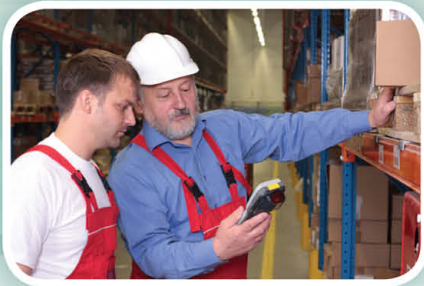




Creating The Strategy for Today's Needs and Tomorrow's Talent

2010-2015 STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT

JANUARY 1, 2011 UPDATE



2010 – 2015 STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT ANNUAL UPDATE

Even as we work every day in Florida to foster economic growth and create new jobs, we must have a broad, forward-thinking vision for strengthening our state's workforce in the decades to come. For Florida's workforce system that vision is outlined in the new, 2010-2015 strategic plan for workforce development, *Creating the Strategy for Today's Needs and Tomorrow's Talent*. Workforce Florida, supported by the Agency for Workforce Innovation and Florida's 24 Regional Workforce Boards, collaborated with leaders in business, education and economic development, among others, to develop the bold, five-year plan.

This important road map was created through model collaboration and openness. Workforce Florida's partners and the public were invited to contribute to the work at every stage. What emerged from this collaborative process is a plan with six strategic goals and 39 achievements that will aid Florida's economic recovery by supporting business retention and expansion. The plan is aligned with talent priorities of key partners in business and economic development including the Florida Chamber Foundation and Enterprise Florida Inc.

Creating the Strategy confronts the challenges of getting Floridians back to work while also focusing on the most promising opportunities to diversify our state's economy for national and global competitiveness. This plan will drive our workforce-system priorities and investments. *(An Executive Summary of the strategic plan is attached to this report.)*

The work to create the plan was directed by Workforce Florida's business-led Board of Directors and guided by the Strategy Council, which is chaired by David Armstrong Jr., President of Broward College. Said Armstrong about the plan:

"Economic growth and industry excellence depend on customer satisfaction, foresight and seamless coordination among all of the people and groups that make up our Talent Supply Chain. This plan maps out, step by step, our commitment to turning Florida's vision for a world-class workforce into a reality."

Since the plan was delivered to the Governor and Legislature in January 2010, Workforce Florida has continued its collaboration to create an operational plan consisting of 14 projects to advance the strategic work. The strategic plan and implementation efforts have been recognized by the U.S. Department of Labor as a national best practice.

Following is a brief overview highlighting some of the work under way to implement the strategic plan.

2010-2015 STRATEGIC GOALS

- 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 Team
- Business Communications and Intelligence for Performance and Accountability
- Dedicated Commitment to Change Management and Transformation

To read the complete State Strategic Plan for Workforce Development, visit www.WorkforceFlorida.com.

IMPLEMENTING FLORIDA'S STRATEGIC VISION FOR WORKFORCE DEVELOPMENT

The future for Florida is bright, but economic challenges remain. The state's unemployment rate is projected to remain high: 11 percent by the end of June 2011. In December 2010, the Florida Agency for Workforce Innovation announced that the November 2010 rate was 12 percent, reflecting more than a million unemployed Floridians.

The focus for Florida continues to be job creation and retention. Workforce Florida's investment in advancing talent-development priorities will enhance economic opportunities for Floridians, who are working or seeking employment as well as for businesses of all sizes.

This investment is aligned with the plan's six strategic priorities and Workforce Florida has spent the past year developing a solid foundation for its implementation work. Among the highlights and progress to date:

- **Talent Supply Chain Team:** The main objective of this team, which is under development, is to advance a seamless pipeline of talent development for Florida from Pre-K through 20 and lifelong learning, which is vital to ensure Florida maintains a competitive workforce. Team members include: the Agency for Workforce Innovation, the Commission for Independent Education, Florida Department of Education, Florida Chamber Foundation, Florida Council of 100, Florida State College System, Independent Colleges & Universities of Florida, the State University System of Florida and Workforce Florida. Workforce Florida has committed developmental resources to launch the team's work. This team's formation is being followed closely by the Higher Education Coordinating Council, which has representative participation by many of the same partners, to ensure complementary efforts and to avoid duplication.
- **Workforce Supply and Demand Analyses/Industry Cluster Task Forces:** In support of Florida's economic development priorities to grow high-value, targeted industry clusters, the first in a series of comprehensive supply/demand analyses are in the early stages. These analyses are being designed to support and improve training and education by Florida's Talent Supply Chain. The first analyses will focus on the clean energy cluster and aviation and aerospace. Additionally, business-led task forces are being created to leverage business intelligence in developing talent for targeted clusters. Formation has begun for the first two industry task forces for aviation and aerospace and clean energy. Task forces for homeland security and defense and life sciences will follow in 2011. Financial and professional services and information technology task forces are slated to get underway in 2012.
- **Customer Satisfaction Index for Target Industry Clusters:** Developing and launching of indexes that assess and benchmark talent development efforts in critical industry clusters are key achievements in advancing the goals of world-class service to targeted clusters and infrastructure industries. This work also has begun with a schedule complementing the supply and demand analyses and the formation of task forces beginning with clean energy and aviation and aerospace.

- **Workforce Dashboard:** Workforce Florida has created a Dashboard to track and measure progress on implementing the operational projects. The Dashboard provides an at-a-glance status indication of progress toward the six strategic goals and notification of lagging achievements as well as best practices. Work to refine and improve the Dashboard continues including collaboration with the Florida Chamber Foundation to align with the Chamber’s talent objectives for the state and complement the Florida Scorecard. The Scorecard measures a broader group of measurements for how Florida is doing in areas critical to succeeding in talent supply and education, innovation and economic development, infrastructure and growth leadership, business climate and competitiveness, civic and governance systems and quality of life and quality of places.
- **STEM Leadership:** Efforts to improve business engagement in the development of Florida’s science, technology, engineering and math (STEM) talent are progressing through **STEMflorida** and the **STEMflorida** Business Steering Council. **STEMflorida** is a business-led partnership, funded by Workforce Florida. Designed to connect education, workforce, industry and economic development leaders, **STEMflorida** seeks to identify opportunities to build and measure the state’s supply of STEM-skilled workers. The Business Steering Council includes representation from Florida companies such as The MITRE Corporation, Gulf Power Company, IBM, Jabil Circuit, Scripps Florida, Harris Corporation and Lockheed Martin. The Council is working through Florida’s eight economic development regions to foster collaboration, track STEM activity and outcomes statewide, create a comprehensive STEM plan for Florida, increase the number of students entering and completing advanced STEM studies and increase internship and externship opportunities.
- **Work Readiness:** Several new initiatives are underway to assist Floridians who must overcome barriers to employment and to help unemployed Floridians find new jobs. These programs include providing intensive services to non-custodial parents and ex-offenders who need life skills, education and training, such as certifications and on-the-job training, to find employment and become self-sufficient. There are also programs for assisting the long-term unemployed with training for in-demand occupations that improve their employment opportunities. There also is a pilot initiative for providing workforce services and training to domestic violence victims. Partners for these programs include Regional Workforce Boards, the Department of Military Affairs, the Department of Juvenile Justice and the Agency for Workforce Innovation, among others.
- **State-Led Regional Workforce/Economic Development Capacity Building:** Throughout Florida’s eight economic development regions, efforts are underway to form business-retention teams, improve stakeholder engagement, advance best practices and enhance marketing and asset identification for regional business and job retention and expansion.
- **Entrepreneurship Training Initiative:** Through an initiative with the Economic Development Council of Collier County, efforts are being focused on expanding and enhancing entrepreneurial skills.

- **Infrastructure Solutions in Rural and Urban Areas:** Led by Workforce Florida’s Sustainability and Infrastructure Committee of the Business Competitiveness Council, work has started to identify training needs in both rural and urban areas with a specific focus on improving broadband access and use.
- **Workforce Investment Act (WIA) Reauthorization:** Florida’s workforce system is nationally recognized as a model for innovation and achievement. Through the leadership of Workforce Florida’s Legislative Council, a Florida position paper was collaboratively developed and efforts continue to monitor reauthorization efforts and identify appropriate opportunities to engage in dialogue and policy development with the executive and legislative branches as well as Congressional leaders.

These highlights demonstrate the commitment of Workforce Florida and the entire workforce system to advancing Florida’s strategic plan for workforce development. Both the state strategic plan and the operational plan for workforce development were designed as living documents, intended to undergo continuous review and improvements to confront emerging needs and priorities. For the latest information and updates on Workforce Florida’s strategic efforts, visit www.WorkforceFlorida.com. This strategic work will help pave the path to new opportunities in the new economy for Florida businesses, workers, families and communities. In fact, the results of a recent survey indicate just how critical talent development is to Florida’s economic development efforts. Florida ranked among the top 10 states for its business climate in the *Site Selection* magazine’s 2010 Executive Survey. In the same survey, executives were asked what the most important factors are when making site selection decisions and workforce skills was ranked No. 1 of the top 10 factors that also included state and local tax scheme, transportation infrastructure, availability of incentives and state economic development strategy, among others.

This emphasis on workforce quality affirms Florida’s focus on developing a world-class workforce and our improved alignment with state economic development priorities. Said Workforce Florida Board Member Mark Wilson, President and CEO of the Florida Chamber of Commerce, about the strategic plan:

“This strategic plan signifies something much greater than (Workforce Florida). It will probably be one to three years before the media, or the elected officials, or for that matter the rest of the business community actually sees what you’ve done in terms of aligning. ... I just hope everyone doesn’t see this as the conclusion of a chapter, but rather as opening day is approaching, and now we get to do the real work.”

The efforts in 2010, to begin implementing this plan, have provided a strong foundation for the work to come in 2011.

ABOUT WORKFORCE FLORIDA

“The role of Workforce Florida has never been more important than in today’s tough economy.”

FORMER LT. GOV. TONI JENNINGS

Two-time Florida Senate President and Chair of Workforce Florida’s first Board of Directors

A catalyst for creating world-class talent at every skill level, Workforce Florida Inc. is the statewide workforce investment board charged with policy setting and oversight of the workforce system. Governed by a 47-member Board of Directors, its mission is “to 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 Florida Legislature created Workforce Florida with bipartisan support in 2000 through the Florida Workforce Innovation Act. The Act was signed into law by Governor Jeb Bush. The federal Workforce Investment Act requires every state to have a statewide workforce board. As a not-for-profit corporation, Workforce Florida was designed to advance—through a public-private partnership—state priorities for creating and sustaining economic opportunities for businesses and all Floridians, including those with barriers to employment, through its public workforce development investment.

Board members include the Governor, four members of the Florida Legislature and leaders in business and government representing small business, industry, labor, economic development, education, youth, community-based organizations and seven state agencies. *(A current list of members follows on the next page. Some seats are open pending new appointments.)*

WORKFORCE FLORIDA BOARD OF DIRECTORS

As of December 30, 2010

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Randolph "Randy" Berridge	President, Florida High Tech Corridor Inc.
Charles T. Corley/ Designee-JoAnn Williams	Interim Secretary, Department of Elder Affairs
James DeBeaugrine/ Designee-Tamara Demko	Director, Agency for Persons w/Disabilities
Mike Fasano	Florida Senator, District 11
Miguel Fuentes	Political Director, FL Carpenters Regional Council
Jennifer Grove	Workforce Development Coordinator, Gulf Power Company
Benedict Grzesik	Adjunct Professor, University of Maryland
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Lumon May	Co-owner, Mays Construction
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Andre "Andy" Perez	Owner & CFO, The Academy of South Florida
Frank Peterman, Jr./ Designee-Rod Love	Secretary, Department of Juvenile Justice
Stephen Precourt	Florida House of Representatives, District 41
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Linda Sparks	Regional Executive Director, Jacksonville Academy of Electrical Technology
Alfredo "Al" Stimac	Owner & President, Metal Essence, Inc.
Samuel "Buddy" Streit	President/CEO, Success Schools LLC
Daniel Suarez	McGladrey & Pullen, LLP
Mark Wilson	President & CEO, Florida Chamber of Commerce
Stephen Wise	Florida Senator, District 5