

# Appendix A – State of Florida Jobs-Driven Grant Narrative

---

## TABLE OF CONTENTS

1. [Introduction](#)
2. [Workforce and Industry/Employer Partnerships](#)
3. [Description of Targeted Industries and Occupations](#)
4. [Service Delivery Strategy](#)
5. [Description of Targeted Population](#)
6. [Program Design – Job Coaching and Job Matching and Work-Based Learning Model](#)
7. [Alignment and Coordination with Other Resources](#)
8. [Strategic Plan](#)
9. [Evaluation](#)
10. [Use of Funds](#)

## INTRODUCTION

Even as the economy is coming out of the Great Recession, a significant segment of the adult workforce continues to suffer its effect and remain unemployed. In Florida, 46% of the unemployed population is long-term unemployed<sup>1</sup>, for a long-term unemployed population just shy of 250,000.<sup>2</sup> This ratio is one of the highest in the country.<sup>3</sup> National trends suggest that two-thirds of these may have been unemployed 52 weeks or more.<sup>4</sup> This unprecedented long-term unemployment has been the subject of numerous studies, with researchers coming to varying conclusions about its causes:

- Slow growth of job vacancies<sup>5</sup>
- Becoming unemployed at a time of high unemployment<sup>6</sup>
- Screening out of long-term unemployed<sup>7</sup>
- Mismatch in skills of long-term unemployed in relation to job vacancies<sup>8</sup>
- Skill erosion<sup>9</sup>
- Stigma<sup>10</sup>

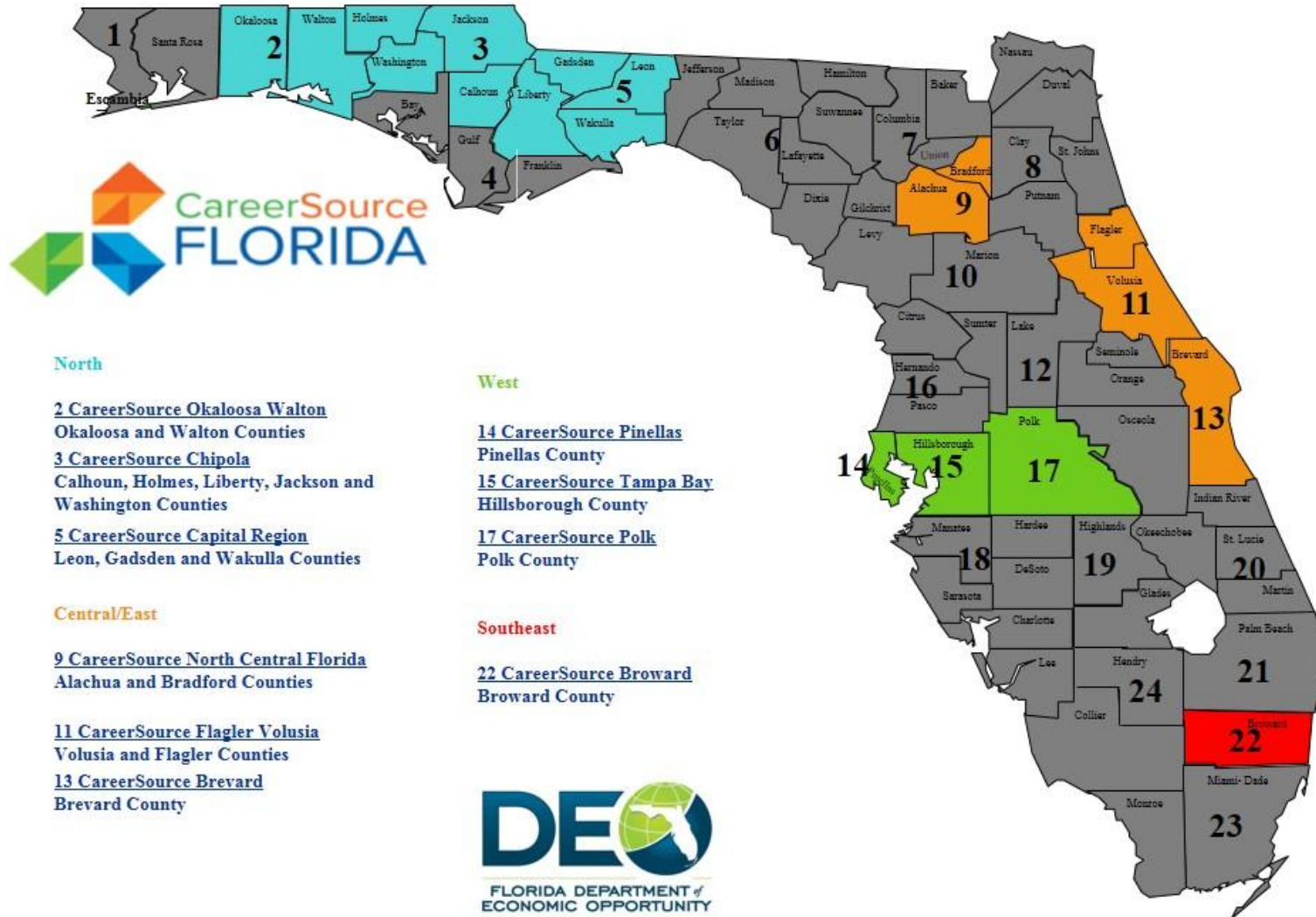
The Department of Economic Opportunity (DEO) proposes to collaborate with CareerSource Florida (the State’s WIB), along with ten Regional Workforce Boards (RWBs) that operate workforce programs in the State under the Workforce Investment Act (and in conjunction with other federal and state workforce programs) in implementing this project. See map of participating regions next page.

Estimates of Long-Term Unemployed by Participating Region<sup>11</sup>

RWB	Counties	Unemployed	Long-Term Unemployed
2	Okaloosa, Walton	5,440	2,502
3	Holmes, Washington, Jackson, Calhoun, Liberty	2,535	1,166
5	Gadsden, Leon, Wakulla	9,309	4,282
9	Alachua, Bradford	6,466	2,974
11	Flagler, Volusia	17,354	7,983
13	Brevard	16,570	7,622
14	Pinellas	25,353	11,662
15	Hillsborough	36,286	16,692
17	Polk	17,596	8,094
22	Broward	56,682	24,234
	PARTICIPATING REGIONS	193,591	87,211

# Appendix A – State of Florida Jobs-Driven Grant Narrative

## Florida's CareerSource Service Network



## **Appendix A – State of Florida Jobs-Driven Grant Narrative**

---

With our workforce partners, as well as representatives of targeted industries, DEO intends to address the causes of long-term unemployment through the following approaches:

- Sectorial training – working with targeted employers to identify the skills they are looking for and developing training methods to teach those skills to job seekers<sup>12</sup>
- Development of effective communication methods so that long-term job seekers can effectively market their skills<sup>13</sup>
- Job coaching and job matching, to include assessment of knowledge, skills and abilities (SKAs) in relation to openings in growth industries, sequenced services, and short-term and work-based training based on an employability plan, employer engagement, supportive services, counseling, and follow-up<sup>14</sup>

### **DESCRIPTION OF TARGETED INDUSTRIES AND OCCUPATIONS**

The following four industries are predicted to have the highest growth rate in the State of Florida for the period 2013-2021<sup>15</sup>:

- Ambulatory Health Care Services
- Professional, Scientific, and Technical Services
- Food Services and Drinking Places
- Administrative and Support Services

A detail of the top growth occupations and top employers in these industries is attached to this narrative (Attachment A). The top four major occupation groups include:

- Food Preparation and Serving Related Occupations
- Office and Administrative Support Occupations
- Healthcare Practitioners and Technical Occupations
- Healthcare Support Occupations

Once this project is underway, State and local partners will conduct additional analyses to identify additional growth industries, occupations, and employers in the four regional clusters. RWBs will use these data to assess employer needs, market workforce services to targeted employers, and broker work-based training opportunities for the long-term unemployed.

DEO will develop an outreach plan with RWBs to reach targeted employers through a variety of formal channels, including press events (with prominent business representatives and local elected officials), media buys and advertising, use of DEO & RWB websites, social media platforms, and other proven outreach methods. Direct engagement with employers by RWB and career center staff is described in more detail later in this narrative.

### **WORKFORCE AND INDUSTRY/EMPLOYER PARTNERSHIP**

Strategic workforce and industry partnerships are recognized as being vital to the development of Florida's economy. In their local workforce strategic operating plans, the RWBs have outlined specific partnerships and employer engagement strategies to address skill needs of local employers, such as engagement with local Chambers of Commerce, hosting employer-focused meetings, gathering industry-specific information from their board members, and provision of services to employers by Business Services teams.

Through this grant, the State's workforce agencies, DEO and CareerSource Florida, will work closely with the participating RWBs' regional clusters to ensure that the growth industries' employers and employer groups are involved in the development and implementation of this project, by leveraging existing relationships and developing new ones, when needed.

## **Appendix A – State of Florida Jobs-Driven Grant Narrative**

---

The first quarter of this project will be devoted to bringing together these industry/employer partners as well as educational partners to:

- Conduct skill gap analyses to identify the critical talent pipeline needs of the key industry sectors
- Conduct industry-based meetings to develop strategies to provide just-in-time training and work-based training opportunities
- Conduct regional economic development meeting to support industry-based strategies

Each of the participating RWBs has in place a vigorous one-stop system that includes educational and community-based organizations, to support this project. DEO will work with the RWBs to ensure that all relevant parties are involved to make this project successful.

### **SERVICE DELIVERY STRATEGY**

The Department of Economic Opportunity will be the lead agency for this project, responsible for ensuring that the needed industry and workforce partnerships are identified and developed to successfully implement the service delivery and program design envisioned for this project. Since the actual service delivery will occur at the local level, and to maximize the effectiveness of working with the targeted growth industries, the participating regions have been organized in regional clusters based on shared geography and labor market characteristics. Working with the RWBs, DEO will organize strategic activities for those regional clusters. The first quarter of this project will be dedicated to these organizational and partnership development activities.

The participating regional clusters are defined as follows:

- North Regional Cluster
  - ✓ Region 2 – CareerSource Okaloosa Walton (Okaloosa and Walton Counties)
  - ✓ Region 3 – CareerSource Chipola (Calhoun, Holmes, Liberty, Jackson, and Washington Counties)
  - ✓ Region 5 – CareerSource Capital Region (Leon, Gadsden, and Wakulla Counties)
- Central/East Regional Cluster
  - ✓ Region 9 – CareerSource North Central Florida (Alachua and Bradford Counties)
  - ✓ Region 11 – CareerSource Flagler Volusia (Flagler and Volusia Counties)
  - ✓ Region 13 – CareerSource Brevard (Brevard County)
- West Regional Cluster
  - ✓ Region 14 – CareerSource Pinellas (Pinellas County)
  - ✓ Region 15 – CareerSource Tampa Bay (Hillsborough County)
  - ✓ Region 17 – CareerSource Polk (Polk County)
- Southeast Regional Cluster
  - ✓ Region 22 – CareerSource Broward (Broward County)

### **DESCRIPTION OF TARGETED POPULATION**

The intent of this grant is to serve individuals who are facing long-term unemployment or who are likely to exhaust their re-employment assistance benefits. This grant will allow the workforce system to help these individuals become more aware of the current labor market picture, develop an understanding of what employers who are hiring are looking for, assess their ability to fill current openings, and identify

## **Appendix A – State of Florida Jobs-Driven Grant Narrative**

---

training and service needs, in order to provide access to workforce and other services to facilitate rapid reemployment.

Outreach efforts will be aimed at the following target groups:

### **LONG-TERM UNEMPLOYED**

- Through the workforce Management Information System (MIS), DEO and partnering RWBs will identify claimants who are long-term unemployed. All unemployment insurance claimants (called reemployment assistance—RA—in Florida) have been required to enroll in the workforce MIS and complete certain activities to qualify for benefits since early 2013. RWBs will reach out to these registered claimants directly.
- DEO's Bureau of One-Stop and Program Support will work with the Bureau of Reemployment Assistance and participating RWBs to develop a recruitment strategy to reach those claimants who started receiving benefits before the workforce registration requirement.
- DEO will launch a media campaign in conjunction with the RWBs to raise awareness of the opportunities offered under this grant for long-term unemployed individuals. A second campaign will present success stories to further enhance recruitment efforts.
- RWBs will conduct targeted outreach to areas where long-term unemployed reside based on zip codes with the assistance of community partners.
- Career center staff will be trained to identify long-term unemployed individuals who could benefit from participation in this project, beginning with the front desk and the resource room.
- Career source staff will seek veterans that are long-term unemployed through veteran organizations in the area. Eligible veterans will receive priority for grant-funded services.

### **CLAIMANTS WHO ARE LIKELY TO EXHAUST BENEFITS**

- DEO will work with RWBs to identify and offer claimants who have been profiled as likely to exhaust benefits as part of the Workforce Profiling and Reemployment System (called PREP in Florida) the opportunity to participate in activities under this grant. (In the period from April 2013 through March 2014, participating regions provided PREP services to 4,000+ claimants.)
- For RWBs that participate in the Reemployment Eligibility and Assessment Program (REA), career center staff will identify claimants who have been scheduled to participate in REA activities. (In the period from April 2013 through March 2014, participating regions provided REA services to 16,000+ claimants.)
- Career source staff will identify veterans released within the previous six months whose military employment history indicates that they may be at risk of exhausting their unemployment benefits. These veterans will receive priority under this grant.

### **PROGRAM DESIGN – JOB COACHING AND MATCHING AND WORK-BASED LEARNING MODEL**

#### **STAFFING**

A Job Coaching and Job Matching system will be implemented to identify the needs of participants and develop a strategy for them to obtain employment in a demand occupation. This strategy is laid out in this section and subsequent ones that describe the services to be provided.

RWBs will designate career center staff as long-term unemployment specialists charged to work with participants and targeted employers. Long-term unemployment specialists (LTUS) will be employed to serve the specific needs of the long-term unemployed jobseeker as well as the needs of employers. LTUS will be highly qualified with experience as case managers and related experience working with the employers. These staff will be responsible for conducting an objective assessment, developing an

## Appendix A – State of Florida Jobs-Driven Grant Narrative

---

employability plan with each participant, providing vigorous labor market information training, and working collaboratively with employers to facilitate matching the jobseeker's skills with available employment opportunities. Additionally, PREP and REA staff will be trained to provide similar assessment and reemployment services for claimants who have been profiled as likely to exhaust benefits.

### ASSESSMENTS

Participants' transition needs will be assessed through an analysis of past experience matched with demand occupations in the area. This subsection describes the tools that will be used to make this assessment. At the conclusion of this part of the assessment, the participant will be determined to: have the knowledge, skills, and abilities (KSAs) to obtain employment with minimum core and/or intensive services; lack certain critical KSAs to obtain employment in a demand occupation but be able to complement his or her KSAs with short-term training (classroom or work-based); or lack most critical KSAs to obtain employment in a demand occupation – this individual may have to make a dramatic career change which will require intensive services to accept and adapt to change and likely longer-term training. An employability plan will be developed to describe the appropriate strategy based on the participant's transition needs as assessed.

Florida's long-term unemployment program model will deliver the following services to participants:

- Real-time Labor Market Information Training

The process of evaluating participants' transition needs must address job openings, growth industries, etc. (real-time labor market information). RWBs have access to a plethora of information through DEO's Bureau of Labor Market Services, Help Wanted Online, and their own contacts with local employers and business groups.

Career center staff will be charged with presenting this information in a relevant manner to program participants and provide these participants the tools to conduct this type of exploration for themselves.

- Transferable Occupation Relation Quotient (TORQ)

TORQ is an analytical tool that links occupations based on the KSAs required by the vast number of occupations. TORQ uses the KSAs within the O\*NET database from the Department of Labor to assess a worker's transition from one occupation to another. In essence, TORQ takes into consideration the KSAs that are required for career mobility, not a specific job that a participant is doing or has done, but what he or she is capable of doing.

TORQ's unique value is its ability to quantify the challenge of transitioning from one occupation to another. Based on a proprietary algorithm and O\*NET's official dataset, the "Grand TORQ Score" for any combination of two occupations is a number from 0-100: the higher the number, the easier it is to transition from one occupation to another.

TORQ will allow career transition staff to better assist program participants in identifying their knowledge, skills and abilities and analyzing other occupations in demand that may be suitable for the participant and one into which they can easily transition.

TORQ could be especially useful in analyzing the KSAs of the long-term unemployed either in self-service mode or assisted by staff who specialize in career transition. The exact transitional skills needs for the jobseeker can be identified in TORQ and used to develop goals for On the Job Training or employer sponsored training programs.

- O\*Net Career Exploration Tools

## Appendix A – State of Florida Jobs-Driven Grant Narrative

---

Another option is to use to O\*Net Career Exploration Tools to evaluate the transition needs of the long-term unemployed. While not as sophisticated as TORQ, the basic O\*Net tools may prove adequate for many of the long-term unemployed.

The Skills Profiler walks jobseekers through a series of forms that identify skills and activities used on the job or elsewhere. This leads to a customized Skills Profile that includes:

- ✓ A summary of identified skills and work activities
- ✓ A list of occupations matched either to skills or work activities
- ✓ A link to Occupation Profiles for more detailed occupation information, as well as links from there to the Employer Locator for names of employers in their area
- ✓ A "Compare to Another Occupation" feature that identifies similarities and differences between the selected occupation and other occupations in O\*Net

Other options include the Abilities Profiler which measures:

- ✓ Verbal Ability
- ✓ Arithmetic Reasoning
- ✓ Computation
- ✓ Spatial Ability
- ✓ Form Perception
- ✓ Clerical Perception
- ✓ Motor Coordination
- ✓ Finger Dexterity
- ✓ Manual Dexterity

The Interests Profiler and Work Importance Locator are additional Career Exploration Tools, but these may be more useful for new labor force entrants or students planning careers. All the O\*Net tools results can be linked to occupations.

O\*Net Career Exploration Tools are available on-line in Employ Florida Marketplace (EFM), Florida's electronic labor exchange portal, and in CHOICES, Florida's Career Information Delivery System. TORQ, EFM, and CHOICES are populated with the latest industry and occupational projections from DEO's Bureau of Labor Market Statistics.

CHOICES contains the longer version (25 detailed questions) of the skills profile tool, and provides more precise selection of occupations based on skills. Within CHOICES, the jobseeker can filter career options based on several criteria including education required, occupational outlook, and wages. These selections are then used to develop a list of target occupations for career planning. CHOICES also provides direct links to training programs, training providers and educational financial assistance. CHOICES is available on-line at [www.flchoices.org](http://www.flchoices.org), or a download version can be provided to career centers and other institutions.

### **INTENSIVE AND TRAINING SERVICES**

It is anticipated that participants in this project (long-term unemployment and claimants who are likely to exhaust benefits) will require intensive services and, in most cases, some work-based and/or classroom training.

- Individuals with KSAs that Match Demand Occupations or Need Some Updating

We know from research that has been conducted on the long-term unemployed<sup>16</sup> that a number of them have had the bad luck to become unemployed during the recent recession and, consequently, have found themselves in what seems to be a vortex from which they cannot

## Appendix A – State of Florida Jobs-Driven Grant Narrative

---

emerge. These individuals are often older (45+) and have had solid work histories prior to the recession. They are skilled, experienced, and reliable.<sup>17</sup> They could benefit from “touch-up” services, such as:

- ✓ Counseling to address the financial and emotional barriers they have experienced as a consequence of their long-term unemployment
  - ✓ Strategies to find a job in today’s environment
  - ✓ Improving computer skills or other skills that might have become rusty as a consequence of the unemployment
  - ✓ Volunteering to build their portfolios and rebuild their networks
  - ✓ Job matching
  - ✓ Work experiences to reintroduce them to the (new) workforce and/or on-the-job training (OJT) to provide training on skills that require updating
- Individuals with KSAs that Do Not Match Demand Occupations

This group will likely be the most challenged by their layoff in that they can no longer find employment in a field that matches their skill level. These individuals need additional guidance and training to achieve a desirable employment placement and will receive more intensive services, as well as training. Their employability plans should include a full-service strategy that may include the following services goals:

- ✓ Identification of additional barriers, including life needs and need for counseling to address the financial and emotional barriers they have experienced as a consequence of their long-term unemployment
- ✓ Thorough assessment of KSAs and thorough understanding of occupational opportunities in the area – including, if needed, development of a career ladder that may start at, or close to, entry level in positions that have the potential for advancement
- ✓ Opportunities for the participant to interact with employers in targeted fields in informal, non-threatening situations (for example with a meet and greet at the career center)
- ✓ Mentorship by career center staff or formerly long-term unemployed participants
- ✓ Follow-up through services, training, and employment
- ✓ Training opportunities
- ✓ Informal training opportunities (volunteering, work experiences/internships)

### EMPLOYER ENGAGEMENT

A key element to this program is the engagement of employers with the participants throughout this project. This will be accomplished as follows:

- Marketing/Outreach Campaign

DEO and the RWBs will be actively engaged in various outreach activities to reach employers and long-term unemployed jobseekers. Outreach activities includes:

- ✓ Targeted message development using research, statistics, location mapping for jobseekers and employers
- ✓ Targeted opportunities for proactive earned media with press releases and events
- ✓ Community and partner engagement with state, regional, and local officials
- ✓ Targeted media buys/advertisements with a combination of print, radio, and TV
- ✓ Use of DEO website, partner websites, and social media platforms to promote training opportunities



## Appendix A – State of Florida Jobs-Driven Grant Narrative

---

- ✓ Create hashtag to engage social media users in conversation
- ✓ Implement measurements to ensure messages are reaching the appropriate audience
- ✓ Brief and engage legislators and other elected officials and community leaders in participating areas

- Employer Participation in Career Center Activities

To allow participants to meet employers in a relatively informal and non-threatening setting, career center staff should encourage the participation of employers with jobs that match the employment goals of their participants in various career center activities. These could be presentations or meet-and-greets where the employer can provide information about job opportunities in his or her industry and company. An industry expert could be invited to facilitate a session that would benefit the participants, such as credit repair, stress relief, health issues, etc.

As this program takes off, RWBs should provide opportunities for recognition of employers who have hired long-term unemployed participants. These events could be used to motivate other long-term unemployed participants to move forward in their efforts to obtain employment as well as other employers.

- RWB/Career Center Staff and Participant Presentations at Business Forums

The RWBs should provide opportunities for participants and employers who have participated in this project to make presentations to other employers in business forums. Current participants may be invited, which would give them a good opportunity to network with members of the business community and other professional organizations.

- Work-Based Learning

Based on the objective assessment and the employability plan, many of the participants will benefit from work-based training, which helps participants in two ways: providing the KSAs they need for occupations in demand in their areas, and demonstrating their worth to employers with targeted occupations. The main forms of work-based training are customized training and OJT, which will be offered under a contract with an employer in the private sector. The State of Florida is currently operating under a waiver that allows a sliding scale employer contribution based on the size of the employer. The State intends to exercise the allowances under this waiver to assist the long-term unemployed job seeker. Additional work-based learning includes work experiences or internships.

- ✓ On-the-Job Training opportunities will be developed in conjunction with industry partners. OJTs will be offered consistently with WIA law and regulations, as well as the OJT NEGs issued since the American Recovery and Reinvestment Act of 2009. The length of training will not exceed six months and will be based on O\*Net Job Zones and the KSAs that the participant possesses. Wage reimbursement will not exceed the USDOL wage cap.
- ✓ Customized Training will also be offered consistently with WIA law and regulations on behalf of an employer or group of employers from targeted industries, who make a commitment to hire successful completers. This training may be offered through accelerated models that involve local training providers, including manufacturing extension partnership providers. Additionally, a consortium of State/Community Colleges, partnering with their respective RWBs, have obtained a Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant to develop short-term certification training and latticed industry-specific credentials in manufacturing that

## Appendix A – State of Florida Jobs-Driven Grant Narrative

---

articulate to Associate Degree programs. Six of the regions participating in this grant are also involved in the TAACCCT grant.

- ✓ Registered Apprenticeship and pre-apprenticeship opportunities will be cultivated to seek placements for program participants, in conjunction with the Florida Department of Education's Apprenticeship Section, as well as registered apprenticeship sponsors throughout the State. DEO and RWBs will explore the possibility of developing pre-apprenticeship programs with these entities with a pipeline to registered apprenticeships.
- ✓ Paid internships/work experiences and volunteering opportunities may be used for those participants whose KSAs are close to matching the needs of area employers, but who require a helping hand to update those KSAs and re-engage in the workforce. Participation in this program component will allow the long-term unemployed jobseeker to keep existing skills current and create opportunities to learn new skills. Participants will gain valuable work experience and use these experiences to become more competitive during the job search process. Contextualized learning will be emphasized, as well as concrete strategies for placement in unsubsidized employment.

- Value-Added Employer Services

This project will target specific industries in the participating regional clusters. Special effort will be made to offer value-added services and market workforce services available for employers to enhance and encourage their participation in this program model. Specifically, local staff will:

- ✓ Develop a keen understanding of the needs of employers in the targeted industries
- ✓ Develop strong relationships with these employers
- ✓ Present local available talent, including those screened and ready to work
- ✓ Develop training opportunities to fill positions that employers have difficulty filling
- ✓ Develop long-term retention plans with employers
- ✓ Demonstrate the value of the career source services (at no cost to the employer)
- ✓ Demonstrate the value of work-based learning and how the workforce system can offer financial assistance
- ✓ Develop strategic alliances between and among local industries
- ✓ Cultivate collaboration between employers and local educational institutions, including coordination of short-term just-in-time training to address immediate needs
- ✓ Highlight targeted industries and participating employers
- ✓ Assess success and failure of working with employers in general and targeted employers in particular, and make improvements as needed

- Evaluation of Employer Engagement

In the scope of the project, DEO and the RWBs will measure employer engagement using a variety of methods. Through the projects outreach campaign, employer feedback will be collected and analyzed to determine if adjustments are needed in the project design. RWBs will collect information from employers through the Business Services units, by hosting employer forums and meetings. Additionally, existing data regarding the rate at which employers access the workforce system will be continuously monitored. DEO will develop, in consultation with its State and regional partners, an employer survey to assess the success of employer services in general, and the implementation of this grant in particular.

### OCCUPATIONAL SKILLS TRAINING

## **Appendix A – State of Florida Jobs-Driven Grant Narrative**

---

The State of Florida has a vigorous system in place for the development of Regional Targeted Occupations Lists (RTOLs) and Eligible Training Providers Lists (ETPL).

The RTOL process is used to formally designate demand occupations for each RWB and is set up to promote strategic business and industry involvement in order to better target training funds for job seekers and more expeditiously serve employers in sectors which have a shortage of skilled workers. RWBs develop their RTOLs based on an analysis of demand occupations conducted by DEO's Bureau of Labor Market Statistics, supplemented by local business and industry representatives and additional resources, such as Help Wanted Online Lists and DEO's newly developed Supply/Demand list. Each board adopts and updates its RTOL.

Training providers and programs are selected through a robust service review system that allows RWBs to evaluate a provider's bona fides, accreditation or licensure, and performance measures. Training can only be provided for occupations on the region's RTOL.

### **SUPPORTIVE SERVICES**

Since the targeted population has suffered significant financial hardship as a consequence of their long-term unemployment, supportive services for transportation, family care, uniforms, and tools will be essential to the participants' success. Supportive services available through other workforce programs, such as TANF, SNAP and Veterans Program, will be made available to long-term unemployed job seekers based upon eligibility.

### **FOLLOW-THROUGH AND FOLLOW-UP**

Research tells us that individuals who were long-term unemployed are more susceptible to subsequent layoffs.<sup>18</sup> Therefore, follow-up services are a critical part of this project. Once the employability plan is under way, staff will continuously follow-up with participants. Efforts will be made to ensure that participants are continuing to work towards their employment goals and are actively engaged in activities that will help them succeed.

Participants will be encouraged to develop and cultivate their work-related networks through social networking sites, professional associations, participation in organization meetings (local chamber, e.g.), and by attending job fairs. Staff will be available to make referrals to community resources and follow up on the outcomes from the referrals. Such services may be offered after the participant ceases to receive WIA services and continue after the participant exits. The employability plan will be reviewed periodically and modified as the participant's needs change.

### **ALIGNMENT & COORDINATION WITH OTHER RESOURCES**

The Florida workforce system has been, since before the implementation of the Workforce Innovation of Act of 1998, a one-stop system that includes at a minimum Wagner-Peyser, WIA, TAA, Veteran programs, TANF, and SNAP. Additional one-stop partners include: career and technical education and other post-secondary institutions, vocational rehabilitation, adult education, and others. Where public transportation is available, the career centers work closely with their public transportation providers. Local boards contain representatives of most of these entities, as well as economic development agencies.

Staffing functions for this grant may be provided by merit staff (typically funded by Wagner-Peyser) and/or RWB/career center non-merit staff (typically funded by WIA). Besides providing direct services, local grant staff will also act as advocates for the project by increasing their colleagues' understanding of this project, as well as seeking and making referrals to provide the fullest range of needed services to members of the targeted populations.

# Appendix A – State of Florida Jobs-Driven Grant Narrative

---

## STRATEGIC PLAN

The State’s Workforce Investment Act and Wagner-Peyser Strategic Workforce Plan 2012-2016 details the State’s priorities to address critical workforce needs. Thus, the State intends to focus efforts on supporting growth industries, as well as those that will help diversify the State’s economy and create new jobs with higher earning potential. To that effect, the State continues to enhance its ability to identify and address skill gaps. For example, the Florida Legislature is mandating closer ties between education and workforce in the development of training programs, as well as more vigorous reporting of employment outcomes for post-secondary graduates. Additionally, DEO’s Bureau of Labor Market Statistics has developed a new tool to support reemployment: the enhanced Occupational Supply/Demand report that comprises a variety of indicators, including enrollees, completers, and graduates of education programs at all levels, in addition to job seeker data.

The State identified strategies to address critical needs for growth in the State’s workforce that are consistent with this project: leveraging resources through expanded collaboration at the State and RWB level, as well as through regional alliances; increasing training opportunities through alternate delivery vehicles; emphasis on demand occupations; building of more skilled workforce; alignment of programs with economic development strategies; and enhanced employer market penetration. Thus, there is no need to amend the current plan.

## EVALUATION

The Department of Economic Opportunity acknowledges that ETA may conduct an independent evaluation of the outcomes and benefits of Job-Drive National Emergency Grants and, by accepting this grant, agrees to participate in such an evaluation.

## USE OF FUNDS

The proposed budget is designed to address the strategies described in this Narrative and serve 1,250 eligible participants (700 in work-based learning and, when appropriate, formula-funded occupational skills training).

---

<sup>1</sup> A long-term unemployed individual is defined as without a job and actively seeking work for more than 26 weeks (27+ weeks).

<sup>2</sup> Sources: Number of Unemployed – U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics. Long-Term Unemployed – U.S. Department of Labor, Bureau of Labor Statistics, Current Population Survey.

<sup>3</sup> “Long-Term Unemployment Far Exceeds Pre-Great Recession Levels in Virtually Every State”, David Cooper, Economic Policy Institute (January 2014).

<sup>4</sup> *Addressing the Negative Cycle of Long-Term Unemployment*, Executive Office of the President (January 2014).

<sup>5</sup> “Are the Long-Term Unemployed on the Margins of the Labor Market”, Alan B. Krueger, Judd Cramer, David Cho, Brookings Panel on Economic Activity (March 2014).

<sup>6</sup> “The Odds You’ll Join the Ranks of the Long-Term Unemployed”, Matt O’Brien, *Washington Post* (May 2014).

<sup>7</sup> “Duration Dependence and Labor Market Conditions: Evidence from a Field Experiment”, Kory Kroft, Fabian Lange, Matthew J. Notowidigdo, *The Quarterly Journal of Economics*, Oxford University Press (April 2013).

<sup>8</sup> *Assessing the Factors Underlying Long-Term Unemployment during and after the Great Recession*, Gregory Acs, Urban Institute (July 2013).

<sup>9</sup> Id.

<sup>10</sup> Id.

<sup>11</sup> Unemployed figures for April 2014, long-term unemployed estimates based on applying a statewide ratio of 46% to the regional counts of unemployed. Sources: Number of Unemployed – U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics. Long-Term Unemployed – U.S. Department of Labor, Bureau of Labor Statistics, Current Population Survey.

## Appendix A – State of Florida Jobs-Driven Grant Narrative

---

<sup>12</sup> *Responding to Long-Term Unemployment*, Gregory Acs, Urban Institute (July 2013).

<sup>13</sup> “Opportunities to Address Long-Term Unemployment”, Arabella Advisors (October 2013). *The Long-Term Unemployed and the Hiring Impasse*, IDEO.org and The Rockefeller Foundation (2013).

<sup>14</sup> These activities are supported by the research described above and: *Consequences of Long-Term Unemployment*, Austin Nichols, Josh Mitchell, Stephan Lindner, Urban Institute (July 2013).

<sup>15</sup> Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics.

<sup>16</sup> See previously-cited studies.

<sup>17</sup> IDEO.org produced a short video that illustrates the plight of these unemployed workers. See <http://player.vimeo.com/video/66873676>.

<sup>18</sup> See Krueger article, above.