



**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

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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.

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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.

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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/>.

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. 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>. 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

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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).

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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.

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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

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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

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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

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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

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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.

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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.

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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.

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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

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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;

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- Referral to employers and registered apprenticeship sponsors;
- Referral to training;
- Assessment, including interviews, testing, individual and group counseling, or employability planning; and
- Referral to training by WIA-funded or third party service providers.

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

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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)(i)).

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

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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

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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.

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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.

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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.

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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

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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. and 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.

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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.

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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).)

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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

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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.

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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.

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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

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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.

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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,

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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 is 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.

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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.)

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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.

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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;

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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

<u>Program</u>	<u>Frequency</u>	<u>Quarters Monitored</u>
WIA Adult	Twice/year	1 st / 3 rd
WIA Dislocated Worker	Twice/year	1 st / 3 rd
Career Advancement Program (CAP)	Twice/year	1 st / 3 rd
WIA Youth (In- and Out-of-School)	Once/year	4 th
Refugee Employment and Training	Once/year	2 nd
Special Audits	As needed	As needed
File Inventory	Once/year	4 th

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

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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

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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.

Sampling Methodology

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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.

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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.

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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.

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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.

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ARRA – Performance		
Quarterly		
	Required Placements	
1	Apprenticeship Program	58
2	Community Workforce Program (CWP)	106
3	Retraining Assistance Initiative	165
4	Career Pathway Initiatives	485
Totals		814

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.

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**Regional Balanced Scorecard
Program Year 2009- 2010**

Performance		
Per Center		
	Measure	Required Standard
1	Level of Services	85%
2	Level of Services for Special Groups	80%
3	Service Outcome Rate	15%
4	Core	20%
5	Staff Assisted Core	14%
6	Intensive	11%
7	Training	61%
8	Training Completions Rate	75%
9	Training Related Placements	60%
10	Employment After Services	6,101
11	Employment WIA ***	642
12	Prof. Placement 10% of Employment	610
13	Self-Sufficiency 25% of Employment	1,525
14	Job Orders Index	3,706
15	Job Orders Index 35% of \$13 and above	1,297
16	CAP Error Rate	3%
17	WIA Error Rate	3%

Performance		
Regional / Per Center***		
	Measure	Required Standard
18	Jobs Opening Filled Rate	62%
19	WP Entered Employment Rate	28%
20	WIA Adult EER	93%
21	WIA Dislocated Worker EER	92%
22	WIA Emp Worker Outcome	95%
23	CAP Entered Employment Rate	38%
24	CAP Participation Rate	52%
25	CAP Two-Family Participation Rate	90%
26	Short-Term Veterans EER	35%
27	FSET EER	20%

* 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

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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

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- 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

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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.