

Re-iMagine



Education

Employment

Economic Development

CREATING A WORKFORCE FOR FLORIDA'S FUTURE

**Workforce Florida, Inc.
2005 - 2010 Strategic Plan**



Workforce Florida 2005 - 2010 Strategic Plan

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Vision

Florida will develop a globally competitive workforce.

Mission

Florida will develop the state's business climate by designing and implementing strategies that help Floridians enter, remain, and advance in the workforce, becoming more highly skilled and successful, benefiting Florida business and the entire state.

The goal of the strategic plan is to guide the strategic direction of Workforce Florida, Inc. and align workforce priorities with Florida's Strategic Plan for Economic Development.

Guiding Principles

- One Workforce System—Shared Vision
- Demand Driven Business Model
- Local Market Control
- Private Sector Leadership
- Universal Customer Access
- Strategic Partnerships
- Bias Toward Action
- Individual Performance Accountability
- Innovation

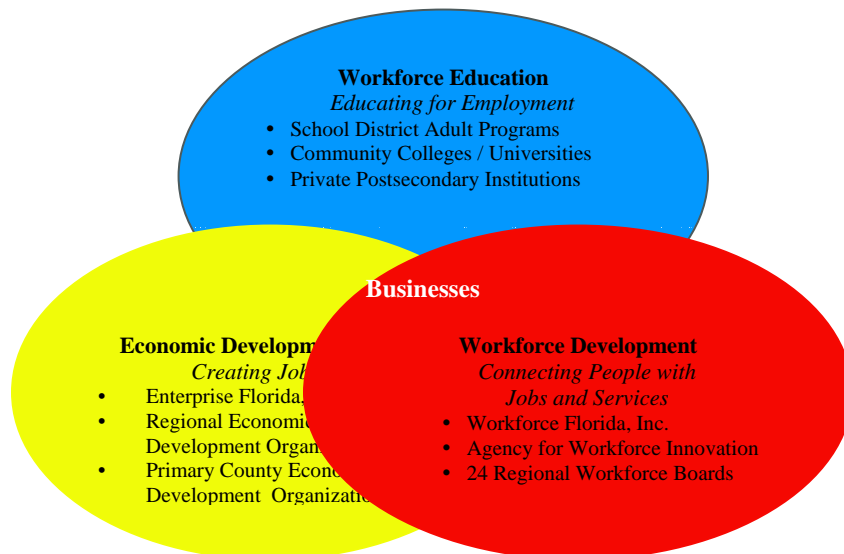
Executive Summary

Florida is committed to maintaining a business climate supportive of economic diversification and global expansion. Diversifying the economy for global competitiveness is the goal of the state's Strategic Plan for Economic Development and closely aligned with Workforce Florida, Inc.'s vision and mission.

Fundamental to diversifying Florida's economy is access to a skilled and available workforce capable of supporting the state's current and emerging labor market needs. A competitive workforce ensures competitive businesses. Florida's workforce system is charged with building the skilled and diverse workforce needed to make the state's businesses more competitive.

Florida's workforce system is an evolving and innovative system focused on leveraging strategic partnerships to meet the state's unique local labor market needs. Building the capacity and competency to become a more customer focused, demand driven workforce system requires vision, focus and priority based resource allocation. The strategic plan strives to provide a framework to:

- Shift to a Demand Driven Workforce System
- Train and Develop Florida's Talent Pipeline
- Leverage Technology
- Strengthen Florida's Rural Workforce
- Increase Business Awareness and Penetration
- Enhance Workforce System Image
- Strengthen Partnerships with Education and Economic Development
- Identify Alternative Income Streams



Workforce Trends

Demographic Shifts

- Although Florida gains approximately 800 new residents each day, the maturing of the Baby Boomers have made “finding qualified workers” a top concern for 64 percent of businesses.
- The aging of the workforce is expected to drive an impending talent shortage, by 2010. It is estimated that fifteen of every 100 white collar jobs will be left unfilled. Prepared or not, the impending labor shortage will require businesses to address workforce challenges associated with generational and ethnic differences.
- According to a report prepared by the U. S. General Accounting Office, older workers play a key role in the labor market and their importance will only grow in the years to come. Other studies report that due to the expected decline in available employees, it will become vitally important for employers to recruit mature workers and to initiate programs that provide incentives for them to remain in the workforce.
- Racial and ethnic changes due to “new immigrants” are taking shape faster than expected—by 2050, minority groups will represent 49.9 percent of the total U.S. population. Cultural differences aside, the level of diversity is expected to have a profound effect on the nation's economy in the decades to come.
- The Latino population is the fastest growing segment in the United States—by 2050 the Latino population will increase 188 percent to 103 million. Employment has surged 27 percent since 1999. Latinos constitute 12 percent of today's workforce and in two decades Latinos are projected to be 25 percent of the total workforce.

Education

- Concern remains over Florida's low graduation rates and the lag in educational attainment of minorities. Lack of a solid educational foundation, regardless of race, will relegate a significant segment of the talent pipeline to low-wage jobs—negatively impacting the state's global competitiveness.
- 65 of every 100 future jobs will require less than a four year degree but training beyond high school.
- Although there's a continued negative association with technical/vocational training as career options versus college, seven of the 11 fastest growing occupations in Florida require a vocational certificate for entry into the workforce.

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- The explosive growth of online education and training is expected to continue, transforming how students learn and access workforce preparedness courses.
- A shortage of math and science teachers within the state may negatively impact Florida's ability to keep up with the demand for first time workers entering into the knowledge-based economy.

Technological Revolution

- The Internet and other advances in information technology have driven and will continue to drive, the pace of change—workers will be under continuous pressure to learn new skills.
- Technology is enabling employers to sustain higher levels of productivity—such as improved inventory management systems and wireless computers.
- Although statistics indicate the access gap to the Internet is rapidly narrowing—a digital divide remains driven by income, education, lack of access and training.

Knowledge-Based Economy

- Florida continues to lead the nation in job growth and an emphasis on better-educated and higher-skilled workers will intensify as the labor market continues to become more knowledge-based versus production-based.
- The 2004 Annual Economic Development Rankings places Florida among the Top 10 in several knowledge based/targeted industry sectors such as Biomedical/Pharmaceutical, Medical Devices, Aviation, Telecommunications and High Tech.
Source: Enterprise Florida, Inc. Website: Data compiled by BizMiner is based on leading states for start-up and branch activity in a variety of industries.
- The fact that 79 percent of all jobs in the U.S. require less than a bachelor's degree can be deceiving—by 2020, it is estimated that 60 percent of the workforce skills required will be held by only 20 percent of the people.

Increased Productivity

- Productivity has increased by 3.55 percent from 2000 to 2003—greater than the average for any decade in the past 50 years.

Globalization/Offshoring

- Offshoring is not a new trend as U.S. manufacturing employment has been offshored to Mexico and the Pacific Rim since the 80's.

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- Offshoring practices are increasing the demand for “soft skills” in U.S. employees.
- It is estimated the offshore job shifts exceed 400,000 to date but the figure is expected to reach 1.1 million by 2008. For the first quarter of 2004, approximately one U.S. layoff in 40 was attributed to overseas relocation.
- As the search for low cost labor continues, the fear is more U.S. start up companies may seek offshoring as a first choice.
- Although there is an expectation that offshoring will harm U.S. workers, the long term impact, especially as it relates to the globalization of wages is undetermined.

Unique Florida Opportunities – Biotechnology

- The Scripps Research Institute (TSRI) is one of the country's largest private, non-profit research organizations. Founded in 1961, it has since earned acclaim through research in immunology, cardiovascular disorders, molecular biology, synthetic vaccine development, autoimmune diseases, neurosciences, and virology.
- The State of Florida gave Scripps \$369 million (\$310 million plus \$59 million in interest.) Scripps is required to repay Florida up to \$155-million into the state's Biomedical Research Trust Fund and give Florida 15% of royalties on patented investments within the first 20 years and 15% from income gained from the sale of naming rights. Palm Beach County is providing the land (purchased from Mecca Farms for \$60 million) and investing some \$500 million to build.
- The Scripps Florida Funding Corporation is a non-profit organization formed to receive, hold, invest, and distribute funds appropriated by the Legislature for the Institute.
- In its 30-year contract with the Business Development Board (BDB) in Palm Beach, Scripps promised the county 545 jobs at an average salary of \$41,000 in its first seven years. Scripps also agreed to keep at least 70% of its Florida Scripps employees in Palm Beach. The contract also ensures that Scripps will timely establish its graduate program and involve teachers and local students in its programs.
- A study by the Washington Economics Group shows that Scripps should create 6,500 jobs, generate \$1.6 billion in additional income and boost the state's GDP by \$3.2 billion over the next 15 years. Approximately 40,000 jobs (paying 50,000 + annually) will stem from industry surrounding Scripps
- The NIH (National Institutes of Health) has recently awarded the institute \$10.4 million to accelerate the application of medical advancements.

Strategic Imperatives

1. Partner with Business to Deliver a Demand Driven Workforce System
2. Support Training and Development of Florida's Talent Pipeline
3. Leverage Technology to Enhance Florida's Workforce System
4. Strengthen Florida's Rural Workforce System
5. Strengthen Partnership with Workforce Education
6. Marketing: Strengthen Awareness, Education and Image of Florida's Workforce System
7. Strengthen and Coordinate Economic Development Partnerships
8. Identify Entrepreneurial Opportunities to Deliver Flexible Earned Income Streams

Strategic Imperative #1

Partner with Business to Deliver a Demand Driven Workforce System

Business Rationale

Shifting Florida's workforce system to a demand-driven, customer-centric business model will deliver workforce services based on actual business needs.

The objective of a demand-driven workforce model is to employ a "Pull" workforce system (train for businesses' current and future jobs) versus a "Push" system (train for existing workforce system programs). Workforce Florida's value proposition is understanding and anticipating the workforce needs of business and industry *and* proactively delivering a qualified labor pool to meet those needs.

Upfront business partnerships are essential to training Florida's workforce to meet the current and future needs of diverse business sectors. Workforce has successfully partnered with business and industry but a 26 percent employer penetration rate indicates tremendous opportunity exists to develop a systematic, mutually beneficial approach to developing business partnerships.

Both business and workforce have a vested interest in partnering but the onus is on the workforce system to effectively communicate and market the value of the partnership.

- *Business* has the opportunity to provide upfront industry specific input into the development and modernization of technical training programs.
- *Workforce* has the opportunity to bridge the education and business gap—training/retraining job seekers with transferable, industry recognized skills within an industry cluster.
- *Business* has the opportunity to access cost-efficiently a well trained, work ready talent pipeline.
- *Workforce* has the opportunity to further develop established partnerships with employers—driving preferred job placements and career laddering.
- *Business and Workforce* have the opportunity to reduce the cost of workforce training via cost sharing and leveraging industry consortiums.
- *Business and Workforce* have the opportunity to develop a mutually beneficial workforce partnership to support their respective business objectives.

Strategic Imperative #1 (Continued)

Partner with Business to Deliver a Demand Driven Workforce System

Proposed Strategies

- Aggressively market/communicate, internally and externally, the workforce *business value proposition* to significantly increase awareness and stimulate workforce system usage.
- Identify and evaluate the most effective Business Services Teams. Institutionalize and replicate proven outreach tactics, core processes and performance metrics.
- Expand outreach and availability of value added, business focused training programs:
 - Incumbent Worker Training Program (IWT): customized training for existing for-profit businesses.
 - Quick Response Training Program (QRT): customized training for new or expanding businesses.
 - Employed Worker Training Program (EWT): improve skill attainment in regional labor markets.
- In partnership with economic development, organizations build upon existing, or establish *local*, industry specific “Workforce Business Consortiums”
 - Frame up common characteristics of successful workforce and business partnerships.
 - Prioritize Targeted Industry Clusters by regional workforce board.
 - Conduct customer segmentation by targeted industry
 - Business Size
 - Company Life Stage (Growth, Stable, Decline)
 - Specific Labor Market Needs and Job Seeker Requirements (Current and future)
 - Consumption industries versus production industries
 - Identify priority business partners by targeted industry—in partnership with economic development organizations, establish “Top to Top” (Leadership) communication and provide Workforce liaison/single point of contact.
 - Define rules of engagement/responsibilities of “Workforce Business Consortium” members.
 - Based on Consortium input, develop local “Industry Specific” business outreach strategies—leverage Enterprise Florida, Inc./economic development organizations for state and local input.
 - Provide platform for creation or technical input of industry specific training programs—leverage expertise of strategic partners (Education, training providers).

Strategic Imperative #1 (Continued)

Partner with Business to Deliver a Demand Driven Workforce System

Proposed Strategies (Continued)

- Explore methods to manage/track and leverage business partnerships.
- Institutionalize local, regional and statewide “Voice of the Customer” Business Forums to keep abreast of current and emerging workforce needs (e.g., Life Sciences Forum).
- Increase Workforce awareness via visibility at Targeted Industry specific events.
- Establish a new Workforce Florida, Inc./Agency for Workforce Innovation “Workforce Business Partner of the Year Award” – to increase partnership visibility and reinforce organizational focus on business and partnerships.
- Showcase successful Workforce - Business partnerships at local economic development organization business events.
- Augment Red and Green Report with *local* Regional Workforce Board performance measures (qualitative or quantitative) more aligned with strategic business drivers. Increase focus on the future priorities/direction of the regional workforce boards.
- Employ *trended* customer feedback tool to measure impact of demand driven workforce system shift.

Performance Metrics

- **Increased Business Workforce System Usage Rate**
- **Improved Business Customer Satisfaction Levels**
- **Increased Unaided Business Awareness of Florida's Workforce System**
- **Deliver Positive Performance on “Demand Driven” Dashboard Performance Metrics to be Developed Locally by Regional Workforce Boards**

Strategic Imperative #2

Support Training & Development of Florida's Talent Pipeline

Fundamental to delivering against the workforce business value proposition is the ability to cost-efficiently link well trained, work ready job seekers with businesses.

Workforce Florida is committed to ensuring every Floridian seeking a job has access to high quality workforce services and training resources required to successfully enter and advance in today's knowledge based workforce.

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

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

Such diversity in the labor pool requires specialized workforce services and training programs. Workforce Florida's three policy setting councils formulate targeted workforce development strategies by job seeker/employee tenure, position or wage.

Strategic Imperative #2 (Continued)

Support Training & Development of Florida's Talent Pipeline

First Jobs/First Wages Council

Council Objectives

Promote successful first time entry into the workforce through education and workplace experience.

- Increase the number of high school graduates as well as completers.
- Increase the number of youth who obtain a job that provides a living wage.
- Encourage statewide employer/employee associations and chambers of commerce to work together with regional workforce boards, school districts, and post-secondary institutions to help first-time workers enter and advance in the workplace.

A new vision for delivering youth services requires a strong focus on the training and development of Florida's out-of-school youth, an important segment of the workforce talent pipeline.

Proposed Strategies

- Support the successful entry and career progression of Florida's first time workers through strengthened youth partnerships.
 - Continue to enhance communication, coordination and planning between those agencies and entities that serve Florida's youth (youth partners)—to identify synergies, overlaps and partnership resources for demonstration projects.
 - Provide communication platform to define partner's roles and responsibilities and accountabilities.
 - Serve as a catalyst to develop policy framework for serving youth.
- Strengthen Out-of-School Youth Workforce Skills and Preparedness
 - Support increase in literacy and numeracy gains.
 - Leverage currently available Career Education resources to assist students make informed post-secondary career choices.
 - Collaborate with business and Workforce Education to develop industry-driven training programs and work experience opportunities aligned with the state's targeted industry sector needs.
 - Provide youth with job specific training coupled with soft skills, leadership development training and mentoring support.

Strategic Imperative #2 (Continued)

- Promote and market youth work readiness using a Work Readiness Credential to enable appropriate employment referrals.
 - Expand innovative alternative education programs, such as Community High Okaloosa Institutes of Career Education (CHOICE) and Workforce Education Career Clusters to meet current and emerging business requirements.
 - Proactively communicate with the High Skills/High Wages Council to keep abreast of industry demand and employer training/credential requirements.
 - Connect youth with high quality employment and/or postsecondary educational opportunities.
 - Increase access to online workforce education learning options.
- In-School Youth with Workforce Career Guidance
 - Leverage business partnerships to “innovatively” augment guidance counselor career support.
 - Expose middle school and high school youth to the positive aspects of technical/vocational career opportunities.
 - Aggressive marketing and outreach to youth about workforce services and training resources.
 - Encourage use of matching grants/business tax credits to stimulate employer internship opportunities.

Better Jobs/Better Wages Council

Council Objectives

- Augment welfare prevention strategies with economic self sufficiency strategies, including employed worker training, skills upgrade and retention strategies.
- Assist families transitioning from public assistance achieve financial independence and self sufficiency through developing work-related goals/objectives. Individualized plans should identify and minimize barriers to achieving those goals/objectives, measure performance and allow for plan modification to improve performance.
- Proactively partner with businesses to formulate employed workforce training and development strategies focused on soft skills development, job specific skills upgrades, wage increases, career advancement and job retention.

Strategic Imperative #2 (Continued)

Proposed Strategies

- Strengthen state partnerships to develop collaborative guidance that will facilitate the coordinating and streamlining of local workforce service delivery efforts.
 - Identify partner overlaps and gaps in service delivery
 - Leverage technology to streamline integration of services and reduce cost
 - Identify all sources of funding and develop a spending plan aligned with priorities
- Aggressively market the long term benefits of workforce skills upgrade training to businesses (profit impact) and underemployed job seekers (wage growth).
- Partner with business to develop industry specific employability skills for both critical needs and targeted industry jobs.
- Promote and market the Work Readiness Credential as a demand driven tool to prepare the job seeker for employment, and as a tool to be used by business to verify training needs for employed workers.
- Expand participation in state's CARC (Career Advancement and Retention Challenge) grant. Align business partnerships with targeted industry/occupations.
- Continue to measure effectiveness and optimize existing assessment tools and solicit business input on industry-specific best practices.
- Identify, evaluate and replicate innovative demand driven, best practice programs.

High Skills/High Wages Council

Council Objectives

- Develop and identify funding resources for innovative programs to help support a demand driven and employee responsive workforce system that leads to high skill, high wage jobs.
- Increase the number of workers, new and incumbent, with skills in targeted, value-added industries—as defined by Enterprise Florida, Inc. and regional High Skills/High Wages committees.
- Create linkages and serve as a catalyst between industry and the state's workforce development and economic development systems and partner to create training programs that meet the current and future labor market needs and support economic development goals.

Strategic Imperative #2 (Continued)

Proposed Strategies

- Proactively market employer-specific training resources. Leverage outreach effort and support to increase business awareness and usage of workforce system.
- Coordinate workforce training programs with targeted industry sectors to drive talent pipeline development and high-paying job opportunities.
- Support non-traditional training modalities designed to address the rapidly changing workforce needs of business, such as distance learning and leveraging technology to reduce cost per trainee.
- Identify best practices that effectively leverage federal, state, regional and private training funds to better serve employed workers.
 - Manufacturer's Skills Upgrade Training (outcome from Enterprise Florida, Inc.'s Manufacturing Advisory Council)
 - Quick Response Training
 - Incumbent Worker Training
 - Employed Worker Training
- Support demand driven shift with providing industry-recognized, "just-in-time training" and flexible service delivery methods.
- Develop industry consortiums to remain abreast of industry-specific workforce development needs.
- Collaborate with regional workforce board's to increase the number of high skills/high wages committee members that represent regional targeted industries.
- Support Workforce Education's goal to increase the number of individuals with industry-recognized credentials/degrees at all education levels—high school, postsecondary adult vocational and university—in critical targeted industries.
- Support small business growth through targeted business services available through One-Stop Centers and partnerships with entrepreneurial training entities.
- Earmark targeted services/funds in support of economic development initiatives.
- Provide technical assistance and support to regional workforce board business liaisons.

Performance Metrics

- **Availability of Educated, Skilled, Diverse Workforce for Current and Emerging Labor Market Needs**
- **Increased Job Seeker Workforce System Usage Rate and Satisfaction Levels**
- **Execution of Workforce Florida, Inc./Regional Workforce Board Council Objectives and Strategies**
- **Superior Performance Against Red & Green Metrics**

Strategic Imperative #3

Leverage Technology to Enhance Florida's Workforce System

Business Rationale

Technology continues to drive change in the marketplace and organizations that adapt remain relevant. Workforce can leverage technology to provide unprecedented opportunities for employment, education and professional growth.

Customers have come to expect convenience and flexibility. A web-based component to workforce service delivery serves as a solid platform for innovation and market expansion. Most immediately, technology can enhance and streamline a variety of business processes and workforce services such as:

- Labor Market Exchange
- Remote/Rural Customer Access
- Customer Relationship Management
- Skills Assessment Repository
- Paperless System
- Service Provider Integration
- Cost Efficient Business Outreach
- Distance Learning
- Marketing and Communication
- Cost Reduction

Aligned with internal priorities and the state's Roadmap for Florida's Future, Workforce Florida, Inc. will support the development of non-traditional workforce delivery systems, including online directories and workforce education distance learning initiatives. The goal is to work with strategic partners to ensure workforce programs, curriculum and content are aligned with the current and future needs of business.

A host of online information including directories, links to educational institutions, training providers and career planning tools exist but linkages are limited. An opportunity exists to standardize, integrate, cross market and link workforce resources.

E-learning continues to experience explosive growth and Floridians have a variety of distance learning options at their fingertips. A comprehensive catalogue and directory of "online workforce education training programs" is *not* available but a scalable platform exists and the initiative is in concept stages at the Florida Department of Education. In addition, Florida can build upon its online technical workforce training programs and provide an opportunity to leverage business and industry specific partnerships.

Although the Internet will continue to transform traditional ways of conducting business, it is important to employ integrated technology-enabled approaches to delivering workforce services due to the diversity of the labor pool.

Strategic Imperative #3 (Continued)

Leverage Technology to Enhance Florida's Workforce System

Proposed Strategies

- Establish a cross agency task force to conduct an inventory and review of all online workforce development information/content—focus on identifying information gaps, duplication, inconsistencies, synergies and links. Recommend an integration strategy.
- Launch an initiative to define and prioritize most significant web-base opportunities. Collaborate with strategic partners to identify workforce services and information most easily transferred online. Focus on easy accessibility, user-friendly (flexible and convenient) and consistency in content and format but provide for local market customization.
- Complete development of Labor Market Exchange.
- In partnership with Workforce Education and the Agency for Workforce Innovation, create an online directory that leverages current resources, meets the requirements of Workforce Florida, Inc. and provides supporting links to distance learning.
- Partner with Workforce Education to broaden “*technical*” workforce education distance learning programs to build a nationwide competitive advantage.
- Formalize workforce knowledge transfer processes. Continually explore innovative uses of technology and potential application to workforce system.

Performance Metrics

- **Provide Internet Access to Core Workforce Programs & Services**
- **Deliver Online Workforce Directories and Resource Links**
- **Commercialize Workforce Labor Market Exchange**
- **Deliver Workforce Distance Learning Programs**

Strategic Imperative #4

Strengthen Florida's Rural Workforce System

Business Rationale

Workforce recognizes Florida's rural communities face unique challenges based on economic, demographic and locational issues. The most significant rural workforce challenges include:

- Lack of Public Transportation System
- Limited Economic Development Resources & Partnership Opportunities
- Capacity of Educational System
- Limited Information Technology Infrastructure
- Minimum Fixed Cost Required to Deliver Workforce Services
- Lack of Economies of Scale
- Flight of Talent

Workforce services delivered by rural regional workforce boards are integral to the economic strength of the state and the rural communities which they serve. Aligned with Florida's "Rural Areas of Economic Critical Concern," Workforce Florida, Inc. is committed to developing a customized approach to strengthen Florida's rural workforce with a strong focus on providing equal access and delivering the high quality workforce programs and services required to support the growth and revitalization of local business.

Although Workforce Florida, Inc. gives special consideration to the unique needs of rural communities, a predominant "one size fits all" approach to strengthening the rural workforce poses inherent challenges due to fixed cost structure and the differences among rural regional workforce boards. To gain a better understanding of the rural workforce systems' differences and requirements, the Agency for Workforce Innovation's Labor Market Information segmented rural regional workforce boards based on three criteria:

1. Florida MSA and Workforce regions
2. Workforce regions by Rural/Metro County Designations (proximity to major metro markets)
3. Workforce regions by Rural/Metro County Designations and Rural Areas of Critical Economic Concern

The segmentation process identified four regional workforce boards as meeting all three criteria and thus "rural in every way" – Chipola Regional Workforce Board, North Florida Workforce Board, Florida Crown Workforce Board and Heartland Workforce Investment Board. These four regional workforce boards require focused resources and support, closely followed by the other rural-metro regional workforce boards. (See Appendix: Rural Maps)

Strategic Imperative #4 (Continued)

Strengthen Florida's Rural Workforce System

Proposed Strategies

- Workforce Florida, Inc. must be sensitive to the individual needs and problems of rural regions to ensure that all Florida residents have equal access to all workforce services, providing a special emphasis on regional workforce boards defined as rural in everyway.
- Explore partnering with municipalities and local agencies to establish workforce system satellite offices to increase customer access.
- Support Enterprise Florida, Inc.'s Rural Working Group/Rural Economic Stimulus Committee, ensuring the workforce system is engaged in regional planning and a holistic approach to economic diversification, education enhancement and workforce development.
- Establish a strong rural regional workforce board Workforce Partnership
 - Explore a "Rural Regional Workforce Board Consortium" to leverage expertise and resources
 - Craft rural workforce development platform
 - Provide recommendations to address unique rural workforce needs
 - Identify most cost effective approaches to workforce service delivery
 - Ensure alignment of Florida's Rural Areas of Critical Economic Concern and Workforce Florida, Inc./regional workforce board rural priorities
 - Identify innovative rural workforce/economic development best practice models for funding consideration and replication
- Partner with economic development organizations and the U.S. Small Business Administration to create a *Rural Small Business Economic Development Toolkit*—to stimulate small business growth, creation of e-commerce opportunities, new business incubators, and workforce/skills upgrade training for existing businesses and workers.
- Augment Red and Green performance report with local regional workforce board performance metrics designed to measure impact of targeted rural area support.
- Communicate rural regional workforce board successes throughout the workforce system and business community.

Performance Metrics

- **Enhanced Rural Workforce Development Model**
- **Rural Regional Workforce Board Workforce Consortium**
- **Rural Small Business Economic Development Toolkit**
- **Increased Customer Access and Satisfaction Levels**

Strategic Imperative #5

Strengthen Partnership with Workforce Education

Business Rationale

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

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

A recent survey to school districts, technical centers and community colleges highlights the business partnership opportunity:

- 50 percent of respondents use the Targeted Occupations List and the High Skills/High Wages Industry List when planning program offerings
- 50 percent of the respondents had partnerships with businesses to assist their graduates with job placement.
- 30 percent of respondents use "hands-on" practical application in delivering instruction.

As the opportunity exists for a more structured approach to connecting program completers to employment, careers or further postsecondary options, Florida's workforce system becomes the natural link between business and education. Workforce Florida, Inc. is committed to building a comprehensive workforce system through facilitating the strengthening of workforce education programs and connecting qualified students from all educational institutions with employment opportunities.

In addition, Workforce Florida, Inc. will enhance workforce education through supporting the development of regional, industry driven "Workforce Education Cluster Centers." The career cluster centers will be built on strong partnerships between business, education and workforce and will provide cutting edge curricula and an innovative learning environment aligned with the workforce needs of business.

Strategic Imperative #5 (Continued)

Strengthen Partnership with Workforce Education

Proposed Strategies

- Support the development of regional, industry driven “Workforce Education Cluster Centers.” In partnership with Workforce Education, business and competitively selected educational institutions, develop prototype curriculum and learning environments for partner review and buy-in.
- Facilitate linking business with Workforce Education to better meet the needs of Florida’s businesses, ensuring rigor and relevancy in these relationships.
- Partner with education to develop a statewide cross-marketing plan to increase the workforce system’s access to job seeking students and recent graduates of Florida’s higher education system, including universities (public and private), community colleges and technical centers.
- Utilize business partners to increase exposure of Florida’s youth to a variety of career options. Augment guidance counselor knowledge base and support coordinated youth outreach efforts.
- Support distribution of student/parent information and access to innovative Workforce Education programs--distance learning and non-traditional learning environments such as Community High Okaloosa Institutes of Career Education (CHOICE).
- Support Workforce Education “image enhancing” marketing efforts to reposition the opportunities associated with technical training/vocational careers.
- Establish a “Workforce Education Business Partner of the Year” Award to increase partnership visibility and reinforce organizational focus.
- Employ trended customer feedback tool to measure impact of new Workforce Education business partnerships.
- Support Implementation of 2004-2005 Career Education Task Force Recommendations.

Performance Metrics

- **Leverage Florida Workforce System and Workforce Education Partnership: Link Business and Education *and* Workforce and Job Seekers**
- **Creation of Workforce Education Cluster Centers**
- **Increase Exposure of Florida’s Youth to Career Options**
- **Successful Execution of Workforce Supported Career Education Task Force Recommendations**

Strategic Imperative #6

Marketing: Strengthen Awareness, Education and Image of Workforce System

Business Rationale

Marketing is the workforce system's most significant opportunity. Florida's workforce system is an evolving organization, with multiple target audiences and a lingering negative image to overcome. The relatively new focus on business as the primary customer requires not only a significant increase of awareness but educating and engaging business to ensure current workforce system products and services meet their needs. In addition, the workforce system must proactively scan the environment and keep business abreast of labor market trends that could either enhance or jeopardize their competitiveness.

Currently, the workforce system's marketing and public relations efforts are executed locally by regional workforce boards and/or their contracted service providers. Statewide marketing efforts are executed by Workforce Florida, Inc., the Agency for Workforce Innovation and the Florida Department of Education to some extent. Several regional workforce boards have executed successful local marketing campaigns resulting in a positive impact on business penetration, marketplace perception and/or service usage. Other regional workforce boards lack the internal marketing capacity or funds to implement marketing campaigns beyond relationship building.

The geographic service delivery borders of Florida's regional workforce boards are invisible to business customers. The result is exposure to multiple regional workforce brands and often times, multiple messages. The creation of the Employ Florida affiliate brand was in part, to provide business with an easy single point of entry into Florida's regionalized workforce system, to position the regional workforce boards as part of a larger Florida workforce system and to link statewide resources cost-efficiently.

Although not yet consistently utilized throughout the workforce system, the Employ Florida affiliate brand provides businesses unfamiliar with the workforce system a link to regional workforce boards, one stop career centers, state level resources and additional partner links. Employ Florida is also intended to represent a visible workforce "seal of approval" indicating quality standards have been met by the regional workforce boards. Opportunity exists to strengthen the value of the Employ Florida brand over time and position Florida as having a seamless, statewide workforce system capable of linking businesses and qualified job seekers, regardless of geographic location.

A system-wide communication platform based on the *workforce business value proposition* will further build awareness, increase business penetration and stimulate system usage.

Strategic Imperative #6 (Continued)

Marketing: Strengthen Awareness, Education and Image of Workforce System

Proposed Strategies

- Develop a system-wide communication platform based on the workforce *business value proposition*.
- Identify and review existing or initiate new market research to create baseline measures for business penetration, level of awareness and repeat usage rates.
- Strengthen the Employ Florida Affiliate Brand.
 - Continue to integrate the Employ Florida brand into the entire workforce system.
 - Continue to strengthen the professional expertise of state and local communications staff training and development and face-to-face best practices sharing.
 - Continue to create and modify existing marketing materials that allow for a unified “one workforce system” creative feel *and* also allow for regional customization.
 - Based on business input, explore the value and potential of the Employ Florida affiliation
 - Create an “Employ Florida Workforce Excellence” award to provide an incentive for innovative local marketing and business outreach campaigns that can then be replicated system wide.
 - Include a unit on the Employ Florida affiliate brand in the Workforce Professional Tier 1 Certification program and the MyFlorida.com website.
 - Work to create an Employ Florida “Customer Experience.”
- With input from Employ Florida Communication Consortium, develop an Employ Florida Public Relations and Marketing Communications Plan.
 - Define communication objectives.
 - Clearly identify state (Workforce Florida, Inc., Agency for Workforce Innovation) role versus local roles in plan execution.
 - Develop priority “workforce system” messages (update annually).
 - Develop internal/external communication vehicles and processes.
 - Inventory existing and develop new internet-based communication strategies.
- Expand system wide creative mandates (ensures communication consistency via adherence to agreed upon creative standards).
- Create and execute system wide “image enhancing” public relations campaign targeted at business.
- Create industry-specific communication platforms with business and regional workforce board input.
 - Share key learnings with regional workforce boards.

Strategic Imperative #6 (Continued)

- Support regional workforce board execution of “targeted” business awareness/education campaign.
- Market Workforce Florida, Inc. “signature” Workforce Programs—Incumbent Worker Training Program and Quick Response Training Program.
- Partner with Department of Education’s Workforce Education and Industry Trade Associations.
 - Market benefits of technical/vocational career options.
 - Partner to reverse negative image of technical/vocational careers.
- Leverage regional/industry specific co-op advertising programs (i.e., cost sharing).
- Subject marketing investment to “system-wide” return on investment (ROI) measurement guidelines (ROMI – Return on Marketing Investment).

Performance Metrics

- **Develop Workforce System *Business Value Proposition***
- **Establish Baseline Workforce System Marketing Measures: Awareness; Penetration; Positive Image/Experience**
- **Develop Integrated Employ Florida/Workforce Florida, Inc. Marketing and Public Relations Plan**
- **Increase Participation in Workforce Communication Consortium**

Strategic Imperative #7

Strengthen and Coordinate Economic Development Partnerships

Business Rationale

Workforce development is fundamental to economic development. The definition of economic development is utilizing location strategic assets to expand the quantity and quality of business operations. A well trained and skilled workforce is a strategic asset and a driving force behind Florida's ability to maintain its economic vibrancy and diversification for global competitiveness.

Executing uniform workforce development/economic development initiatives on a broad scale has proven challenging as economic development has a narrower focus and different geographic areas. Although some regional workforce boards have well established and successful economic development partnerships, many continue to question the mutual benefits of a partnership. Many regional workforce boards have experienced economic development organizations with a stronger interest in tapping into workforce funding streams than cultivating a mutually beneficial partnership.

Economic development organizations' perception of partnership challenges include:

- Complex and bureaucratic workforce organizational structure with different geographic regions.
- Inability to respond quickly to the needs of business.
- Lack of a coordinated approach to partnering and planning.
- Lack of understanding of the workforce system.
- Co-locating economic development activities and welfare transition activities are not optimal for business recruitment and development.
- Multiple, siloed workforce funding sources with limited applications and resource allocation constraints.
- Overemphasis on employing people today versus preparing workforce for tomorrow.

In terms of system credibility and access to businesses, the workforce system understands the value and is desirous of developing strong economic development organization partnerships, but significant partnering opportunities remain, such as: joint planning, resource sharing, business outreach (retention, expansion and recruitment), guiding one another through their respective systems and best practice sharing.

Strategic Imperative #7 (Continued)

Strengthen and Coordinate Economic Development Partnerships

Proposed Strategies

- Identify the most successful urban *and* rural regional workforce board/economic development organization partnerships. Identify common success factors that can be replicated broadly. Based on key findings, engage a small, integrated team of experienced economic development/workforce system experts to develop an effective and coordinated approach to partnering.
- Establish a statewide Workforce and Economic Development Task Force (similar to the Career Education Task Force) to frame up statewide successes, barriers and gain agreement on the partnership priorities. Communicate outcomes broadly.
- Explore engaging economic development professionals to provide regional workforce boards technical assistance and to create an aligned, integrated and coordinated regional workforce/economic development plan with quantitative performance metrics.
- Engage current economic development organization partners to facilitate the development of “Top to Top” relationships between local businesses and regional workforce board leadership.
- Regional workforce boards and economic development organizations should jointly conduct business roundtables with targeted industry sector business leaders to increase partnership visibility, educate business on workforce services and add value by proactively addressing local labor market needs.
- Collaborate with economic development organizations, business, industry associations and education to identify skills/competency requirements for targeted industries. Jointly disseminate information to key stakeholders.
- Develop coordinated and systematic approach to soliciting economic development organization insights and expertise on workforce initiatives with economic development implications *and vice versa*.
- Bi-annually, regional workforce boards and economic development organizations should jointly conduct research to identify local labor markets strengths, weaknesses and opportunities, with a strong focus on local targeted industries and emerging business.

Performance Metrics

- **Successful Execution of Workforce/Economic Development Task Force Recommendations**
- **Development of Coordinated Approach to Economic Development Organization and Workforce System Partnering**
- **Increased Number of Joint Economic Development/Workforce Initiatives**
- **Economic Development Organization and Regional Workforce Board Partnership Performance Feedback**

Strategic Imperative #8

Identify Entrepreneurial Opportunities to Deliver Flexible Earned Income Streams

Increasing flexible funding streams is a workforce system priority and will be the result of successful social entrepreneurship within Florida's workforce system--the art of simultaneously pursuing both a financial and a social return on investment.

The process of successfully identifying and commercializing entrepreneurial opportunities within any organization is extraordinarily challenging but a unique opportunity exists within the workforce system. In an effort to drive workforce innovation, Workforce Florida, Inc. can assume the innovation risk, thereby minimizing regional workforce board risk.

Factors of Success

- Thinking out of the “workforce system box”
- Meeting unmet customer/market place needs
- Adopting an entrepreneurial environment within the workforce system—a significant shift in organizational thinking/behavior
- Relentless focusing on product and service quality
- Aligning core competencies with marketplace opportunities
- Prioritizing opportunities and identifying available start up capital
- Ensuring mission/strategic alignment

Core Process Steps

- Preliminary business plan
- Board review and approval
- Conduct market feasibility study
- Finalize business plan--including pro forma financials
- Explore private sector partnership/cost sharing opportunities
- Test market initiative
- Commercialize (assuming test market benchmarks achieved)
 - Secure organizational talent to grow new business
 - Generate income and revenue
 - Establish milestones and performance metrics

Strategic Imperative #8 (Continued)

Based on knowledge of the current workforce system, local market needs and business acumen, regional workforce board leaders* identified the following as potential revenue/income generating opportunities worthy of further exploration:

- Full small business human resources management support
- Applicant screening and assessment services
- Background checks and credential verification
- Specialized employer recruiting services
- Targeted workforce related workshops, seminars and training
- Employee soft skills training and certification
- On-site workforce Spanish
- Targeted Career/Job Fairs
- Notary Services
- Grant development support

* Note, based on local board direction, organizational priorities, lack of resources or limited internal capacity, some of the regional workforce board leaders indicated no interest in seeking alternative revenue streams at the time of this strategic planning effort.

Proposed Strategies

- Create a cross functional/cross agency “New Business Development Team”
 - Review national and statewide best practices such as Tennessee’s Workforce Essentials and Florida’s Brevard Workforce Development Board, Inc.
 - Identify workforce system core competencies.
 - Determine required resources to launch test market/pilot program.
 - Evaluate utilizing outside expertise to lead initiative—requires dedicated resources.
- Target “for-profit” workforce system partners with aligned interest to underwrite/offset start up cost of entrepreneurial endeavors.
- Competitively evaluate and select regional workforce boards for participation in pilot program—based on organizational leadership, entrepreneurial spirit and ability to support execution.
- Send participating Workforce Florida, Inc./regional workforce boards’ New Business Development Teams to entrepreneurial training.
- Leverage Workforce Florida, Inc.’s buying power and explore “top to top” partnership with Institute for Social Entrepreneurship—or like organization.
- Host a statewide “*Workforce of the Future*” Business Plan competition in an effort to generate innovative business ideas and positive public relations.

Performance Metrics

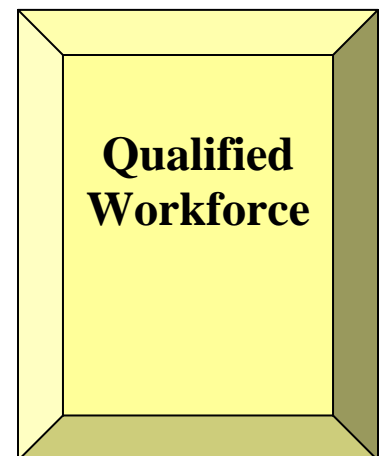
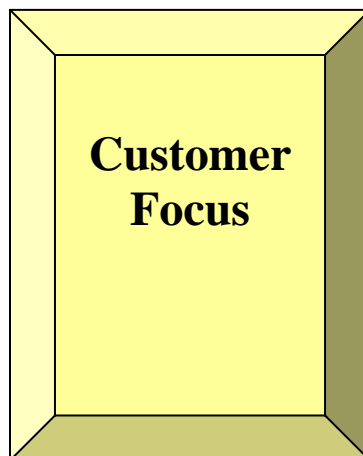
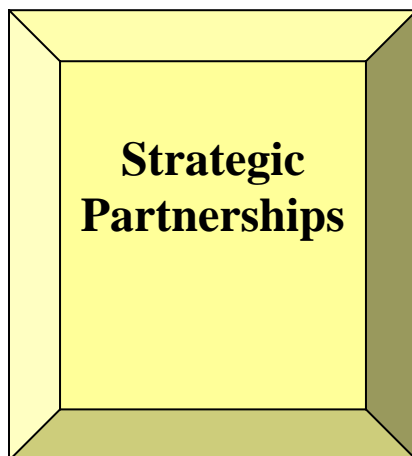
- **Number of Regional Workforce Boards Participating in New Business Development Initiatives**
- **Number of New Business Development Initiatives Commercialized**
- **Number and Quality of Private Sector Partnerships**
- **Flexible Earned Income from New Business Development Initiatives**

Blueprint for Success

Workforce Florida, Inc. has aligned its Strategic Imperatives with the vision and mission of the organization and the state's Roadmap to Florida's Future: 2004-2009 Strategic Plan for Economic Development. Developing a workforce prepared to support value-added job growth will require disciplined focus, priority based resource allocation and aligned strategic partnerships.

Integral to delivering against Workforce Florida's Strategic Priorities are four critical areas of focus:

- **Strategic Partnerships:** Mission alignment and mutually beneficial partnerships create a win-win for partners and deliver value to the market.
- **Customer Focus:** A deep understanding and relentless focus on the customer is the foundation of a demand driven system. Resulting business partnerships will drive the proactive development of a globally competitive workforce.
- **Qualified Workforce:** Rigorous and relevant workforce education/training coupled with a solid educational foundation is an investment in Florida's future and guarantees a qualified workforce talent pipeline with the capacity to expand with the economy.
- **Innovation:** Innovation is the life blood of any organization, ensuring continued customer relevance and long term survival. Innovation is an immutable goal.



Linkages to Florida's Roadmap Plan for Economic Development

Priority Recommendations

- Priority:** Ensure Florida's leadership for global commerce
Linkages: Proactively training a diverse and skilled workforce aligned with Florida's current and emerging global business diversification labor market needs.
- Priority:** Establish Florida as a leader for emerging industries with innovation, entrepreneurship and venture capital.
Linkages: Partnering with Business to develop a highly skilled workforce to meet the labor market requirements of Florida's current knowledge based economy and emerging industries.
- Priority:** Raise the bar for excellence in workforce education
Linkages: Collaborating with Workforce Education and business to develop innovative and responsive workforce education and training programs that deliver rigor, relevancy and a platform to build business relationships.
- Priority:** Ensure the competitiveness of Florida's business climate
Linkages: Enhancing the competitiveness of Florida's business climate by providing a qualified, work-ready talent pipeline based on the current and future needs of business.
- Priority:** Develop an economic stimulus strategy for Florida's Rural Areas of Critical Economic Concern
Linkages: Support Rural Areas of Critical Economic Concern by focusing on equal access, quality of services and deeper understanding of regional requirements to strengthen Florida's rural workforce.
- Priority:** Retain and strengthen Florida's key industry sectors
Linkages: Strengthening key industry sectors through industry specific and responsive workforce training programs designed to enhance competitiveness.
- Priority:** Establish a smart growth policy for sustainable economic development, diversification and quality of life
Linkages: Delivering a qualified workforce required to sustain economic development, diversification and generate personal wealth—improving the quality of life of all Floridians.
- Priority:** Invest in economic development
Linkages: Coordinating local economic development organization and regional workforce board partnerships to leverage resources, support targeted industry growth and create high wage jobs.

Summary of Strategic Imperatives

- 1. Partner with Business to Employ a Demand Driven Workforce System**
 - Customer Segmentation
 - Proactive, Value Added Business Partnerships
 - Increase Business Penetration and Workforce System Usage
 - Performance Metrics Aligned with Business Focus
- 2. Support Training and Development of Florida's Talent Pipeline**
 - Educated, Skilled, Diverse and Available Workforce
 - Current and Emerging Labor Market Needs
 - Workforce Florida, Inc./Regional Workforce Board Council Objectives and Strategies
 - Increase Job Seeker Workforce System Usage and Satisfaction Level
- 3. Leverage Technology to Enhance Florida's Workforce Development System**
 - Internet Access to Workforce Services
 - Online Workforce Directories and Resource Links
 - Workforce Distance Learning Programs
 - Labor Market Exchange
- 4. Strengthen Florida's Rural Workforce System**
 - Equal Access to Quality Workforce Services
 - Rural Regional Workforce Board Workforce Consortium
 - Rural Areas of Critical Economic Concern Planning
 - Rural Small Business Economic Development Tool Kit
- 5. Strengthen Partnership with Workforce Education**
 - Facilitate Business and Education Linkages
 - Non-Traditional Learning Environments: Workforce Education Cluster Centers
 - Increased Career Exposure to Youth
 - Enhance Image of Technical/Vocational Careers
- 6. Marketing: Strengthen Awareness, Education and Image of Workforce System**
 - System Wide Communication Alignment
 - Strengthen Employ Florida Affiliate Brand
 - Integrated Marketing Communication/Public Relation Plan
 - Stimulate Workforce System Usage
- 7. Strengthen and Coordinate Economic Development Partnerships**
 - Mutually Beneficial Partnerships
 - Coordinated Approach to Local Market Partnering
 - Leverage Respective Expertise and Resources
 - Increased Joint Economic Development Organization/Workforce system initiatives—state, regional, local
- 8. Identify Entrepreneurial Opportunities to Deliver Flexible Earned Income Streams**
 - Build Organizational Capacity
 - Align Workforce System Assets with Unmet Market Needs
 - Generate Income versus Revenue
 - Support Business Development Team Framework

Appendices

Overview of Workforce Florida, Inc. Strategic Planning Process

Strategic Plan Objectives

- Provide Workforce Florida, Inc. and its strategic partners a clear, customer focused roadmap to guide the continuous improvement of Florida's workforce system over the next five years.
- Position Workforce Florida, Inc. to add measurable value to Florida's growing economy via delivering a qualified workforce capable of supporting globally competitive businesses.
- Align the Workforce Florida, Inc. strategic plan with the state's Roadmap to Florida's Future: 2004-2009 Strategic Plan for Economic Development Priority Recommendations to ensure a collaborative approach to statewide economic development.

Successful Strategic Plan

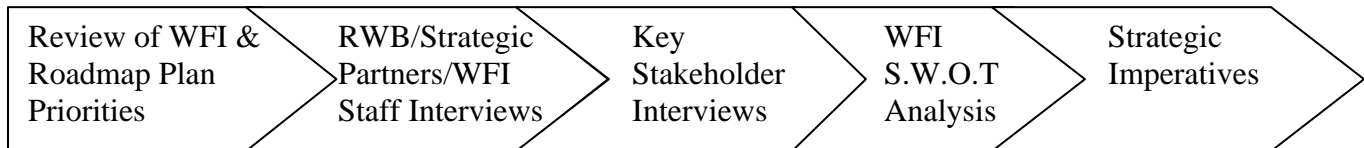
- Demand Driven and Business Focused
- Inclusive
- Flexible and Focused
- Actionable
- Realistic and Measurable
- Leverages Available Resources
- Innovative and Future Oriented
- Aligned with Strategic Partner Plans

Strategic Planning Process

The Workforce Florida, Inc. strategic plan is the result of an inclusive, collaborative, bottom up planning process led by the organization's Strategic Planning Work Group.

The planning process included:

- Workforce Florida, Inc. and Strategic Partners (the Agency for Workforce Innovation and Florida Department of Education's Division of Workforce Education) Strategic Planning Sessions.
- Regional Workforce Board Leadership Survey Input and One-on-One Interviews.
- Broad Statewide Stakeholder Insights:
 - Businesses
 - Education
 - Economic Development Organizations
 - Government
 - Service Recipients
- Secondary Market Research
- Alignment with Florida's Roadmap Priority Recommendations and Workforce Florida, Inc. Board Priorities
- Ongoing Strategic Plan Work Group Review and Feedback



Role of Strategic Plan Work Group

Strategic Plan Work Group Roles and Responsibilities

- Participation and engagement
- Honesty, candor and challenging of the status quo
- Think high level, global and strategic but act local
- Personal accountability for the plan deliverable
- Strong focus on innovation and leveraging gained knowledge
- Supportive of strategic planning team and process
- Participation in bi-weekly conference calls
- Attendance at mid-project meeting in November

Strategic Plan Work Leadership Team

Jerry Agresti	Chair, Strategic Planning Work Group Workforce Florida, Inc. Board Member President, Developers Realty Group, Inc.
Ray Gilley	Workforce Florida, Inc. Board Chair President & CEO, Metro Orlando Economic Development Commission
Linda Cooke	Workforce Florida, Inc. Board Member Chair, High Skills/High Wages Council Director of Manufacturing Services, Habilitation Center
Dave Pierson	Workforce Florida, Inc. Board Member Chair, First Jobs/First Wages Council President, Pierson A/C Electrical Contractors
Judith Flynn	Workforce Florida, Inc. Board Member Chair, Better Jobs/Better Wages Council Executive Director, Warner Publisher Services, Inc
Susan Pareigis	Workforce Florida, Inc. Board Member Director, Agency for Workforce Innovation
Dr. Bonnie Marmor	Workforce Florida, Inc. Board Member Vice Chancellor for Workforce Education, Department of Education
Gary Earl	President & CEO; Central Florida Regional Workforce Board, Inc.
Rusty Skinner	Executive Vice President, CLM Workforce Connection
Gwenda Thompson	Executive Director, Workforce Development Board of the Treasure Coast
Richard Williams	Executive Director, Chipola Regional Workforce Development Board
Curtis Austin	President, Workforce Florida, Inc.

Staff Strategic Plan Work Group Members

Andra Cornelius	Vice President of Business Outreach, Workforce Florida, Inc.
Jayne Burgess	High Skills/High Wages Program Manager, Workforce Florida, Inc
JenniLee Robins	Better Jobs/Better Wages Program Manager, Workforce Florida, Inc
Freida Sheffield	First Jobs/First Wages Program Manager, Workforce Florida, Inc
Lucia Fishburne	Communications Director, Workforce Florida, Inc
Debbie McMullian	Quick Response Training Program Administrator, Workforce Florida, Inc
Rosanne Heard	Executive Assistant, Workforce Florida, Inc
Barbara Griffin	Assistant Director, Agency for Workforce Innovation
Lois Scott	One Stop Program Manager, Agency for Workforce Innovation
Rebecca Rust	LMI Process Manager, Agency for Workforce Innovation
Vickie Smith	Workforce Florida, Inc. Liaison, Agency for Workforce Innovation
Nancy Cordill	Director of Career, Technical and Adult Education, Dept. of Education

Florida's Workforce Development System: A Historical Overview

In 1996, Florida, anticipating major federal workforce and welfare reform, passed two pieces of landmark legislation and in the process overhauled Florida's welfare and workforce systems. Later that year, the United States Congress passed national welfare reform and in 1998 the Workforce Investment Act followed. The Workforce Investment Act (WIA) of 1998 was the first major reform of the nation's workforce investment system in 15 years. In both instances, Florida anticipated the major changes envisioned at the national level and was an early implementer state for both welfare reform and workforce investment.

The Workforce Investment Act, fully effective on July 1, 2000, was designed to:

- Replace the patchwork federal system created over last 60 years
- Focus on local design and delivery
- Improve the quality of the workforce
- Enhance the productivity and competitiveness of the nation's workforce
- Reduce welfare dependency

Florida's Workforce Innovation Act of 2000 moved Florida's workforce system further by transferring responsibility for providing employment services under the federal Wagner-Peyser Act from the Department of Labor and Employment Security to the newly created Agency for Workforce Innovation. The Florida Department of Labor and Employment Security was subsequently abolished. Goals of the Workforce Innovation Act of 2000 included:

- Consolidate, streamline and reduce administration
- Create standardized performance metrics
- Unify management information system
- Significantly increase employer participation

The Workforce Innovation Act also provided that state and regional entities govern the workforce development system and called for the creation of three state-level and corresponding local councils to develop targeted workforce strategies:

- | | |
|--|---|
| 1. First Jobs/First Wages Council | Prepares students/first time workers for jobs |
| 2. Better Jobs/Better Wages Council | Assists families in transition and the underemployed |
| 3. High Skill/High Wages Council | Focuses on building a highly skilled workforce |

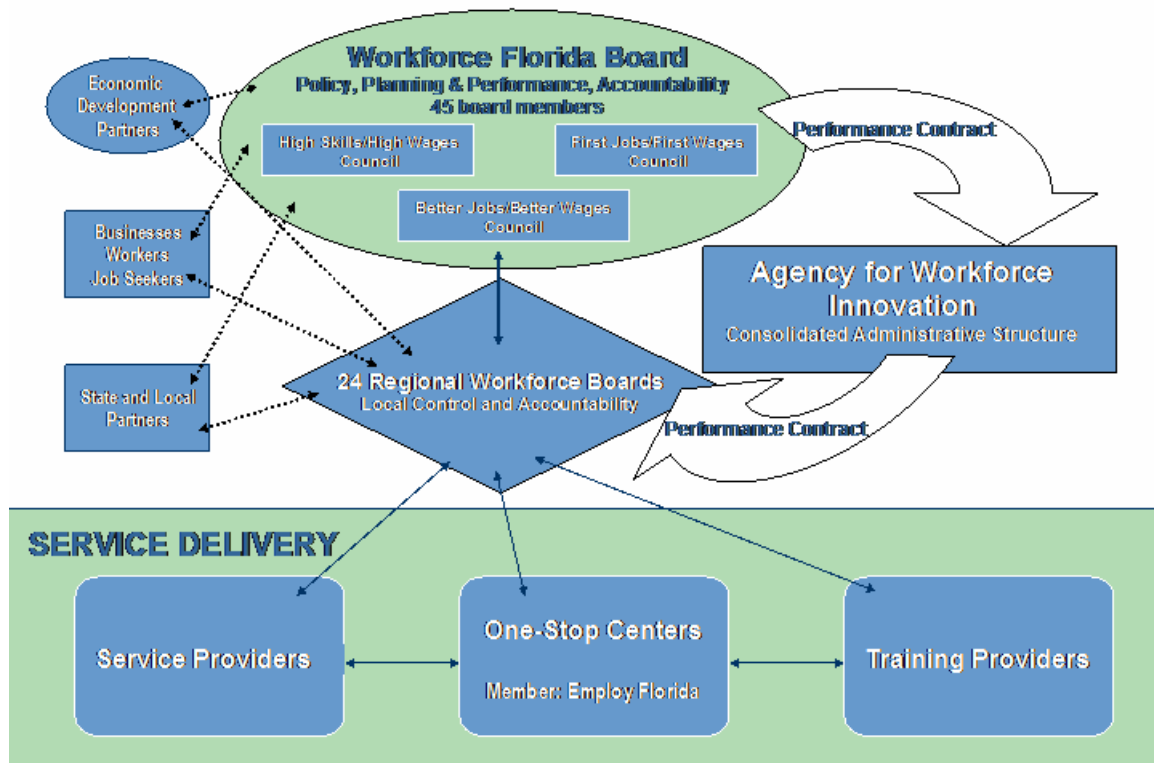
Workforce Florida, Inc. (WFI) is a public/private partnership that provides planning, policy setting and oversight for Florida's entire workforce system and specifically to the state's 24 regional workforce boards. WFI is led by a 45-member board of directors appointed by the Governor.

Re-iMagine: Creating a Workforce for Florida’s Future
 Education ✿ Employment ✿ Economic Development

As directed by WFI, the Agency for Workforce Innovation (AWI) is responsible for implementing WFI’s policies and is the Governor’s designated agency to accept and administer the federal funds that are the foundation for Florida’s workforce system. Florida’s workforce system and AWI are primarily federally funded to operate programs and provide services authorized under the Workforce Innovation Act of 1998, Wagner-Peyser employment services, job counseling, training, and placement for veterans, welfare transition services, and other employment and training activities. AWI distributes these funds to the state’s 24 regional workforce boards as approved by WFI. The agency also monitors regional workforce boards and One Stop Career Center activities to ensure they comply with federal and state requirements. AWI operates under a performance-based contract with WFI.

Florida’s workforce delivery system created 24 regional workforce boards (RWBs). RWBs use funds provided by WFI/AWI. The RWBs are responsible for planning, policy setting and oversight of the delivery of Florida’s workforce programs and services at the *local* level. Each RWB operates under a performance-based contact with AWI and selects contactors to operate the local One-Stop Career Centers that deliver employment services to job seekers and employers. Florida delivers workforce development services via 100+ One-Stop Centers, which provide an array of employment, career training and education services to both employers and job seekers.

THE FLORIDA WORKFORCE MODEL



Florida Labor Market Review September 2004

Current Employment

In 2004 Florida has continued to outperform the nation in job growth. Florida leads all states in the number of new jobs added and leads all but one of the populous states in annual job growth rate. Florida tied with New Jersey in growth rate (1.7 percent).

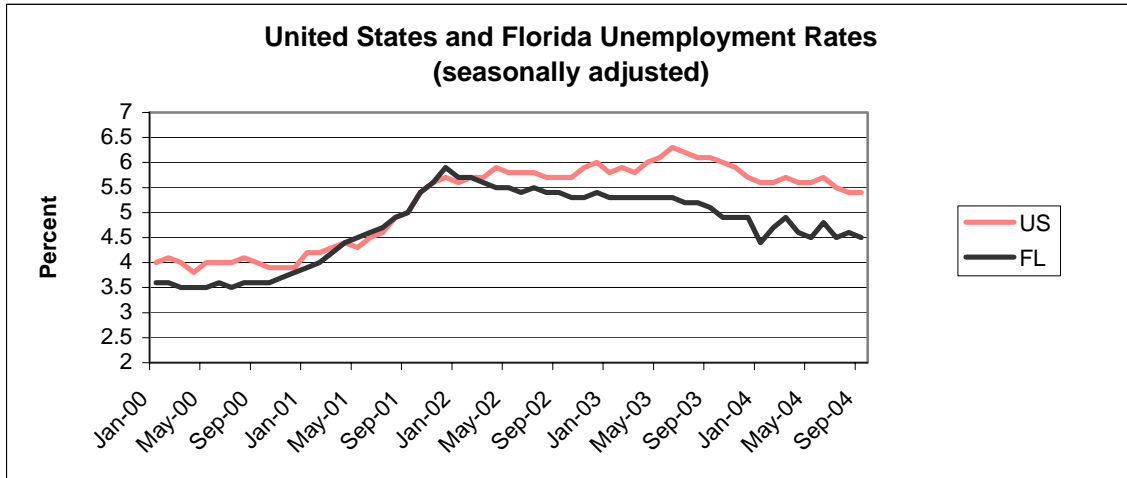
NONAGRICULTURAL EMPLOYMENT IN THE TEN MOST POPULOUS STATES

September 2003 - September 2004
 Ranked by Over-the-Year Growth Rate
 Seasonally Adjusted (in thousands)

State	September 2003	September 2004 (P)	Over-the-Year Change Number	Over-the-Year Change Rate (%)
New Jersey	3,992.6	4,061.4	68.8	1.7
Florida	7,316.9	7,442.4	125.5	1.7
Texas	9,344.0	9,467.7	123.7	1.3
Pennsylvania	5,599.5	5,647.1	47.6	0.9
California	14,407.9	14,529.8	121.9	0.8
Georgia	3,868.3	3,899.9	31.6	0.8
New York	8,399.8	8,452.9	53.1	0.6
Illinois	5,818.0	5,826.6	8.6	0.1
Ohio	5,389.8	5,371.9	-17.9	-0.3
Michigan	4,407.4	4,354.9	-52.5	-1.2

Employment in the state (seasonally adjusted) grew by 1.7 percent for the year ending September 2004, adding 125,500 new jobs. In September 2004, the state's unemployment rate was 4.5 percent. The rate was nearly unchanged from the revised rate of 4.6 percent in August and down 0.6 percentage points from 5.1 percent a year ago.

Florida's September 2004 seasonally adjusted unemployment rate was 0.9 percentage points lower than the national rate of 5.4 percent. Florida's unemployment rate has been at or below the U.S. rate since February 2002. Both the nation's and the state's unemployment rates have trended downward since July 2003. Florida's rate has remained nearly 1.0 percentage point below the national rate throughout this time.



In September 2004, there were 7,423,700 nonagricultural jobs (not seasonally adjusted), an increase of 1.7 percent (+125,000 jobs) since September 2003. Professional and business services led the super sectors in employment growth over the year, adding 48,200 jobs (+3.8 percent). Education and health services (+20,700 jobs, +2.3 percent) and total government (+18,300 jobs, +1.7 percent) were next in job gains. Leisure and hospitality (+15,500 jobs, +2.0 percent); construction (+11,200 jobs, +2.5 percent); financial activities (+7,000 jobs, +1.4 percent); trade, transportation, and utilities (+5,700 jobs, +0.4 percent); and other services (+5,200 jobs, +1.6 percent) also gained employment. Information and manufacturing continued to decline, losing 4,300 and 2,400 jobs, respectively.

The job gains in professional and business services were mostly in administrative and support services, with most of the growth in employment services. Employment services has exhibited positive over-the-year gains since November 2002. This industry is heavily influenced by turning points in the economy. Business support services posted over-the-year employment gains for the second consecutive month, after losing jobs since June 2002. Many of the workers employed for cleanup after the hurricanes were employed by temporary help agencies that are classified under employment services.

Job growth in education and health services was mainly in health care and social assistance. Health care job gains were concentrated in ambulatory health care services; hospitals; and nursing and residential care facilities.

Impacts of the hurricanes were evident in the leisure and hospitality industry. Employment continued to exhibit over-the-year job growth (+15,500 jobs, +2.0 percent), but at a slower rate. Accommodation and food services (+17,900 jobs, +2.8 percent) accounted for most of the job gains, but growth was at the slowest rate this year.

Re-iMagine: Creating a Workforce for Florida's Future
Education ✿ Employment ✿ Economic Development

Within construction, most of the job growth was in specialty trade contractors. Growth in the construction industry peaked in September 2000 at 7.6 percent before slowing to a low of -0.1 percent in July 2002, and has continued to recover due to historically low interest rates and Florida's population growth. Growth was slowed in September 2004 due to weather-related delays in projects. Construction is expected to gain significantly as reconstruction takes place.

Trade, transportation, and utilities growth occurred largely in the retail trade sector. Most of this growth was in general merchandise stores. Weakness continued in food and beverage stores, partially because of increased competition. Gasoline stations have been losing jobs over the year since January 2001.

Gains in the government sector were mostly in local government (+17,500 jobs, +2.4 percent). State government gained 700 jobs (+0.3 percent) over the year while federal government gained 100 jobs (+0.1 percent). Federal government job growth was positive for the first time since October 2003 due to hurricane relief activity.

Florida was still experiencing weakness in manufacturing and information. The durable goods sector has shown encouraging signs of improvement for the first four months of 2004 after posting over-the-year losses since March 2001. Employment appears to be holding steady with improvement in employment in communications equipment and transportation equipment.

Employment in information remained below pre-recessionary levels. Much of the weakness was in telecommunications. The telecommunications industry has lost over 11.8 percent of its workers over the past three years.

- Note: These data only represent some of the preliminary impacts of School District Adult Programs

Projected Employment

Florida is expected to create 1.1 million jobs from 2004 to 2011, an increase of nearly 13.5 percent. Of these new jobs, more than 70.0 percent will be in trade and services sectors. All major industries except mining are expected to report an increase in employment.

Florida's fastest growing jobs typically require higher levels of education and pay higher wages. In contrast, the occupations with the greatest number of new jobs will predominantly be in lower wage occupations. Both are important in maintaining a vibrant economy. The high demand/high skill jobs will require targeted education and training programs to develop needed skill sets.

Re-iMagine: Creating a Workforce for Florida's Future
Education ✿ Employment ✿ Economic Development

The jobs growing the fastest are: network and computer systems administrators, network systems and data communications analysts, computer software engineers, social and human service assistants, and medical assistants. The occupations adding the most new jobs are: retail salespersons, registered nurses, customer service representatives, food preparation workers, and cashiers.

**Fastest Growing Jobs
2004-2011**

Rank	Title	Annual Growth Rate (percent)	2004 Hourly Wage
1	Network and Computer Systems Administrators	5.58	\$27.41
2	Network Systems and Data Communications Analysts	5.51	\$28.28
3	Computer Software Engineers, Applications	5.50	\$36.09
4	Social and Human Service Assistants	5.10	\$11.16
5	Medical Assistants	5.06	\$11.51
6	Medical Records and Health Information Technicians	4.88	\$12.24
7	Computer Software Engineers, Systems Software	4.77	\$35.22
8	Home Health Aides	4.26	\$8.96
9	Computer Support Specialists	4.23	\$17.68
10	Personal and Home Care Aides	4.21	\$8.70

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

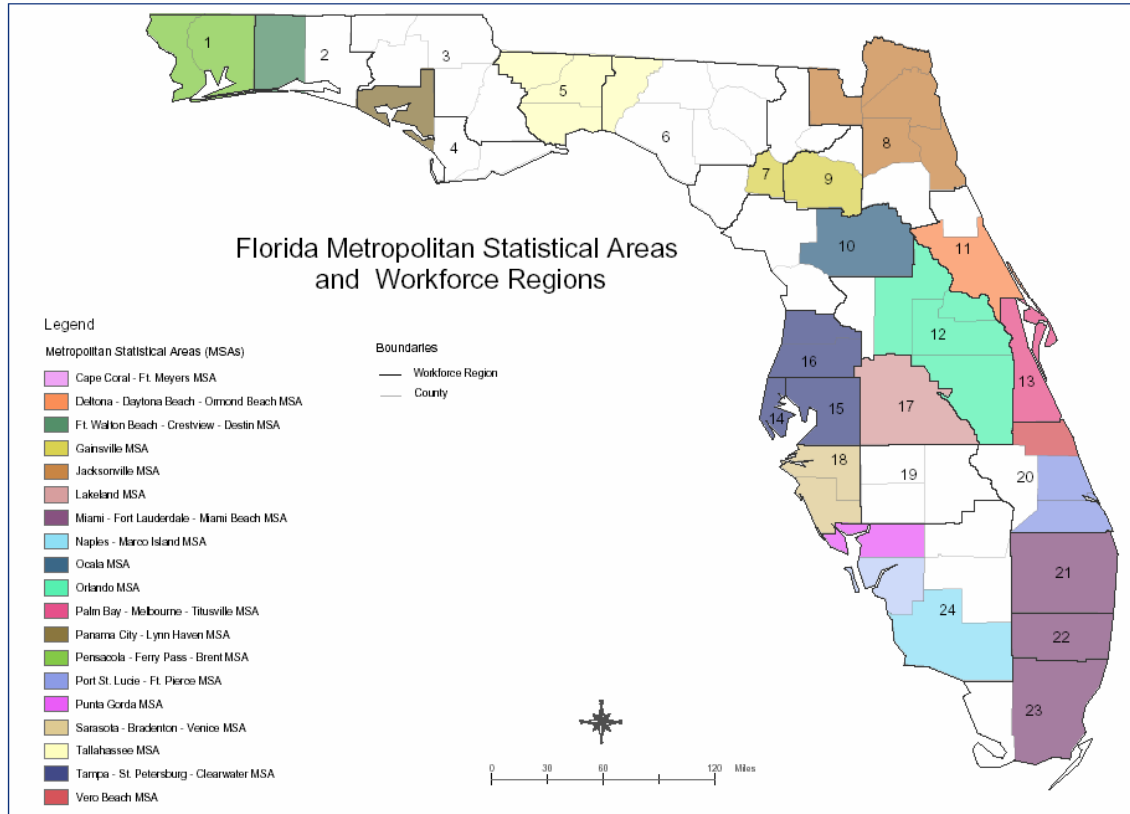
**Occupations Gaining the Most New Jobs
2004-2011**

Rank	Title	Annual Job Growth	2004 Hourly Wage
1	Retail Salespersons	5,376	\$11.00
2	Registered Nurses	5,198	\$23.65
3	Customer Service Representatives	4,900	\$12.83
4	Food Preparation & Serving Workers, Including Fast Food	4,414	\$8.27
5	Cashiers	4,137	\$7.95
6	Office Clerks, General	3,828	\$10.14
7	Landscaping and Groundskeeping Workers	2,987	\$9.48
8	Laborers and Freight, Stock, and Material Movers, Hand	2,564	\$9.27
9	Nursing Aides, Orderlies, and Attendants	2,434	\$9.43
10	Elementary School Teachers, Except Special Education*	2,265	\$20.78

Note: *Hourly wages for teacher are based on a 9.5-month salary.

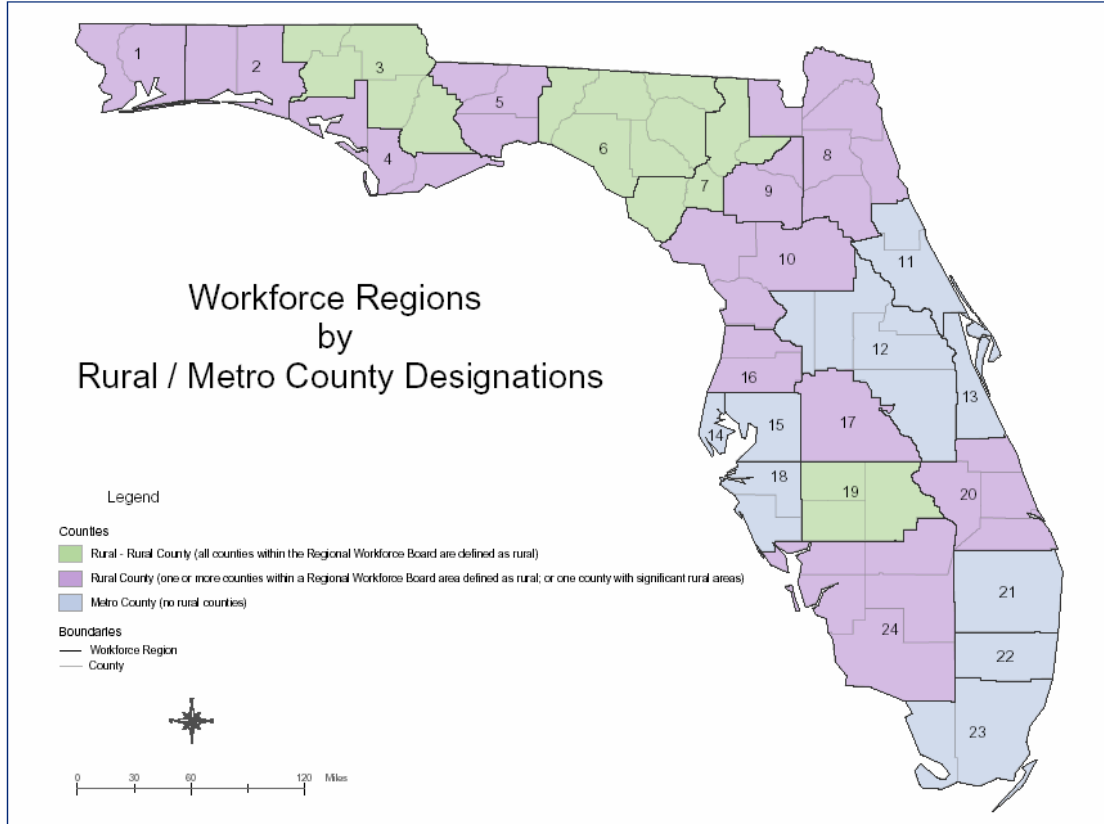
Source: Florida Agency for Workforce Innovation, Labor Market Statistics.

Rural Maps



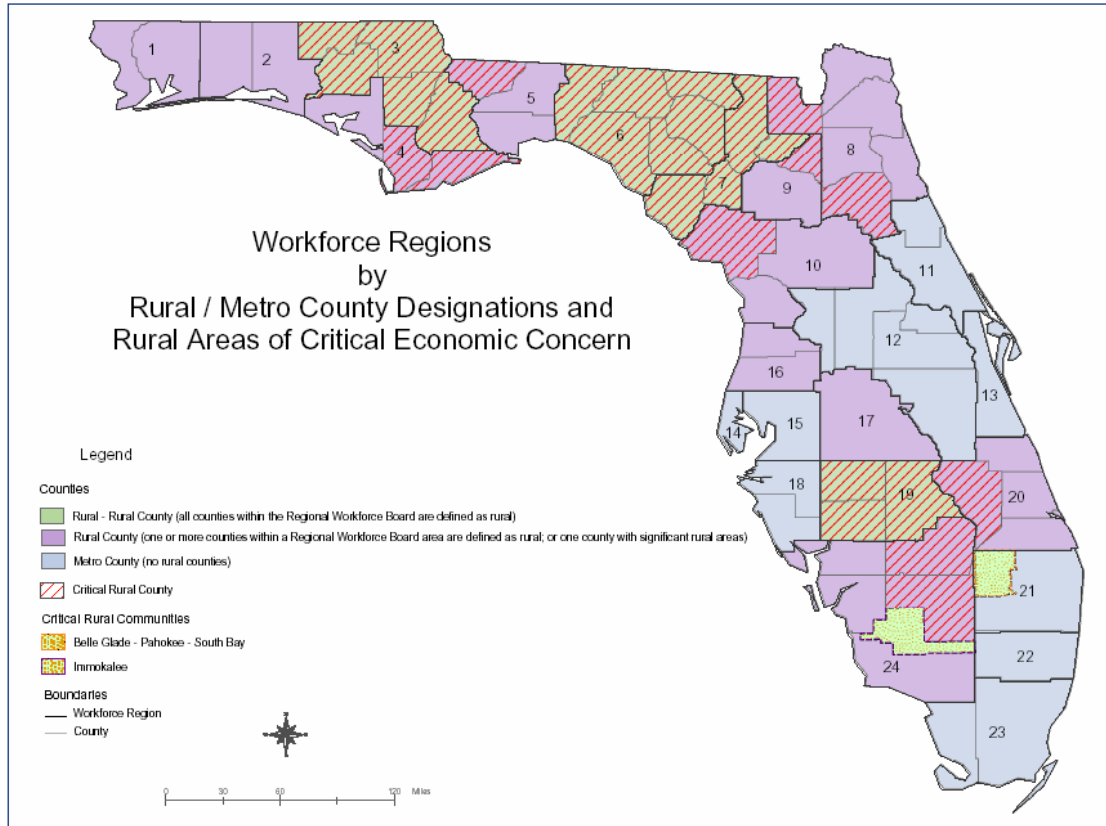
Source: U.S. Office of Management and Budget (OMB).
 Prepared by: Agency for Workforce Innovation, Labor Market Statistics, October 2004.

Rural Maps



Source: Based on definitions from Florida Office of Tourism, Trade, and Economic Development (OTTED) and the U.S. Office of Management and Budget (OMB).
Prepared by: Agency for Workforce Innovation, Labor Market Statistics, October 2004.

Rural Maps



Source: Based on definitions from Florida Office of Tourism, Trade, and Economic Development (OTTED) and the U.S. Office of Management and Budget (OMB).
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**Roadmap to Florida's Future
2004-2009 Strategic Plan for Economic Development**

Diversifying Florida's Economy: Priority Recommendations

- 1. Ensure Florida's global business leadership with the successful recruitment of the FTAA Permanent Secretariat and the expansion of global markets for tourism, trade, investments and cultural diplomacy.**
- 2. Establish Florida as a leading state for entrepreneurship, innovation and venture capital with a continued commitment to University Centers of Excellence and strategies for seed and venture capital.**
- 3. Ensure excellence in education and workforce for Florida's global competitiveness.**
- 4. Ensure the competitiveness of Florida's business climate with targeted incentives.**
- 5. Design and implement a market-driven stimulus strategy for Rural Areas of Critical Economic Concern.**
- 6. Retain and strengthen Florida's base in threatened industries.**
- 7. Transition growth management to a more flexible and comprehensive planning mindset for "smart growth".**
- 8. Invest in economic development at a competitive level and with innovative strategies.**

Workforce Education Programs

Enrollments for 2002-2003

Program	Community College	School District
College Credit Degree	90,494	
Technical Certificate	29,685	82,165
Adult General Education	71,481	447,561
Continuing Workforce Education	183,243	69,774
Totals	374,903	599,500
Combined Totals	974,403	

Source: Florida Department of Education

Student Achievement 2002-2003

Associate in Science Degrees	9,831
College Credit Certificates	6,041
Technical Certificates	26,958
Occupational Completion Points	53,415

Source: Florida Department of Education

Workforce Education Occupational Clusters

Highest Enrollment Occupational Clusters Technical Centers (2002 – 2003)	
Nursing/Health	14,192
Construction	14,128
Child Care	11,475
Computer	6,823
Information Technology	6,596
Automotive	6,269
Business	5,588
Public Service	4,545
Hospitality	2,243

Source: Florida Department of Education

Workforce Education Occupational Clusters

Highest Enrollment Occupational Clusters Community Colleges (2002 – 2003)	
Computer/Info Tech	29,361
Nursing/Health	19,216
Business	19,180
Public Service	9,643
Construction	8,844
Child Care	7,506
Medical Equipment/Lab	2,323
Hospitality	2,309

Source: Florida Department of Education

Glossary of Workforce Terms and Workforce Resource Links

Glossary of Workforce Terms

AWI	Agency for Workforce Innovation
EF	Employ Florida
EFM	Employ Florida Marketplace
FRED	Florida Research and Economic Database
LMI	Labor Market Information
RWB	Regional Workforce Board
USDOL	United States Department of Labor
WFI	Workforce Florida, Inc.

Workforce Resources

State Government Agencies and Other Organizations

- Agency for Workforce Innovation
- Dynamic Works Institute (formerly Learning Link)
- Enterprise Florida, Inc. (EFI)
- Florida Department of Education
- Workforce Education
- Division of Blind Services
- Division of Vocational Rehabilitation
- Florida National Entrepreneur Center (NEC)
- Florida Resource Directory
- Information Technology Task Force
- State Agency and Services Directory (MyFlorida.com)
- Able Trust
- Florida Association of Rehabilitation Facilities
- Florida Department of Veterans' Affairs
- Florida Department of Juvenile Justice
- Florida Department of Elder Affairs
- Florida Department of Children and Families
- Florida Department of Corrections

National Government Agencies and Organizations

- National Governors Association
- National Association of State Workforce Agencies (NASWA)
- National Association of Workforce Boards
- U.S. Department of Commerce
- U.S. Department of Health & Human Services
- U.S. Dept. of Labor-Employment & Training