STATE OF FLORIDA
REGIONAL WORKFORCE BOARD
LOCAL WORKFORCE SERVICES PLAN
INSTRUCTIONS 2009-2011
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INTRODUCTION

Several key events triggered necessary modifications for the Program Year (PY) 2009 State and local workforce services plan. The downturn in Florida’s economy and its effects upon Florida’s workforce prompted the state and local Regional Workforce Boards (RWB) to reconsider and reconfigure some of the strategies outlined in the current PY Plan in order to best serve workers, jobseekers, and businesses facing unique challenges. Moreover, the additional funding made available through the American Recovery and Reinvestment Act (ARRA) of 2009 greatly expands the reach of workforce development programs and also requires new, novel strategies for addressing the current state of the workforce system. Lastly, the issuance of the Jobs for Veterans Act Final Rule mandates PY Plans to specifically evaluate certain aspects of the State’s system in order to ensure priority of service for veterans and eligible spouses.

PY 2009 LOCAL PLAN SUBMISSION

All current PY 2007 to PY 2008 Local Workforce Services Plans expire June 30, 2009. However, the United States Department of Labor (USDOL) has given the state authority to extend the current plans until sufficient plan modifications can be submitted to address the recent dramatic changes in local economic conditions as well as the impact of the increased infusion of stimulus funds. Rather than a total rewrite of local workforce plans, the State is requiring the following:

1. A modification of the current plan to reflect only those changes the RWB finds necessary to describe any organizational changes, new or modified strategies to respond to changes in the local economy and/or occasioned by the additional ARRA funding;

2. A Completed Board Membership form as required by law for the certification of RWB membership;

3. And a “stand-alone” document to be attached as an addendum that responds to the questions outlined in these instructions related to ARRA efforts.

It should be noted that since many of the ARRA questions in the planning instructions will alter certain sections of the current local plans, the RWBs should cross-reference the ARRA-related questions in the instructions to the corresponding sections in the current plan. The current local plans should then be reviewed and updated where applicable in preparing the responses to the questions in the planning instructions. In submitting the local plan addendums, please identify, by section and number, those sections of the current plans that will or have changed as a result of the ARRA. If the RWBs
wish to extend unchanged any portion of their current plans, they must include a statement to that effect wherein those portions are identified.

PURPOSE

The purpose of this document is to provide specific instructions regarding the requirements for RWBs to modify their local Workforce Investment Act (WIA) strategic plans. These instructions will assist the RWBs in developing local Workforce Services Plans in response to the ARRA and in implementing guidelines. The amendments to the local Workforce Services Plan are critical to having a framework consistent with the State’s 2009-2011 Workforce Investment Plan.

Two copies of the local Workforce Services Plan addendum are to be submitted in paper format. Additionally, an electronic copy must be submitted via e-mail to Workforce Florida, Inc. (WFI), by close of business, on September 15, 2009. If the local plan cannot be sent via email, please send it on a CD. The plan should be e-mailed to Helen Jones at hjones@workforceflorida.com.

The two paper copies with original signatures should be mailed to:

Helen Jones
Workforce Florida Inc.
1580 Waldo Palmer Lane, Suite 1
Tallahassee, Florida 32308.

During the composing of the local Workforce Plan addendum, please adhere to the following procedures:

• Organize the information in the document according to the plan instructions;
• Descriptions of program activities should include sufficient details to portray the workforce program designs and local program operations;
• Include a table of contents with page numbers and ensure that each page of the plan is numbered;
• Text should be typed with a font size of 12 or greater;
• And, include a list of the plan attachments and submit them in a separate electronic file.
Executive Summary

The modified local plan is the primary vehicle for communicating to the State and the public how RWBs will apply ARRA funds. Accordingly, please provide a summary explaining how RWBs will weave ARRA disbursements into overall strategies, goals, program changes, processes, etc., to benefit local economic welfare.

In order to streamline the modification of PY 2009 WIA and Wagner-Peyser Act local plans, the RWB should respond to the following bolded enumerated questions and statements. Provided below each question are examples of the types of information the State requires in carrying out the local modification such as describing adjustments to current strategies and new activities related to Recovery Act implementation. As RWB members update their local plans, they are encouraged to reflect on and thoughtfully respond to the State’s strategies and vision of how Recovery Act funding ought to be used.
Section I. Context, Vision, and Strategy

I.A. Economic and Labor Market Context

Provide a detailed analysis of the local economy, the labor pool, and the labor market context. (§112(b)(4)).

Workforce Region 23, which is comprised of Miami-Dade and Monroe County, is home to 2,549,729 residents (according to the Florida Research and Economic Database website) and boasts a diverse economy that underpins the competitiveness and growth of the State’s economy. The Port of Miami, for instance, is among America’s busiest ports and contributes over 17 billion dollars annually to the South Florida economy, helping to provide direct and indirect employment for over 176,000 residents. [http://www.miamidade.gov/portofmiami/](http://www.miamidade.gov/portofmiami/).

Along with the Port of Miami, local government estimates indicate that Miami International Airport (MIA) also contributes significantly to Region 23’s economy. MIA, the largest commercial airport in the Region, is the number one airport in the U.S. for international freight and number four in the U.S. for total cargo. MIA’s estimated economic impact on the Region is approximately 25.6 billion dollars. [http://www.miami-airport.com/html/fact_at_a_glance.html](http://www.miami-airport.com/html/fact_at_a_glance.html) The airport maintains an instrumental role in employing more than 240,000 Region 23 residents. Another major factor in measuring the Region’s economic health is the tourism industry. As a sunny bustling cosmopolitan locale, the Region attracts over 11 million annual visitors. [http://www.MiamiAndBeaches.com](http://www.MiamiAndBeaches.com). The primary destination for the majority of tourists is the globally renowned South Beach.

No analysis of the local economy would be complete without delving into the housing market. Economists have concluded that the housing market is expected to continue to negatively impact South Florida’s economy far beyond 2010. The housing bust and consequent drop in home values, coupled with stock and credit market declines, has strained the financial well-being of the Region’s residents and businesses. Miami-Dade County, in particular, was disproportionately hurt by the housing bust because it expanded considerably during the boom.

But gauging the state of South Florida’s economy is, for some economists, best reflected in its unemployment rate. Recent data from the Agency for Workforce Innovation (AWI), Florida’s lead state workforce agency, revealed that the August 2009 jobless rate in Miami-Dade County is stabilizing, remaining at 11.7% for July and August. The
unemployment rate for the Region is 11.5%. The August State unemployment rate is 10.7%, representing 984,000 jobless out of a labor force of 9,194,000. The term “labor force” refers to persons over 16 years of age who are either employed or unemployed. Florida’s unemployment rate is up 4.2 percentage points from the August 2008 rate. Furthermore, Florida’s current unemployment rate is one percentage point higher than the national unemployment rate of 9.7%. Note, however, that AWI Director Cynthia Lorenzo believes that “The relative stability of Florida’s unemployment rate over the past few months is encouraging. We anticipate improvement in Florida’s job market in the second quarter of next year and are already seeing glimmers of hope to that effect.” Based on the Florida Economic Estimating Conference held July 17, 2009, Florida’s job market is expected to start improving in the second quarter of 2010 as the job growth turns positive. Current forecasts project a job growth rate of 1.5% in the second quarter of next year. Florida’s unemployment rate is forecasted to peak at 11.0% in the second quarter of 2010 before beginning a gradual decrease.

The total civilian labor force in Workforce Region 23 for August 2009 was 1,289,607, of which 1,141,123 were employed and 148,484 were unemployed. The average weekly wage in Region 23 in the 4th Quarter 2008 was $917. This is equivalent to $22.93 per hour or $47,684 per year, assuming a 40-hour week worked year round. Yet according to 2006 U.S. Census estimates, the median price of a home in Miami-Dade County is $360,000 and $480,000 in Monroe County. This disparity has made it difficult for local businesses to retain talent, particularly in Monroe County where businesses are dependent upon a steady influx of hospitality workers.

The total number of employees located in the Region in the 4th Quarter 2008 was 1,034,787. The largest major industry sector was Health Care and Social Assistance (with 14% of the employment), followed by Retail Trade (with 13%) and Accommodation and Food Services (with 10%). Private education and health services (+4,900 jobs, +0.5%) are the only sectors currently gaining jobs among Florida’s major industries.

The AWI data also showed that during the same period total nonagricultural employment in the Miami-Miami Beach-Kendall metropolitan area declined by 33,100 jobs over the year. Trade, transportation, and utilities lost -8,000 jobs, the most in the area; that industry is followed by mining, logging, and construction (-7,400 jobs), professional and business services (-6,400 jobs), manufacturing (-3,000 jobs), government (-2,400 jobs), financial activities (-1,700 jobs), information (-1,400 jobs), other services (-1,300 jobs), leisure and hospitality (-1,100), and education and health services (-400 jobs).
The U.S. Census Bureau 2005 to 2007 American Community Survey (ACS) conducted a survey of Region 23’s demographics which complement the above AWI statistics. In Miami-Dade County, the education demographics are: nine percent of the population hold graduate or professional degrees; 16% of the population hold bachelor’s degrees; eight percent of the population hold associate’s degrees; 15% of the population hold no degree; 28% of the population hold a high school diploma; and 24% of the population have less than a high school diploma. Interestingly, AWI data reveal that 61% of Miami-Dade County’s average annual openings require an educational attainment level of a PSAC Certificate or higher. In Education: The Economic Development Imperative, a South Florida Workforce Investment Board (SFWIB) report, the correlation between higher education, better employment opportunities, and higher potential income is laid out. The report states that “by 2015, post secondary/advanced vocational education will be the area of fastest growth in labor requirements by a significant margin.”

According to the ACS, the industry-specific demographics for Miami-Dade County are: one percent engaged in agriculture, forestry, fishing, hunting and mining; nine percent engaged in construction; six percent engaged in manufacturing; five percent engaged in wholesale trade; 11% engaged in retail trade; eight percent engaged in transportation, warehousing and utilities; two percent engaged in information; nine percent engaged in finance, insurance, real estate, rental and leasing; 12% engaged in professional, scientific, management, administrative and waste management services; 19% engaged in educational services, health care and social assistance; nine percent engaged in arts, entertainment, recreation, accommodation and food services; six percent engaged in other services (except public administration); and four percent engaged in public administration.

In State of the Workforce: A Projection of Occupational and Industry Growth in Region 23, a 2008 SFWIB report, it is made clear that the service providing sectors are expected to account for the largest source of employment gains, making up the vast majority of all jobs by 2015. Professional, business services and health care and social assistance services – the sectors with the fastest-growing employment – will add about half of the new jobs over the projection period. The construction sector which had driven much of the employment gains in the Region over the last several years has cooled dramatically and is only projected to add 51,256 jobs to the Regional economy by 2015.

The ACS reports that the median income of households in Miami-Dade was $41,943. Eighty-one percent of the households received earnings and nine percent received retirement income other than Social Security. These income sources are not mutually exclusive; that is, some households received income from more than one source.
From 2005 to 2007, Miami-Dade had a total population of 2.4 million. Fifty-two percent was female and 48% was male. The median age was 38.2 years. Twenty-three percent of the population was under 18 years and 14% was 65 years and older. For people reporting one race alone, 73% reported White, 20% Black or African American, less than 0.5% American Indian and Alaska Native, two percent Asian, less than 0.5% Native Hawaiian and Other Pacific Islander, and five percent Some other race. Two percent reported Two or more races. Sixty-one percent of the people in Miami-Dade reported Hispanic. Eighteen percent of the people reported White non-Hispanic. People of Hispanic origin may be of any race.

For Monroe County, from 2005 to 2007, the education demographics of the population are: eleven percent hold a graduate or professional degree; 20% hold a bachelor's degree; nine percent hold an associate's degree; 24% hold no degree; 27% hold a high school diploma; and nine percent have less than a high school diploma.

Monroe’s industry demographics are: two percent engaged in agriculture, forestry, fishing, hunting and mining; nine percent engaged in construction; two percent engaged in manufacturing and wholesale; 13% engaged in retail; eight percent engaged in transportation, warehousing and utilities; one percent engaged in information; nine percent engaged in finance, insurance, real estate and rental and leasing; 10% engaged in professional, scientific, management, administrative and waste management services; 10% engaged in education services, health care and social assistance; 21% engaged in arts, entertainment, recreation, accommodation, and food services; four percent engaged in other services, except public administration; and nine percent engaged in public administration.

The median income of households in Monroe County was $55,550. Seventy-seven percent of the households received earnings and 18% received retirement income other than Social Security. Twenty-nine percent of the households received Social Security. The average income from Social Security was $14,574. These income sources are not mutually exclusive.

From 2005 to 2007, Monroe had a total population of 75,000. Forty-seven percent was female and 53% was male. The median age was 46.5 years. Sixteen percent of the population was under 18 years and 15% was 65 years and older.

For people reporting one race alone, 90% was White; six percent was Black or African American; one percent was American Indian and Alaska Native; one percent was Asian; less than 0.5% was Native Hawaiian and Other Pacific
Islander and two percent was Some other race. One percent reported Two or more races. Eighteen percent of the people in Monroe was Hispanic. Seventy-four percent of the people in Monroe was White non-Hispanic.

In addition to the economic state of the Port of Miami, MIA, tourism, housing, credit, and stock markets, the AWI and ACS statistics add context to the present condition of Workforce Region 23’s labor pool, market and overall economy.

**Overarching Local Strategies**

**I.B. Describe the strategies that are in place to address the local strategic direction, local priorities, and workforce development issues identified through the local economy.**

**Response:**

SFWIB has spearheaded programs and initiatives tailored to boost the state of the local economy by satisfying employer and jobseeker needs. For employers, SFWIB offers a wide array of services such as employee training, job order posting, tax incentives, and professional placement. And for jobseekers, SFWIB offers services via its 12 Career Centers. Services include job search, occupational training, resume writing, and interviewing. Moreover, SFWIB in conjunction with Miami-Dade County’s Office of Small Business Development (SBD) has targeted neighborhoods where, historically, unemployment barriers are especially difficult to overcome as high priority for job placement services. These neighborhoods are classified as Designated Target Areas (DTAs) and they encompass, for philosophical purposes, federally-defined Empowerment Zones. American Recovery and Reinvestment Act (ARRA) funds will be applied to drive the career services offered to DTA residents.

Region 23 employers regularly capitalize on SFWIB’s employee training services. There are five types of training: Customized, Employed Worker (EWT), On-the-Job (OJT), Quick Response, and Incumbent. Of all the employer training services, EWT and OJT are most sought after by local businesses. Through the Customized training service, employers can recoup up to 50% of costs associated with job skills training of both prospective and current employees. If the trainee is not an employee, the employer must hire the trainee at the conclusion of his training. Similarly, EWT assists employers in upgrading the skills of their existing workforce. Employers have found that upgrading the skills of their workforce improves retention, occupational skill attainment and productivity. Employers who qualify for EWT may be reimbursed up to 50% of their training costs. OJT, which applies to new-hires, pays the employer up to 50% of the employee's wages.
during the time period needed to acquire requisite skills. SFWIB determines the length of training and the reimbursement rate based upon the individual’s needs. Quick Response Training is the state’s version of Customized training. Quick Response focuses on attracting and expanding businesses in Florida that produce an exportable good or service. Employers receiving a Quick Response grant will be able to create full-time, customized positions. Lastly, Incumbent Worker Training is the state’s counterpart to EWT; it focuses on retaining and expanding businesses by upgrading the skills of existing employees. As with EWT, Incumbent Worker Training helps cover employee training costs by sharing the responsibility with the employer.

In addition to training services, SFWIB offers employers an expedient job posting service. Employers can post job orders to SFWIB’s Job Bank Department in one of four ways: web, e-mail, fax, and telephone. Once a job order is received, a Job Bank representative will enter both the employer’s name and position description on Employ Florida Marketplace (EFM), the State’s job posting website.

SFWIB partners with the Beacon Council and AWI in facilitating the application process for tax incentives, such as the Work Opportunity Tax Credit Program (WOTC), the Qualified Target Industry Tax Refund (QTI) and the Welfare-to-Work Credit, local companies may qualify for. The WOTC offers private for-profit employers an opportunity to earn a federal income tax credit for hiring individuals from certain target groups. The program is also designed to help jobseekers who consistently have a particularly high unemployment rate enter employment. By hiring individuals from these targeted groups, employers can reduce their taxes up to $2,400 or $4,800 during the first year of employment or up to $9,000 over two years, depending on the qualified applicant. The targeted groups are: Qualified Temporary Assistance to Needy Families Recipients, Qualified Veterans/Disabled Veterans, Qualified Ex-felons, Designated Community Residents, Vocational Rehabilitation Referrals, Qualified Summer Youths, Qualified Food Stamp Recipients, Qualified Supplemental Security Income Recipients and Long-Term Family Assistance Recipients. The ARRA expand WOTC to include two new targeted groups: disconnected youth and unemployed veteran.

The QTI incentive is available for companies that create high wage jobs in targeted high value-added industries and may provide the company with a tax refund of up to $3,000 per new job created. This program is funded by the State of Florida (80%) and Miami-Dade County (20%). The QTI program requires the creation of at least 10 new full-time jobs at salary levels equal to or exceeding 115% of the State annual average wage, or $41,516. For businesses paying 150% of the State average annual wage, add $1,000 per job; for 200% of the State average annual wage, add $2,000 per job. For companies that locate or expand within any of Miami-Dade County’s Empowerment Zones, this incentive is increased up
to $6,000 per new job created, and the minimum salary requirement may be waived. Finally, the Welfare-to-Work credit provides businesses with an incentive to hire long-term assistance recipients.

SFWIB’s Professional Placement Network (PPN) benefits employers by providing them a revolving database of qualified candidates to fill individual placement requirements. Recruiting through PPN saves employers the trouble of combing through thousands of applicants. In practice, PPN assists employers by providing fee-free referrals of professional job seekers at all organizational levels in the following professions: accounting, advertising, education, finance, healthcare, human resources and web development. To file a placement requirement, employers contact SFWIB’s Job Bank.

SFWIB’s Career Centers focus on improving the quality of life of jobseekers by striving to find them meaningful long-term employment. Career Center staff provides traditional core, intensive, and training services to jobseekers. Via an extraction tool, DTA residents are identified and steered toward SFWIB-SBD construction trades employment opportunities. Professional jobseekers enroll in the PPN program which assists them in transitioning into the workforce or changing careers. This is done through the Career Transition Seminar and career counseling. At select Centers, specialized career services are offered to veterans, refugees, dislocated workers, the disabled and youth. Moreover, SFWIB partners with social service agencies, such as the Department of Children and Families, the Division of Vocational Rehabilitation and Nutrition Assistance Programs, to bring jobseekers a range of government services under one umbrella.

I.C. Service Delivery Strategies, Support for Training

Describe innovative service delivery strategies the RWB has or is planning to undertake to maximize resources, increase service levels, improve service quality and achieve better integration.

Response:

In SFWIB’s report Accelerate South Florida: 2009 American Recovery and Reinvestment Act Action Plan, a blueprint for increased service delivery is laid out. The Action Plan acknowledges the receipt of $21,870,444 in stimulus funds to provide workforce training to the unemployed and aid local businesses upgrade the skills of their employees. The goal of the Plan is twofold: to bring more people into the workforce, particularly young adults and residents with particular barriers to employment via strategically targeted employment and training programs and to improve local industry via strategically
targeted business incentives and economic development initiatives that are intended to sustain and enhance growth opportunities within the small business sector.

There are three main strategies in place to ensure the full realization of the Action Plan. The first component of the Plan is the development of a comprehensive business strategy that is intended to improve the delivery of Regional workforce development programs. The second component of the Plan involves the enhancement of SFWIB’s current service delivery model by expanding the Career Center service delivery network. The last component is comprised of career exploration and career pathways initiatives which focus on skilling the workforce in high-demand industries.

Customized training, EWT, OJT, the Small Business Grant Program and Job Opportunities for Business Stimulus (JOBS) are programs that fall under the Business Development Strategy, the Action Plan’s first component. The Small Business Grant Program was developed to facilitate the provision of training and technical assistance to new and existing Small Business Enterprises (SBEs) and Micro Business Enterprises (MBEs) with the objective of furthering the economic viability of recipients. And the JOBS Initiative was created to enhance business awareness and utilization of employment and training funds. The Initiative includes a marketing component that is intended to disseminate business related services to the employer community. It is anticipated that 10 Career Services Specialists will be hired to streamline the successful functioning of this Initiative. JOBS will use the (305) 470-JOBS number as the central contact line.

Career Center Delivery System Enhancement, the Action Plan’s second component, involves Access Points, Extended Hours of Operation, the Unemployment Recovery Center (URC), and Operation Employment. Access Points are a partnership with faith-based and community-based organizations (FBO/CBOs), such as Miami Gardens’ Trinity Church and the Design District’s Sant La Haitian Neighborhood Center, to increase career services beyond SFWIB’s 12 Career Centers. The partnership consist of a FBO/CBO providing free space and staff while SFWIB equips the space with computers, furniture and other necessary equipment. SFWIB also provides career services training to Access Points staff. Currently, there are 12 Access Points throughout the region.

The large number of unemployed residents in the Region desiring employment and training services necessitated extending hours of operation at SFWIB Career Centers to better serve them. Hours of operation have been extended from 8am to 7pm from Monday to Thursday. Traditional hours – 8am to 5pm – are in effect on Fridays.
To better provide residents with support and solutions related to unemployment compensation benefits, SFWIB partnered with AWI to institute the URC at its Corporate Center Drive headquarters. In the process of instituting the URC, SFWIB created temporary employment opportunities.

Operation Employment is the final initiative falling under Career Center Delivery System Enhancements. SFWIB implemented Operation Employment to better assist jobseekers in the Region enhance their career search opportunities. To fulfill this goal, SFWIB intends to hire an additional 50 Career Services Specialists to aid the current Career Center Operators cater to jobseekers’ training and employment needs. The Specialists are located in various SFWIB Career Centers and Access Points throughout the Region.

The last component of the Action Plan is the Career Exploration and Career Pathway Initiatives. These initiatives apply SFWIB resources in an effort to supply trained employees in various in-demand industry sectors. SFWIB has delineated the following as key industries under the Career Pathway Initiative: aviation, green jobs, health care services, information technology, life sciences/bio-tech, and waste management. Special attention will be applied to training unemployed members of DTAs in those industries.

The Community Workforce Program (CWP) is an important instrument to realizing the goals of the Career Pathway Initiative. CWP is a partnership with Miami-Dade County’s SBD Agency to provide construction trades training to DTA residents. The Program integrates the processes of recruitment, development and training to improve time-to-productivity for the County’s Capital Construction workforce. In practice, this means SBD construction contracts, such as the Marlins stadium, would require a certain percentage of DTA residents be employed.

The SFWIB Apprenticeship Program, Re-training Assistance Initiative, Summer Youth Employment Program and Work Readiness Certification Program all fall under the Career Exploration and Career Pathway Initiatives. The Apprenticeship Program is a partnership with local unions to provide jobseekers who experience barriers to skilled employment with pre-vocational training and support to obtain a skilled trade apprenticeship. The Re-training Assistance Initiative provides reemployment services and retraining assistance to individuals permanently dislocated from their employment. The Summer Youth Program acclimates youth between the ages of 14-24 with corporate culture in an effort to prepare them for future long-term employment opportunities. Lastly, the Work Readiness Certification Program is designed to assist low-income and dislocated workers acquire skills to obtain gainful employment.
SFWIB’s Action Plan has laid out service delivery strategies that best apply its resources in order to stimulate local industry and return the unemployed to the workforce. It is important to note that the three Action Plan strategies described above will not be funded exclusively by ARRA funds. Instead, program implementation will be funded by a combination of ARRA dollars and SFWIB’s regular Workforce Investment Act (WIA) allocation. For example, existing workforce development strategies such as OJT can be funded by regular WIA allocation or ARRA funds.

Section II. Service Delivery

Local Governance and Collaboration

II.A.1. Describe how the local partners involved in the workforce investment system interrelate on workforce economic development, and education issues.

Response:

SFWIB hosts an annual Workforce Estimating Conference (Conference) which brings together educational institutions, economic development agencies and businesses. The Conference meets to consider criteria for the statewide Demand Occupation List and the high-skilled/high-wage subset of that list and to adopt a statewide Demand Occupation List. Another example of interrelation is SFWIB’s hosting of monthly partner meetings wherein training and service providers interrelate on workforce development issues. The meetings often tackle specific issues such as the efficacy of the Mystery Shopper Report which detailed service delivery deficiencies at several Region 23 Career Centers. Training partners such as Florida International University (FIU) accept Individual Training Accounts (ITA) which covers job training expenses for qualifying jobseekers. It is important to note that SFWIB has also partnered with FIU in the development of a Business Entrepreneurial and Energy Training Grant.

As mentioned in Section I, SFWIB partners with the Beacon Council and Miami-Dade County’s SBD Agency in forming programs geared at assisting employers. SFWIB partners with the Beacon Council in facilitating tax incentives for businesses and in promoting the Region as an ideal locale for businesses to operate. And SFWIB partners with SBD in employing DTA residents for construction trades projects. Lastly, SFWIB interrelated with Jackson Health System in the development of the Workforce Florida Healthcare Initiative and a USDOL Healthcare and Emerging Industry grant.
II.A.2. Describe the steps the RWB will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA at the local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.).

Response:

SFWIB continually seeks ways to improve partnerships with its service providers and community partners. In that effort, MOUs represent the conversation between SFWIB and its partners as both aim to ultimately bolster the welfare of Region 23’s residents. MOUs are often updated to better reflect the present needs of employers and jobseekers.

On the first Tuesday of each month, SFWIB hosts meetings with service providers to review the performance of workforce programs, provide updates on initiatives and identify strategies to improve service delivery systems. The meeting also provides the opportunity to address other issues such as Career Center staffing and allocation of resources. The agenda for the meeting is established with input from all present stakeholders.

SFWIB’s Performance Improvement Teams (PIT) is another method of improving operational consistency amongst programs and initiatives. PITs have been setup for the following programs: WIA, Wagner-Peyser, Career Advancement (CAP), and Performance. The goal of PIT is to improve service delivery processes to better provide employment and training services to jobseekers and employers. The success of PIT would create an environment conducive to identifying and sharing best practices, increasing the quality of services provided to customers through the Career Centers, reducing duplication of services and maximizing resources.

SFWIB’s effort to improve operational collaboration with its service providers and community partners is also evidenced through its hosting of bi-annual Training/Technical Assistance Workshops. The purpose of the workshops is to educate SFWIB service providers on Service Account Management System (SAMS) and EFM tools as well as applicable WIA and USDOL legislation. The workshops also afford an opportunity to review the Balanced Scorecard, a SFWIB performance monitoring tool.

Other methods to improve operational collaboration include the procurement of Systems Improvement Consultants and the implementation of Mystery Shopper. The Consultants will review, assess and standardize the Region’s service delivery system at the Career Centers. They will also assist SFWIB in gaining awareness of the target Center’s
procedures, analyzing them to identify sources of errors, defects, and efficiencies. The end result of this enables SFWIB to develop improvements.

Finally, the Mystery Shopper Program involved staff members from SFWIB Office of Continuous Improvement (OCI) conducting on-site evaluations of 10 Career and four Refugee Centers located in Miami-Dade County. The main objective of the review was to evaluate the condition of the facilities and assess the performance of the Centers’ staff from the customer’s point-of-view. Note that the SFWIB staff members assigned to perform the reviews were new employees and had little or no previous contact with a Career or Refugee Center. The evaluation methodology consisted of a single visit by staff to Career and Refugee Center sites. Staff members presented themselves at the Centers as jobseekers and proceeded to use the Mystery Shopper monitoring tool to record their observations of the site visit. Mystery shopper reviews identified deficiencies that could hinder service delivery to jobseekers.

II.B Reemployment Services and Wagner-Peyser Act Services

The ARRA makes funding available for reemployment services (RES). RES funding provides job search and other employment related services to Unemployment Insurance (UI) customers. In addition to customary Wagner-Peyser Act funded employment services, these funds are to be used to provide RES through the one-stop career centers to boost UI customers’ return to gainful employment. Under the Wagner-Peyser Act, Section 7(a) through (c), job search and placement services to job seekers are permitted activities; real-world examples of the application of this statutory section include counseling, testing, occupational skills, labor market information, assessment, referral to employers, recruitment services and special technical assistance services for employers. Services may also include:

- Services provided to UI claimants identified through the UI profiling system;
- In-person staff assisted services;
- Initial claimant reemployment assessments;
- Career guidance and group and individual counseling, including provision of materials, suggestions, or advice which are intended to assist the job seeker in making occupation or career decisions;
- Provision of LMI, occupational, and skills transferability information that clarifies claimants’ reemployment opportunities and skills used in related or other industries;
- Referral to job banks, job portals, and job openings;
II.B.1. Please describe the full array of reemployment services the RWB provides to Unemployment Insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their unemployment Insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act (§112(b)(17)(A)(iv)).

Response:

SFWIB will provide Unemployment Insurance (UI) claimants enhanced reemployment services (RES) through individual profiling and staff-assisted career services. It is SFWIB’s intent to work closely with its partners to ensure that all UI claimants identified as most likely to exhaust their benefits are provided the full array of available reemployment services in an effort to best reconnect these individuals to the workforce as quickly as possible.

Wagner-Peyser and ARRA-funded staff have been assigned to Career Centers with the primary responsibility of indentifying RES customers and providing the necessary services to assist them with completing the registration process in a timely manner. The following services will be applied to UI customers upon entering a Career Center and being properly identified: claimants will be identified through the UI profiling system; claimants will receive in-person staff-assisted services; claimant’s initial reemployment assessments will be completed; claimants will be offered career guidance, group and individual counseling; claimants may converse with career counselors who offer suggestions intended to assist the jobseeker in making occupational decisions; claimants will receive labor market data; claimants will receive occupational and skills transferability information; claimants will receive information on job banks, job portals, and job openings; claimants will have access to registered apprenticeship sponsors; claimants will be referred to training, including referral to training by WIA-funded or third-party service providers; claimants, where necessary, will undergo additional assessments; and claimants have the option of scheduling interview workshops.

SFWIB will reinforce the above enhanced services to UI claimants by effectively implementing four tiers of service. Tier 1 – the Job Ready UI Claimant’s Employment Development Plan – focuses on overcoming claimants’ barriers to
employment. Staff will assist claimants with job searches and resume writing. If the claimant is unable to find a suitable job after applying job search techniques, he will speak with an Employment Services staff member to create a job development referral. Where appropriate, claimants may also be referred to the PPN. Tier 2 – Claimants Needing Job Search Assistance – is designed to assist claimants acquire more effective job search skills. Tier 3 – Claimants Needing Skills Training or Skills Transferability Analysis – is designed to decipher what skills the claimant already possesses which are readily transferable to in-demand occupations. This information is ascertained after claimants undergo a transferable skills assessment. If the occupations on the jobs in-demand list match some of the jobs on the transferable skills analysis list, staff will evaluate the percentage of match and the preparation time to obtain the skills needed. Furthermore, staff will also explore all avenues through which the claimant may obtain lacking skills. Lastly, Tier 4 – Claimants Needing Assessments, Intensive Services and Training – is setup to aid low education claimants with a history of not staying in a job. A battery of tests including the hidden disabilities assessment will be conducted; additionally, labor market data and career counseling will be provided to the claimant. Reviewing labor market information regarding the occupations that are matches to the claimant’s interests and abilities provide staff and claimant with perspective on suitable occupations for training.

II.B.2. Describe how the RWB will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff assisted service and is accessible and available to all customers at the local level. (§112(b)(17)(a)(ii)).

Response:

The Wagner-Peyser Act three-tiered service delivery strategy for jobseekers and employers is ensured via a contract between the RWB and service providers. The contract is heavily based on SFWIB’s Statement of Work report which lays out how to conform to the three-tiered system. An Initial Assessment Application is used by providers to determine the tier of service to apply to a customer.

For self-service customers, SFWIB will use the RWB’s centralized Job Bank which lists employment vacancies in the State and makes certain that the information is accessible to all customers through EFM. SFWIB developed a step-by-step guide to EFM registration. To maximize the guide’s utility in the Region, SFWIB translated it into three languages. Moreover, SFWIB has partnered with CBOs to expand outreach efforts. The Mobile Workforce Center is a product of that
outreach. All Career Centers house well-equipped and accessible resource rooms where customers can use EFM. The Job Bank staff maintains the EFM database, keeping it a current and reliable source of employment opportunities.

For facilitated self-help customers, SFWIB has implemented Operation Employment which ensures that jobseekers within the Region receive employment assistance through well-staffed resource rooms and Access Points. Staff provides assistance to jobseekers on how to navigate through the system, i.e., accessing labor market information, EFM, and resume preparation and development, to help facilitate their job search. Businesses receive comparable assistance on how to access similar services through EFM.

And for staff-assisted services, SFWIB has assigned Operation Employment staff to Career Centers and Access Points to provide jobseekers with intensive training and other employment services. By increasing staffing levels, SFWIB has expanded RES to guarantee that staff-assisted services are properly provided to all customers. These services include individual assessments to determine the level of services needed and job matching and job referrals using EFM. Moreover, the Job Bank staff routinely contacts businesses to verify job order information and status and conducts job matching and referrals when applicable. The Job Bank staff also regularly contacts jobseekers to verify employment registration and provide job leads.

**Adult and Dislocated Worker Services**

**II.C.1. Describe local strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).**

**Response:**

The SFWIB has adopted policy requiring that Career Centers provide core services in accordance with WIA legislation. Local strategies to guarantee access to core career services include: registering all jobseekers in EFM, completing the Initial Assessment Application, and providing comprehensive orientation, skills assessment, individual employment plan, work readiness and resume writing services. Additional strategies include the implementation of Access Points and Mobile Workforce Assistance Centers where the same services can be administered. SFWIB’s two Mobile Centers are equipped with technological resources that are typically seen in a traditional Career Center. Access Points and Mobile
Centers are unique in the sense that they offer career services to Region 23 residents who were previously alienated from SFWIB’s 12 long-established Career Centers.

Upon entry to a Career Center, a jobseeker completes registration material which is subsequently entered on EFM. An Initial Assessment Application is then taken which determines the jobseeker’s eligibility for particular services. Orientation occurs next wherein staff educates the jobseeker on the full gamut of services and resources such as the computer room and training courses. Finally, depending on the circumstance, the jobseeker may sit additional assessments. Ultimately, the jobseeker is placed in a training course or is steered toward gainful employment.

I.C.2. Describe how the RWB will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs to deliver core services. (§112(b)(17)(a)(i)).

Response:

The integration of the Wagner-Peyser Act and WIA Title I resources for delivering services to adults and dislocated workers is achieved through contractual services with the Region’s Career Centers’ service partners. A cost allocation plan is required for all contracts for the delivery of employment and training services. At the point of entry to the Career Center, jobseekers complete the SFWIB Initial Assessment Application which then enables staff to determine the appropriate level of employment and training services.

Integration of resources is achieved through on-going Wagner-Peyser and WIA staff cross-training to avoid gaps in services to jobseekers. Program Specialists train Region staff at Career Centers or SFWIB headquarters on employer and jobseekers services, deterring a situation where a staff member is unable to assist a customer.

Resources are secured through contractual service agreements which maximize available funding streams under the Recovery, Wagner-Peyser and WIA Title I Acts. SFWIB will leverage resources provided through partner agencies, such as Sant La, that provide assistance to jobseekers with achieving self-sufficiency. Dual enrollment maximizes services to jobseekers and reduces the possibility of service duplication.
II.C.3. Describe the RWB’s vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(a)(i).)

Response:

SFWIB’s vision for increasing training access and employment opportunities for Region 23 residents is best seen in its Accelerate South Florida 2009 ARRA Action Plan. The Action Plan places strong emphasis on the Career Exploration and Career Pathway Initiatives discussed in Section I. The Initiatives, which include the Community Workforce, Apprenticeship and Work Readiness Programs, will be funded by both WIA and stimulus monies.

As noted in Section I, the Action Plan pays special attention to DTA residents. EFM is linked to SFWIB local DTA on-line extraction system. The system allows staff to extract DTA jobseekers’ information by addresses, skills, industry, training, education, etc. If an individual in a DTA matches an available job or training profile, he will be referred to the nearest Career Center for a full assessment and registration. ARRA funding is primarily used for programs in which DTA residents register. Note that WIA formula funding can be applied to train individuals who live outside a DTA.

SFWIB’s stimulus allocation will increase the availability of funding for ITA accounts. The extra funds enable SFWIB to negotiate with the Region’s Approved Training Vendors for the purchase of cohort size classes. The ability to negotiate cohorts as opposed to issuing individual ITAs, decreases cost, which in turn, increases the number of participants that can be served.

As part of the strategy to increase training access and opportunities, SFWIB is hosting a Training Expo for the Region’s residents in which training in programs linked to the industries in the Action Plan’s Career Pathways Model, i.e., aviation, health care services, green jobs, etc., will be vigorously advertised.

Additionally, SFWIB is working with Miami-Dade Community College and University of Miami Hospital in the development of a nursing program to purchase cohorts for the Region’s customers. This will enable SFWIB to increase the amount of available funds for training. Moreover, for those Pell eligible programs, Pell will be used to offset the cost of training for the Region’s Pell eligible customers.
II.C.4. The RWB should describe its models/templates/approaches for service delivery in the One-Stop Career Centers, particularly whether it is adjusting its approach to deliver increased levels of services with funds received under the Recovery Act.

Response:

SFWIB’s approach for service delivery in the Region is through 12 Career Centers, 12 Access Points, two Mobile Workforce Assistance Centers and the Unemployment Recovery Center. This expansive service approach enables the Region to increase the level of access to jobseekers, particularly those located in DTAs. DTAs are categorized by Miami-Dade Board of County Commissioners; DTAs include: Empowerment/Enterprise Zones, Community Development Block Grant (CDBG), Eligible Block Group or Focus Areas, and City of Miami Neighborhood Development Zones (NDZ). ARRA funds are applied to services rendered to DTA residents.

The Access Point Model has been implemented to strategically position employment and training services throughout the Region to provide greater access for jobseekers. Access Points were born of a partnership between SFWIB and CBOs/FBOs wherein SFWIB supplies career center equipment and the CBO provides the operational space. SFWIB also trains staff in workforce services at Access Points. Through the Mobile Workforce Assistance Centers’ outreach services, SFWIB drives directly into specific neighborhoods to assist Miami-Dade and Monroe County citizens with finding employment, helping create and update resumes, conducting on-site interviews and providing a range of testing and assessment services needed for job-readiness.

In order to assist jobseekers with enhancement of their career search opportunities, SFWIB implemented Operation Employment which consists of the hiring of an additional 50 Career Services Specialists to assist the current Career Center Operators help job seekers with their training and employment services needs. The Career Services specialists are located in the SFWIB Career Centers and Access Points. Consistency among the Centers and Access Points is maintained through the use of the Initial Assessment Application. The Application, which assesses jobseeker skill sets, tracks people who are served at Career Centers or Access Points. Before the advent of the Initial Assessment Application, Centers employed individual forms for quick assessments resulting in varying eligibility standards being applied.
Finally, SFWIB has implemented the Unemployment Recovery Center (URC), in partnership with the Agency for Workforce Innovation, in order to provide residents with dedicated support and solutions to questions and issues related to unemployment compensation benefits. Ten Unemployment Program Specialists work at SFWIB headquarters. The Specialists are State employees and have access to the State’s unemployment system. A comparable hub is in Orlando.

**Youth Services**

In preparing responses to the questions identified below, please consult the RWB’s Summer Youth Plan submitted in May 2009 and attach a copy of that plan. In your responses, you may also make reference to the Summer Youth Plan where appropriate rather than repeating the same language.

Response:

See Attached Youth Services addendum.

II.D. Describe the RWB’s strategy for providing comprehensive, integrated services to eligible youth, including those most in need (§112(b)(18)).

Response:

See Attached Youth Services addendum.

**Veterans’ Priority of Service**

II.E. What policies and strategies does the RWB have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who
otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?

In response to this question, the RWB should outline the changes to local policies and strategies that make them sufficient to meet the requirements of 20 CFR 1010.230, published at 73 Fed. Reg. 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008 implementing priority of service for veterans and eligible spouses in Department of Labor job training programs. This includes providing the following information and/or attachments to the local Plan modification:

1. The RWB should describe the changes to its local policies for the delivery of priority of service by the One-Stop Career Centers for its qualified job training programs. The description must include how:

   a. The local policies ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service.

   b. That local policies ensure that covered persons are aware of:

      i. Their entitlement to priority of service;
      ii. The full array of employment, training and placement services available under priority of service;
      iii. Any applicable eligibility requirements for those programs and/or services.

Region 23’s Veterans Programs complies with the Veterans Act (P.L.107-288) (38USC 4215). It is SFWIB policy to prioritize and provide services to jobseekers legislatively defined as veterans and their eligible spouses. WIA resources are set aside to assist veterans with the often arduous transition into the civilian workforce. Veterans Program services include priority job search, job placement, training services, and support services. Veterans are provided staff-assisted service by a designated staff member at Regional Career Centers. In addition to those services, SFWIB partners with Southern Command to deliver Transition Assistance Program Services (TAPS) to members of the military who are exiting military services.

See attached Exhibit IA Veterans Priority of Services.
Service Delivery to Targeted Populations

II.F. Describe the RWB’s strategies to ensure that the full range of employment and training programs and services delivered through the One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)

The RWB should:

1. Describe the strategy it will use to effectively implement the Recovery Act priority of service for low-income individuals and recipients of public assistance under the WIA Adult program.
2. Indicate how the RWB will use Wagner-Peyser resources to support individuals with disabilities, such as funding disability program navigators in One-Stop Career Centers or assisting other targeted populations.

Response:

The SFWIB strategy for implementing Recovery Act Priority of Service focuses resources on residents of Designated Targeted Areas (DTAs) which, as expounded on in Section I, are hard to serve low income individuals with multiple barriers to employment. SFWIB’s Mobile Workforce Assistance Center drives into DTAs and provides services and resources to DTA residents. The Mobile Center is fully equipped with the resources seen at Career Centers. There is a Mobile Workforce Assistance Center Calendar posted on SFWIB’s website. The calendar displays dates that the Mobile Center will enter specific neighborhoods. The Calendar also makes evident that the Mobile Centers are a partnership with FBOs, such as Agape Family Ministries, striving to seamlessly deliver optimum services to the historically disadvantaged. Once at a Mobile Center, the jobseeker is subject to the same registration and initial assessment process as at traditional Career Centers.
RWB also ensure that the full range of employment and training programs are delivered to jobseekers via Access Points which as discussed in Section I are partnerships between SFWIB and FBOs/CBOs in which SFWIB provides career center equipment while the partnering FBO/CBO provides the operation space.

SFWIB will implement the Recovery Act priority of service using the Reemployment Services assessment process. Individuals identified as DTA residents will be assessed to determine educational levels, work history, job skills and needs. Those Individuals will be provided the full range of employment and training programs and services available to all customers under the WIA Adult Program (i.e. dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment including older individuals, limited English proficiency individuals, and people with disabilities.)

Secondly, SFWIB has a Regional Disability Program Navigator Coordinator (DPN) and the Career Centers have dedicated staff to serve individuals with disabilities. Other resources available include an ADA workstation at each One-Stop Career Center with adaptive equipment to assist jobseekers with disabilities. The disability coordinators receive regular training to learn about community resources to serve people with disabilities. The DPN participates in the Miami-Dade Business Leadership Network to promote the RWB’s services and increase awareness of employment opportunities for jobseekers with disabilities. Additionally, Wagner Peyser staff is taught how to specially assist jobseekers with disabilities seeking employment services at the Career Centers.

Section III. Operations

Transparency and Public Comment

The Recovery Act places a high priority on transparency. The public, including partners, must have an opportunity for public comment and input into the development of the local Workforce Services Plan prior to its submission to the State.

III.A. The RWB should provide a description of the process it used to make the Plan available to the public and the outcome of its review of the resulting public comments. (§§111(g) and 112(b)(9).)
The RWB should describe:

1. Local efforts to promote transparency.

2. The process used to make the Plan modification available to the public and the outcome of its review of the public comments received. The RWB should describe the updated process used to ensure public comment on and input into the development of the local Workforce Services Plan. Include as an attachment, all comments including those that express disagreement with the plan. Include a description of specific steps taken to include input from members of the local board and members of businesses and labor organizations. Comments received after submission of the local Workforce Services Plan modification that express disagreement with the plan should also be forwarded to WFI at the address previously indicated.

SFWIB places a high priority on transparency. In the development of the Accelerate South Florida Plan, SFWIB hosted a series of Sunshine meetings wherein the Plan was presented and the public had an opportunity to comment. Feedback received from these sessions was weaved into the final Action Plan. The Accelerate South Florida Plan is posted on the SFWIB website. In the development of the new Two-Year Plan, SFWIB is following the same process. Public forums are scheduled throughout the community wherein community feedback is encouraged. The schedule for the community forums is posted on the main page of SFWIB’s website. Forums at the Neighborhood Assistant Service Center, Trinity Church, Liberty Square Community Center, Cuban American National Council, City of Hialeah Westland Garden Park and Sant La Haitian Neighborhood Center have already been held. Note that Trinity Church and Sant La are Access Points. Most of the forums were attended by Career Center and Access Points staff as well as regional board members. Typically, Career Center and Access Points staff participated passionately in the Plan dialogue. SFWIB’s ARRA Program Specialist attended the forums and recorded all questions and comments. Those questions and comments, which have influenced SFWIB’s Plan drafting process, are attached in memorandum form as an addendum to this answer. All comments received after submission will be forwarded to WFI.

Another example of SFWIB’s efforts to promote transparency is the monthly meetings held with People Acting for Community Together, Inc. (PACT). PACT is a diverse coalition of 38 churches, synagogues, schools and community groups throughout Miami-Dade County. It is the largest grassroots organization in South Florida, representing more than 100,000 people. The monthly meetings provide a forum whereby SFWIB and Pact discourse on solutions to issues
plaguing the general welfare of Miami-Dade County residents. Suggestions garnered from the meetings fuse into RWB agenda topics and ultimately into policy making.

**Increasing Services for Universal Access**

**III.B. The RWB should describe what policies are in place to promote universal access and consistency of service. (§112(b)(2).)**

**Response:**

The service provision guidelines in place to promote universal access and consistency of service for the Region are described in Chapter two (WIA – Adult/Dislocated Worker) of SFWIB Policy and Procedures Manual. There are three principal categories of service – core, intensive, and training – that Career Centers and Access Points staff conform to in rendering services to jobseekers. Career Centers host on-going orientations which educate the public on the application of those categories of service to individual jobseeker needs.

Core services include both Unassisted and Assisted services. At minimum, a customer must receive at least one Core service before advancing to an Intensive service. To successfully meet the needs of the Core service customer, the Career Center Operator is charged with managing and staffing a resource room which is equipped with computers to allow access to key information and services, fax machines, copy machines, telephones and other materials that will assist customers with finding employment in a self-service or informational mode. Unassisted Core services provide the customer with resources to conduct an independent job search and are universally available to anyone seeking them. Assisted Core Services are available for customers seeking employment who require individualized help that goes beyond general information or self-service. For this group, WIA eligibility must be determined prior to the provision of services. Data on customers receiving Assisted Core Services must be entered into EFM and the customer will be considered WIA registered.

Adults and dislocated workers who are unemployed or under-employed and who have not obtained employment through Unassisted/Assisted Core services may be referred to Intensive Services for additional placement help. A customer must receive at least one Intensive Service and undergo a comprehensive assessment before advancing to Training Services.
Intensive services include counseling, career planning guidance, aptitude testing, mentorship and vocational and supportive services. It is important to note that this list is not exhaustive.

Finally, customers who do not obtain employment following Intensive services may be referred to Training in order to secure employment. The training must be directly linked to in-demand occupations and is administered by eligible providers of training services. Within the last three months of training, an Employment Specialist meets with the customer at least twice per month to plan job development activities and provide referrals.

Follow-up services must be made available to all customers that have been soft-exited from EFM for a minimum of 12 months, following Assisted Core, Intensive or Training Services. The goal of the follow-up services is to ensure job retention, wage gains and career progress. Note that Assisted core, intensive and training customers must register in EFM and complete the Initial Assessment Application which gives a preliminary determination of customers’ skill sets. This is another means of promoting consistency in the rendering of employment services. Also, for information on WIA adult funding priority of services, see attached Exhibit 1 B.

**Procurement**

III.C. The RWB should describe its competitive and non-competitive processes that will be used to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).) (Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.)

**Response:**

The SFWIB competitive process is a set of rules that safeguard fair and objective decision-making when choosing One-Stop Career Center service partners or awarding other grant funds to partners. These rules must comply with appropriate federal, state, and local requirements. Central to this process are SFWIB’s core values of integrity, accountability, and a systems perspective. SFWIB complies with F.S. 287, OMB 122, 187 and A-110 and follows the fourteen steps described below in its procurement process.
Method of Procurement and Procurement Process

To the maximum extent possible, service partners for Region 23 are selected through a competitive procurement process in accordance with F.S. 287, OMB 122, 187, etc. The non-competitive procurement process with sole source and emergency procurements may be authorized in accordance with F.S. 287, OMB 122, 187 and A-110.

Rationale for Procurement Method

For each competitive procurement, the method used for the procurement, (e.g. Request for Proposals, Request for Qualifications, etc.) is maintained on file. The rationale for all non-competitive procurements is documented according to applicable regulations, cost thresholds, type of service being procured and/or emergency procurement situations. The waiver for non-competitive procurement actions are taken to the appropriate SFWIB Committee and Board for approval action. Board agenda items state: "In following the procurement process of Miami-Dade County, Administrative Order No.: 3-38, it is recommended that SFWIB waive the competitive procurement as it is recommended by the Executive Director that this is in the best interest of SFWIB. A two-thirds (2/3) vote of the quorum present is required to waive the competitive procurement process and award to an agency a contract to provide appropriate service referenced."

Legal Notices

Notices of a solicitation are published in "The Miami Herald", "The Miami Times", "Diario Las Americas", and the "Key West Citizen". SFWIB maintains a bidders list that is updated on an on-going basis and providers on this list are notified through e-mail, or in the case of a provider with no e-mail address, by mail. Specialized or targeted solicitations may also be used. These solicitations are generally based on time requirements and/or specific expertise requirements. These specialized or targeted solicitations may be sent to more limited mailings, for example, current or specialized providers.

Basis for Contract Price

The cost/price analysis and proposed cost of service serve as the basis for negotiation and final price for the proposed service of the contract price. Any miscellaneous correspondence regarding the proposed costs will be maintained in the appropriate file.

Code of Conduct/Standard of Conduct/Conflict of Interest

Under the roles and responsibilities of the SFWIB, SFWIB staff engaged in the contract award and administration process seen in Miami-Dade County’s guidelines for conflict of interest. Furthermore, the SFWIB adheres to the standard of conflict/conflict of interest governing the performance of employees, officers, and contractors engaged in the award and
administration of contracts as prescribed by the Florida Commission on Ethics, Guide to the Sunshine Amendment and Code of Ethics for Public Officers.

No staff, permanent or temporary, authorized agent, or SFWIB member shall participate in or cast a vote in the selection of or in the award of a contract if a conflict of interest, real or perceived, is involved. Such a conflict would arise when the individual (employees, agent, SFWIB member or officer), or any member of the individual's immediate family, individual's partner, or an organization which employs or is about to employ any of the above, has a financial or other interest in the agency or organization selected for the award.

Furthermore, for SFWIB staff, Miami-Dade County Code requires that any employee seeking to have outside employment or other outside income producing business involvement must first obtain written approval from the SFWIB Executive Director. In this way it is possible for the SFWIB to control conflicts of interests.

In addition, further control of conflict of interest is exercised through the SFWIB procurement process. Responses to solicitations are evaluated by a team, which includes staff and may contain individuals outside SFWIB with expertise in the particular area, and SFWIB members. A point system based on evaluation criteria published in each solicitation is utilized. The evaluation criteria scoring sheet requires evaluation team members to declare a conflict of interest, and if a conflict is declared by a member in regards to an agency, then the scores of that member are not considered in the development of a total point score for that procurement. Recommendations developed by the evaluation/rating team in the sunshine are subject to the SFWIB Committee structure with the SFWIB making the final funding decisions.

Cone of Silence

All parties to competitive procurements are limited by the “Cone of Silence” surrounding solicitations and prohibitions against ex parte communication. These policies prohibit communications regarding this solicitation between a current or potential contractor and any SFWIB member, SFWIB staff, or any other person serving as a selection committee member during this procurement process. Respondents directly contacting board members, staff, or selection committee members risk elimination of their response from consideration.
Offerors Conference
All competitive procurements issued by SFWIB contain the requirement to hold an Offerors Conference and encourages potential respondents to a solicitation to attend since this is the only venue where questions of a substantive nature can be answered. No substantive questions can be answered by staff outside of this public session(s).

Contract Terms
Specific contract terms and conditions and method of payment are a component of the contract negotiation process and a respondent to the specific solicitation shall negotiate the final contract in good faith. Language may be written into the solicitation which would allow for an option to renew contracts on a year-to-year basis, up to the period identified in the original procurement. Contract renewal language states the contract requirement for renewal, which may include, but is not limited to: meeting contract performance requirements; a review of the effectiveness of the services delivered and any other criteria that may be pertinent to the specific solicitation and/or procurement.

Evaluation Process and Selection of Service partners
The primary consideration in the selection of service partners is the effectiveness of the agency or organization in delivering comparable or related services. This consideration is based on the following criteria: merits and quality of the technical proposal; demonstrated effectiveness and performance; ability to meet performance standards within reasonable cost parameters and fiscal accountability and management capabilities. Contract awards are made to the most responsive respondents, those with proposals that are most advantageous to the SFWIB after considering price, technical factors and other applicable criteria.

SFWIB conducts a comprehensive review of all the responses to each solicitation. Responses are evaluated first to ensure that all information required is complete and that the responses satisfactorily address each and all requirements. Responses that are incomplete or do not satisfactorily address each and every requirement may be disqualified.

The evaluation process is designed to assess the respondent’s ability to meet the SFWIB requirements and to identify those respondents most likely to satisfy them. The evaluation process is conducted in a thorough and impartial manner at a publicly noticed selection committee meeting held in the Sunshine. All respondents to a particular solicitation are encouraged to attend this meeting.

While price is an important factor in selecting a respondent for an award, other factors in the competitive process may be considered and may take precedence over price. Those factors include but are not limited to: quality of service offered,
operating characteristics, technical innovations, administrative capability, previous experience in providing the same or similar services and the ability to achieve the deliverables as specified in the solicitation.

**Reasonableness of Cost**

A cost or price analysis is performed for each procurement effort in order for SFWIB to evaluate the reasonableness of the cost/price for the program. This analysis is done using a cost and/or price analysis worksheet that analyzes cost based on factors, i.e. units, amount, rates, etc.

**Contractor Rejection or Selection**

The evaluation criteria are kept on file for each procurement effort, including the individual evaluation forms completed for each proposal submitted. In addition, copies of correspondence sent to service partners in regards to the procurement are kept as documentation of SFWIB actions concerning the selection or non-selection of providers.

**Procurement Files**

All documentation detailing the historical process of a specific procurement action is maintained in a procurement file for a minimum of three years after the end of the contract.

**Appeal Procedures**

The SFWIB Appeal Procedures details the procedures in the event a respondent organization is not recommended for a funding award. A respondent organization that is not recommended for funding is formally notified of the non-funding recommendation and the reasons for this recommendation. There are two levels within the appeal process: (1) an Informal Resolution Conference, held before the Executive Director of the SFWIB, or a staff member of the SFWIB designated by the Executive Director, and not less than two Non-Service partner voting members of the SFWIB. This informal process allows for clarification of issues and an initial decision as to whether any errors may have been made requiring revisions of the funding recommendations; and (2) the Appeal Panel Hearing held before three Non-Service partner voting members of the SFWIB. Respondent organizations have the right to appeal to the Florida Agency for Workforce Innovation if the appeal is not successful at the local level.

**Contract Signature Authority**

The SFWIB Executive Director is the only official authorized to sign and execute contractual agreements and modifications.
Technical Assistance

III.D. The RWB should describe how it identifies areas needing improvement and how technical assistance will be provided. (§112(b)(14).)

The RWB should describe its strategy for providing training and technical assistance to all programs funded by the Recovery Act, including whether Recovery Act funds will be used for technical assistance and training. The RWB should also address training to be provided to new staff and technical assistance on the creation of a summer employment program.

SFWIB Programs staff conducts quarterly reviews of Career Center case files. These reviews are conducted both on-site and off-site, for the purpose of verifying programmatic procedures and verifying the accuracy of data submitted into our on-line programs and databases (OSST, SAMS, etc.). Discovered deficiencies and areas of improvement are immediately discussed with the applicable Career Center service partner. A plan of corrective action is jointly developed by SFWIB and Career Center staff in order to correct discrepancies in a timely manner. Depending on the scope and severity of the findings discovered, a technical assistance visit may be scheduled in order to address programmatic issues and implement best practices.

In addition to providing technical assistance, training sessions are frequently scheduled with service providers to discuss issues, clarify programmatic policy changes and program updates. All service partners are fully aware of SFWIB’s commitment to providing training to eligible job seekers, seeking new and innovative ways to improve services delivery within our Career Centers. As a proactive measure, SFWIB hosts region-wide technical assistance training Workshop Retreats twice a year. Technical Assistance is also provided through monthly Performance Improvement Team (PIT) meetings. PIT meetings were developed to provide an open forum to discuss current programmatic issues faced by each program. PIT meetings provide an opportunity for our service partners to meet with SFWIB Programs’ staff in order to raise concerns and receive guidance for resolving them. PIT meetings have proven to be a large success for SFWIB, by significantly improving communication and relations with our service partners.

Quality assurance reviews are another major component of SFWIB’s process improvement strategy. The Quality Assurance Review process is described in specific detail in the next question (III.E.)
With specific regard to Summer Youth training and assistance, SFWIB’s year round Youth staff who coordinate the year round WIA Youth programs in Region 23 was assigned to oversee and coordinate the ARRA summer youth employment program. SFWIB Youth staff participated in webinars that were presented by Workforce One relaying information about the ARRA youth funding and program activities. The manager of the youth program attended meetings outside of Region 23 sponsored by state and regional RWBs, Departments of ETA, DOL and other agencies. Youth staff met, discussed and strategized how the policies and procedures for the ARRA would be implemented in Region 23. Instructions for the ARRA summer program were issued to the summer providers. SFWIB’s year round youth staff provided training and will be involved in the monitoring process of the summer providers. Additional summer youth staff was hired to assist with programmatic and worksite monitoring and will trouble shoot as issues arise. Providers operating the summer program received extensive training through on-site training sessions, one-on-one training, telephone conferences, electronic training, group training and on-site technical assistance (eligibility and intake, required paperwork, file maintenance, etc.)

### III.E. The RWB should describe the monitoring and oversight criteria and procedures it utilizes to move the system toward achieving the local vision and goals, such as the use of mystery shoppers, performance agreements, etc.

Outlined below is a description of the SFWIB’s policies and procedures for the Region’s monitoring plan including monitoring and oversight of programs created pursuant to the Recovery Act, reemployment services and summer employment, including summer employment worksites.

**Programmatic Monitoring Overview**

SFWIB’s Office of Continuous Improvement (OCI) includes a Quality Assurance (QA) Unit, which reports directly to the Executive Director. The QA Unit is responsible for programmatic reviewing of all Adult, Dislocated Worker, Youth and Refugee programs funded under the Workforce Investment Act (WIA), in addition to the Career Advancement Program (CAP) formerly called Welfare Transition (WT). The programmatic reviews are used to evaluate SFWIB contractual quality assurance processes, as well as issue error rates for contractual pay points and programmatic performances. The QA Coordinator maintains a control log for the reviews to track the completion and results of the reviews.
QA Specialists use annually-updated Monitoring Tools to perform on-site and off-site audits. Each program has a customized Monitoring Tool developed by the QA Coordinator in collaboration with SFWIB Program Units. The Tools are developed using programmatic questions included in the various funding sources or administrative entities' Monitoring Tools. The Tools are further customized to address the terms and conditions of SFWIB program contracts and all applicable federal, state and local directives. SFWIB contracts require all funded service providers to utilize the Tool to perform monthly internal reviews of participants’ system and file records. The completed Tools must be submitted to SFWIB by the tenth of each month.

SFWIB reviews no fewer than 5% of each Program’s participant files during scheduled external reviews during the program year; additionally, no fewer than 15 files per contractor are reviewed. File sampling is conducted in a random manner in order to guarantee external validity and remove potential biases.

Computer system data and hard copy file documents are reviewed. The Monitoring Tool details specific findings for each file reviewed. An error rate report is generated from the responses notated on the Monitoring Tool. Findings are documented for any compliance deficiencies that are noted. Once a review is completed, the QA Specialist forwards the completed review tool and the error rate report to the QA Coordinator. The QA Coordinator reviews the report before granting the QA Specialist authorization to schedule an exit meeting with the contractor. The QA Specialist, along with SFWIB Programs staff, conducts an exit meeting with the contractor. During the exit meeting, specific findings and discrepancies are discussed and the contractor is given an opportunity to clarify identified discrepancies. The QA Specialist and a designated contractor staff member each sign the error rate report. By signing the report, the contractor is acknowledging that the findings have been explained and that they were provided an opportunity to ensure the accuracy of the monitoring results.

After the exit meeting is complete, the A Specialist prepares and submits a Final report to the QA Coordinator. The QA Coordinator reviews, edits and approves the Final report for submission to the Executive Director. The Executive Director signs the cover letter that is included with the Final report. The cover letter, Final report, and Tool are sent to the Agency via certified mail, return receipt requested.

If a contractor’s quality assurance monitoring final error rate exceeds three percent (3%), SFWIB requires that a Plan of Corrective Action (POCA) be submitted within ten calendar days of the receipt of the final report. The POCA will identify specific processes to be implemented to ensure that discrepancies are correctly addressed and minimized in the future;
SFWIB will require quality control details, the frequency of each control to be implemented, the individual(s) responsible for cited tasks, and any applicable documentation used for training and process improvement.

Failure to submit an acceptable POCA and/or failure to comply with previously accepted POCA measures may result in placement on a Performance Improvement Plan (PIP). Placement on a PIP will require the provider to submit weekly quality assurance updates to SFWIB staff. The specific content required in these weekly updates will be presented in a formal PIP letter; the updates will provide SFWIB with confirmation that the provider is making every effort to follow federal, state and local policies, while minimizing errors and preventing deficiencies.

Training and technical assistance is always available to our providers upon request to SFWIB. SFWIB is committed to working with its partners in order to maximize the quality of services provided.

The QA Unit retains a copy all program monitoring reviews and corrective action plans per federal and state requirements. Documentation is retained on site for the current and prior year. Documentation for prior periods is retained offsite at a designated storage facility.

### Programmatic Review Plan

<table>
<thead>
<tr>
<th>Program</th>
<th>Frequency</th>
<th>Quarters Monitored</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIA Adult</td>
<td>Twice/year</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; / 3&lt;sup&gt;rd&lt;/sup&gt;</td>
</tr>
<tr>
<td>WIA Dislocated Worker</td>
<td>Twice/year</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; / 3&lt;sup&gt;rd&lt;/sup&gt;</td>
</tr>
<tr>
<td>Career Advancement Program (CAP)</td>
<td>Twice/year</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; / 3&lt;sup&gt;rd&lt;/sup&gt;</td>
</tr>
<tr>
<td>WIA Youth (In- and Out-of-School)</td>
<td>Once/year</td>
<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
<tr>
<td>Refugee Employment and Training</td>
<td>Once/year</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt;</td>
</tr>
<tr>
<td>Special Audits</td>
<td>As needed</td>
<td>As needed</td>
</tr>
<tr>
<td>File Inventory</td>
<td>Once/year</td>
<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

### Summer Youth Employment Program Monitoring

SFWIB hired three summer monitoring staff to assist in monitoring the summer worksites. If necessary, SFWIB’s year round youth staff participates in the monitoring of the worksites. Also, the summer providers have the responsibility to
monitor their summer worksites. Standardized forms are utilized to monitor the worksites: Worksite Inspection Form, Participant and Supervisor Questionnaires and a Summary Review Form. SFWIB summer youth staff conduct on site monitoring reviews of the worksites. Summer monitors visit the worksites unannounced.

SFWIB summer monitors are given worksite assignments by (geographical locations) by the SFWIB youth manager. The worksite assignments include the worksite address, telephone number, supervisor’s name and names of youth at the worksite. Each day the monitors turn in the monitoring reports that have been completed. The reports are reviewed and if there are issues, a report is written and sent to the summer youth service provider(s) to be addressed and corrected. There is a due date for the response to be submitted by the summer provider to the SFWIB summer youth staff. If there is an issue that needs immediate attention, the SFWIB summer staff will call the summer provider to discuss the issue and is notified to resolve the issue immediately. Also, as a backup, an email is sent to the summer provider describing the issue. If there is a need for corrective action, corrective actions are implemented through emails, in order to maintain a paper trail. Information regarding an issue is emailed to more than one summer provider staff person. This is to ensure that the issue(s) noted reach the summer providers and are addressed immediately.

The scope of the monitoring process performed by the summer youth employment staff consist of the following:
1. Worksite Inspections
2. Interviewing worksite supervisors
3. Interviewing youth
4. Summarizing worksite activities
5. Making sure appropriate paperwork is maintained at the worksite
6. Checking participant sign in and out procedures
7. Making sure that the supervisor is knowledgeable of summer program worksite requirements
8. Making sure that the provider’s staff is visiting the worksite(s)
9. Reporting non-compliance issues
10. Writing corrective actions and following up

SFWIB’s Office of Continuous Improvement - Scope of Monitoring Review
SFWIB’s Quality Assurance monitoring review of the Summer Youth Employment Program will encompass a wide range of compliance verification. The monitoring review will determine program compliance with all applicable federal and state regulations, as well as local policy and the executed contract. Specifically, the review process will highlight best practices and deficiencies in the following areas:

1. Eligibility determination
2. Employment suitability
3. Worksite requirements
4. Employer responsibilities
5. Work activity restrictions
6. Case management and system data validation
7. Performance outcomes

Monitoring Review Tool
SFWIB’s ARRA Summer Youth Employment Program monitoring tool is a synthesis of the State of Florida Agency For Workforce Innovation’s (AWI) ARRA Summer Youth monitoring tool and a local compliance assessment. Using this tool, SFWIB will ensure that the Summer Youth Employment Program is in compliance with all applicable federal, state and local directives.

Monitoring Timeline
SFWIB will begin monitoring the ARRA Summer Youth Employment Program within four weeks of its annual start. A minimum of two Quality Assurance Specialists will be assigned to the review, and the entire process will be scheduled to span four weeks.

Monitoring Parameters
SFWIB’s ARRA Summer Youth Employment annual monitoring review will include a combination of on-site and off-site reviewing. A random sampling of summer employment worksites will be included in the monitoring process, through which we will determine employer suitability and compliance. Some visits and file requests will be scheduled in advance, providing our partners with the information necessary to provide excellent support of our efforts. Other visits will be conducted without alert, in order to effectively monitor authentic processes and performance.
SFWIB will review no fewer than 5% of the ARRA Summer Youth Employment Program participant files; additionally, we
will look at no fewer than 15 files per provider. Sampling will be conducted in a random manner, in order to guarantee
external validity and remove potential biases.

Corrective Action Strategy
After each Summer Youth Employment Program quality assurance monitoring review is completed, all deficiencies will be
brought to the attention of the applicable Program Director. Providers will be provided the opportunity to discuss and
review all findings with SFWIB to ensure the accuracy of deficiencies being reported.

If a provider’s quality assurance monitoring final error rate exceeds three percent, SFWIB will require that a Plan of
Corrective Action (POCA) be submitted within ten calendar days of the receipt of the final report. The POCA will identify
specific process to be implemented to ensure that discrepancies are correctly addressed and minimized in the future; we
will require quality control details, the frequency of each control to be implemented, the individual(s) responsible for cited
tasks, and any applicable documentation used for training and process improvement.

Failure to submit an acceptable POCA and/or failure to comply with previously accepted POCA measures may result in
placement on a Performance Improvement Plan (PIP). Placement on a PIP will require the provider to submit weekly
quality assurance updates to SFWIB staff. The specific content required in these weekly updates will be presented in a
formal PIP letter; the updates will provide SFWIB with confirmation that the provider is making every effort to follow
federal, state and local policies, while minimizing errors and preventing deficiencies.

Training and technical assistance is always available to our providers upon request to SFWIB. We are committed to
working with our partners in order to maximize the quality of services provided.

Reemployment Services Program

Program Goals
To provide services (in-person reemployment eligibility assessments) designed to help claimants find employment,
thereby resulting in shorter claims duration and fewer erroneous payments.
Program Services
SFWIB Career Centers will conduct individual, in-person reemployment assessments. The assessments will provide labor market information, assist claimants in developing work search or Employability Development Plans, and refer claimants to reemployment services and training when appropriate.

Scope of Monitoring Review
SFWIB’s Quality Assurance monitoring review of the ARRA Reemployment Services Program will encompass a wide range of compliance verification. The monitoring review will determine program compliance with all applicable federal and state regulations, as well as local policy and the executed contract. Specifically, the review process will highlight best practices and deficiencies in the following areas: Reemployment eligibility; Reemployment assessment; RES Tier assessment; Employee Development Plan; disability awareness; case management and system data validation; and performance outcomes.

Monitoring Review Tool
SFWIB’s ARRA Reemployment Services Program monitoring tool will measure compliance with all applicable federal, state and local directives.

Monitoring Timeline
SFWIB will monitor the ARRA Reemployment Services Program annually. A minimum of two Quality Assurance Specialists will be assigned to the review, and the entire process will be scheduled to span four weeks.

Monitoring Parameters
SFWIB’s ARRA Reemployment Services monitoring review will include a combination of on-site and off-site reviewing. All visits and file requests will be scheduled in advance, providing our partners with the information necessary to provide excellent support of our efforts.

Sampling Methodology
SFWIB will review no fewer than 5% of the ARRA Reemployment Services Program participant files; additionally, we will look at no fewer than 15 files per provider. Sampling will be conducted in a random manner, in order to guarantee external validity and remove potential biases.
Corrective Action Strategy

After each Reemployment Services Program quality assurance monitoring review is completed, all deficiencies will be brought to the attention of the applicable Program Director. Providers will be given the opportunity to discuss and review all findings with SFWIB to ensure the accuracy of deficiencies being reported.

If a provider’s quality assurance monitoring final error rate exceeds three percent, SFWIB will require that a Plan of Corrective Action (POCA) be submitted within ten calendar days of the receipt of the final report. The POCA will identify specific processes to be implemented to ensure that discrepancies are correctly addressed and minimized in the future; SFWIB will require quality control details, the frequency of each control to be implemented, the individual(s) responsible for cited tasks, and any applicable documentation used for training and process improvement.

Failure to submit an acceptable POCA and/or failure to comply with previously accepted POCA measures may result in placement on a Performance Improvement Plan (PIP). Placement on a PIP will require the provider to submit weekly quality assurance updates to SFWIB staff. The specific content required in these weekly updates will be presented in a formal PIP letter; the updates will provide SFWIB with confirmation that the provider is making every effort to follow federal, state and local policies, while minimizing errors and preventing deficiencies.

Training and technical assistance is always available to our providers upon request to SFWIB. We are committed to working with our partners in order to maximize the quality of services provided.

Mystery Shopper Reviews

Mystery Shopper reviews will be conducted on a semi-annual basis throughout SFWIB Career Centers, Refugee Centers and Youth Centers. The intent of the reviews will be to determine service processes and customer service areas that require additional attention and oversight. Mystery shoppers will use a standardized monitoring tool to evaluate a predetermined Center’s ability to efficiently and respectfully serve a customer. Eight Quality Assurance Specialists will each monitor a minimum of two Centers semi-annually. Their findings will result in a formal report that will identify best practices, areas for improvement, and processes that may require immediate attention.
Accountability and Performance

III.F. The RWB should describe its performance accountability system, including any system measures and any performance goals established. The RWB should identify the performance indicators being tracked to measure its progress toward meeting its strategic goals and vision. (§§112(b)(3) and 136(b)(3).)

1. The Recovery Act emphasizes the importance of accountability. The RWB should describe its overall efforts to account for the results of activities funded by the Recovery Act, and how it will measure whether it has achieved its local implementation goals.

Response:

The SFWIB performance accountability system that was established pursuant to the Recovery Act has outlined goals for the Community Workforce Program, Retraining Assistance Initiative, Career Pathway Initiatives, and the SFWIB Apprenticeship Program. Performance Standards for the aforementioned programs are outlined below and will be monitored on a quarterly basis.

Note: For youth performance goals established for the ARRA summer youth employment program, please refer to youth performance measure charts above - pages 31 – 32.
SFWIB utilizes the ‘Balanced Scorecard’ method as a performance measurement system and strategic management tool for the Workforce Investment Act’s Adults and Dislocated Workers, Career Advancement, formerly Welfare Transition, Wagner-Peyser, and Food Stamp Employment and Training Programs. The purpose of the Balanced Scorecard is to strengthen SFWIB’s workforce service delivery system and to become highly effective and efficient by simplifying complex measures systems, integrating multilevel performance indicators and focusing on the basics such as employment outcome and self-sufficiency. The Balanced Scorecard is a pay point structure and provides the cornerstone for the organizational cultural change necessary to embrace practical and versatile business solutions to improve employment opportunities for all job seekers.

In addition, this uniquely designed tool provides a compass for resource allocation to SFWIB’s service partners by sorting and prioritizing dozens of state and federal mandates. The complex workforce performance system is simplified through this instrument, which in turn enhances the ability of service partners to allocate human capital and financial resources in areas that will collectively benefit Regional performance.
## Regional Balanced Scorecard
### Program Year 2009-2010

<table>
<thead>
<tr>
<th>Measure</th>
<th>Required</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of Services</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Level of Services for Special Groups</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Service Outcome Rate</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Core</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Staff Assisted Core</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Intensive</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>61%</td>
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</tr>
<tr>
<td>Training Completions Rate</td>
<td>75%</td>
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</tr>
<tr>
<td>Training Related Placements</td>
<td>60%</td>
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</tr>
<tr>
<td>Employment After Services</td>
<td>6,101</td>
<td></td>
</tr>
<tr>
<td>Employment WIA ***</td>
<td></td>
<td>642</td>
</tr>
<tr>
<td>Prof. Placement 10% of Employment</td>
<td></td>
<td>610</td>
</tr>
<tr>
<td>Self-Sufficiency 25% of Employment</td>
<td></td>
<td>1,525</td>
</tr>
<tr>
<td>Job Orders Index</td>
<td></td>
<td>3,706</td>
</tr>
<tr>
<td>Job Orders Index 35% of $13 and above</td>
<td></td>
<td>1,297</td>
</tr>
<tr>
<td>CAP Error Rate</td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>WIA Error Rate</td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>Jobs Opening Filled Rate</td>
<td></td>
<td>62%</td>
</tr>
<tr>
<td>WP Entered Employment Rate</td>
<td></td>
<td>28%</td>
</tr>
<tr>
<td>WIA Adult EER</td>
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<td>93%</td>
</tr>
<tr>
<td>WIA Dislocated Worker EER</td>
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<td>92%</td>
</tr>
<tr>
<td>WIA Emp Worker Outcome</td>
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<td>95%</td>
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<tr>
<td>CAP Entered Employment Rate</td>
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<td>38%</td>
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<tr>
<td>CAP Participation Rate</td>
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<td>52%</td>
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<td>CAP Two-Family Participation Rate</td>
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</tr>
<tr>
<td>Short-Term Veterans EER</td>
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<td>35%</td>
</tr>
<tr>
<td>FSET EER</td>
<td></td>
<td>20%</td>
</tr>
</tbody>
</table>

* Performance reflects a one quarter period.
** Employment WIA is the gateway measure to the Employment Measure
*** Regional / Per Center: Regional Performance is the gateway to the Per Center Performance
2. The Recovery Act requires RWBs to report on work readiness to assess the effectiveness of summer employment opportunities for youth. The RWB should identify its methodology for determining whether a measurable increase in work readiness skills has occurred, and what tools will be used for this determination. (Note: If this question has been answered in the Summer Youth Plan, please refer that plan where appropriate).

The methodology used to determine a measurable increase from the pre-assessment to the post-assessment was on a scale of five point increments for Miami-Dade County. Monroe County utilized the pre-work readiness evaluation form that was rated on a ten point scale to show improvement. Also, employers completed work maturity evaluations on youth. The pre and post work readiness evaluation form will be the same for each summer provider; however, the curriculum may be structured and delivered differently. The work readiness pre and post tests will be completed during the first week of summer activities in a classroom setting. A youth will not receive his/her work assignment until the pre and post work readiness evaluations are completed. If a youth is placed at a worksite and the pre and post evaluations have not been completed, the summer provider will be responsible for reimbursing SFWIB.

The assessment process is the responsibility of the summer provider. The initial assessments will occur during the eligibility determination portion of the intake process. Further assessment will be administered to all participating youth through the pre-test in the orientation process. The pre-tests consist of questions designed to gauge the individual’s work level, work experience, work ethic and expectations of the world or work. The work-readiness skills involve the assessment of the youth’s ability to:

- Cooperate with others
- Listen actively
- Observe critically
- Read with understanding
- Resolve conflict and negotiate
- Solve problems and make decisions
- Speak so others can understand
- Reporting to work on time
- Ask questions if you do not understand
- Work place attire
- Explanation of payroll deductions
- Take responsibility for learning
- Use math to solve problems and communicate
- Do’s and don’ts of the worksite
- Working as a team member

The assessment portion of the summer program will be geared toward work readiness activities, how to prepare resumes, how to interview, how to act on a job, etc. Occupational activities will be discussed, mainly to assist the youth in understanding what it takes to get to the careers that they are interested in.

In Miami-Dade County the utilization of an internship assignment checklist with a grading scale mechanism was used to determine age-appropriate work readiness and worksite placements. The work readiness component included twenty hours of classroom activities that dealt with pre-worksite assessments. While attending the work readiness classes the youth received portfolios inclusive of the following:
- Student Handbook Acknowledgement
- Pre/Post Test (work readiness activities)
- Copy of Student Resume
- Student Assignments
  - Day 1 – Resources
  - Day 2 – Interpersonal Skills/Systems
  - Day 3 – Technology
  - Day 4 – Reflections
- Copy of A million Thanks – Letter
- Participant Work Assignment and Job Description

Section IV. Signature Page

Please complete the attached signature page and ensure that it is signed by both the Chairperson of the Regional Board and the Chief Elected Official (see 29 USC 2841 Section 121). The original signed signature page must be
mailed to WFI as instructed on page four of these instructions.

Section V.  Required Attachments

The following documents must be completed and signed for the period covered by this plan update and included in the Workforce Services Plan addendum as required by law:

A. List of One-Stop MOUs (Board and One-Stop Partners)
B. Local Operating Procedures Referenced in the Local Workforce Services Plan
C. Public Comments on Local Workforce Services Plan
D. Current Board Membership Roster Certification
E. Signature Page

Board Membership - The instructions for completing the required Board Membership forms are appended to these instructions. The certification of membership of each RWB is required by law and is conducted by WFI to determine whether the composition and appointments are consistent with the provisions of state and federal law.
ATTACHMENT I

A. List of One-Stop MOUs (Board and One-Stop Partners)
# TRACKING REPORT OF MOUs ISSUED TO FINANCE, CENTRAL FILE, AND PROGRAMS

<table>
<thead>
<tr>
<th>MOU #</th>
<th>PARTNER'S NAME</th>
<th>TYPE OF PARTNER/SERVICES</th>
<th>DATE RECEIVED</th>
<th>RECEIVED BY:</th>
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</thead>
<tbody>
<tr>
<td>MOU-AP-PY-09-01</td>
<td>ADGAM, Incorporated</td>
<td>Access Point</td>
<td>7/23/09</td>
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<td>MOU-AP-PY-09-02</td>
<td>Adults Mankind Organization, Inc. (AMOR)</td>
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<tr>
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<tr>
<td>MOU #</td>
<td>PARTNER'S NAME</td>
<td>TYPE OF PARTNER/SERVICES</td>
<td>DATE RECEIVED</td>
<td>RECEIVED BY</td>
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<tr>
<td>MOU-PY-09-01</td>
<td>Centro Campesino Farmworkers Center Inc.</td>
<td>Partner Outside Career Center</td>
<td>09/11/09</td>
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<tr>
<td>MOU-PY-09-02</td>
<td>Miami-Dade College</td>
<td>Partner Outside Career Center</td>
<td>09/11/09</td>
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<td>MOU-PY-09-03</td>
<td>Miami-Dade County - (CAA)</td>
<td>Partner Outside Career Center</td>
<td>09/11/09</td>
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<td>Partner Outside Career Center</td>
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<td>SER Jobs for Progress, Inc.</td>
<td>Partner Outside Career Center</td>
<td>09/11/09</td>
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<td>UNIDAD of Miami Beach, Inc.</td>
<td>Partner Outside Career Center</td>
<td>09/11/09</td>
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<td>MOU-PY-09-07</td>
<td>Lutheran Services Florida, Inc.</td>
<td>Partner Outside Career Center</td>
<td>09/11/09</td>
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### B. Local Operating Procedures Referenced in the Local Workforce Services Plan

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Local Operating Procedures Referenced in the Local Workforce Services Plan

B.1 SFWIB Training Vendor Agent (ITA) Approval Process
SFWIB
Training Vendor/Agent (ITA)
APPROVAL PROCESS

June 2007
Training Vendor/Agent ITA APPROVAL PROCESS

New Training Vendor/Agent Approval:

1. Request for Training Vendor/Agent status to receive ITAs are approved on a quarterly basis, if possible.

2. Agencies requesting to receive ITAs will make their request in writing to the SFWIB. If telephone requests are made, these are to be followed up by a written request.

3. The Training Vendor/Agent must meet the following requirements:
   A. To be and approved as a Training Vendor/Agent for ITAs the agency must be in business two years. This means that the agency must be in operation for two years.
   B. That the agency must be a licensed school. (Note: Apprenticeship programs are not approved for ITAs per Policy passed by the Executive Committee on November 21, 2003.)
   C. The training that is to be offered must appear on the Regional Targeted Occupations List unless the occupation identified has been removed from consideration for ITA expenditure by the Board, i.e. Flight Attendant, etc.
   D. Training programs must be able to be cross-walked to the TOL.
   E. The Training Vendor/Agent requesting approval for ITAs must meet the SFW programmatic on-site review requirements
   F. The Training Vendor/Agent must meet the SFW Due Diligence review requirements.
   G. The Training Vendor/Agent must meet any additional criteria required by SFWIB.

4. Upon receipt of the letter requesting Training Vendor/Agent ITA approval, the SFWIB staff responsible for handling the programmatic review requirement will provide a copy of the Training Vendor/Agent ITA Agent request to the OCI, so that the required due diligence review can be scheduled.

5. Copies of all review instruments will be provided to the requesting agency at their request.

6. Programmatic reviews are done on-site. The due diligence reviews may be done on-site or through the submission of documents requested by the OCI.

7. Results of the reviews are shared with the requesting institution. Institutions are advised of issues that are impacting their requests. Institutions can submit additional documentation, which are reviewed.
8. Results with positive reviews are forwarded to the designated SFWIB Committee (EDIS) for the Committee’s recommendation for approval/disapproval action. The EDIS Committee forwards the Committee’s recommendation(s) to the full SFWI Board for action.

In the case of ITA Agents requesting to serve Youth through Youth Vouchers, the approval/disapproval action is routed through the Youth Council and then to the other committees and then the full Board.

9. Final copies of the institutional reviews, both programmatic and fiscal will be filed in the SFWIB office.

10. After approval action by the SFWIB Board the Training Vendor Agreements will need to be executed as soon as possible after the Board meeting.

11. SFWIB staff will update the training matrix containing all price information as soon as possible to reflect new training agents and programs with all associated costs.

12. SFWIB staff will notify the application development unit of the addition of new training agents and programs so that the ITA system can be updated with the latest information.

13. SFWIB staff will update the State’s Eligible Provider to reflect the addition of a new Training Vendor to include all program and cost information.

Additions/Deletions to Training Vendor/Agent ITA Agent Approved Offerings:

All approved Training Vendor/Agent ITA Agents that want to add new training areas or delete training areas to their approved training offerings will:

1. Will make their request in writing to the SFW. If telephone requests are made, these are to be followed up by a written request.

2. Requests will be approved on a quarterly basis, if possible for additions, in the case of the deletion of a training area that action will take place as soon as SFW is notified.

3. The Training Vendor/Agent ITA must meet the following requirements if requesting the addition of new training areas:

   A. The training that is to be offered must appear on the Regional Targeted Occupations List unless the occupation identified has been removed from consideration for ITA expenditure by the Board, i.e. Flight Attendant, etc.

   B. Programs to be able to be cross-walked to the TOL.
C. The Training Vendor/Agent ITA Agent must meet the SFW programmatic on-site review requirements

D. The Training Vendor/Agent ITA Agent must meet any additional criteria required by SFW.

4. For requests for additions, the programmatic reviews are done on-site.

5. Results of the reviews are shared with the requesting institution. Institutions are advised of issues that are impacting their requests. Institutions can submit additional documentation, which are reviewed.

6. Results with positive reviews are forwarded to the designated SFWIB Committee (EDIS) for the Committee’s recommendation for approval/disapproval action. The EDIS Committee forwards the Committee’s recommendation(s) to the full SFWI Board for action.

   In the case of ITA Agents requesting to serve Youth through Youth Vouchers, the approval/disapproval action is routed through the Youth Council and then to the other committees and then the full Board

7. After approval action by the SFWI Board the existing Training Vendor Agreement will need to be modified to include the new additions. In the case that a Training Vendor/Agent for ITAs has requested the deletion of an approved training area the Training Vendor Agreement will modified upon notification that the training area has been requested removed.

8. SFWIB staff will update the training matrix containing all price information as soon as possible to reflect new training areas with all associated costs and in the case of deletions, the removal of the approved training area.

9. SFWIB staff will notify the application development unit of the additions and/or deletions so that the ITA system can be updated with the latest information.

10. SFWIB staff will update the State’s Eligible Provider to reflect the addition of a new Training Vendor to include all program and cost information.

**ITA Price Structure:**

SFWIB staff will maintain the Training Vendor/Agent ITA cost structure and insure that all changes to costs are updated on the matrix and are forwarded to the application development unit.
Training Capabilities for
Training Vendors

Name of Applicant: ____________________________

__________________________________________

Address: ____________________________________

__________________________________________

Contact Person: ______________________________

Title: _______________________________________

Telephone Number: __________________________

FAX #: _____________________________________

SFW Reviewer: ________________________________

Signature: ___________________________________

Date of Review: _______________________________

Applying for Training Vendor Status: ____

Approve: _____ Disapprove: ____

Please indicate # of points earned on a 1 to 5 scale: ________

Applying for New Training Areas: ________

Approve: _____ Disapprove: _______

Applying for New Training Facility(ies): ______

Approve: _____ Disapprove: _______
AGENCY OVERVIEW (General)

General Information On Agency/Provider:

Current Training Areas:

Proposed Training Areas:
Current Number of Students:

Comments/Problems/Observations:
I. Licensing/Accreditation Agency (If applicable):

Licensing/Accreditation Agency:

________________________

________________________

________________________

________________________

License Number and Expiration Date:

________________________

________________________

________________________

________________________

Type of License/Accreditation:

________________________

________________________

________________________

________________________

Licensed/Accreditation to Provide Training in the Following Areas:

________________________

________________________

________________________

________________________

Additional Licensing/Accreditation (If applicable):

________________________

________________________

________________________

________________________
II. Training Design (by training area/occupation):

Training Area/Occupation:

Length of Training: ____________________________

How many days per week: _____________________

How many hours per week: ____________________

Total number of hours of training: ______________

Total number of days of training: ______________

Total number of weeks of training: ______________

Comments/Problems with Training Areas or Training Design:

____________________________________________

____________________________________________

____________________________________________

____________________________________________

____________________________________________

____________________________________________

____________________________________________

____________________________________________

____________________________________________
Comments/Problems (con't):
III. Curriculum (by training area/occupation):

A. General Information:

1. Was full curriculum submitted with proposal (if required)?
   - YES  NO

2. If not submitted with the proposal was it provided at the time of the program review?
   - YES  NO

3. If not provided with the proposal or at the time of the program review, when was it submitted?
   - YES  NO

B. Curriculum Review

1. Is the curriculum fully elaborated, or does it exist as only a course description or outline?

2. Is the curriculum adequate to provide training to Insure that participants/students acquire the required competencies for this training area?
   - YES  NO

3. Are instructional strategies fully elaborated?
   - YES  NO

4. Are the instructional strategies appropriate for the Region's participants.
   - YES  NO

5. Are Lesson Plans developed and in place?
   - YES  NO

1. Is the curriculum compatible with the Region's competency standards for the proposed training area?
   - YES  NO

2. Is Pre-Employment Skills (PES) training incorporated into the curriculum?
   - YES  NO

8. If incorporated, how many hours are provided:

9. Is Work Maturity Skills training incorporated into the curriculum?
   - YES  NO

10. If incorporated, how many hours provided:
Comments/Problems:
IV. Instructor Review (by training areas/occupations):

A. Was the instructor’s resume and or license provided with the proposal?  
   YES  NO  N/A

B. If not submitted with the proposal was it provided at the time of the program review?  
   YES  NO  N/A

C. If not provided with the proposal or at the time of the program review, date when was it submitted.  

D. Does the resume indicate appropriate education and/or Experience for providing instruction in the training area?  
   YES  NO

E. Does the instructor(s) appear highly knowledgeable of the proposed training area?  
   YES  NO

F. If classes were observed:

   1. Does the instructor(s) use appropriate instructional strategies for insuring the required competencies are being developed?  
      YES  NO  N/A

   2. Is the interaction between the instructor(s) and the participants appropriate?  
      YES  NO  N/A

   3. Does the instructor(s) motivate the students?  
      YES  NO  N/A

   4. Is the instructor(s) in control of the class?  
      YES  NO  N/A

G. Does the instructor(s) plan adequately for their class or classes, relate their instructional content and strategies to the official curriculum, and orient their instruction to the attainment of competencies/objectives/goals?  
   YES  NO

H. Is the instruction provided in another language other than English. What other language is the class taught in?  
   English:   
   Other:   

   ________________________________
   ________________________________
V. Facility Review (by training areas/occupations):

Address of facility if different from address of the training provider/training agent:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

A. Is the facility the same one proposed in the proposal and/or ITA request letter?  

   YES  NO

B. Is there sufficient classroom space for the students?  

   YES  NO

C. Are appropriate shop facilities, laboratories, learning Stations or similar facilities available, if applicable?  

   YES  NO

D. Number of classrooms.  

   Number of lab(s) and/or shop(s), if applicable.  

E. Is the classroom space appropriately equipped and maintained?  

   YES  NO  

   Is the lab(s) and/or shop(s) appropriately equipped and maintained?  

   YES  NO

Comments/Problems:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
VI. Equipment, training aids and other instructional material:

A. Are needed books on hand?  YES  NO
B. Are tools and equipment available for use?  YES  NO
C. Are training supplies available for?  YES  NO
D. Are training aids, if applicable, available for use?  YES  NO
E. Are materials and equipment maintained in a manner that insures their continued appropriateness for use?  YES  NO
F. Are materials being used during classroom training to reinforce learning and enhance motivation?  YES  NO

If they are not being used as above are they being used as a filler?  YES  NO

Comments/Problems:
VII. Track Record Data:

A. Was the track record submitted as part of proposal?  
   YES  NO

B. Was the track record provided during the onsite review?  
   YES  NO

C. If neither the above, date track record data provided?  
   YES  NO

D. Describe Type of data provided:______________________________

E. Summarize data by training area.
   
   1. Number of students enrolled:  
   
   2. Number of students graduated:  
   
   3. Number of students placed:  
   
   4. Number of students dropped:  
   
   5. Number of students active:  
   
   6. % of students placed:  
   
   7. Number of training related placements:  
   
   8. % training related placements:  

Comments/Problems:  

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
Comments/Problems (con't):
VIII. Staff Job Development/Placement Capabilities:

A. The provider has qualified staff with a strong track record **YES** **NO** in: (a) relating to the private sector; (b) carrying out **N/A** private sector job development; and, (d) making private sector placements.

B. The provider and/or staff have well developed linkages to **YES** **NO** employer groups, demonstrated by evidence of past placements, on-going linkages, and/or verifiable commitments. **N/A**

C. The proposed staff are the same staff that established **YES** **NO** the provider's track record and/or had a track record **N/A** in operating similar programs for another provider and/or agency.

Comments/Problems:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

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________________________________________________________________________
IX. Additional Staffing Information (Counselors, etc)

A. The provider/agency has qualified staff with a strong track record in case management and/or counseling. [YES NO]

B. The provider/agency has qualified staff with strong Credentials in providing other services; i.e. financial advisement, etc to students and/or participants. [YES NO N/A]

Comments/Problems:
XI. Cost Data:

A. For ITA AGENTS: (Complete Per Occupational Area)

1. Tuitions and fees: ____________________________

2. Costs of books: ____________________________

3. Other fees (i.e. labs. etc): __________________

Cost Comparison: ____________________________

___________________________________________

___________________________________________

Comments/Problems:

___________________________________________

___________________________________________

___________________________________________

___________________________________________

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___________________________________________

___________________________________________

___________________________________________
XII. Financial Aid Information:

Is the provider/agency licensed to provide financial aid?  

YES    NO    N/A

Type(s) of aid that is (are) available:

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Default rate:

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

Comments/Problems:

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
PROPOSER DUE DILIGENCE REVIEW

One copy of the following financial documents must be submitted. The information submitted will be used to perform a due diligence review on your organization. Failure to provide all the requested documents will disqualify your agency / company from further consideration.

The documents listed below must be separately packaged and labeled “OCI Financial Review Materials”. Each section’s material must be appropriately labeled and kept in the order specified. A copy of this page must be used as a check-off sheet, and clipped on top of the package.

If your agency is not able to provide any of the documents requested, a written explanation on a separate page must be provided in place of the requested document that documents the reasons for not being able to provide the document. An alternate document can be provided if it contains or provides the information being requested. Final determination as to the suitability of the documents provided rests solely with South Florida Workforce’s Office of Continuous Improvement.

A. Legal Status

1. A State of Florida Corporate Registration Certificate.
2. Articles of Incorporation and By-Laws.
4. List of names, positions, addresses and telephone numbers of members of the Board of Directors.

B. Source of Revenue

1. A list that shows the current, individual amount of revenue by source:
   a. Government sources of revenue such as grants, program funding, etc. (If none, so state):
      1. Federal sources of revenue. (Include funds that originate from federal sources even though the grant or program is with a county or city, such as WIA, WAGES, etc.).
      2. State sources of revenue (Include direct contracts or grants with the State of Florida, or any other State, if applicable).
      3. Local sources of revenue (County and City contracts and grants with locally-generated government funds).
   b. Private sources of revenue (If none, so state):
      1. Sales
      2. Private contracts
      3. Vendor contracts with government entities
      4. Earnings from operations
5. Other sources of private revenue (donations, contributions, etc.)
   c. Available lines of credit:
      1. Names of institutions with credit line amount and current available balance.

C. Accounting System

1. A written description of the agency’s accounting system to include:
   • Is accounting performed in-house or contracted and whether the function is manual or automated
   • Resume of the individual in charge of the accounting/finance department/function
   • Table of organization for the accounting/finance department to include job titles and functions
   • Name of the accounting system, if computerized, and how long the system has been in use
   • Costs allocation methodology
2. The most recent month Trial Balance.
3. Chart of accounts.
4. The most current Payroll Register.
5. The most current month bank account statements, for all accounts.
6. The most recent reconciliation of the most current month bank accounts.
7. The most current set of interim Financial Statements
   a. Statement of Financial Position (Balance Sheet)
   b. Income Statement
   c. Functional Expense Statement (prior year)
   d. Budget and Expenditure Report (budget vs. actual) (current period and prior year)
8. The most current month Cash Receipt Journal.

D. Banking

1. The bank names and addresses for all accounts.
2. The names, position, and authorized check signing level for all account check signers.
3. The Board of Director’s approval authorizing individuals to sign checks.

E. Procurement

1. The established written Procurement Procedures (including procedures for taking verbal and written bids before purchases are made).

F. Personnel

1. The written Personnel Policies, including Grievance Procedures.
G. Taxes

1. The most current proof that shows that payroll taxes were paid for the most current pay period:
   a. If paid through a payroll company (ADP, Paychex, etc.), provide the summary page that shows the total tax impounded, the payroll date, and the bank account from which funds were utilized to pay the taxes.
   b. If paid electronically to the IRS, provide copy of the payment verification number provided by the IRS.
   c. If funds are deposited in a bank account, provide a copy of the validated receipt. The receipt or additional valid documentation must include language to state that the deposit is specifically and only for the purpose of paying payroll taxes.

2. A copy of the latest Quarterly Tax Reports submitted to the IRS (form 941).

3. A copy of the latest Quarterly Tax Reports submitted to the State of Florida (form UCT-6).

H. Insurance

1. The Certificates of Insurance for general liability coverage, automobile, Workers' Compensation and bonding.

I. Independent Audit

1. A copy of the latest independent audit including the management letter.

2. If there are findings, provide the Board of Directors' written response to the auditors.

J. Financial Condition

1. Latest set of financial statements:

   - Statement of Financial Position (Balance Sheet) (most recent)
   - Income Statement (current period)
   - Functional Expense Statement (prior year)
   - Budget and Expenditure Report (budget vs. actual) (current period and prior year)

J. Previous Contractual Relationships

1. A listing of current and previous contracts indicating the names of the funding organizations, contract numbers, contract amounts, contract dates / terms, services/programs contracted for, contact name, and contact telephone number.

2. Copy of the latest monitoring report produced by each funding organization.
Office of Continuous Improvement  
Procurement Review  

___ Sub-recipient ___ Vendor ___ ITA  

APPLICANT FISCAL REVIEW  

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Reviewer</th>
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<tbody>
<tr>
<td>Address</td>
<td>Date of Review</td>
</tr>
<tr>
<td>City, State, Zip</td>
<td>Type of Program(s) Proposed</td>
</tr>
<tr>
<td>Contact Person</td>
<td>Procurement Title / Funding Source</td>
</tr>
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REVIEW SUMMARY  

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<th>Recommendation (Check One)</th>
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<tr>
<td>To Fund___</td>
<td>Not to Fund___</td>
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</tbody>
</table>

Condition(s) to Funding Recommendation

Reason(s) Not to Fund

General Finding(s)

Distribution: Operations ____ Contracts ____ Finance____
All applicants start with twenty (20) points. Critical items requiring reductions are identified in the tool and are listed below:

1. IF ORGANIZATION IN BUSINESS FOR LESS THAN TWO YEARS – Immediate disqualification

2. IF APPLICANT IS UNABLE TO SET ASIDE 20% FUNDING RESERVE – Immediate disqualification (Non-educational scholarships).

3. IF THE APPLICANT HAS BEEN IN BUSINESS MORE THAN TWO YEARS BUT LESS THAN 3 YEARS – 1 Point subtracted.

4. IF THERE IS NO REVENUE, OR IF NO PROPER DOCUMENTATIONS IS PROVIDED - 1 Point subtracted.

5. IF ANY ACCOUNTING ELEMENT IS NOT AVAILABLE OR IF ANY IS NOT CURRENT - ½ to 2 Points subtracted.

6. IF BANK ACCOUNT IS NOT ESTABLISHED OR RECONCILIATIONS ARE NOT CURRENT – 1 to 2 Point subtracted.

7. IF NO WRITTEN PROCUREMENT PROCEDURES, OR IF PROCUREMENT IS NOT COMPETITIVE – 1 to 2 Points subtracted.

8. IF NO WRITTEN PERSONNEL POLICIES - 1 Point subtracted.

9. IF INDIVIDUAL PERSONNEL RECORD FILES ARE NOT KEPT ON ALL EMPLOYEES - 1 Point subtracted.

10. IF DOCUMENTATION OF UP-TO-DATE TAX PAYMENT IS NOT AVAILABLE - 2 Points subtracted.

11. IF INSURANCE POLICIES ARE NOT IN FORCE – 1 to 4 Points subtracted.

12. IF AN INDEPENDENT AUDIT WAS DUE BUT NOT PERFORMED OR NOT PROVIDED – 2 Points deducted.

13. IF THE APPLICANT IS IN POOR FINANCIAL CONDITION BASED ON LIQUIDITY – 2 Points subtracted.
Office of Continuous Improvement
Procurement Review

___ Sub-recipient  ___ Vendor  ___ ITA

APPLICANT FISCAL REVIEW

Refer to the list of acceptable documentation for the required documents.
Office of Continuous Improvement
Procurement Review

___ Sub-recipient    ___ Vendor    ___ ITA

APPLICANT FISCAL REVIEW

COMPLETE EACH SECTION BELOW

A. Fatal Criteria

1. Has the Applicant been in business more than two (2) years? ___Yes ___No

2. Additional, For Non-ITA’s: Is the Applicant able to set aside a 20% funding reserve? ___Yes ___No

   Amount of non-government revenue: $  
   (The applicant must be able to document that they are currently receiving, and expect to continue receiving sufficient resources to insure adequate capability to set aside a funding reserve.)

   Calculate the 20% funding reserve: (Multiply the amount of award being sought by 0.2)

   Amount of funding reserve: $  

   A “No” to any of the above immediately disqualifies the applicant. No further review is necessary.

B. Legal Status (1 point)

___ Sole Proprietor    ___ Corporation for Profit: State ___
___ Partnership    ___ Corporation Not for Profit: State ___

Does the legal status of the applicant involve a fictitious name? ___Yes ___No

If yes, explain relevancy to the applicant: ________________________________

________________________________________________

Date of Incorporation: ________________ List of Principals Provided? ___Yes No ___
(Name, position, address, telephone)

Purpose of the Organization, as stated in official records (articles of incorporation, by-laws, etc.):

____________________________________________________________________

How long has the organization been involved in activities? ____________
(If more than two years but less than three years, subtract 1 point).

Are the activities related to the applicant’s proposal to provide services? ___Yes ___No
Office of Continuous Improvement  
Procurement Review  

____ Sub-recipient  ____ Vendor  ____ ITA

APPLICANT FISCAL REVIEW

Years of experience operating projects similar to the program proposed: ________

C. Revenue and Income (1 point)

Does the applicant receive revenue for its activities?  ___Yes   ___No

Projected revenue for next year: $__________________

(If there is no income or revenue, or if no proper documentation is provided, subtract 1 point)

D. Accounting System (2 points)

Does the applicant have written accounting procedures?  ___Yes   ___No (– 1/2 point)

If not, is the established system appropriate?  ___Yes   ___No

Does the accounting system include the following elements? (– 1/2 point if any elements missing)  

___ General Ledger  ___ Cash Disbursement Journal

___ Trial Balance  ___ Aged Accounts Receivables Schedule

___ Payroll Register (Source: __________________________)  ___ Aged Accounts Payables Schedule

___ Financial Statements  ___ Monthly Bank Account Statements

___ Cash Receipt Journal  ___ Monthly Bank Account Reconciliations

Is the posting to all of the accounting elements up to date?  ___Yes   ___No (– 1 point)

If the books are kept with accounting software, name it: ________________________________

Is accounting done: ___ In-house: ________________________________

___ Off-premises—which accounting: ________________________________

Will the financial day-to-day transactions of the proposed program be handled by an accounting or finance department headed by an accountant or finance officer?  ___Yes   ___No

If one individual rather than an established department will handle the financial day-to-
Office of Continuous Improvement
Procurement Review

Sub-recipient  Vendor  ITA

APPLICANT FISCAL REVIEW

day transactions, what is his/her name?

Is this individual an accountant?  Yes  No  If not, what is his/her position?  

What type of accounting education does this individual have?  

How many years of accounting/bookkeeping experience do this individual have?  

E. Banking (2 points)

Is there an established bank account?  Yes  No (-1 point)

Is it a local account?  Yes  No

Is there a separate account maintained for payroll?  Yes  No

If the bank account is not local, or if an out-of-town account is the main account, provide details:

How often is the bank statement reconciled?  Date of last reconciliation:

(If the last reconciliation is two or more months old, subtract 1 point)

Are checks pre-numbered?  Yes  No

Who is authorized to sign checks?

Is the authorization to sign checks given by the applicant’s Board of Directors?  Yes  No

Does the authorization agree with the signatures filed with the bank?  Yes  No

Is there a limit to the amount that the check signers can write?  Yes  No

If yes, what is the amount of the limit?  

What authorization is required for larger amounts?  
Office of Continuous Improvement
Procurement Review

___ Sub-recipient ___ Vendor ___ ITA

APPLICANT FISCAL REVIEW

When checks outstanding are considered void? _______________________________________

When are checks outstanding written off the books? ___________________________________

F. Procurement System (2 points)

Does the applicant have written procurement procedures? ___Yes ___No (-1 point)

(If no written procedures exist, describe the established procedures on a separate page)

Are goods and services procured competitively? ___Yes ___No (-1 point)

If yes, is there threshold amount for bids taken before purchases are made? ___Yes ___No

Are the bids verbal or written? _____________________________________________________

If bids are verbal, how are they documented? ________________________________________

Who authorizes Purchase Orders? _____________________________________________

Who authorizes payments? ______________________________________________________

Who receives the goods or services? ______________________________________________

Who is the authorized Purchasing Agent? _________________________________________

What purchasing limits, if any, are placed on this individual? _________________________

Do procurement procedures include emergency purchasing? ___Yes ___No

G. Personnel (2 points)

Does the applicant have its own employees or are they leased from a staffing company?

_________________________________________________________

Are there written personnel policies? ___Yes ___No (-1 point)

_________________________________________________________

Do the policies include grievance procedures? ___Yes ___No
Office of Continuous Improvement
Procurement Review

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APPLICANT FISCAL REVIEW

Are individual personnel record files kept on all employees? ___Yes ___No (-1 point)

On a separate sheet, describe the established system for payroll (how is daily time kept; who transcribes the hours to tally sheets; who signs off before the payroll is approved, etc.):

- Wages are paid: ___Monthly    ___Semi-Monthly    ___Bi-Weekly    ___Weekly
- Who authorizes payroll? ____________________________________________
- What is the position of this individual? _______________________________

H. Payroll Taxes (2 points)

- When payroll taxes are paid (every payroll, monthly, etc.)? ________________________
- When was the last time that payroll taxes were paid? ____________________________

<table>
<thead>
<tr>
<th>IRS form 941</th>
<th>State of Florida form UCT-6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of the last report filed:</td>
<td></td>
</tr>
</tbody>
</table>

If documentation of up-to-date tax payment is not available, subtract 2 points.

I. Insurance (4 points)

- Does the agency have the following insurance:
  ___ General Liability; Limits ________________
  ___ Automobile Liability; Limits ______________
  ___ Workers Compensation; Limits ______________
  ___ Bonding; Limits (for non-ITA) ______________

If any insurance is not available, explain:

(Subtract 1 point for each insurance coverage missing)

J. Independent Audit (2 points)

- Audit Provided? ___Yes ___No ___N/A; If yes, period covered: _______________________

- Type of Audit (A-133, Financial Statements, etc.): ________________________________

- Concerns raised by the auditors: ________________________________________________
Office of Continuous Improvement  
Procurement Review

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APPLICANT FISCAL REVIEW

Did the Board of Directors provide a written response to the findings? ___Yes ___No (½ point)
(If an audit was due but not performed or copy not provided, deduct 2 points)

K. Financial Condition (2 points)

1. Based on the latest set of interim financial statements:
   a. There is positive working capital.  ___Yes ___No  Amount: $
   b. The provider has positive liquidity.  ___Yes ___No  Current Ratio:
   c. There is at least 30 days cash on hand.  ___Yes ___No  #Days:

(Subtract 2 points if any of the above liquidity measures are negative)

L. Previous Contractual Relationships

1. Has the applicant had any previous contractual relationship to provide services? ___Yes ___No
   If Yes, please list name of purchaser organization, contract year, dollar amount, and scope of services:

2. Has there been any previous monitoring reports for the contracts above? ___Yes ___No
   If Yes, review the last issued monitoring report from each funding organization and on a separate page, summarize any major areas of non-compliance.

3. Obtain the contact name and telephone number for each funding organization identified in #1 above and contact him/her to ask the following questions (write responses on a separate page):
   a. Summarize your experience with the applicant concerning their performance under the contract.
Office of Continuous Improvement
Procurement Review

___ Sub-recipient  ___ Vendor  ___ ITA

APPLICANT FISCAL REVIEW

b. Were invoices submitted on time and were they accurate?
c. Did payments need to be expedited due to cash flow problems?
d. Has management and staff been stable (i.e. high or low turnover rate)?
e. Would you continue to contract with the applicant?
f. Are there any issues SFWIB should be aware of?
LIST OF ACCEPTABLE REVIEW DOCUMENTATION

In accordance with the Request for Proposal, new applicants must make available for review acceptable documentation of fiscal accountability in order for South Florida Workforce Investment Board (SFWIB) to conduct a fiscal review prior to making funding decisions.

The following list shows the documents that must be available to the SFWIB monitor for review.

A. Fatal Criteria
   1. See Section B below.
   2. See Section C below.

B. Legal Status
   1. A State of Florida Corporate Registration Certificate.
   3. Articles of Incorporation and By-Laws.
   4. List of names, positions, addresses, and telephone numbers of members of the Board of Directors.

   NOTE: If the applicant is an out-of-state entity that has not registered to do business in Florida, a copy of the filed Application by Foreign Corporation for Authorization to Transact Business in Florida must be available for review—See Attachment "C".

   Also, please note that the documents subject to review must be relevant and directly applicable to the entity that submitted the Request For Proposal, and would therefore be the entity of record, if selected for funding. If the applicant of record submits a proposal that includes the use of another entity, then one of the entities must be a registered fictitious name of the other entity. See Title XLVI, Chapter 865, Sec. 865.09 of the 1999 Florida Statutes (Fictitious Name Act).

C. Source of Revenue
   1. A list that shows the current, individual amount of revenue by source:
      a. Government sources of revenue such as grants, program funding, etc. (If none, so state):
         1. Federal sources of revenue. (Include funds that originate from federal sources even though the grant or program is with a county or city, such as WIA, WAGES, etc.).
         2. State sources of revenue (Include direct contracts or grants with the State of Florida, or any other State, if applicable).
         3. Local sources of revenue (County and City contracts and grants with locally-generated government funds).
      b. Private sources of revenue (If none, so state):
         1. Sales
         2. Private contracts
         3. Vendor contracts with government entities
         4. Earnings from operations
         5. Other sources of private revenue (donations, contributions, etc.)
APPLICANT FISCAL REVIEW

Note for Non-ITA's: Private and non-government sources of revenue must total at least 20% of the RFP funding amount requested.

2. Documentation for all sources of revenue. In the case of contracts and award letters, the documentation must show the total dollar amounts. The documentation must be current, i.e., that the effective period of time has not expired.

3. A budget or other relevant document that shows the projected revenue for the next operational year.

D. Accounting System

1. The current month Trial Balance.
2. The most current Payroll Register and corresponding time sheets.
3. The current month bank account statements (all accounts) and corresponding bank reconciliations.
4. The most current Financial Statements (Balance sheet, profit/loss statement, etc.).
5. The current month Cash Receipt Journal.
7. The General Ledger.
8. Written accounting system procedures.
9. The current month aged accounts receivables report
10. The current month aged accounts payables report

E. Banking

1. The bank signature card that shows the authorized signatures for signing checks.
2. The Board of Director’s approval authorizing the persons who can sign checks.
3. If the applicant is an out-of-town entity without a current local office, provide a copy of a sample corporate check (write “COPY: NOT NEGOTIABLE” across the copy.)

F. Procurement

1. The established written Procurement Procedures (including procedures for taking verbal and written bids before purchases are made).

G. Personnel

1. The written Personnel Policies, including Grievance Procedures.

H. Taxes
Office of Continuous Improvement
Procurement Review

___ Sub-recipient   ___ Vendor   ___ ITA

APPLICANT FISCAL REVIEW

1. The **most current proof** that shows payroll taxes were paid for the most current pay period:
   a. If paid through a payroll company (ADP, Paychex, etc.), provide the summary page that shows the total tax impounded, the payroll date, and the bank account from which funds were utilized to pay the taxes.
   b. If paid electronically to the IRS, provide copy of the payment verification number provided by the IRS.
   c. If funds are deposited in a bank account, provide a copy of the validated receipt. The receipt or additional valid documentation must include language to state that the deposit is specifically and only for the purpose of paying payroll taxes.

2. A copy of the latest Quarterly Tax Reports submitted to the IRS (form 941).

3. A copy of the latest Quarterly Tax Reports submitted to the State of Florida (form UCT-6).

I. Insurance

1. The Certificates of Insurance for general liability coverage, automobile, workers' compensation insurance and Bonding (for non-ITA).

J. Independent Audit

1. A copy of the latest independent audit including the management letter.
2. If there are findings, provide the Board of Directors' written response to the auditors.

K. Financial Condition

1. Latest set of financial statements:
   a. Statement of Financial Position (Balance Sheet) (most recent)
   b. Income Statement (current period)
   c. Functional Expense Statement (prior year)
   d. Budget and Expenditure Report (budget vs. actual) (current period and prior year)

L. Previous Contractual Relationships

1. A listing of current and previous contracts indicating the names of the funding organizations, contract numbers, contract amounts, contract dates / terms, services/programs contracted for, contact name, and contact telephone number.
2. Copy of the latest monitoring report produced by each funding organization.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.2 Migrant and Seasonal Farm Workers
MIGRANT SEASONAL FARMWORKER (MSFW)
Local Operating Plan

The purpose of the Migrant Seasonal Farmworker (MSFW) local operating plan is to establish procedures for the Career Centers as mandated by 1974 - Consent Order requiring specified action on providing farm workers all employment services on a non-discriminating basis. Rules and regulations were established providing criteria for equity of services.

One of the criteria was to establish full-time Migrant and Seasonal Farmworker staff in the Career Centers where a large number of MSFWs are known to be. The Homestead Career Center in Region 23 has a significant number of MSFWs. The MSFW staff serves as an advocate for the MSFWs, conducts field visits, registers and issue certificates of registration to Florida based crew leaders, and provides a full range of employment services, benefits and protections to MSFWs including outreach programs to explain services available through the Career Center and other social service agencies within the area.

Career Center and MSFW staff in providing “equity measures” are responsible for the following:

- Providing brief orientation of services available through the Career Center;
- Providing applicants with direction, information/appropriate forms with Career Center requirements and procedures;
- Conduct initial assessments;
- Provide information about other community resources and supportive services;
- Referrals to jobs and job development;
- All farm workers must be provided with a job registration form;
- Upon registration, MSFW must be coded to meet definitions:
  1) Seasonal farm worker,
  2) Migrant farm worker, or
  3) Migrant food processing worker
- A log of daily activities must be maintained documenting each outreach contact made – a copy must be kept for two years after date of completion.
Establish procedures when taking agricultural job orders. Specific guidelines are to be followed:

1) Specific days and hours to be worked, must be included in the job summary. Phrases such as "TBA" are not acceptable.

2) The summary of the job description should include all pertinent data, what the worker does, how he/she perform the work, why, what degree if skill is involved? Example: "Pick oranges by hand, use up to 24 ft. ladder with 1 ¼ bushel pick sack, will dump into large bins."

3) If the worker is to be paid by piece rate, the job summary should include:
   A. The amount to be paid;
   B. The unit of measurement;
   C. A brief concise description of the size or capacity of the measurement; and
   D. A statement as to whether or not the ag employer is covered by the Fair Labor Standards Act (FLSA) or employer guarantees minimum wage. Example: $0.55 per 1 3/5 bushel, employer covered by FLSA.
   E. If the employer is a crewleader, the job order must include the federal and/or state registration number.
   F. The statement "Refer within commuting distance only" is required if the order is not be placed in the clearance system.
   G. If the work site is different from the employer address, both addresses are needed. Precise location and directions to the job site are imperative.

Complaint System -- all Career Center staff will be trained and prepared to address complaints, documentation, record keeping and retention, reports and notifications. (training frequency – at least yearly) MSFW staff can provide this training. Regulations found at 20 CFR 658.400-401 and 410-418 provide the guidelines for each Career Center to establish and maintain a Career Center Complaint System.

A. Types of Complaints:
   a) Career Center related
   b) Non Career Center related
   c) Discrimination and Equal Opportunity Complaints
   d) Not related to the complaint system

B. Career Center related complaints:
   a) Alleged discriminated by an employer
   b) Involves employer/state agency in another state
   c) Involves more than one office statewide, or another Career Center office
d) Violation of a Career Center regulation

e) Violation of an employment related law

f) Violation of the terms and conditions of a job order.

C. Apparent Violation – An apparent violation occurs when an employee observes, or has reason to believe, or is in receipt of information regarding suspected violation of employment related law or Job Service regulations.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.3 Rapid Response
South Florida Workforce (SFW) Local Operating Procedures
For Rapid Response Activities

1. Make initial contact (within 48 hours) with the employer by telephone to conduct preliminary fact-finding (if there is a union, why the lay-off etc.) Several phone calls may be required.
   - Explain what the Rapid Response does (how it works, what it offers, etc.) and promote the benefits (how valuable the service is to both employer and employee) to the employer.
   - Some employers do not want to take the time to meet; however, the contact must be eloquent and strong enough to impress the value of this service without upsetting the employer.
   - Obtain an appointment date of an in-person visit.

2. Visit the work site to assess the situation and to plan provision of services with the employer and union members (if applicable), frequently more than one visit is needed.
   - Review with employer all resources available, such as short-time compensation (which may help reduce the size of the lay-off), offer the services of our employment services in an effort to avoid future lay offs by introducing programs like Employed Worker Training (EWT), Customized Training, etc.
   - Inform employer of WARN Act (if applicable and not filed)
   - Assist the employer and union/workers in completing Trade Act Petition (if applicable).
   - Establish orientation sessions, according to the needs of the affected workers with the cooperation of the employer.
   - Prepare the Rapid Response On-Site Visit Report and forward to the State REACT staff.

3. Distribute and collect the completed survey from the workers at the Orientation session(s) and forward a monthly report to the State REACT staff.
4. On-site orientation session(s) are informational session(s) required for dislocated workers by federal regulation and should be planned in collaboration with other agencies and community based partners. A “team” of federal, state and local agencies present information on different programs available; Information is provided on (1) Career Center services, including training and reemployment services), (2) unemployment insurance services, (3) community services, (4) financial counseling, (5) childcare assistance, (6) handling change, and (7) TAA information (if applicable).

- Develop relationship with partners and community organizations, since they are not funded to participant on the REACT team.
- Develop appropriate handouts and presentations.
- In situation where the notification of lay off occurred after the plant closure or workers have been terminated an attempt must be made to contact affected workers and explain services available by meeting them in the One Stop or through mail-outs.
- Obtain completed survey from the workers to determine their specific service needs and forward a monthly report to the State REACT staff.

5. Forward copies of all completed surveys to each Career Center based on the zip code of the worker for follow-up services.

6. The REACT Coordinator will provide a response to the State REACT staff when there is a major lay off involving state employees. The Governor’s Office tracks state employees as to whether state employees are re-employed. Due to privatization of state programs this reporting system was enacted as a method of following re-employment of state employees and to gage the impact of privatization on state workers.

7. Region 23 has one full-time React Coordinator; however, when TAA is involved the REACT Coordinator is accompanied to the worker orientation session by the regional TAA Coordinator. Also, a representative from the Career Center based on the employer’s zip code must accompany the REACT Coordinator to the worker orientation sessions in order to introduce and assist in explaining services provided by the Career Centers.

8. All REACT services are published on the SFW webpage.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.4 FSET Operating Plan
Introduction

Region 23's Food Stamp Employment and Training (FSET) Program works with mandatory Abled-Bodied Adults Without Dependents (ABAWDs). The goal of the program is to provide education, training and support services to assist participants in becoming self-sufficient through employment. When education or training is deemed appropriate, participants are referred to the Workforce Investment Act (WIA) Program. Compliant participants are eligible for up to $25.00 per month of support services. The FSET Program is being implemented in accordance with underlying WIA plans at the state and local levels.

A. Program Operation

(1) FSET associates are employees of the current designated Service Providers.

(2) The Career Center Director or designee receives the daily FSET referrals and assigns them to the appropriate case managers. The case managers, within three working days, mail an Orientation appointment letter and a copy of the Opportunities and Obligations form to the referred individuals. An Orientation appointment is usually scheduled to occur within seven calendar days of the mailing date. Copies of these forms are placed in an Orientation folder.

(3) Participants are informed of their Opportunities and Obligations at least twice during their participation in the program, as follows: (1) a copy of the Opportunities and Obligation Form is mailed with the Orientation appointment letter; and (2) the Opportunities and Obligations Form is reviewed with the participants at Orientation. At the time of Orientation, the participants sign two copies of this form; one is for their case file and one for them to keep. If an individual stops participating, a Notice of Failure to Comply letter is mailed and an additional copy of the Opportunities and Obligations Form is attached.

B. "Work First" Approach

An Assessment of each participant's skills, abilities, work history, employment strengths and goals is completed at Orientation to assist the case manager in determining which activities are most appropriate. Job search combined with other activities may be assigned. Upon completion of Orientation, participants are escorted to the Career Center Resource Room and introduced to the Resource Room Attendant. The Attendant will show the participants how to use the computers to begin their job search activities. Information regarding job fairs and recruitments are also provided. This method enables the Career Center to determine who can obtain employment with little assistance or who will need further assistance. By
scheduling job search at the beginning of the program, it sends a clear message that food stamps are not an entitlement and employment is expected.

C. Program Activities and Components

1) Orientation, Assessment, and Upfront Job Search/WE-SIWE

(a) When a new case referral has been received, an Orientation appointment letter is mailed within three working days. The appointment is usually scheduled to occur within seven calendar days of the mailing date of the appointment letter.

When a reopened case referral has been received, OSST is reviewed to determine if an Orientation had been completed within the past twelve months. If an Orientation had been completed and there are no major changes in the FSET Program, an Assessment appointment letter is mailed within three working days of receiving the referral and the appointment is usually scheduled to occur within seven calendar days of the mailing date of the appointment letter.

The Assessment is completed at Orientation and the Assessment form used provides the following information: demographic information, education level, training attained, past work history information for the last three jobs held, transportation access, special interests and skills. This information assists the FSET case manager in making an appropriate component assignment.

(b) Upfront Job Search/WE-SIWE is assigned when all of the following conditions exist:

- The participant completed Orientation and did not claim a good cause deferral;
- The participant is going to be assigned to Work Experience (WE) or Self-Initiated Work Experience (SIWE); and
- There is at least one week left between the date of referral and the 31st day after the referral.

The participant is scheduled for one week of job search and a follow up appointment is given. The number of job searches assigned will not exceed the benefit calculation found on the Benefit Information page. When the job search form is returned and discussed with the FSET case manager and full time employment was not obtained, a list of WE providers is given to the participant so he/she can choose which site best suites their skills and transportation resources.

(c) Participants are assigned to appropriate activities at Orientation, which usually occurs within two weeks after the referral date. The Career Center Director or designee will review OSST reports to ensure all participants are assigned to FSET activities by the required timeframe.
2) Work Experience Component

(a) WE sites are developed by the case manager who has contacted nonprofit organizations and explained the FSET Program requirements, including: how the participants will have Worker’s Compensation coverage when a WE Agreement has been signed, details concerning who will supervise the participants, how and when follow up will be conducted, job description forms are completed for each position and contact information is exchanged. The original signed WE Agreements are kept in a central file at the Career Center. A copy of the job description form indicating the work to be done at the WE site will be placed in each of the participant’s case file.

When participants select WE or UJS/WE-SIWE as their activity upon completion of Orientation, a list of WE providers is given to them so they can select the provider that best meets their skills and location. The FSET case manager may call the WE site first to ensure the site supervisor is available and an appointment scheduled for the participant within the next seven calendar days. If the site supervisor is not available, participants will have seven calendar days to contact the WE site and return the signed job description form to the FSET case manager.

The FSET case manager will contact the WE site on the deadline day to determine if the participant began the WE activity. If the participant began the WE, an actual start date is entered in OSST and monthly follow up appointments are scheduled for the participant to return the WE time sheets. If the participant did not begin the WE, a Notice of Failure to Comply letter is mailed and Conciliation is entered in OSST within two working days of the failure.

(b) The WE site providers are responsible for the supervision of the participants. At a minimum, a monthly contact is made between the WE site supervisor and the FSET case manager. Contact can be by telephone or an on-site visit. The WE site supervisor is advised to immediately contact FSET if any problems arise.

(c) Once the WE activity has begun, monthly follow up appointments are scheduled for the time sheets to be turned in to the FSET case manager to document participation. The time sheets are filed in the participant’s case record and the Job Participation Rate (JPR) screen in OSST is updated.

If the participant does not keep the follow up appointment to turn in the time sheet, a Notice of Failure to Comply letter will be mailed within two working days of the missed appointment. Conciliation will also be entered in OSST on the Alternative Plan page.

If the participant was assigned to WE combined with Job Search/Job Search Training, the job search form will also be turned in with the WE time sheet and
reviewed with the FSET case manager. The number of job searches required will be less than half of the WE hours.

3) Self-Initiated Work Experience Component

(a) SIWE is used when there are no signed WE Agreements or when WE sites with Agreements refuse to accept an FSET participant or the number of WE slots are full. A list of nonprofit organizations, churches, and county, local and state government agencies that accept volunteers will be given to each participant that selects SIWE or SIWE combined with JS/JST or UJS/WE-SIWE. Participants have seven calendar days to contact the organization of their choice and have a WE job description form completed. The participant will be given a follow up appointment letter to confirm the date and the responsibilities.

Once the completed WE job description form is returned, the FSET case manager will contact the organization, either by telephone or on-site visit, and explain the FSET Program and the benefits of Worker’s Compensation when a WE Agreement is signed.

(b) The WE site providers are responsible for the supervision of the participants. At a minimum, monthly contact will be made between the WE site supervisor and the FSET case manager. Contact can be by telephone or an on-site visit. The WE site supervisor is advised to immediately contact FSET if any problems arise.

(c) Once a participant has been referred to an SIWE site with a deadline to make contact with the organization, the FSET case manager, within two working days after the deadline date, will contact the site by telephone or on-site visit to determine if the participant began the SIWE activity. Once the SIWE activity has begun, an actual start date is entered in OSST and monthly time sheets are turned in to the FSET case manager to document participation. The time sheets are filed in the participant’s case record and the JPR screen in OSST will be updated.

If the participant does not keep the follow up appointment to turn in the job description form or the time sheet, a Notice of Failure to Comply letter will be mailed within two working days of the missed appointment. Conciliation will also be entered in OSST on the Alternative Plan page.

If the participant was assigned to SIWE combined with Job Search/Job Search Training, the job search form will also be turned in with the SIWE time sheet and reviewed with the FSET case manager. The number of job searches required will be less than half of the WE hours.
4) Education and Training Component

(a) When an Orientation and Assessment is completed and it is determined that the participant needs education and training before any other activity can begin, the following actions occur: (a) the participant is informed of the training programs available through the Career Center and the community, and (b) a referral is made to the WIA case manager and/or the local school board for services.

Participants referred to an education provider, have seven calendar days to contact the provider and report the information to the FSET case manager. The appropriate education activity is then entered in OSST.

In cases where a participant referred to FSET is already enrolled in vocational training or college, the participant must complete the Orientation at which time the participation requirements are explained. In addition, the participant must provide proof of enrollment at the educational institution to the FSET case manager within seven calendar days of the Orientation. Once this is accomplished, the appropriate education activity is entered in OSST.

Education and training activities include, but are not limited to, the following: adult basic education, remedial education, high school completion or general education development, English for Speakers of Other Languages (ESL), post secondary education, vocational training, education/training combined with JS/JST, Workforce Investment Act (WIA) and the Trade Adjustment Assistance (TAA) Program.

(b) Monthly attendance reports are requested for participants enrolled in education and training activities. The educational institution's representative can fax or hand-deliver the attendance reports to the FSET case manager. These are then filed in the case record, a case note is made regarding the receipt of the information, the JPR screens are updated and an FSR requested, if needed. When an educational institution does not keep attendance records and will not complete the FSET attendance report, a monthly telephone call or other collateral contact will be made to the educational institution to ensure the individual is still enrolled and to the participant to confirm he/she is still attending classes. The JPR screen will be updated based on this information and a case note made regarding these contacts. At the end of each semester, a copy of the participant's grades will be requested and filed in the case record when received. This will confirm satisfactory participation. If needed, FSR's may be requested when the semester documentation is received. The participation rate for education and training will be no less than 80 hours a month and no more than 120 hours a month.

When Education/Training is combined with JS/JST, the job search form will be turned in monthly and reviewed with the FSET case manager.
5) Serving Employed Participants

Whenever participants are working less than thirty (30) hours a week or earning less than $154.50 a week, they will be assigned to another activity if they are able. These activities include WE, WE combined with JS/JST, SIWE, SIWE combined with JS/JST, Education and Training or Education and Training combined with JS/JST. The same procedures described above are followed. Monthly follow up appointments will be scheduled for proof of participation.

D. Program Coordination

The FSET staff will develop contacts with DCF staff. When any situation arises, such as exemptions, exceptions, deferrals, sanctions not imposed, employment or any pertinent information regarding a participant's participation status is shared between the two agencies. Regular meetings are not scheduled so contact is made when needed.

E. Conciliation, Good Cause and Sanctioning Procedures

(1) Conciliation begins when an individual stops participating and good cause is not established. FSET staff have a record of appointments which could be recorded as future case to do's, written on a calendar, or a list of daily appointments.

Whenever an individual does not keep his/her appointment, the FSET case manager mails a Notice of Failure to Comply letter within two working days of the failure. A copy of this letter is placed in the case file.

When time permits, the FLORIDA system is reviewed for address changes, employment or exemptions that might have come up and FSET was not informed of the change. If change information is discovered, appropriate action is taken. If Good Cause is discovered, Conciliation will end. Case notes are made in OSST regarding the information found and the action taken.

(2) When good cause for not participating is discovered, a temporary Deferral/FSET Good Cause is entered on the Alternative Plan page for up to ninety days. Follow up appointments are scheduled throughout this period to monitor the situation. If the problem is expected to last more than ninety days, an exemption is requested from DCF.

When a good cause reason for not participating is not obvious, documentation will be requested to be provided within seven calendar days. If the problem is medical and documentation is received, this information is kept in a separate locked file cabinet. Case notes are made regarding the good cause situation, when documentation is due and when follow up appointments are scheduled.
FSET Good Cause reasons are: household emergency, medical incapacity for less than ninety days, medical incapacity of a household member, pregnancy, lack of transportation and circumstances beyond the individual's control.

(3) Sanctions are requested when an individual has not responded to the Notice of Failure to Comply letter or established good cause. After the ten days of Conciliation have passed, a Sanction is requested within two working days on the Alternative Plan page. A case note is made stating there has not been any contact with the individual and/or good cause was not established and a Sanction has been requested.

(4) When a sanctioned individual has served the penalty time and has completed the required activity, the Sanction request is removed with "complied" on the Alternative Plan page giving the reason for the removal. A Lift Sanction Letter is completed and given to the individual to take to DCF. Also, a case note is made in the FLORIDA system on the CLRC screen and in OSST regarding the situation.

F. Program Monitoring

The Regional Workforce Board monitors the FSET Program at least quarterly, more frequently for new staff. A local monitoring form was created based on the AWI FSET review tool so the same major points are reviewed. Copies of completed monitoring forms are e-mailed to the FSET case manager and the Career Center Director. The comment section at the bottom of the form provides detailed findings, suggestions for improvement, and corrective action to be taken, if any. Follow up telephone calls are made to the FSET staff and/or Career Center Director, when needed.

G. Participant Reimbursement

(1) Food Stamp Reimbursements (FSR) are requested each month for participants who have completed their assigned monthly activity, provided documentation and have expressed the need for transportation or other activity related assistance. This documentation is filed in the case record as proof of participation. FSR's are optional for completing Orientation but are given, when needed, for completing the required monthly hours for the following activities: Work Experience, Work Experience combined with Job Search/Job Search Training, Self-Initiated Work Experience, Self-Initiated Work Experience combined with Job Search/Job Search Training, Education and Training, or Education and Training combined with Job Search/Job Search Training.

(2) A case note is made in OSST each time an FSR is requested regarding the need for the assistance and for which month the FSR was requested.
H. Other

(1) FSET participants will be assessed at Orientation to determine community supports that can be utilized to assist them in gaining self-sufficiency and meeting the participation requirements of the program. Appropriate referrals will be given to partners and community-based support agencies when needed.

(2) When a participant requests a fair hearing through DCF because of an unresolved dispute with the FSET requirements, the FSET case manager will be notified of the hearing date and time by DCF and will attend the hearing. Copies of all appointment letters and other important papers are always made and kept in the FSET case record with the exception of medical information which is kept in a separate, locked file cabinet. The FSET case manager will bring these copies to the Administrative hearing as proof of communication and efforts to contact the participant.

(3) During the initial Assessment at Orientation, a preliminary work history and the participant's skills and abilities will be reviewed. A tour of the Resource Room by the Resource Room Attendant can be conducted upon request to inform the participant of the services available (job search assistance, resume building and job placement assistance) and how to use the computers to look for jobs. The participant will be matched with job openings for which they qualify. If no open jobs fit the participant's skills, the Career Center Employment Specialist may contact local employers within the community to determine if there are any positions that meet the FSET participant's qualifications.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.5 Occupational Skills Training Procedures
PURPOSE

There is a range of training services available to WIA Adults and Dislocated Worker participants. One of the types is Occupational Training that is provided through Individual Training Accounts (ITAs). This Program Directive provides guidance to One Stop Career Center operators on providing ITAs to those eligible participants.

POLICY

It is the policy of the South Florida Workforce to provide training services to employed and unemployed Adults and Dislocated Workers who:

- Have met the eligibility requirements for Intensive Services, have received at least one Intensive Service; and have been determined unable to obtain or retain employment through such services;

- After an interview, evaluation or assessment and case management, have been determined by a One-Stop Career Center operator to be in need of Training Services and have the skills and qualifications to successfully complete the selected training program;

- Select a program of training services that is directly linked to the employment opportunities in the local area and in a SFW-approved occupation;

- Are unable to obtain grant assistance from other sources to pay the cost of training, or require WIA assistance in addition to other sources of grant assistance, including Federal Pell Grants;
- Are determined eligible in accordance with the local priority system in effect for Adults (meet the higher of the four components in the Self-Sufficiency Standard, only for participants whose services are provided through the Adult funding stream).

PROCEDURE

See attached

Forms attached:

- Participants informed choice on ITA selection
- Individual Training Account Financing
- Training Plan
- Analysis of Student Progress report
- Responsibilities of SFW participants to qualify for and maintain financial support
- Training option selection guide
- Reimbursement of financial aid
- Request for approval from One Stop Career Center manager
- Procurement Form
- Notice of Transfer/Termination

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<td>Lawrence Suran, SFETC Programs Director</td>
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PROCEDURE

Establishing an ITA

An ITA is the vehicle used to pay for or defray the cost of training. The document that is used to issue an ITA is a voucher. The case manager must establish an ITA for each participant for whom occupational training has been determined to be appropriate. ITAs shall approve each participant for a full program of study, including any prerequisites that may be required; however, expenditure authorizations shall not be entitlements and shall be renewed on a term-by-term basis, with two sets of conditions tied to ITA renewals after each term. ITAs shall be renewed only for students who:

a. Remain in good academic standing (not on academic probation), and
b. Show progress in completing their pre-approved or amended Career and Training Plans

Under this policy, all participants shall be required to complete coursework in accordance with the timeframes established in the student’s Training Plan. Where there is some variance from the Training Plan that is approved by the One Stop Career Center operator, this must be noted in the student’s case notes. Amendments to Training Plans require One Stop Career Center operator approval. The completed Training Plan must be kept in the participant case file.

All participants who are being referred to training shall be required to apply for a Pell Grant. The Pell Grant proceeds will be applied towards the tuition cost, with ITAs paying only for costs in excess of the Pell award as set forth by the SFW. The ITA voucher shall be issued term-by-term regardless of Pell eligibility. This will ensure that the participant’s tuition and related expenses are paid and training is not disrupted in cases where Pell or other financial aid is not disbursed in a timely fashion. SFETC will pay the ITA agent only those costs that are in excess of the Pell award.

ITA Limits

Where training costs are higher than the Pell award, (tuition, fees, books, supplies, and similar approved items) and in excess of the ITA limit per occupation, the Pell will be applied first and then the balance will be paid by the ITA, for an amount up to the total allowable for the occupation, and additional loans or other financial assistance must be secured by the participants where needed. Outstanding balances for training not covered by the ITA are the participant’s responsibility.

There is a cap on the ITA per occupation, which is set at 100% of the public institution costs for public education institutions, and 110% (of the public institution cost) for private institutions. This calculation analysis is reflected in the approved cost as shown in the SFW website at:

www.southflorida-workforce.org/trainingproviders.htm

Case managers must become familiar with this site and refer to it whenever training is being sought since allowed costs may be modified by SFW from time to time. The ITA limit listed per occupation includes expenses for tuition and related fees, books and supplies, and any (non-capital) equipment or uniforms required for the training.

For Bachelor Degree programs the maximum time a participant will be allowed in training is five years, and the maximum allowed cost per individual per year is $2,500. Bachelor Degree programs require prior approval by the One Stop Career Center Manager. Case managers are responsible for coordinating Pell Grant awards and other financial assistance that may be provided to reduce the training costs for each of their Pell Grant-eligible ITA participants. Under all programs, the proceeds from the Pell grant will be applied first to tuition and other required training costs before any proceeds are released to assist in supporting the students’ living expenses.

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Additionally the following guidelines for participants enrolling in ITAs must be followed:

- Only one training occupation per participant can be paid through an ITA. An exception can be made by the case manager only in cases where changing from one approved occupation to another occupation will not require an additional expense because all credits and/or classes are fully transferable between the programs.

- The participant must enroll in school full time as defined by the training institution.

- South Florida Workforce will only pay once for each required class in an approved training.

- The One Stop Career Center manager has limited authority to approve specified waivers as described later in this directive.

Guiding Principles for Case Management

Case management is the approach that all South Florida Workforce (SFW) One Stop Career Center operators will use with all participants in the WIA Adult or Dislocated Worker Program who go on to the Intensive or Training Services level. This section explains the process case managers must follow in order to assist those participants who, after an in-depth assessment, have been determined to substantially benefit from Intensive or Training Services. One Stop Career Center operators are responsible for the management of participant cases enrolled in the various programs.

Case management, an approach to working with participants, requires:

1. The One Stop Career Center operator's staff to take a broad view of their role in affecting the lives of the participants assigned to them. This goes considerably beyond simply placing participants in a training program and then placing them in employment upon completion of training. Case management takes a holistic approach to working with participants. It requires the case manager to assist participants in identifying their short and long term goals and to analyze any barriers that may prevent them from successfully entering the workforce at a level of functioning that fulfills their aspirations, makes full use of their aptitudes and potential for advancement, is responsive to their vocational and other interests and leads them to self-sufficiency.

   It further requires the case manager to consider the life circumstances of the participants assigned to them, and design interventions wherever necessary to assist participants in achieving self-sufficiency. Life circumstances include, but are not limited to, their relationship with their spouse, children and financial constraints that affect these relationships.

2. The One Stop Career Center operator must invest heavily in the up-front (initial) assessment of participants in order to assist them in the decision-making process about their interests, needs, and aptitudes, and what they will need to do to invest in their futures, as well as provide pertinent basic academic and skills testing to serve as a basis for the comprehensive assessment process. This requires that case managers encourage participants to assess their life choices and assist them in developing strategies that will help them to achieve both their short and long-term goals.

   The initial assessment must include an evaluation of the participant’s current skills level, vocational preparation, occupational requirements, aptitudes and financial implications. The comprehensive assessment will enable the case manager and the participant to evaluate and choose an achievable career path.
It is imperative that the participants provide input during the assessment process. The case manager must evaluate the input and assess whether the goals set by the participant will lead him/her to economic self-sufficiency. The case manager must be ready to discuss goal modifications with the participant.

3. Case managers are required to develop an Individual Employment Plan (IEP) or Career Plan. The plan should be tailored to the unique circumstances and needs of the individual participant and include strategies that are uniquely tailored to the financial requirements of the participant. The plan also helps to ensure that the participant can complete training and secure long-term training related employment to achieve self-sufficiency. To ensure success, strategies that require significant attention to meeting the participants' financial requirements and other supportive services needs while they are in training and during the transition period after they first enter employment must be developed.

4. Case management strategies may be required for a considerable period of time over several sequential or concurrent components of a multi-activity plan. These may be provided at different institutions or campuses at different points in a training sequence, or even on different day and/or evening schedules. Such strategies require detailed tracking by the case manager, who may be managing many diverse cases at the same time, on various campuses and schedules, in varied programs. Participants attending training through an ITA may be attending different classes that will require contact by the case manager with many instructors to arrive at an overview of the students' progress.

5. The Individual Training Account (ITA) voucher shall be the instrument used by the SFW for the tracking and management of any applicable training related expenditure.

Components of Case Management

In order to ensure effective case management the following activities must be carried out:

1. Initial Assessment: The initial assessment consists of, at a minimum, gathering information on all of the following: Education testing of the participant, needs and barrier assessment, work history evaluation, goals and interest of the participant and Limited English Proficiency. The initial assessment is done at the Core Services level.

2. Comprehensive Assessment:

Assessing the participant's skills, aptitudes and abilities to arrive at the training occupation for which the participant is best suited. After the Initial Assessment is completed, and if the case manager deems a comprehensive assessment appropriate, the case manager must refer the participant to academic skills testing (TABE) and utilize the Aviator assessment program. All participants that may be referred to training through an ITA must complete a comprehensive assessment prior to a referral to training being issued. The comprehensive assessment is done at the Intensive Services level.

3. Assisting In Review of Options:

Assisting participants in reviewing and interpreting the comprehensive assessment results so that he/she may understand the available options to arrive at the best possible training program decision. Assisting in Review of Options is an Intensive Service.
4. Guiding Short-Term and Long-Term Planning:

Assisting participants in setting their short and long-term employment goals, analysis of barriers to achieving those goals, and development of a holistic step-by-step plan that will enable them to achieve those goals. This is an Intensive Service.

5. Providing Financial Planning and Assistance:

Assisting participants in analyzing their financial requirements, over both the short and the long term, in order to develop an achievable plan to enable the participant to meet those financial requirements while they are in training and pursuing their longer-term goals. Additionally, the case manager must provide all the available assistance the participant may need to carry out that plan.

This assistance may include, but not be limited to, such activities as:

- Providing the participant with on-the-job training if appropriate;
- Assisting the participant in finding part or full-time employment while they are in training, if needed to support the completion of training;
- Applying for Pell Grants and other financial aid;
- Researching and assisting the participant in applying for financial aid as applicable;

Once the participant has received the above-described Intensive Services and the participant has been deemed appropriate for training services, an ITA may be provided.

To minimize the risk that the investment of ITA funds will cover only a partial program that will not produce a completion and training-related placement and to ensure that participants who are eligible to receive an ITA fully understand all the financial ramifications of their choices, an ITA may be provided only after completing and executing the “Participant’s informed choice on ITA Selection Form” and the “ITA Financing” form.

The “Participant’s informed choice on Individual Training Account (ITA) Selection Form” acknowledges that the participant has reviewed all available options, understands the specific cost implications for him/her personally, and where the participant chooses a training institution where the cost of training is higher than the ITA limit, that the participant understands that the Region will not be responsible for any personal debt incurred by the participant.

The “Individual Training Account Financing” form itemizes educational costs and payments to be made through financial assistance such as Pell grants and/or scholarships provided by the educational institution and/or personal or other funding sources. By signing the agreement, the participant is accepting the detailed financial plan that specifies the precise amounts and sources to be used to cover the cost of the training that are to be covered on a term-by-term basis.

6. Providing Supportive Services

Supportive Services may be provided based on eligibility requirements and subject to the availability of funds. The case manager may provide the participant with support services that will assist them to remain in training such as transportation and childcare.
7. Counseling and Providing Motivational Support:

The case manager must provide ongoing counseling and motivational support that will encourage compliance with the IEP (Career Plan). In addition, the case manager must reinforce the training period as an investment strategy for the participant’s future, advocating short-term sacrifices for achievement of long-term goals.

8. Tracking Participant’s Progress

It is the responsibility of the case manager to track the participants’ progress in training, thus ensuring satisfactory progress and acquisition of the requisite skills. During the first month of training, and in cases where the training is in a semester basis, every initial month of a semester, the case manager shall maintain contact with the participant at least weekly. Participants in training shall be contacted at least once per month for the duration of the training program and document monthly appointments in the case notes. If monitoring of academic/vocational progress indicates that the participant requires additional remediation or other prerequisites to enhance their prospects for success in the training and on the job, the training plan must be amended where appropriate. In instances where monitoring suggests that the participant is not progressing satisfactorily, a reevaluation of training options, and required action must take place within two weeks of the finding.

9. Requesting Case-by-Case Waivers if Needed

a. Waivers for changes in occupation: where extreme circumstances necessitate a change in a training occupation, the One Stop Career Center Manager must ensure that the case file includes the following:

- Case note in the OSMIS documenting the justification for the requested change in the occupational training;
- Copies of the participant training progress reports;
- Current Employment/Training Plan;
- Proposed Employment/Training Plan if changes in occupation are approved;
- Alternate Employment/Training Plan if changes are not approved;
- Analysis of cost difference between programs and additional cost to be incurred due to the requested change;
- Analysis of the potential for job placement because of the change in training occupation.

The One Stop Career Center Manager must review the above documents, evaluate the time spent in training, the expenses incurred to date in the existing occupation and review the comprehensive assessment to determine if a change in occupation is appropriate.

Once the One Stop Career Center Manager reviews the case and evaluates the needs of the participant for requesting a change in occupation, if he/she is in agreement with the change in occupation, a note documenting the approval process and reason for the approval must be entered into the OSMIS.

If a voucher has been issued to a participant for a current term, the voucher must be voided prior to sending a request for a system override. If it is within four days of issuing the voucher, the One Stop Center operator can void the voucher only if the original voucher is in the possession of the One Stop Career Center staff. If more than four days from the date of issue have elapsed, or other system problems are encountered, a request to void the voucher must be e-mailed to the SFETC supportive services supervisor. The One Stop Career Center operator...
must ensure that the original voucher is in its possession prior to sending SFETC a request to void the voucher.

After any outstanding voucher has been voided, in order to issue a voucher for the new occupation, the One Stop Career Center manager must send a system override request via e-mail to the SFETC supportive services supervisor.

The One Stop Career Center manager must ensure that, in any future billings for training costs for participants that have been approved for a change in occupation, a thorough review of the costs to be paid is done to ensure that only costs that were incurred under approved vouchers are paid. No costs can be paid to a prior Training Agent when a voucher has been issued to a new Training Agent. No costs can be paid to a Training Agent for coursework in a prior approved occupation when a change in occupation has been approved.

b. Waivers for paying for ITAs where participants are not enrolled for one term, enrolled in a close to full time basis, or where a participant is on academic probation. When participants are unable to enroll for one term, or enroll in at least 9 credits a term (or the equivalent of 9 college credit hours in the fall and spring terms and at least 3 credit hours for the summer term at the pertinent training institution), or where a participant is on academic probation, a waiver may be approved by the One Stop Career Center manager if hardship circumstances, such as the following, are present:

- Medical incapacity as documented by correspondence on letterhead from a licensed physician, which must state the nature of the incapacity, the restrictions on the participant’s activity, and the anticipated period of incapacity;
- Extreme circumstances beyond the participant’s control including caring for a disabled family member when the need for this care has been verified by a licensed physician and alternate care is not available; family emergencies such as sudden hospitalization of a family member, medical emergency of an immediate family member, required court appearances of more than two weeks duration, or the impact of a natural disaster;
- Economic hardship due to the need for immediate employment, requiring the participant to drop all courses for a term to meet a new job schedule, with registration for courses in the subsequent term (for instance in the evening hours) in a manner that does not interfere with the individual’s work schedule;
- Economic hardship requiring the participant to maintain employment while attending training less than full time;
- Incarceration for more than two weeks; or
- Life changing events such as domestic violence, separation and/or divorce from a spouse, or death of a family member.

If the above circumstances exist the following procedure shall be followed:

- The case manager shall document in the OSMIS case notes the circumstances for the participant not enrolling in one term, enrolling for less than 9 credit hours (or the equivalent in the training institution) or being in academic probation.

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The case manager must request a review of the case from the One Stop Career Center manager.

The One Stop Career Center manager will review the case to make a determination of whether or not the circumstances warrant the approval of a waiver.

- Once the waiver is processed, the One Stop Career Center manager must document the approval/denial in the case file with a signed approval/denial letter that specifies the reason for the approval or denial and a case note in the OSMIS.

- If a waiver for not enrolling in one term is approved, the case manager shall continue to provide ongoing counseling to the participant for the period that he/she is not enrolled in training. Contact with the participant must include two contacts per month during the period of incapacity. The OSMIS system must reflect the case in a “Holding” activity.

- If a waiver is approved for a participant to enroll in less than 9 credit hours or the equivalent of at the training institution, that waiver is to be understood as applying for the specified term.

- If a waiver is required for a second term, a new request shall be submitted and must be reviewed on a case-by-case basis.

- If approved for a second waiver, the participant must enroll in at least 6 credits (or the half-time equivalent) for the specified term. Participants who require continuous employment while in training may receive waivers until training completion; however, the One Stop Career Center manager must approve these waivers on a term-by-term basis and the training completion date cannot be longer than five years.

- If a participant is on academic probation, the participant will be provided intensive case management for the duration of the probation period. The case manager must ensure that coursework approved for participants on academic probation is appropriate for the academic level of the participant. The case notes must document additional assistance given to a participant on academic probation to ensure successful completion of the term. Assistance may include referral to volunteer tutors at the training institution, approval of pre-requisite courses that are needed to ensure successful completion of required courses, etc.

At the end of the semester, if the participant is still on academic probation, the One Stop Career center manager must review another request for continuation in training. If it is determined that continued training is not appropriate for the participant, he/she will need to be terminated from the training activity and assisted with job search.

If good academic progress was made (all classes were passed with a grade of C or its equivalent or better) in the current term, but the participant is still on academic probation, a referral to training can be approved if the One Stop Career Center manager determines it is appropriate. The case file must contain documentation of good progress and reason for approval.
b. Waivers for re-taking a required course more than once: When a participant has generally been in good academic standing and is making progress towards timely completion of the training, but circumstances beyond the participant’s control (such as those described above under waivers for probation) have resulted in failure of a required course, the One Stop Career Center manager may review the case and consider approving payment for a one-time re-take of the specified course. The case manager must ensure that any needed remediation that will ensure successful completion of the course is done prior to requesting approval for re-taking the class.

Once a waiver is processed, the One Stop Career Center manager must document the approval/denial in the case file with a signed approval/denial letter that specifies the reason for the approval or denial. If approved for this one-time only waiver, the letter must inform the participant that no other approvals will be made for re-taking of coursework and that if a future need arises, he/she must secure other sources to pay for any re-takes of classes that have been paid for under the approved ITA.

10. Assist in Developing Pre-employment Skills and Provide Job Placement Assistance

In addition to assisting participants in securing training-related employment following completion of training, or securing employment concurrent with training. Case managers will be responsible for assisting participants in areas of resume preparation, proper completion of job applications and successful interview skills. Additionally case managers are responsible for maintaining information on participants in training and preparing reports as required to facilitate appropriate job development activities.

11. Enhance Work Maturity Skills

To increase the likelihood of employment retention, the case manager must insure that participants receive training and counseling in the full regimen of work maturity skills, and that participants receive feedback on how their behavior in the training setting would be evaluated by an employer if the classroom was their worksite.

Feedback should include information on how adequate is the participant’s observable behavior on the work maturity skills of meeting employers’ expectations with regard to

- Attendance
- Punctuality
- Appearance
- Following directions
- Producing work of sufficient quality and in sufficient quantity, and
- Demonstrating appropriate interpersonal skills in working with co-workers and taking direction from supervisors

12. Document Services

Case managers must document all of the counseling and other assistance they provide through case notes that should be entered into the OSMIS. The case notes should document all contacts, observations, problems, and successes encountered by the participant.

13. Selecting program and institution for vouched training

Case managers must guide participants in the selection of the most appropriate training option by discussing training options with the participant so that the participant can select the training program
and training institution that best accommodates his/her needs and that is consistent with the results of the assessment process and the Career Plan.

14. Requesting pre-approval from SFETC for each new ITA

Case managers will enter requests for ITA approvals in the SFW Support System. SFETC staff will verify funding availability and forward an approval to the case manager. Upon receipt of SFETC approval, the case manager may begin preparing the voucher to the training agent.

For Bachelor Degree Programs, the case manager will forward the case file to the One Stop Career Center manager. The case manager must ensure that the following is documented in the case:

- The case manager must enter a note into the OSMIS requesting approval from the One Stop Career Center manager.
- Results of initial and comprehensive assessments.
- Proof of acceptance in an approved ITA institution for an approved Targeted Occupation
- Copy of the participant’s IEP or Career Plan.
- Copy of the Pell Grant application
- Copies of all tools used in the assessment of the participant
- Any academic information that is available for the participant
- Copy of the Pell Grant award or any other financial aid received
- Copy of the Student Aid Report (SAR)
- Copy of the SFW ITA financing form

The One Stop Career Center manager will consider approving an ITA for a Bachelor Degree after reviewing the above information if he/she considers a Bachelor Degree program is the appropriate training selection.

The One Stop Career Center manager must document the approval/denial in a case note in the OSMIS and return the case file to the case manager.

If the Center manager approves the request, the case manager shall enter a request for ITA in the SFW support system.

If the One Stop Career Center manager denies the request, the case manager shall forward a written denial letter to the participant within two weeks from initial request and document the reason for denial in the case notes in the OSMIS.

15. Preparing vouchers

If the training agent selected is either MDCC or MDCPS the case manager shall give a referral form to the participant. An ITA voucher and a separate voucher for $200 to cover the student support fee shall be issued when the participant returns with the registration. If another training agent is selected, a voucher must be issued immediately. The case manager must issue vouchers on a timely manner:

- For new students, a voucher must be issued immediately after the determination that the participant needs training.
- For MDCC students, vouchers must be issued on the same day that the participant returns to see the case manager with the school registration.
- Participants who are continuing in a training activity at MDCC or MDCPS must be issued a voucher five weeks prior to the start of classes.

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16. Orienting the participant to the training institution/campus

- Familiarizing the participant with the educational institution and campus to which the participant is being vouchered, including introductions to the registrar's office, financial aid officer, student advisement, testing, department personnel, bookstore personnel, campus coordinators, placement office, and/or other key personnel and offices as applicable to different institutions and campuses.

- Meeting with advisors at the training agent campus. Each training institution has a staff able to guide students through the process of determining what requirements they need to meet, how long this may take, and so on. It is essential that the participant be given an appropriate orientation as to the educational institution’s resources and appropriate personnel there that will assist in the registration process. For specific segments of participants it may be necessary for the case manager to go with the participant to the institution to facilitate the process.

- The educational institution may require additional testing, which may further delay the entry process. The assessment data should be shared with the training institution, to reduce any time lags.

- The training institution will provide the participant and the case manager with information about what the participant will need (what types and how much remediation, prerequisites or ESOL, what occupational courses will be required, how long they may take, the availability of these courses in the daytime or evening, admission dates, whether or not there is a waiting list, etc.)

- Based on this information, the participant and case manager will determine that a new selection may need to be made or that they are ready for a voucher to be prepared.

17. Meeting with participant on campus

- Arranging places on campus for meetings even if this space may include the cafeteria, library, or other common areas to enhance training completion outcomes for specific segments of the participants being served.

18. Orienting participants to their responsibilities

- Orienting participants to their responsibilities in order for them to remain eligible to continue receiving services through SFW. To insure that participants are fully oriented to their responsibilities and understand what is expected of them for their ITA to remain in effect, all participants must be familiarized with, sign, and receive a copy of the Responsibilities form.

19. Monitoring registration in approved courses only

- Reviewing participants' registration schedules to insure that participants register for approved courses only, or arrange for payment through their own resources if they register for courses that are not approvable as part of their approved program of study.

20. Preparing book vouchers and procurement requests

- Reviewing participants' requests for books, uniforms, supplies and equipment, to insure that SFW funds are used to purchase only items that are required by instructors of approved courses; preparing...
and issuing bookstore vouchers as needed for these required items; and carrying out all required procurement procedures for required items that cannot be purchased at the campus bookstores. The case manager shall ensure that the course schedule matches the original approved course list. The registration course schedule is placed in the participant’s case file if courses match. If the courses do not match, the case manager notes that on the voucher and informs the training agent and the participant that payment will be made only for approved courses.

21. Monitoring financial aid process

Insuring that participants apply for Pell Grants and other financial aid, that they understand all attendance and other requirements that will affect whether or not they receive these awards once they are determined eligible for it, and that they understand the proceeds of these grants will be used for tuition and related costs where appropriate. Information about applying for financial aid can be found at www.fafsa.ed.gov.

22. Tracking academic progress

Tracking participants' progress through working with the participant to develop a Training Plan, review transcripts and other grade reports to prepare an Analysis of Student Progress, and working with the participant to develop modifications as needed to the original training. The modification may be required for additional remediation, additional prerequisites or expanded offerings to better prepare a participant for the training and for specific instances where the participant is doing poorly and needs to transfer into a different training area or when participants need more time to complete the training program requirements. Information pertinent to tracking academic progress must be kept in the participant’s case file.

23. Arranging On-the-Job training (OJT), customized training, etc.

Arranging for OJT or customized training, where appropriate, or other work settings such as simulations in compliance with the requirements and procedures for these activities.

24. Fiscal requirements

In order to meet the State requirement that 50% of WIA Adult and Dislocated worker funds are spent for ITA and ITA related expenses, the SFETC will pay directly the ITA agents. Meeting this requirement requires billing by the training agent immediately after the approved drop/add deadline, completion and return of the certification form within five working days by the case manager, and preparation of payment within five working days by SFETC staff.

The One Stop Career Center operator is responsible for ensuring that case managers and other staff follow the established procedures for determining participant eligibility for training and issuing ITAs. SFETC staff will track obligations for ITAs in a real time manner through the SFW support system for each participant.

Invoices:

The training agent submits to SFETC the school invoice

The SFETC support services accountant shall submit invoices and blank certification forms to each One Stop Career Center operator for the vouchers pertaining to that service provider’s participants.

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The One Stop Career Center operator shall review the invoices, remove any improper invoices from the certification form, and certify that the remainder of the invoices should be paid.

The One Stop Career Center operator shall return the certification form to the support services accountant within five working days.

The support services accountant will issue a check request and the SFETC finance unit will issue a check to the training agent in the amount shown on the approved invoices.

25. Preparing and reconciling all paperwork required by the OSMIS and reconciling information with the SFW Support System.

Voucher System Defined

A Voucher is the document used to authorize the enrollment of a participant who has been approved for an Individual Training account, in approved training activities at an approved Training Agent. Participants in need of training may be provided training activities through the use of the Voucher System. Vouchers enable training to be provided to participants in the program of study most appropriate to their needs, using the most suitable Training Agents available, consistent with the results of the Comprehensive Assessment and the Career Plan. The voucher obligates the One Stop Career Center operator for certification of eligibility for payment of all approvable costs associated with that training. These costs include but are not limited to tuition, matriculation and related fees, books, tools and supplies, uniforms, physical examinations, licensing examinations and other requirements for participation in the training and qualifying for employment.

Procedures for Preparing and Submitting a Voucher Form

A. In order to manage the process of referring new participants to ITAs, insuring that they are tracked using the proper program codes (NEG, Rapid Response, or other funding) and managing expenditures against the proper funding stream, pre-approvals will be required for each new ITA. Case managers are required to enter requests for ITA approvals in the SFW support system that is managed by an SFETC staff. Approvals are made on a first-come first-served basis, and it is therefore essential for the case manager to contact participants and prepare them for enrollment as soon as the approval is received. The SFW support system provides updated information in the “Late Breaking News” section on funding availability for ITAs. Once an initial approval is obtained from SFETC for an ITA, vouchers can be generated for subsequent terms through the SFW support system. Subsequent term vouchers do not require SFETC approval.

B. The case manager is responsible for preparing a voucher that is consistent with the Comprehensive Assessment, the Career Plan, the Training Option Selection Guide, and the information provided at the training institution.

C. For Miami Dade County Public Schools and Miami Dade Community College, (other ITA agents may be added to this process and will be communicated through the breaking news in the SFW Support System) upon approval of the ITA request, the case manager will print the ITA application/referral. This application/referral requires the signatures of both the participant and the case manager. The case manager shall ensure that the participant fully understands the disclaimer on the bottom of the application/referral, before signing the document. The ITA application/referral will be given to the participant for his use in registering for classes and will remain with the registrar office. Upon registration, MDCC/MDCPS will issue the participant a class schedule, which will detail the cost of the registered classes and determine the ITA voucher amount for the term. The participant must be instructed to return the class schedule to the case manager within 24 hours of registration to ensure the continuation of the ITA vouchering process.
D. The Voucher form is accessed through the SFW support system. The voucher consists of the following information:

1. **Participant Information**

   Complete the Participant Information section, insuring that all required information is provided.

2. **Program of Study**

   a. Enter the name of the Training Agent and campus, such as Miami-Dade Community College, Kendall Campus; or Dade County Public Schools, Miami Lakes Technical Center.

   b. Enter the name of the Program being vouchered such as Medical Assistant Certificate Program, etc.

   Remedial coursework when required must be vouchered under a separate voucher. When ESOL, ABE, GED or remedial coursework must be taken concurrently with an ITA, the case manager must issue a separate voucher. Concurrent means that some of the coursework taken in the term vouchered is ITA approved coursework. The remedial voucher will be limited to only coursework that has been identified in the Career Plan as necessary to successfully complete coursework in the approved ITA. The ITA voucher will have costs limits according to the training occupation.

   In the remedial voucher, enter the prerequisites which are needed, based on the prerequisites all individuals may need for the particular program of study (if applicable) and the training institution's review of the participant's prior education, test scores, etc. These prerequisites may include English for Speakers of Other Languages, Basic Remedial Reading or Mathematics, etc. The SFW support system codes for the additional remedial voucher are as follows: for ESOL taken concurrent with an ITA use code 731 and for Remedial courses use code 730. Additional instructions on completing the vouchers can be found in the SFW support system.

   **Note:** If a participant cannot take ITA core classes due to the need for remedial classes, the individual must not be issued an ITA. A voucher for ESOL, or other remedial classes will be issued while the participant is in this Intensive Service. The SFW support system code that must be used for stand-alone ESOL through Miami-Dade County Public Schools is 715, for stand-alone ESOL through Miami-Dade Community College is 716. Stand Alone remediation is coded 730; however, no ITA voucher is issued.

   Once the participant completes the remedial coursework or the participant is ready to enroll in concurrent remedial and core classes, an ITA can be issued.

   c. **Enter the length of time needed for the total training program being approved.**

   Note that this total length of training must include both the time needed to take prerequisites/co-requisites and the time needed to take the core training.

   d. Enter the start date, that is, the date when the participant's classes should begin, specifying the day, month and year; and do likewise for the expected end date. The end date is the date the specific term being vouchered ends.
e. Enter the appropriate status for Pell and other federal financial aid - either the One Stop Career Center operator has documentation that the participant has applied and the application is pending (No Voucher may be approved if a participant has yet to apply), or the participant is ineligible. If ineligible, provide the reason on the Voucher form. A copy of the completed application along with a client statement that the application has been mailed or submitted via Internet must be kept in the participant’s case file. When the application is processed a copy of the SAR must be maintained in the case file.

f. Enter the numbers and descriptions (names) of the courses that the participant will take during the term, using the space allocated for the outline of coursework to be taken. Include all coursework (prerequisites as well as core courses). Attach a course listing from the training institution. However since these course listings change from time to time, insure that the course listing is checked with the training institution, so that you get from their personnel the most up-to-date version of this course listing.

3. Approval.

Enter the name of the case manager, signature and date.

Enter the name of the One Stop Career Center operator representative authorized to sign the voucher, (generally, the One Stop Career Center manager) his/her signature, and the date.

The One Stop Career Center Manager or authorized representative should carefully review the completed Voucher form and the backup documentation. The Voucher form is equivalent to a small purchase order for specific services. It therefore commits the One Stop Career Center operator and SFETC to specific financial obligations. The One Stop Career Center operator approves the voucher. The required backup documentation shall include all of the following:

a. A copy of the Career Plan with the Comprehensive Assessment results as attachments.

b. A copy of the official course listing from the training agent.

c. The completed Training Options Selection Guide for the participant.

d. An MIS Status Change as well as changing the participant into the “Occupational Training” status in OSMIS.

4. Return Voucher To

Complete all the required One Stop Career Center operator information. The Training Agent will use this information for billing purposes. The “Contact” should be the One Stop Career Center manager or authorized representative.

The participant’s signature is required to indicate the participant’s acceptance of this plan and understanding of his/her responsibilities if the voucher is to remain in effect. Note that by his/her signature the participant is agreeing to follow the coursework required and the number of courses/credits specified per term/semester.
E. The approval authority will review and approve the voucher based on the backup documentation. Once approved, the approval authority will print and sign his/her name, date the form, and insure that it is sealed. Training Agents will not accept voucher forms as official unless the raised seal is imprinted.

The SFW Support System will only generate one original voucher for security purposes. The One Stop Career Center operator shall make three additional copies of the voucher and route original and three copies (of sealed original) as follows:

a. The ORIGINAL of the Voucher Form needs to be brought to the Registrar's Office at the training agent by the participant. The Registrar's Office will in turn provide the participant with a registration schedule that specifies the courses that the participant will be taking that term. The case manager is responsible for insuring that the courses on the registration schedule match the courses listed on the approved course listing that is attached to the original Voucher Form. Copies of the participant's registration schedule must be maintained in the participant's file.

b. A second copy of the form should be maintained in the participant's file, along with the official course listing from the educational institution and the Career Plan attachments. The Voucher becomes the first update to the Career Plan.

c. A third copy of the form should be given to the participant, along with a copy of the training institution's course listing, and a copy of the Participant Responsibilities Form, the Individual Training Account Financing form, and the Participant's Informed Choice on ITA Selection form.

F. The voucher specifies whether the participant has applied for financial aid. Many individuals eligible for WIA will qualify for Pell Grants or other financial aid. It is required that aid applications be submitted and that Pell Grant or other aid awarded be used to pay for tuition, with WIA funds used to cover portions that Pell or other aid does not.

If a participant is ineligible (i.e., already holds a Bachelors Degree, etc.) so note on the voucher. If Pell has been awarded, so note. The Pell Grant will be disbursed through the school, and the participant will receive any portion of the grant over and above tuition and fees.

If the application is still pending, the Reimbursement of Financial Aid form must be completed by Training Agent, One Stop Career Center operator and participant so that any WIA funds used to cover tuition prior to the receipt of the aid will be reimbursed (or credited) to the One Stop Career Center operator, in accordance with Section 134(d)(3)(B)(iv) of the Workforce Investment Act of 1998 (Public Law 105-220).

G. The case manager must remind the participant that any changes in this registration schedule will require the prior approval of the case manager, including drops and adds, and that any drops within the drop period must be done officially at the registrar's office so that this will provide the One Stop Career Center operator with a refund (credit).

Procedures for Procurement of Books, Supplies, Tools and Other Required Items

A. Once a One Stop Career Center operator issues the ITA voucher to a participant, the agency is obligated to pay for all required costs of the training, including all of the following:

1. Tuition and fees for the specific courses approved under the voucher.

2. All books required by the instructor of the approved courses (as documented by the course syllabus or other written material from the instructor).
3. Specific types of supplies, tools, uniforms, physical exams, and the like that is required for the approved courses.

B. In some cases, for courses at the vocational technical centers operated by Miami-Dade County Public Schools, all of these required items will be issued to the participant by the Training Agent. The case manager will issue the corresponding vouchers based on the quotes provided by MDCPS to the participant. In the event that the participant does not provide the case manager with a support services quote, the case manager will review the negotiated price structure, located in the SFW website, for the corresponding course and issue a voucher for the full amount listed in the system the amount of support services will be adjusted based on the billing by MDCPS.

C. In other cases, items will need to be purchased at the Training Agent's bookstore (for instance, the Miami-Dade Community College Bookstore operates separately although it is within the campus). In these cases, the case manager should encourage the participant to obtain any additional documentation for support services related to the courses, such as books, when registering for classes, and submit the quote along with the class schedule in order to expedite the completion of the support services vouchering process. The case manager will need to issue a support services voucher for the specific items that are approved for purchase.

D. In still other cases, items will need to be purchased through other vendors. In these cases, a twc-quote procurement process must be followed.

E. The required procedures for these various types of purchases are specified below.

1. Vouchers to the Training Agent's bookstore

   Most books, supplies, tools, uniforms, and other training-related requirements will be requested during the first days of classes. Participants will need to request assistance from their case manager in cases where the Training Agent does not issue these required items.

   If these items are available through the Training Agent's bookstore, the case manager will authorize the release of these items to the participant through a Bookstore Voucher. The procedures to be followed in issuing a Bookstore Voucher for the participant are as follows:

   a. The participant must provide his/her case manager with a copy of a course syllabus from the instructor that clearly specifies that these items are required. In the absence of a syllabus, a memorandum or letter from the instructor, chairperson, etc. specifying the books, supplies, tools, etc. that are required, will suffice. Items requested must be required for all students taking the same class and not simply recommended. (Note: while books, supplies, etc. are generally requested at the beginning of a term, they may also be required by an instructor at any time during the term. If this should occur, the same procedures are required.)

   b. Bookstore Vouchers will be issued through the SFW support system

   c. The case manager must verify that the information on the syllabus, memorandum, or letter is correct before issuing a Bookstore Voucher. The case manager will insure that the course for which the items are being purchased is a course covered by the Voucher Form and will confirm that the student was approved for enrollment in this course in this semester. If any requested item does not appear to be clearly required by the backup documentation from the instructor, or
appears somewhat unusual, the case manager will verify with the instructor or
department chairperson that this is a required item that should be approvable.

d. The case manager will then complete the Bookstore Voucher, specifying the
books, supplies, etc. that are authorized. Note that each item must be specified
along with the number of the course for which the item is required. The case
manager will complete the price information.

In instances where the item to be purchased at the bookstore is a piece of
equipment (such as a calculator), the case manager may need to do some research
at the bookstore and with the instructor to insure that the item that the case
manager authorizes for purchase is the least expensive item that will meet all of
the instructor's requirements and is available at the bookstore. (For instance, if
the item were a calculator, the case manager would need to determine what
functions are required in order for the participant to complete the required work.
In this type of situation, some discussion with the instructor may be needed to
distinguish between what is required and what might only be recommended,
especially if there is a significant price difference in the calculators.)

e. After filling in all the required information, the case manager will sign the
Bookstore Voucher, keeping a copy and giving the original and two copies to the
participant.

f. The participant then takes the Bookstore Voucher to the Training Agent's
bookstore, where the bookstore representative will issue the books, supplies, etc.
and a receipt. If any items are not available at that time, the bookstore
representative will cross out those items on the Voucher. When these items
become available, a new Bookstore Voucher will be issued for these items, and
the process will be repeated exactly as it was for the original Bookstore Voucher.
The participant will sign the Bookstore Voucher when the items are issued to
him/her, thereby certifying that these items were received.

g. The participant will keep one copy of the voucher, with any cross out that was
done.

h. The participant must return to see the case manager with the copy of the
Bookstore Voucher and receipt. The case manager will immediately compare this
copy with the copy that was retained when the Bookstore Voucher was first
issued to the participant. This is done to insure that there have been no additions
or alterations other than deletions of items that were not available at that
particular time. The case manager will make notations on the file copy of any
items that are still in need of procurement and will follow up on these. The copy
that was returned by the participant will be given to the staff at the One Stop
Career Center operator's office who is entering projected financial data in the One
Stop Career Center operator's financial tracking system. This copy will be
retained by the accounting personnel until the Bookstore invoice arrives. After
this is entered, this copy will be placed in the participant's file.

i. At billing time, a copy of the bookstore voucher will be kept by bookstore
personnel for their own records; two copies will be attached to the Bookstore's
invoice when it is forwarded to the One Stop Career Center operator. When
the One Stop Career Center operator submits its financial reimbursement
packages to the SFETC Finance Unit, the original will be included as backup
documentation. The One Stop Career Center operator will keep a copy in the
organization's financial files.
j. Backup documentation on items procured through Bookstore Vouchers is subject to review by the SFW Independent Monitoring Office and other SFW staff as part of the SFW monitoring process.

2. Two-quote procurement process for purchases outside the Training Agent's bookstore

When required items (books, supplies, etc.) are not available at the Training Agent's bookstore and must be purchased through outside vendors, federal regulations require that the One Stop Career Center operator carry out a competitive procurement process. The required procedures are as follows:

a. The participant must provide the case manager with a copy of the syllabus (or other documentation from the instructor or department chairperson, etc.), clearly specifying that the item is required (and not simply recommended).

b. Before proceeding with the two-quote process, the case manager must verify that the information on the syllabus, memorandum, or letter is correct and that the item is not available through the Training Agent's bookstore.

c. Once the case manager has established that the item is required and proper documentation has been secured, the One Stop Career Center operator staff must obtain two (2) price quotes for this item from two (2) different vendors. These quotes can be secured by telephone. If backup is needed, this may be secured by fax if appropriate. Note: no purchase of capital equipment is permitted.

d. The quotes should then be entered on the Procurement form. The One Stop Career Center operator staff that is responsible for procurement requests will complete all of the information requested on this form with regard to the participant, the program of study, each vendor who provided a usable quote, and the price quotations provided.

3. The Procurement form is to be filled out as follows

a. Participant Information

Complete the Participant Information section, ensuring that all required items are provided.

b. Program of Study

Complete the Program of Study section by copying this information from the Voucher form or current Modification.

c. Two quotes:

Insure that on all quotes, the name, address, telephone number, and name of the person who provided the quote is clearly specified.

- The items for which prices are quoted must be indicated, along with the prices quoted for each and the total quote for the whole order.

Specify the term or semester for which the items are requested

d. One Stop Career Center Operator

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Provide all the required One Stop Career Center operator information.

Print the name of the One Stop Career Center operator representative authorized to sign the Procurement Form, followed by his/her signature and the date.

4. Only the lowest price will be paid. Where several items are involved, the lowest priced vendor can be selected based on the lowest price total for all of the items together (rather than each considered individually). The two quotes must indicate prices for the same (identical) items.

5. Participants should be made aware of the fact that all items for which they wish the One Stop Career Center operator to pay should be purchased by the One Stop Career Center operator and not by the participant. However, in a case where a participant purchased a required item on his/her own and is requesting reimbursement, the two-quote procedure must be used and reimbursement will be based on only the lowest price quoted, even if the participant paid a higher price for the item.

6. In a case where two vendors cannot be secured, the reason(s) have to be documented. Information provided by the instructor may be used here. For instance, there may be a certain book, which can be purchased through only one publishing company. In this case, only one quote would be possible and the two-quote process would not be required. The One Stop Career Center operator would complete the Procurement form with the information provided by that one vendor and would indicate on the form that this is the "sole source vendor" and how the "sole source" status was determined.

Procedures Used to Monitor Participants' Progress

A. There are two tools that One Stop Career Center operators must use in order to properly monitor and track the progress of each participant, and to forecast the participant's likelihood of completing the training on schedule. These two tools are: the Training Plan and the Analysis of Student Progress. One Stop Career Center operators are required to maintain copies of these two forms in each file and to update them each term. These forms function as attachments to the Career Plan that map out and provide periodic updates on the participant's progress through his/her plan of study. SFETC staff from the Independent Monitoring Office will monitor compliance with this requirement.

1. Training Plan

The Training Plan allows the case manager to plan out the participant's courses and course load requirements throughout the duration of training. It also allows the case manager to assess progress to date, by class, by term, and by grades received. In conjunction with the Analysis of Student Progress, it provides a tool to identify issues and to give the case manager a basis for discussion with the participant in instances where the participant's credit load may need to be increased, or where an extension may need to be granted, or in other cases to identify the need for a status change to a different program of study or out of training and into job search.

(a) Participant Information

Complete the Participant Information section, insuring that all required information is provided.

(b) Program of Study
Complete the Program of Study section by copying this information from the Voucher Form or current Modification.

(c) Planned Schedule of Courses to be Taken

This section maps out the credits/hours and coursework to be completed each term. In the appropriate spaces on the Plan, enter the following information:

- Specify each term in which courses will be taken throughout the full length of the voucher.
- Specify the course(s) per term by entering the course number(s) and name abbreviation(s).
- Specify the number(s) of credits or contact hours per course.
- The above items are filled out in preparation for the beginning of the training. The information needs to be updated with grade information at the end of each term (specific letter grades or satisfactory/unsatisfactory grades, if the course was completed; a "W" if the participant withdrew from the course, therefore, not earning credit; or an "I" if the participant took an incomplete, therefore not earning credit for the course).

(d) Cumulative Training Plan

At the beginning and end of each term, the cumulative information is entered, accounting for the completion of all credits planned and earned in the training up to that point in time. Each time information is entered, specify in the "Term" column the term in which the courses are to be or were taken.

- At the beginning of each term, specify in the "Credits Planned" column, the total number of credit/contact hours that are planned for that term.
- At the end of that term, specify in the "Credits Earned" column, the total number of credit/contact hours earned in that term, adjusting for withdrawals, incompletes, and/or failures.
- In the "Cumulative Credits" column, specify the cumulative total of credits/contact hours earned toward completion of the voucher program of study.

(e) The Training Plan is to be mapped out and updated to the completion of training, on a term-by-term basis, and will be modified as needed. The Training Plan and its updates become updates to the Career Plan. A copy remains in the participant's file as a cover document for easy reference; a copy is provided to the participant; and a copy is attached to the Career Plan in the participant's file.

(f) One Stop Career Center Operator

Enter the required One Stop Career Center operator information. Each time a Training Plan is completed, it is dated in the bottom right corner, so that the case manager and others who may consult the file will be aware of each update.

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Analysis of Student Progress

The Analysis of Student Progress allows the case manager to assess the quantity and quality of the participant’s actual progress and likelihood of completing the program with satisfactory grades and on schedule. When done properly, this analysis enables the case manager to make certain decisions regarding the participant’s continuation in the program and what actions may be needed.

(a) Participant Information

Complete the Participant Information section, insuring that all required items are provided.

(b) Program of Study

Complete the Program of Study section by copying this information from the Voucher form.

(c) Progress Analysis

The Progress Analysis section enables the case manager to compare the participant’s actual progress with his/her planned progress, to determine if the participant is proceeding on schedule and is likely to complete the vouchered training on time.

- Complete the "Requirements" section by entering the total number of credits/contact hours required for the participant to complete the total vouchered training (including any and all prerequisites for the approved program of study), the number of terms/semesters allotted in the Voucher, and the average number of credits/contact hours the participant would need to take per term if he/she is to complete the vouchered training on time.

- Complete the "Actual Progress" section by entering the total number of credits/contact hours successfully completed (both those completed through the voucher that apply to the approved Program of Study, on the line where this information is requested, and credits/contact hours that the participant may have obtained prior to beginning the vouchered training that apply to the approved Program of Study, where this information is requested); the number of credits/contact hours and terms/semesters remaining to complete the approved Program of Study, and the average number of credits/contact hours needed to be taken per term given the above analysis.

- Given the above analysis, the case manager must then provide his/her best judgment of the likelihood of a timely completion of the approved program of study, with any explanations where problems are noted.

(d) Grade Analysis

The Grade Analysis section enables the case manager to assess whether the participant’s performance, as measured by the grades earned, is adequate to complete the vouchered training, or whether changes need to be considered.

- Complete the "Overall GPA" (Grade Point Average) section by entering the GPA that the participant has attained while under the vouchered program in courses that apply to his/her approved program of study. If participant is enrolled in a non-credit program that does not provide GPAs, simply indicate if the participant’s academic progress is satisfactory or unsatisfactory.
Provide information requested on any unsatisfactory grades the participant may have received under the Voucher Program. Indicate the number of credits (or contact hours or courses) for which he/she has obtained F's, D's, I's (incompletes), or W's (withdrawals). If, given the non-credit nature of the participant's program this section does not apply, write "N/A".

- Provide applicable information, if any, if the training agent has placed the participant under any type of academic warning, probation, etc. Otherwise, write "N/A".

- Given the above performance analysis, the case manager must then give his/her best judgment of the likelihood of the participant's satisfactory completion of the approved program of study.

(e) Other Pertinent Information

Since there may be extenuating circumstances that explain why a participant may have had problems at a particular point in time, complete the section concerning other pertinent information that affects the participant's progress. Briefly note any employment problems, family problems, personal problems, or other types of problems if they appear to be pertinent to analysis of the participant's progress.

(f) One Stop Career Center Operator

Complete all the requested One Stop Career Center operator information.

B. The Analysis of Student Progress is to be completed at the end of each term. Each time an Analysis of Student Progress is completed, it is dated in the top right corner, so that the case manager and others who may consult the file will be aware of each update. The Analysis of Student Progress and its updates become updates to the Career Plan. A copy remains in the participant's file as a cover document for easy reference; a copy is provided to the participant; a copy is attached to the Career Plan in the participant's file.

C. The purpose of both the Training Plan and the Analysis of Student Progress is to allow the case manager to assess how well a participant is doing in completing the approved program of study. They require careful analysis in order to determine what the most appropriate course of action might be -- to continue the participant in the previously approved training, to recommend a change to another Program of Study, to extend the participant's approval to give him/her more time to complete the program, to add more courses to sharpen certain skills, to status change them out of training into job search, or to terminate them altogether. If after close analysis it is determined that a change in occupation request is needed to be submitted to the One Stop Career Center manager for review and approval, Training Plans and Analyses of Student Progress are the most significant backup documentation that the One Stop Career Center manager will review as a basis for approving or denying a request.

1. Participant Terminations or Status Changes into Job Search

If it is determined, based on the Analysis of Student Progress, that a participant should not be continued in the vouched training, the case manager may consider several options:

a. The participant may be status changed into a different program of study that may be more appropriate. This will require review and approval by the One Stop Career Center manager, and an OSMIS Status Change. In addition, as noted earlier, it may require that a Notice of Transfer be submitted to the Training Agent if the program change involves a campus change. This Notice of Transfer has the effect of voiding the original voucher at the original Training Agent.
b. The participant may be status changed out of training and into job search when it is determined that this is the most appropriate strategy at that point in time. For WIA this will require an OSMIS Status Change, changing status from code “Occupational Training” to “Assisted Core Services” concurrent with “Intensive Services”. It would also require that the case manager void the voucher at the Training Agent by submitting a Notice of Termination to the Training Agent. The Notice of Termination should be completed by entering the participant data and the effective date of the status change from the classroom activity. It is important that the educational institution understand this to be a termination from vouchers at their institution; however, the One Stop Career Center operator will not be terminating the participant from OSMIS. The participant remains active in OSMIS.

c. Participants may also be terminated from the program altogether, especially in cases where the participant has been uncooperative and/or the case manager has lost contact with the participant, has been unable to locate the participant, and has been unable to secure any type of response from the participant after repeated attempts by telephone, mail, etc. This same Notice of Termination would be sent to the educational institution. In this type of situation, the OSMIS documents would include an OSMIS termination from the program, using the MIS Program Outcomes Form.

d. The participant may immediately enter employment, either as a training-related placement after completing training or as a placement following dropping out of training without completing the training. If the placement is immediate, the intermediary job search status may not be required. In this case, again the Notice of Termination is sent to the Training Agent, and the MIS Program Outcomes form that is used to record this placement outcome is placed in the file and recorded in the OSMIS.

2. Notice of Transfer/Termination vs. MIS Entry

It is important to remember that the Voucher and Notice of Transfer/Termination are notifications to the Training Agent. MIS forms document in the case file the participant status that appears in the OSMIS. The One Stop Career Center operator must complete both sets of notifications, defined below, simultaneously:

a. Voucher – Equivalent of small purchase order to authorize a specific participant to enroll in a specific course of training at a specific campus of an authorized Training Agent for a specific period of time.

b. Notice of Transfer/Termination – Ends authorization for a participant at a specific campus.


d. Program Outcome – Documents termination from services (except follow up) of participant.

Training Agent Requirements

In order to be maintained on the Region’s approved ITA listing, each ITA Agent must meet performance standards. The required performance standard per occupation is a 70% entered employment rate with a 70% training-related placement rate. The performance requirement is for each program and will be based on exiters from each program. In order to ensure that the Region’s ITA Agents are meeting performance standards, reporting requirements for ITA Agents are as follows:

a. For institutions that are receiving ITAs, the Region will use the in-house ITA data that has been developed per institution and per training area. This report will be generated and reconciled at least twice a year.

b. For institutions that are receiving ITAs for some of their programs, performance information will have to be submitted for those programs where not ITAs exists. This information may be the most current Florida
education and Training Placement Information Program (FETPIP) report or placement report maintained by the institution.

c. For those institutions that are not receiving ITAs, the institution must submit to SFW its most current FETPIP or placement information for all programs offered.

d. The reporting period for each year will be from July 1st to June 30th and all reports will be due by July 31st each year.

Placement Performance Payments to Training Agents

A. After December 11, 2002, SFW Training Agents may receive up to $500.00 placement fee (over and above the ITA limit for the occupation for tuition and fees) for any eligible participant trained by the Training Agent who is placed in a training related occupation. The amount of the placement fee is based on the level of earnings at the time of placement. Payments may be provided only for participants who completed at least the occupational training program specified on the ITA who become job ready and who also enter a full time (32 hours per week or more) training-related occupation no later than 90 days after becoming job-eligible and remain employed for a minimum of 90 days.

B. In order to be eligible for this incentive payment the Training Agent that holds the ITA must provide the following information to the SFW with appropriate backup documentation:

1. The name and social security number of the participant who has met these requirements
2. A copy of the participant’s ITA/voucher
3. Documentation from the Training Agent showing the participant completed the course requirements for the occupational program of study specified on the ITA.
4. A copy of the Program Outcome form and any supplementary information needed to show the program termination information, including the start date of the employment, the job title, SOC code and pay rate for the position at the time of placement, the name, the address, and telephone number of the employer.
5. Employer Verification form containing the following information: The rate of pay of the employee at the 90th day of employment.

C. Payments will be made according to the participant’s wage as follows:

a. The amount of the fee will vary according to the wage at placement and the amount of time lapsed between the job eligibility date and the placement date.

b. The job eligibility for this purpose is defined as: the participant successfully completes training and obtains the required educational credentials and acquires all appropriate license and/or certifications required by federal and/or state law in order to work in the occupation for which they were trained.

c. Payment for time elapsed will be as follows: 100% of the placement fee amount paid, if placement occurs on or before 45 days of job eligibility, 50% of the placement fee amount shall be paid if placement occurs between 46 to 90 days of job eligibility, and no fee will be paid if placement occurs after 90 days.

Table 1 details the performance-based placement fee payment structure.
This policy applies to all eligible participants enrolled through a SFW approved ITA on or after December 11, 2002. This performance payment will be associated with each ITA written by One Stop Career Center operators. The Training Agent shall directly bill the SFW for these performance payments and provide the requisite documentation to the SFW Finance Unit, which shall coordinate validation procedures with other SFW Units.

<table>
<thead>
<tr>
<th>A. Program</th>
<th>Wage at placement</th>
<th>100% placement fee amount if placement occurs on or before 45 days of job eligibility</th>
<th>50% placement fee amount if placement occurs on or before 90 days of job eligibility</th>
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<tbody>
<tr>
<td>Welfare Transition</td>
<td>$7.41-$8.15</td>
<td>$150</td>
<td>$75</td>
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<td></td>
<td>$8.16-$10.19</td>
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<td>$10.20-$12.74</td>
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<td></td>
<td>$12.75 &amp; up</td>
<td>$500</td>
<td>$250</td>
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<tr>
<td>WIA Adult</td>
<td>$10.11-$11.11</td>
<td>$150</td>
<td>$75</td>
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<tr>
<td></td>
<td>$11.12-$12.64</td>
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<td>$12.65-$15.80</td>
<td>$350</td>
<td>$175</td>
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<td></td>
<td>$15.81 &amp; up</td>
<td>$500</td>
<td>$250</td>
</tr>
<tr>
<td>WIA Dislocated Worker</td>
<td>$12.35-$13.59</td>
<td>$150</td>
<td>$75</td>
</tr>
<tr>
<td></td>
<td>$13.60-$16.99</td>
<td>$250</td>
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<td></td>
<td>$17.00-$21.24</td>
<td>$350</td>
<td>$175</td>
</tr>
<tr>
<td></td>
<td>$21.25 &amp; up</td>
<td>$500</td>
<td>$250</td>
</tr>
</tbody>
</table>
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.6 Work Experience Operating Procedures
Work Experience/Community Service Operating Procedures

1. **Definition – Work Experience/Community Service**
   Structured program in which participants perform work for the direct benefit of the community under the auspices of public or nonprofit organizations. Work experience/community service programs must be limited to projects that serve a useful community purpose in fields such as health, social service, environmental protection education, urban and rural redevelopment, recreation, public facilities, public safety, and childcare.

   Work experience is designed to improve the employability of recipients not otherwise able to obtain employment. Prior training, experience and skills of the participant must be taken into account prior to making assignments. It may be selected as an activity for participants who need to increase employability skills by improving their interpersonal skills, job-retention skills, stress management, and job problem solving and by learning to attain a balance between job and personal responsibilities, and is intended to:
   - Assess Career Advancement Program compliance before referral of the participant to costly services such as vocational education or training;
   - Maintain work activity status while the participant awaits placement into paid employment or training;
   - Fulfill a clinical practicum or internship requirement related to employment and/or;
   - Provide work-based learning.

2. **Developing Work Experience/Community Service Sites and Worksite Agreements**
   - Case Managers and Employer Consultants (Job Developers) are responsible for developing work experience/community service sites and worksite agreements.
   - Nonprofit, for-profit, and public (i.e., governmental agencies) organizations are contacted initially, usually by telephone or in-person, to introduce and promote work experience/community service programs.
Networking with resource partners and nonprofit agencies will also generate interest and agreements as work sites.

Utilizing such organizations as Local Inclusion Network Collaborative (LINC), public trust agencies, faith-based organizations, municipalities, county government, and multiple social service agencies are all good prospects for work experience/community service work sites.

Career Center partner agencies are excellent for work experience/community service work sites, since we conduct business with these agencies.

Career Center staff promotes the advantages for public, for-profit and nonprofit agencies to become a work experience/community service partner.

Career Centers also make outstanding work sites for these programs since the Career Centers often host volunteers which require supervision and desired outcomes from their volunteers and workers. All the Career Centers are host to the Senior Community Work Programs and have experience in providing meaningful work experience and training to senior citizens. Work experience/community service programs provide the same opportunities to targeted populations that need a structured work environment.

3. **Time Limit**

   - Work experience agreements shall be limited to a minimum of three (3) months and a maximum of six (6) months per assigned slot.
   - Participants who do not gain employment upon completion of the work experience or community service assignment shall be re-assessed.
   - Shall not exceed 12 months in a lifetime.

4. **Required Documentation**

   - Work Experience/Community Service Work-Site Agreement;
   - Signed Time Sheet (participant, employer representative, career advisor);
   - Work-site agreement must include job title, clear job description, party responsible for supervising the participant
and signing timesheets/documentation, performance benchmarks, goals and outcomes and time limits. Must document daily supervision (must include dates, required hours and actual hours);

- Must be signed by the participant, authorized employer representative, and the career advisor;
- Detailed Case Notes.

5. **Tracking Participation**

- The Career Center shall be responsible for establishing work experience/community service agreements with public and nonprofit organizations.
- Career Centers must enter into a work-site agreement prior to negotiating individual participant agreements.
- The approved holiday leave schedule must be attached to the Worksite agreement.
- Based on the Fair Labor Standards Act, a participant cannot be required to do more hours in Community Service than is determined by the calculation for Food Stamp or TANF recipients.
- When hours are used in conjunction with primary (core), participant may be assigned up to the number of hours on the benefit screen calculation.
- The Career Advisor must make a case note to indicate what the calculated hours are at the time the participant is assigned into this activity.
- Daily supervision is required at any work experience/community service work site.
- Work experience/community service should be entered in the OSST Skill Development Screen. The total hours should be entered in the Hours per Week field.
- An entry must be made in the case notes to identify the location of the work site, the number of hours at the work site, as well as the number of hours assigned.
- Update case file folder (hard copy)
- Update Individual Responsibility Plan (IRP) as necessary.
Work Site Agreement/Training Outline

☐ Community Service  ☐ Work Experience  ☐ Public or Private Not-For-Profit Agency

<table>
<thead>
<tr>
<th>HOST AGENCY</th>
<th>CAREER CENTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: ___________________________</td>
<td>Name: ___________________________</td>
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<tr>
<td>Address: ___________________________</td>
<td>Address: ___________________________</td>
</tr>
<tr>
<td>Telephone Number: ___________________________</td>
<td>Trainee Name: ___________________________</td>
</tr>
<tr>
<td>F.E.I.D. Number: ___________________________</td>
<td>SS# (last four digits) ___________________________</td>
</tr>
<tr>
<td>Type of Business: ___________________________</td>
<td>Daily Hours of Participation: ___________________________</td>
</tr>
<tr>
<td>Authorized Representative: ___________________________</td>
<td>Weekly Hours of Participation: ___________________________</td>
</tr>
<tr>
<td>Title: ___________________________</td>
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</tr>
</tbody>
</table>

TRAINING OUTLINE DATA

This agreement is entered into by the above named Employer to provide Community Service or Work Experience.

Job Title: ___________________________
Participant Goals: ___________________________
Performance Benchmarks: ___________________________
Outcomes: ___________________________
Time Limits: Beginning Date: ____________ Approximate End Date: ____________

<table>
<thead>
<tr>
<th>Training Facility Location</th>
<th>Trainee Supervisor</th>
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<tbody>
<tr>
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<tr>
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<tr>
<td>Telephone Number: ___________________________</td>
<td>Telephone Number: ___________________________</td>
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</tbody>
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TRAINING OUTLINE

<table>
<thead>
<tr>
<th>Description of Duties to be performed</th>
<th>ONET Code</th>
<th>Work Schedule (Days)</th>
<th>Hours</th>
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<tr>
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<tr>
<td>Title: ___________________________</td>
<td>Title: ___________________________</td>
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</table>

TRAINEE

Signature: ___________________________ Date: ____________

REV 12/2006
STATE OF FLORIDA
AGENCY FOR WORKFORCE INNOVATION
FOOD STAMP EMPLOYMENT AND TRAINING (FSET) PROGRAM
OPTIONAL WORKFARE PROGRAM (OWP)
COMMUNITY SERVICE WORK EXPERIENCE PROGRAM AGREEMENT

THIS AGREEMENT is entered into between the State of Florida, Agency for Workforce Innovation (AWI), the FSET Program/OWP Service Provider, hereinafter referred to as the “Agency,” and

hereinafter referred to as the “provider.”

I. The Provider Agrees

A. To develop and provide work sites designed to provide Food Stamp Employment and Training (FSET) Program/Optional Workfare Program (OWP) participants referred by the Agency with a non-paid, job training experience commonly referred to as “Work Experience.”

The provider shall not disclose the FSET/OWP participants’ status as a recipient of public assistance to anyone other than personnel authorized by the Agency or provider.

B. Services to be Provided

1. The provider will develop a Community Service Work Experience Job Description (Attachment I) and provide training to participants to adequately perform the job.

2. Progress Reports and Notification - The provider will notify the Agency of the status of FSET/OWP participants when one or more of the following situations occur:

   a. The participant has failed to attend the initial interview, refused a suitable work site training offer, or voluntarily quit training.

   b. The participant was not accepted in the Community Service Work Experience training program.

   c. The participant has experienced absenteeism, sickness, or other problems.

   d. The participant secured employment with the provider or with another entity.

C. Manner of Service Provision

1. The Job Description must be prior approved by the Agency for each participant.

2. The provider must provide the necessary instructions, supervision and equipment necessary for the participant to perform the job duties.

3. The provider will submit the completed Community Service Work Experience Time Sheet (Attachment II).
D. Special Provisions

1. The provider shall teach the participant the skills necessary for entry level work in the designated job title.

2. No participant may participate in Community Service Work Experience funded by the Agency unless the Agency officially refers the participant to the provider in accordance with this agreement.

3. The participant(s) under this agreement or any amendment hereto is to be provided with the same working conditions accorded to other employees presently in the provider's work force. Workers' compensation, but not benefits or salaries, will be provided as stated in section II.C.

4. No currently employed worker shall be displaced by a participant. This includes partial displacement such as reduction in the hours of non-overtime work, wages or employment benefits.

5. No participant shall be hired into or remain working in any position when the same or substantially equivalent position is vacant due to a hiring freeze or when any regular employee is on lay-off from the same or substantially equivalent position or when the regular employee has been bumped and has recall or bumping rights to that position pursuant to the provider's personnel policy or collective bargaining agreement.

II. The Agency Agrees:

A. The Agency shall refer eligible FSET/OWP participants to the provider for consideration in employment in a Community Service Work Experience program.

B. The Agency shall provide support services to the participant to the extent funds are available and the expense is authorized by law or regulation.

C. The Agency will provide Worker's Compensation liability and or claims coverage for all participants who are Community Service Work Experience participants.

III. The Provider and the Agency Mutually Agree:

A. Effective Date:

This agreement shall begin on ____________ or the date on which this agreement has been signed by both parties, whichever is later.

B. Termination:

This agreement may be terminated by either party upon no less 15 days notice, without cause.
C. Notice and Contact:

The name and address of the representative for the Agency for this agreement is:

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

The name and address of the representative for the provider responsible for the administration of the program under this agreement is:

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

In the event that different representatives are designated by either party after execution of this agreement, notice of the name and address of the new representative will be rendered in writing to the other party and said notification attached to originals of this agreement.

This agreement and its attachments as referenced, (Attachment I and Attachment II), contain all the terms and conditions agreed upon by the parties.

IN WITNESS THEREOF, the parties thereto have caused this _____ page agreement to be executed by their undersigned officials as duly authorized.

____________________________________________________________________

PROVIDER  
SIGNED BY: ____________________________  
NAME: ____________________________  
TITLE: ____________________________  
DATE: ____________________________  

FSET/OWP SERVICE PROVIDER REPRESENTATIVE  
SIGNED BY: ____________________________  
NAME: ____________________________  
TITLE: ____________________________  
DATE: ____________________________

AWI – FSET 0008 Revised 06/2004
FOOD STAMP EMPLOYMENT AND TRAINING (FSET)/OPTIONAL WORKFARE PROGRAMS (OWP)
COMMUNITY SERVICE WORK EXPERIENCE PROGRAM (CWEP)

JOB DESCRIPTION

1. Provider’s Name: ___________________________________________________________

2. Address                                                                 ______________________________________________________________________

3. Contact Number: ______________________ Fax No. ______________________________

4. Supervisor’s Name: ___________________________________________________________

5. Job Title: ________________________________________________________________

6. Days/hours S M T W T F S

7. Start Date of Community Service Work Experience Program: __________________________

8. List job duties for which training will be provided (use additional sheet, if necessary):

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

Directions to CWEP Site:

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

Number of Positions Available: __________

________________________________________________________________________________

Provider’s Authorized Signature/Date  FSET/OWP Service Provider’s Signature/Date  Participant’s Signature/Date
(Original Signature Required) (Original Signature Required) (Original Signature Required)

Participant’s Name: ____________________________________________________________  Case Number _____________________________________________________________

Occupational Title: ___________________________________________________________

Occupational Code: __________________________________________________________
COMMUNITY SERVICE WORK EXPERIENCE TIME SHEET

PARTICIPANT NAME: ______________________  CASE NUMBER: ______________________

(Please complete one time sheet for each non-profit organization or governmental agency where you are working or have worked in the reporting period. This form MUST be signed by your work experience site supervisor.)

NAME OF NON-PROFIT ORGANIZATION OR GOVERNMENTAL AGENCY: ______________________

ADDRESS: ______________________

(MAILING ADDRESS IF DIFFERENT): ______________________

CITY: ______________________ STATE: FL ZIP CODE: ______________________

COMMUNITY SERVICE WORK EXPERIENCE SITE SUPERVISOR: ______________________

REPORTING MONTH & YEAR

<table>
<thead>
<tr>
<th>WEEK OF</th>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
<th>TOTAL WEEKLY HOURS</th>
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TOTAL MONTHLY HOURS REQUIRED: ______________________ TOTAL MONTHLY HOURS WORKED: ______________________

(FOOD STAMP ALLOTMENT DIVIDED BY MINIMUM WAGE)

COMMENTS: ______________________

I certify that the above information is correct.

SITE SUPERVISOR'S SIGNATURE: ______________________ DATE: ______________________

SITE SUPERVISOR'S TITLE: ______________________ TELEPHONE NUMBER: ______________________
D. Work Experience

Work Experience is only provided at public or non-profit agencies. This component is designed to provide a participant with non-paid, job training experience at a supervised work site. Instead of wages, the participant continues to receive food stamps. Work Experience is an opportunity for the participant to experience the real world of work. The program helps the participant develop basic work skills, improve work habits, practice and improve existing skills and acquire hands-on job experience.

To determine the required minimum number of hours, take the total amount of the household's food stamp allotment and divide the amount by Florida's minimum hourly wage ($6.67 as of January 1, 2007). Should a household contain more than one mandatory FSET Program ABAWD participant, the minimum number of hours required for the household would still be determined by dividing the total household food stamp allotment by Florida's minimum wage then divided by the number of ABAWDs.

1. The agency sponsoring the Work Experience site must provide direct supervision, teach the participant new skills and/or help improve existing work skills. If the agency sponsoring the Work Experience is unable to provide Workers' Compensation, the State of Florida will provide Workers' Compensation coverage provided a signed Work Experience Agreement is in effect.

**NOTE:** A participant assigned to Work Experience shall be deemed an employee of the State for purposes of Workers' Compensation coverage and is subject to the requirements of the drug-free workplace (445.024 (1) (d), F.S.). AWI has contracted with CorVel to be the Worker's Compensation Provider. The Claims Manager assigned to handle the Florida AWI Worker's Compensation account may be reached at 1-800-929-0107. The RWB does not need to make reference to the local provider when making claims. They need only state that the claimant is a state employee under AWI contract. All claims must be filed within 24 hours of the incident.

**NOTE:** Worker's Compensation will only cover injuries when there is a signed AWI Work Experience Agreement with the Provider. The Worker's
Compensation agreement is with AWI not WFI or the Provider.

2. The supervisor of the public or non-profit agency must sign the time sheet that must be reviewed monthly by the case manager.

3. Transportation reimbursements will be given monthly to each participant completing an activity by updating the FSR screen in OSST.

**OSST:** Add the Work Experience activity on the Skill Development page. The only time an end date is entered is when a closure alert is received or the participant changes activities or the provider changes. **As long as the participant complies with the Work Experience requirements, update the anticipated end date field to the participant's next follow-up appointment date.**

**NOTE:** There are no time limits for a participant being in Work Experience.

### F. Self-Initiated Work Experience

1. **Self-Initiated Work Experience** provides an opportunity for an ABAWD food stamp recipient to comply with employment and training requirements even in areas with limited job opportunities. This activity is designed to improve the employability of ABAWDs through actual work experience and/or training to enable these individuals to move into unsubsidized employment.

2. The Self-Initiated Work Experience participant cannot replace a paid employee. The same training and working conditions that are provided at the job site to employees must also be provided to the work experience participant.

3. **Participants in this work activity will be required to arrange their own placement with a non-profit organization or governmental agency.** Work experience sites may include organizations such as schools, churches, libraries, Goodwill, etc. Staff should encourage individuals to seek work experience sites that will allow them to develop marketable job skills while permitting them to work within areas of interest.
4. The participant must provide the case manager information about the work experience site, begin date, job description, and time sheet. The work experience site supervisor will be required to complete the Self-Initiated Work Experience Job Description form. One job description must be completed for each participant per work site. If there is a change in the job duties, a new job description should be completed. The participant will complete his/her time sheet, obtain the site supervisor’s signature, and submit the time sheet to the case manager on a monthly basis.

5. Participants must spend a minimum number of hours based on their food stamp allotment, to be in compliance with the Self-Initiated Work Experience activity. No individual will be required to work in this activity beyond the number of hours that would exceed the total value of the household’s food stamp allotment (amount of the allotment divided by Florida’s minimum wage) up to a maximum of 120 hours a month.

6. To determine the required minimum number of hours, take the total amount of the household’s food stamp allotment and divide the amount by Florida’s minimum hourly wage.

7. Should a household contain more than one mandatory ABAWD FSET Program participant, the minimum number of hours required for the household would still be determined by dividing the total household food stamp allotment by Florida's minimum wage then divided by the number of ABAWDs.
STATE OF FLORIDA

FOOD STAMP

EMPLOYMENT AND TRAINING PROGRAM

STATE PLAN

FEDERAL FISCAL YEAR 2007

Submitted By:
The Department of Children and Families
Office of ACCESS Florida
Food Stamp Employment
And Training Program

And

The Agency for Workforce Innovation
A. Abstract of Florida’s Food Stamp Employment and Training Program.

Florida’s Food Stamp Employment and Training (FSET) Program is designed to provide food stamp recipients who are able bodied adults without dependents (ABAWDs) with the training, education, support services, and skills needed to become self-sufficient through employment.

Chapters 414 and 445, Florida Statutes, provide the authority for the Department of Children and Families (DCF) to refer FSET Program participants to the Agency for Workforce Innovation (AWI) to receive FSET Program services. To comply with 7 CFR 273.7 (c) (5), all FSET Program activities are administered by the AWI through the statewide workforce development system operated by Regional Workforce Boards (RWBs) through the One-Stop Career system. Components are delivered through a network of contracted public and private providers which allows FSET Program participants to receive uniform services in obtaining employment.

Work registration and referral to the AWI for participation in the FSET Program is determined by the DCF. The identification and referral of work registrants from the DCF to the AWI is achieved through a daily, automated interface between the DCF Florida On Line Recipient Integrated Data Access (FLORIDA) system and the AWI management information system.

1. PROGRAM CHANGES:

Florida is not making any programmatic changes in its FSET Program for FFY 2007.

a. The FSET Program will continue to serve all vulnerable (time-limited) ABAWDS in the state to the extent possible due to funding, unless they are living in an area that is waived or where 15 percent exemptions are afforded to ABAWDS.

b. The components offered in the FSET Program for fiscal year 2007 will continue to be Work Experience, Self-Initiated Work Experience, and Training and Education.
2. ABAWD POPULATION:
Nonexempt household members, as defined in CFR 273.7(a) and (b), are required to register for work and participate in the FSET Program. Priority attention is given to securing employment and work experience for ABAWDs. It is estimated that in FFY 2007, the AWI will work with approximately 5,177 ABAWD cases each month. Each case is tracked through an automated computer system. The electronic case record will be annotated by the DCF to indicate each individual's ABAWD status using a code on the FLORIDA system.

The following 40 counties will offer FSET Programs:

<table>
<thead>
<tr>
<th>Alachua</th>
<th>Columbia</th>
<th>Lake</th>
<th>Osceola</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay</td>
<td>Duval</td>
<td>Lee</td>
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<tr>
<td>Bradford</td>
<td>Flagler</td>
<td>Leon</td>
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<td>Manatee</td>
<td>Volusia</td>
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<td>Collier</td>
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There are 13 full counties that were waived under Waiver # 970134 as labor surplus areas. These counties are: DeSoto, Dixie, Glades, Hamilton, Hardee, Hendry, Highlands, Indian River, Martin, Okeechobee, Polk, St. Lucie and Taylor. FSET services will not be provided to ABAWDs in these counties and they are not subject to time limits.

Florida will utilize its 15 percent exemption allowance to exempt ABAWDs residing in non-waived counties where FSET services are not provided. These counties are: Baker, Jefferson, Lafayette, Madison, Miami-Dade, Santa Rosa, Sumter, Suwannee and Union.

Florida will waive all of Miami-Dade County. Waiver # 970134 designates five cities in Miami-Dade County (Miami, Hialeah, Homestead, North Miami and Miami Beach) as Labor Surplus Areas. As of June 2005, 93.44 percent of the ABAWD cases were in the five cities. Florida will use the 15 percent exemption allowance to waive the remaining ABAWD cases in Miami-Dade County.

The AWI will ensure that all non-waived ABAWDs and those not afforded a 15 percent exemption have the opportunity to fulfill the work requirements as identified in 7 CFR 273.24.
3. ADDITIONAL ALLOCATION FOR "PLEDGE STATES" FOR FFY 2007:
   Florida is not applying for "pledge state" status.

4. PROGRAM COMPONENTS:
   The Regional Workforce Boards (RWBs) are responsible for delivery of the components of the state's FSET Program through their service provider contracts. Following is a list of the program components included in Florida's FSET Program:

   a. Work Experience Component
   b. Self-Initiated Work Experience Component
   c. Training and Education Component

   Each workforce board will determine at the local level and will document in their local plan, the components that will be available in their area. The AWI will ensure that each region offers qualifying components to meet the needs of time-limited ABAWDs.

   Orientation is a required activity for new or reopened referrals, if the participant has not attended Orientation within the last 12 months. Orientation is required if there have been significant program changes since the participant last attended, regardless of the time frame. Assessment is required prior to placement into a component. Orientation and assessment are not stand-alone components; however they are qualifying ABAWD activities and are considered part of the component to which the participant is initially assigned.

   The FSET Program will focus on assisting ABAWDs in meeting their work participation requirements in order to ensure continued program access for compliant individuals. Per 7 CFR 273.24, ABAWDs will meet the work requirements by:

   ◆ Working 20 hours per week;*
   ◆ Participating in and complying with the requirements of a work program 20 hours a week;
   ◆ Performing any combination of work and participation in a work program for a total of 20 hours per week; or
   ◆ Participating in and complying with a workfare program (i.e., Florida's Work Experience or Self-Initiated Work Experience components).

   *For purposes of this provision, 20 hours a week averaged monthly means 80 hours a month.

   Working is not an FSET component. When an employed participant is referred to the FSET Program or if he or she gains employment while in the program, the job is recorded in the FSET management information system. An assessment is completed to identify the cause for part time employment. If the working
participant is unable to participate in additional FSET components, a deferral is requested of the DCF.

As a result of the assessment, if the participant is able to engage in FSET components, an appropriate referral is made (i.e., education/training, Work Experience or Self-Initiated Work Experience). Such employed participants (regardless of the number of hours worked) are assigned to activities, as appropriate, for a certain number of hours. If an employed participant is assigned to Work Experience or Self-Initiated Work Experience, those hours assigned for Work Experience or Self-Initiated Work Experience shall not exceed the result of the benefit calculation and the total hours in employment and these components shall not exceed 120 hours per month. The calculation used to determine the required hours of participation is the household allotment of food stamps, divided by the state minimum wage, divided by the number of FSET participants in the household. If an employed participant is assigned to education/training, the total hours assigned in this component plus those in employment must be a minimum of 80 hours per month and shall not exceed 120 hours per month.

FSET staff will obtain verification of component participation as well as employment verification to ensure that the participant is engaged in an appropriate number of hours in FSET components. This on-going verification is not used to identify time limited months.

5. SEQUENCING OF COMPONENTS:
Florida emphasizes a “work first” approach to the FSET Program. Upon entry into the program, the participant and the RWB service provider assess the individual’s strengths and employment goals. Based on the assessment results, the RWBs’ service providers have the flexibility to decide the sequence or flow of the individual’s activities. The Work Experience (WE) and Self-Initiated Work Experience (SIWE) components are the first components offered to FSET Program participants. Training and Education will be offered as needed.

6. OTHER EMPLOYMENT PROGRAMS:
Temporary Cash Assistance (TCA) is Florida’s Temporary Assistance to Needy Families (TANF) Program, which provides cash assistance to eligible families. While there is no direct sharing of activities between FSET and TCA programs, the RWBs provide services for both programs through One-Stop Career system. Both programs are part of the same administrative structure and share resources, including the management information system.
7. **WORKFORCE DEVELOPMENT SYSTEM:**
   All FSET Program activities are administered by the AWI through the RWBs/One-Stop Career system. Components are delivered through a network of contracted public and private providers.

8. **OUTCOME DATA:**
   Florida collects programmatic outcome data as required by the FNS 583 report, in addition to data included in performance measures for which outcomes are reported.
B. PROGRAM COMPONENTS
Component Summary

a. Name of Component: Work Experience
(1) Description of Component:
This is a work component in which ABAWDs perform work in a public service capacity as a condition of eligibility. In lieu of wages, work experience participants receive compensation in the form of their household’s monthly food stamp allotment. The primary goal of work experience is to improve employability and encourage individuals to move into regular employment while returning something of value to the community. Work Experience assignments must provide the same benefits and working conditions provided to regular employees performing comparable work for comparable hours. The Work Experience Component consists of the three following activities:

- Upfront Job Search/Work Experience (WE) Self Initiated Work Experience (SIWE)
- Work Experience
- Work Experience combined with Job Search (JS)/Job Search Training (JST)

Work Experience sites are developed by the RWB service providers. Work site agreements and job descriptions are developed with community based organizations. The calculation used to determine the required hours of Work Experience participation is the household allotment of food stamps, divided by the state minimum wage, divided by the number of FSET participants in the household. Work Experience will be used in the management information system to identify individuals assigned to this activity.

During the first 30 days after referral from the DCF, participants may be assigned to job search after orientation and assessment as long as the participant is being referred to WE/SIWE at the end of the 30-day period. Upfront Job Search/WE-SIWE will be used in the management information system to identify participants assigned to this activity. The participant will be assigned to WE or SIWE and the management information system will be updated to reflect the new assignment when this activity ends. NOTE: The hours assigned to Upfront Job Search/WE-SIWE should not exceed the benefit calculation.

After the first 30 days, Job Search and Job Search Training can be included in this activity, but must comprise less than half of the required Work Experience hours for the month. Work Experience combined with JS/JST will be used in the management information system to identify individuals assigned to this activity.
(2) **Type of Component:** A work component.

(3) **Geographic areas covered:** Each workforce board will determine at the local level and will document in their local plan, whether this component will be made available in their area.

(4) **Anticipated number of ABAWDs who will begin the activity:** 3,766.

(5) **Anticipated number of non-ABAWDs who will enter the activity:** 0.

(6) **Anticipated number of volunteer participants who will enter the activity:** 6.

(7) **Level of participant effort:** Each participant’s required hours of participation will be determined by the calculation in (1) above.

(8) **Organizational responsibilities:** The DCF refers all mandatory ABAWDs to the FSET Program. Regional Workforce Board service providers direct participants to the appropriate components. FSET Program staff will track the hours of attendance, maintain documentation and report on participant activities.

(9) **Estimated participant cost of reimbursement for transportation and other expenses except dependent care:** $426,057 (Table 4).

(10) **Estimated participant cost of reimbursement for dependent care:** $0.

(11) **Annual cost of the activity not including reimbursements:** $5,558,775

(12) **Cost of the activity per placement not including reimbursements:** $1,139.

(13) **Total cost of activity:** $5,984,832 (Table 4).

(1) Description of Component:
This is a work activity, comparable to regular Work Experience, designed to assist ABAWDs in fulfilling their work requirement. In self-initiated programs, ABAWDs find their own work experience job assignments. FSET Program staff have the option to allow participants to find their own community work experience position, however, this option is used only if an appropriate work site assignment cannot be located for the participant from existing work sites. The required number of hours in this activity mirrors the calculation for Work Experience. The Self-Initiated Work Experience Component consists of the three following activities:

- Upfront Job Search/WE-SIWE
- Self-Initiated Work Experience
- Self-Initiated Work Experience combined with JS/JST

The RWB service providers are responsible for developing work site agreements and job descriptions with the community based organizations once the participant obtains a work site. The calculation used to determine the required hours of Self-Initiated Work Experience participation is the household allotment of food stamps, divided by the state minimum wage, divided by the number of FSET participants in the household. *Self-Initiated Work Experience* will be used in the management information system to identify individuals assigned to this activity.

(2) During the first 30 days after referral from the DCF, participants may be assigned to job search after orientation and assessment as long as the participant is being referred to WE/SIWE at the end of the 30-day period. *Upfront Job Search/WE-SIWE* will be used in the management information system to identify participants assigned to this activity. The participant will be assigned to WE or SIWE and the management information system will be updated to reflect the new assignment when this activity ends. **NOTE:** The hours assigned to Upfront Job Search/WE-SIWE should not exceed the benefit calculation.

After the first 30 days, Job Search and Job Search Training can be included in this activity, but must comprise less than half of the required Self-Initiated Work Experience hours for the month. *Self-Initiated Work Experience combined with JS/JST* will be used in the management information system to identify individuals assigned to this activity.
(3) **Type of Component:** A work component.

(3) **Geographic Areas Covered:** Each workforce board will determine at the local level and will document in their local plan, whether this component will be made available in their area.

(4) **Anticipated number of mandatory participants who will begin the component:** 1,036.

(5) **Anticipated number of Non-ABAWDs who will begin the activity:** 0.

(6) **Anticipated number of volunteer participants who will enter the component:** 1.

(7) **Level of participant effort:** Each participant’s required hours of participation will be determined by the calculation in (1) above.

(8) **Organizational responsibilities:** The DCF refers all mandatory ABAWDs to the FSET Program. Regional Workforce Board service providers direct participants to the appropriate components. FSET Program staff will track the hours of attendance, maintain documentation and report on participant activities.

(9) **Estimated participant cost of reimbursement for transportation and other expenses except dependent care:** $116,230 (Table 4).

(10) **Estimated participant cost of reimbursement for dependent care:** $0.

(11) **Annual cost of the activity not including reimbursements:** $1,516,450

(12) **Cost of the activity per placement not including reimbursements:**

   $1,138

(13) **Total cost of activity:** $1,632,680 (Table 4).

c. **Name of Component:** Education and Training.

(1) **Description of Component:**

   This component provides educational or training programs or activities to improve basic skills or otherwise improve employability. The individual must participate a total of 80 hours a month in order to meet ABAWD requirements. Educational expenses will not be paid for training that is normally available to the public at no cost, will not be in excess of what the general public pays, and will be necessary and reasonable.
Florida has opted to combine all education and training activities into this component. The activities in this component include:

- **Education/training**
  Allowable education and training programs may include, but are not limited to the following:
  - Adult Basic Education (ABE),
  - Remedial education,
  - High school completion or General Education Development (GED),
  - Post secondary education,
  - Vocational training,
  - English for Speakers of Other Languages (ESOL), and
- **Education/training combined with JS/JST**
- **Workforce Investment Act (WIA) Program**
- **Trade Adjustment Assistance (TAA) Program**

**NOTE:** If training is not currently available, the participant may be placed at a Work Experience site for the required number of hours based on the calculation referenced earlier.

(2) **Type of Component:** A non-work component

(3) **Geographic Areas Covered:** Each workforce board will determine at the local level and will document in their local plan, whether this component will be made available in their area.

(4) **Anticipated number of mandatory participants who will begin the activity:** 457.

(5) **Anticipated number of Non-ABAWDs who will begin the activity:** 0

(6) **Anticipated number of volunteer participants who will enter the activity:** 2.

(7) **Level of participant effort:** The individual must participate for a minimum of 80 hours per month and a maximum of 120 hours per month based on the assessment results.

(8) **Organizational responsibilities:** The DCF refers all mandatory ABAWDs to the FSET Program. Regional Workforce Board service providers direct participants to the appropriate components. The FSET Program staff will refer participants to appropriate schools or colleges and will follow-up to determine if the participant is enrolled. The school or college will assist the participant to obtain financial aid, arrange classroom training, and determine classroom training and curriculum. FSET Program staff will track the hours of attendance, maintain documentation and report on participant activities.
(9) Estimated participant cost of reimbursement for transportation and other expenses except dependent care: $49,213 (Table 4).

(10) Estimated participant cost of reimbursement for dependent care: $0.

(11) Annual cost of the activity not including reimbursements: $642,081

(12) Cost of the activity per placement not including reimbursements: $1,142

(13) Total cost of activity: $691,294 (Table 4).
PART II

PROGRAM PARTICIPATION AND EXEMPTIONS

A. Work Participant Population

1. Number of Work Participants:
   a. The number of participants expected to be in Florida as of October 1, 2006 is 195,933.
   b. The anticipated number of new participants to be added between November 1, 2006 and September 30, 2007 is 270,851.
   c. The total number of participants anticipated in Florida between October 1, 2006 and September 30, 2007 is 466,784.

   To estimate the number of participants expected to be in Florida between October 1, 2006 and September 30, 2007, the actual number of participants on the FLORIDA System between July 1, 2005 and June 30, 2006 was used as a projection.

2. Unduplicated Work Participant Count:

   The estimated number of participants is based on an unduplicated count of individuals. See Part V paragraph B.

3. Characteristics of Work Participants

   Historical component participation data is extracted from the AWI management information system to identify future activities and components.

B. Exemption Policy

The DCF staff will determine all exemptions. The participant or the RWB service providers may provide documentation as appropriate. The DCF will assist in obtaining documentation for the participant if necessary.

Determination of good cause for failure to participate will be solely the responsibility of the DCF, but may be partially or wholly based on information provided from the FSET Program staff or other sources.

Exemption Criteria Justifications.

   a. Categorical Exemptions: None

   b. Individual/Personal Exemptions Applying to Work Registrants.

      Individual exemptions include, but are not limited to:

      ◆ Receives or has applied for unemployment compensation;
      ◆ A parent or other household member who is responsible for the care of a dependent child under 6;
      ◆ A person younger than 16 years of age; or a person 60 years of age or older (50 years for ABAWDs);
      ◆ A person subject to and complying with Temporary Cash Assistance work requirements;

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Physically or mentally unable to work;
Responsible for an incapacitated individual;
Student enrolled at least half time in any recognized school, training program, or institution of higher education;
Drug and/or alcohol treatment program participant;
Complying with Refugee Assistance Program work requirements;
Working a minimum of 30 hours per week or receiving earnings equal to or greater than the federal minimum wage times 30 hours.

c. ABAWD Exceptions to Time Limits:
A person under age 18 or a person 50 years of age or older;
Determined to be medically certified as physically or mentally unfit for employment. An individual is medically certified as physically or mentally unfit for employment if he or she:
- Is receiving temporary or permanent disability benefits issued by governmental or private sources;
- Is obviously mentally or physically unfit for employment as determined by the DCF. Individuals are obviously unable to participate due to a physical or mental incapacity only if the physical or mental impairment(s) are of such severity that the individual is not only unable to do their previous work but cannot, considering education and work experience, engage in any other kind of substantial gainful work which exists in the national/state/local economy.
- If the unfitness is not obvious, it must be verified with a written or verbal statement from a physician, physician’s assistant, nurse, nurse practitioner, designated representative of the physician’s office, a licensed or certified psychologist, a social worker, or other medical personnel indicating the individual is physically or mentally unfit for employment.
- Is a parent (natural, adoptive, or step) of a household member under age 18, even if the household member who is under 18 is not himself eligible for food stamps;
- Is residing in a household where a household member is under age 18, even if the household member who is under 18 is not himself eligible for food stamps;
- Is pregnant;
- Is responsible for the care of an incapacitated person;
- Is receiving unemployment compensation or has applied for, but is not yet receiving unemployment compensation, if that person is complying with work requirements that are part of the Federal-State unemployment compensation application process;
- Is a regular participant in a drug addiction or alcoholic treatment and rehabilitation program;
◆ Is an employed or self-employed person working a minimum of 30 hours weekly or earning weekly wages at least equal to the Federal minimum wage multiplied by 30 hours; or
◆ Is a student enrolled at least half-time in any recognized school, training program, or institution of higher education.

Only the DCF will have the authority to grant individual exemptions. All individuals claiming exemptions during participation in the program will be referred back to the DCF by the RWB service providers for the exemption determination.

The individual’s exemption status will be reviewed at each re-certification or upon receipt of information affecting this status.

d. **Individual/Personal Deferrals**

Individual/Personal deferrals include circumstances beyond the participant’s control, such as, but not limited to:

◆ Lack of transportation;
◆ Illness;
◆ Illness of another household member requiring the presence of the participant;
◆ A household emergency;
◆ Lack of adequate child care for children who have reached age six but are under age 12;
◆ Pregnancy with illness that affects the individual’s ability to participate.

e. **FSET Good Cause Reasons**

FSET participants may be excused from program participation by the RWB service provider for a period up to 90 days for the following good cause reasons:

◆ Household emergency;
◆ Medical incapacity (less than 90 days);
◆ Medical incapacity of a household member;
◆ Pregnancy;
◆ Lack of childcare;
◆ Lack of transportation; and
◆ Circumstances beyond the individual’s control.

C. **Number of Participants Exempt from the Employment and Training Program:**

See Table 1 for FFY 2007, Estimated Participant Levels.

D. **Planned Employment and Training Program Participation:**

See Table 2, Estimated Employment and Training Placement Levels.
E. ABAWD Information:
See Table 1 for the estimated number of ABAWDs expected to be in the state during the fiscal year, the number of ABAWDs expected to be in waived areas of the state during the fiscal year, and the number ABAWDs included in the state agency's 15 percent ABAWD exemption allowance. See Table 2 for the estimated number of ABAWDs to be placed into Workfare (Work Experience, Self-Initiated Work Experience) and Education/Training activities.
PART III

PROGRAM COORDINATION

A. Program Coordination

1. Narrative Coordination Statement.

The following functions are the responsibility of the DCF: all eligibility determination related functions (including intake and application, work registration, certification, re-certification, determination of good cause, and sanctioning resulting from non-compliance with FSET Program requirements). Supervision and implementation occurs at the DCF district/zone level, according to policy and procedures developed and established by the ACCESS Florida Program Office at the DCF headquarters.

The AWI is responsible for state level oversight of the FSET program activities, including providing technical assistance, training and policy direction, to AWI and RWB staff, program reporting, and monitoring compliance with component requirements. The two agencies will jointly participate in federal audits and reviews and coordinate any required corrective actions or responses to the audit/reviews.

The FSET Program Interagency Agreement is written by staff from the DCF and the AWI and contains language to ensure that collaboration occurs in the operation of the FSET Program.

The AWI has established FSET Program performance indicators to ensure program quality and effectiveness.

2. Information Coordination.

FSET staff at the local and state level meet with staff of the DCF on a regular basis to share information and coordinate program procedures. Federal reports are prepared jointly by staff from both agencies at the state level.

Additionally, information exchange relating to eligibility occurs between the AWI, RWB/Service Provider staff and the DCF in accordance with procedures described in the FSET Program Interagency Agreement. The AWI and the DCF management information systems have a long history of sharing information for the FSET and other programs. FSET mandatory registrants are referred electronically to the AWI through an interface. When participants are engaged in activities by the FSET Program, information continues to be transmitted through the interface, including information about employment and non-compliance. Based on information received through the electronic interface, the DCF staff takes appropriate action for each case.

The conciliation, good cause, and sanctioning procedures are described below.
Mandatory FSET Program registrants who fail or refuse to comply with program requirements are subject to sanctioning.

Failure to Participate: Failure or refusal to comply occurs when an individual states verbally or in writing that he/she will not comply, or when the mandatory registrant's inaction indicates failure or refusal to comply with FSET Program requirements.

Conciliation: The conciliation process allows the FSET career manager and the registrant an opportunity to discuss reasons for the failure to comply, determine if good cause for non-compliance exists, and resolve disputes involving participation in program activities.

The conciliation process begins when a registrant fails to comply with program requirements or when the FSET career manager learns of the failure. During the conciliation period, the individual is afforded ten calendar days to contact the program staff. If the registrant refuses to comply prior to the end of the ten calendar days, the conciliation period ends and a sanction is requested. If the registrant complies or provides good cause prior to the end of the ten calendar day period, the conciliation process ends and program participation resumes. If there is a subsequent failure, the conciliation process begins again.

Document Efforts: The FSET career manager must document efforts to contact the participant in the AWI management information system.

Good Cause: "Good cause" is defined as circumstances beyond a registrant's control that prevent participation in assigned FSET activities. When a registrant is unable to participate, fails to participate, or refuses to comply with FSET requirements, the FSET career manager must make a preliminary effort to determine if good cause exists prior to notifying the DCF of the registrant's failure to comply with FSET Program requirements.

The examples of good cause addressed in section II, part B (e) will be communicated verbally and in writing to participants by FSET staff during Orientation. When it has been determined that good cause no longer exists, the registrant must be required to begin participation in appropriate FSET activities. Any documentation that supports the determination of good cause must be retained in the case file.

Sanctions: Upon determining non-compliance without good cause, a sanction is requested by the FSET Program staff. A sanction request may result in the reduction or termination of food stamp benefits. The sanction process is described below.

A. FSET Sanction Request: Upon determining non-compliance (i.e. failure to respond to the notice of failure to participate, or refusal to comply) the
FSET career manager will notify the DCF of the registrant’s failure to comply with program requirements by requesting a sanction in the AWI management information system.

Upon receiving notification of the participant’s failure to comply with FSET requirements, the DCF will initiate sanction procedures. If good cause can be established, the sanction will not be imposed by the DCF and the participant should be re-assigned to FSET activities.

**B. Notice of Adverse Action and Sanction:** If good cause is not established and the mandatory individual is not willing to participate in FSET activities, the DCF will send a Notice of Adverse Action and Sanction, notifying the individual that the failure to comply with FSET requirements without good cause will result in sanctions being applied to the food stamp allotment.

**DCF Responsibility:** The DCF is required to take action to reduce the food stamp allotment beginning with the first full month following the ten-day Notice of Adverse Action and Sanction.

**FSET Career Manager Responsibility:** It is the FSET career manager’s responsibility to make every attempt to:

a. Provide an opportunity for conciliation to each participant when a failure has occurred;
b. Follow correct and timely sanction procedures;
c. Enter sanction information in the AWI management information system. The DCF will be notified by an overnight data exchange through the AWI management information system to the FLORIDA System.

**Removal of Sanction:** If the food stamp benefits are terminated, the minimum penalty period must be served. When the minimum penalty period has been served, a participant may demonstrate compliance to have the sanction removed. If the individual contacts FSET staff, in person, by telephone, or in writing, indicating a desire to participate in a program activity, the registrant will be immediately scheduled in an activity. The FSET Program staff should notify the DCF when the individual has demonstrated compliance by ending the sanction request with “complied” on the AWI management information system and other notification based on local operating procedures. The sanction request record in the AWI management information system should be ended retroactive to the date the participant agreed to comply only after the participant has begun to demonstrate compliance, as long as this date is not during the minimum penalty period.
NOTE: If good cause is determined at any step in the sanctioning process, the sanction is to be removed. The individual must be given another opportunity to comply with the FSET requirement. The sanction process that was initiated, but subsequently ended due to good cause, is not considered a sanction.

**Right to a Fair Hearing:** A participant has a right to a fair hearing to resolve any complaint or disagreement about participation in the FSET Program.

3. **Coordination Time Frames.**
Referrals to the FSET Program are processed nightly between the automated management information systems of the two agencies. Participants are referred by the DCF upon determining their mandatory status. As indicated in the previous section, notification of non-compliance is transmitted to the DCF at the end of the conciliation period, if appropriate.

**B. Interagency Coordination**
See Table 3 for details of Interagency Coordination. Coordination will occur at the RWB local level and at the state agency level.

**C. Contractual Arrangements**
The AWI does not provide any direct E&T services. All E&T services as well as other workforce programs are delivered through the RWBs via contracts with various entities for the delivery of direct services to customers and program participants.

**Program monitoring:** The RWBs are responsible for performing compliance monitoring at the local level. State level program compliance monitoring of the FSET Program is conducted annually for each service delivery area. The monitoring review consists of reviewing the methods for notification of program obligations, assignment to program activities and documentation of completion of program activities, issuance of the Food Stamp Reimbursements, and timely sanction requests.

The monitoring reports provide an assessment of the local RWB and individual service providers' compliance with the FSET Program requirements. In the event the report includes significant negative findings, a Corrective Action Plan (CAP) is required of the RWB. Technical assistance is provided by the AWI to assist the RWB in their CAP process until all negative findings have been addressed to the satisfaction of the AWI. Copies of all state and regional monitoring reports, schedules, and corrective action plans are maintained at the AWI headquarters. A copy of the monitoring reports is provided to the DCF.

**Fiscal monitoring:** Monitoring is provided by a contracted CPA firm under a fixed price contract agreement for all funds passed through to the local Regional Workforce Boards (RWBs), including FSET. The FSET grant funds its fair share
of the cost of this contract. This amount is determined by calculating the quarterly percentage of FSET RWB expenditures to the total RWB pass through expenditures. The portion of the fiscal monitoring contract funded by FSET is included in the “State Administrative Costs” section of table 4.

Annual visits are performed on-site according to an established schedule using a monitoring tool developed by the AWI. The areas monitored include cost allocation plans, fiscal reporting, cash management, sub-recipient monitoring, and various compliance issues as required by federal OMB circulars and regulations.

Each RWB must submit a corrective action plan addressing each finding in the monitoring report. Corrective actions must be approved by the AWI fiscal oversight staff and each action is reviewed at the next scheduled monitoring review. Copies of all reports are maintained at the AWI and are used to verify contract compliance and as part of subsequent monitoring reviews.
PART IV

PROGRAMS COST AND FINANCIAL MANAGEMENT INFORMATION

A. Planned Costs of the State Employment and Training Program

1. Operating Budget. See Table 4, Operating Budget.

2. Sources of Employment and Training funds. See Table 5, Planned Fiscal Year Costs of the State Employment and Training Program by Category of Funding.

3. Justification of Education Costs: In Florida educational costs are met through other existing education programs when they are available. If funds are not available through other programs, FSET (100 percent) funds may be used to pay the educational institution directly for costs associated with participation in this component. Funds cannot be used to pay the participant directly for costs incurred.

B. Contracts - Interagency Agreement Arrangements

Financial agreements to provide FSET services will be let and managed strictly according to State of Florida regulations. Copies of the actual documents are available for inspection at the Department of Children and Families, 1317 Winewood Boulevard, Building 1, Tallahassee, FL 32399-0700.

1. Name and Location of the Provider

   The Agency for Workforce Innovation
   Food Stamp Employment and Training Program
   Caldwell Building
   107 East Madison Street MSC-229
   Tallahassee, FL 32399-4133

2. Amount of the budget: $9,147,842

3. Financial Management Approach: Interagency Transfer

4. Basis for Charging for Services: Total Program Costs.

C. Participant Reimbursement

$25 Reimbursements: (Table 4)

Work Experience: $426,057
Self-Initiated Work Exp.: $116,230
Education/Training: $49,213
Total: $591,500
Dependent Care Reimbursements

Work Experience: $0
Self-Initiated Work Exp.: $0
Education/Training: $0
Total: $0

General revenue funds are available to use for the state’s 50 percent matching funds. Participant expenses for transportation and costs other than dependent care, per participant per month, are reimbursed by AWI 50 percent federal cost sharing up to the actual cost of the participant expenses or the state agency maximum reimbursement rate, whichever is lowest.

**NOTE:** if funds are available, 50/50 funds will be used to allow RWBs to hire temporary staff and/or to provide additional participant reimbursements to participants related to component participation. For example, if funds allow, participant expenses for transportation and costs other than dependent care will be reimbursed by the AWI using 50 percent federal cost sharing up to the actual cost of the participant expenses or the state agency maximum reimbursement rate as established by the state agency, whichever is lowest. These payments may be provided as reimbursement for expenses or in advance as payment for anticipated expenses in the coming month.

Other reimbursements up to the established maximum reimbursement amount per month, per participant, will be processed and paid at the local level from funds passed through to the RWB for this purpose. Required documentation includes case notes (needed for reimbursement) and time/attendance sheets or other documentation for eligibility for reimbursed costs. Other information in the case file may include job search forms, receipts or other appropriate documentation of the expense or reason for advance payment for the coming month’s anticipated expense, type of reimbursed costs and amount of the reimbursement.

Funds passed through to the RWBs will be used to pay for fingerprinting, drug tests and background checks when needed for FSET Program participants who are engaged in the components described in Part I.

1. Method of Reimbursement
Florida chooses to reimburse participants who participate in a FSET activity, or combination of FSET activities, $25 per month for allowable costs based on need. Reimbursements will be authorized by the RWB Service Provider and may include transportation or other costs such as, but not limited to, automobile gas, taxi or bus fare, tools, clothing and resume writing or printing.
2. Procedure for Reimbursement

Florida reimburses participants for the expenses of transportation and component related expenses. The transportation and component related reimbursement requests are entered directly into the automated information system by way of the Food Stamp Reimbursement (FSR) Screen. Required documentation includes case notes (needed for reimbursement) and time/attendance sheets to document eligibility for reimbursed costs.

D. Cost Allocation:

**State level:** The AWI staff devoted full-time to Florida's FSET Program are direct charged. Costs of the staff who work on other program activities are allocated based on methodologies in the state's cost allocation plan. Computer charges, expenses to support statewide quality assurance, training and technical assistance, monitoring, indirect costs, and FSET participant reimbursement for transportation are maintained at the state level. These costs are developed prior to the state fiscal year and revenue from state appropriation and federal 50 percent match and 100 percent FSET funds are used to support these costs. Annual costs for the different categories of expenditures are as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-Stop Program Office Costs*</td>
<td>$684,685</td>
</tr>
<tr>
<td>Other AWI Administrative Costs*</td>
<td>347,663</td>
</tr>
<tr>
<td>Indirect</td>
<td>23,396</td>
</tr>
<tr>
<td>WFI Costs*</td>
<td>76,138</td>
</tr>
<tr>
<td>Computer Support Costs:</td>
<td></td>
</tr>
<tr>
<td>OSMIS/Legacy</td>
<td>150,972</td>
</tr>
<tr>
<td>Gec Sol Job Bank</td>
<td>22,544</td>
</tr>
<tr>
<td>Contractual Services:</td>
<td></td>
</tr>
<tr>
<td>Fiscal Monitoring Contract</td>
<td>7,031</td>
</tr>
<tr>
<td>FSET Transportation Costs</td>
<td>$591,500</td>
</tr>
</tbody>
</table>

*Salaries and benefits for state level staff are included here.

DCF state level costs are for FSET staff and related costs in the amount of $50,000.

**Local level:** The FSET service delivery and participant case management costs are incurred at the local RWBs through contracts with workforce service providers. The amount of funds available to each RWB is a determined based on several variables.

1. The amount of funds provided by the USDA;
2. The amount of holdback necessary to support systems, WFI activities, job bank costs, program operations and state level administration;
(a) These costs are developed prior to the state fiscal year and agreed upon each year by the State Workforce Board. The remaining dollars are distributed to the RWBs operating FSET Programs.

3. Counties required to participate in FSET based on the FNS waiver response and 15 percent exemptions allowed; and

4. The number of annual ABAWDs by county. This will determine the workload in each FSET county.

The amount of funds available to RWBs statewide is allocated to each FSET county based on its share of the workload. All the funds allocated to each FSET county are then added together by the RWB to arrive at the RWB Regional allocation. Each ABAWD statewide is considered equal for cost allocation purposes and there are no geographic or other differentials applied. See Table 4, under the Privatization Contracts category for the planned allocation to the RWBs.
PART V

PROGRAM REPORTING AND MANAGEMENT INFORMATION

A. Method for Obtaining Initial Count of Work Participants.
The number of work participants on the first day of the fiscal year is based on
data extracted from the Department of Children and Families automated
information system, the FLORIDA System. The system records the number of
new participants each month and is programmed to have the capability to identify
the number of food stamp recipients that are currently work registered in a given
month.

B. Method for Ensuring an Unduplicated Work Participant Count.
The FLORIDA System counts work participants only at initial program
registration. The work participants are tracked by their social security number.
The management information system used by the AWI receives referrals directly
from the FLORIDA System.

C. Methods for Meeting On-Going Federal Reporting Requirements.
Florida has automated data collection information systems (DCF FLORIDA
System and the AWI Management Information System) that provide information
required on federal reports.

1. Management Information System (MIS) Method
   a. Type of MIS Management information is provided by a combination of
      automated reports.
   b. Local reporting requirements
      1) Will local agencies and service providers be required to submit regular
         reports?
         No, local agencies and service providers do not submit regular reports,
         but data is entered in the MIS system as noted in 2) and 3) below.

      2) What information must local agencies and service providers report?
         FSET providers are required to, at a minimum, record the following
         program and participant related information in the AWI management
         information system.
         -Activities to which participants are assigned;
         -Participation in activities, including failure to participate;
         -Outcome of participation in activities;
         -Participant eligibility for the Food Stamp Reimbursement;
         -Participant entry into employment
3) How frequently must local agencies and service providers report? FSET providers must record the aforementioned information in the MIS system as they occur and not later than the tenth day of each month for the previous month.

   a. Responsibility for Non-Financial Employment and Training Reporting in cooperation with Agency for Workforce Innovation:

   Department of Children and Families  
   Office of ACCESS Florida  
   Building 3, Room 412  
   1317 Winewood Boulevard  
   Tallahassee, FL 32399-0700

   Agency for Workforce Innovation  
   One-Stop and Program Support  
   107 East Madison Street  
   Caldwell Building  
   Tallahassee, FL 32399-4134

   b. Responsibility for Financial Employment and Training Reporting in cooperation with Agency for Workforce Innovation:

   Department of Children and Families  
   Office of Revenue Management  
   Building 1  
   1317 Winewood Boulevard  
   Tallahassee, FL 32399-0700

   Agency for Workforce Innovation  
   One-Stop and Program Support  
   107 East Madison Street  
   Caldwell Building  
   Tallahassee, FL 32399-4134
### Table 2

#### 1. ESTIMATED E&T PLACEMENTS  
FISCAL YEAR 2007

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Number of ABAWD applicants and recipients expected to participate in a qualifying ABAWD component each month.</td>
<td>37,658</td>
</tr>
<tr>
<td>2</td>
<td>Number of all other applicants and recipients (including ABAWDs involved in non-qualifying activities) expected to participate in a component each month.</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Total number of applicants and recipients the state agency expects to participate in a component each month during the fiscal year.</td>
<td>37,658</td>
</tr>
</tbody>
</table>

#### 2. ESTIMATED INDIVIDUAL PARTICIPATION  
FISCAL YEAR 2007

Number of individuals expected to participate in the E&T Program during the fiscal year 59,680

---

1. Estimate the numbers that will participate in components each month and total them on line 3. This information represents a duplicate count of participants over the course of the fiscal year and corresponds to lines 3 and 4 on the FNS-583, E&T Program Activity Report.

2. Estimate the unduplicated numbers of individuals who will participate during the fiscal year. This information corresponds to line 7 on the FNS-583.

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TABLE 3
Summary of Interagency Coordination for the FSET Program in Fiscal Year 2007

<table>
<thead>
<tr>
<th>Areas of Coordination</th>
<th>Agencies (list all that are involved)</th>
<th>Number of Placements Expected</th>
<th>Methods of Coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Delivers an FSET component</td>
<td>AWI; RWBs, RWB providers, educational institutions</td>
<td>37,658</td>
<td>Statewide Interagency Agreement</td>
</tr>
<tr>
<td>2. The FSET Program delivers a service for another agency or program</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>3. Joint component of the FSET Program and another agency or program</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>4. Referral of individuals from the FSET Program to another program or agency</td>
<td>Workforce Investment Act, Trade Adjustment Assistance</td>
<td>576</td>
<td>Local working agreements and operating procedures</td>
</tr>
<tr>
<td>5. Other forms of coordination</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### Table 4
**Operating Budget Fiscal Year 2007**

<table>
<thead>
<tr>
<th>Components</th>
<th>Program Support Services Costs (RWB Pass Through Budget)</th>
<th>Total for 100% Funds</th>
<th>State Agency Admin. and Direct Charged Staffing For FSET (50/50 funds)</th>
<th>Computer Support Costs (50/50 funds)</th>
<th>Participant Reimbursement Transportation and other Costs (50/50 funds)</th>
<th>Total for 50/50 Funds</th>
<th>Total of 100% Funds and 50/50 Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Experience (72.03%)</td>
<td>4,577,417</td>
<td>4,577,417</td>
<td>856,374</td>
<td>124,984</td>
<td>426,057</td>
<td>1,407,415</td>
<td>5,984,832</td>
</tr>
<tr>
<td>Self-Initiated Work Experience (19.65%)</td>
<td>1,248,733</td>
<td>1,248,733</td>
<td>233,621</td>
<td>34,095</td>
<td>116,230</td>
<td>383,947</td>
<td>1,632,680</td>
</tr>
<tr>
<td>Training (8.32%)</td>
<td>528,726</td>
<td>528,726</td>
<td>98,918</td>
<td>14,437</td>
<td>49,213</td>
<td>162,568</td>
<td>691,294</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,354,876</td>
<td>6,354,876</td>
<td>1,188,914</td>
<td>173,516</td>
<td>591,500</td>
<td>1,953,930</td>
<td></td>
</tr>
</tbody>
</table>

**AWI:**
- **FSET 100% Grant Funds** 6,354,876
- **AWI Costs:**
  - Pledge State Funds 0
  - General Revenue 951,965
  - Federal Match to GR 951,965
- **AWI Subtotal** 8,258,806

**DCF:**
- **DCF Administrative Costs:**
  - General Revenue 25,000
  - Federal Match to GR 25,000
- **DCF Subtotal** 50,000
- **Total State E&T Costs** 8,308,806

*Rev. 09/14/06*
<table>
<thead>
<tr>
<th>Fiscal Year 2007</th>
<th>Funding Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Year 2007</td>
<td>Planned Fiscal Year Costs of the State Fset Program By Category Of</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Fiscal Year 2007</th>
<th>Planned Fiscal Year Costs of the State Fset Program By Category Of</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 100 Percent Federal Fset Grant:</td>
<td>$8,369,876</td>
<td></td>
</tr>
<tr>
<td>2. Share of $20 Million Abawd Grant (if applicable):</td>
<td>$7,949,394</td>
<td></td>
</tr>
<tr>
<td>3. Additional Fset Administrator Expenditures:</td>
<td>$569,215</td>
<td></td>
</tr>
<tr>
<td>4. Participant Expenses:</td>
<td>$6,292,151</td>
<td></td>
</tr>
<tr>
<td>5. Total Fset Program Costs (1+2+3+4+5)</td>
<td>$10,012,990</td>
<td></td>
</tr>
<tr>
<td>6. Total State Agency Cost for Dependent Care Services</td>
<td>$308,806</td>
<td></td>
</tr>
<tr>
<td>7. Total Planned Fiscal Year Costs (Must agree with Table 4—Operating Budget)</td>
<td>$8,308,806</td>
<td></td>
</tr>
</tbody>
</table>
Determination of I\textsuperscript{v}E&\textsuperscript{T} Component Assignment through the One-Stop Career system

Monitoring of Compliance and Component Requirements and Determination of Good Cause

Impose Sanction and Prepare Notice of Adverse Action

Request Sanction from Noncompliance with E&T Program Requirements
CUSTOMIZED TRAINING POLICY
SFW #PY'07-02

I. Of Interest to

The Customized Training Policy should be of interest to members of the South Florida Workforce Investment Board (SFWIB) conducts business as the South Florida Workforce (SFW). Region 23 Career Center providers, Training Providers, Employers, Job Seekers, and workers in Miami-Dade and Monroe counties.

II. Subject

Customized Training

III. Purpose

The purpose of the Customized Training Policy is to provide all SFW stakeholders with parameters regarding the use of training funds through Customized Training Agreements.

IV. Background

Customized Training is a vehicle through which SFW can expend training dollars from various funding streams. This policy does not address the unique performance and compliance requirements of these funding streams.

V. Definition

Customized Training means training that:

1. Is designed to meet the special requirements of an Employer, including a group of Employers;
2. Is conducted with a commitment by the Employer to employ an individual or retain employees upon successful completion of the training; and,
3. For which the Employer pays for not less than 50 percent of the cost of the training.

VI. Priority of Service

In order to allow both large and small employers to have access to the training funds, the recommended starting division of funds from the training pool will be 60% for training of 25 or more employees and 40% for 24 employees or less. Through monitoring of the utilization of funds in the pool changes in the funding priority may be taken back to the Board for re-prioritization, if needed. Within these funding parameters the SFW, during the application process, will give priority to those employers that:

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1 FEDERAL: Public Law 105-220, WIA 1998, Sec. 101 (8); 20 CFR 663.715
D.7.C. Customized Training Policy.
1. Request funding in occupations and industries that have been prioritized through the Economic Development and Industry Sector Committee and approved by the full Board.

2. Request to upgrade skills of employees in the region's targeted occupations (refer to Targeted Occupation List), and/or in an occupation that is vital to the economic viability of the community.

3. In their grant proposal demonstrate a significant upgrade in employee skills that will therefore lead to their employees retaining self-sufficient employment or obtaining self-sufficiency as applicable.

4. Provide training at a cost that is reasonable.

VII. Eligibility

A. Employers

Employers that meet the following criteria may, depending on funding availability, deliver CUSTOMIZED TRAINING through an executed CUSTOMIZED TRAINING Agreement with an approved SFW provider.

1. Financial viability;
2. Temporary employment agencies, employment agencies, or employee leasing agencies may not serve as the Employer of record for purposes of providing CUSTOMIZED TRAINING.²
3. Must be located within Region 23 (Miami-Dade and Monroe Counties) and fully licensed to conduct business in Miami-Dade and/or Monroe County, and has operated continuously for at least one year in Miami-Dade and/or Monroe Counties.
4. The employer is a commercial or industrial enterprise that employs personnel and has capital.
5. The employer located within Region 23 can receive Customized Training funds to train all its employees. (Including employees that live outside of Region 23).

B. Job Seekers

Job seekers that meet the following criteria may, depending on funding availability, receive Customized Training through an executed Customized Training Agreement between an eligible Employer and an SFW funded service provider.

1. Eligibility requirements for a SFW funded program, such as WIA Youth, WIA Adults, WIA Dislocated, TANF, Refugee, etc.;
2. After an interview, evaluation, and assessment have been determined not to be fully skilled in the chosen occupation³, in need of Training Services, and have the skills and qualifications to successfully complete the Customized Training;

² LOCAL: Although allowed by 20 CFR 627.240 (k)(2), the SFWB chooses to restrict this option.
³ FEDERAL: 20 .240 (b)(4)(i)
D.7.Customized Training Policy.
3. Select a program of training that is directly linked to the employment opportunities in the local area; and,
4. Unable to obtain grant assistance from other sources to pay the cost of training, or require SFW assistance in addition to other sources of assistance, including but not limited to scholarships, Employer reimbursement programs, Federal Pell Grants, etc.

C. Employed Workers

Employed workers that meet the following criteria may, depending on funding availability, receive Customized Training through an executed Customized Training Agreement between an eligible Employer and an SFW funded service provider.

1. Not earning a self-sufficient wage;\(^4\)
2. Eligibility requirements for a SFW funded program, such as WIA Youth, WIA Adults, WIA Dislocated, TANF, Refugee, etc.;
3. Customized Training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills or workplace literacy; and
4. Customized Training Agreement documents a plan for job retention or wage progression at the end of the contracted training period.

VIII. Expected Outcomes

The training must result in a documented upgrade of skills such as:

A. Job Seekers (Unemployed)

1. Should obtain full-time, unsubsidized employment, preferably with the contracted Employer, at a wage equal to or higher than the wage paid to equivalent personnel, and
2. Earn a credential. (AWI Guidance – Dec. 27\(^{th}\))

B. Employed Workers

1. Employed workers should continue employment, preferably with the contracted Employer\(^5\), at a wage equal to or higher than the Customized Training wage; and
2. Earn a credential. (AWI Guidance – Dec. 27th)

\(^{4}\) LOCAL: The precise definition of self-sufficiency is defined by the SFW Self-Sufficiency Standard
\(^{5}\) FEDERAL: 20 CFR 627.240 (a)(2)
D.7 Customized Training Policy.
IX. Conditions

A. General

1. Customized Training for an employed worker is a training activity only.
2. Customized Training for Unemployed Job Seekers is a training activity, which results in placement into unsubsidized employment after completion of training.
3. Eligible Employers must use the standard **Customized Training Agreement** provided by SFW.
4. Attainment of competencies must be documented.
5. Customized Training may be sequenced with, or accompanied by, other types of training such as remedial education, basic skills training or occupational skills training.\(^6\)
6. In order to meet the needs of the Employers, some aspects of the customized training Agreements have to be negotiated and these may include but are not limited to:
   a. Percent of Reimbursement
   b. Frequency of Payment Timeframe for achievement of credentials
   c. Quality Assurance Process
7. Significant changes to an approved Customized Training Agreement would require reevaluation of the agreement.

B. Duration

1. Customized Training is limited in duration.
2. Customized Training duration may not exceed 1,040 hours over six (6) consecutive calendar months without prior written approval from SFW.

C. Compensation

1. Eligible Service Providers, who have a funding allocation for training, may not execute Customized Training Agreements without prior written SFW approval.\(^7\)
2. The SFW Executive Director has the final authority to approve Customized Training. However, funding of $50,001 or more must have prior approval from the SFWIB.
3. Payments to an Employer under a Customized Training Agreement shall not exceed fifty (50) percent of the total eligible training costs, as defined in the Agreement budget.\(^8\)

E. Limitations

\(^{6}\) FEDERAL: 20 CFR 627.240 (a)(3)
\(^{7}\) LOCAL: #PY-2005-01 Rev. D
\(^{8}\) FEDERAL: 20 CFR 627.240 (c)(2)(i)
D.7. Customized Training Policy.
1. An SFW funded Service Provider may enter into a Customized Training Agreement with another branch or department of the Service Provider, if the other branch or department is not funded by the SFW.

2. Individuals trained under customized training will not be eligible for additional customized training with the same employer until two years after the date of the customized training completion.

3. Employers utilizing customized training will only be eligible for additional customized training after one year from the date of their last employee completing customized training. Exceptions may be approved by SFW on a case by case basis.

F. Prohibitions

1. Customized Training activities may not commence prior to a fully approved Agreement and all the eligibilities required have been met.

2. Customized Training Agreement budgets may not be based on overtime, shift differential, premium pay, piece work, and other non-regular wages paid by the Employer to Trainees.\(^9\)

3. Agreements shall not be entered into with Employers who have exhibited a pattern of failing to provide Customized Training Trainees with continued long-term employment.

4. Customized Training Agreements may not be used to train individuals in occupations where the work is performed at home.

5. Trainees in Customized Training shall not be employed in the construction, operation, or maintenance of any facility that is used for sectarian instruction or as a place of worship.\(^10\)

G. Non-Reimbursable Costs

Non-reimbursable Costs include

1. Trainee wages (may be used as in-kind)
2. Purchase of capital equipment
3. Purchase of any item or services that may possibly be used outside of the training project
4. Travel expenses of trainers or trainees
5. Assessment and testing
6. Certification fees are not reimbursable if the certification occurs after 30 days of the employee's completion of training or after the funding program year ends.

X. Application Submission

The CUSTOMIZED TRAINING is open to all employers in Miami-Dade and Monroe counties that meet the eligibility criteria outlined in Section VI above. Applications must be

\(^9\) FEDERAL: 20 CFR 627.240 (c)(2)(iii)
\(^10\) FEDERAL: Public Law 105-220, WIA 1998, Sec. 188 (a) (3); 29 CFR 37.6 (f)

D.7. Customized Training Policy.
submitted to SFW as outlined in SFW EWTP procedures, utilizing the application forms provided.

XI. Application Review

A. Applications that fail the SFW team review process will not be recommended for approval.

B. The SFW Executive Director will have the authority to approve applications requesting funding for less than $50,000. Awards of less than $50,000 will be included in the Executive Director report to the SFWIB.

C. Applications requesting funding of $50,001 or more will be included in the next SFWIB or appropriate committee meeting agenda for action.

XII. Project Completion

A. All CUSTOMIZED TRAINING projects shall be performance based with specific measurable performance outcomes, including the completion of the training project and the number of employees trained.

B. Final payment for employers receiving CUSTOMIZED TRAINING funds will be withheld until the final report is submitted and all performance criteria specified in the grant have been achieved. All final reports and invoices are due to SFW no later than fifteen (15) business days after the completion of the project. All invoices received after the closeout dates are subject to disallowance.

C. Employers must provide sufficient documentation in order to calculate the performance measures required by SFW.

XIII. Project Outcomes

Training must result in the attainment of a credential by the employee, as established during the contract negotiations, retention for a minimum of six (6) months (or negotiated period) in the self-sufficient employment of individual employees who have obtained a new skill set in new technologies, or new production or service procedures, and/or must lead to a promotion and/or an increase in wages earned.

XIV. Application Denial

If the application is not approved, the appropriate SFW staff will notify the employer in writing. All applicants denied funding can appeal the decision to the SFWIB in accordance with SFWIB appeal process.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.7 Customized Training
CUSTOMIZED TRAINING PROCEDURES

OVERVIEW

Similar to traditional occupational skills training, in Customized Training, the participant attends classroom training at an approved facility. Customized Training differs in that the employer directly requests the training on behalf of prospective or existing employees. Upon successful completion of this type of training, the expectation is full-time employment for the trainees, preferably at a higher wage.

In order to compensate the employer for the extraordinary cost of the training, three partners enter into a legal agreement: the service provider, the participant, and the employer. The agreement details the occupational training the employer will provide to the participant, the credential the participant will earn through the training, and the reimbursement due to the employer for allowable training costs.

Numerous funding streams (WIA Adult, WIA Dislocated, TANF, Refugee, etc.) can be used to fund Customized Training. Service partners using a Customized Training agreement must follow all eligibility, reporting, file maintenance, and documentary requirements of SFW and the funding stream paying for the training.

As with traditional occupational training, service partners may use Customized Training to serve both unemployed and employed workers. In either case, participants must not already possess the skills for the position, and must require training above and beyond the type of training usually provided to new employees. One should also note that Customized Training may be sequenced with, or accompanied by, other types of training, such as remedial education, basic skills training, or occupational skills training.

The procedures that follow, outline the major steps in executing and implementing a Customized Training agreement, and provide answers to frequently asked questions. Service partners must use the official SFW Customized Training documents, attachments, and forms to implement Customized Training. These documents can be accessed by clicking on hyperlinks found throughout the procedures. Hyperlinks are underlined text that will open the named document when clicked. A complete list of such documents is also detailed below.

OFFICIAL SFW CUSTOMIZED TRAINING DOCUMENTS

1. Customize Training Policy
2. EWT Policy
3. EWT Agreement
4. Grievance Policy
5. Self-Sufficiency Standard
6. Team Rating Document
CUSTOMIZED TRAINING ... STEP BY STEP

Every Customized Training opportunity is unique. For this reason, it is possible for the sequence of some steps to change slightly, from one opportunity to the next. This is particularly true in steps 1-7, but less likely in steps 8-25. The steps that follow assume that the SFW service partner has already identified both the employer and the likely trainee.

1. CUSTOMIZED TRAINING COORDINATOR

Before beginning the process of executing a Customized Training agreement, we strongly recommend that the service provider assigns a single individual to coordinate the entire process, regardless of who implements a particular step in the process. This improves accountability and communication during the process.

2. OCCUPATION

The service partner must obtain all of the occupation's information (e.g., wage rate, title, SVP, training time, reimbursement percentage, etc.). For a complete list of the required information, see the Customized Training Agreement.

3. PERFORMANCE/EMPLOYMENT PLAN

The service partner must determine if the occupation meets SFW performance needs and the individual's employment plan. This includes any and all assessments required of the funding stream to be utilized.

4. FUNDING

Based on the Occupation information, the service partner must determine if sufficient money ("Available to Spend") is available to fund the training. Customized Training is funded from the same allocation of training dollars in SAMS that service partners use to fund occupational skills training through Educational Scholarships (ITAs). Or if funding permits, the SFWIB could have set aside funding for customize training.

SFW Application Process and Review

- The employer must submit an original signed application plus one copy to the Career Center Contractor or SFW, as applicable. Applications received will be reviewed utilizing the following process:

- Career Centers will make one copy for the file, and forward the original application plus one copy to SFW.
Career Center will complete Team Rating Sheet and Submit with application to the Manager of Adult Programs

The original application and one copy will be date stamped and signed by the staff receiving the application.

The original application will be kept in a SFW file and a copy forwarded to the SFW Executive Director.

One copy will be forwarded to the Manager of Adult Programs. The Manager of Adult Programs will review the documentation submitted by the employer and verify that the employer has met all the conditions as specified in the EWTP policy.

The review team will score each application using the EWTP rating worksheet, which takes into consideration the "priority of service" as outlined in the EWTP policy.

If the application is for less than $50,000, the SFW Executive Director will review and approve or deny the request.

If the SFW Executive Director approves the application, a written approval will be forwarded to the Employer and the Career Center provider staff. The authorized case management provider will contact the employer and will make arrangements for a contract negotiation meeting and the provision of case management services.

If the application is for $50,001 or more, the above procedure will be followed. The SFW Executive Director will make a recommendation to the SFW/EB to approve or deny funding based on the review, scoring of the application, and other factors including funding availability.

5. **INDIVIDUAL ELIGIBILITY**

The service partner must determine if the individual is eligible for training through an available SFW funding stream; and make sure to consider whether the individual is unemployed or employed. Then the service partner must ensure that the individual's eligibility matches the available training funds.

**WIA Funding Only**

If the individual is employed and WIA funds are financing the Customized Training, then either the individual's income must fall below the SFW Self-Sufficiency Standard for employed workers, or the employer must state that the training is necessary for the individual to retain self-sufficient employment.
This is in addition to the required eligibility process for unemployed individuals, all of which applies to the employed individual.

6. TRAINEE REFERRAL

If the service partner will refer multiple individuals to the employer at the same time, the service partner should provide the employer with a Trainee Referral Form for each individual. Whether referring multiple individuals or only one, the service partner must also provide the employer with one copy of the Customized Training Policy and one copy of the Customized Training Agreement with all of the attachments. The service partner must obtain a signed copy of the Trainee Referral Form before proceeding with the agreement, for multiple referrals, but may simply follow-up with a telephone call if referring only one individual.

7. EMPLOYER ELIGIBILITY

The service partner must determine if the employer meets SFW eligibility as stated in the Customize Training Policy and obtaining the required supporting documentation. These documents must be maintained in the Employer File. The checklist and supporting documentation must be updated once every program year.

8. AGREEMENT

In preparation for signatures, the service partner should fill-in the Customized Training Agreement. This document includes the Budget, Training Outline and Credentials. Using the Budget, the service partner must ensure that the Employer is complying with the minimum 50% match required under Customized Training.

9. SFW APPROVAL

If the Total Maximum Reimbursement surpasses the maximum allowed by the Customized Training Policy, then the service partner must obtain written SFW approval for the Customized Training. An e-mail, fax, or letter via post from the Manager of Adult Programs or Manager of Employer Services, is sufficient.

10. INDIVIDUAL ENROLLMENT

Register and enroll the job seeker in the appropriate program. Follow all required procedures and requirements for that program (i.e. eligibility, supporting documentation, electronic data entry, file creation, etc.)
11. EMPLOYED WORKER ENROLLMENT

Eligibility may be determined either at the worksite or the Career Center(s) dependent upon the employer's preference and coordinated by the assigned Employer Consultant.

*When serving employers, all efforts should be made by the Career Center staff to decrease the burden of data collection to the employer and its employees receiving services. The focus of serving employed workers should be the employer.*

The service provider will:

- Complete the application and obtain required eligibility documentation as applicable for the funding stream utilized, following established program procedures, the documentation must include:
  - Valid Florida identification and social security card, or other acceptable
  - I-9 documentation, or copy of valid document establishing that the applicant is eligible to work in the United States,
  - Proof of selective service registration (for males only).
  - When using WIA funds the trainee eligibility information can be collected from the employer utilizing the [WIA EWT Application](#).

12. BUDGET & VOUCHER

Upon approval of funding SFW Finance Department will create a budget in SAMS to identify the allocated funds specifically for the approved training program. The service partner must create an individual voucher based upon the individual cost per trainee on the agreement. The voucher will be kept in the file for tracking purposes. In the case of Employed Workers the individual voucher does not require the trainee signature if the employer is the primary customer.

13. EMPLOYER ENROLLMENT

The service partners must register the employer in the appropriate system(s) and record services provided.

14. TRAINING

The individual begins training and working with the employer. Training may not commence prior to the execution of the Customized Training agreement.
In the case of employed workers, program eligibility must be determined prior to any commencement of training.

15. EMPLOYER DOCUMENTATION

The employer must document the participant's attendance and earned credentials during the Customized Training. The instructor shall give the employer the credential certificate upon the trainee's completion of training, so that service partner monitoring can document the trainee's progress.

16. MONITOR

The service partner must visit the employer at least once during the Customized Training to document the observations in the case notes.

17. EMPLOYER INVOICE

The employer must compile the attendance, costs, and credential certificates created during step 15 above. The employer must then create an Invoice based on these documents and submit the original documents to the service partner for reimbursement.

18. EMPLOYER REIMBURSEMENT

The service partner must receive, process, and reimburse allowable expenses to the employer. This requires paying (floating) the employer reimbursement with service partner funds, until receipt of reimbursement from SFW.

19. SERVICE PARTNER INVOICE

After reimbursing the employer, the service partner must compile a reimbursement package, with the voucher(s), and submit it to SFW with an invoice and copies of the credential(s) for the reimbursement paid to the employer of those participants that completed training.

20. SERVICE PARTNER REIMBURSEMENT

SFW shall receive, process, and reimburse allowable expenses to the service partner.

21. CREDENTIAL

Assuming successful completion of the Customized Training, the service partner must place a copy of the credential in the participant's file and enter
the information into the electronic system(s) required by the funding stream paying for the training.

22. PLACEMENT

If the individual was unemployed upon commencement of training, the employer should retain the individual in permanent employment, and the service partner should enter a placement into the appropriate electronic system.

23. FOLLOW-UP

Based on the requirements of SFW and the funding stream financing the training, the service partner must perform follow-up, document the follow-up, and enter this information into the appropriate electronic system. The follow up of employment and retention can be collected with Employment Verification or individual employment verification. If the service partner learns that the employer does not retain the former trainee, without apparent cause, then the service partner should make note of this in the participant’s file and advise SFW in writing. Employers that exhibit a pattern of non-retention may be disqualified from participating in future Customized Training agreements.

FILE MECHANICS

For the EWTP two set of files are maintained: the Individual and the Employer files. The following outlines file mechanics and documentation that should be kept in each file for monitoring and data validation purposes:

Individual Trainee File

Section I

- WIA Intake: MIS 1, 2, 3. No customer signature is required. This document will be signed by the service provider staff responsible for the eligibility process.
- Eligibility Checklist: Will contain those document utilized to establish eligibility such as:
  1. Social Security Number: Copy of Social Security Card, Employer Statement, or any other source approved by SFW.
  2. Residence: Copy of drivers license, Employer Statement, or any other source approved by SFW.
  3. Selective Service: SSS print out for males born after 1960 or SFW waiver if applicable.
5. Age: Employer Statement or any other source approved by SFW.
   - Completed Status Change Forms for the following activities:
     1. Core Services
     2. Intensive Services
     3. Customized Training
   - Individual Employment Verification Form: This form will be completed and will refer to the Caseload Employment Verification form sent by the employer in the case of multiple trainees.
   - Program Outcome: For Employed Workers, the program outcome will reflect the intake date as the job start date.
   - Follow-ups: Will be conducted as per program requirements and in case of multiple trainees will follow the same procedure as outline in the Individual Employment Verification.

Section II

The Career Plan will be created in EF. The Career Advisor will enter Employment and Educational Goals as stated in the Customized Training Agreement. A print out of this form with the Career Advisor signature will be kept in this section. The trainee signature is not required when the employer is the primary customer.

Section III

N/A

Section IV

- Copy of Voucher signed by Career Advisor and Authorized Supervisor. Participant signature is not required when the Employer is the primary customer.
- Copy of attendance records
- Copy of Certificate of Completion

The different activities and services provided to the employer and participant(s) must be entered into the appropriate tracking system following the time limit guidelines established by SFW.
**Employer File**

- Customize Training Employer File Checklist
- Copy of Customize Training Agreement containing required signatures.
- Approval Correspondence
- Employer Financial Viability Documentation
- Copy of Employer W-9
- Training Curriculum
- Original Employer Grievance Procedure: This form is intended for the employer and substitutes the Individual Grievance Procedures that is usually kept in the individual file.
- Original Employer WIA Eligibility Trainee List
- Copy of Invoices
- Copy of Credentials
- Original signed Employment Verification Forms for Program Outcome and Follow-up purposes.
FREQUENTLY ASKED QUESTIONS (FAQ)

1. How do I assign a Contract Number?

Each Service Provider shall employ the following unique, consecutive contract numbering system [CUST – “PY” – “code” – “#”].

PY = Y1Y2Y2 (eg. 0506, 0607, or 0809)

<table>
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<tr>
<th>LOCATION</th>
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<tbody>
<tr>
<td>Carol City:</td>
<td>CC</td>
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<tr>
<td>North Miami Beach:</td>
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</tr>
<tr>
<td>Homestead:</td>
<td>H</td>
</tr>
<tr>
<td>Monroe</td>
<td>ME</td>
</tr>
</tbody>
</table>

“#” (eg. 01, 02, …, 10, 11, etc.)

Complete Examples:

CUST – 0506 – CC – 01
CUST – 0607 – WD – 12
CUST – 0708 – NS – 09

2. What if we provide services out of a location not detailed above?

If you provide services at a location not listed above, please inform the Manager of Adult Programs and/or Employer Services Manager, either of which can create a unique code for your location, update the list above, and release the updated Procedures to the field.

3. Who is responsible for each step in the Customized Training?

It is up to the service provider to determine the individual best suited to coordinating the overall OJT and the individuals that will execute each step; but, feel free to use the following recommendations to guide these decisions.

Employer Consultant: Customized Training Coordinator; Steps 1, 6, 7, 8, 10, 13
Career Counselor: Steps 2, 3, 4, 5, 10, 11, 12, 14, 15, 16, & 23
Job Placement Specialist: Steps 22
Center Director: Steps 18 & 19

4. Must the Customized Training agreement last for the exact duration in the agreement?

No. The end date of the agreement is an approximate date. A participant may achieve the full set of credential certificates early. The agreement cannot be extended beyond the approximate end date. Should the trainee require more time to achieve certain competencies, the service partner may, at its discretion, enter into a new Customized Training agreement with the employer to complete the remaining competencies. However, the total amount of reimbursement between both agreements shall not exceed the maximum detailed in the first agreement. Furthermore, the service provider may only reimburse the employer for those credentials and amounts detailed in the original agreement.

5. Do we need to perform follow-up?

The service partner must comply with any and all performance, documentation, data entry, and file maintenance requirements of SFW and the funding stream used for the Customized Training. In the case of WIA Adult funds, for example, then yes, follow-up would be required. Keep in mind that Customized Training is not a separate program. It is simply another way to deliver training.

6. Where do I find the SFW and funding stream requirements for handling services like eligibility determination, assessment, data entry, and training?

See the following documents for guidance with respect to the programmatic and administrative requirements not specified herein.

- WIA Adult: www. tbd
- WIA Dislocated: www. tbd
- WIA Youth: www. tbd
- TANF: www. tbd
- Other: www. tbd
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.8 EWT Policy
EMPLOYED WORKER TRAINING PROGRAM POLICY
SFWIB Policy #PY’2007-01

I. Of Interest to
The Employed Worker Training Program (EWTP) Policy should be of interest to employers, workers in Miami-Dade and Monroe counties, training vendors, Career Center contractors, the South Florida Workforce Investment Board (SFWIB), and South Florida Workforce (SFW) staff.

II. Subject
Employed Worker Training Program

III. Purpose
The purpose of the Employed Worker Training Program is to provide SFW stakeholders with parameters regarding the use of training funds for Employed Worker Training.

IV. Background
The EWTP is a vehicle through which SFW can expend training dollars from various funding streams. The EWTP may be funded with Workforce Investment Act (WIA), Temporary Assistance to Needy Families (TANF), and any other SFW available funding where EWT is allowable. This policy does not address the unique performance, participant eligibility and compliance requirements of these funding streams. Employed Worker Training may be in the form of Customized Training or On-the-Job Training (OJT). Separate policies and procedures address the operational parameters for these two designs.

V. Funding Availability
Funding for the EWTP is subject to the availability of funds from the region’s allocation for training. Funds are allocated by the SFWIB on a yearly basis; therefore all training activities commencing at the beginning of the program year (July 1st) under the EWTP must be completed prior to June 30th of the following year. Commitments for training services beyond June 30th will not be made by the SFW until the SFWIB has allocated new program funding for training.

Funds for training are made yearly to Career Centers. When funding is available the SFWIB may specifically designate funds for EWTP as well as issue RFP’s for available funding.

VI. Eligibility
A. Employers:
1. The employer must have been operating continuously in Miami-Dade and/or Monroe county for a minimum of one (1) year prior to the date of the application,
2. Must be fully licensed to conduct business in Miami-Dade or Monroe county,
3. Must have at least one full-time employee,
4. Must demonstrate financial viability in meeting two of the four requirements below:
   - A favorable report from Dun and Bradstreet,
   - SEC 10K schedule,
   - Current financial audit or financial compilation prepared and signed by a Certified Public Accountant, or
   - Two years of Federal Income Tax Returns.
5. Must be current on all federal, state and/or local tax obligations,
6. Temporary employment agencies, employment agencies, or employee leasing agencies may not serve as the Employer of record.

B. Training Providers:
Training Providers are selected by the employer.

C. Career Center Contractors:
Entities that have a current Career Center Contract are eligible.

D. Other Providers of Services:
In the event that SFWIB issues an RFP for EWTP, other providers of services may be eligible to receive funds. Eligibility criteria will be detailed in the RFP.

VII. Funding Requests
A. Employers:
Companies in need of training funds to introduce new technologies, advance employees positions and wages, or retain employees who are at risk of losing their self-sufficient employment unless additional training services are received, may apply for the EWTP.

Employers can apply for training assistance for their workforce by contacting any of Region 23’s Career Centers, contacting an Eligible Training Provider, or by contacting the SFW.

B. Training Vendors:
Training Vendors may choose to assist the employer in completing the application for EWTP. Training Vendors will be chosen by the Employer. Training Vendor information is part of the EWTP application. Training Vendors are paid by the employer for training costs, the Employer may be reimbursed under the EWTP for up to 50% of training costs.

C. Career Center Contractors:
Career Center Contractors may assist the employer in completing the application for EWTP. Career Center Contractors allocated training funds can be used to cover the EWTP request. SFW will have set aside a pool of training funds that will be used for EWTP initiatives.

VIII. Priority of Service
During the application process SFW will give priority to those programs that:
A. Request funding in occupations and industries that have been prioritized by the SFWIB.
B. Request to upgrade skills of employees in the region’s targeted occupations, and/or in an occupation that is vital to the economic viability of the community.
C. In their grant proposal demonstrate an upgrade in employee skills that will therefore lead to their employees retaining self-sufficient employment or obtaining self-sufficiency as applicable.
D. Provide training at a cost that is reasonable as set by SFW EWTP Review Sheet.
E. In order to allow both large and small employers to have access to EWTP funds, SFW will try to maintain a balance of 60% of funding for large employers (25 or more employees) and 40% for small employers with 24 employees or less. Career Centers serving large employers will be encouraged to balance services to bring in small employers with 24 employees or less.
IX. Funding Conditions

In order to receive funding, employers approved for funding by SFW must enter into an Agreement with a SFW funded Career Center that commits the employer to complete the training project as proposed in their application and/or as negotiated with SFW and/or Career Center Contractor.

A. All employees selected by the employer for training must complete the SFW enrollment process (as applicable for the program funds being utilized) prior to the commencement of any training or the provision of any services. Final approval of the application is contingent on employee(s) being determined eligible.

B. The training provided to eligible employed adults, must lead the participant to self-sufficiency as defined by SFWIB.

C. OJT or Customized Training conditions must be met as applicable.

D. Employers shall keep accurate records during the lifetime of the project. Records shall be kept for five (5) years after the expiration of the contract. If any litigation, claims, or audit findings commenced before the retention period expires, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved and a final disposition made or until the end of the five (5) year period, whichever is later.

E. Employers must certify that all information provided for the purpose of requesting reimbursements and reporting training activities is true and accurate.

F. Employers that fail to achieve the required employee credentialing and retention, or those that fail to promote employees that complete the training and achieve the credentials, may not be considered for future EWTP funding.

X. Application Submission

The EWTP is open to all employers in Miami-Dade and Monroe counties that meet the eligibility criteria outlined in Section VI above. Applications must be submitted to SFW as outlined in SFW EWTP procedures, utilizing the application forms provided. These funds can be used to train all its employees. (Including employees that live outside of Region 23).

XI. Application Review

A. Applications that fail the SFW team review process will not be recommended for approval.

B. The SFW Executive Director will have the authority to approve applications requesting funding for less than $50,000. Awards of less than $50,000 will be included in the Executive Director report to the SFWIB.

C. Applications requesting funding of $50,001 or more will be included in the next SFWIB or appropriate committee meeting agenda for action.

XII. Project Completion

A. All EWTP projects shall be performance based with specific measurable performance outcomes, including the completion of the training project and the number of employees trained.

B. Final payment for employers receiving EWTP funds will be withheld until the final report is submitted and all performance criteria specified in the grant have been achieved. All final reports and invoices are due to SFW no later than fifteen (15) business days after the completion of the project. All invoices received after the closeout dates are subject to disallowance.
C. Employers must provide sufficient documentation in order to calculate the performance measures required by SFW.

XIII. Project Outcomes
Training must result in the attainment of a credential by the employee, as established during the contract negotiations, retention for a minimum of six (6) months (or negotiated period) in the self-sufficient employment of individual employees who have obtained a new skill set in new technologies, or new production or service procedures, and/or must lead to a promotion and/or an increase in wages earned.

XIV. Application Denial
If the application is not approved, the appropriate SFW staff will notify the employer in writing. All applicants denied funding can appeal the decision to the SFWIB in accordance with SFWIB appeal process.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.9 Business Services Local Operating Procedures
BUSINESS SERVICES PLAN:
A Strategy for Value Creation

Developed by:
ARBOR
CITY OF HIALEAH
JOBS FOR MIAMI
SER – JOBS FOR PROGRESS
TRANSITION, INC.
UNIDAD OF MIAMI BEACH
YOUTH CO-OP

Revisions supported by:
Business Services Unit,
South Florida Workforce
Rev (2007-09-12)

South Florida Workforce is an equal opportunity employer/program.
Auxiliary aids & services are available upon request to individuals with disabilities.
Who We Are
The South Florida Workforce Business Service Unit (BSU) is comprised of a group of professionals committed to providing businesses with personalized, cost effective solutions. Their combined years of experience equip them to successfully address a multitude of issues which face today’s businesses. Value-added resolutions are created at all levels of the South Florida Workforce delivery system providing labor market information, training, counseling or support services.

Mission
The Business Service Unit’s mission is to promote a unified and collective image to the business community of South Florida and to enhance the trade name and image of South Florida Workforce. The Business Service Unit is one of the critical elements of building a prosperous local economy.

Vision
The Business Services Unit’s vision is to capture as much of the market share in high wage and high skill employment and training to the business community as possible by optimizing our business model. Recognizing the employer is our primary customer, the BSU aspires to present high quality business and consulting services.

Introduction
The Business Service Unit focuses on ways to add value and improve service delivery mechanisms to existing or potential customers; it also serves to create new opportunities for both local businesses and our service providers. It is through these collaborative efforts that the Business Service Unit achieves its common goal: an environment where business and the community can prosper and thrive. The BSU is committed to bringing the best possible service to employers in Miami-Dade and Monroe County with the highest level of integrity, promoting mutual confidence and trust in business relations. The BSU is making a difference everyday in the South Florida community by positively impacting the quality and performance of businesses with effective workforce development solutions.

Understanding Employers Needs
The Business Service Unit understands the prerequisites of the business community and how best to serve this community in a coordinated manner. “Connecting Market Demand with Labor Supply” provides a systematic approach to understanding industry employment demand; it establishes a roadmap for training specifically tailored to various industries; it upgrades the skill sets of the incumbent worker and provides human resource tools (i.e., labor market information, tax credits, pre-screening, customized assessment and recruitment services).
In many respects, this approach ensures that market demand is connected with labor supply. A higher level of interaction with the business community is imperative in developing a more sensitive approach to serve business beyond the traditional placement services. The BSU works collaboratively with local economic development agencies to ensure that all benefits and services available in our region are offered through this unit. A more intimate relationship with business will enhance South Florida Workforce’s ability to forecast, in the short-run, occupational demand and to develop a better understanding of emerging trends.

Business Consultants target specific industries and businesses to develop a greater level of expertise regarding those enterprises. This entails prioritizing key industries as identified within our two year plan that will generate the highest figures of future employment. Additionally, the BSU incorporates the creation of industry committees with members of the business community.

Business Services Unit and Career Center Relationship

A pipeline is established between the BSU Consultants and their respective Career Center employer consultant staff. A database of employers both current and prospective is implemented to avoid repetitive contacts with employers. The list is maintained by the BSU consultants and shared with all Career Centers on a monthly basis, ensuring fairness, open lines of communication, and optimal service for employers.

The BSU Consultants will coordinate with all Employer Consultants the marketing of all training and employment services to businesses, industry associations, and economic development agencies, providing a unified message regarding the services of South Florida Workforce. The results of such marketing efforts will be added to the BSU database for tracking purposes. A BSU Consultant will be the liaison to ensure that the specific service(s) requested by an employer is provided. The consultant will coordinate with the designated Career Center Employer Consultant or staff the service(s) to be provided to the employer.

Business Services Unit and SFW Training Partner Relationship

The training provider(s) will contact the Business Services Unit to market all training services to businesses, industry associations, and economic development agencies. This will ensure that all services are coordinated within the region to ensure consistency and uniformity of all training and recruitment services offered through SFW. The training providers will coordinate with the Business Services Unit to target potential businesses that are seeking training services in order to eliminate duplication of efforts and have one central point of communication within a company. This procedure avoids multiple training applications that could affect a business’s eligibility for grant funds; it also runs the risk of negative impact on the relationship or potential relationship with SFW.
Targeted Industries
Long-term industry employment projection is a tool that the local workforce development professional should use as a starting point for the prioritization of industries. These forecasts should be analyzed in the short-term to determine priorities for the short, medium and long-run and should not be used as a sole source for the development of training programs. The BSU consultants and Career Centers will align the industry selections based on the Region's ability to serve the industry. The model that we are proposing is to have the Region's industries focus upon training and recruitment programs of a selected industry's workforce needs. The Career Centers should become industry focused hubs dedicated to optimal expertise for each sector.

Short-term industry demands must also be analyzed in order to transition the labor force into industries that fluctuate or impact the local economy. For example, Miami-Dade County government (the largest employer in Miami-Dade County) is anticipating a major reduction in their labor force. The impact of this reduction in workforce has a major affect on Region 23's labor exchange. How can these individuals with their identified skill sets transition into targeted industries that will absorb this talented set of workers. Strategies for this short-term influence in Region 23 must be addressed. There may be other significant short-term labor exchange impacts that require immediate resolution.

Targeted Employers
The role of South Florida Workforce Business Services Unit (BSU) is to bring prospective employers and training providers together to facilitate the creation of strong pipelines where they do not exist or where they are experiencing difficulty.

An industry-oriented South Florida Workforce Business Consultant has been selected to coordinate and facilitate the creation of the necessary pipelines. This benefits not only the industry, but also the job seeker and the respective Career Center(s). The creation of the Business Services Unit and business focus system minimizes inefficiencies and unproductive time experienced by the Employer Consultants, Job Development Specialist, the businesses and ultimately the employees.

After reviewing labor market research the industries predicting the most future job growth with higher wage impact in Region 23 are:

- Business Services
- Health Services
- Bio-science
- IT/Telecommunications
- Tourism/Hospitality
- Education
- Automotive
Whereas, this initial identification of targeted industries provides direction, South Florida Workforce is obligated to collaborate with our economic development partners (i.e. Beacon Council, Enterprise Florida, etc.), the local chambers of commerce (i.e. Greater Miami Chamber of Commerce, South Dade Chamber, etc.), the municipal economic development departments (i.e. City of Miami, City of Miami Beach, etc.), the educational institutions (i.e. Miami-Dade Community College, Florida International University, University of Miami, etc.), and other stakeholders that impact economic development growth in Region 23.

It is imperative that economic development agencies, educational institutions and South Florida Workforce resources are coordinated to undertake the emerging challenges faced in an open market economy.

Current Structure
At present, there are seven (7) diverse organizations operating Career Centers and providing employer services under the South Florida Workforce umbrella in Miami-Dade and Monroe Counties. The total personnel devoted to the business services initiative is eighty-one (81). Among the personnel devoted to providing services to employers, twenty-one (21) are Employer Consultants and sixty (60) are performing the roles of Job Placement Specialists. The Job Placement Specialists/Employer Consultants are generalists in terms of level of industry specialization.

The number and role distributions were derived from individual services provider strategies rather than the regional approach recommended in this employer services plan. Each service provider needs to reevaluate the number of human capital allocated to serving the sensitive employer requirements and ensure selected staff is trained to secure the success of this employer-driven system.

Identification of each Career Center employer services organization
Career Center STAFFING

<table>
<thead>
<tr>
<th></th>
<th># of E.C.</th>
<th># of J.P.S.</th>
</tr>
</thead>
<tbody>
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<td>Totals</td>
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</table>
Assignment of Targeted Industries

The assignment of industries for the Region's Business Services Unit and Career Centers will be determined by recent Labor Market Statistics. Once targeted industries have been designated, the BSU will need to develop "pipelines" in order to meet the demands of these industries. A system whereby sources of skilled laborers that can meet the demands of the targeted industries must be identified in order to serve the business community in South Florida. Failure to establish reliable labor exchange resources, strong pipelines, and a systematic approach to employer's prerequisites is essential. Skills assessments, transference of skills, and training will be instrumental to success.

Innovation, Labor Market Statistics Center, Overview of the South Florida Workforce Region, August 17, 2007 listed the following growth industries that show significant growth (job creation) for the past year – July 2006 to July 2007.

NONAGRICULTURAL EMPLOYMENT IN FLORIDA

MIAMI-MIAMI BEACH-KENDALL MD

<table>
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<tr>
<th>Industry Title</th>
<th>July 2007</th>
<th>July 2006</th>
<th>Change from July 2006 to July 2007</th>
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<td>Total Nonagricultural Employment</td>
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<td>885,500</td>
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<td>Trade, Transportation, and Utilities</td>
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<tr>
<td>Wholesale Trade</td>
<td>262,000</td>
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<td>Retail Trade</td>
<td>76,100</td>
<td>73,500</td>
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<td>Motor Vehicle and Parts Dealers</td>
<td>15,700</td>
<td>15,400</td>
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<tr>
<td>Food and Beverage Stores</td>
<td>25,900</td>
<td>25,200</td>
<td>700</td>
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<td></td>
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</tr>
<tr>
<td>Telecommunications</td>
<td>21,700</td>
<td>22,500</td>
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<tr>
<td>Financial Activities</td>
<td>76,200</td>
<td>74,300</td>
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<td>Finance and Insurance</td>
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<tr>
<td>Credit Intermediation and Related</td>
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<td></td>
<td></td>
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<td>Activities</td>
<td>27,200</td>
<td>26,800</td>
<td>400</td>
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<td>Depository Credit Intermediation</td>
<td>17,400</td>
<td>16,700</td>
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<td>Professional and Business Services</td>
<td>154,800</td>
<td>150,800</td>
<td>4,000</td>
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<td>Professional and Technical Services</td>
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<td>64,700</td>
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<td>Education and Health Services</td>
<td>141,200</td>
<td>137,200</td>
<td>4,000</td>
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<td>Ambulatory Health Care Services</td>
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<td>36,300</td>
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<td>Leisure and Hospitality</td>
<td>100,500</td>
<td>98,600</td>
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<td>Accommodation and Food Services</td>
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<td>86,400</td>
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<td>24,100</td>
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<tr>
<td>Food Services and Drinking Places</td>
<td>63,600</td>
<td>63,000</td>
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**OCCUPATIONS GAINING THE MOST NEW JOBS THAT PAY > $15.00 HR.**

**Workforce Region 23 - Miami-Dade and Monroe Counties**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Title</th>
<th>2006 Employment</th>
<th>2014 Employment</th>
<th>Percent Change</th>
<th>Growth</th>
<th>Separations</th>
<th>Total Separations</th>
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<tbody>
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<td>1</td>
<td>Registered Nurses</td>
<td>24,252</td>
<td>29,482</td>
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<td>654</td>
<td>480</td>
<td>1,134</td>
<td>28.17</td>
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<td>2</td>
<td>Lawyers</td>
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<td>14,808</td>
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<td>320</td>
<td>149</td>
<td>469</td>
<td>52.98</td>
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<tr>
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<td>Sales Reps., Wholesale and Manufacturing, Other</td>
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<td>24,459</td>
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<td>280</td>
<td>569</td>
<td>849</td>
<td>23.32</td>
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<tr>
<td>4</td>
<td>Accountants and Auditors</td>
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<td>15,514</td>
<td>2.09</td>
<td>277</td>
<td>241</td>
<td>518</td>
<td>30.76</td>
</tr>
<tr>
<td>5</td>
<td>Executive Secretaries and Administrative Assistants</td>
<td>14,595</td>
<td>16,347</td>
<td>1.5</td>
<td>219</td>
<td>271</td>
<td>490</td>
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<tr>
<td>6</td>
<td>Bill and Account Collectors</td>
<td>6,003</td>
<td>7,557</td>
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<td>106</td>
<td>300</td>
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<tr>
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<td>Paralegals and Legal Assistants</td>
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<td>93</td>
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<tr>
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<td>247</td>
<td>37.04</td>
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<tr>
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<td>Bookkeeping, Accounting, and Auditing Clerks</td>
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<td>11</td>
<td>Elementary School Teachers, Except Special Education</td>
<td>9,828</td>
<td>10,965</td>
<td>1.45</td>
<td>142</td>
<td>211</td>
<td>353</td>
<td>30.23</td>
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<tr>
<td>12</td>
<td>General and Operations Managers</td>
<td>8,217</td>
<td>9,347</td>
<td>1.72</td>
<td>141</td>
<td>150</td>
<td>291</td>
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<tr>
<td>Rank</td>
<td>Occupation</td>
<td>2018 Earnings</td>
<td>Median Earnings</td>
<td>Mean Earnings</td>
<td>S &amp; W Earnings</td>
<td>Median Earnings</td>
<td>S &amp; W Earnings</td>
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</tr>
<tr>
<td>------</td>
<td>------------------------------------------------</td>
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</tr>
<tr>
<td>13</td>
<td>Licensed Practical and Licensed Vocational Nurses</td>
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<td>4,965</td>
<td>3.04</td>
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<td>164</td>
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<tr>
<td>15</td>
<td>Ship Engineers</td>
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<td>2,999</td>
<td>5.45</td>
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<td>82</td>
<td>196</td>
<td>31.19</td>
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<tr>
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<td>Truck Drivers, Heavy and Tractor-Trailer</td>
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<td>8,581</td>
<td>1.42</td>
<td>110</td>
<td>122</td>
<td>232</td>
<td>16.48</td>
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<td>First-Line Superv. of Office and Admin. Support Workers</td>
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<td>11,216</td>
<td>1.00</td>
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<td>322</td>
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<td>6,089</td>
<td>1.79</td>
<td>95</td>
<td>122</td>
<td>217</td>
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<td>Carpenters</td>
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<td>145</td>
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<td>Chief Executives</td>
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<td>61</td>
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<td>85</td>
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<td>46</td>
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<tr>
<td>Radiologic Technologists and Technicians</td>
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<td>42</td>
<td>34</td>
<td>77</td>
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<td>Occupation</td>
<td>2016 Employment</td>
<td>2017 Employment</td>
<td>EPL Δ %</td>
<td>Average Weekly Hours</td>
<td>Average Years of Experience</td>
<td>Average Age</td>
<td>Average Hourly Wage</td>
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<td>46 Financial Managers</td>
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<td>42</td>
<td>38</td>
<td>80</td>
<td>49.41</td>
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</tr>
<tr>
<td>First-Line Supervisor of Material-Moving Vehicle Operators</td>
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<td>2,618</td>
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<td>42</td>
<td>52</td>
<td>93</td>
<td>30.78</td>
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<td>48 Court Reporters</td>
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<td>1,364</td>
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<td>11</td>
<td>51</td>
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<tr>
<td>49 Dental Hygienists</td>
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<td>40</td>
<td>8</td>
<td>48</td>
<td>23.48</td>
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</tr>
<tr>
<td>Captains, Mates, and Pilots of Water Vessels</td>
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<td>1,699</td>
<td>2.57</td>
<td>36</td>
<td>38</td>
<td>74</td>
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</tr>
<tr>
<td>50 Medical and Health Services Managers</td>
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<td>2.22</td>
<td>35</td>
<td>30</td>
<td>65</td>
<td>43.59</td>
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<tr>
<td>51 Computer and Information Systems Managers</td>
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<td>1,614</td>
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<td>35</td>
<td>23</td>
<td>58</td>
<td>46.49</td>
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<tr>
<td>Purchasing Agents, Except Farm Products &amp; Trade</td>
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<td>2,366</td>
<td>1.66</td>
<td>35</td>
<td>50</td>
<td>85</td>
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<tr>
<td>54 Physical Therapists</td>
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<td>11</td>
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<td>34.02</td>
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<tr>
<td>First-Line Supervisor of Mechanics, Installers, and Repairers</td>
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<td>3,074</td>
<td>1.15</td>
<td>32</td>
<td>69</td>
<td>101</td>
<td>26.46</td>
<td></td>
</tr>
</tbody>
</table>

* Hourly wages for teaching occupations were calculated using a 40-hour work week for 9½ months per year.
The Business Consultants will analyze the Region’s pool of professionals to determine which industry focus will be selected for the specialization of industry recruitment and training. The selection of industries will also consider the pool of registered applicants in EF. The Business Services Unit will do outreach to the industries that align with the Region’s industry focus and demand.

RULES OF ENGAGEMENT
In order to optimize the activities of staff that work with employers in Regions 23, the following rules will be followed by Region 23 BSU and Career Center staff.

1. Existing Employer Relationships: Region 23 Career Center staff with positive, existing employer relationships in workforce board outside Region 23 will continue to serve these employers per the employers’ wishes. However, reasonable effort will be taken to advise the employer that the local workforce board in their region offers the same services.

2. New Employer Relationships (Marketing): Region 23 Career Center staff will ONLY market their services, whether through telephone, post, e-mail, personal contact, or other means, to employers residing within Region 23.

3. New Employer Relationships (Corporate Office, Local Office, Work Site, etc.): Employers often maintain multiple hiring locations, including, but not limited to, corporate offices, regional offices, local offices, and temporary locations on work sites. For this reason, EFM job orders provide for both the location of the employer and the location of the work site. In this manner, an employer in another region can post a job order with another workforce region for an opening in Miami-Dade, and job seekers searching for jobs in Miami-Dade will see the opportunity. Therefore, in cases when an employer in another region contacts a Region 23 Career Center and the only service requested is the posting of the job order, Region 23 Career Centers will refer the job order to the local workforce board in the employer’s region. However, if the employer wishes to receive value-added services within Region 23 (e.g. recruitments, interviews, etc.), due to the location of the local office or worksite, then it is appropriate for the Region 23 Career Center to enter the job order.

Identification of Individual Performance and System of Accountability
Staff training has been identified as a crucial issue which will be addressed in the implementation of this proposal:

Business Services Unit (BSU) and Employer Consultants (EC) Training
Business Consultants and Employer Consultants will be trained on all of the services that are provided to employers within the region: Customized Training (CT), Employed Worker Training (EWT), On-the-Job Training (OJT), work Opportunity Tax Credit (WOTC), Job Description Assistance (O’NET), Recruitments, Job Fairs, Federal Bonding, and Economic Development Incentives. Coordinated industry-wide blitzing, as well as involvement in the Beacon Council and chambers of commerce will also be addressed along with the introduction of industry specialists and Business Services Unit staff.
The BSU and EC will receive comprehensive Employ Florida Marketplace (EFM) training including running reports and listing contact activity. The BSU and EC's agree to meet together by industry on a monthly basis to coordinate business activities, employment blitzes and door-to-door activities.

**Job Placement / Customer Service Reps Training**

Job placement specialists will be trained by industry in pre-screening customers having a higher success of job referrals resulting in employment outcomes, comprehensive EFM training, including running reports, and a uniform policy of appropriate referral mechanism.

Customer service representatives will be trained in front line customer relations, directing customer traffic flows, comprehensive EFM training, and accurate data entry including full registrations identifying appropriate O*NET classifications and possible PPN candidates.

**Establish Baselines and Goals**

Based on last year's data on the Balanced Scorecard, there were 23,199 total placements in Region 23 at an average wage rate of $10.45 hr.

The BSU goal is to get the Region to meet or exceed the PY '07-'08 Balanced Scorecard Performance Measures. (See attached)

The BSU will do gap analysis on the following Balanced Scorecard Performance Measures to implement Region wide business services plan to attain optimal performance:

- Employment
- 15% of Employment (Professional Employment)
- 20% of Employment (Self-Sufficiency)
- Job Development
- 35% of Job Development ($15.00 and above)
- Average Wage

**BSU and EWT GOALS — The BSU along with its respective** service provider will execute a minimum of one EWT application each quarter. A BSU goal is to have at least each Career Center executing a EWT project every quarter. The BSU will encourage service providers to submit a minimum of two (2) EWT applications during the program year utilizing their allocated adult/dislocated worker funds. Applications will target the industries identified; however, applications are not limited to targeted industries. Emphasis will also be placed on training the greatest number of participants at the targeted average cost per participant at identified in the gap analysis to meet the Region's Balanced Scorecard Performance Measures.
BSU and the Professional Placement Network (PPN)
The South Florida Workforce establishes job seeker priorities that incorporate professionals as one of the top targeted customer groups. It is expected that SFW Service Providers supply a comprehensive approach to serving professionals in Miami-Dade and Monroe counties. The Professional Placement Network (PPN) coordinators should conduct a customer recruitment goal for each center based on a percentage of PPN registrations, including, the involvement of registered WIA and WT professional customers. Once the established weekly registrations have been met in the Career Center, the PPN coordinators should work with the BSU to also create Regional Job Development plans that would best serve the client base. The BSU will market and do outreach for the PPN program which adds a great value for the region with little workforce board or employer community recognition. The BSU will analyze data for last year’s performance to develop PY’07-08 goals for the region.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.10 Training Master Plan
TRAINING MASTER PLAN

PY 2005-2006 to 2007-2008

Rev. G
OVERVIEW

OF INTEREST TO

The Training Master Plan (TMP) should be of interest to members of the South Florida Workforce Board (SFWB), South Florida Employment and Training Consortium (SFETC), South Florida Workforce (SFW) staff, Region 23 One-Stop Career Center partners, Training Partners, Employers, Job Seekers, and workers in Miami-Dade and Monroe counties.

SUBJECT

The TMP outlines SFW policy regarding the use of training funds in Region 23.

PURPOSE

The purpose of the TMP is to provide all stakeholders with guidance regarding the use of training funds to meet the workforce needs of employers and job seekers in Region 23.

BACKGROUND

As the SFWB’s first strategic plan began to take shape, it became clear that no single document consolidated all SFW policies related to training. The TMP intends to fill this need. It is designed to assist SFW stakeholders align the expenditure of training funds with SFW’s strategic objectives, and, in doing so, achieve the following outcomes:

- Improve placement of the Hardest to Serve (Stable and sustainable employment)
- Increase training-related placements (Employer-focused skills development)
- Build stronger employer relationships (Positive image)
- Ensure efficient & effective expenditure of training funds (Fiscal control & accountability)

It should be noted that the TMP is a living document. Stakeholders should expect it to change and adapt to the dynamic needs of our community’s employers, job seekers, and workers. A full update to the TMP, including consideration of new labor market information, employer partnerships, and strategic objectives, will occur annually, prior to every new program year.

Finally, readers should remain cognizant of the fact that the TMP provides a policy umbrella covering all SFW funding streams, including, but not limited to, TANF, Refugee, WIA Adult, WIA Dislocated, WIA Youth, and TAA. All references to “training funds” in the TMP, refer to the sum total of SFW grant dollars allocated to training. The goal is to focus the document on system-wide issues and strategic concerns.
PLAN

SFW MISSION STATEMENT

_South Florida Workforce provides high-quality employment and training solutions to job seekers, workers, and employers to foster regional economic growth._

DEMAND-DRIVEN

The strongest approach to fostering regional economic growth, as specified in the SFW Mission Statement, is the use of a demand-driven workforce development system. In the context of the TMP, beginning with an understanding of employer needs ensures that career advisors can guide job seekers to careers with a future in our community. It provides the job seeker with an assurance that his or her individual employment plan (IEP) employs a career ladder that leads toward stable and sustainable employment. A demand-driven approach also helps SFW plan where its investment in training for employed workers might offer the greatest returns.

In support of this approach, SFW recently updated its audit of local employer demand for labor, called, “Growing and Preserving Good Jobs: Connecting Labor Demand to Labor Supply (September 2005).” Based on its findings, and comparisons to the targeted industries of local partners, SFW chose to prioritize eight industries in its strategic plan.

- Business Services
- Health Services
- Construction
- IT/Telecommunications
- Tourism/Hospitality
- Education
- Automotive
- Film & Entertainment

SFW will use these industries to guide its activities throughout the program year. Specific effort will be taken to form partnerships with employers in these industries. However, understanding the changing nature of the local economy, staff will continually review labor market information to recommend additions and deletions to the list of SFW Priority Industries. One key tactic arising from the demand-driven approach to workforce development is the use of industry pipelines.

INDUSTRY PIPELINES

Unlike an individual training vehicle, like OJT, an industry pipeline is a program designed to combine any number of training vehicles in the continual delivery of qualified workers to a group of employer partners, preferably in a Priority Industry. SFW begins development of industry pipelines by identifying critical needs that employers are willing to fill through partnership. The next phase involves developing an agreed upon mix of basic skills training, occupational training, and OJT/Customized Training. This might include sequenced training, such as occupational training followed by OJT, or concurrent training, such as OJT with vocational language instruction on the
job site. The next phase begins with the SFW service delivery system implementing the agreed upon plan to deliver qualified workers to the industry’s employers. The Bus Maintenance Technician Program implemented with Miami-Dade Transit (MDT), detailed below, provides an example.

After identifying the demand for diesel mechanics at MDT, SFW set out to determine the broader demand for diesel mechanics, throughout the local truck and bus industry. Finding strong demand and wage potential in the private sector, SFW felt confident that individuals not hired by MDT did not face a dead-end. The first phase involved a careful review of the approved curriculum for Heavy Duty Truck & Bus Mechanics at the Miami-Dade County Public Schools. Once the partners reached a consensus on the curriculum, the next phase involved a discussion of the training vehicles SFW would use to facilitate the flow of trainees. It was determined that a combination of Educational Scholarships and OJT would best meet the needs of both MDT and the job seeker. The program launched in August of 2003. Two years later, it boasts nearly seventy graduates working as Bus Maintenance Technicians with MDT and numerous others working as diesel technicians with the private sector. The TMP calls for SFW to build on this success by creating new industry pipelines.

SFW will enjoy numerous benefits from their development. First, industry pipelines dramatically improve our training system’s response to the needs of employers. Second, they focus our training system on employers in Priority Industries. Third, the partnerships formed with employers increase our ability to place trainees into stable and sustainable employment. Finally, these long term partnerships allow us to better forecast training expenditures, by providing a consistent demand for specific training.
CAREER LADDERS

SFW will complement industry pipelines with career ladders. In this manner, job seekers will receive individualized plans mapping their path along a career or industry pipeline. Career ladders will serve a particularly important role in helping SFW’s Priority Job Seekers. As per the strategic plan, SFW prioritizes its job seekers as follows.

1. Veterans
2. Hardest-to-Serve
3. At-Risk Youth
4. Professional/Dislocated Worker
5. Universal Job Seeker

Some Veterans, and many of the Hardest-to-Serve and At-Risk Youth face multiple barriers to employment. Deficiencies in basic skills are often present. For this reason, career ladders serve a particularly important role, providing a defined path from unemployable to professional. Since the demand-driven model is predicated on a job seeker’s ability to meet the skill requirements of industry, many of these job seekers will need training to even reach the first rung of their career ladder.

Basic skills training, on-the-job training, customized training, occupational training, and other forms of training will likely be combined throughout the career ladder to help the job seekers obtain the skills valued by business. In order to provide employers and job seekers with the best possible solutions, SFW partners must work to find the optimal mix of training solutions. This includes combining training options in series and in parallel, from basic skills offered at One-Stop Career Centers to occupation training provided by a training partner.

NOTE: SFW does not impose an artificial limit on the number, type, or cost of trainings allowable to a job seeker over his or her career. Career counselors decide the appropriateness of training, justify each, and document the role it plays in assisting the job seeker along his or her career ladder.

OPTIMAL TRAINING MIX

Currently, the SFW service delivery system invests heavily in Occupational Skills Training. OJT and Customized Training have been used on a case-by-case basis, with growing frequency in PY '04-'05. In order to support the implementation of industry pipelines and career ladders, to best serve the needs of employers and job seekers, the TMP encourages a systematic effort toward an optimal mix of coordinated training options.

This includes, for example, Individual Training Accounts (ITAs) followed by OJT to support employers through industry pipelines. For job seekers, career ladders might entail Adult Basic Education, leading to work readiness certification, followed by Employed Worker Training, all paving a path toward stable and sustainable employment. The graphic below speculates at the evolution of the SFW training mix, as the service delivery system implements more industry pipelines and career ladders.
EXAMPLE: EVOLUTION OF TRAINING MIX

LEGEND

- Occupational Skills Training (Industry Pipeline)
- On-the-Job Training (OJT)
- Customized Training
- Basic Skills Training
- Employed Worker Training (EWT)
MAINTENANCE OF THE TRAINING MASTER PLAN

The Planning and Policy Unit maintains and updates the Training Master Plan.

TRAINING PARTNER APPROVAL, PERFORMANCE, & CONFERENCE

The Planning and Policy Unit supports the acceptance of new training partners, new training programs, monitors training partner performance, and coordinates Region 23 participation in the workforce estimating conference.

RETURN ON INVESTMENT

The Planning and Policy Unit tracks SFW’s return on the investment of training funds.

TECHNICAL SUPPORT

The Programs Unit provides technical support to all Service Partners, including One-Stop Career Center operators, in their efforts to strategically invest training funds with employers and job seekers.

EXPENDITURES

The Finance Department monitors the expenditure of training funds and reports the status of expenditures to the Executive Director and the Programs Unit.

NOTE: Whenever a single employer is identified as needing more than $200,000 worth of subsidized training (OJT + Customized Training) in a single program year, through agreements with any number of eligible SFW partners, the funding must first be approved, in writing, by the SFW Executive Director.
DEFINITIONS

ADULT EDUCATION AND LITERACY TRAINING

Per Title I of WIA, the One-Stop system must provide a means of accessing adult education and literacy programs funded by the Adult Education and Family Literacy Act (AEFLA). Entities that carry out programs authorized by AEFLA must participate in One-Stop systems through memoranda of understanding negotiated with local workforce investment boards. In keeping with these requirements, SFW partners with Miami-Dade County Public Schools and Miami-Dade College to provide clients with access to Adult Basic Education (ABE), English as a second language (ESOL), and GED classes.

BASIC SKILLS TRAINING

The TMP uses the phrase “basic skills training” to encompass a wide range of training meant to prepare an individual for work. It includes Adult Education and Literacy Training and Job Readiness Training.

CUSTOMIZED TRAINING

Customized Training subsidizes the cost of customized classroom training provided to a potential hire, by the employer. Like OJT, Customized Training takes the form of a contract between the employer and the SFW service provider. It also requires that the employer hire the trainee upon successful completion. Unlike OJT, Customized Training reimburses the employer for no more than 50% of allowable training costs. Reimbursable expenses include instructors’ salaries, trainers’ salaries, tuition, curriculum development, textbooks, manuals, and supplies. Trainee wages, if any, are not reimbursable. Training periods normally run from two to eight weeks. Although the trainee is not normally earning a wage during Customized Training, its intent is immediate employment upon completion; so, we consider it to still hold firmly to both Demand Driven and Work First philosophies.

INDIVIDUAL TRAINING ACCOUNT (ITA)

Individual Training Accounts, commonly referred to as ITAs, are financial accounts created on behalf of eligible job seekers to fund training. Career counselors generate vouchers against the ITA to pay for approved costs, such as tuition, books, uniforms, etc. ITAs are most commonly associated with Occupational Training provided by SFW approved training partners whose programs appear on the Region 23 Targeted Occupations List. SFW also uses ITAs to fund and track payment of On-the-Job Training agreements and Customized Training agreements.
ENTREPRENEURIAL TRAINING

An organized program of study that provides the specific skills and knowledge necessary to plan, finance, start, and expand a business. Such training should be outcome-oriented, focused on a long-term goal, coincide with exit, and result in attainment of a certificate.

JOB READINESS TRAINING

Job readiness training is implemented by SFW as work readiness certification. This classroom training provides SFW clients with the fundamental technical and workplace skills necessary to apply, interview, obtain, and retain employment. The training is offered in One-Stop Career Centers in modular format, to improve the flexibility of the program and the use of individual components.

OCCUPATIONAL SKILLS TRAINING

An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. Such training should be outcome-oriented, focused on a long-term goal, coincide with exit, and result in attainment of a certificate. SFW approved training partners, with programs appearing on the Region 23 Targeted Occupations List, are eligible to receive SFW vouchers as payment for training services provided to SFW job seekers.

ON-THE-JOB TRAINING (OJT)

Paid training that is provided by an employer to a participant. The participant must be engaged in productive work in a position that allows him/her to acquire knowledge or skills essential to the full and adequate performance of the job. The training is limited in duration, as appropriate to the occupation for which the participant is being trained. The employer is reimbursed up to fifty percent of the participant’s wage for the costs of providing the training and additional supervision related to the training.

SKILLS UPGRADE AND RETRAINING

Skills upgrade and retraining, referred to as Employed Worker Training (EWT) in the TMP, simply applies the OJT and Customized Training vehicles to employed workers. The agreements are nearly identical. From a performance perspective, instead of requiring an employment outcome, they specify that incumbents must earn certifications in skills that will lead to earnings increases, promotions, or continued stable employment. EWT provides a tool for advancing participants further up career ladders. It also helps employers improve their competitiveness in the market, by helping them sharpen the skills of their workforce. Used appropriately, EWT can create future vacancies that SFW can backfill.
Local Operating Procedures Referenced in the Local Workforce Services Plan

B.11 Economic Self Sufficiency/Substantial Lay Off/Priority Services
POLICY TRANSMITTAL

SUBJECT:  WIA ADULT PRIORITY OF SERVICES AND LOCAL SELF SUFFICIENCY STANDARD.  

APPLIES TO:  ONE STOP CAREER CENTER OPERATORS.  

REFERENCE:  Local Policy  

PROCEDURAL/GUIDANCE NO.:  #2PY06-07  

Effective Date: Immediately  

Revised Date: 9/12/2006  

Expiration Date: Until rescinded  

OBJECTIVE

This Policy Transmittal provides modifications to the Region’s Adult priority of services and the local self-sufficiency definition.

BACKGROUND

A change to the Priority of Services for Adults is necessary to provide greater flexibility in the provision of services to WIA Adults. The Priority of Service system will be used to determine priorities appropriating funds for WIA adult intensive and training services, when such funds are limited or the demands for services are greater than the funds available.

The self-sufficiency standard continues to be the basis for eligibility determination for employed Adults and Dislocated Workers seeking intensive and training services and is a component of the Adult priority of services under the second priority.

In order to maximize the region’s ability to serve the widest range of employed workers in an effort to help those underemployed, the self-sufficiency standard is being modified to include separate definitions for employed adults, unemployed adults, and dislocated workers.

This change in policy will allow the region to maximize the number of customers that can be served, even when funds are limited.

Priority of Services for WIA Adult funding.

The Workforce Investment Act of 1998 (WIA) allows each Region to exercise discretion to determine what groups, if any, will be prioritized for services using WIA Adult funds when these funds are limited. Factors to consider when prioritizing services are the needs of specific groups and the availability of other funds for training.

Funding availability is limited in Region 23; therefore, in Region 23 the Priority of Services for Adults is as follows:

First Priority: Adults who are recipients of public assistance or are low-income under the Federal definition. Note: Welfare Transition funds must be accessed first prior to accessing WIA Adult funds to serve recipients of public assistance.

Second Priority: Adults that have incomes below the local self-sufficiency standard for unemployed Adults.

Third Priority: No economic eligibility shall apply under the third priority.
Individuals with Disabilities: an individual with a disability, whose income meets the requirements established under this policy, qualifies even if the individual’s family does not meet those requirements. (The individual’s family composition for economic eligibility is “family of one”).

Veterans: a covered person under the Jobs for Veterans Act of 2002 shall be given priority over non-veterans for the receipt of employment, training and placement services provided under the WIA Adult program. Veterans and other covered persons must first meet the WIA program’s eligibility requirements. A covered person who is determined eligible for WIA services shall receive priority over non-veterans. Veterans are to be served within the context of giving priority to public assistance and low-income persons first for intensive and training services. For example, if there was only sufficient money to provide services to one low-income individual, and a veteran is in the pool, the veteran must receive priority.

A “covered person” is one of the following:

A veteran who is an individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable;
A recently separated veteran is any veteran who applies for participation under WIA Adult within 48 months after the discharge or release from active military, naval, or air service; or

- The spouse of:
  o A veteran who died of a service connected disability;
  o A member on active duty who (at time of spouse's application) is listed as missing in action, capture in the line of duty, or forcibly detained; or
  o A veteran with a total disability from a service connected disability or one who died while being evaluated for it.


Low-income: A low-income individual is defined as one that:

- Receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance programs;

- Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for intensive or training services (exclusive of unemployment compensation, child support payments, payments and old-age and survivors insurance received under section 202 of the Social Security Act (42 U.S.C. 402) that, in relation to family size, does not exceed the higher of:
  - The poverty level
  - 70 percent of the lower living standard income level.

- Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved, to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1077 (7 U.S.C. 2011 et seq.);

- Qualifies as a homeless individual as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302); or

- Is a foster child on behalf of whom State or local government payments are made.
### Federal Poverty Level (FPL):

**2006 Poverty Guidelines**

<table>
<thead>
<tr>
<th>Size of Family Unit</th>
<th>FPL</th>
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<tbody>
<tr>
<td>1</td>
<td>$9,800</td>
</tr>
<tr>
<td>2</td>
<td>13,200</td>
</tr>
<tr>
<td>3</td>
<td>16,600</td>
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<tr>
<td>4</td>
<td>20,000</td>
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<tr>
<td>5</td>
<td>23,400</td>
</tr>
<tr>
<td>6</td>
<td>26,800</td>
</tr>
<tr>
<td>7</td>
<td>30,200</td>
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<tr>
<td>8</td>
<td>33,600</td>
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</tbody>
</table>

For family units of more than 8, add $3,400 for each additional person.


Note: these guidelines change annually and updates may be obtained at [www.aspe.hhs.gov/poverty/poverty.shtml](http://www.aspe.hhs.gov/poverty/poverty.shtml)

### Lower Living Standard Income Level:

<table>
<thead>
<tr>
<th>Size of Family Unit</th>
<th>70% LLSIL (METRO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(7,510)</td>
</tr>
<tr>
<td>2</td>
<td>(11,980)</td>
</tr>
<tr>
<td>3</td>
<td>16,440</td>
</tr>
<tr>
<td>4</td>
<td>20,290</td>
</tr>
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<td>5</td>
<td>23,950</td>
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<tr>
<td>6</td>
<td>28,010</td>
</tr>
<tr>
<td>7</td>
<td>32,070</td>
</tr>
<tr>
<td>8</td>
<td>36,130</td>
</tr>
</tbody>
</table>

(Parentheses) denotes lower than the FPL.

For family units of more than 8, add $4,060 for each additional person.

**Family:** two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories:

- A husband, wife and dependent children;
- A parent/guardian and dependent children;
- A husband and wife.

References: The term “veteran” is defined in WIA Title I section 101 (49)
The term “covered spouse” is defined in P.L. 107-288 Section 4215 (a)
The term “Priority of Service” is defined in P.L. 107-288 Section 4215(3)

Self-Sufficiency

The self-sufficiency standard defines the minimum amount of cash resources needed in order for a family to meet its basic needs and be self-sufficient. Region 23 has separate definitions for self-sufficiency based on whether the individual at time of application is: unemployed or employed, and provides for a separate definition for dislocated workers and measuring outcomes.

WIA Adults Unemployed at time of application

Under priority Two for Adults that are unemployed at time of application, the region utilizes the family self-sufficiency standard as defined by the Human Services Coalition-Wider Opportunities for Women Study.

"The standard defines the amount of income necessary to meet the basic needs (including paying taxes) in the regular 'marketplace' without public subsidies—such as public housing, food stamps, Medicaid or child care—or private/informal subsidies—such as free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing. The standard, therefore, estimates the level of income necessary for a given family type—whether working now or making the transition to work—to be independent of welfare and/or other public and private subsidies.” (http://www.sixstrategies.org/)

This standard also takes into consideration the cost factors in the precise community where the individual lives, and the size and age structure of his/her family—notably the differences in costs incurred for teenagers vs. infants vs. preschoolers etc. For example, a family of one adult and one pre-schooler in Miami Dade County requires an annual income of $32,592 compared to $30,130 for a similar family in Orlando. A different family with two members, but in this case composed of one adult and one teenager, living in Miami-Dade County, would require an annual income of $27,516 to achieve economic independence.

This standard is derived from the standard promoted by the Human Services Coalition of Dade County (HSCDC) and Wider Opportunities for Women (WOW). The HSCDC is part of a national movement led by WOW that has supported the development of a new Self-Sufficiency Standard that measures poverty based on local costs in a given community. The HSCDC has defined family Self-Sufficiency as follows:

The staff determining eligibility must be mindful to use the correct table for the area where the individual resides. The three attached tables contain information relevant to Region 23:

1) Table 48 shall be used for Hialeah and Homestead,
2) Table 49 shall be used for areas in Miami-Dade County excluding Hialeah and Homestead, and
3) Table 50 shall be used in Monroe County.

WIA Adults Employed at time of application

Employed individuals who are over the self-sufficiency guidelines but who need training in order to obtain or retain self-sufficient employment, as documented by the employer may be served.

For all other employed individuals, eligibility determination for employed adults is based on the self-sufficiency definition.

Region 23 defines self-sufficiency for employed individuals as:

Regardless of family size, an individual residing in the areas listed below, must earn the listed wage to be self-sufficient:

- Miami-Dade County $32 per hour
- Hialeah and Homestead $31 per hour
- Monroe County $33 per hour

The above standard is based on a calculation derived from information in the W.O.W. study, adjusted utilizing the consumer price index. The wage utilized is the highest wage in the study for a family composition of two adults and three pre-school age
children. The highest wage was utilized to ensure that the greatest number of employed individuals can be served while minimizing the burden to the employer for provision of information other than wage records to determine employee eligibility.

**Note:** For eligibility purposes, the income to be considered is only the income of the individual employee served.

**WIA Dislocated Workers**

The Region's self-sufficiency standard for WIA Dislocated Workers includes the highest of either the Adult standard as defined above or 80% of the pre-layoff wage. The self-sufficiency definition for Dislocated Workers affects only eligibility determination at the training level for employed individuals.

For example, a Dislocated Worker was earning $30,000 annually and is laid-off and accepts employment with another employer earning $18,000 annually. Because the individual's income is less than $24,000 (80% of $30,000) the individual is eligible to receive WIA Dislocated Worker Training services.

**Measuring Self-Sufficiency Outcomes**

Measuring outcomes for achievement of self-sufficiency is challenging. Regional outcomes for self-sufficiency will be measured through a combination of employment, wage, retention and educational outcomes data. Increases in attainment on any of these indicators point out that individuals served are taking the required steps to achieve self-sufficiency.

**Executive Director Authority**

The Executive Director shall determine the level of priority, within the policy guidelines, that will be utilized, based on funding availability.

In order to expedite services to customers, the Executive Director has the authority to modify the local self-sufficiency standard. Changes made under this authority will be reported to the full Board.
C. Public Comments on Local Workforce Services Plan
MEMORANDUM

TO: Lori Howard

FROM: Phillip Edwards

DATE: 15 September 2009

RE: Plan Instructions Audience Feedback

A. Neighborhood Assistant Service Center (NASC)

Lori Howard delivered a Power Point presentation outlining the major details of the 2009 to 2011 Local Workforce Plan Instructions at the NASC. The presentation commenced at 12:30 p.m. and about eight individuals attended. Six audience members were Homestead Career Center Staff; the remaining two were community members. At the instruction of Ms. Howard, each audience member introduced himself.

Ms. Howard began the presentation by addressing the small turnout and letting the audience know that South Florida Workforce (SFW) will focus on better publicizing the event. However, she informed the audience that all Plan presentations are posted on SFW’s website. Howard then delved into the Plan, beginning with comparing the former to the updated Plan. She then let the audience know that copies of the updated Plan in draft form are available.

Although the structure of the Power Point was followed during the presentation, the following areas were emphasized: (1) The role of Miami-Dade County’s public school system in the Youth Program and career-molding; (2) Entrepreneurship and its application to ex-offenders and the unemployed; (3) Expansion of Services, and (4) the ARRA.

During the presentation the audience responded to particular subjects with the following questions and/or concerns: (1) How will SFW improve on making the community more aware of its services; (2) How will SFW address jobseekers lacking rudimentary skills who are thus unable to take advantage of job training programs; (3) Many of the programs require that jobseekers attain a GED and many are unable to do so; how will SFW serve that population; (4) The partnering educational institutions require a specific assessment to be administered to jobseekers; these partners also require a specific passing score before accepting jobseekers into their programs; this is difficult for many jobseekers to achieve; (5) How can SFW create employer incentives so they will focus on hiring ex-offenders; (6) Is it possible for small business owners to receive stimulus money to aid in keeping their businesses afloat; and, (7) Utilities is an industry that is booming and Career Center staff should encourage jobseekers to acquire skills in order to be marketable in today’s economy; and (8) Career Center staff should administer a satisfaction survey of jobseekers after they complete a training class; the survey should allow the jobseeker to articulate whether their needs have been fulfilled.
MEMORANDUM

B. Trinity Church (Trinity)

The Trinity presentation followed the same format as the NASC presentation, focusing on (1) the role of Miami-Dade County’s public school system in the Youth Program and career-molding; (2) entrepreneurship and its application to ex-offenders and the unemployed; (3) expansion of Services, and (4) ARRA. Four North Miami Beach Career Center staff and one Carol City Career Center staff-member attended as well as two community members.

The audience posed the following questions and/or concerns: (1) How can SFW better help entrepreneurs; entrepreneurs are often sent by staff to small business owner associations who do little to help them realize their goals; (2) Career Center staff should spend a greater amount of time counseling jobseekers; (3) How can the assessment test be improved as partnering educational institutions only accept TABE; (4) How can SFW better address the fact that much of the South Florida job force speak minimal English; (5) How to entice corporations to maintain their main house of operation in South Florida; (6) the DTA initiative does not cover low-income jobseekers who fall out of set zip codes; and (7) SFW should focus on linking its priorities to growing industries such as health care and education.

C. Liberty Square Community Center (LSCC)

Rick Beasley delivered the Power Point presentation on the Local Workforce Services Plan Instructions at LSCC. Approximately thirty-three people attended; they included staff from Northside Career Center, Miami-Dade Public Housing staff, Liberty City Trust staff, New Horizons (a computer training company) staff and members of the community. Beasley loosely followed the structure of the Power Point document; instead, he focused on five main areas: (1) Employing education as a tool to build a world class workforce; (2) Short and long term industry growth and decline; (3) Application of stimulus funds to DTAs; (4) Partnerships such as PACT; and (5) SFW initiatives such as Community Workforce and Apprenticeship Programs.

Following Beasley’s presentation, the audience voiced these concerns: (1) What can we do to bring more employers to the region; (2) How does SFW help jobseekers with a criminal background; (3) How can we create a program uniquely targeting Liberty City; (4) How can we improve basic computer-training for Liberty City residents; and (5) How can we improve lax follow-up involving the Youth Training Program.

D. Cuban American National Council (CANC)

Lori Howard presented the updated Plan Instructions Power Point at the CANC. Eight people attended, including Little Havana Career Center and CANC staff-members. The dominant theme of Howard’s presentation was growth, partnership and sustainability. However, her presentation placed special attention on four areas: (1) in-demand training; (2) the correlation between education and career; (3) entrepreneurship, particularly as
MEMORANDUM

applied to ex-offenders and green industry proponents; and (4) ARRA funds, particularly as applied to DTAs.

After Howard’s presentation, the audience posed the following questions and/or concerns: (1) Is there a specific program for small businesses; (2) As there is a special problem with deterring teen pregnancy in the Hispanic community, how much money will be allocated to childcare programs; (3) How can the Career Advancement Program better assist teen mothers; (4) How will SFW help those not helped by CDS; (5) How to ensure ESOL courses are more effective; (6) Can TAA funds be applied to refugees; and (7) SFW should re-word the Power Point slide titled “Changing Workforce Challenges” to Changing Workforce Challenges to Opportunities.

E. City of Hialeah Westland Garden Park (WGP)

Lori Howard delivered the Friday evening Plan presentation at City of Hialeah Westland Garden Park. Only three people attended; two Hialeah Gardens Career Center staff and one community member. Howard’s Power Point presentation was efficient, predominantly focusing on growth, partnership and sustainability. Four questions and/or concerns emerged following the presentation. (1) The English as a Second Language course at Miami-Dade Public Schools is not producing the desired result; the instructors take a lax approach to teaching it; (2) SFW should create an English as a Second Language course for middle-aged and elderly Hispanics who often do not respond well to the courses at Miami-Dade Public Schools or Miami-Dade Community College; (3) the Hialeah Gardens Career Center lacks a conference room or any room for that matter where job fairs or proper candidate counseling can take place; and (4) Six Hialeah Gardens Career Center staff members were recently laid off.

F. Sant La Haitian Neighborhood Center

Twenty impassioned people turned up for the Sant La Haitian Neighborhood Center community forum. Most attendees were Northside Career Center and Sant La staff-members. A Legislative Assistant to Florida House of Representative Pamela Paultre, a YWCA staff-member, a SFWIB board member (Daniel Fils-Aime), a Human Services Coalition staff-member, the Executive Director of Miami Dade College Educational Opportunity Center (Joelle Valme), a State Attorney’s Office staff-member, a Center for Independent Living staff-member and a Haitian Women of Miami staff-member were also present. The audience was quite active, repeatedly interrupting Lori’s presentation with questions.

Though Lori followed the structure of the Power Point document, her presentation focused on five areas: partnerships between SFWIB and educational institutions; entrepreneurship, particularly as applied to ex-offenders; application of ARRA funds to DTAs; Career Pathways, particularly emphasizing training in in-demand industries; and grant opportunities for business owners and jobseekers.
MEMORANDUM

During Lori's presentation, the following questions and/or comments were voiced: is SFWIB culturally sensitive to the needs of the Haitian community, i.e. does it have Creole-speaking staff and programs uniquely tailored to the Haitian community's needs; how will SFWIB improve Career Center staff-members' lax approach to explaining job placement and education services; what is SFWIB doing about promoting English language proficiency; the Haitian community believes there is a lack of support for them from SFWIB; SFWIB's website is difficult to maneuver; for example the website does not clearly layout the eligibility requirements for programs; what grants are available to entrepreneurs; what's the profile of the average unemployed person; what is SFWIB doing for jobseekers without a high school diploma; and is SFWIB developing a program to train jobseekers in emerging industries such as green construction.
ATTACHMENT IV

D. Current Board Membership Roster and Instructions
**CURRENT MEMBERSHIP**
**REGIONAL WORKFORCE BOARD (RWB)**

**REGION NAME:** South Florida Workforce Investment Board

**REGION NUMBER:** 23

<table>
<thead>
<tr>
<th>NAME OF RWB MEMBERS</th>
<th>AREA(S) OF REPRESENTATION</th>
<th>QUALIFICATIONS</th>
<th>NOMINATING ORGANIZATION</th>
<th>DEMOGRAPHICS</th>
<th>PERIOD OF APPOINTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Jose Acosta</td>
<td>BU</td>
<td>Director, Americas Region United Parcel Service (UPS)</td>
<td>Miami-Dade County Mayor</td>
<td>M, H</td>
<td>May 17, 2006</td>
</tr>
<tr>
<td>Mr. Bernardo J. Adrover</td>
<td>BU</td>
<td>Senior Vice President, Small Business Banking BankUnited FSB</td>
<td>Miami-Dade County Mayor</td>
<td>M, H</td>
<td>March 23, 2006</td>
</tr>
<tr>
<td>Mr. Carlos J. Arboleda</td>
<td>BU</td>
<td>Practice Director, Banking &amp; Financial Services Group-Florida Region Stephen James Associates</td>
<td>Miami-Dade County Mayor</td>
<td>M, H</td>
<td>February 21, 2009</td>
</tr>
<tr>
<td>Mr. Bruce Brecheisen</td>
<td>BU</td>
<td>Senior Vice-President Seaboard Marine</td>
<td>Miami-Dade County Mayor</td>
<td>M, W</td>
<td>February 23, 2009</td>
</tr>
<tr>
<td>Mr. Jeff Bridges</td>
<td>BU</td>
<td>Vice President, Internal Operations-Past Employer Seeman Holtz, Inc.</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>October 18, 2006</td>
</tr>
<tr>
<td>Mr. Clarence D. Brown</td>
<td>OSPO</td>
<td>Director of Housing Asset Management Miami-Dade County, Office of Community and Economic Development (OCED)</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>August 23, 2007</td>
</tr>
<tr>
<td>Mr. Willie J. Brown</td>
<td>OSPO</td>
<td>Center Director Miami Job Corps Center</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>November 08, 2008</td>
</tr>
<tr>
<td>Mr. Willie Carpenter</td>
<td>BU</td>
<td>Senior Vice President Community Bank of Florida</td>
<td>Miami-Dade County Mayor</td>
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<td>March 23, 2006</td>
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<tr>
<td>Mr. Joe L. Chi</td>
<td>BU</td>
<td>President and CEO Maxim Imports</td>
<td>Miami-Dade County Mayor</td>
<td>M, O</td>
<td>March 30, 2006</td>
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<tr>
<td>Mr. Joseph M. Corradino</td>
<td>BU</td>
<td>Executive Vice President The Corradino Group</td>
<td>Miami-Dade County Mayor</td>
<td>M, W</td>
<td>March 23, 2006</td>
</tr>
<tr>
<td>Mr. Roberto Datorre</td>
<td>BU</td>
<td>President Miami Beach Community Development Corporation</td>
<td>Miami-Dade County Mayor</td>
<td>M, H</td>
<td>March 23, 2006</td>
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<tr>
<td>Mr. Bill Diggs</td>
<td>BU</td>
<td>President Miami-Dade Chamber of Commerce</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>March 22, 2006</td>
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<tr>
<td>Mrs. Gilda P. Ferradaz</td>
<td>OSPM</td>
<td>Circuit Administrator Department of Children &amp; Families, Circuits 11 and 16</td>
<td>Miami-Dade County Mayor</td>
<td>F, H</td>
<td>March 29, 2006</td>
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<tr>
<td>Mr. Daniel Fils-Aime, Sr.</td>
<td>BU</td>
<td>President Miami Mini Bus Transportation Service</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>March 24, 2006</td>
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<tr>
<td>Mr. Fred Frost</td>
<td>OL</td>
<td>President South Florida AFL-CIO</td>
<td>Miami-Dade County Mayor</td>
<td>M, W</td>
<td>March 29, 2006</td>
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<tr>
<td>Mrs. Cynthia Gaber</td>
<td>OSPM</td>
<td>Director, Area Six Program Office Florida Department of Education, Division of Vocational Rehabilitation</td>
<td>Miami-Dade County Mayor</td>
<td>F, B</td>
<td>March 29, 2006</td>
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<tr>
<td>Mr. Charles Anthony Gibson</td>
<td>BU</td>
<td>Attorney Gibson Law Offices, P.A.</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>December 11, 2007</td>
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<tr>
<td>Mrs. Regina M. Giles</td>
<td>OSPO</td>
<td>Self Help Division Director Community Action Agency</td>
<td>Miami-Dade County Mayor</td>
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<td>March 23, 2006</td>
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<td>NAME OF RWB MEMBERS</td>
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<td>Ms. Jacklyn &quot;Jackie&quot; R. Harder</td>
<td>BU</td>
<td>President Key Largo Chamber of Commerce</td>
<td>Monroe County Mayor</td>
<td>F, W</td>
<td>December 04, 2006</td>
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<tr>
<td>Mr. Albert &quot;Al&quot; Huston, Jr.</td>
<td>OL</td>
<td>President Laborers' International Local #1652</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>August 23, 2007</td>
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<tr>
<td>Mr. Ramiro Inguanzo</td>
<td>Traditional Partner</td>
<td>Chief of Staff City of Miami Beach</td>
<td>Miami-Dade County Mayor</td>
<td>M, H</td>
<td>September 29, 2007</td>
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<tr>
<td>Dr. Donna Lee Jennings</td>
<td>EA</td>
<td>Dean of Workforce Education and Development Miami Dade College- District at Wolfson</td>
<td>Miami-Dade County Mayor</td>
<td>F, W</td>
<td>June 02, 2008</td>
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<tr>
<td>Commissioner Barbara J. Jordan</td>
<td>LEO</td>
<td>District 1 Miami-Dade Board of County Commissioners, District 1</td>
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<td>F, B</td>
<td>September 06, 2006</td>
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<tr>
<td>Mr. Philipp N. Ludwig</td>
<td>BU</td>
<td>Assistant Vice President Baptist Health South Florida</td>
<td>Miami-Dade County Mayor</td>
<td>M, W</td>
<td>February 11, 2009None</td>
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<td>Ms. Anne Manning</td>
<td>CBO</td>
<td>Executive Director Habitat for Humanity of Greater Miami</td>
<td>Miami-Dade County Mayor</td>
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<td>March 23, 2006</td>
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<tr>
<td>Mr. Carlos A. Manrique</td>
<td>EA</td>
<td>Workforce Development Education Miami-Dade County Public Schools</td>
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<td>Mr. Edward Margolis</td>
<td>BU</td>
<td>Broker Mast Realty, Inc.</td>
<td>Miami-Dade County Mayor</td>
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<tr>
<td>Mr. Frederick H. Marinelli</td>
<td>WIA / Traditional Partner</td>
<td>Director, Dept. of Grants &amp; Human Services City of Hialeah</td>
<td>Miami-Dade County Mayor</td>
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<td>Mr. Andre &quot;Andy&quot; M. Perez</td>
<td>BU, NPEAC</td>
<td>Owner &amp; CFO The Academy of South Florida, Inc.</td>
<td>Miami-Dade County Mayor</td>
<td>M, H</td>
<td>March 24, 2006</td>
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<tr>
<td>Mr. Obdulio Piedra</td>
<td>BU</td>
<td>Market President Miami-Dade Great Florida Bank</td>
<td>Miami-Dade County Mayor</td>
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<tr>
<td>Mrs. Maria Cristina Regueiro</td>
<td>BU, NPEAD</td>
<td>Vice President/Assistant CEO Florida National College</td>
<td>Miami-Dade County Mayor</td>
<td>F, H</td>
<td>March 23, 2006</td>
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<tr>
<td>Mr. Alvin W. Roberts</td>
<td>CBOV</td>
<td>President Miami-Dade Chapter #620, Vietnam Veterans of America, Inc.</td>
<td>Miami-Dade County Mayor</td>
<td>M, B, V</td>
<td>March 23, 2006</td>
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<tr>
<td>Mr. David A. Rosemond</td>
<td>Traditional Partner</td>
<td>Director, Office of NET Administration City of Miami</td>
<td>Miami-Dade County Mayor</td>
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<td>Mr. Thomas R. Roth</td>
<td>BU</td>
<td>Vice President Hines Interests Limited Partnership</td>
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<td>Ms. Monica Russo</td>
<td>OL</td>
<td>President-Florida Healthcare Union Service Employees International Union (SEIU)</td>
<td>Miami-Dade County Mayor</td>
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<td>March 27, 2006</td>
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<tr>
<td>Ms. Ivonne Socorro</td>
<td>OSPM</td>
<td>Area Manager AARP/Senior Community Service Employment Program</td>
<td>Miami-Dade County Mayor</td>
<td>F, H</td>
<td>March 23, 2006</td>
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<tr>
<td>Mr. Thomas &quot;Gregg&quot; Gregory Talbert</td>
<td>BU</td>
<td>Director of Human Resources Spottswood Companies, Inc.</td>
<td>Monroe County Mayor</td>
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<td>March 23, 2006</td>
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<td>NAME OF RWB MEMBERS</td>
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<td>Mr. Alvin &quot;Al&quot; Lee West</td>
<td>BU</td>
<td>CFO/SVP, Finance &amp; Administration Greater Miami Convention &amp; Visitors Bureau</td>
<td>Miami-Dade County Mayor</td>
<td>M, B</td>
<td>November 08, 2008</td>
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<tr>
<td>Mrs. Holly E. Wiedman</td>
<td>ED</td>
<td>Executive Vice President/ Economic Development Beacon Council, The</td>
<td>Miami-Dade County Mayor</td>
<td>F, W</td>
<td>March 27, 2006</td>
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REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

The certification of membership of the Regional Workforce boards is conducted per Public Law 105-220 Title I Section 117 (c)2, Workforce Investment Act of 1998. The certification of the RWB is conducted by Workforce Florida to determine whether or not the composition and appointments are consistent with the provisions of the state and federal law and regulations. Each RWB will be reviewed to ensure its compliance with representation requirements. Information should reflect the present board status and any major changes that may occur on or before August 1, 2009.

Per Title I Section 117 (b) of the Workforce Investment Act of 1998 – Public Law 105-220, at a minimum, the membership of the Regional Workforce Board (RWB) requires:

A majority of local area business representatives who are nominated by local business organizations and business trade associations;

Representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such exist) nominated by regional or local educational agencies, institutions, or organizations representing local educational entities;

Representatives of labor organizations, nominated by local labor federations;

Representatives of community-based organizations, including organizations representing individuals with disabilities and veterans;

Representatives of economic development agencies; and

Representatives of each of the one-stop partners

Chapter 445.007(1) Laws of Florida requires

One representative from a nonpublic postsecondary educational institution that is an authorized individual training account provider within the region and confers certificates and diplomas,

One representative from a nonpublic postsecondary educational institution that is an authorized individual training account provider within the region and confers degrees, and

Three representatives of organized labor.

It is the intent of the Legislature that, whenever possible and to the greatest extent practicable, membership of a Regional Workforce Board include persons who are current or former recipients of welfare transition assistance . . . or workforce services.

The importance of minority and gender representation should be considered when making appointments to the board.
INSTRUCTIONS FOR COMPLETING
CURRENT MEMBERSHIP RWB CHART

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<th>Field</th>
<th>Description</th>
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<td>TOTAL NUMBER OF VOTING MEMBERS</td>
<td>Numeric, represents size of Board, majority of which should be business</td>
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<tr>
<td>NUMBER OF VACANCIES</td>
<td>Numeric, as of August 1, 2009</td>
</tr>
<tr>
<td>DATE FORM COMPLETED</td>
<td>MM/DD/YYYY</td>
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<tr>
<td>INSERT OFFICIAL NAME OF REGIONAL WORKFORCE BOARD AND INCLUDE REGION NUMBER</td>
<td></td>
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<tr>
<td>NAME OF RWB MEMBERS</td>
<td>Indicate names of all board members</td>
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<td>AREA(S) OF REPRESENTATION</td>
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NOTE: Members may represent more than one area if nominated appropriately.

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<td>QUALIFICATIONS</td>
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<tr>
<td>NOMINATING ORGANIZATION</td>
<td>List the organization which nominated the Member</td>
</tr>
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<td>Use the codes on the sheet, &quot;DEMOGRAPHICS CODES&quot;. List the gender code first, followed by the ethnic code, and then any other codes, if applicable. Separate codes by commas. Example: female, black, disabled = F, B, D</td>
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<tr>
<td>PERIOD OF APPOINTMENT</td>
<td>List beginning and ending dates, such as MM/DD/YYYY thru MM/DD/YYYY</td>
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USE AS MANY SHEETS AS NECESSARY AND SUBMIT AN ELECTRONIC VERSION
AREA(S) OF REPRESENTATION CODES

BU – Business

CBOD – Community-based Organizations representing individuals with disabilities

CBOV – Community-based Organizations representing veterans

EA – Education

ED – Economic Development

NPEAC – Nonpublic Postsecondary Educational Institution, confers certificates and diplomas

NPEAD – Nonpublic Postsecondary Educational Institution, confers degrees

NV – Non-voting member

OL – Organized Labor

OSPM – One-Stop Partner, Mandatory

OSPO – One-Stop Partner, Optional

WTWS – Current or former recipient of welfare transition assistance or workforce services
DEMOGRAPHICS CODES

GENDER CODES

M - male
F - female

ETHNIC CODES

W - white (not Hispanic)
B - black/African American (not Hispanic)
H - Hispanic
O - other

OTHER CODES

D - disabled individual
OI - older individual
V - veteran
E. Signature Page

ATTACHMENT V
SIGNATURE PAGE

This plan represents the South Florida Workforce Investment Board’s (SFWIB) efforts to maximize resources available under Title I of the Workforce Investment Act (WIA) of 1998, the Wagner-Peyser Act, and the American Recovery and Reinvestment Act of 2009 and to coordinate these resources with other State and local programs in the following geographical workforce investment service area: Miami-Dade and Monroe Counties, Florida.

This plan is submitted for the period July 1, 2009 through June 30, 2010 in accordance with the provisions of the Workforce Investment Act, the Wagner-Peyser Act, and the American Recovery and Reinvestment Act of 2009. We further certify that we will operate our Workforce Investment Act, Wagner-Peyser Act, and the American Recovery and Reinvestment Act of 2009 programs in accordance with this plan and applicable federal and state laws and regulations.

Workforce Development Board Chair

________________________
Signature

________________________
Bernardo Adrover
Name (printed or typed)

________________________
Chair, SFWIB
Title

________________________
Date

Chief Elected Official

________________________
Signature

________________________
The Honorable Carlos Alvarez
Name (printed or typed)

________________________
Miami-Dade County Mayor
Title

________________________
Date

Chief Elected Official

________________________
Signature

________________________
The Honorable George Neugent
Name (printed or typed)

________________________
Monroe County Mayor
Title

________________________
Date
Exhibit 1A

Memo

To: Career Centers, Managers

From: WIA Adult Programs

Date: November 28, 2007

Re: Veterans Priority of Service

Purpose

The purpose of this memo is to define the priority of services that will be given to the Veterans that are eligible for the WIA Adult and Dislocated Workers program.

Policy

The term “Veterans Priority of Service” means that a covered person, who meets program eligibility requirements, shall be given priority over non-veterans for the receipt of all services provided under WIA. A “covered person” is one of the following:

- A veteran who is an individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable;
- A recently separated veteran is any veteran who applies for participation under WIA Adult within 48 months after the discharge or release from active military, naval, or air service; or
- The spouse of:
  - A veteran who died of a service connected disability;
  - A member on active duty who (at time of spouse’s application) is listed as missing in action, capture in the line of duty, or forcibly detained; or
  - A veteran with a total disability from a service connected disability or one who died while being evaluated for it.

Veterans meeting program eligibility requirements are to be served within the context listed below:

- The first population to receive Intensive and Training Services will be veterans that are receiving public assistance and low-income;
- The second priority is for public assistance and low-income non-veterans;
- The third priority is for veterans who are not low-income or receiving public assistance; and
- The last priority is for adults who are non-veterans who are not low-income or receiving public assistance.

In the event there are more customers qualified and awaiting services, priority for service must be given to those eligible veterans.

Note: This program is subject to the provisions of the “Jobs for Veterans Act,” Public Law 107-288, which provides priority of service to veterans and spouses of certain veterans for the receipt of employment, training and placement services in any job training program directly funded, in whole or in part by the Department of Labor. Please be aware that, to obtain priority service, a veteran must meet the program’s eligibility requirements.
Memo

To: Career Center Managers

From: Rick Beasley, Executive Director

Date: September 12, 2008

Re: Priority of Services for WIA Adult Funding

The Workforce Investment Act of 1998 (WIA) allows each Region to exercise discretion to determine what groups, if any, will be prioritized for services using WIA Adult funds when these funds are limited. Factors to consider when prioritizing services are the needs of specific groups and the availability of other funds for training such as Temporary Assistance for Needy Families (TANF). Due to a significant reduction of funds, Region 23's availability of services is limited; therefore, effective September 15th, 2008 the Priority of Services for Adults is as follows:

First Priority: Adults who are recipients of public assistance or are considered low-income under the Federal definition.

Note: TANF funds must be accessed first prior to accessing WIA Adult funds to serve recipients of public assistance.

Second Priority: Adults that have income below the local self-sufficiency standard for unemployed Adults.

Third Priority: No economic eligibility shall apply under this priority. This only applies to employed workers enrolled in the Employed Workers Training Program.

The Low Income criteria also includes someone who: (A) is a current TANF recipient; (B) is receiving or has been determined within 6-month period prior to the registration for the program to be eligible to receive food stamps pursuant to the Food Stamp Act of 1977; (C) qualifies as a homeless individual under Section 103 of the Steward B. McKinney Homeless Assistance Act; (D) is a foster child on behalf of whom state or local government payments are made; (E) is a disabled individual whose own income meets the income requirements, but who is a member of a family whose income does not meet such requirement and (F) is an individual who within the 6-month period prior to registration was a Job Corp customer.

The family income is not determined from actual earnings during the past 12 months, but must be annualized by multiplying by two the family income earned during the 6 months prior to registration.
**Income Guidelines**

Region 23 is required to use the Metro data where the poverty level for a particular family size is greater than the corresponding LLSIL figure. In the table below, the Metro figure is indicated in parentheses. The 100 percent table for the LLSIL may be modified to calculate any locally determined values for prioritizing service or eligibility (i.e. 200 percent of LLSIL would multiply the 100 percent value times 2 for the appropriate family size).

The income guidelines below are effective as of July 2008 and are to be used in determining whether customers meet the low-income criteria for WIA eligibility.

### LOWER LIVING STANDARD INCOME LEVEL AND POVERTY GUIDELINES FOR 2008

<table>
<thead>
<tr>
<th>FAMILY UNIT SIZE</th>
<th>POVERTY</th>
<th>70% LLSIL (METRO)</th>
<th>70% LLSIL (NON-METRO)</th>
<th>100% LLSIL (METRO)</th>
<th>100% LLSIL (NON-METRO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10,400</td>
<td>(8,112)</td>
<td>(7,753)</td>
<td>11,589</td>
<td>11,075</td>
</tr>
<tr>
<td>2</td>
<td>14,000</td>
<td>(13,292)</td>
<td>(12,701)</td>
<td>18,988</td>
<td>18,144</td>
</tr>
<tr>
<td>3</td>
<td>17,600</td>
<td>18,243</td>
<td>(17,431)</td>
<td>26,062</td>
<td>24,902</td>
</tr>
<tr>
<td>4</td>
<td>21,200</td>
<td>22,523</td>
<td>21,518</td>
<td>32,176</td>
<td>30,740</td>
</tr>
<tr>
<td>5</td>
<td>24,800</td>
<td>26,583</td>
<td>25,394</td>
<td>37,975</td>
<td>36,277</td>
</tr>
<tr>
<td>6</td>
<td>28,400</td>
<td>31,089</td>
<td>29,698</td>
<td>44,413</td>
<td>42,425</td>
</tr>
<tr>
<td>7</td>
<td>32,000</td>
<td>35,595</td>
<td>34,002</td>
<td>50,851</td>
<td>48,573</td>
</tr>
<tr>
<td>8</td>
<td>35,600</td>
<td>40,101</td>
<td>38,306</td>
<td>57,289</td>
<td>54,721</td>
</tr>
</tbody>
</table>

To calculate the poverty guideline amount for family units with more than eight members, add $3,600 for each additional person.

For each additional person in a family above eight, add $4,506 per person in the Metro areas.

For each additional person in a family above eight, add $4,304 per person in the Non-Metro areas.

For each additional person in a family above eight, add $6,438 per person in the Metro areas.

For each additional person in a family above eight, add $6,148 per person in the Non-Metro areas.

### WIA Adults Employed at the time of application

WIA Adult employed at the time of application is defined as employed individuals who are over the self-sufficiency guidelines but who need training in order to obtain or retain self-sufficient employment. The need must be documented by the employer. *Note: This only applies to Non Individual Training Accounts (ITA)*

### Self-Sufficiency

Region 23 defines self-sufficiency for employed individuals, regardless of family size, as an employed individual earning the listed wage below:

- Miami-Dade County: ($32 per hour)
- Monroe County: ($33 per hour)

The above standard is based on a calculation derived from the information found in the W.O.W. study, adjusted utilizing the consumer price index according to the U.S. Department of Labor. The highest wage was utilized to ensure that the greatest number of employed individuals can be served while minimizing the
burden to the employer for provision of information other than wage records to determine employee eligibility. The Self-Sufficiency standards will be updated October 1st, 2008.

Note: For eligibility purposes, the income to be considered is only the income of the individual employee served.

**WIA Dislocated Workers**

The Region's self-sufficiency standard for WIA Dislocated Workers includes the highest of either the Adult standard as defined above or 80% of the pre-layoff wage. The self-sufficiency definition for Dislocated Workers affects only eligibility determination at the training level for employed individuals.

For example, a Dislocated Worker was earning $30,000 annually, is laid-off, and accepts employment with another employer earning $18,000 annually. Because the individual's income is less than $24,000 (80% of $30,000) the individual is eligible to receive WIA Dislocated Worker Training services.
Youth Services

In preparing responses to the questions identified below, please consult the RWB’s Summer Youth Plan submitted in May 2009 and attach a copy of that plan. In your responses, you may also make reference to the Summer Youth Plan where appropriate rather than repeating the same language.

II.D. Describe the RWB's strategy for providing comprehensive, integrated services to eligible youth, including those most in need (§112(b)(18).)

In responding to this question, the RWB should include the following:

1. Describe the anticipated program design for the WIA Youth funds provided under the ARRA. Include in the description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with ARRA funds).

   The program design for the WIA Youth funds under the ARRA will provide paid summer work experience/internships for youth enhanced with work readiness skills training. The program will serve younger and older youth who will be either in school or out of school. (Please see Summer Youth Employment Program Local Plan – Attachment I – pages 1, 2 and 3).

2. Will the RWB use the Recovery Act funds to fund only a 2009 summer youth program or some combination of 2009 and 2010? If using the funds over two summers, what percentage of funds does the RWB anticipate using for the first summer?

   South Florida Workforce (SFW) anticipates expending the Recovery Act Funds to fund the 2009 Summer Youth Program by the end of September 30, 2009. However, if all funds are not expended during the summer months, SFW will continue to focus on older, out of school youth in work experience/internship and/or fast track educational activities beyond the summer months. (Please see Summer Youth Employment Program Local Plan – Attachment I – page 11).

3. If using the funds for summer employment opportunities, describe how the RWB will deliver summer youth employment opportunities. Will the RWB operate the program or allocate the funds?

   South Florida Workforce has contracted with three summer providers: Miami-Dade County Public Schools, Florida Keys Community College and Youth Co-Op, Inc. to operate the summer program activities.
In the Summer Youth Employment Program Local Plan submitted to the State, Monroe County School District (MCSD) was contracted to provide summer activities to the younger youth population in Monroe County. After long negotiations, MCSD opted not to provide services. Youth Co-Op, Inc. was awarded through the South Florida Workforce Investment Board to provide services to younger youth in Monroe County. (Please see Summer Youth Employment Program Local Plan – Attachment I – page3 and 4).

4. Describe the types of worksites that will be developed for summer employment, including a mix of public and private sector work experiences, and how the RWB will ensure that meaningful work experiences will be developed.

Worksites developed for the summer employment program included non-profit, for profit and public sector employers. Worksites included occupations in community based organizations, child care centers, governmental offices, banking, health care, green beautification projects, retail, park and recreation, office/administration and other career pathway experiences. To ensure meaningful work experiences for the youth, SFW is partnering with municipalities and social service agencies and is playing a role in the recruitment of summer worksites. (Please see Summer Youth Employment Program Local Plan – Attachment I – pages 5, 10, 11, 12, 13 and 14).

5. Describe the RWB’s policy for developing the mix of classroom versus worksite time in a summer employment opportunity. Describe the RWB’s policy for determining that summer employment opportunities are connected to academic and/or occupational learning and the types of connections that will be utilized.

In developing the mix of classroom versus worksite time the services provided were standardized across the summer providers. A minimum of twenty hour introduction to work readiness skills to all summer youth participants and 120/140 hours of work experience depending on the age of the youth. Work experience was the core component of the summer employment program and the classroom component was to reinforce the attainment of soft skills and work readiness skills (how to behave on a job, reporting to work on time, proper attire, communicating with others, etc.). Academic and/or occupational learning activities are not a part of the summer employment program. (Please see Summer Youth Employment Program Local Plan – Attachment I – pages 1, 2, 3, 9, 10).
6. Describe any policies or strategies that the RWB is implementing to ensure that local areas implement activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.

South Florida Workforce has a policy of serving the neediest of youth and target a high percentage of WIA and ARRA funds to serve out of school youth, however, for the ARRA summer employment program, there were to policies specifically targeting the services to out of school youth. Under the WIA youth program, out of school youth receive support services: transportation allowance, child care, youth training vouchers, vouchers for books and etc. Under the ARRA summer program, there no support service activities/payments. The only ARRA resources are in the form of wages.

If funding is available after the ARRA summer program completion, activities to be determined for the older youth may include: extend work experience participation, design and implement a separate, specialized youth training activity to include support services, expand recruitment and job site development to enroll and place more work experience youth. (Please see response to question #2 above). (Please see Summer Youth Employment Program Local Plan – Attachment I – pages 8 and 11).

7. Provide the anticipated number of youth to be served with Recovery Act funds, including the anticipated number of summer employment opportunities created with Recovery Act funds.

South Florida Workforce anticipated serving approximately 3,438 to 4,000 youth participants with the ARRA funding through September 30, 2009.

As a result of the number of youth enrolled in the ARRA summer program, it is now estimated that approximately 500 older youth will need to be served after the ARRA summer program activities in order to meet the program’s estimated minimum goal of 3,438.

The number of summer employment opportunities created with Recovery Act funds:

SFW recruited 4,698 slots/positions for youth to be placed at 722 worksites/employer locations.

(Please see Summer Youth Employment Program Local Plan – Attachment I – pages 1, 2, and 12).
Instructions for Submitting 2009 American Recovery and Reinvestment Act
Summer Youth Employment Program Local Plans

Regional Workforce Boards (RWB) must update their local Workforce Services Plans to include a description for how the RWB will operate a Summer Youth Program (SYP) under the American Recovery and Reinvestment Act of 2009 and its implementing guidance.

General Guidelines

Regional Workforce Boards are:

• Expected to maintain transparency and accountability in the use of Recovery Act funds through public access to information about available activities/services in local areas, as well as performance reporting;
• Expected to move quickly to use Recovery Act funds, in conjunction with other available funds, to provide allowable activities and services to youth ages 14-24;
• Expected to increase workforce system capacity and service levels by hiring workforce professionals to administer programs and deliver services; and

Additional information and guidance is available in the federal Training and Employment Guidance Letter (TEGL) 14-08.pdf.

Summer Youth Program Overview

Please provide an overview of the summer Youth Program for your regional workforce area, including how the summer experiences achieve the national vision described in TEGL 14-08.

The following must be included in your plan description:

• The number of current and new staff dedicated to the program;
• The number of youth to be served in each activity;
• The SYP plan period (SYP start and end dates, average number of weeks, etc);
• The age range of the youth served and age appropriate strategies including the type of work/training experience provided for each age range (e.g., what may be appropriate for a 24 year old may not be appropriate for a younger youth). Include in the description a breakout of the number of younger and number of older youth to be served.

RESPONSE:

South Florida Workforce’s summer employment program initiative will provide summer employment activities and services to young adults between the ages of 14-24 residing in Miami-Dade and Monroe Counties. The summer employment initiative will place approximately 3,438 (minimum) to 4,000 (maximum) young adults in well structured work experience/internship positions in not-for-profit, profit, governmental and public sector worksites. Prior to employment, all young
adults must complete a work readiness training program, which will enhance their ability to become employable and productive while at the same time gaining experience in the work world.

SFW’s summer employment program is designed to assist young adults in gaining significant employment experience and know how, career exploration opportunities, skill development, exposure to the work environment and guidance in appropriate work place behavior(s). The summer employment activities shall help young adults acquire the personal attributes, knowledge and employment skills needed to obtain a job, keep a job and advance in employment.

Summer employment activities will commence May 1, 2009 and will terminate on September 30, 2009. In order to allow for program preparation (planning of summer activities; contacting youth and employers; eligibility determination, intake and enrollment; hiring of summer staff; structuring curriculum for work readiness training; worksite orientation and inspections; and etc.) summer work activities for youth will commence no earlier than June 22, 2009 and shall end on August 12, 2009 (eight weeks of paid activities).

The summer youth employment program will enroll and provide service delivery to not less than:

1. 1,572 - younger youth
2. 1,866 - older youth

Younger youth participants (ages 14-17) will be compensated at the wage rate of $8.00/hr and will be paid for no more than 140 hours during the entire summer program.

Older youth participants (ages 18-24) will be compensated at the wage rate of $10.00/hr and will be paid for no more than 160 hours during the entire summer program.

A total of 20 hours must include work readiness skills training (the 20 hours are inclusive in the maximum allotted summer hours).

Summer activities (work readiness and employment) must include the following elements, but are not limited to:

1. Instructions in work readiness skills training and assessment of these skills before reporting to the worksite
2. Instructions in work maturity competencies and assessment of these skills before reporting to the worksite and throughout the summer program activities
3. Carefully structured and closely supervised work assignments
4. Learning on the job and observing real life work environments
5. Exposure to progressively more complex tasks at the assigned worksite

SFWIB's 2009 ARRA Summer Youth Employment Program consists of seven major components, but is not limited to:

1. Outreach and recruitment
2. Eligibility determination and intake
3. Assessment of employment skill levels
4. Development of an Individual Service Strategy/Employment Plan (ISSEP)
5. Work readiness skills training
6. Work based activities
7. Work maturity evaluations

SFW’s three full time permanent youth staff that oversees SFW’s year round regular WIA youth programs are assigned to oversee the summer youth activities. SFW’s full time permanent youth staff will provide eligibility, intake, worksite, data entry and etc. training and will be involved in the monitoring process of the summer providers, youth and worksites. Also, SFW’s full time permanent staff will perform fiscal and programmatic monitoring of the summer program.

SFW will hire three additional temporary full time summer staff to assist and closely monitor the summer employment program’s programmatic, worksite and youth interviews, will trouble shoot as issues arise and will provide technical assistance when needed.

Summer providers will incorporate age appropriate levels of work readiness instructions for younger youth, older youth, in school youth and out-of-school youth who lack work experience as well as advanced work readiness that focuses on advanced skills for those young adults who have experience in the working environment. There is a mandatory requirement that all young adults regardless of experience must complete 20 hours of work readiness skills training before being placed in a work activity. Documentation for work readiness skills will include a pre and post test maintained in the youth participant’s case file folder.

The program goals and objectives for the summer employment program are listed below:

1. To provide summer work experience/internship work activities to 3,438 to 4,000 young adults- ages 14-24
2. To provide meaningful and well structured summer employment activities to community young adults
3. To provide young adults work readiness skills through a classroom setting
4. To partner with county, municipalities, community based organizations and business community
5. To provide opportunities to young adults that lead to unsubsidized employment
6. To introduce young adults to career planning activities
7. To enable young adults to develop an understanding of career options and career pathways available
8. To develop long term employment opportunities for young adults

I. Service Provider Selection

Describe the process used to select SYP service providers including any steps taken to include community based-organizations, faith-based organizations, and similar youth organizations to serve special youth participants facing barriers. The regional workforce board must follow their own locally established procurement policy and procedures in making the selection of a provider(s) for the planned summer youth program. (Note: The State has requested a waiver of the WIA requirement that all providers of youth services must be competitively procured. If granted, the
waiver will allow regional workforce boards to either add to existing contracts or, if allowed by their local procurement policy, issue a limited or non-competitive award.

1. Describe any exception to a competitive process.

RESPONSE:

Utilizing the region’s locally established procurement policy and procedures process of Miami-Dade County, Administrative Order No.: 3-38, in making the selection of the providers for the planned summer youth program, SFWIB waived the competitive procurement as in the best interest of SFWIB. A two-thirds (2/3) vote of the SFWIB was required to waive the competitive procurement process. Three providers were chosen to provide summer employment services to younger and older youth under the 2009 American Recovery and Reinvestment Act.

1. Miami-Dade County Public Schools (MDCPS) - serving younger and older youth
2. Monroe County School District (MCSD) - serving younger youth
3. Florida Keys Community College (FKCC) - serving older youth

SFW staff researched Federal, State and Miami-Dade County procurement statutes and policies for contracting directly with the local educational entities to provide summer employment services. As a result of the research and Legal Counsel advice, SFWIB is allowed to directly contract with another governmental agency and waive the competitive procurement if it is in the best interest of SFWIB.

Therefore, SFWIB directly contracted with Miami-Dade County Public Schools, Monroe County School District and Florida Keys Community College to provide summer employment activities under the 2009 American Recovery and Reinvestment Act for the following reasons:

1. MDCPS, MCSD and FKCC have the capacity to provide work experience activities to community youth
2. Agencies have strategically located facilities to serve youth in their respective counties and municipalities
3. Agencies will utilize their facilities to conduct intake and work readiness skills training
4. Agencies have the capability of providing upfront funds to implement the summer program
5. Agencies in employing youth are tax exempted, therefore more funds are available to serve more youth
6. Agencies have the capacity to provide the appropriate work readiness skills to all age groups

2. Include in your description how information on the selection process and awardees will be made public.

RESPONSE:

The information of the selection process and awardees of the summer youth contracts were publicized at the SFWIB Meeting in April 2009, community and local organization events, local newspapers, television and radio announcement and the awardees’ individual board meetings.

II. Program Administration/Operation

A. Outreach and Recruitment
1. Describe the local outreach (marketing) process used to inform eligible youth residing in your regional service area about the SYP including the involvement of local media, community based organizations, faith-based organizations, youth organizations, etc. in those outreach efforts.

RESPONSE:

SFW developed a plan of action that incorporated marketing, outreach and recruitment to local youth and employers. The plan included a detail flow of marketing, outreach and recruitment strategy activities that would coordinate and provide referrals between three summer providers in Miami-Dade and Monroe Counties.

SFW’s main recruitment efforts for employers concentrated around employers who were capable of providing summer work experience to a large number of youth at one worksite (governmental departments, municipalities, schools). SFW recruited employers through an online summer registration process.

SFW’s main recruitment efforts for youth concentrated on youth who were most at-risk and in need of workforce services. SFW partnered with Department of Children and Families, the Department of Juvenile Justice, agencies working with court involved youth and other youth agencies. SFW recruited community youth through an online summer registration process.

Outreach: SFW put in place an online registration and computerized lottery selection process for the 2009 ARRA Summer Youth Employment Program in order to guarantee fairness and in order to assist in proper worksite placement of the youth.

Youth Contact and Notification: SFW submitted the lottery selected youth online applications to the summer youth providers, who in return will contact and notify the youth about program information, required documentation, eligibility determination, program enrollment and where to report to begin the eligibility certification process.

Employer Contact and Notification: Employers who completed the SFW online registration received a letter of confirmation and program information, which served as verification of their online registration. The summer youth providers will contact the employer and provide additional program information, worksite orientation and worksite safety inspections.

B. Summer Youth Program Eligibility Determination

Describe the local process for determining youth eligible for the SYP. Please include a description of the local procedures used to:

1. Determine that an eligible youth is a low-income individual and is an individual who meets one or more of the following criteria:
   (i) Deficient in basic literacy skills.
   (ii) A school dropout.
(iii) Homeless, a runaway, or a foster child.
(iv) Pregnant or a parent.
(v) An offender.
(vi) An individual who requires additional assistance
to complete an educational program or to secure
and hold employment.

RESPONSE:

Through the online registration process, SFW programmed into the registration system a prescreening of income
versus family size to determine preliminary eligibility. SFW is responsible for submitting youth registration
information to the summer providers.

The summer providers are responsible for determining, collecting, documenting program eligibility and
maintaining hard copy files. Registration, eligibility determination and intake shall include the completion of
the SFW Youth Application, verification of hardcopy information provided in the application process and
determination that the youth applicant meets the eligibility criteria established by WIA, 2009 ARRA and
SFWIB.

All youth must meet eligibility criteria. Certification of program eligibility must be completed prior to
program enrollment and participation activities for each youth.

Under the ARRA summer program, a youth is eligible for summer services if they are:

1. Identified as low-income and
2. Not currently active in a SFWIB youth program and
3. Between the ages of 14 through 24 and
4. A citizen of the United States or a non-citizen who is authorized by the Immigration and
   Naturalization Service; and
5. In compliance with the Selective Service Act (only relevant for males 18-24) and
6. Is a resident of Miami-Dade County or Monroe Counties and
7. Must have at least one barrier

Youth who receive services shall be eligible according to the low-income guidelines as defined by the 70%
LLSIL Income Standards or Poverty Guidelines established by the U. S. Department of Health and Human
Services.

The online registration process referenced specific questions about barriers to employment and youth
were able to choose those barriers, as many that applied to them. The barriers from the online
registration will be utilized to choose youth for the summer program.

SFWIB prioritizes youth service delivery to target the following youth populations, but is not limited to:

1. Veteran and their eligible spouses
2. Youth aging out of foster care
3. Youth in the foster care system
4. Youth with disabilities
5. Court Involved youth with the Department of Juvenile Justice
6. Youth offender
7. Resides in a high poverty census tract, economic distressed areas
8. Children of incarcerated parent(s)
9. Migrant youth
10. Out-of-school youth
11. Youth in Job Corps
12. Runaway youth
13. Homeless youth
14. High School dropout
15. Pregnant or parenting youth
16. Deficient in basic literacy skills (functioning below the ninth grade)

The Contractor shall be responsible for the 2009 ARRA eligibility determination, verification and intake process, collecting all required supporting documentation, completion of all necessary eligibility documents and maintenance of documentation.

SFW has developed a cheat sheet format that list all required documents/documentation that must be included in the youth files in order for the file to be considered as a completed file. Each barrier that is listed for each youth must have a hardcopy of that barrier contained in the file.

SFW has provided eligibility training sessions to the summer providers. SFW youth staff will visit summer providers to perform case file reviews for required paperwork/documentation.

2. Describe how the regional workforce board will apply the Priority of Service for Veterans and Eligible Spouses as required by 20 CFR, Part 1010, the regulations implementing priority of service for veterans and eligible spouses in the Department of Labor job training programs under the Jobs for Veterans Act published at 73 Federal Regulation 78132 on December 19, 2008.

**RESPONSE:**

The first priority group of youth to be targeted for the 2009 summer employment program, will be concentrated on veterans and their eligible spouse(s). The online registration process asked veterans to identify themselves. The veterans will be identified and the compiled list of the veterans will be submitted to the summer provider. The summer provider has been instructed to provide services the veterans and their eligible spouses. SFW will reconcile the veterans list with the summer provider's list to make sure that the veterans and their eligible spouses were contacted, invited to participate in the summer program, completion of eligibility paperwork, received orientation and work readiness skills and placed at a worksite.

3. Describe the process used to identify an “additional” barrier to employment for youth served under the “five percent window” (youth who are not low income) as referenced in 20 CFR 664.220. (Note: This additional barrier may only be applied to youth served under the “window”).

**RESPONSE:**

Youth applicants who do not meet WIA income requirements may be eligible for special consideration if they meet one or more of the barriers referenced below, but may not be limited to:
1. Not at grade parity (one or more grades levels below the grade level appropriate to the individual’s age)
2. An individual who requires additional assistance to complete an educational program
3. Unable to secure or hold employment
4. Gang involved/affiliated/affected activities
5. An emancipated minor
6. Physically and mentally challenged
7. Victim of domestic violence/sexual or child abuse
8. Language and cultural barriers
9. Identifiable mental health issues
10. Lacking significant or positive work history
11. Having one or more disabilities including learning disabilities
12. Personal/family substance abuse
13. Alienated by sexual preference
14. Enrolled in an alternative education program
15. Migrant family member
16. Lacking affordable housing
17. Significant geographical barriers to accessing youth development services

The Contractor shall submit requests for approval of special considerations in writing to SFWIB Youth Staff. These considerations shall be reviewed, on a case-by-case basis and approval or denial shall be submitted in writing to the Contractor by SFWIB.

4. Describe the process that will be used to ensure that a minimum of 30 percent of the funds are expended on serving out-of-school youth.

RESPONSE:

During the funding allocation process, sixty percent of the funding was awarded to summer providers providing out-of-school youth services and forty percent awarded to summer providers providing services to in-school youth.

C. Objective Assessment and Individual Service Strategy (ISS)

2. Describe the type of assessment and individual service strategy used for SYP youth.

RESPONSE:

Each enrolled youth shall be provided pre and post employability assessments to determine their employment skill level(s). The assessment process will initiate the development of the youth’s Individual Service Strategy/Employment Plan (ISSEP). The assessment process will include a review of the youth’s interests, aptitudes, work maturity skills and employability skill levels prior to being placed at an assigned worksite. The goal is to accurately evaluate the youth in order to develop an appropriate service strategy to meet his/her individual employment needs.

Prior to worksite assignment, all youth will be pre and post tested using the same pre and post tests to show whether or not the youth improved as a result of the work readiness training session. All youth must show improvement before they can begin their work activities.
Each youth during their work-based activities will be evaluated bi-weekly by the worksite supervisor or alternate supervisor. The work maturity evaluations can be another form of an assessment tool.

The Individual Service Strategy/Employment Plan (ISSEP) will be age appropriate, individualized written plan of goals that includes the development of work readiness and employment skill activities. The ISSEP will be developed for each youth participant identifying age-appropriate career goals and consideration of the assessment results for each youth, identify employment goals, services provided, work readiness, start and end dates and identification information. The ISSEP should be developed in partnership with the youth.

D. Allowable Youth Activities and Services

Describe the activities and services available to youth enrolled in the SYP including the type of activity the youth will participate in such as work experience/work readiness, blended academic/work experience, job shadowing, internships, customized training, occupational skills training, etc. The description must include the following:

RESPONSE:

Work Readiness Skills Training

There is a mandatory requirement that all youth regardless of experience must complete twenty (20) hours of work readiness skills training before being placed in a work activity. Documentation for work readiness skills will contain a pre and post test. The post test shall show an increase in the youth’s knowledge of work readiness skills.

Work readiness will be provided to all youth, not only with written information but also with direct experience in a variety of occupations and work activities. Work readiness skills training will be a structured pre-placement activity consisting of structured classroom-based work readiness activities that are designed to provide youth with instructions to include, but not limited to: skills in resume writing, job interviewing skills, completing employment applications, telephone techniques, follow-up letters and other pre-employment skill activities, occupational information, labor market information, job search techniques, positive work habits, attitudes and behavior such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions, completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability and assuming the responsibilities involved in maintaining a job.

Work readiness skills training will also include skills required to get hired for a job, including, but are not limited to the following:

- Making Career Decisions
- Using Labor Market Information for Job Search
- Preparing a Resume
- Completing Job Applications
- Handling Job Interviews
- developing motivation and adaptability
- effective coping and problem-solving skills
- acquiring an improved self image

Providers will incorporate age appropriate levels of work readiness instructions to all youth who lack work experience as well as advanced work readiness that focuses on advanced skills for those youth who have experience in the working environment.
Work Maturity Skills
Work maturity skills will involve the employer evaluating the youth and must be a part of the work-based activities. The employer shall complete work maturity evaluations for each youth. Work maturity evaluations shall be completed bi-weekly by the assigned worksite supervisor or alternate supervisor. Work maturity skills will be required to meet employer expectations for dependability and productivity that are essential to enable youth to maintain a job to include, but are not limited to the following:

- Attendance
- Punctuality
- Positive Attitude/Behavior
- Appearance
- Interpersonal Relations
- Task Completion

Work Based Activities
Work based activities are the core component of the summer employment program. The summer program work based activities will be a learning opportunity that takes place at a worksite and provide experiences for youth to understand the relevance of what is learned in work readiness activities and connect that knowledge to what it takes to be successful in the workplace. Work based activities will be designed to enable youth to gain exposure to the working world. Work activities will be relevant to the youth’s interest.

Work based activities will be well-structured learning experiences that are provided in the non-profit, profit and public sector for the summer months. Work based activities will offer work assignments to the youth that are customized to career goals and career specific skill levels. Work based activities will help the youth to acquire the personal attributes, knowledge and skills needed to obtain a job and advance in employment opportunities. The purpose of the work based activities is to provide the youth with the opportunities for career exploration and skill development and is not to benefit the employer, although the employer may in fact benefit from the activities performed by the youth.

While participating in the 2009 ARRA Summer Youth Employment Program the youth shall be provided instructions and performance critique, which shall challenge the youth to perform well and work in consultation with program staff and the employer as appropriate.

1. Describe if year-round youth will be enrolled in the SYP and include the kind of assessment provided; individual service strategy development; and how literacy and numeracy goal(s) will be determined, set, tracked, and documented.

RESPONSE:
SFW plans to expend the ARRA funding during the months between May and September 2009. There are no plans as of this date to provide year round services to youth.

2. Describe the type of supportive service that will be provided to SYP youth. Attach a copy of the process that will be followed when determining if a participant is eligible for supportive services and how that support service is proved.
RESPONSE:

SFWIB will not provide support services to the summer youth participant. The summer provider’s may provide in kind services such as transportation services.

3. Describe if wages, stipends, and/or performance incentives will be provided to SYP youth and the amount. If a combination of payment types is used, detail when each type will be used. Regional Workforce Boards should follow the guidance issued by the State on when the payment of a stipend or incentive may be appropriate.

RESPONSE:

SFWIB will provide wages to all youth participants. No other form of payment for summer program participation will be utilized.

4. Indicate if the regional workforce board plans to allow older participants to continue in work experience beyond the summer months. The State has requested a waiver to allow the use of the “work readiness” indicator as the only performance measure for those participants.

RESPONSE:

SFWIB plans to end the summer employment program activities as of 9/30/09. However, if the requested waiver by the State is allowed for the use of the “work readiness” indicator as the only performance measure for summer youth participants, SFWIB will consider the summer activities to go beyond the mandated summer end date. SFWIB will probably target the out of school youth for the remainder of the summer activities that go beyond 9/30/09, if the waiver is approved.

E. Work Readiness Indicator (Goal) Measurement

1. Describe the process and tools that will be used to establish an age appropriate work readiness goal and the process and tool to determine if a “measurable gain” in work readiness skill has been achieved as a result of participation in the SYP. Also include in the description the process and tools that will be used to verify any other goal that has been established to signify a successful completion of the summer program.

RESPONSE:

The work readiness tool to be used to establish an age appropriate work readiness goal that will be administered by the individual summer providers. The summer providers will utilize their standardized tools that are presented to youth during their regular school year activities for work preparation. A pre work readiness test will be issued to the youth before they start the actual work readiness skill classes. In order for a youth to be placed in work-based activities, the youth must complete a post work readiness test. Both tests will be the same, in order to show a gain in work readiness knowledge.
F. Worksite Development

1. Describe the local SYP worksite development process. Attach a copy of a sample worksite agreement. (Attachment “A”)

RESPONSE:

South Florida Workforce Investment Board to effectively and efficiently manage the delivery of summer youth employment activities coordinated outreach and recruitment efforts for the employers. SFWIB informed employers of the 2009 ARRA Summer Youth Employment Program through coordinated efforts of an online registration process and a mass media campaign. SFWIB provided advertising and materials to the community and to employers notifying them of the 2009 ARRA Summer Youth Employment Program.

SFWIB sent letters of confirmation and program information to the employer, which served as a verification of their online registration. For those employers who registered online, SFWIB will forward the employer information to the summer providers, who will contact the employer, provide training and worksite orientations.

2. Provide the number of worksite agreements that have been developed to date. Attach a list of worksites and include the following information: (Attachment “B”)
   - Service Provider’s Name;
   - Number of job positions developed; and
   - Wage range of positions at the sites.

RESPONSE:

The summer providers who will provide summer activities in Region 23: Miami-Dade County Public Schools and Florida Keys Community College.

Miami-Dade County
Number of slots/positions developed: 4,419 slots/positions were developed
   2,350 – slots/positions from governmental worksites
   1,003 – slots/positions from non-profit worksites
   1,066 – slots/positions from profit worksites

Monroe County/Florida Keys
Number of slots/positions developed: 279 slots/positions were developed
   70 – slots/positions from governmental worksites
   177 – slots/positions from non-profit worksites
   32 – slots/positions from for profit worksites

Miami-Dade County
Number of employers/worksites recruited: 677 employers/worksites were recruited
   425 – governmental worksites
   112 – non-profit worksites
   140 – for profit worksites
Monroe County/Florida Keys
Number of employers/worksites recruited: 45 employers/worksites were recruited
  8 – governmental worksites
  23 – non-profit worksites
  14 – for profit worksites
Wage range for younger youth in Miami Dade County - $8.00 hourly
Wage range for older youth in Miami Dade County - $10.00 hourly
Wage range for younger and older youth in Monroe County - $10.00 hourly

3. Provide a description of how the designated SYP provider(s) will encourage the development of worksites that include “green” job work experiences.

RESPONSE:

As local organizations and businesses embrace the green economy, SFWIB is ensuring that the youth in our communities are prepared to access the jobs that this movement will create. SFWIB has partnered with Miami-Dade County, the City of Miami and other employers to provide green summer work experience positions that will provide youth with green job experiences. The City of Miami created 125 positions for youth to be placed within the City of Miami’s Neighborhood Centers to participate in the Teen Green Clean Project. Miami-Dade County – Water and Sewer Department and Waste Management Departments will employ youth to learn and work with green job initiatives. In Monroe County, there is an initiative entitled Green Living & Energy Education (GLEE) that will introduce youth to the green job experiences.

4. If the regional workforce board elects to develop worksites in the private for profit sector, describe the guidelines that the board will follow to select participating for profit employers and the guidelines in place to ensure that the placement of youth at the worksite does not unfavorable impact other employers engaged in the same business.

RESPONSE:

SFWIB main focus was to recruit employers county wide who are capable of providing summer work experience for a large number of youth at one worksite location (governmental departments, municipalities, schools), mainly because of the large number of youth to be recruited and placed at worksites and the logistics of the worksites. SFWIB online registration stressed that employers should register if they were interested in participating in the summer program and was in need of placing five or more youth at their location.

The summer provider will have the responsibility of inspecting the recruited/selected worksites and interviewing the worksite supervisors. It will be the responsibility of the summer provider to inform SFWIB of any placement of youth at a worksite that may unfavorable impact other employees/employers. The summer providers will utilize standardized forms to inspect, monitor, interview worksite supervisors and the youth. SFWIB youth staff will visit worksites, talk to staff, review and monitor worksites as well.

The Worksite Agreement states that “The Employer assures that a work experience position has not been created as the result of, or shall not result in, any of the following: displacement or reduction of hours of current employees; cancellation of contractual services or the freezing of the hiring of new employees as a result of youth participants assigned to the worksite. Youth participants shall not be placed into a regularly budgeted position classification in which current vacancies exist.”
5. Provide a description of how the SYP provider(s) will ensure that participants and worksite employers are aware of workplace health and safety guidelines.

RESPONSE:

Summer providers will perform worksite inspections for hazardous, sanitary and safety, provide worksite orientations, interview worksite supervisors and youth. The Worksite Agreement includes statements about the worksite health and safety requirements, which is signed by the worksite supervisor. During the work readiness classes, summer providers will detail the health and safety guidelines to the youth. Both the employer and the youth will receive instructions on the child labor law requirements. SFWIB summer staff will monitor worksites and interview supervisors and youth. Standardized forms will be utilized for this process.

G. Summer Youth Program Training and Technical Assistance

1. Describe the local process for providing training to SYP worksite supervisors.

RESPONSE:

The summer providers will be responsible for providing training to the worksite supervisors and alternate supervisors and other employer staff who will be involved in supervising the youth. The training will consist of, but is not limited to:

1. Completing the worksite agreement with the supervisor and explaining in great detail the requirements of the worksite agreement
2. Providing a worksite orientation of program requirements to all supervisory personnel in order for the staff to understand the responsibilities for providing work activities to the youth, but are not limited to: work policies (work hours, time and attendance procedures), job safety (emergency and accident procedures), worksite expectations (job description, duties and responsibilities) and sign-in/out procedures, holidays, disciplinary actions, payroll process, youth work maturity evaluations and etc.
3. Performing worksite inspections for Occupational Safety and Health Administration Act (OSHA) requirements to ensure a safe and sanitary working environment for the youth
4. Explaining federal and state child labor law requirements, rules and regulations in the assignment of work to the youth and making sure youth are not performing any duties that are in violation of the child labor laws.
5. Providing instructions to the worksite supervisor to ensure the development of the youth’s work maturity skills and the evaluation of those skills
6. Explaining all details and reasoning for all required worksite paperwork: Inclement Weather Form, Youth Emergency Medical Form, Job Description and Work Assignment Form, Sign in & Out Logs, Injury/Incident Form, provider’s contact information and the youth’s work schedule
7. Meeting with worksite supervisors bi-weekly to discuss performance and progress, as well as, any other issues pertaining to the youth
8. Continued monitoring of all worksite activities and related activities for each youth throughout the summer program
9. Explaining to the assigned worksite supervisor and alternate supervisor that they are responsible for monitoring the daily work activities and will provide direct supervision and instructions to the youth
2. Describe the local process for providing staff support and technical assistance to worksite supervisors and youth assigned to worksites.

**RESPONSE:**

SFWIB year round permanent staff and summer staff will act as liaisons between the employer, youth and summer providers. Staff will visit worksites to interview worksite supervisors, alternate supervisors and youth. Where needed, staff will provide support and technical assistance, as well as, trouble shoot on the behalf of SFWIB. Staff will perform the following tasks, but are not limited to:

1. Visit worksites to ensure that youth are provided daily guidance and adequate supervision at all times and to provide on-site support
2. Interviews of supervisors and youth will occur by utilizing a standardized questionnaire format
3. Making sure that compliance of the Worksite Agreement is being carried out by the worksite supervisors
4. As situations arise, SFWIB will be available to resolve