 2013, 27,552 ITAs were awarded in the state. Of \$126,728,280 expended by Florida's 24 Regional Workforce Boards for the Adult and Dislocated Worker programs during the program year, \$69,484,640 or almost 55 percent was expended for ITAs and ITA-related activities (see Table 6; also included in Appendix Table 7).

**Table 6  
USE OF INDIVIDUAL TRAINING ACCOUNTS (ITAs)  
WIA ADULT AND DISLOCATED WORKER PROGRAMS COMBINED  
7/1/12 Through 6/30/13**

<b>ITAs Awarded*</b>					<b>State ITA 50% Expenditure Requirement**</b>		
<b>Region</b>	<b>Enrolled in Training</b>	<b>Receiving ITA</b>	<b>Percent</b>	<b>ITA Avg. Expenditure per Individual</b>	<b>Total Expenditures</b>	<b>Total ITA Related Expenditures</b>	<b>Percent</b>
1	809	786	97.37%	97.16%	\$3,295,256	\$1,912,729	58.04%
2	325	224	91.02%	68.92%	\$1,027,233	\$524,087	51.02%
3	137	116	80.41%	84.67%	\$665,538	\$152,654	22.94%
4	537	479	92.00%	89.20%	\$1,395,546	\$967,571	69.33%
5	341	320	92.80%	93.84%	\$1,210,317	\$444,379	36.72%
6	195	76	70.77%	38.97%	\$859,778	\$239,998	27.91%
7	152	148	95.90%	97.37%	\$603,468	\$115,959	19.22%
8	3,386	2,822	76.34%	83.34%	\$7,097,128	\$3,764,902	53.05%
9	390	297	83.27%	76.15%	\$1,782,889	\$710,459	39.85%
10	1,760	1,076	71.68%	61.14%	\$4,614,204	\$1,689,069	36.61%
11	1,323	536	45.07%	40.51%	\$4,465,776	\$2,311,178	51.75%
12	1,658	1,555	94.14%	93.79%	\$11,388,515	\$6,039,369	53.03%
13	774	475	63.09%	61.37%	\$4,401,812	\$1,550,891	35.23%
14	4,103	2,123	69.30%	51.74%	\$5,233,017	\$3,144,734	60.09%
15	3,124	1,994	67.59%	63.83%	\$7,537,935	\$4,530,982	60.11%
16	1,490	1,199	77.70%	80.47%	\$4,109,104	\$2,219,241	54.01%
17	1,833	1,441	75.74%	78.61%	\$4,371,082	\$2,461,570	56.31%
18	751	625	61.67%	83.22%	\$4,024,527	\$2,033,289	50.52%
19	161	106	59.82%	65.84%	\$1,108,853	\$526,859	47.51%
20	886	762	90.66%	86.00%	\$4,147,279	\$2,219,922	53.53%
21	1,064	682	57.00%	64.10%	\$11,305,135	\$5,913,697	52.31%
22	3,727	3,300	89.12%	88.54%	\$14,385,151	\$9,783,698	68.01%
23	5,114	4,726	91.17%	92.41%	\$21,582,913	\$11,902,961	55.15%
24	1,852	1,684	88.60%	90.93%	\$6,115,823	\$4,324,441	70.71%
<b>Total All Regions</b>	<b>35,892</b>	<b>27,552</b>	<b>76.76%</b>	<b>\$4,101</b>	<b>\$126,728,280</b>	<b>\$69,484,640</b>	<b>54.83%</b>

\* Information from participant data provided by the Department of Economic Opportunity, September 2013.

\*\*Based on data provided by the Department of Economic Opportunity, September 2013.

## ***Federal Waivers***

Florida continues to take full advantage of the flexibility provisions in WIA for waivers. Florida has requested several waivers that have been approved. Currently, nine approved waivers are in place. The following is a list of waivers previously approved by USDOL that were in effect during the PY 2011-2012 and remain in effect. These waivers include:

### **A waiver of the limitation at WIA Section 133(b)(4) to permit 50 percent transfer of funds between the Adult and Dislocated Worker funding streams**

- In previous years, local boards have experienced much higher demands for training and support services from Adults than from Dislocated Workers due to Florida's shifting demographics and economic situation. Under these circumstances, this waiver provided Regional Workforce Boards greater flexibility in allocating and expending Adult and Dislocated Worker funds to meet changing local conditions and has, since its 2002 approval, been extensively used. Generally, in the past as the unemployment rate in the state was below the national average, it was used to meet the much higher demand for Adult training (ITAs). It allowed local boards the flexibility to maximize the use of funds for training Adults while still meeting the needs of Dislocated Workers. Some of the funds transferred to Adults have been used to upgrade the skills of incumbent workers, increasing their value and productivity and likely avoiding additional layoffs by employers. Other local boards see more people who meet the Adult criteria, and less that meet Dislocated Worker criteria, wanting to attend school or training. This waiver allows our local areas to respond to varying, economically induced challenges while also meeting the demands of Dislocated Workers who may face other unique circumstances.

### **A waiver of provisions of WIA Sections 136(b)(1 and 2) and 20 CFR 666.100(a) and 20 CFR 666.300(a) to allow the state to replace for federal reporting purposes the WIA core measures with the common measures delineated in TEGL 17-05**

- This waiver has allowed Florida to continue to remove the inconsistencies and complexities inherent in the current WIA performance reporting requirements. It has allowed the state to continue to effectively align accountability across all programs within the state's workforce system. The common measures more effectively support the state's goals of promoting OJT and customized training for Adult workers including employed workers. The common measures also have more clearly targeted out-of-school youth and youth most in need as identified by the USDOL's Youth Vision Statement.

### **A waiver of the 50 percent employer contribution for customized training at WIA Section 101(8)(C)**

- This waiver permits using a sliding-scale match, allowing no less than a 10 percent match for employers with 50 or fewer employees, and no less than a 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the statutory 50 percent contribution applies. As with the above-referenced OJT waiver, this sliding scale has created the necessary flexibility for small employers to provide a required

match more reasonably suited to their size. This has resulted in the increased participation of small businesses in customized training programs.

#### **A waiver of WIA Section 101(31)(B) to increase the employer reimbursement for OJT**

- Under the waiver, reimbursement amounts of up to 90 percent for employers with 50 or fewer employees, and up to 75 percent for employers with 51-250 employees, are permitted. For employers with more than 250 employees, the statutory 50 percent limit applies. This has enabled the state to more effectively market WIA funded On-the-Job Training to support job creation in that sector of the employer community that supports the overwhelming majority of the state's jobs as it allows the small employer to be reimbursed at a level more reasonably suited to their size.

#### **Waivers of the language that limits the authority to provide the activities in WIA Section 134 to the state to allow 20 percent of local Dislocated Worker formula funds and 20 percent of state-level rapid response funds to be expended on Incumbent Worker Training**

- This waiver provides Regional Workforce Boards and Workforce Florida, Inc. the opportunity to effectively avert potential layoffs by providing incumbent worker training activities with a demand-driven, business focus. As global competition requires companies to adapt to survive and change in a changing environment, training can provide technical skills of workers at risk of layoff, thus stabilizing affected companies.

#### **A waiver of 20 CFR 667.300 to minimize participant data capture requirements for Incumbent Worker Training programs operated with local WIA funds**

- This waiver allows the state to streamline the data capture requirements to ensure that employers are not unnecessarily burdened with federal data requirements. Thus the use of the waiver has strengthened the ability of Regional Workforce Boards to coordinate workforce investment activities with economic development strategies and develop employer linkages. One of the primary reasons that Regional Workforce Boards provide Incumbent Worker or Employed Worker Training is to improve their regional economies by upgrading the skills of their existing workforce, enabling both the employer and the individual worker to improve their competitiveness. Additionally, as workers improve their skills and climb the career ladder, it enables the local boards to backfill those vacancies. Thus, the program builds employer usage and satisfaction of the public workforce system.

#### **A waiver of 20 CFR 664.510 to allow the use of Individual Training Accounts (ITAs) for WIA older and/or out of school youth without requiring dual enrollment as WIA Adults**

- The waiver has afforded older youth the ability to pursue their occupational goals without the additional barrier of having to meet Adult or Dislocated Worker eligibility requirements. The waiver has also eliminated the duplication of paperwork for enrolling older youth appropriately served with Youth funds into the Adult programs, and benefits training providers as they no longer have to follow two separate processes to provide services to Adult/Dislocated Workers and Older Workers/Youth. It has also allowed local

boards to improve their expenditures on out-of-school youth and meet the federal mandate to expend 30 percent of youth funds for this population. Regional Workforce Boards also have had greater flexibility in delivering services based on the individual needs of participants as intended under WIA.

**A waiver of 20 CFR 662.240(b)(10) to allow One-Stop Career Center staff funded by WIA or Wagner-Peyser funds to perform participant intake and eligibility determination for other supportive workforce programs such as Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Medicaid Programs**

- Florida operates a totally integrated service delivery system and is an access point for the state's Department of Children and Families. The Department of Economic Opportunity also is the prime workforce provider for the state's TANF program. Customers come into local One-Stop Career Centers for a variety of workforce services. This waiver addresses one of the primary barriers faced by the staff of the key partner programs that are integrated in the state's One-Stop Career Centers managed by a single One-Stop operator. It allows the state to consider intake and eligibility services for a program such as TANF and relieves the burden from the One-Stop operator of having to collect customer data each time an individual is served in order to meet federal cost allocation principles. Tracking and recording those costs create additional administrative costs to the program and trying to negotiate the funding from the other agencies/partners is problematic. Conducting a common intake that can determine their initial eligibility for those services is a benefit to our customers. One-Stop Career Center customers benefit from an increased level of services available at the One-Stops as they do not have to expend extra time and effort to go to other non-WIA and WP-funded staff for intake and eligibility determination for their enrollment in other supportive workforce programs such as TANF cash assistance or food stamps. The waiver also increases the number of individuals coming into the One-Stop Career Centers, thus increasing the number of individuals who can benefit from the workforce services offered.

The integrated approach facilitated by this waiver continues to result in increased numbers of low-income individuals being served.

***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 of the regular WIA allocation and an additional \$3 million of state-level supplemental funding were reserved for the Incumbent Worker Training Program. Additionally, the Workforce Florida Board directed funding for operating fiscal, compliance and management accountability systems, conducted workforce development research and evaluation through Council initiatives and provided technical assistance and capacity building funding to enhance Regional Workforce Boards.

Allocation of these funds was handled through various approaches. The first was through contracts with vendors to implement performance-based strategic initiatives such as workforce analytics, customer satisfaction indices, target industry cluster task forces, Occupational Training

Governance Study, the Florida Workforce Scorecard, and state demographic and economic information and trends. Secondly, funds were disbursed through grants to Regional Workforce Boards to provide innovative pilot projects to reach certain targeted populations such as incumbent workers, etc.

All funding proposals included stipulations for the leveraging of funds from private business, community-based organizations and/or partnering with area agencies to encourage and produce the greatest outcomes for the least funding. In addition, the evaluation process included additional allowances for proposals that specifically addressed special needs or that focused on projects within empowerment zones or enterprise zones. As a result of these efforts, Florida has been successful in funding 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:

- **State Strategic Plan** – Projects in support of the implementation of the Workforce Florida Strategic Plan *Creating the Strategy for Today's Needs and Tomorrow's Talent* and the accomplishment of its operational projects, including the continuation of a demand-side satisfaction with the state's talent production efforts, the continuation of workforce analytics for Florida's targeted industry clusters, and business-led task forces to leverage intelligence in developing talent for targeted industries.
- **Youth** – Staying consistent with USDOL's Employment and Training Administration's (ETA) strategic vision for the delivery of services as stated in TEGL No. 28-05, Workforce Florida encourages Regional Workforce Boards to focus services on the youth most in need. Additionally, funding was allocated to provide technical assistance for the middle school IT Career Academy initiatives.
- **Rural Initiatives** – Funding to five local boards in rural areas to sustain operations and for employer outreach, on-the-job training initiatives, and strategies tailored to rural needs.
- **Incumbent Worker Training** – Funds to assist Florida companies with skills upgrade training for their existing workforce to help them remain competitive.

For more complete descriptions of key special initiatives, see the section of this report entitled "State Board and Council Programs and Initiatives."

## ***WORKFORCE INVESTMENT ACT PROGRAMS AND INITIATIVES***

The Workforce Investment Act (WIA) of 1998 rewrote federal statutes governing programs of job training, adult education and literacy, and vocational rehabilitation. The law mandated the use of One-Stop Operating Systems and increased customer choice, streamlining of services, eliminating duplication, and empowering individuals to obtain the services and the skills they want and need.

The law also provided local Workforce Development Boards more flexibility to operate their programs while requiring more accountability.

The goals of WIA are to (1) improve the quality of the workforce, (2) enhance the productivity and competitiveness of the nation, and (3) reduce welfare dependency. The Florida Legislature addressed many of these goals with the passage of the Workforce Innovation Act of 2000.

The WIA Program provides services to three categories of individuals: Adults, Dislocated Workers, and Youth.

- **Adults:** Individuals over 18 years of age who may not fit the criteria for other categories.

Note that employed workers who need services to obtain or retain employment which leads to self-sufficiency as defined locally may also be eligible for WIA assistance.

- **Dislocated Workers:** Individuals who become unemployed due to a layoff or plant closure. Also included in the Dislocated Worker category are displaced homemakers and self-employed individuals who become unemployed because of economic circumstances or natural disasters.
- **Youth:** Individuals from 14 years to 21 years of age who are low-income and face one or more of the specified barriers. Youth who fall between the ages of 18 and 21 years may receive services as a Youth or Adult or both at the same time.

The state's seamless and fully integrated service delivery system ensures availability of all workforce services to WIA customers with a focus on targeted populations such as veterans, military spouses, individuals with disabilities, youth aging out of foster care, out-of-school youth, children of incarcerated parents, Native American youth, migrant and seasonal farmworkers, older workers, Dislocated Workers, low-income workers, displaced homemakers, and others. More than 46,635 Adults and Dislocated Workers were placed into training through the use of local WIA formula funds over the most recent year.

Additionally, more than 16,616 Adults and Dislocated Workers were placed into training through the use of state-level WIA funds designated for special project initiatives, including Quick Response Training and Incumbent Worker Training.

State oversight functions include identifying needs for improvement and providing training and technical assistance to Regional Workforce Boards. Newly hired front-line staff members are required to attain Tier I certification within six months of their hire dates, as well as the annually required 15 hours of continuing education for veterans' staff. This process is monitored on an annual basis to ensure that front line One-Stop workers are trained in the delivery of various workforce programs and services. Communication mechanisms are in place to assess ongoing training and technical assistance needs of Regional Workforce Board and One-Stop staff. To address identified needs, DEO has posted to its website a comprehensive and evolving series of program and policy trainings complete with voiceover.

In addition, department staff conducted Internet-based training sessions customized to address a variety of Regional Workforce Board training needs. Sessions on program fundamentals were directed to front-line One-Stop staff while others covering more advanced topics were aimed at managers and supervisors. DEO staff members also provide ongoing technical assistance, such as the posting of questions and answers on the DEO website, and review of program policy under local board consideration. DEO has refined its coordination with external and internal managers of the various Management Information Systems—for example, developing complementary presentations when rolling out new modules in Employ Florida Marketplace. DEO staff have the ability to conduct ad-hoc webinars to respond to the immediate needs of local staff.

Regional Workforce Boards can make available “peer consultants” in cases of serious need. Out of this effort, the State Workforce Training Summit evolved and now functions as an annual opportunity for front-line staff around the state to learn about solutions to pressing workforce issues, create new dialogue about the workforce challenges of tomorrow, and continue to develop core skills needed to assist Florida’s jobseekers and employers.

The workforce system has increased access and services for eligible Adults and Dislocated Workers. The following projects were either partially or fully funded with WIA funds during the PY 2012-2013:

- **Regional Performance Incentive Funds** – These funds were distributed to the Regional Workforce Boards in accordance with the approved Workforce Florida performance incentive policy.
- **Rural Initiatives** - Four Regional Workforce Boards are designated by the Governor’s office as Rural Areas of Critical Economic Concern (RACEC), and one additional Region, although not designated a RACEC Region, has counties within its boundaries that face similar economic concerns. Additional funds were provided to these Regions to sustain operations and provide a minimal level of service to residents.
- **Reserves for Workforce Florida Councils for Special Project Initiatives** such as:
  - Supply/Demand Analysis
  - Customer Satisfaction Index
  - Targeted Industry Cluster Task Forces
  - Florida Workforce Scorecard
  - Occupational Governance Study
  - State-Led Regional Capacity Building Initiative

In addition, workforce partners, including Workforce Florida, DEO, and Regional Workforce Boards regularly support the efforts of outside entities to fund services and training initiatives that will benefit Florida’s employers and jobseekers. For example, The Florida Trade Grant was designed to improve upon Florida’s existing training and education system in advanced manufacturing by aligning the state educational system’s resources and offering wide access to training to address the growing shortage of critical skilled workers faced by the state’s manufacturing related industry clusters. The core of *Florida TRADE* uses several evidence-based models and is designed to provide short-term certification training that results in stackable or

lattice industry specific credentials that articulate statewide to Associate of Science (AS) degree programs.

The greatest challenges faced by the workforce system have been the current state of the economy and Florida's high unemployment rate, resulting in more jobseekers than available jobs. In addition, Regional Workforce Boards are experiencing increased workloads with the sheer volume of jobseekers and businesses, all with diminishing resources.

Workforce Florida continues to focus on leveraging strategic partnerships to meet the state's labor market needs and build the capacity to be more customer-focused by:

- Developing partnerships with business to deliver a demand-driven workforce system;
- Training and development of Florida's talent pipeline;
- Leveraging technology to enhance Florida's workforce system;
- Strengthening Florida's rural workforce system;
- Strengthening partnerships with workforce education and economic development;
- Marketing awareness and education relative to Florida's workforce system; and,
- Identification of entrepreneurial opportunities to deliver flexible earned income streams.

### ***Labor Market Information***

**The Labor Market Information Program:** The Florida Bureau of Labor Market Statistics (LMS) primary purpose is to produce, analyze, and distribute labor statistics to improve economic decision-making. DEO's role is to support the data needs of state and regional data users in workforce, economic development, and education.

The following items highlight the accomplishments of Labor Market Statistics during the FY 2012-2013:

- **Produced Labor Statistics:** Produced labor force, employment, unemployment, unemployment rates, employment and wages by industry and occupation, employment projections by industry and occupation, and distributed Census data.
- **Produced Statewide and Regional Occupational Supply/Demand (S/D) Reports:** Produced quarterly occupational S/D reports to assist workforce and education in aligning training with the hiring needs of business. The S/D system has been undergoing development for Internet access and is expected to be released in November 2013. The system uses real-time demand data from the Conference Board for short-term demand analysis and DEO projections of annual average occupational openings for long-term demand analysis. On the supply side, the system includes all sources of education data including public and private sources of enrollees and completers/graduates. The supply side also includes jobseekers registered at One-Stop career centers.

DEO is starting pilot demonstrations with three Florida colleges to assist them in using the new system to drive program offerings in their administrative environments. The S/D

reports have also been shared with the State University System (SUS) to assist with gap analysis to provide emphasis on program growth in areas matched with job growth. The S/D system has been particularly useful for Economic Development in helping to determine available labor supply to support business recruitment.

- **Prepared Analysis of Potential Employment and Income Impacts:** Produced several custom impact studies of requested industry clusters including aerospace, manufacturing, and other industries. Most of these were for economic development in Northwest Florida.
- **Prepared Labor Supply Studies:** Produced labor supply studies and labor cost analysis to assist economic development efforts in the recruitment of businesses in manufacturing, information technology, aviation and aerospace manufacturing, fabricated metals manufacturing, food and beverage product manufacturing, computer graphics, professional and business services (marketing and sales analysis), and machine shops using computer numeric control technology.
- **Produced Employment Projections and Demand Lists for Jobs Requiring Associate's, Bachelor's, and Master's Degrees:** Produced statewide short-term employment projections to 2014 for the USDOL, Employment and Training Administration's Workforce Information Grant and long-term employment projections to 2020 for state workforce planning. These projections were used as a critical input to produce the Statewide Demand List for jobs requiring associate's degrees, bachelor's degrees, and master's and above degrees.
- **Produced the Regional Targeted Occupations Lists:** Produced the 2020 occupational employment projections database for DEOs' Regional Targeted Occupations List web application. Prepared and posted the 2013-2014 preliminary Regional Targeted Occupations Lists to the web application for Regional Workforce Boards' review. Upon completion of the review by Workforce Florida, the final 2013-2014 Regional Targeted Occupations Lists for the 24 Regional Workforce Boards were posted on the website. Work on the 2013-2021 projections commenced with the building and reviewing of industry databases for the next round of projections.
- **Produced the Science, Technology, Engineering, and Math (STEM) Occupations List:** Identified STEM occupations using a set of job subject knowledge, skills and abilities criteria. The STEM occupations list has been shared with the Florida Department of Education and with the Florida Legislature and forms the basis for measuring current STEM employment and labor demand in Florida. Produced a special monthly report of STEM occupations using Help Wanted On-Line (HWOL).
- **Prepared Special Reports:** Prepared numerous special reports on employment and unemployment; wage and income data; occupations and industries; older/younger workers; housing; foreclosures; technology occupations; information technology wages; employment demand for college-level occupations; experimental small area time series by industry by county; forecasting methodology procedures; employment reports for science, technology, engineering, and mathematics (STEM); detailed analysis reports on the overall job market; Employ Florida Marketplace job orders; Help Wanted On-Line special reports

including STEM, wages for all Regions; employment projections; and Reemployment Assistance claimants.

- **Prepared Maps for Analysis:** Special order maps included unemployment rates, commuters and residents for several counties, sixty-mile radius commuting maps, employment density for selected industries, tropical storm Debby tracking and density, State University System graduates, SunRail stops employment density, custom density maps for local economic development (selected industries), and small businesses for Enterprise Florida, Inc.
- **Prepared Occupational Employment and Wage Data:** Prepared and released the final 2021 occupational employment and wage estimates for Florida, all metro areas, and each of the Regional Workforce Boards. The wage data are currently indexed to the second quarter of 2013 using the second quarter Employment Cost Index.
- **Produced Industry Profile Reports:** Produced detailed analyses of Florida's leading industry clusters including aviation and aerospace; life sciences; financial and professional services; information technology; logistics and distribution; and manufacturing.
- **Provided Standard Income Level:** Calculated the 2012 Lower Level Standard Income Level adjusted by the Florida Price Level Index for each Region for Workforce Florida, and DEO's Bureau of One-Stop and Program Support to use for program performance presentations.
- **Coordinated and Conducted the Semi-annual Workforce Estimating Conferences:** Conducted and coordinated the workshop and conference and presented a proposed Statewide Demand Occupations List for 2013-2014.
- **Responded to Requests for Information:** Provided information for 2.26 million customers via mail, phone, email, and the website. Of these, a total of 10,579 requests were handled with individual customers as custom reports or data consultations.
- **Distributed Publications Statewide:** Distributed over 53,000 LMS printed publications to Regional Workforce Boards, One-Stop Career Centers, schools, and school districts throughout the state.
- **Presented, Promoted, and Trained on Labor Market Statistics Data:** Presented overviews of Florida and local area economic and job market conditions, exhibited LMS data at several conferences, and conducted training workshops on the availability and usage of labor market statistics data. LMS provided statistical overviews and training to 1,389 people in 26 presentations and five customized training sessions.

The Bureau of Labor Market Statistics most critical challenge has been extreme workload demands relative to resource constraints. More requests are coming from local economic development entities, as they strive to improve their areas earnings, incomes and quality of life for employers and workers.

The Bureau of Labor Market Statistics Center has developed a number of goals for FY 2013-2014 designed to improve data availability and services to the extent possible. They are highlighted below:

- Work with the U.S. Bureau of Labor Statistics Work Groups and Policy Councils to improve federal/state statistical procedures to improve data quality;
- Expand GIS mapping capabilities and economic impact analysis to support workforce, economic development and emergency management;
- Continue to improve Internet data delivery by providing easier and more complete access;
- Expand remote training capabilities for workforce and economic development;
- Improve local area data profiles to meet customers' needs;
- Continue to innovate in areas such as data visualization to deliver products and services; and,
- Improve projections processing and analysis to better fit the current unique labor market conditions

### ***Rapid Response Funding for Regional Workforce Boards***

The Federal Workforce Investment Act requires that up to 25 percent of the state's annual Dislocated Worker allocation be used for rapid response activities to respond to major layoffs and emergency situations. Pursuant to the state Workforce Innovation Act of 2000, the expenditure of these Rapid Response funds is to be carried out in accordance with approved Workforce Florida board policies by DEO under contract with Workforce Florida. At the beginning of each program year, USDOL awards the state an allocation in Dislocated Worker funds. The state-approved allocation for Rapid Response/Dislocated Worker assistance consists of funds budgeted for the State Dislocated Worker Unit activities with a balance set aside as emergency reserve.

***Reemployment and Emergency Assistance Coordination Team:*** The Reemployment and Emergency Assistance Coordination Team (REACT) serves as Florida's state-level Dislocated Worker Unit, as required by WIA. When employers submit layoff and business closing notices under the WARN (Worker Adjustment and Retraining Notification) Act, DEO staff review each WARN notice for completeness. The employer is contacted when additional information is needed, such as the name and telephone number of the employer's local contact person at each location, the type of business issuing the WARN, the worker residences by county, the reason for the layoff or business closing, and the possible applicability of the Trade Act. DEO staff then enter the WARN notice into the REACT database and distribute the WARN and the background information to the affected Regional Workforce Board Executive Director, Regional Rapid Response Coordinator, and other appropriate workforce partners.

State-level REACT and Workforce Development Board Rapid Response activities are carried out in accordance with WIA regulations at CFR 665.300 through 665.340.

- *Local Workforce Development Boards are required to make Rapid Response services available when possible to any employer requesting Rapid Response. Routinely, Rapid Response visits are made to employers laying off 50 or more workers. When a layoff is smaller than 50 workers, the affected workers can be directed to the nearest One-Stop Career Center for services. Rapid Response services must be made available to affected workers when a Trade Act petition is filed.*
- *Regional Workforce Boards receive a copy of all WARN notices received by the state.*
- *Regional Workforce Boards are expected to submit a monthly report on Rapid Response activities to the state office.*

In support of Rapid Response activities, the Department of Economic Opportunity has a Mobile One-Stop Unit that can be deployed across the state to respond to layoffs and participate in job fairs. The Mobile One-Stop Unit offers a full array of employment, reemployment and employer services. It contains nine computer workstations and a training room that can accommodate eight additional computer stations. Internet access is available for filing Reemployment Assistance claims, searching Employ Florida Marketplace and other job banks. When the Regional Workforce Board staff members have a need for the DEO Mobile One-Stop Unit, REACT staff schedule the vehicle, have the unit delivered to and from the site, set it up for use, manage the unit during the visit, and secure it overnight.

Examples of services provided by the Regional Workforce Boards and their local One-Stop Service providers include:

- Presentations to the employer to show the advantages of working with the Regional Workforce Boards;
- Presentations to the affected workers explaining workforce services;
- Assistance to the workers in filing Reemployment Assistance claims;
- Direct job referral and placement services;
- Providing information on maintaining health insurance and other separation issues;
- Arranging job fairs and other special employment events;
- Referral to community agencies for supportive services; and,
- Providing information on training opportunities.

State REACT staff initiated services for 127 dislocation events generated by WARN notices this program year, identifying 16,504 eligible Dislocated Workers. State-level Rapid Response expenditures are included in *Appendix Table 8*.

Although Florida's unemployment rate continues to decline and WARN notices declined over the past year, there continues to be challenges and demands to the workforce system. The Regional Workforce Boards continue to face increasing demands such as:

- Too few job openings for the high numbers of unemployed workers;

- A lack of job development opportunities in a slower economy; and
- Limited staff to handle increased workload associated with higher unemployment.

DEO plans to continue to coordinate with the Regional Workforce Boards on Rapid Response activities and to provide technical assistance and staff support to any Regions needing such assistance. DEO also plans to:

- Continue to work with companies by sharing information about the services of Regional Workforce Boards;
- Continue statewide promotion of workforce services by DEO External Affairs;
- Promote the Short-Time Compensation program to encourage employers to avoid layoffs; and,
- Increase the use of the Mobile One-Stop Unit to assist with plant layoffs and dislocations, especially in rural communities.

## ***Youth Programs and Initiatives***

***Workforce Investment Act (WIA) Program Youth:*** The Workforce Investment Act (WIA) of 1998 rewrote federal statutes governing programs of job training, adult education and literacy, and vocational rehabilitation. The law mandates the use of One-Stop Operating Systems. The Act is designed to streamline and eliminate duplication of services and empower individuals to obtain the services and the skills they want and need. The law provided local workforce development boards more flexibility to operate their programs while also requiring accountability.

The goals of WIA are to (1) improve the quality of the workforce, (2) enhance the productivity and competitiveness of the nation, and (3) reduce welfare dependency. The Florida Legislature addressed many of these goals with the passage of the state Workforce Innovation Act of 2000.

The WIA defines “youth” as: individuals from 14 years to 21 years of age, who are low income and face one or more of the statutory barriers. Youth who fall between the ages of 18 and 21 years may receive services as a Youth or Adult or both at the same time. The state’s seamless and fully integrated service delivery system ensures availability of all workforce services to our WIA Youth customers with a focus on targeted populations such as youth aging out of foster care; youth in and out of school; children of incarcerated parents; youth veterans; homeless youth; migrant youth; youth with disabilities; juvenile offenders and others. Nearly 15,337 youth were served through the use of local WIA Youth funds from July 1, 2012 - June 30, 2013.

Thanks to the leadership of local Youth Councils, WIA Youth programs are linked closely to local labor market needs and community services with strong connections between academic and occupational learning. These programs include activities that promote youth development – postsecondary education, industry recognized training, life skills instruction, work readiness training, tutoring, mentoring, support services, and work experiences.

Youth Council members are uniquely qualified to help the workforce system confront the serious barriers which prevent our youth clients from participating in activities authorized under WIA. A lack of basic skills is the most common employment barrier for young people accessing services.

In addition, youth deal with issues such as lack of transportation and/or childcare, unsafe housing, and the need for work clothing and other basic necessities. Local areas have extensive experience working with disadvantaged youth and recognize the need for support services that assist youth in overcoming obstacles through their Youth Councils. Recruiting businesses is another challenge that local areas face when seeking to place youth in WIA paid or unpaid work experiences. Employers must be flexible in working with youth who have barriers to employment, and must be willing to act as job mentors. Finding quality worksites result in a greater chance for work experiences to lead to unsubsidized employment opportunities.

The state continuously responds to these issues through its ongoing assessment of state and local projects to ensure continued service improvements, increased performance, and replication of successful program designs.

DEO, working in conjunction with Workforce Florida, continues to provide training and technical assistance to Regional Workforce Board staff and partners in order to meet performance goals. DEO also provides assessment of workforce initiatives and projects to improve overall state workforce development services. With the goal of increasing WIA Youth performance, the state encourages local areas to focus on the following program elements:

- Improve participants' employability skills through work readiness training;
- Work with the private sector and public sector to provide more work experience opportunities for economically disadvantaged and disconnected youth; and,
- Strengthen activities that transition youth from subsidized work experiences into unsubsidized employment, educational pathways, occupational skills training, or co-enrollment into WIA Adult services.

Other WIA Youth program strategies include:

- Leveraging funding resources;
- Focusing on older and out-of-school youth;
- Improving eligibility processes;
- Identifying quality worksites for youth;
- Ensuring job matching in high growth occupations (green jobs, healthcare, etc.); and,
- Educating employers about tax incentives to hire youth.

## ***Youth Success Story***

**Phoenix Rising** - Regional Workforce Board 10 received a \$1.1 million federal grant to serve up to 72 at-risk older youth, ages 18 to 21 and to assist with the construction of up to four homes in partnership with Habitat for Humanity of Marion County. Phoenix Rising was spearheaded in 2010 by the Ocala Police Chief at that time, and involved Habitat for Humanity, the City of Ocala, Workforce Connection and its youth services provider among a myriad of community partners including the Church of Hope and DeLuca Toyota.

The goal of the Phoenix Rising partnership is to revitalize an economically-challenged area of Ocala while making a positive difference in the lives of young adults. As of early October 2013, Phoenix Rising had served nearly 70 eligible participants.

Phoenix Rising is a nonresidential, community-based alternative education program that provides classroom instruction and occupational skills training to at-risk older youth. Participants' time is spent both in the classroom and on the construction site. Classroom training leads to a high school diploma or GED as well as industry-recognized certifications in construction and other occupations. Participants also help build Habitat for Humanity homes for deserving families in Ocala.

Ocala's Phoenix Rising YouthBuild has become a national model of what communities can build when public/private partners work together. It has earned recognition from the Florida League of Cities, National league of Cities, Harvard's School of Business, and last spring received Habitat for Humanity International's highest honor, the Clarence E. Jordan Award for creativity and innovation in building homes and communities.

Phoenix Rising has been an incredibly successful youth initiative to help at-risk youth by providing them with education and training so they can become self-reliant.

## ***Reemployment Services***

**Reemployment Services:** Reemployment services in Florida are fully integrated into One-Stop Career Centers along with all Wagner-Peyser services, WIA services, the Trade Adjustment Assistance Program (TAA), the Supplemental Nutrition Assistance Program (SNAP), and the Temporary Assistance for Needy Families (TANF) Welfare Transition Program (WT). The purpose of Florida's Reemployment Services' Program is to provide claimants with appropriate work readiness tools to facilitate their return to stable employment. Reemployment services include the Priority Re-Employment Planning Program (PREP), Reemployment and Eligibility Assessment (REA) Program, and Wagner Peyser/Labor Exchange. Reemployment services are integrated into Florida's One-Stop Career Centers' service delivery.

- **Priority Re-Employment Planning Program (PREP):** Claimants are identified for reemployment service programs once they are in the fourth week of their claim *and* have received their first payment. A regularly scheduled file transfer from the Reemployment Assistance (RA) mainframe to the Employ Florida Marketplace transmits RA claimant

information so that One-Stop Career Centers can schedule appointments for RA claimants to come into the One-Stop for workforce services.

A statistical methodology is used to select claimants who are most likely to exhaust their benefits. The goal of PREP is to shorten the RA benefit duration by providing claimants with job readiness tools to secure stable employment. This is accomplished by providing them with information on available workforce services and by involving them in scheduled workforce activities, training opportunities, etc. through their local One-Stop Career Center.

- **Reemployment and Eligibility Assessment (REA) Program:** Florida was selected as one of the original pilot states to receive grant funding for the REA Program. Six Regions initially participated, but that number has now grown to 19. REA participants are profiled and selected weekly from each participating Region's pool of RA claimants. Participants are placed into pre-existing events managed by One-Stop Career Center staff and scheduled for a one-on-one assessment interview. The assessment interview includes:
  - An orientation about the One-Stop Career Center's services, with particular emphasis on accessing available career information;
  - Initial assessment to review the participant's strengths, weaknesses and barriers;
  - Provision of labor market information;
  - Development of an employability plan;
  - Scheduling appropriate work search activities for the participant; and,
  - Referral to employment and training opportunities when appropriate.
  
- **Reemployment Services and Wagner Peyser/Labor Exchange System:** RA claimants are automatically registered as jobseekers in EFM within 24 hours of filing for reemployment assistance. EFM's skills matching functionality generates an initial listing of current jobs in the system for individual claimants based on the employment information entered into the system when his or her claim was filed. This process generates an automatic email to the claimant that: 1) informs the claimant of his or her EFM login information; 2) provides a link to the initial list of jobs matched to his/her employment history; and 3) provides the link for him/her to complete a full résumé and begin active use of the system to search and apply for jobs. This information is immediately available to staff and to employers who are searching for candidates based on the skills needed to fill a job opening. Each One-Stop Career Center offers RA claimants work search tools and other services.
  
- **Emergency Unemployment Compensation Reemployment Services (EUC-RES) Program:** DEO, upon approval of Workforce Florida, issued policy guidance on the provision of reemployment services and the principles set forth in TEGL 20-11 related to the Middle Class Tax Relief and Job Creation Act of 2012. Claimants entering Tier I or Tier II on or after March 23, 2012 were selected to report for mandatory reemployment services. This guidance requires each Region to, at a minimum:
  - Provide a specified set of reemployment services to include an orientation, initial assessment and labor market information;

- Review all claimants' work search contacts to ensure they are compliant with the requirements set forth in section 443.091 F.S.; and,
- Review an eligibility review form for the RA office to ensure claimants meet the work test requirements of able, available and actively seeking work.

To assist with the rapid induction of this program, DEO mirrored the existing PREP process and incorporated all components of the EUC-RES program into EFM. This incorporation allows for an automated streamlined process to schedule claimants for services and report compliance to the RA Unit with minimal data entry.

Florida's program has again proven successful in facilitating early intervention for new claimants. For example, claimants exiting the system during PY 2011 – 2012 had an Entered Employment Rate (EER) of 53 percent. Claimants exiting the system during PY 2012 – 2013 had an EER of 59 percent.

All Wagner-Peyser (WP) participants exiting the system during the program year 2011 – 2012 had an EER of 55 percent. All WP participants exiting the system during the program year 2012 – 2013 had an EER of 59 percent.

The state is in the process of modernizing its RA system. This system, Project Connect, will integrate reemployment assistance and workforce data, thereby providing more streamlined processes and innovative opportunities for better ways to serve RA claimants.

### ***National Emergency Grant (NEG)***

USDOL awarded the DEO two NEG grants to provide reemployment services and training services to assist impacted workers.

**Deepwater Horizon Oil Spill Event (NEG):** USDOL awarded the DEO \$7 million to provide reemployment services and long term training services to assist workers affected by the Deepwater Horizon Oil Spill in becoming reemployed in other industries. The grant covers the period of June 30, 2010, to June 30, 2012. Three Regional Workforce Boards (1, 2, and 4) are participating in this grant covering Escambia, Santa Rosa, Okaloosa, Walton, Bay, Gulf and Franklin counties.

In June 2012, USDOL granted DEO a one-year extension until June 2013, and opened the eligibility for this program to include all Dislocated Workers. Region 1 decided not to participate in the one-year extension, leaving Regions 2 and 4 as the participating Regions.

DEO provides guidance to the Regions based on the conditions of the award made by USDOL. This includes eligibility requirements, monitoring guidance and participant reporting instructions on how to enter program performance into Employ Florida Marketplace. DEO also provides each Region a monthly financial status update on the grant. Additionally, DEO provides regular technical assistance to the Regions.

As of June 30, 2013, the Regions reported serving 784 participants, with 99 having entered employment. The participating Regions report challenges in finding people willing to change careers and train for new occupations.

The Regions have found that using the On-the-Job Training model has increased their participation rate. USDOL has lifted the requirement that all participants have proof of being directly affected by the oil spill, allowing the Regions to work with any Dislocated Worker.

The grant ended June 30, 2013.

**Dislocated Worker Training Grant (NEG):** Florida was awarded \$1,437,743 on June 26, 2013. This grant expands the use of training to meet the needs of Dislocated Workers, especially the long-term unemployed and Reemployment Assistance recipients who have been profiled as likely to exhaust their benefits. The following Regions are participating: 4, 9, 10, 11, 14, 15, 16, 18, 21, and 22.

**On-the-Job Training (NEG):** USDOL awarded the DEO \$3.4 million to provide On-the-Job training for the long-term unemployed to assist workers affected by the recession starting January 1, 2008. The grant covers the period of June 30, 2010 to June 30, 2012. Nine Regional Workforce Boards (2, 4, 10, 11, 14, 15, 16, 21, and 23) participated in the grant.

In June 2012, USDOL gave DEO a three-month extension of the American Recovery and Reinvestment Act (ARRA) funds until September 30, 2012. In June, USDOL also gave DEO supplemental funding of \$1,079,546 until June 30, 2013. At present, USDOL will not offer any additional funding, but has granted DEO an extension until June 30, 2014.

Regions 11, 14 and 23 chose not to participate in the additional funding and will close out the grant in September 2012. DEO provides guidance to the Regions based on the conditions of the award made by the USDOL. This includes eligibility requirements, monitoring guidance, and participant reporting instructions on how to enter program performance into the EFM system. DEO also communicates financial status information to the Regions monthly. DEO provides regular technical assistance to the Regions.

As of June 30, 2013, the Regions exceeded their goal of 407 participants, with 767 registered in EFM. Of these, 513 participants have entered employment. In the current economic climate, the Regions have reported challenges finding employers with job openings willing to take the time to train new employees even with the cash reimbursement incentive.

DEO will continue to work with the Regions providing any support or technical assistance they may require for successful implementation of this grant initiative.

## ***VETERANS' PROGRAMS AND INITIATIVES***

**Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representative (LVER) Program:** USDOL Veterans' Employment and Training Service (VETS) awards Jobs for Veterans' Act grant funds to DEO to support the funding of DVOP and LVER

staff, and associated support expenses. DVOP and LVER staff members are assigned to Florida's One-Stop Career Centers. DVOPs, LVERs and all One-Stop Career Center staff are tasked with providing priority of workforce services to veterans, especially veterans with barriers to employment, and employers on behalf of veterans. In FY 2012-2013, DEO was awarded approximately \$11.4 million that will support 94 DVOPs, 80 LVERs and 12 Transition Assistance Programs (TAPs) at military bases across the state. One percent of Florida's total FY 2012-2013 Jobs for Veterans State Grant (JVSG) award, or \$114,000, was designated for performance incentive awards to recognize One-Stop Career Centers that provide exceptional services to Florida's veterans.

LVER staff members are responsible for the functional oversight of the local One-Stop Career Center Veterans' Program, ensuring that mandated priority services for veterans are provided by all staff in the One-Stop Career Centers. They also conduct outreach to employers to develop jobs for veterans, conduct seminars for employer organizations and trade associations. Until December 31, 2012, LVER staff conducted TAP workshops for transitioning military members and their spouses, and facilitated the provision of workforce services for veterans and eligible persons. DVOP specialists focus on staff-assisted intensive services to meet the needs of veterans with barriers to employment, e.g., disabled veterans, homeless veterans, etc., using the case management approach to deliver services. DVOPs also coordinate with other area service providers to assist veterans and other eligible persons to overcome barriers to employment.

LVERs and DVOPs are considered part of the One-Stop Career Center Team and are responsible for promoting all One-Stop Career Center services, especially services in the employer marketing arena, e.g., employer visits, employer job fairs, and employer recruitments, among others. Veterans' Program service-delivery strategies are fully integrated into the One-Stop Career Center delivery system. This seamless integration ultimately benefits veterans.

The DEO Veterans' Program includes the following ancillary services:

- **Transition Assistance Program (TAP)**, which provides employability skills training and other benefits information to military members and their spouses in their transition from military to civilian society. During 2012, TAP was modified and restructured. Although LVER and DVOP staff maintain relationships with Military Installations throughout Florida, as of January 1, 2013, TAP is conducted by a federal contractor.
- **Vocational Rehabilitation and Employment (VR&E)** is an employment and training program facilitated by DVOP staff to assist disabled veterans who are being trained/retrained and rehabilitated for new careers by the U.S. Department of Veterans' Affairs (VA). DEO DVOP specialists are currently located at VA VR&E Centers in Pensacola, Ft. Walton Beach, Jacksonville, Orlando, St. Petersburg, and Ft. Lauderdale. All returning disabled/injured veterans are exposed to education/training and rehabilitation services through the VA VR&E Program.
- **Transitioning Incarcerated Veterans' Program (TIVP)**, an employment and training program facilitated by DVOP specialists, TIVP provides intensive case management and other workforce services to incarcerated veterans who are transitioning from correctional centers back to society and the workforce. These services will result in reducing the risk of

homelessness and prevent a reversion back to crime among this population. See the DEO Veterans' Program Web Page at:

<http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/veterans-employment-program>

Florida has one of the fastest growing veterans' populations in the nation with more than 1.6 million veterans. To ensure that Florida's veterans are aware of and receive quality services from our workforce system, the State Coordinators provide guidance and planning instructions to Regional Workforce Boards to ensure they are aware of the Jobs for Veterans' State Grant (JVSG) requirements as set forth in Title 38 USC, Chapters 41 and 42. The State Coordinators also provide guidance as set forth in the Federal Register, dated August 15, 2009 and 20 CFR Part 1010, Priority of Service for Covered Persons. The Regional Workforce Boards have updated their local plans based on guidance from the State Coordinators.

The following are highlights for the Program Year:

- ***Paycheck for Patriots (P4P):*** With sponsorship from Dollar General Corporation and support from Governor Scott, the Florida Department of Veterans Affairs and the Florida National Guard, DEO in partnership with nine Regional Workforce Boards organized and conducted the Paychecks for Patriots (P4P) Veterans Hiring Fair. On May 10, 2013, P4P hiring events were held at ten separate locations throughout Florida. These events brought together employers (more than 200 participating employers with current job openings in the applicable geographical areas) with talented, transitioning service members and veteran candidates. Of the nearly 1,500 registered participants, 472 have been placed in employment since the events took place.

Targeted jobseekers were encouraged to take advantage of preparatory services at their local One-Stop Career Centers. "Getting the Most from a Job Fair" seminars and resume review sessions were scheduled and conducted by Veterans staff to better prepare for success. All P4P participants were encouraged to take advantage of these opportunities. Companies with reputations of excellence that we believe have an interest in helping our military community find employment within their organizations were recruited. A few of the event participating companies included: Army & Air Force Exchange Service, BAE Systems, Dollar General, Hospital Corporation of America, Home Depot, L-3 Communications, Lockheed Martin, Lowe's, ResortQuest/Wyndham, and Walmart.

- ***Veterans' Program Staff Training:*** The State Veterans' Program Coordinator and Assistant State Coordinator provided five regional staff training sessions and one management staff training. These sessions included presentations from staff of the National Veterans Training Institute (NVTI) and USDOL Veterans Employment and Training Services (VETS). The primary objective of these training sessions were to raise awareness and focus on the roles, responsibilities and regulations for the Veterans' Employment Program in order to ensure appropriate delivery of services by veterans' program staff to veterans and eligible persons.
- ***Mobile One-Stop – Veterans Services:*** DEO's Mobile One-Stop Career Center continues to be utilized for Veterans' Job Fairs and Stand Downs throughout the state. In addition to

Job Fairs and Stand Downs, the Mobile Unit has proven to be an invaluable asset in providing services to veterans in rural areas.

- ***Veterans Retraining Assistance Program (VRAP):*** Florida has consistently ranked number two in the nation for Veterans Retraining Assistance Program (VRAP) applicants and approved participants. In accordance with the VOW Act specific requirements, outreach and employment services are provided by local One-Stop Career Center staff to participants. Each participant is assigned to a case manager and every effort is made to contact participants within 30 days after notification. A new activity code (VRP) has been established in the Employ Florida Marketplace (EFM) system and Regional Workforce Boards (RWBs) use the code to identify VRAP participants in EFM.
- ***USDOL Gold Card Initiative:*** In response to the USDOL Gold Card initiative, a new activity code was established in the Employ Florida Marketplace system that enables staff to identify and record a Post 9/11 Veteran's participation in the USDOL Gold Card initiative. Services are provided to participants and follow-up is conducted on a regular basis to make every effort possible for employment within 6 months.

The state and the Regional Workforce Boards will continue to submit quality proposals for competitively awarded grant funds such as VWIP and HVRP in order to assist veterans with training, housing, and other supportive and workforce services.

DEO continues assessment of workforce initiatives and projects that will improve overall state workforce development services for veterans, transitioning military members, and National Guard Members and Reservists.

**Veterans – Effectiveness of Services/Performance Data:** In addition to the federally required performance data that is captured in the state's Employ Florida Marketplace on services to veterans, the state has also implemented additional performance tools/reports to help Regional Workforce Boards better manage the services provided to this population to ensure they are effective. The State has implemented the Monthly Management Report (MMR) that provides a monthly performance snapshot by Region and includes data on Short-Term Veterans Entered Employment Rate and Short-Term Veterans Entered Employment Rate for those Employed at Participation. Additionally, a Weekly Job Placement Report for Veterans is distributed to each Region as well as is number of ad hoc Veterans reports that are produced on a regular schedule and upon request – all designed to assist Regional Workforce Boards in better serving veterans.

These various reporting tools are used by Regional Workforce Boards in strategic management and decision making when developing their local veterans services' business models. The tools further help Regional Workforce Boards in program assessment, identification of areas needing improvement, refinement of current strategies, and development of best practices to more effectively serve the state's veterans.

**Military Family Employment Advocacy Program:** The Military Family Employment Advocacy (MFEA) Program was established to provide advocates and services at Florida's One-Stop Career Centers in Regions with the densest populations of active duty personnel and military installations. Due to its ongoing success, Workforce Florida annually allocates funding to keep the program

operational. Currently, there are advocates assigned in seven Regions. The state's role is to set the vision and expectations for the program year and provide a statewide coordinator that provides technical assistance and training to local advocates, develops strategies for statewide marketing of the program, and collects and analyzes service data from EFM. The state's strategy is to support the efforts of the local advocates as they develop tailored programs to meet the military family employment needs of their regional area, and to provide technical assistance, guidance and feedback as needed.

Persons eligible for assistance through this program include spouses and dependents of active-duty military personnel and activated Florida National Guard members and military reservists. Approximately 49,000 military spouses, including military spouses of mobilized National Guard Members/Reservists, currently reside in Florida. An increase is projected in the military spouse population due to returning and reassigned military members and their families.

Services include, but are not limited to: job search and placement assistance; career planning and counseling; case management; resume assistance; assessment and testing services; interviewing skills training; referral to educational and training programs; job fairs; and job clubs. Military spouses are also eligible to receive training and other support services under the WIA and may be eligible to collect Reemployment Assistance benefits if they have quit their jobs to relocate with their active duty military spouse.

Eight (MFEA) Military Family Employment Advocates are currently assigned to One-Stop Career Centers in Pensacola, Ft. Walton Beach, Crestview, Panama City, Jacksonville, Melbourne, Tampa Bay, and Miami/Dade (Regions 1, 2, 4, 8, 13, 15, and 23). Many of the advocates are co-located at the Family Support Centers and frequently participate in welcome events and briefings for newly stationed families and job fairs throughout their Regions.

- During the PY, there were 13,066 military family members registered in EFM and 7,578 secured employment for a statewide Entered Employment Rate (EER) of 58 percent; a statewide Employment Retention Rate (ERR) of 80 percent; and an average statewide salary of \$11,594 for a six-month period.
- MFEA program advocates participated in numerous employer recruitments, employment workshops and jobseeker outreach activities on and around military installations statewide.
- MFEA program advocates worked with staff at local military installations and family support centers to assist military family members in developing resumes, performing job searches, and coordinating military and state activities. Some advocates are provided an office by the military staff for more accessibility to military family members on base.
- Military family outreach initiatives, peer employment support groups and related activities were initiated and coordinated by MFEA program advocates on and around the military installations in their Regions.

The target clients, military family members, are a challenging group to support for a number of reasons. This population is highly transitory by nature of the active duty member's national security commitments. Military family members may only reside in a location for a limited period

of time before relocation. This can limit their ability to build a strong work history when seeking employment at a new location. This unique transitory lifestyle can also limit their abilities to participate in education and/or training to establish or update competitive work skills. Finally, military family members, particularly spouses, who possess a good work history and/or education to compete for high paying and/or personally rewarding positions, experience limited opportunities in and around military installations.

For PY 2012-13, DEO used production reports, a programmatic questionnaire, SWOT analysis and performance planning to identify opportunities to build on successes, address areas for improvement, and to set realistic targets to assure a positive return on investment for the funding and beneficial impacts for military family members in Florida.

## ***Wagner-Peyser Programs***

**Wagner-Peyser 7(a) Program:** The Wagner-Peyser Act of 1933 created the nationwide public employment service. This program is funded under the Federal Unemployment Tax Act (FUTA) for labor exchange services to match employers with qualified workers. In the 1990's, the Wagner-Peyser funded public labor exchange system became a core component of the new workforce development system, and in 2000, Wagner-Peyser became the universal access component of the nation's One-Stop Career Centers. Changes in traditional employment service planning, coordination and funding have occurred as a result of amendments to the Wagner-Peyser Act, but labor exchange continues to be the primary purpose and mandate of the Wagner-Peyser program.

Current federal regulations require that One-Stop Career Centers have the capacity to: assist jobseekers in finding employment; assist employers in filling jobs; facilitate the match between jobseekers and employers; participate in a national system for labor exchange; and meet the work test requirements of the state reemployment assistance law.

Additionally, USDOL, Employment and Training Administration established equity and minimum service level performance standards for Migrant Seasonal Farmworkers (MSFWs) which must be met annually. These federal standards are designed to measure the quality and level of employment services provided to MSFWs. To meet compliance standards, services provided to the total registered applicant pool must be proportionate to services provided to MSFW participants.

Performance highlights for PY 2012-2013 include:

- The number of that entered employment in the current program year remained close to the number that entered employment from the previous program year. The total number of who entered employment for PY 2011-12 was 489,975 and for PY 2012-13 was 502,158.
- The state met all five equity ratio indicators for services to MSFWs for PY 2012-2013. These indicators are: referred to jobs, received staff assisted services, referred to support

services, career guidance, and job development contacts. Additionally, 52.7 percent of MSFW jobseekers entered employment.

Achieving the level of services attained at One-Stop Career Centers is attributed to the unique Florida One-Stop delivery system and its intensified efforts to reach and serve all customers. Emphasis by One-Stop Career Centers on proper identification of agricultural workers (MSFWs) and proper coding of applicants and the services provided to them contributed to the state's accomplishments. Agency training and technical assistance, on-site monitoring, more comprehensive and expanded data analysis, and the Monitor Advocate's oversight also supported this higher level of achievement during the program year.

An ongoing challenge facing the provision of Wagner-Peyser services is the consistently high number of jobseekers requiring employment, training, and supportive services. The workforce system has addressed this by providing a seamless, integrated online job-matching system for both jobseekers and employers through the Employ Florida Marketplace. Workforce Florida, DEO, and the Regional Workforce Boards are actively seeking opportunities to enhance, consolidate and streamline these critical applications and services to both employers and jobseekers.

The Wagner-Peyser program serves as the basis for core activities and services provided through the One-Stop Career Centers. The goals that have been established for this program are based on the premise that Wagner-Peyser is a labor exchange function, serving both jobseekers and employers. The performance goals that have been established for the Wagner-Peyser Program in Florida directly reflect the degree to which program success is achieved.

Continued training is being offered to the Regions to improve Wagner-Peyser program business and reporting requirements. Additionally, the Wagner-Peyser Team is developing standalone presentations on basic Wagner-Peyser issues and is in the process of updating the Wagner-Peyser Resource Guide.

**Wagner-Peyser 7(b) Program:** The Wagner-Peyser Act provides that 7(a) funds are to be used to provide basic employment services in the One-Stop Career Centers. Section 7(b) of the Wagner-Peyser Act reserves 10 percent of the available grant funds to be used for state level activities, including services to groups with special needs such as youth and offenders; exemplary workforce models and performance incentives for the Regional Workforce Boards. Regions that meet or exceed required performance goals are eligible for performance incentive funds. The Workforce Florida Board approves the use of all Wagner-Peyser 7(b) funds.

The following projects were either partially or fully funded from Wagner-Peyser 7(b) funds during PY 2012-2013:

- Military Family Employment Advocacy Program which provides services to spouses and dependants of active-duty military personnel and activated National Guard members. Services include, but are not limited to, job search and job placement assistance; career planning and counseling; resume assistance; assessment and testing services; and referrals to educational and training programs.

- Operation of the Disability Program Navigator (DPN) Program due to its statewide success. Anticipated that local funding and the additional revenue generated by the Ticket to Work Program will sustain the DPN program in FY 13-14. This program provides services to jobseekers with disabilities in order to enhance their career advancement.
- Business Outreach Initiatives as they relate to facilitating business awareness and access to workers from special population groups (e.g., youth, veterans, elders, disabled) as well as addressing workforce needs in targeted industry sector groups.
- Integrated Communications and Employ Florida Business Outreach which includes continued facilitation of an integrated communications program that provides a comprehensive outreach and marketing effort to build a skilled, high-quality and competitive Florida workforce.
- Youth Outreach Efforts which provides outreach through *Florida Trend* NEXT magazine, which serves as an outstanding tool to inform and educate Florida youth about career opportunities.
- Regional Performance Incentive funds which are distributed to the Regional Workforce Boards in accordance with the approved Workforce Florida performance incentive policy.
- Branding Initiative which provided funds for a workforce brand evaluation study required as a result of legislation passed in 2012 known as the Regional Workforce Boards Accountability Act requiring Workforce Florida to “evaluate the means to establish a single, statewide workforce system brand” and to submit its recommendations to the Governor.

At the state level, Workforce Florida continues to lead strategic investment in numerous workforce initiatives and programs that address critical, statewide workforce needs. The projects are varied but all lead to helping Floridians get back to work and ensuring that businesses have the talent they need today to compete in the future.

The state has laid the groundwork for enhancing opportunities to improve alignment of resources, collaboration and responsiveness to businesses and embraced key partners and stakeholders in workforce, education, industry and economic development to build on our successes.

Funding for state-level 7(b) Wagner-Peyser services has remained stagnant over the past several years and creates special challenges to funding new initiatives while continuing to maintain current 7(b) activities such as performance incentive funding to Regional Workforce Boards, business outreach, etc. Additional funding is needed to support new state-level initiatives that could help with the successful delivery of workforce services throughout the state.

To continue funding state-level activities including special projects and performance incentives that are aligned to Florida’s five-year statewide strategic plan for workforce development, *Creating the Strategy for Today’s Needs and Tomorrow’s Talent*, the 5-Year State Strategic Workforce Plan for 2012-2016 submitted to USDOL, and Florida’s Strategic Plan for Economic Development, additional WP funds will be needed. These strategic plans link to and align with

specific workforce components. Florida would like to continue its support of state-level projects that support these strategic workforce components.

## ***Targeted Populations***

**Non-Custodial Parent Employment Program:** In October 1996, the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) eliminated the open-ended federal entitlement program, Aid to Families with Dependent Children (AFDC), and replaced it with the Temporary Assistance for Needy Families (TANF) block grant. In addition to ending the entitlement program, it encouraged states to implement pilot programs that fall under the four purposes of TANF to help eliminate issues plaguing families in the United States. TANF's four purposes are:

1. Assisting needy families so that children can be cared for in their own homes;
2. Reducing the dependency of needy parents by promoting job preparation, work and marriage;
3. Preventing out-of-wedlock pregnancies; and
4. Encouraging the formation and maintenance of two-parent families.

PRWORA also mandated that states continue efforts to enforce child support payments from non-custodial parents who either refuse or are unable to pay child support. The federal government encouraged states to implement pilot programs that would:

- Help non-custodial parents pay or contribute to child support they owe; or
- Fulfill all financial obligations and meet all conditions imposed on non-custodial parents, such as participation in a work program or other related activity.

Florida complied by including the ability for the Regional Workforce Boards to implement and manage local Non-Custodial Parent Employment Programs (NCPEP). Section 414.065(5), F.S., provides the acceptable work activity requirements for non-custodial parents. Under Section 414.065(5), F.S., the court may order a parent who is delinquent in support payments, pursuant to the terms of the support order, to participate in work activities so the parent may obtain employment and fulfill the obligation to provide support payments. A parent who fails to satisfactorily engage in court-ordered work activities may be held in contempt. Florida's plan also allows non-custodial parents to volunteer to participate in a non-custodial program if they meet TANF eligibility requirements.

DEO develops NCPEP reporting instructions and pulls monthly reports of program enrollees and benchmarks. DEO continues to clarify instructions for program administration and provide participating Regional Workforce Boards with regional performance information for program participants.

NCPEP participant information is tracked in the One-Stop Service Tracking (OSST) system. The success of the NCPEP program may be measured by the number of enrollees who become employed or maintain employment and who report they are making regular child support payments. Program benchmarks are designed to capture program and participant success. Success indicators include.

- The number of enrollees who retained employment for 90 days for at least 20 hours per week;
- The number of enrollees who retained employment for 180 days for at least 20 hours per week;
- The number of enrollees who earned a position upgrade;
- The number of enrollees who enter employment while in the program;
- The number of enrollees who report a wage increase while in the program;
- The number of enrollees who report they have started and continued to pay child support; and,
- The number of enrollees who report they continued to pay child support for more than three months.

Currently, two Regional Workforce Boards manage a local Non-Custodial Parent Employment Program. The operating Regions are:

- RWB 14 – WorkNet Pinellas, which serves Pinellas County and two neighboring counties: Hillsborough and Pasco; and,
- RWB 23 – South Florida Workforce Board, which serves Miami-Dade and Monroe counties.

The NCPEP has been beneficial to families in the areas that offer and manage a local program. Non-custodial parents and their children benefit from a program that assists with overcoming educational and employment barriers to help non-custodial parents obtain and retain employment so that they can contribute financially to the maintenance and well being of their child or children. A challenge that the program faces is funding. Since the program is a TANF-funded special project, the funds to manage a NCPEP are limited.

The first goal is to solicit more Regional Workforce Board participation to manage a local NCPEP. However, the major goal of the NCPEP is to assist as many non-custodial parents as possible so they can obtain and retain employment to improve the quality of life for themselves and their children.

**Individuals with Disabilities:** In an effort to strengthen alignment and leverage resources to address the workforce challenges faced by jobseekers who must overcome barriers to employment, state and local workforce leaders work closely with major partners such as the Department of Education which houses Florida’s Vocational Rehabilitation program, the Department of Children and Families and the Department of Veterans’ Affairs.

Workforce Florida has a board member representative on the board of the Florida Rehabilitation Council for the Blind. Section 413.011, F.S., creates the Florida Rehabilitation Council for the Blind which is an advisory council to the Florida Department of Education, Division of Blind Services, to assist the division in the planning and development of statewide vocational rehabilitation programs and services and to recommend improvements to such programs and services. Members are appointed by the Governor. The current Workforce Florida Board member who serves on this important council has served with such distinction that the U.S. Department of

Education recognized his efforts and Florida's by appointing him to the 37th Institute on Rehabilitation Issues.

Additionally, as mentioned earlier, DEO is in the process of developing a new micro-portal in Employ Florida Marketplace for individuals with disabilities. DEO is developing the portal in collaboration with the Agency for Persons with Disabilities, Vocational Rehabilitation, the Governor's Commission on Jobs for Floridians with Disabilities and other state and local partners. This portal should be implemented and available as a link in Employ Florida Marketplace by early 2014.

The workforce system's Disability Program Navigator Initiative is an example of the success of Florida's partnerships for the disabled.

***Disability Program Navigator (DPN):*** The primary objectives of the DPN initiative are to increase the ability of the One-Stop Career Center system to enhance the employability of jobseekers with disabilities and increase the number of career advancement opportunities available to them.

The Disability Navigator:

- Guides One-Stop Career Center staff in assisting persons with disabilities to access and navigate the complexities of various programs and services that affect their ability to gain/retain employment by providing periodic training
- Identifies appropriate community resources for jobseekers with disabilities to remove barriers to employment (i.e., training, transportation, housing, assistive technology needs, etc.)
- Develops linkages and collaborates on an ongoing basis with employers to facilitate job placements for persons with disabilities
- Facilitates the transition of in-school or out-of-school youth with disabilities to obtain employment and economic self-sufficiency
- Serves as a resource for referrals on Social Security Administration's initiatives: work incentives and employment support programs; Protection and Advocacy systems (P&A); and employment-related demonstration projects
- Serves as a resource to the workforce development community to ensure the availability of comprehensive knowledge of federal, state, local and private programs that impact the ability of persons with disabilities to enter and remain in the workforce
- Creates systemic change and transforms the culture of how the One-Stop Career Centers serve customers with disabilities

The DPN Initiative was initially a joint venture between the Department of Labor, Office of Disability Employment Policy, and the Social Security Administration (SSA) and was administered by the former Agency for Workforce Innovation, now reorganized and renamed the Department of Economic Opportunity. Although federal funding ended June 30, 2010, due to its success, Workforce Florida funded the project for two additional years through June 30, 2012. In May 2012, Workforce Florida again allocated funds to continue operating the program through June 2014. These funds went to those 17 Boards that are Employment Networks.

The DPN initiative provides dedicated staff to One-Stop Career Centers who train other staff members to better serve persons with disabilities; make contact with employers in their communities; develop job opportunities for persons with disabilities; become acquainted with the resources in their communities that can assist their customers; and ensure that all persons with disabilities entering a One-Stop Career Center do not encounter barriers to using the facility.

The state's role is to monitor and support the DPN's and Disability Specialists in their efforts. The state facilitates technical assistance for the Regions that participate in the Ticket to Work program and provides information that informs and assists the Regions in better serving all persons with disabilities.

The following are highlights and accomplishments:

- Increased employment and self-sufficiency for Social Security beneficiaries and others with disabilities by identifying and facilitating employment and training opportunities and helping individuals understand how earnings may affect their Social Security benefits and other support programs
- Facilitated seamless and comprehensive services to persons with disabilities in One-Stop Career Centers through collaboration and partnerships with in the community.
- Facilitated access and referrals to other local programs and services and linkages to the employer community
- Increased participation of Regional Workforce Boards in the Ticket to Work Program. Currently, 16 of the 24 Boards have become Employment Networks under the Social Security Ticket to Work program
- Participation in a pilot initiative with the Social Security Administration (SSA) in which the DEO became an administrative Employment Network in the Ticket to Work Program
- This facilitates information between the SSA and the Regional Workforce Boards that are Employment Networks and helps them identify and market to those people with Tickets that are already registered in Employ Florida Marketplace.

One of the primary challenges is conducting outreach to develop and maintain long-term relationships with advocacy groups, community organizations, and agencies that facilitate the employment of persons with disabilities. The rural Regions report that lack of public transportation hinders their customers' ability to find and keep a job.

Regional Workforce Boards will continue to expand employment and training opportunities for persons with disabilities by leveraging workforce and community resources. Regional Workforce Boards will continue to work with community partners to promote systemic change within the One-Stop Career Centers.

From its inception, USDOL and SSA have promoted the Ticket to Work (TtW) program as a way to sustain the DPN program into the future. The goal of TtW is to increase opportunities and choices for Social Security disability beneficiaries to obtain employment. The SSA provides disability beneficiaries with a Ticket they can use to obtain the services and job search assistance they need from a new universe of organizations called Employment Networks. To date, 17 RWBs have become Employment Networks.

DEO is working diligently with representatives from SSA, Maximus, and the Institute for Community Inclusion to provide the technical assistance the Regions need to make the Ticket to Work program successful, which will in turn provide the monies needed to sustain and expand the Disability Navigator program into the future.

USDOL offered free technical assistance (TA) to the Regions for their Ticket to Work programs. Twelve (12) Regions took advantage of this offer and the TA Team came to Florida in February to introduce themselves and hear from the Regions' jobseekers what type of assistance they would need. The Regions are working with the TA teams now to make their Ticket programs more efficient, and take full advantage of the new e-systems that SSA has put into place. These Regions are still receiving this TA and finding it very beneficial.

This offer was extended through September 2013. The Boards were asked if they would like to participate and five responded by the end of December.

DEO is an administrative Employment Network with the Social Security Administration. This enables us to transmit data from EFM and OSMIS on participants to SSA so they can perform a data match, determine which customers in EFM/OSMIS are Ticket holders, and send that information to the Regions that are Employment Networks so they can provide the required services under the Ticket-to-Work program.

***Disability Navigator Success Story:*** Joseph A. was assigned his ticket with WorkForce One Employment Solutions (WF1) in October 2008, which he believed was the best choice of Employment Networks in the area. He contacted his Disability Program Success Coach, who informed him that he could assist placing him into a new job, using Joseph's extensive 30-year work history in the retail industry. One of Joseph's goals was to transition from retail management and to obtain gainful employment in the social services industry. Another goal was to be self sufficient off of his social security benefits. Joseph attended WF1's Professional Placement Network (PPN) workshop where he gained valuable knowledge, motivation, and support. Joseph was very persistent in following and achieving his individual work plan goals. WF1 staff critiqued his resume, referred him to potential job opportunities, and followed up with him throughout his job search efforts. His Disability Program Success Coach, along with a Placement Specialist, set up interviews for two different positions at WF1: as a Placement Specialist and the other as a Workforce Investment Act (WIA) Success Coach. Shortly afterwards, he was interviewed and offered a position as a Placement Specialist. Two weeks later, WF1's Central Office again interviewed and offered him a position as a WIA Success Coach. After working with his Employment Network, Joseph was able to be employed full-time earning more than the Substantial Gainful Activity (SGA) amount. Since obtaining employment in August 2009, Joseph became the Lead Success Coach in the WIA Department. As of March 5, 2012, Joseph was promoted to WIA Supervisor. As of September 2013, Joseph was again promoted and is now the Assistant Center Manager. WF1 is proud of Joseph as he has been able to grow in the organization and become self sufficient.

**Florida Goodwill Association Program:** Effective July 1, 2009, the Florida Legislature has annually provided funds for the Florida Goodwill Association Program to provide vocational training services. In FY 2012- 2013, the Florida Legislature appropriated \$500,000 for the Florida

Goodwill Association Program to provide vocational training services and employment opportunities to mentally and physically handicapped individuals.

DEO provides guidance to the service provider based on the conditions of the award. This includes program requirements and monitoring guidance. DEO processes invoices and provides technical assistance regularly to the service provider and monitors performance via the Quarterly Performance Report provided to Workforce Florida.

As of June 30, 2013, all funds were expended. The Florida Goodwill Association created over 300 jobs in new Goodwill stores and stores that were expanded.

**Displaced Homemaker Program:** The Florida Displaced Homemaker Program (DHP) was created by the Florida Legislature with funding provided through the Displaced Homemaker Trust Fund. The purpose of the DHP was to address the job training and educational needs of eligible individuals who:

- Are 35 years of age or older;
- Have worked in the home providing unpaid household services for family members;
- Have been dependent on the income of another family member and are no longer supported by that income;
- Have been dependent on federal assistance; and,
- Are unemployed or underemployed and need assistance in attaining or upgrading employment.

The goal of the Displaced Homemaker Program was to assist program participants in attaining independence, economic security and self-sufficiency.

DEO provided funding for employment and training services to displaced homemakers through a competitive grants process. These services include, but are not limited to, assessment and testing services; job search and placement assistance; career planning and counseling; case management; resume assistance and interviewing skills training, etc. Additionally, DEO provides contract administration, guidance, training, state management information system training and assistance, monitoring, and technical assistance on program requirements. DEO also processes invoices and payment requests based on verifiable contract deliverables. Funding for the program in FY 2012-2013 was \$1,816,434. Funds were issued to 18 contractors throughout the state.

For FY 2012-13 (July 1, 2012 through June 30, 2013), the 18 Displaced Homemaker Programs served a total of 1,447 eligible individuals. Of the number of individuals served, 1,127 completed their training requirements and 482 entered unsubsidized jobs.

The DHP has challenges in meeting their contracted goals to place Displaced Homemakers into jobs in light of the current economy and limited number of jobs available.

The Displaced Homemaker Program was discontinued effective the end of June 2013 as it was not funded for FY 2013-2014. Regional Workforce Boards will continue serving this population under current workforce programs and funding.

**Federal Fidelity Bonding Program:** In 1966, USDOL established the Federal Bonding Program to provide Fidelity Bonds that guarantee honesty for “at-risk”, hard-to-place jobseekers. The Federal Bonding Program provides a fidelity bond, free of charge, to employers who hire ex-offenders or others who have some risk factor in their personal background. The bonds cover the first six months of employment. The bond protects the employers in the event of any loss of money or property due to employee dishonesty. The average bond coverage is \$5,000 per applicant, although larger bonds are possible.

Local One-Stop Career Centers complete and submit bonding applications to the DEO. DEO reviews the application and issues the bond. The state provides marketing materials to the Regional Workforce Boards to publicize the program to employers and potential applicants. In addition, staff provides information to individuals regarding the program requirements and directs them to the local One-Stop Career Center.

In FY 2012 - 2013, 319 individuals with barriers to employment were employed due to the bonds being provided to the employer.

Future program goals and strategies include continuation of working with One-Stop Career Centers to develop more effective marketing strategies so that a greater number of at-risk applicants can take advantage of the program and employment.

**Black Men and Boys Program:** DEO participates on the Florida Council on the Social Status of Black Men and Boys in accordance with Section 16.615, F.S. The mission of the Council is to research and propose measures that improve conditions affecting black men and boys. Each year the Council publishes its findings in an annual report that is submitted to the Governor, President of the Senate and Speaker of the House of Representatives. DEO’s agency representative serves as a member of the full Council, the Chair of the Employment and Economics Subcommittee and on other committees as appointed by the Council’s Chair. The scope of the Council’s research is comprehensive and encompasses studies on education, health and families, criminal justice and employment and economics.

In 2012, a strategic plan was adopted by the Council with key performance indicators and measureable strategic goals. The Employment and Economics Subcommittee will continue to seek strategies that improve economic opportunities for black males. The employment and economics’ annual performance measurements are (1) the annual increase in the number of black males who obtain jobs; and (2) the statewide annual increase in the number of black male youth (ages 14-22) who obtain industry certifications.

The Council will monitor key performance indicators throughout the year and provide updates in the annual report. DEO will continue to work collaboratively with the Florida Council on the Social Status of Black Men and Boys, Workforce Florida and Florida’s 24 Regional Workforce Boards, to promote increased workforce participation, positive employment outcomes and an increased number of industry certifications.

## ***WELFARE TRANSITION AND SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP) PROGRAMS***

**Welfare Transition Program:** In October 1996, the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), Public Law 104-193, eliminated the open-ended federal entitlement program, Aid to Families with Dependent Children (AFDC). The AFDC program was replaced with the Temporary Assistance for Needy Families (TANF) block grant. Federal funds are now used to provide time-limited cash assistance to needy families in exchange for participation in work activities designed to move the family towards self-sufficiency. Flexibility in the legislation allows TANF funds to be utilized creatively to serve families.

To implement the requirements outlined in PRWORA, Florida's Work and Gain Economic Self-Sufficiency (WAGES) Act was passed in 1998. The WAGES legislation emphasized work, self-sufficiency, personal responsibility and accountability. The Workforce Innovation Act of 2000 substantially redefined the welfare delivery model in Florida, replacing WAGES with the Welfare Transition (WT) program. In an innovative effort to establish the workforce system as a substantial contributor to the reduction of public dependency, the reduction of poverty and the catalyst for economic development, the legislation consolidated the state workforce and welfare support service programs.

The PRWORA was scheduled to sunset in 2001 and instead of being reauthorized in 2001, the federal WAGES Act was extended. The TANF block grant was reauthorized through 2010 when President George W. Bush signed the Deficit Reduction Act (DRA) of 2005 into law. The TANF Block Grant has been extended three times under the Obama administration - first through September 2011, then through December 2011. The third extension, The Middle Class Tax Relief and Job Creation Act (H.R. 3630), extended the grant through September 30, 2012. The most recent extension was part of the Continuing Appropriations Act for FY 2013 and extended TANF through the end of September 2013.

In March 2013, the House of Representatives passed a bill that blocked a previous proposal for waivers to the TANF work requirements created under PRWORA (1996). As a result of the uncertainty of the ability to waive TANF work requirements, none of the states submitted an official waiver proposal.

DEO provides guidance on TANF and WT program requirements in accordance with federal law, Florida Statutes, Florida Administrative Code (FAC) and policy outlined by Workforce Florida. DEO offers technical assistance in various WT program areas including program administration and creating local procedures and offers on-site, web-based, and/or telephonic technical assistance at local board request, as well. DEO also conducts quality assurance reviews of the WT program to ensure that Regional Workforce Boards are adhering to laws, rules, and regulations set forth in federal or state law and guidance.

Florida continues its efforts to be innovative leaders in Welfare Reform. Florida is one of the states that made up-front work registration an eligibility requirement for Temporary Cash Assistance (TCA). Recently, the state embarked on a project that will allow TCA applicants to complete this process online. The project launched September 18, 2013. The applicant will

receive a program overview and complete an intake/screening which helps identify barriers to employment or program participation during the application process. The intake/screening is designed to identify several issues such as medical limitations, emergencies, Substance Abuse and Mental Health (SAMH) or Domestic Violence. If the applicant identifies that they have an issue such as SAMH and indicate they would like assistance or counseling for the issue, they will be given the opportunity to access a list of counseling resources in their area which will be displayed online after they have completed their intake/screening. Prior to creating the ability to complete this process online, applicants were engaged locally by each of the 24 RWBs. Data entry for Work Registration by case managers is time-intensive, taking the case manager on average one hour per work registration entry. Repetitive system functions such as creating the applicant case and recording program orientation will now be completed by an online system driven by the applicant's access to their online account.

In addition, Florida amended its Work Verification Plan to include a subsidized employment model which allows the RWBs to offer a subsidy to employers who agree to provide work-study opportunities to work-eligible participants who are enrolled in degree-seeking or vocational programs. This would allow students to gain practical skills to be coupled with their education to close the skills gap reported by employers in the upcoming workforce. Also as a part of Florida's WVP amendment, the state announced that it would allow electronic reporting of program participation at Work Experience and Community Service work sites. The state will accept a supervisor's electronic signature where time of a work-site participant is logged electronically using an electronic time tracking system.

DEO continues to coordinate with the Department of Children and Families in its modernization of the public assistance eligibility process. As partner agencies, DEO and DCF continue to work on system interfaces between the two agencies to continually increase efficiencies.

In light of a slowly rebounding economy, DEO finds that many TANF recipients that remain on or enter into Florida's TANF caseload do not have the education and or skills to enter into the workforce with self-sustaining employment. Many are first time or brand new recipients with multiple barriers. Some of these barriers include basic educational skills and basic life skills. Life skills such as managing family, money and work are essential to the upcoming workforce. Without these skills, program participants may falter in the program and in their efforts to become self-sufficient, and consequently continue in a cycle of dependency. Additionally, because providing young families with these skills is not counted in the consideration of meeting federally established participation rates, meeting participation rates still pose a challenge.

The state continues to make strides in its All Family participation rate. Florida uses two methods to measure the state's participation rate performance. The state's Monthly Management Report (MMR) is a monthly indicator of how each Region is performing and how the state is performing as a whole. The Participation Report closely mirrors the federal methodology for determining participation rates for all states. Florida continues to struggle with the Two-Parent Family Participation Rate. The federal requirement is 90 percent; however, the state peaked at 52.8 percent in November 2012.

Major goals of the program include continuing the collaborative relationship between DEO, DCF and Workforce Florida; providing training to Regions to meet performance requirements; and,

improving the performance of the WT program. Efforts are ongoing to identify ways to improve and enhance data entry systems, communication with the Regions, and methods for reporting programmatic outcomes.

The WT caseload is expected to continue to decline as the economy shows evidence of rebounding. However, the caseload reduction credit will possibly decrease with each passing year, making it imperative for Florida to meet the required 50 percent All Family participation rate and 90 percent two-parent family participation rate. The state strives to achieve a consistent All Family participation rate greater than 50 percent. Year-to-date for the state Program Year, Florida's All Family participation rate is 45.7 percent and peaked in November 2012 at 49.1 percent.

Florida strives to provide the best possible service to its WT participants and program staff. DEO continues to create training materials that are useful and practical to the Regional Workforce Boards by appealing to different learning styles. DEO will continue to offer web training, step-by-step "How-To" guides for system navigation and usage, and resource guides to help understand and apply WT program policy. A major focus of program training for the upcoming year is practical application of program policy with hands-on exercises and peer modeling.

***Welfare Transition Success Story*** – Curtis W. is currently employed as a Sign Tech at a Sign and Graphics Company in Region 1 where he has been employed since April 2013.

He is the father of two boys and was initially referred to the Welfare Transition Program (WT Program) by the Department of Children & Families (DCF) in April 2012. His case was assigned to a Career Advisor for case management. Curtis' barriers at the time included the need for child care and transportation assistance. While in the WT Program, Curtis was initially assigned to Job Search, but had difficulty finding employment. Therefore, he was reassigned to ETOP (community service/internship) at Appetite for Life and Job Skills Training to build his resume. Curtis talked about returning to school and eventually enrolled at Pensacola State College for the fall 2012 term. He was reassigned to Vocational Training while he was in the Mechanical Design and Fabrication program. He followed through with his case plan, which included attending class as scheduled and submitting his time sheets on time each week. He followed up on job leads. Through his ongoing search for employment and networking, he heard about a position at the local Sign and Graphics Company. He applied and was hired. He is currently maintaining his employment and working toward completion of his program at Pensacola State College.

Curtis' case closed due to employment and his case became transitional on May 1, 2013. Curtis was a model client, while in the WT Program. Despite the obstacles and challenges he has faced, he has maintained a positive attitude and continues to work hard to set a good example for his two sons.

**Supplemental Nutrition Assistance Program (SNAP) Employment and Training:** Florida's Supplemental Nutrition Assistance Program (SNAP) is designed to provide food assistance recipients who are interested in volunteering in the program with the training, education, support services, and skills needed to increase the likelihood of self-sufficiency through employment. The Department of Children and Families (DCF) staff registers participants for work and refers them for participation in SNAP components delivered by participating Regional Workforce Boards.

Federal funds from the U.S. Department of Agriculture (USDA) and state General Revenue are used to support the program.

DEO provides guidance on SNAP program requirements in accordance with federal law, Florida Statutes, Florida Administrative Code (FAC) and policy outlined by Workforce Florida. DEO offers technical assistance in various SNAP program areas including program implementation and creating local procedures, as well as on-site, web-based, and/or telephonic technical assistance at the Region's request. DEO also conducts quality assurance reviews of the DEO program to ensure that Regional Workforce Boards are adhering to laws, rules and regulations set forth in federal or state law and guidance.

With the passing of the American Recovery and Reinvestment Act (ARRA), Florida took advantage of the opportunity to apply for a statewide waiver for the FSET program. The statewide waiver exempts food stamp recipients from time limits and sanctions. In May 2009, the state applied for the statewide waiver which also allows the state the ability to operate a voluntary SNAP Employment & Training (E&T) program. Florida received the waiver and set in motion the elements to transition from a pledge state serving all Able-Bodied Adults Without Dependents (ABAWDs) to a waiver state serving SNAP volunteers.

Florida currently operates a volunteer SNAP E & T program based on its eligibility for extended Reemployment Assistance benefits as indicated by USDOL's Extended Benefit (EB) Trigger Notice 2011-13. Under longstanding guidance, states that meet the EB criteria can qualify for a 12-month statewide waiver, up to 12 months after the trigger date. The USDA Food and Nutrition Services (FNS) can approve a waiver if the state's unemployment triggers the criteria for extended benefits regardless of whether the state has elected the option to offer EB itself. Florida recently learned that it is one of 42 states that meet the EB criteria under DOL Trigger Notice 2012-47, effective December 9, 2012. Therefore, the state of Florida will continue to operate a volunteer E&T program in Federal Fiscal Year (FFY) 2014.

Although the SNAP E&T is voluntary, participants are still referred to the program via a system interface. Recipients between the ages of 16-39 who do not meet an exemption are mailed letters to inform them about available services and provided instructions on how to start participating if they choose to volunteer. If the customer does not take steps to volunteer, DEO's One-Stop Service Tracking (OSST) system will automatically close their OSST case after 90 days of inactivity.

In 2012, The Gulf Coast Workforce Board started piloting Employment Retention Services (ERS) for SNAP E&T customers. Effective October 2013, WorkNet Pinellas started providing these services to SNAP E&T participants. Employment Retention Services allowed program volunteers who gained employment while participating in SNAP E&T to receive transitional services for up to three months. These services included additional transportation services beyond the traditional Food Stamp Reimbursement (FSR) transportation, childcare reimbursement, clothing, tools and equipment. Program participants who met ERS criteria were eligible to receive a reimbursement for these expenses. The OSST system was updated to track eligibility for ERS for the piloting area. Employment Retention Services have been well received by the two Regions and customers who qualify for the services. Florida is hopeful that it will be able to continue services to the SNAP population to continue to promote, encourage and support employment.

While SNAP E&T engagement is on an incline, the state still faces challenges with engagement due to funding. Regions are using SNAP E&T funds to help program volunteers gain education and training that will ultimately help them gain employment. These funds are used to pay for General Equivalency Diploma (GED) classes and tests, adult education, and vocational education. The education and skills gained by participants in E&T programs help them become more marketable and employable. As previously indicated, the ability to pay for these classes may decrease as Regions start to exhaust their allocation.

## ***State-Level Programs***

**Alien Labor Certification (ALC) Programs:** The Alien Labor Certification (ALC) Programs are designed to ensure that the admission of foreign workers into the United States on a temporary basis will not adversely affect the job opportunities, wages and working conditions of American workers. The programs also enable American businesses to employ the skills and labor not readily available in the domestic labor force in order to effectively compete in the global economy.

The ALC Program Unit is divided into two major areas:

- **H-2A – Certification for Temporary Seasonal Work:** This program is for agricultural employers who anticipate a shortage of domestic workers to bring non-immigrant foreign workers to the U.S. to perform agricultural labor or services of a temporary or seasonal nature. This includes agricultural clearance orders, housing inspections and agricultural prevailing wage surveys, which establish wage and practice activities of employers.
- **H-2B – Certification for Temporary Nonagricultural Work:** This program permits employers to hire foreign workers to come to the United States and perform non-agricultural work, which may be one-time, seasonal, peak-load or intermittent workload needs for 12 months or less.

During FY 2012 -2013 (July 1, 2012 – June 30, 2013), the ALC Unit:

- Conducted 94 H-2A housing inspection visits;
- Completed a combined total of 31 H-2A prevailing wage and practices surveys;
- Posted 382 H-2A job orders into Employ Florida Marketplace; and,
- Posted 155 H-2B job orders into Employ Florida Marketplace.

DEO is experiencing a substantially increased workload in the H-2A Program due primarily to federal regulation changes regarding the processing of applications submitted by Farm Labor Contractors operating in multiple Areas of Intended Employment. Additional staff was added as a result of the increased workload to meet the new challenges and to ensure continuation of successful program implementation.

**Work Opportunity Tax Credit (WOTC) Program:** The Work Opportunity Tax Credit Program (WOTC) is designed to help jobseekers from certain target groups, who consistently have a particularly high unemployment rate, enter employment. By hiring from these targeted groups,

employers may receive a potential maximum tax credit of up to \$9,600 during the first year of employment or up to \$9,000 over two years, depending on the qualified applicant. The targeted groups are: Qualified Temporary Assistance for Needy Families Recipients; Qualified Veterans/Disabled Veterans; Unemployed Veterans; Qualified Ex-Felons; Designated Community Residents; Vocational Rehabilitation Referrals; Qualified Food Stamp Recipients; Qualified Supplemental Security Income Recipients; Long Term Family Assistance Recipients.

Noted below are programmatic highlights and accomplishments:

- During FY 2012 – 2013, the WOTC Program issued 121,880 certifications which resulted in a potential tax credit savings of \$292,512,000 to Florida employers.
- The online application processing system (e-WOTC) currently has a total of 25 WOTC consulting companies and 80 Florida employers who are participating.
- From July 1, 2010 to June 30, 2013, DEO received over 351,000 electronic applications from employers and tax credit consultants.

The WOTC application process traditionally requires employers to mail original, signed copies of IRS forms and supporting documentation to their state Workforce Agency (DEO) in order to apply for the tax credit. However, the new electronic Work Opportunity Tax Credit (“e-WOTC”) application process is a paperless alternative to the traditional process. The electronic process streamlines application submittal and processing for businesses, resulting in increased program efficiencies. As the program continues to be publicized, DEO anticipates that more business organizations will begin using the e-WOTC application process resulting in quicker approvals of their tax credit certifications.

On January 2, 2013, President Obama signed into law the American Tax Payer Relief Act of 2012. Section 327 reauthorized retroactively the Empowerment Zones and Section 309 retroactively extended the WOTC Program for all the non-veteran target groups. This retroactive extension applies to individuals who began to work for an employer on or after December 31, 2011, and before January 1, 2014. It includes the following:

- Continuation of all veteran target groups (including those implemented under the VOW to Hire Act of 2011) until December 31, 2013;
- Retroactively reauthorized all WOTC non-veteran target groups from December 31, 2011, to December 31, 2013;
- Retroactively reauthorized Empowerment Zones which determines eligibility for the summer youth target group and the Designated Community Resident target groups to December 31, 2013’ and,
- Does not reauthorize the 2009 Recovery Act target groups: disconnected youth and unemployed veteran, which expired in December 2010.

DEO will continue to promote the WOTC Tax Credit Program and the e-WOTC online system through outreach initiatives with our workforce partners, Regional Workforce Boards and other interested organizations by providing training and technical assistance. Additionally, DEO is

working to better publicize the program so that more employers are aware of the potential tax benefits.

## ***LOOKING AHEAD***

Florida's workforce professionals recognize that maintaining a national leadership role requires an ongoing commitment to anticipate, reach out and respond to meet the evolving needs of employers, educate and train jobseekers and workers in market-relevant skills and competencies and empower state and regional leaders to be solution-driven, nimble, innovative and efficient with limited resources.

We will continue to work closely with our federal partners on our shared goals of streamlining and integrating programs to enhance market-driven employment and training services. This effort includes a heightened focus on opportunities for additional flexibility with an emphasis on performance and outcomes to address existing and emerging education and economic needs, and strengthening strategic partnerships as we work to ensure Florida's position as a global leader in talent.

## ***APPENDIX OF TABLES***

## DEFINITIONS FOR WIA PERFORMANCE MEASURES

### Customer Satisfaction Measures

#### **Participant Satisfaction**

The weighted averages of participant ratings on each of the three questions regarding overall satisfaction are reported on a 0-100 point scale. The score is a weighted average, not a percentage.

#### **Employer Satisfaction**

The weighted averages of employer ratings on each of the three questions regarding overall satisfaction are reported on a 0-100 point scale. The score is a weighted average, not a percentage.

### Adult Measures

#### **Adult Entered Employment Rate**

*Of those who are not employed at registration:*

Number of adults who have entered employment by the end of the first quarter after exit divided by the number of adults who exit during the quarter.

#### **Adult Employment Retention Rate at Six Months**

*Of those who are employed in the first quarter after exit:*

Number of adults who are employed in the third quarter after exit divided by the number of adults who exit during the quarter.

#### **Adult Average Earnings**

*Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:*

Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

#### **Adult Employment and Credential Rate**

*Of adults who received training services:*

Number of adults who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of adults who exited services during the quarter.

### Dislocated Worker Measures

#### **Dislocated Worker Entered Employment Rate**

Number of dislocated workers who have entered employment by the end of the first quarter after exit divided by the number of dislocated workers who exit during the quarter.

**Dislocated Worker Employment Retention Rate at Six Months***Of those who are employed in the first quarter after exit:*

Number of dislocated workers who are employed in the third quarter after exit divided by the number of dislocated workers who exit during the quarter.

**Dislocated Worker Average Earnings***Of those dislocated worker participants who are employed in the first, second, and third quarters after the exit quarter:*

Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

**Dislocated Worker Employment and Credential Rate***Of dislocated workers who received training services:*

Number of dislocated workers who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of dislocated workers who exited services during the quarter.

**Older Youth (Age 19-21) Measures****Older Youth Entered Employment Rate***Of those who are not employed at registration and who are not enrolled in post-secondary education or advanced training in the first quarter after exit:*

Number of older youth who have entered employment by the end of the first quarter after exit divided by the number of older youth who exit during the quarter.

**Older Youth Employment Retention Rate at Six Months***Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit:*

Number of older youth who are employed in third quarter after exit divided by the number of older youth who exit during the quarter.

**Older Youth Average Earnings Increase in Six Months***Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit:*

Total post-program earnings (earnings in quarter 2 + quarter 3 after exit) minus pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration) divided by the number of older youth who exit during the quarter. Older Youth Credential Rate Number of older youth who are in employment, post-secondary education, or advanced training in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of older youth who exit during the quarter.

## **Younger Youth (Age 14-18) Measures**

### **Younger Youth Skill Attainment Rate**

*Of all in-school youth and any out-of-school youth assessed to be in need of basic skills, work readiness skills, and/or occupational skills:*

Total number of basic skills goals attained by younger youth plus number of work readiness skills goals attained by younger youth plus number of occupational skills goals attained by younger youth divided by the total number of basic skills goals plus the number of work readiness skills plus the number of occupational skills goals set.

### **Younger Youth Diploma or Equivalent Attainment**

*Of those who register without a diploma or equivalent:*

Number of younger youth who attained secondary school diploma or equivalent by the end of the first quarter after exit divided by the number of younger youth who exit during the quarter (except those still in secondary school at exit).

### **Younger Youth Retention Rate**

Number of younger youth found in one of the following categories in the third quarter following exit:

- post secondary education
- advanced training
- employment
- military service
- qualified apprenticeships

divided by the number of younger youth who exit during the quarter (except those still in secondary school at exit).

## **All Youth**

### **Placement in Employment or Education – New Measure**

*Of those who are not in post-secondary education or employment (including the military) at the date of participation:*

Number of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter divided by the number of youth participants who exit during the quarter.

### **Attainment of a Degree or Certificate – New Measure**

*Of those enrolled in education (at the date of participation or at any point during the program):*

Number of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the of youth participants who exit during the quarter.

**Literacy and Numeracy Gains – New Measure**

*Of those out-of-school youth who are basic skills deficient:*

The number of youth participants who increase one or more educational functioning levels divided by the number of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the number of youth participants who exit before completing a year in the youth program.

**Negotiated Performance Measures Summary**

Performance Measure	Negotiated Performance	Actual Performance	
Participant Customer Satisfaction Score (For exiters 01/01/2012 - 12/31/2012)	NA	Number of Exiters	
		Number of Completed Surveys	
		Sample Size	
Employers Customer Satisfaction Score (For exiters 01/01/2012 - 12/31/2012)	NA	Number of Employer Customers	
		Number of Completed Surveys	
		Sample Size	
Adult Entered Employment Rate (10/01/2011 - 09/30/2012)	82.00	80.20	
		Numerator	5,275
		Denominator	6,578
Adult Employment Retention Rate (04/01/2011 - 03/31/2012)	92.00	91.20	
		Numerator	13,329
		Denominator	14,613
Adult Average Earnings (04/01/2011 - 03/31/2012)	22,755	19,190	
		Numerator	244,773,169
		Denominator	12,755
Adult Employment and Credential Rate (10/01/2011 - 09/30/2012)	NA	79.60	
		Numerator	7,052
		Denominator	8,859
Dislocated Worker Entered Employment Rate (10/01/2011- 09/30/2012)	93.00	86.90	
		Numerator	6,742
		Denominator	7,756
Dislocated Worker Employment Retention Rate (04/01/2011 - 03/31/2012)	90.00	90.90	
		Numerator	7,341
		Denominator	8,074
Dislocated Worker Average Earnings (04/01/2011 - 03/31/2012)	18,706	15,759	
		Numerator	108,215,249
		Denominator	6,867
Dislocated Worker Employment and Credential Rate (10/01/2011 - 09/30/2012)	NA	69.30	
		Numerator	3,930
		Denominator	5,673
Older Youth Entered Employment Rate (10/01/2011 - 09/30/2012)	NA	68.40	
		Numerator	1,177
		Denominator	1,720
Older Youth Employment Retention Rate (04/01/2011 - 03/31/2012)	NA	82.20	
		Numerator	1,018
		Denominator	1,238
Older Youth Average Earnings (04/01/2011 - 03/31/2012)	NA	4,333	
		Numerator	4,870,257
		Denominator	1,124
Older Youth Employment and Credential Rate (10/01/2011 - 09/30/2012)	NA	43.40	
		Numerator	865
		Denominator	1,992
Younger Youth Skill Attainment Rate (04/01/2012 - 03/31/2013)	NA	83.70	
		Numerator	8,676
		Denominator	10,369
Younger Youth Diploma or Equivalent Attainment Rate (04/01/2012 -03/31/2013)	NA	68.00	
		Numerator	1,240
		Denominator	1,823
Younger Youth Retention Rate (04/01/2011- 03/31/2012)	NA	66.30	
		Numerator	1,402
		Denominator	2,114
Youth Placement in Employment or Education Rate (10/01/2011 - 09/30/2012)	53.00	64.80	
		Numerator	2,610
		Denominator	4,028
Youth Attainment of Degree or Certificate Rate (10/01/2011 - 09/30/2012)	70.00	68.80	
		Numerator	2,879
		Denominator	4,182
Youth Literacy and Numeracy Gains (07/01/2012-06/30/2013)	51.00	47.90	
		Numerator	1,412
		Denominator	2,949

**Balanced Scorecard Report Measures  
Beginning Program Year 2006-2007  
As Approved by the Workforce Florida Board**

**SERVICES TO JOB SEEKERS:**

**JOB SEEKER ENTERED EMPLOYMENT RATE**

For those Wagner-Peyser (WP) applicants not employed at participation, the percentage employed the 1<sup>st</sup> quarter after exit based on a match with quarterly UI wage report data. The measure is the same as the federal common measure required by USDOL.

**VETERAN'S ENTERED EMPLOYMENT RATE**

For those veterans not employed at Wagner-Peyser (WP) participation, the percentage employed the 1<sup>st</sup> quarter after exit based on a match with quarterly UI wage report data. The measure is the same as the federal common measure required by USDOL.

**CUSTOMER SATISFACTION – WAGNER-PEYSER (WP) INDIVIDUALS**

Based on a monthly telephone survey, the average participant rating for the three federally mandated questions regarding overall satisfaction reported on the ASCI (American Customer Satisfaction Index) 0–100-point scale. The methodology is that employed for regional Wagner-Peyser (WP) job seekers in the survey conducted in Florida by Brandt Information Services, Inc. under contract with WFI.

**SERVICES TO EMPLOYERS**

**CUSTOMER SATISFACTION – ALL EMPLOYERS**

Based on a monthly telephone survey, the average employer rating for the three federally mandated questions regarding overall satisfaction reported on the ASCI 0–100-point scale (American Customer Satisfaction Index). The methodology is that was employed under for the regions in the survey conducted in Florida by Brandt Information Services, Inc. under contract with WFI. The employer survey was discontinued in mid-year 2009.

**EMPLOYER MARKET PENTRATION**

This measure expresses the unduplicated number of employers receiving Employ Florida services as a percentage of the region's employers. Uses LMS universe of employers (The Enhanced Quarterly Unemployment Insurance Address File or EQUI) as the best indicator of businesses that actually exist in a region and tracks the percentage of these employers that receive workforce services.

The measure is reported annually on a statewide basis only and therefore is not included on the standard Balance Scorecard Report which displays comparative regional rankings. Results are broken down for 1) large businesses with greater than 100 employees, 2) medium businesses with 10-99 employees, and 3) small businesses with 5-9 employees.

## **SERVICES TO DISADVANTAGED GROUPS, UNEMPLOYED ADULTS, AND YOUTH**

### **EMPLOYMENT RATE (WORKFORCE INVESTMENT ACT)**

This measure combines the Workforce Investment Act (WIA) current short-term measures for entered employment/employment for WIA adults and dislocated workers at exit. The denominator is the unduplicated total number of all adult and dislocated worker exiters regardless of employment status at registration. The numerator is the total employed at exit.

### **EMPLOYMENT EARNINGS RATE (WORKFORCE INVESTMENT ACT)**

The average Workforce Investment Act (WIA) adult and dislocated worker earnings the first quarter after exit for those employed the first quarter after exit expressed as a percentage of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three. Regional adjustments are based on the Florida Price Level Index. (Source: AWI, Office of Workforce Information Services, Labor Market Statistics). Average earnings for the unduplicated total of adults and dislocated workers based on UI quarterly wage report data.

### **EMPLOYMENT RETENTION RATE (WORKFORCE INVESTMENT ACT)**

The unduplicated total of Workforce Investment Act (WIA) adults and dislocated workers employed the 2<sup>nd</sup> and 3<sup>rd</sup> quarters after exit expressed as a percentage of the total of all those employed the 1<sup>st</sup> quarter after exit. Employment based on UI wage report data.

### **YOUTH AVERAGE GRADE LEVEL GAIN (WORKFORCE INVESTMENT ACT)**

The average annual grade level increase for all Workforce Investment Act (WIA) basic skills deficient youth based on pre- and post-test results at 1 year or exit. The measure applies to both in-school and out-of-school participants who are assessed as basic skills deficient at registration. The higher of the 2 results for either numeracy or literacy gain will be used to calculate the measure.

### **YOUTH POSITIVE OUTCOME RATE (WORKFORCE INVESTMENT ACT)**

For all Workforce Investment Act (WIA) youth, the percentage with positive outcomes at the 3<sup>rd</sup> quarter after exit. The numerator is the count of all older and younger youth, including those 18-21 served as only as adults, who by the 3<sup>rd</sup> quarter after exit obtain a credential, or obtain a diploma, or who are in post-secondary education or advanced training or qualified apprenticeships or the military or who are employed.

**CUSTOMER SATISFACTION – WORKFORCE INVESTMENT ACT PARTICIPANTS**

Based on a monthly telephone survey, the average participant rating for the three federally mandated questions regarding overall satisfaction reported on a ASCI (American Customer Satisfaction Index) 0–100-point scale. The methodology is that employed under Workforce Investment Act (WIA) for regional WIA adult, dislocated worker, and youth customers in the survey conducted in Florida by Brandt Information Services, Inc. under contract with WFI.

**SERVICES TO WELFARE RECIPIENTS****WELFARE CLOSED CASE OUTCOME RATE**

The percentage of closed TANF funded Temporary Cash Assistance (TCA) cases that were closed due to earned income. The numerator is the unduplicated sum of TCA cases that received TANF during the report period that were closed due to earnings (based on 13 reasons defined by DCF, but also includes individuals whose TCA case closed for reasons not represented in the 13 codes that had an unsubsidized job open in the WT data entry system during the report period). The denominator is the unduplicated sum of closed TCA cases that received TANF during the report period. Calculated at point of case closure. This is the same as the former Red & Green Report measure.

**WELFARE TRANSITION EARNINGS RATE**

The welfare transition program average wage the first quarter after case closure for TANF closed cases closed due to earned income expressed as a percentage of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three. Regional adjustments are based on the Florida Price Level Index. (Source: AWI, Office of Workforce Information Services, Labor Market Statistics). Average wage based on UI quarterly wage report data.

**WELFARE TRANSITION RETENTION RATE**

Of those TANF the cases closed due to earnings, the number employed the 2<sup>nd</sup> and 3<sup>rd</sup> quarters after case closure based on a match with quarterly UI wage report data.

## **ANNUAL THRESHOLD YES/NO INDICATORS**

### **LEVEL OF SERVICE INDICATOR FOR ALL CUSTOMER GROUPS**

To achieve this threshold, the level of service for all Workforce Investment Act and Wagner-Peyser participants must equate to at least 80% of the level of funding allocated by formula to the regional workforce board.

### **LEVEL OF SERVICE INDICATOR FOR SPECIAL CUSTOMER GROUPS**

To achieve this threshold, the level of service for specified Workforce Investment Act and Wagner-Peyser special customer groups must equate to at least 80% of the level of funding allocated by formula to the regional workforce board. The special groups include the disabled, veterans, offenders, and youth aging out of foster care.

### **INDICATOR FOR YOUTH DIPLOMA ATTAINMENT**

To achieve this threshold, the regional workforce board must attain a youth diploma attainment rate of at least 48% based on the WIA core measure methodology.

### **INDICATOR FOR WELFARE PARTICIPATION RATE**

To achieve this threshold, the regional workforce board must report an all-family participation rate of at least 50% based on Department of Health and Human Services requirements for the Temporary Assistance for Needy Families (TANF) Program.

### **INDICATOR FOR DATA VALIDITY**

To achieve this threshold, the regional workforce board must have data element validation results that meet each program's standards once these standards are established by the United States Department of Labor (USDOL).

**TABLE 4: PROGRAM YEAR 2012-2013 WIA EXPENDITURES/COST PER POSITIVE OUTCOME\*  
ADULT PROGRAM  
10/1/11 TO 9/30/12**

REGION 1	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$3,461,038	100.0%				
TOTAL EXPEND.	\$2,788,635	80.6%	597	\$4,671	156	\$17,876
EXPEND. OTHER SERVICES**	\$1,022,694	36.7%	597	\$1,713		
EXPEND. TRAINING	\$1,585,404	56.9%	517	\$3,067		
REGION 2	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,231,949	100.0%				
TOTAL EXPEND.	\$807,579	65.6%	196	\$4,120	74	\$10,913
EXPEND. OTHER SERVICES**	\$311,563	38.6%	196	\$1,590		
EXPEND. TRAINING	\$444,550	55.0%	187	\$2,377		
REGION 3	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$701,800	100.0%				
TOTAL EXPEND.	\$426,900	60.8%	160	\$2,668	104	\$4,105
EXPEND. OTHER SERVICES**	\$111,784	26.2%	160	\$699		
EXPEND. TRAINING	\$272,426	63.8%	147	\$1,853		
REGION 4	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,224,039	100.0%				
TOTAL EXPEND.	\$903,193	73.8%	658	\$1,373	471	\$1,918
EXPEND. OTHER SERVICES**	\$256,458	28.4%	658	\$390		
EXPEND. TRAINING	\$618,582	68.5%	437	\$1,416		
REGION 5	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,523,592	100.0%				
TOTAL EXPEND.	\$818,936	53.8%	419	\$1,955	322	\$2,543
EXPEND. OTHER SERVICES**	\$296,847	36.2%	419	\$708		
EXPEND. TRAINING	\$464,577	56.7%	212	\$2,191		
REGION 6	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$790,602	100.0%				
TOTAL EXPEND.	\$580,289	73.4%	56	\$10,362	34	\$17,067
EXPEND. OTHER SERVICES**	\$103,011	17.8%	56	\$1,839		
EXPEND. TRAINING	\$429,170	74.0%	41	\$10,468		
REGION 7	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$551,822	100.0%				
TOTAL EXPEND.	\$475,987	86.3%	136	\$3,500	42	\$11,333
EXPEND. OTHER SERVICES**	\$355,395	74.7%	136	\$2,613		
EXPEND. TRAINING	\$93,234	19.6%	131	\$712		
REGION 8	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$8,597,903	100.0%				
TOTAL EXPEND.	\$5,154,439	59.9%	2,800	\$1,841	416	\$12,390
EXPEND. OTHER SERVICES**	\$1,619,727	31.4%	2,800	\$578		
EXPEND. TRAINING	\$3,204,204	62.2%	2,724	\$1,176		
REGION 9	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,361,508	100.0%				
TOTAL EXPEND.	\$1,361,508	100.0%	336	\$4,052	75	\$18,153
EXPEND. OTHER SERVICES**	\$675,670	49.6%	336	\$2,011		
EXPEND. TRAINING	\$568,732	41.8%	207	\$2,747		

\* Positive outcomes include entered employment and the successful completion of services to employed workers to assist them in upgrading their employment.

\*\* Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 4: PROGRAM YEAR 2012-2013 WIA EXPENDITURES/COST PER POSITIVE OUTCOME\*  
ADULT PROGRAM  
10/1/11 TO 9/30/12**

REGION 10			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$3,599,749	100.0%				
TOTAL EXPEND.	\$2,940,460	81.7%	946	\$3,108	363	\$8,100
EXPEND. OTHER SERVICES**	\$629,323	21.4%	946	\$665		
EXPEND. TRAINING	\$2,018,424	68.6%	699	\$2,888		

REGION 11			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$3,518,286	100.0%				
TOTAL EXPEND.	\$3,204,307	91.1%	2,287	\$1,401	1459	\$2,196
EXPEND. OTHER SERVICES**	\$759,685	23.7%	2,287	\$332		
EXPEND. TRAINING	\$2,311,155	72.1%	1281	\$1,804		

REGION 12			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$14,659,240	100.0%				
TOTAL EXPEND.	\$8,490,983	57.9%	2,860	\$2,969	1,408	\$6,031
EXPEND. OTHER SERVICES**	\$502,763	5.9%	2,860	\$176		
EXPEND. TRAINING	\$7,536,458	88.8%	1,343	\$5,612		

REGION 13			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$2,690,026	100.0%				
TOTAL EXPEND.	\$2,535,862	94.3%	521	\$4,867	166	\$15,276
EXPEND. OTHER SERVICES*	\$1,654,688	65.3%	521	\$3,176		
EXPEND. TRAINING	\$755,830	29.8%	405	\$1,866		

REGION 14			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$2,405,968	100.0%				
TOTAL EXPEND.	\$2,347,209	97.6%	2,307	\$1,017	420	\$5,589
EXPEND. OTHER SERVICES**	\$961,815	41.0%	2,307	\$417		
EXPEND. TRAINING	\$1,319,759	56.2%	1,295	\$1,019		

REGION 15			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$5,401,466	100.0%				
TOTAL EXPEND.	\$3,907,989	72.4%	2,394	\$1,632	691	\$5,656
EXPEND. OTHER SERVICES**	\$1,593,550	40.8%	2,394	\$666		
EXPEND. TRAINING	\$2,170,759	55.5%	1990	\$1,091		

REGION 16			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$2,124,034	100.0%				
TOTAL EXPEND.	\$1,793,449	84.4%	784	\$2,288	209	\$8,581
EXPEND. OTHER SERVICES**	\$707,202	39.4%	784	\$902		
EXPEND. TRAINING	\$1,086,247	60.6%	618	\$1,758		

REGION 17			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$3,573,602	100.0%				
TOTAL EXPEND.	\$2,882,185	80.7%	1,305	\$2,209	301	\$9,575
EXPEND. OTHER SERVICES**	\$497,763	17.3%	1,305	\$381		
EXPEND. TRAINING	\$2,247,928	78.0%	1039	\$2,164		

\* Positive outcomes include entered employment and the successful completion of services to employed workers to assist them in upgrading their employment.

\*\* Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 4: PROGRAM YEAR 2012-2013 WIA EXPENDITURES/COST PER POSITIVE OUTCOME\***  
**ADULT PROGRAM**  
**10/1/11 TO 9/30/12**

REGION 18			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$3,106,638	100.0%				
TOTAL EXPEND.	\$2,527,703	81.4%	818	\$3,090	171	\$14,782
EXPEND. OTHER SERVICES**	\$529,737	21.0%	818	\$648		
EXPEND. TRAINING	\$1,792,786	70.9%	755	\$2,375		

REGION 19			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$1,248,172	100.0%				
TOTAL EXPEND.	\$728,831	58.4%	168	\$4,338	60	\$12,147
EXPEND. OTHER SERVICES**	\$306,018	42.0%	168	\$1,822		
EXPEND. TRAINING	\$422,814	58.0%	141	\$2,999		

REGION 20			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$3,050,917	100.0%				
TOTAL EXPEND.	\$2,118,375	69.4%	560	\$3,783	204	\$10,384
EXPEND. OTHER SERVICES**	\$397,051	18.7%	560	\$709		
EXPEND. TRAINING	\$1,538,558	72.6%	495	\$3,108		

REGION 21			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$8,907,356	100.0%				
TOTAL EXPEND.	\$6,891,604	77.4%	1,144	\$6,024	247	\$27,901
EXPEND. OTHER SERVICES**	\$2,780,413	40.3%	1,144	\$2,430		
EXPEND. TRAINING	\$3,883,185	56.3%	597	\$6,504		

REGION 22			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$6,666,939	100.0%				
TOTAL EXPEND.	\$6,666,939	100.0%	2,074	\$3,215	708	\$9,417
EXPEND. OTHER SERVICES**	\$1,388,540	20.8%	2,074	\$669		
EXPEND. TRAINING	\$4,842,224	72.6%	1707	\$2,837		

REGION 23			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$17,584,560	100.0%				
TOTAL EXPEND.	\$12,141,055	69.0%	5,579	\$2,176	2,400	\$5,059
EXPEND. OTHER SERVICES**	\$5,332,733	43.9%	5,579	\$956		
EXPEND. TRAINING	\$5,907,806	48.7%	3,462	\$1,706		

REGION 24			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$6,795,061	100.0%				
TOTAL EXPEND.	\$4,127,543	60.7%	1,575	\$2,621	592	\$6,972
EXPEND. OTHER SERVICES**	\$638,989	15.5%	1,575	\$406		
EXPEND. TRAINING	\$3,299,898	79.9%	1268	\$2,602		

REGIONS 1-24 TOTALS			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$104,776,269	100.0%				
TOTAL EXPEND.	\$76,700,171	73.2%	30,680	\$2,500	10,820	\$7,089
EXPEND. OTHER SERVICES**	\$23,433,417	30.6%	30,680	\$764		
EXPEND. TRAINING	\$48,814,708	63.6%	21,698	\$2,250		

\* Positive outcomes include entered employment and the successful completion of services to employed workers to assist them in upgrading their employment.

\*\* Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 5: PROGRAM YEAR 2012-2013 WIA EXPENDITURES  
DISLOCATED WORKER PROGRAM  
10/1/11 TO 9/30/12**

REGION 1	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,280,771	100.0%				
TOTAL EXPEND.	\$506,620	39.6%	235	\$2,156	58	\$ 8,735
EXPEND. OTHER SERVICES*	\$147,377	29.1%	235	\$627		#DIV/0!
EXPEND. TRAINING	\$317,150	62.6%	229	\$1,385		#DIV/0!
REGION 2	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$510,508	100.0%				
TOTAL EXPEND.	\$219,655	43.0%	86	\$2,554	37	\$5,937
EXPEND. OTHER SERVICES*	\$2,842	1.3%	86	\$33.05		#DIV/0!
EXPEND. TRAINING	\$202,058	92.0%	80	\$2,526		#DIV/0!
REGION 3	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$463,261	100.0%				
TOTAL EXPEND.	\$238,639	51.5%	59	\$4,045	25	\$9,546
EXPEND. OTHER SERVICES*	\$86,839	36.4%	59	\$1,472		#DIV/0!
EXPEND. TRAINING	\$127,937	53.6%	54	\$2,369		#DIV/0!
REGION 4	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$763,164	100.0%				
TOTAL EXPEND.	\$492,353	64.5%	303	\$1,625	111	\$4,436
EXPEND. OTHER SERVICES*	\$191,531	38.9%	303	\$ 632		#DIV/0!
EXPEND. TRAINING	\$280,637	57.0%	243	\$1,155		#DIV/0!
REGION 5	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,344,881	100.0%				
TOTAL EXPEND.	\$391,381	29.1%	291	\$1,345	117	\$3,345
EXPEND. OTHER SERVICES*	\$274,359	70.1%	291	\$943		#DIV/0!
EXPEND. TRAINING	\$92,100	23.5%	34	\$2,709		#DIV/0!
REGION 6	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$594,841	100.0%				
TOTAL EXPEND.	\$279,489	47.0%	19	\$14,710	10	\$27,949
EXPEND. OTHER SERVICES*	\$151,799	54.3%	19	\$7,989		#DIV/0!
EXPEND. TRAINING	\$103,497	37%	16	\$5,447		#DIV/0!
REGION 7	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$408,874	100.0%				
TOTAL EXPEND.	\$127,481	31.2%	56	\$2,276	19	\$6,710
EXPEND. OTHER SERVICES*	\$92,304	72.4%	56	\$1,648		#DIV/0!
EXPEND. TRAINING	\$22,726	17.8%	50	\$455		#DIV/0!
REGION 8	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$3,982,155	100.0%				
TOTAL EXPEND.	\$1,942,689	48.8%	977	\$1,988	307	\$6,328
EXPEND. OTHER SERVICES*	\$1,261,293	64.9%	977	\$1,291		#DIV/0!
EXPEND. TRAINING	\$560,698	28.9%	951	\$590		#DIV/0!
REGION 9	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$558,152	100.0%				
TOTAL EXPEND.	\$421,381	75.5%	135	\$3,121	23	\$18,321
EXPEND. OTHER SERVICES*	\$248,311	58.9%	135	\$1,839		#DIV/0!
EXPEND. TRAINING	\$141,727	33.6%	82	\$1,728		#DIV/0!

\* Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 5: PROGRAM YEAR 2012-2013 WIA EXPENDITURES  
DISLOCATED WORKER PROGRAM  
10/1/11 TO 9/30/12**

REGION 10			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,141,854	100.0%				
TOTAL EXPEND.	\$1,673,744	78.1%	1085	\$1,543	392	\$4,270
EXPEND. OTHER SERVICES*	\$536,127	32.0%	1085	\$494		#DIV/0!
EXPEND. TRAINING	\$967,938	57.8%	838	\$1,155		#DIV/0!

REGION 11			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$3,299,744	100.0%				
TOTAL EXPEND.	\$1,261,468	38.2%	572	\$2,205	237	\$5,323
EXPEND. OTHER SERVICES*	\$325,725	25.8%	572	\$569		#DIV/0!
EXPEND. TRAINING	\$871,677	69.1%	410	\$2,126		#DIV/0!

REGION 12			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$7,205,345	100.0%				
TOTAL EXPEND.	\$2,897,532	40.2%	2,217	\$1,307	826	\$3,508
EXPEND. OTHER SERVICES*	\$104,500	3.6%	2,217	\$47		#DIV/0!
EXPEND. TRAINING	\$2,656,201	91.7%	1018	\$2,609		#DIV/0!

REGION 13			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,046,926	100.0%				
TOTAL EXPEND.	\$1,865,950	91.2%	495	\$3,770	143	\$13,049
EXPEND. OTHER SERVICES*	\$956,275	51.2%	495	\$1,932		#DIV/0!
EXPEND. TRAINING	\$795,061	42.6%	353	\$2,252		#DIV/0!

REGION 14			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$3,500,395	100.0%				
TOTAL EXPEND.	\$2,885,808	82.4%	2,147	\$1,344	870	\$3,317
EXPEND. OTHER SERVICES*	\$1,034,505	35.8%	2,147	\$482		#DIV/0!
EXPEND. TRAINING	\$1,771,015	61.4%	1833	\$966		#DIV/0!

REGION 15			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$7,241,164	100.0%				
TOTAL EXPEND.	\$3,629,946	50.1%	1,496	\$2,426	450	\$8,067
EXPEND. OTHER SERVICES*	\$1,268,040	34.9%	1,496	\$848		#DIV/0!
EXPEND. TRAINING	\$2,228,448	61.4%	1253	\$1,778		#DIV/0!

REGION 16			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,602,911	100.0%				
TOTAL EXPEND.	\$2,237,445	86.0%	766	\$2,921	141	\$15,868
EXPEND. OTHER SERVICES*	\$922,556	41.2%	766	\$1,204		\$1,204
EXPEND. TRAINING	\$1,215,542	54.3%	678	\$1,793		#DIV/0!

REGION 17			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,138,154	100.0%				
TOTAL EXPEND.	\$1,488,897	69.6%	1013	\$1,470	303	\$4,914
EXPEND. OTHER SERVICES*	\$385,620	25.9%	1013	\$381		#DIV/0!
EXPEND. TRAINING	\$1,029,713	69.2%	740	\$1,392		#DIV/0!

\* Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 5: PROGRAM YEAR 2012-2013 WIA EXPENDITURES  
DISLOCATED WORKER PROGRAM  
10/1/11 TO 9/30/12**

REGION 18	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,668,496	100.0%				
TOTAL EXPEND.	\$1,496,824	56.1%	411	\$3,642	177	\$8,457
EXPEND. OTHER SERVICES*	\$284,244	19.0%	411	\$692		#DIV/0!
EXPEND. TRAINING	\$1,066,636	71.3%	361	\$2,955		#DIV/0!

REGION 19	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$591,941	100.0%				
TOTAL EXPEND.	\$380,022	64.2%	53	\$7,170	30	\$12,667
EXPEND. OTHER SERVICES*	\$83,955	22.1%	53	\$1,584		#DIV/0!
EXPEND. TRAINING	\$296,067	77.9%	47	\$6,299		#DIV/0!

REGION 20	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$3,027,702	100.0%				
TOTAL EXPEND.	\$2,028,904	67.0%	502	\$4,042	161	\$12,602
EXPEND. OTHER SERVICES*	\$373,529	18.4%	502	\$744		#DIV/0!
EXPEND. TRAINING	\$1,475,102	72.7%	419	\$3,521		#DIV/0!

REGION 21	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$4,748,532	100.0%				
TOTAL EXPEND.	\$4,413,532	92.9%	374	\$11,801	140	\$31,525
EXPEND. OTHER SERVICES*	\$835,010	18.9%	374	\$2,233		#DIV/0!
EXPEND. TRAINING	\$3,064,938	69.4%	292	\$10,496		#DIV/0!

REGION 22	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$7,846,042	100.0%				
TOTAL EXPEND.	\$7,718,212	98.4%	2,404	\$3,211	811	\$9,517
EXPEND. OTHER SERVICES*	\$1,461,565	18.9%	2,404	\$608		#DIV/0!
EXPEND. TRAINING	\$5,720,719	74.1%	1996	\$2,866		#DIV/0!

REGION 23	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$14,138,009	100.0%				
TOTAL EXPEND.	\$9,441,859	66.8%	3,279	\$2,879	761	\$12,407
EXPEND. OTHER SERVICES*	\$4,385,044	46.4%	3,279	\$1,337		#DIV/0!
EXPEND. TRAINING	\$4,274,625	45.3%	2,725	\$1,569		#DIV/0!

REGION 24	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$5,013,891	100.0%				
TOTAL EXPEND.	\$1,988,279	39.7%	807	\$2,464	269	\$7,391
EXPEND. OTHER SERVICES*	\$488,812	24.6%	807	\$606		#DIV/0!
EXPEND. TRAINING	\$1,398,944	70.4%	675	\$2,073		#DIV/0!

REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$78,117,713	100.0%				
TOTAL EXPEND.	\$50,028,109	64.0%	19,782	\$2,529	6,408	\$7,807
EXPEND. OTHER SERVICES*	\$15,902,163	31.8%	19,782	\$804		#DIV/0!
EXPEND. TRAINING	\$30,681,156	61.3%	15,377	\$1,995		#DIV/0!

\* Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 6: PROGRAM YEAR 2012-2013 WIA EXPENDITURES/COST PER POSITIVE OUTCOME\*  
YOUTH PROGRAMS  
10/1/11 TO 9/30/12**

REGION 1	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,931,423	100.0%				
TOTAL EXPEND.	\$1,830,453	94.8%	405	\$4,520	62	\$29,523
OTHER SERVICES***	\$834,275	45.6%	405	\$2,060		
TRAINING	\$629,225	34.4%	24	\$26,218		

REGION 2	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$533,601	100.0%				
TOTAL EXPEND.	\$435,305	81.6%	143	\$3,044	24	\$18,138
OTHER SERVICES***	\$152,483	35.0%	143	\$1,066		
TRAINING	\$200,356	46.0%	44	\$4,554		

REGION 3	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$617,191	100.0%				
TOTAL EXPEND.	\$287,996	46.7%	122	\$2,361	43	\$6,698
OTHER SERVICES***	\$61,582	21.4%	122	\$505		
TRAINING	\$189,801	65.9%	74	\$2,565		

REGION 4	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$800,351	100.0%				
TOTAL EXPEND.	\$630,197	78.7%	228	\$2,764	23	\$27,400
OTHER SERVICES***	\$32,950	5.2%	228	\$145		
TRAINING	\$415,422	65.9%	23	\$18,062		

REGION 5	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,908,952	100.0%				
TOTAL EXPEND.	\$1,556,326	81.5%	219	\$7,107	49	\$31,762
OTHER SERVICES***	\$0	0.0%	219	\$0		
TRAINING	\$217,719	14.0%	65	\$3,350		

REGION 6	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$640,050	100.0%				
TOTAL EXPEND.	\$449,234	70.2%	93	\$4,830	35	\$12,835
OTHER SERVICES***	\$121,326	27.0%	93	\$1,305		
TRAINING	\$284,719	63.4%	35	\$8,135		

REGION 7	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$533,601	100.0%				
TOTAL EXPEND.	\$469,325	88.0%	147	\$3,193	29	\$16,184
OTHER SERVICES***	\$422,531	90.0%	147	\$2,874		
TRAINING	\$0	0.0%	5	\$0		

REGION 8	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$4,422,897	100.0%				
TOTAL EXPEND.	\$2,547,956	57.6%	975	\$2,613	357	\$7,137
OTHER SERVICES***	\$127,972	5.0%	975	\$131		
TRAINING	\$1,311,256	51.5%	321	\$4,085		

REGION 9	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,072,721	100.0%				
TOTAL EXPEND.	\$1,072,721	100.0%	413	\$2,597	106	\$10,120
OTHER SERVICES***	\$157,945	14.7%	413	\$382		
TRAINING	\$558,847	52.1%	135	\$4,140		

\* Positive Outcomes for WIA Youth include entered employment; entrance into postsecondary education; advanced training; apprenticeship; or the military; and attainment of a diploma or certificate.

\*\* Total WIA Youth Grant for both older and younger youth services.

\*\*\* Designates assessment and all services other than training.

**TABLE 6: PROGRAM YEAR 2012-2013 WIA EXPENDITURES/COST PER POSITIVE OUTCOME\*  
YOUTH PROGRAMS  
10/1/11 TO 9/30/12**

REGION 10	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,458,472	100.0%				
TOTAL EXPEND.	\$1,233,270	84.6%	390	\$3,162	135	\$9,135
OTHER SERVICES***	\$835,871	67.8%	390	\$2,143		
TRAINING	\$160,901	13.0%	339	\$475		

REGION 11	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$2,769,392	100.0%				
TOTAL EXPEND.	\$1,265,898	45.7%	400	\$3,165	177	\$7,152
OTHER SERVICES***	\$0	0.0%	400	\$0		
TRAINING	\$1,188,676	93.9%	4	\$297,169		

REGION 12	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$8,480,726	100.0%				
TOTAL EXPEND.	\$2,971,538	35.0%	1,018	\$2,919	115	\$25,839
OTHER SERVICES***	\$186,049	6.3%	1018	\$183		
TRAINING	\$2,431,020	81.8%	981	\$2,478		

REGION 13	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,357,508	100.0%				
TOTAL EXPEND.	\$901,064	66.4%	290	\$3,107	120	\$7,509
OTHER SERVICES***	\$57,261	6.4%	290	\$197		#DIV/0!
TRAINING	\$74,898	8.3%	55	\$1,362		#DIV/0!

REGION 14	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$2,169,727	100.0%				
TOTAL EXPEND.	\$1,823,871	84.1%	1050	\$1,737	400	\$4,560
OTHER SERVICES***	\$1,214,068	66.6%	1050	\$1,156		
TRAINING	\$402,580	22.1%	743	\$542		

REGION 15	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$4,391,562	100.0%				
TOTAL EXPEND.	\$2,290,455	52.2%	882	\$2,597	362	\$6,327
OTHER SERVICES***	\$642,238	28.0%	882	\$728		
TRAINING	\$1,261,719	55.1%	451	\$2,798		

REGION 16	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,481,683	100.0%				
TOTAL EXPEND.	\$1,356,272	91.5%	334	\$4,061	117	\$11,592
OTHER SERVICES***	\$753,170	55.5%	334	\$2,255		
TRAINING	\$410,173	30.2%	288	\$1,424		

REGION 17	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$2,525,839	100.0%				
TOTAL EXPEND.	\$1,621,464	64.2%	405	\$4,004	206	\$7,871
OTHER SERVICES***	\$95,705	5.9%	405	\$236		
TRAINING	\$1,230,783	75.9%	263	\$4,680		

\* Positive Outcomes for WIA Youth include entered employment; entrance into postsecondary education; advanced training; apprenticeship; or the military; and attainment of a diploma or certificate.

\*\* Total WIA Youth Grant for both older and younger youth services.

\*\*\* Designates assessment and all services other than training.

**TABLE 6: PROGRAM YEAR 2012-2013 WIA EXPENDITURES/COST PER POSITIVE OUTCOME\*  
YOUTH PROGRAMS  
10/1/11 TO 9/30/12**

REGION 18			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,636,014	100.0%				
TOTAL EXPEND.	\$1,155,655	70.6%	215	\$5,375	75	\$15,409
OTHER SERVICES***	\$70,448	6.1%	215	\$328		
TRAINING	\$963,266	83.4%	95	\$10,140		
REGION 19			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$931,439	100.0%				
TOTAL EXPEND.	\$711,681	76.4%	150	\$4,745	47	\$15,142
OTHER SERVICES***	\$0	0.0%	150	\$0		
TRAINING	\$505,005	71.0%	41	\$12,317		
REGION 20			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$2,371,562	100.0%				
TOTAL EXPEND.	\$1,349,464	56.9%	409	\$3,299	183	\$7,374
OTHER SERVICES***	\$15,322	1.1%	409	\$37		
TRAINING	\$1,069,456	79.3%	84	\$12,732		
REGION 21			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$4,728,604	100.0%				
TOTAL EXPEND.	\$3,291,959	69.6%	845	\$3,896	184	\$17,891
OTHER SERVICES***	\$1,585,137	48.2%	845	\$1,876		
TRAINING	\$1,321,728	40.2%	332	\$3,981		
REGION 22			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$5,046,989	100.0%				
TOTAL EXPEND.	\$3,368,916	66.8%	1,255	\$2,684	332	\$10,147
OTHER SERVICES***	\$1,018,499	30.2%	1255	\$812		
TRAINING	\$2,048,154	60.8%	35	\$58,519		
REGION 23			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$12,609,407	100.0%				
TOTAL EXPEND.	\$9,186,316	72.9%	3,133	\$2,932	452	\$20,324
OTHER SERVICES***	\$5,999,130	65.3%	3,133	\$1,915		
TRAINING	\$1,344,245	14.6%	509	\$2,641		
REGION 24			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$3,970,514	100.0%				
TOTAL EXPEND.	\$1,824,006	45.9%	538	\$3,390	131	\$13,924
OTHER SERVICES***	\$100,655	5.5%	538	\$187		
TRAINING	\$1,594,531	87.4%	268	\$5,950		
REGIONS 1-24 TOTALS			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$68,478,713	100.0%				
TOTAL EXPEND.	\$43,631,343	63.7%	14,059	\$3,103	3,764	\$11,592
OTHER SERVICES***	\$14,484,618	33.2%	14,059	\$1,030		
TRAINING	\$19,814,480	45.4%	5,214	\$3,800		

\* Positive Outcomes for WIA Youth include entered employment; entrance into postsecondary education; advanced training; apprenticeship; or the military; and attainment of a diploma or certificate.

\*\* Total WIA Youth Grant for both older and younger youth services.

\*\*\* Designates assessment and all services other than training.

**USE OF INDIVIDUAL TRAINING ACCOUNTS (ITAs)  
WIA ADULT AND DISLOCATED WORKER PROGRAMS COMBINED  
7/1/12 Through 6/30/13**

ITAs Awarded*					State ITA 50% Expenditure Requirement**		
Region	Enrolled in Training	Receiving ITA	Percent	ITA Avg. Expenditure per Individual	Total Expenditures	Total ITA Related Expenditures	Percent
1	809	786	97.37%	97.16%	\$3,295,256	\$1,912,729	58.04%
2	325	224	91.02%	68.92%	\$1,027,233	\$524,087	51.02%
3	137	116	80.41%	84.67%	\$665,538	\$152,654	22.94%
4	537	479	92.00%	89.20%	\$1,395,546	\$967,571	69.33%
5	341	320	92.80%	93.84%	\$1,210,317	\$444,379	36.72%
6	195	76	70.77%	38.97%	\$859,778	\$239,998	27.91%
7	152	148	95.90%	97.37%	\$603,468	\$115,959	19.22%
8	3,386	2,822	76.34%	83.34%	\$7,097,128	\$3,764,902	53.05%
9	390	297	83.27%	76.15%	\$1,782,889	\$710,459	39.85%
10	1,760	1,076	71.68%	61.14%	\$4,614,204	\$1,689,069	36.61%
11	1,323	536	45.07%	40.51%	\$4,465,776	\$2,311,178	51.75%
12	1,658	1,555	94.14%	93.79%	\$11,388,515	\$6,039,369	53.03%
13	774	475	63.09%	61.37%	\$4,401,812	\$1,550,891	35.23%
14	4,103	2,123	69.30%	51.74%	\$5,233,017	\$3,144,734	60.09%
15	3,124	1,994	67.59%	63.83%	\$7,537,935	\$4,530,982	60.11%
16	1,490	1,199	77.70%	80.47%	\$4,109,104	\$2,219,241	54.01%
17	1,833	1,441	75.74%	78.61%	\$4,371,082	\$2,461,570	56.31%
18	751	625	61.67%	83.22%	\$4,024,527	\$2,033,289	50.52%
19	161	106	59.82%	65.84%	\$1,108,853	\$526,859	47.51%
20	886	762	90.66%	86.00%	\$4,147,279	\$2,219,922	53.53%
21	1,064	682	57.00%	64.10%	\$11,305,135	\$5,913,697	52.31%
22	3,727	3,300	89.12%	88.54%	\$14,385,151	\$9,783,698	68.01%
23	5,114	4,726	91.17%	92.41%	\$21,582,913	\$11,902,961	55.15%
24	1,852	1,684	88.60%	90.93%	\$6,115,823	\$4,324,441	70.71%
<b>Total All Regions</b>	<b>35,892</b>	<b>27,552</b>	<b>76.76%</b>	<b>\$4,101</b>	<b>\$126,728,280</b>	<b>\$69,484,640</b>	<b>54.83%</b>

Table 8

**Workforce Florida Program Expenditure Report  
2012-2013 Annual Report (July 1, 2012 to June 30, 2013)  
WIA Program State-Level Rapid Response**

	<b>Total Funds Available</b>	<b>Total Expenditu res</b>	<b>Direct Client Services (DCS)</b>	<b>% DCS</b>
<b><i>Supplemental Awards</i></b>				
PY 2010 DW Supplemental Funding - RWB 03	69,340	64,942	64,023	99%
PY 2010 DW Supplemental Funding - RWB 05	17,299	17,299	16,033	93%
PY 2011 DW Supplemental Funding - RWB 13	132,619	132,619	123,357	93%
PY 2012 DW Supplemental Funding - RWB 14	200,000	114,870	111,644	97%
<b>Sub-Total</b>	<b>419,258</b>	<b>329,730</b>	<b>315,057</b>	<b>96%</b>
<b><i>Operations/Management</i></b>				
Department of Economic Opportunity	728,838	474,957	474,957	100%
<b>Total State-Level</b>	<b>1,148,096</b>	<b>804,687</b>	<b>790,014</b>	<b>98%</b>



**Table A - Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants (01/01/2012 - 12/31/2012)						
Employers (01/01/2012 - 12/31/2012)						

**Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate (10/01/2011 - 09/30/2012)	82.00	80.20	5,275
			6,578
Employment Retention Rate (04/01/2011 - 03/31/2012)	92.00	91.20	13,329
			14,613
Average Earnings (04/01/2011 - 03/31/2012)	22,755	19,190	244,773,169
			12,755
Employment and Credential Rate (10/01/2011 - 09/30/2012)	NA	79.60	7,052
			8,859

STW

**Table C - Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services :		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate (10/01/2011 - 09/30/2012)	76.50	1,806 2,360	77.00	364 473	73.30	151 206	75.80
Employment Retention Rate (04/01/2011 - 03/31/2012)	84.00	1,850 2,202	87.50	559 639	91.60	316 345	90.90	1,423 1,566
Average Earnings (04/01/2011 - 03/31/2012)	11,961	20,333,605 1,700	17,408	9,087,041 522	17,270	5,077,318 294	20,973	28,523,290 1,360
Employment and Credential Rate (10/01/2011 - 09/30/2012)	65.60	1,280 1,951	62.50	272 435	63.90	92 144	80.10	659 823

**Table D - Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Training Services	
	Entered Employment Rate (10/01/2011 - 09/30/2012)	81.20	2,941 3,620	78.90
Employment Retention Rate (04/01/2011 - 03/31/2012)	92.50	9,373 10,130	88.20	3,956 4,483
Average Earnings (04/01/2011 - 03/31/2012)	20,224	181,831,093 8,991	16,722	62,942,076 3,764

STW

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate (10/01/11 - 09/30/2012)	93.00	86.90	6,742
			7,756
Employment Retention Rate (04/01/2011 - 03/31/2012)	90.00	90.90	7,341
			8,074
Average Earnings (04/01/2011 - 03/31/2012)	18,706	15,759	108,215,249
			6,867
Employment and Credential Rate (10/01/11 - 09/30/2012)	NA	69.30	3,930
			5,673

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate (10/01/11 - 09/30/2012)	83.10	631	90.20	321	81.60	984	87.00	60
		759		356		1,206		69
Employment Retention Rate (04/01/2011 - 3/31/2012)	88.50	640	93.40	341	89.50	1,050	92.00	69
		723		365		1,173		75
Average Earnings (04/01/2011 - 3/31/2012)	17,518	10,388,003	16,609	5,082,416	15,494	15,106,684	15,563	1,011,620
		593		306		975		65
Employment and Credential Rate (10/01/11 - 09/30/2012)	63.30	355	75.50	185	64.80	522	85.50	53
		561		245		806		62

**Table G - Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Training Services	
Entered Employment Rate (10/01/11 - 09/30/2012)	88.10	4,950	83.80	1,792
		5,617		2,139
Employment Retention Rate (04/01/2011 - 03/31/2012)	91.40	5,651	89.30	1,690
		6,181		1,893
Average Earnings (04/01/2011 - 03/31/2012)	15,742	82,991,703	15,814	25,223,546
		5,272		1,595

STW

**Table H.1 - Youth (14 - 21 ) Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education (10/01/2011 - 09/30/2012)	53.00	64.80	2,610
			4,028
Attainment of Degree or Certificate (10/01/2011 - 09/30/2012)	70.00	68.80	2,879
			4,182
Literacy and Numeracy Gains (7/1/2012-6/30/2013)	51.00	47.90	1,412
			2,949

**Table H.2 - Older Youth (19 - 21 ) Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate (10/01/2011 - 09/30/2012)	NA	68.40	1,177
			1,720
Employment Retention Rate (04/01/2011 - 03/31/2012)	NA	82.20	1,018
			1,238
Six Months Earnings Increase (04/01/2011 - 03/31/2012)	NA	4,333.00	4,870,257
			1,124
Credential Rate (10/01/2011 - 09/30/2012)	NA	43.40	865
			1,992

**Table I- Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate (10/01/2011 - 09/30/2012)	67.90	768	80.00	4	58.10	54	69.60	1,054
		1,131		5		93		1,515
Employment Retention Rate (04/01/2011 - 03/31/2012)	80.60	568	100.00	2	73.90	65	82.40	873
		705		2		88		1,059
Six Months Earnings Increase (04/01/2011 - 03/31/2012)	3,916	2,474,597	5,244	10,488	4,413	348,646	4,281	4,096,859
		632		2		79		957
Credential Rate (10/01/2011 - 09/30/2012)	42.50	541	50.00	4	46.80	52	43.20	752
		1,274		8		111		1,741



**Table J - Younger Youth (14 - 18 ) Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate (04/01/2012 - 03/31/2013)	NA	83.70	8,676
			10,369
Diploma or Equivalent Attainment Rate (04/01/2012 - 03/31/2013)	NA	68.00	1,240
			1,823
Retention Rate (04/01/2011 - 03/31/2012)	NA	66.30	1,402
			2,114

**Table K- Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate (04/01/2012 - 03/31/2013)	83.70	5,759	84.00	911	83.90	2,529
		6,876		1,084		3,016
Diploma or Equivalent Attainment Rate (04/01/2012 - 03/31/2013)	65.20	749	69.80	143	37.90	236
		1,148		205		623
Retention Rate (04/01/2011 - 03/31/2012)	66.40	718	50.20	118	64.40	531
		1,082		235		825

STW

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention ( 1/01/2011 - 12/31/2011)		12 Month Earnings Increase or Earnings Replacement ( 1/01/2011 - 12/31/2011)		Placements in Non-Traditional Employment ( 10/01/2011 - 09/30/2012)		Wages at Entry into Employment for Those Individuals who entered unsubsidized employment ( 10/01/2011 - 09/30/2012)		Entry Into Unsubsidized Employment Related To The Training Received Of Those Who Received Training Services ( 10/01/2011 - 09/30/2012)	
<b>Adults</b>	87.50	13,046	4,666	65,216,795	8.20	434	5,933	29,522,040	45.90	1,351
		14,912		13,978		5,275		4,976		2,941
<b>Dislocated Workers</b>	88.10	6,917	133.60	100,544,015	9.10	612	7,322	46,891,083	41.30	2,044
		7,854		75,246,785		6,742		6,404		4,950
<b>Older Youth</b>	75.50	962	4,156	4,700,808	7.70	91	2,859	3,047,467		
		1,275		1,131		1,177		1,066		

**Table M - Participation Levels**

Reported Information	Total Participants Served (07/01/2012 - 06/30/2013)	Total Exiters (04/01/2012 - 03/31/2013)
<b>Total Adult Customers</b>	47,752	21,864
Total Adults (Self-service Only)	Not Reported	
WIA Adults	30,519	14,228
WIA Dislocated Workers	18,222	8,144
<b>Total Youth (14 - 21)</b>	15,098	6,058
Younger Youth (14 - 18)	9,661	3,785
Older Youth (19 - 21)	5,437	2,273
Out-of-School Youth	7,459	3,003
In-School Youth	7,639	3,055

NOTE: NEG Participants are not included in the counts in accordance with OMB Control Number 1205-0420

**Table N: Cost of Program Activities  
July 1, 2012 - June 30, 2013**

Program Activity		Total Federal Spending
Local Adults		76,700,171
Local Dislocated Workers		50,028,109
Local Youth		43,631,343
Rapid Response (Up to 25%)134(a)2(A)		804,687
Statewide Required Activities (Up to 15%)132(a)2(B)		7,841,827
<b>STATEWIDE ALLOWABLE ACTIVITIES (134(a)(3))</b>		
Project	Project Descriptions	Spending
Banner Centers	Grants awarded to continue support of existing industry-driven career centers focusing on areas critical to Florida's economy.	\$714,894
Strategic Plan Implementation	Grants for projects implementing the State Strategic Plan and its objectives.	\$1,816,001
Youth Projects	Grants targeting low-income at-risk youth and special initiatives for youth aging out of foster care and for youth with juvenile records.	\$810,370
Rural Initiatives	Funding to Regions within Rural Areas of Critical Economic Concern(RACEC) to sustain operations, for employer outreach, and other strategies to address rural needs.	\$600,000
Incumbent Worker	Funding to assist Florida companies with skills upgrade training for their existing workforce to help them remain competitive.	\$3,390,352
Miscellaneous		\$1,134,943
<b>Total of All Federal Spending Listed Above</b>		<b>\$187,472,697</b>

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 1

Local Area Name: Workforce Escarosa Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	673
		DISLOCATED	206
		OLDER YOUTH	69
		YOUNGER YOUTH	365
ETA ASSIGNED #      12135	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	135
		DISLOCATED	84
		OLDER YOUTH	20
		YOUNGER YOUTH	111
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.00	77.30
	DISLOCATED WORKER	77.00	90.60
	OLDER YOUTH	NA	88.90
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.00	92.00
	DISLOCATED WORKER	85.50	94.70
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	73.30
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,250	13,680
	DISLOCATED WORKER	13,950	14,158
	OLDER YOUTH	NA	15,043
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	76.60
	DISLOCATED WORKER	NA	85.70
	OLDER YOUTH	NA	40.00
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	64.10
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	79.10
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	52.00	77.8
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	62.7
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	48.6

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number 2

Local Area Name: Workforce Development Board of Okaloosa and Walton Counties	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	245
		DISLOCATED	94
		OLDER YOUTH	29
		YOUNGER YOUTH	126
ETA ASSIGNED # 12140	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	84
		DISLOCATED	43
		OLDER YOUTH	11
		YOUNGER YOUTH	37
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.50	89.70
	DISLOCATED WORKER	77.00	92.10
	OLDER YOUTH	NA	100.00
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.50	97.80
	DISLOCATED WORKER	85.50	93.00
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	83.30
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	13,550	14,194
	DISLOCATED WORKER	13,500	16,170
	OLDER YOUTH	NA	12,113
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	82.20
	DISLOCATED WORKER	NA	77.80
	OLDER YOUTH	NA	66.70
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	87.10
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	75.10
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	82.6
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	72.0
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	21.1

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 3

Local Area Name: Chipola Regional Workforce Dev. Board Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	111
		DISLOCATED	33
		OLDER YOUTH	43
		YOUNGER YOUTH	59
ETA ASSIGNED #      12145	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	70
		DISLOCATED	21
		OLDER YOUTH	13
		YOUNGER YOUTH	53
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.50	67.70
	DISLOCATED WORKER	76.50	75.80
	OLDER YOUTH	NA	80.00
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.00	87.50
	DISLOCATED WORKER	80.50	100.00
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	60.90
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31,2012	ADULT	13,750	12,410
	DISLOCATED WORKER	13,500	14,238
	OLDER YOUTH	NA	5,901
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	60.30
	DISLOCATED WORKER	NA	73.30
	OLDER YOUTH	NA	33.30
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 -March 31,2012	YOUNGER YOUTH	NA	89.70
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 -March 31,2013	YOUNGER YOUTH	NA	93.50
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept.30,2012	YOUTH	57.00	56.3
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	43.00	75.0
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	66.7

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	4	5
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 4

Local Area Name: Gulf Coast Workforce Development Board	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	527
		DISLOCATED	337
		OLDER YOUTH	6
		YOUNGER YOUTH	261
ETA ASSIGNED #      12150	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	295
		DISLOCATED	121
		OLDER YOUTH	4
		YOUNGER YOUTH	74
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	81.00	85.40
	DISLOCATED WORKER	80.00	79.10
	OLDER YOUTH	NA	100.00
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	87.00	95.00
	DISLOCATED WORKER	86.00	91.40
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	61.30
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	15,500	19,718
	DISLOCATED WORKER	15,000	14,057
	OLDER YOUTH	NA	0
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	70.20
	DISLOCATED WORKER	NA	59.60
	OLDER YOUTH	NA	80.00
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	95.50
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	99.10
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept.30,2012	YOUTH	60.00	73.7
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	45.00	95.5
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	0.0

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	2	6
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 5

Local Area Name: Workforce Plus	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	449
		DISLOCATED	233
		OLDER YOUTH	235
		YOUNGER YOUTH	168
ETA ASSIGNED #      12155	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	176
		DISLOCATED	115
		OLDER YOUTH	45
		YOUNGER YOUTH	25
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.50	91.70
	DISLOCATED WORKER	78.00	93.50
	OLDER YOUTH	NA	58.60
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.00	96.80
	DISLOCATED WORKER	84.50	99.00
	OLDER YOUTH	NA	94.40
	YOUNGER YOUTH	NA	72.70
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,400	17,289
	DISLOCATED WORKER	14,250	18,074
	OLDER YOUTH	NA	5,042
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	79.30
	DISLOCATED WORKER	NA	100.00
	OLDER YOUTH	NA	52.90
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	81.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	95.90
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	48.0
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	80.4
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	39.1

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 6

Local Area Name: North Florida Workforce Development Board	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	186
		DISLOCATED	21
		OLDER YOUTH	28
		YOUNGER YOUTH	81
ETA ASSIGNED #        12160	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	44
		DISLOCATED	5
		OLDER YOUTH	6
		YOUNGER YOUTH	20
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.50	78.90
	DISLOCATED WORKER	76.50	83.30
	OLDER YOUTH	NA	71.40
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.00	89.90
	DISLOCATED WORKER	86.00	100.00
	OLDER YOUTH	NA	57.10
	YOUNGER YOUTH	NA	72.70
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,500	17,281
	DISLOCATED WORKER	14,250	16,375
	OLDER YOUTH	NA	2,913
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	68.80
	DISLOCATED WORKER	NA	70.00
	OLDER YOUTH	NA	50.00
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	68.80
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	88.80
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept.30,2012	YOUTH	44.50	62.9
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	43.00	86.5
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	7.7

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 7

Local Area Name: Florida Crown Workforce Development Board Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	126
		DISLOCATED	43
		OLDER YOUTH	38
		YOUNGER YOUTH	130
ETA ASSIGNED #      12230	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	47
		DISLOCATED	19
		OLDER YOUTH	6
		YOUNGER YOUTH	32
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.50	100.00
	DISLOCATED WORKER	77.50	95.00
	OLDER YOUTH	NA	28.60
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.50	96.00
	DISLOCATED WORKER	85.00	95.70
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	71.90
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	13,550	19,504
	DISLOCATED WORKER	13,750	14,680
	OLDER YOUTH	NA	6,985
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	100.00
	DISLOCATED WORKER	NA	66.70
	OLDER YOUTH	NA	22.20
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	82.80
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	100.00
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	57.00	48.1
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	90.0
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	28.1

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	2	7
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 8

Local Area Name: First Coast Workforce Development Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	2,697
		DISLOCATED	795
		OLDER YOUTH	221
		YOUNGER YOUTH	707
ETA ASSIGNED #      12235	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	1,259
		DISLOCATED	362
		OLDER YOUTH	135
		YOUNGER YOUTH	385
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.00	85.70
	DISLOCATED WORKER	76.00	86.30
	OLDER YOUTH	NA	48.90
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.00	93.80
	DISLOCATED WORKER	85.50	89.90
	OLDER YOUTH	NA	84.60
	YOUNGER YOUTH	NA	61.60
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,000	20,464
	DISLOCATED WORKER	14,225	17,339
	OLDER YOUTH	NA	4,009
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	90.60
	DISLOCATED WORKER	NA	78.70
	OLDER YOUTH	NA	44.50
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	75.10
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	78.50
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	41.8
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	43.00	71.0
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	43.9

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8
Based on the USDOL, TEGL 29-10ACC, "NOT MET" is defined as the number of performance measures less than 60% 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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 9

Local Area Name: FloridaWorks	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	435
		DISLOCATED	117
		OLDER YOUTH	96
		YOUNGER YOUTH	299
ETA ASSIGNED #      12175	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	74
		DISLOCATED	15
		OLDER YOUTH	21
		YOUNGER YOUTH	79
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.00	82.90
	DISLOCATED WORKER	76.00	71.90
	OLDER YOUTH	NA	78.60
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.00	91.60
	DISLOCATED WORKER	85.00	85.50
	OLDER YOUTH	NA	88.90
	YOUNGER YOUTH	NA	64.00
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,500	14,400
	DISLOCATED WORKER	14,500	15,759
	OLDER YOUTH	NA	6,120
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	79.20
	DISLOCATED WORKER	NA	46.20
	OLDER YOUTH	NA	26.70
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	85.20
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	66.70
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	59.5
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	85.3
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	9.1

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")

OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	2	6

Based on the USDOL, TEGL 29-10ACC, "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.

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 10

Local Area Name: CLM Workforce Connection Enterprise Center	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	1,448
		DISLOCATED	756
		OLDER YOUTH	241
		YOUNGER YOUTH	207
ETA ASSIGNED #      12180	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	669
		DISLOCATED	640
		OLDER YOUTH	102
		YOUNGER YOUTH	81
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	81.00	91.10
	DISLOCATED WORKER	80.00	93.30
	OLDER YOUTH	NA	88.20
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	87.00	87.80
	DISLOCATED WORKER	86.00	91.30
	OLDER YOUTH	NA	88.70
	YOUNGER YOUTH	NA	72.30
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,200	13,811
	DISLOCATED WORKER	14,000	13,173
	OLDER YOUTH	NA	5,761
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	73.20
	DISLOCATED WORKER	NA	72.60
	OLDER YOUTH	NA	81.20
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	66.70
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	87.20
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept.30,2012	YOUTH	56.00	87.8
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	80.00	92.4
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	69.2

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	2	7
Based on the USDOL, TEGL 29-1.0ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 11

Local Area Name: Workforce Development Board of Flagler and Volusia Counties Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	1,571
		DISLOCATED	433
		OLDER YOUTH	122
		YOUNGER YOUTH	167
ETA ASSIGNED #      12185	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	1,347
		DISLOCATED	262
		OLDER YOUTH	81
		YOUNGER YOUTH	126
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.00	78.60
	DISLOCATED WORKER	77.00	87.40
	OLDER YOUTH	NA	41.70
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.00	86.80
	DISLOCATED WORKER	84.50	91.40
	OLDER YOUTH	NA	67.60
	YOUNGER YOUTH	NA	40.50
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,500	16,524
	DISLOCATED WORKER	13,250	14,379
	OLDER YOUTH	NA	2,967
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	86.30
	DISLOCATED WORKER	NA	81.10
	OLDER YOUTH	NA	40.20
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	39.80
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	82.00
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	44.9
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	65.7
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	62.4

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")

OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8

Based on the USDOL, TEGL 29-10ACC, "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.

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 12

Local Area Name: Workforce Central Florida	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	2,502
		DISLOCATED	1,504
		OLDER YOUTH	257
		YOUNGER YOUTH	715
ETA ASSIGNED #      12240	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	1,116
		DISLOCATED	828
		OLDER YOUTH	191
		YOUNGER YOUTH	636
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	78.00	68.00
	DISLOCATED WORKER	78.00	75.20
	OLDER YOUTH	NA	74.10
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	87.00	87.10
	DISLOCATED WORKER	86.00	84.10
	OLDER YOUTH	NA	74.50
	YOUNGER YOUTH	NA	71.00
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	13,800	14,616
	DISLOCATED WORKER	13,750	12,303
	OLDER YOUTH	NA	2,806
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	48.30
	DISLOCATED WORKER	NA	45.00
	OLDER YOUTH	NA	68.30
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 -March 31,2012	YOUNGER YOUTH	NA	38.20
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 -March 31,2013	YOUNGER YOUTH	NA	44.30
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30,2012	YOUTH	58.00	72.1
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	43.00	96.4
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	30.5

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	4	5
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 13

Local Area Name: Brevard Workforce Development Board Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	576
		DISLOCATED	672
		OLDER YOUTH	155
		YOUNGER YOUTH	103
ETA ASSIGNED #      12010	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	232
		DISLOCATED	226
		OLDER YOUTH	99
		YOUNGER YOUTH	81
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.00	84.40
	DISLOCATED WORKER	76.00	77.70
	OLDER YOUTH	NA	50.00
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.00	96.50
	DISLOCATED WORKER	85.00	94.70
	OLDER YOUTH	NA	82.60
	YOUNGER YOUTH	NA	66.70
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31,2012	ADULT	13,972	20,452
	DISLOCATED WORKER	13,750	15,448
	OLDER YOUTH	NA	5,044
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	84.80
	DISLOCATED WORKER	NA	52.10
	OLDER YOUTH	NA	35.40
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 -March 31,2012	YOUNGER YOUTH	NA	47.40
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 -March 31,2013	YOUNGER YOUTH	NA	57.40
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept.30,2012	YOUTH	58.00	52.9
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	43.00	64.2
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	62.8

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 14

Local Area Name: WorkNet Pinellas Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	2,988
		DISLOCATED	1,896
		OLDER YOUTH	523
		YOUNGER YOUTH	473
ETA ASSIGNED #      12085	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	1,506
		DISLOCATED	1,073
		OLDER YOUTH	258
		YOUNGER YOUTH	213
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.00	94.40
	DISLOCATED WORKER	76.00	96.50
	OLDER YOUTH	NA	92.50
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.00	95.70
	DISLOCATED WORKER	84.00	95.10
	OLDER YOUTH	NA	93.30
	YOUNGER YOUTH	NA	87.30
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,000	20,910
	DISLOCATED WORKER	12,250	15,799
	OLDER YOUTH	NA	5,475
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	97.60
	DISLOCATED WORKER	NA	71.80
	OLDER YOUTH	NA	82.80
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	81.80
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	97.60
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	90.8
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	90.8
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	88.9

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9
Based on the USDOL, TEGL 29-10ACC. "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 15

Local Area Name: Tampa Bay Workforce Alliance	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	2,213
		DISLOCATED	1,430
		OLDER YOUTH	521
		YOUNGER YOUTH	310
ETA ASSIGNED #      12225	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	1,367
		DISLOCATED	578
		OLDER YOUTH	272
		YOUNGER YOUTH	159
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.00	76.30
	DISLOCATED WORKER	77.00	82.00
	OLDER YOUTH	NA	48.40
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.00	89.50
	DISLOCATED WORKER	86.00	89.30
	OLDER YOUTH	NA	70.10
	YOUNGER YOUTH	NA	49.10
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	15,000	17,694
	DISLOCATED WORKER	14,250	16,549
	OLDER YOUTH	NA	3,031
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	84.80
	DISLOCATED WORKER	NA	58.60
	OLDER YOUTH	NA	15.40
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	27.30
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	54.00
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	43.5
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	37.0
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	42.6

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	2	6
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 16

Local Area Name: Pasco-Hernando Jobs & Education Partnership Regional Board Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	921
		DISLOCATED	827
		OLDER YOUTH	255
		YOUNGER YOUTH	168
ETA ASSIGNED #      12195	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	254
		DISLOCATED	256
		OLDER YOUTH	99
		YOUNGER YOUTH	68
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.00	91.70
	DISLOCATED WORKER	77.00	97.20
	OLDER YOUTH	NA	74.60
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.00	96.50
	DISLOCATED WORKER	85.50	91.40
	OLDER YOUTH	NA	95.20
	YOUNGER YOUTH	NA	72.20
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,000	22,915
	DISLOCATED WORKER	14,000	15,413
	OLDER YOUTH	NA	5,463
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	83.80
	DISLOCATED WORKER	NA	88.30
	OLDER YOUTH	NA	74.00
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	52.90
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	92.20
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	55.00	74.5
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	65.00	99.1
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	44.0

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 17

Local Area Name: Polk County Workforce Development Board	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	1,506
		DISLOCATED	926
		OLDER YOUTH	213
		YOUNGER YOUTH	508
ETA ASSIGNED #      12200	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	566
		DISLOCATED	240
		OLDER YOUTH	86
		YOUNGER YOUTH	122
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	78.00	81.30
	DISLOCATED WORKER	78.00	90.00
	OLDER YOUTH	NA	69.00
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.50	88.60
	DISLOCATED WORKER	86.00	89.70
	OLDER YOUTH	NA	73.90
	YOUNGER YOUTH	NA	77.10
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	13,750	22,220
	DISLOCATED WORKER	13,750	15,108
	OLDER YOUTH	NA	3,659
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	80.10
	DISLOCATED WORKER	NA	73.20
	OLDER YOUTH	NA	66.70
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	76.30
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	90.20
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	72.9
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	94.0
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	77.9

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 18

Local Area Name: Suncoast Workforce Development Board Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	553
		DISLOCATED	332
		OLDER YOUTH	93
		YOUNGER YOUTH	147
ETA ASSIGNED #        12050	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	344
		DISLOCATED	183
		OLDER YOUTH	41
		YOUNGER YOUTH	46
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	71.00	94.30
	DISLOCATED WORKER	75.00	96.60
	OLDER YOUTH	NA	78.30
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	83.00	96.70
	DISLOCATED WORKER	86.00	95.20
	OLDER YOUTH	NA	90.70
	YOUNGER YOUTH	NA	62.50
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31,2012	ADULT	13,600	21,475
	DISLOCATED WORKER	12,600	15,566
	OLDER YOUTH	NA	5,072
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	80.60
	DISLOCATED WORKER	NA	65.60
	OLDER YOUTH	NA	61.30
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 -March 31,2012	YOUNGER YOUTH	NA	92.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 -March 31,2013	YOUNGER YOUTH	NA	85.80
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30,2012	YOUTH	70.00	72.4
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	70.00	81.6
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	44.2

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 19

Local Area Name: Heartland Workforce	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	173
		DISLOCATED	45
		OLDER YOUTH	72
		YOUNGER YOUTH	147
ETA ASSIGNED #      12205	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	93
		DISLOCATED	27
		OLDER YOUTH	19
		YOUNGER YOUTH	40
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.00	76.50
	DISLOCATED WORKER	77.00	95.20
	OLDER YOUTH	NA	81.80
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.50	91.30
	DISLOCATED WORKER	79.00	100.00
	OLDER YOUTH	NA	84.60
	YOUNGER YOUTH	NA	79.10
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	13,750	25,345
	DISLOCATED WORKER	13,500	10,671
	OLDER YOUTH	NA	6,762
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	86.40
	DISLOCATED WORKER	NA	94.70
	OLDER YOUTH	NA	81.30
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 -March 31,2012	YOUNGER YOUTH	NA	100.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 -March 31,2013	YOUNGER YOUTH	NA	98.20
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30,2012	YOUTH	51.00	91.1
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	31.50	91.5
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	66.7

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	1	7
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 20

Local Area Name: Workforce Solutions	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	606
		DISLOCATED	503
		OLDER YOUTH	119
		YOUNGER YOUTH	139
ETA ASSIGNED #      12210	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	234
		DISLOCATED	162
		OLDER YOUTH	124
		YOUNGER YOUTH	168
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.00	85.50
	DISLOCATED WORKER	77.00	91.50
	OLDER YOUTH	NA	56.00
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.50	91.90
	DISLOCATED WORKER	86.00	88.90
	OLDER YOUTH	NA	89.30
	YOUNGER YOUTH	NA	62.30
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	14,750	15,496
	DISLOCATED WORKER	14,750	14,503
	OLDER YOUTH	NA	4,027
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	64.20
	DISLOCATED WORKER	NA	55.20
	OLDER YOUTH	NA	7.50
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	37.20
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	54.20
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	50.5
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	29.6
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	41.5

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	2	6
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 21

Local Area Name: Workforce Alliance Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	1,169
		DISLOCATED	451
		OLDER YOUTH	391
		YOUNGER YOUTH	395
ETA ASSIGNED #      12075	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	692
		DISLOCATED	195
		OLDER YOUTH	187
		YOUNGER YOUTH	97
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	76.00	88.50
	DISLOCATED WORKER	76.25	85.80
	OLDER YOUTH	NA	75.20
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.25	94.10
	DISLOCATED WORKER	85.00	86.70
	OLDER YOUTH	NA	81.70
	YOUNGER YOUTH	NA	64.70
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31,2012	ADULT	14,125	27,503
	DISLOCATED WORKER	14,250	21,342
	OLDER YOUTH	NA	4,752
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	89.90
	DISLOCATED WORKER	NA	71.20
	OLDER YOUTH	NA	62.30
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 -March 31,2012	YOUNGER YOUTH	NA	66.70
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 -March 31,2013	YOUNGER YOUTH	NA	85.70
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept.30,2012	YOUTH	57.00	76.4
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	43.00	82.1
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	27.3

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 22

Local Area Name: Workforce One	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	2,158
		DISLOCATED	2,321
		OLDER YOUTH	587
		YOUNGER YOUTH	720
ETA ASSIGNED #      12015	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	651
		DISLOCATED	831
		OLDER YOUTH	236
		YOUNGER YOUTH	234
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	77.50	90.30
	DISLOCATED WORKER	77.00	94.00
	OLDER YOUTH	NA	94.30
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	84.40	91.20
	DISLOCATED WORKER	84.00	93.40
	OLDER YOUTH	NA	79.40
	YOUNGER YOUTH	NA	80.70
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	13,750	14,082
	DISLOCATED WORKER	14,000	19,494
	OLDER YOUTH	NA	3,729
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	77.70
	DISLOCATED WORKER	NA	81.50
	OLDER YOUTH	NA	8.00
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	76.30
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	70.50
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	57.50	95.8
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	66.00	42.1
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	58.1

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 23

Local Area Name: South Florida Workforce Board	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	4,825
		DISLOCATED	2,798
		OLDER YOUTH	957
		YOUNGER YOUTH	2,379
ETA ASSIGNED #      12055	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	1,986
		DISLOCATED	928
		OLDER YOUTH	161
		YOUNGER YOUTH	356
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	81.00	82.60
	DISLOCATED WORKER	80.25	89.90
	OLDER YOUTH	NA	76.70
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	85.10	87.00
	DISLOCATED WORKER	85.00	91.50
	OLDER YOUTH	NA	90.60
	YOUNGER YOUTH	NA	72.50
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31, 2012	ADULT	13,500	16,176
	DISLOCATED WORKER	14,356	16,927
	OLDER YOUTH	NA	5,394
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	76.00
	DISLOCATED WORKER	NA	77.70
	OLDER YOUTH	NA	37.40
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2011 - March 31, 2012	YOUNGER YOUTH	NA	69.30
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 - March 31, 2013	YOUNGER YOUTH	NA	92.30
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30, 2012	YOUTH	58.00	73.3
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 - September 30, 2012)	YOUTH	43.00	64.5
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	52.1

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9
Based on the USDOL, TEGL 29-10ACC, "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.			

**Table O - Performance**

10/9/2013

Local Regional Workforce Board Number: 24

Local Area Name: Southwest Florida Workforce Board Inc.	TOTAL PARTICIPANTS SERVED July 1, 2012 - June 30, 2013	ADULT	1,539
		DISLOCATED	731
		OLDER YOUTH	163
		YOUNGER YOUTH	451
ETA ASSIGNED #      12215	TOTAL EXITERS April 1, 2012 - March 31, 2013	ADULT	691
		DISLOCATED	326
		OLDER YOUTH	50
		YOUNGER YOUTH	106
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2012 - December 31, 2012	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2011 - September 30, 2012	ADULT	78.50	89.10
	DISLOCATED WORKER	79.00	89.60
	OLDER YOUTH	NA	77.40
RETENTION RATE April 1, 2011 - March 31, 2012	ADULT	86.00	88.30
	DISLOCATED WORKER	85.50	91.00
	OLDER YOUTH	NA	93.80
	YOUNGER YOUTH	NA	70.00
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2011 - March 31,2012	ADULT	14,250	15,563
	DISLOCATED WORKER	14,125	14,539
	OLDER YOUTH	NA	3,564
CREDENTIAL/DIPLOMA RATE October 1, 2011 - September 30, 2012	ADULT	NA	72.80
	DISLOCATED WORKER	NA	73.80
	OLDER YOUTH	NA	60.00
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2011 -March 31,2012	YOUNGER YOUTH	NA	75.30
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2012 -March 31,2013	YOUNGER YOUTH	NA	90.00
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2011 - Sept 30,2012	YOUTH	54.50	77.3
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2011 -September 30, 2012)	YOUTH	43.00	85.0
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2012 - June 30, 2013)	YOUTH	29.00	68.2

DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9
Based on the USDOL TEGL 29-10ACC, "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.			