



**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 than at the time the Plan was last updated. 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 requires new, novel strategies for increasing the capacity of the workforce system. Lastly, the issuance of the Jobs for Veterans Act Final Rule requires PY Plans to specifically address 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

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section and number, those sections of the current plans that will or have changed as a result of the ARRA. If the RWBs wish to extend unchanged any portion of their current plans, they must include a statement to that effect wherein those portions are identified.

PURPOSE

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

Two copies of the local Workforce Services Plan addendum is 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 the RWB will apply ARRA funds. Accordingly, please provide a summary explaining how the RWB 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 is home to 2,541,279 residents and is fortunate in having a diverse economy that underpins the competitiveness and growth of the State's overall economy. The Port of Miami, for instance, is among America's busiest ports and contributes over \$17 billion annually to the South Florida economy and helps provide direct and indirect employment for over 176,000 residents.

In addition to the Port of Miami, local government estimates also indicate that Miami International Airport also contributes significantly to the region's economy. Miami-Dade County's Aviation Department reports that the airport system has an annual economic impact in excess of \$19.1 billion, chiefly in tourism and international banking and trade. The airport maintains an instrumental role in creating more than 240,000 local jobs. Another important indicator of the region's economic health is the housing market which will continue to impact the local economy well-beyond 2010. The housing bust and resulting drop in home values, along with stock market declines and contractions in the credit markets, have made it difficult for both local residents and businesses. Miami-Dade County, in particular, was hardest hit because it expanded considerably during the housing boom.

Recent data from the Agency for Workforce Innovation (AWI) revealed the jobless rate in the South Florida Workforce Region climbed to its highest recorded level in July 2009. The unemployment rate for the Region was an unprecedented 11.4 percent, nearly double last year's rate of 5.9 percent. During July 2009, the region's unemployment rate was also 0.4 percentage points higher than the state's rate of 11.0 percent.

In overall numbers, the July 2009 unemployment rates for Miami-Dade and Monroe, the two counties that comprise the South Florida Workforce Region, were 11.6 percent for Miami-Dade and 6.6 percent for Monroe. The unemployment rate in Miami-Dade County increased 5.7 percentage points over the year while the unemployment rate in Monroe County increased 2.4 percentage points. Out of a total labor force of 1,299,110, there were 148,295 unemployed residents within the region.

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The 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).

In order to add meaning to the above industry-specific job loss numbers, it is important to more generally explain the region's labor pool. The civilian labor force, a subset of total population, is one of the most important components of labor-market data used in business planning. The term "labor force" refers to persons over 16 years of age who are either employed or unemployed. Labor force trends are related to many other major economic indicators, making this data a key element of a county's statistical system. July 2009 AWI-compiled statistics reveal that the Miami-Dade County labor force totals 1,250,980; approximately 1,105,881 residents are employed and 145,099 are unemployed. The same July 2009 AWI statistics indicate that Monroe County has a labor force of 48,130, with 44,934 employed and 3,196 unemployed. For that month, the combined region total labor force was 1,299,110 of which 1,150,815 were employed and 148,295 were unemployed. It is important to recognize that this is the largest labor force in the State of Florida.

Based on the U.S. Census Bureau 2005 to 2007 American Community Survey, the following is a detailed analysis of the demographics of the region's labor pool.

In Miami-Dade County, the education demographics are: (1) 9% of the population hold graduate or professional degrees; (2) 16% of the population hold bachelor's degrees; (3) 8% of the population hold associate's degrees; (4) 15% of the population hold no degree; (5) 28% of the population hold a high school diploma; and (6) 24% of the population have less than a high school diploma.

The industry-specific demographics for Miami-Dade County are: (1) 1% engaged in agriculture, forestry, fishing, hunting and mining; (2) 9% engaged in construction; (3) 6% engaged in manufacturing; (4) 5% engaged in wholesale trade; (5) 11% engaged in retail trade; (6) 8% engaged in transportation, warehousing and utilities; (7) 2% engaged in information; (8) 9% engaged in finance, insurance, real estate, rental and leasing; (9) 12% engaged in professional, scientific, management, administrative and waste management services; (10) 19% engaged in educational services, health care and social assistance; (11) 9% engaged in arts, entertainment, recreation, accommodation and food services; (12) 6% engaged in other services (except public administration); and (13) 4% engaged in public administration.

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The median income of households in Miami-Dade was \$41,943. Eighty-one (81) percent of the households received earnings and nine percent received retirement income other than Social Security. These income sources are not mutually exclusive; that is, some households received income from more than one source.

From 2005 to 2007, Miami-Dade had a total population of 2.4 million. Fifty-two (52) percent are females and 48 percent are males. The median age was 38.2 years. Twenty-three (23) percent of the population was under 18 years and 14 percent was 65 years and older. For people reporting one race alone, 73 percent reported White, 20 percent Black or African American, less than 0.5 percent American Indian and Alaska Native, 2 percent Asian, less than 0.5 percent Native Hawaiian and Other Pacific Islander, and 5 percent Some other race. Two (2) percent reported Two or more races. Sixty-one (61) percent of the people in Miami-Dade was Hispanic. Eighteen (18) percent of the people was 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: (1) 11% hold a graduate or professional degree; (2) 20% hold a bachelor's degree; (3) 9% hold an associate's degree; (4) 24% hold no degree; (5) 27% hold a high school diploma; and (6) 9% have less than a high school diploma.

Monroe's industry demographics are: (1) 2% engaged in agriculture, forestry, fishing, hunting and mining; (2) 9% engaged in construction; (3) 2% engaged in manufacturing and wholesale; (4) 13% engaged in retail; (5) 8% engaged in transportation, warehousing and utilities; (6) 1% engaged in information; (7) 9% engaged in finance, insurance, real estate and rental and leasing; (8) 10% engaged in professional, scientific, management, administrative and waste management services; (9) 10% engaged in education services, health care and social assistance; (10) 21% engaged in arts, entertainment, recreation, accommodation, and food services; (11) 4% engaged in other services, except public administration; and (12) 9% engaged in public administration.

The median income of households in Monroe County was \$55,550. Seventy-seven (77) percent of the households received earnings and 18 percent received retirement income other than Social Security. Twenty-nine (29) percent of the households received Social Security. The average income from Social Security was \$14,574. These income sources are not mutually exclusive.

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From 2005 to 2007, Monroe had a total population of 75,000. Forty-seven (47) percent are females and 53 percent are males. The median age was 46.5 years. Sixteen (16) percent of the population was under 18 years and 15 percent was 65 years and older.

For people reporting one race alone, 90 percent was White; 6 percent was Black or African American; 1 percent was American Indian and Alaska Native; 1 percent was Asian; less than 0.5 percent was Native Hawaiian and Other Pacific Islander and 2 percent was Some other race. One percent reported Two or more races. Eighteen (18) percent of the people in Monroe was Hispanic. Seventy-four (74) percent of the people in Monroe was White non-Hispanic.

The above AWI and American Community Survey statistics offer context to the present condition of the region's economy as well as its labor pool and market.

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 and its partners have developed effective strategic responses to address local workforce priorities in order to bolster the region's economic welfare. To accomplish this, SFWIB is building consensus with RWB members on how best to apply WIA Formula and ARRA funds to combat South Florida's rise in unemployment and jumpstart the economy. A major component of these strategies has been SFWIB's ability to partner with local public and private educational institutions, local labor unions and businesses in developing effective workforce solutions.

A number of actionable and collaborative strategies have been developed to provide increased access to training and employment opportunities. Specifically, SFWIB has targeted certain communities with higher rates of unemployment. The targeted areas are known as Designated Targeted Areas (DTAs) for which ARRA funds will be utilized.

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SFWIB strategies are divided into three main categories: (1) Business Development, (2) Career Center Delivery System Enhancement, and (3) Career Exploration/Career Pathway Initiatives.

The Business Development strategy is designed to target business incentives and economic development initiatives through our Jobs Opportunities for Business Stimulus (JOBS), On-the-Job Training, and Employed Worker/Customized Training. These programs are intended to sustain and enhance growth opportunities within the small business sector by building and maintaining effective links with small businesses and their respective organizations.

The Career Center Delivery System Enhancements include Access Points, Extended Hours of Operations, Unemployment Recovery Center (URC), and Operation Employment. These enhancements are designed to increase job seeker access to employment and training services.

The Career Exploration and Career Pathway Initiatives are strategically targeted employment and training programs which are designed to develop and/or enhance occupational skills of individuals to enter, re-enter and/or remain competitive in the current workforce environment.

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:

SFWIB has implemented the strategies outlined below to maximize resources, increase service levels, improve service quality and achieve greater integration of services.

Business Development strategy – SFWIB has created and implemented a Business Services Unit (BSU) with the primary function of identifying innovative approaches to enhance services delivered to business owners in the region. The BSU will increase the number of businesses engaging SFWIB services, the number of job seekers entering

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employment with businesses partnering with SFWIB, and the number of long-term quality job placements. It is through these collaborative efforts that the BSU achieves its goal – *an environment where business and the community can prosper and thrive*.

The BSU is committed to bringing the best possible service to employers in Miami-Dade and Monroe County with the highest level of integrity, promoting mutual confidence and trust in business relations. The BSU is making a difference everyday in the South Florida community by positively impacting the quality and performance of businesses with effective workforce development solutions.

The SFWIB treatise “*Connecting Market Demand with Labor Supply*” provides a systematic approach to understanding industry employment demand; specifically, it establishes a roadmap for training tailored to various industries, upgrades the skill set of the existing workforce through the Employed Worker Training (EWT) program, prepares entry level workers through the On-the-Job Training (OJT) program, and provides human resource tools, i.e., labor market information, tax credits, pre-screening, customized assessment and recruitment services.

In many respects, this approach ensures that market demand is connected with labor supply. A higher level of interaction with the business community is imperative in developing a more sensible approach to serve business beyond the traditional placement services. The BSU works collaboratively with local economic development agencies, such as the Beacon Council, to ensure that all benefits and services available in the region are offered through it. One of the tools the BSU utilizes to enhance South Florida Workforce’s ability to forecast short-run occupational demand and to develop a better understanding of emerging trends is the Help Wanted On-line (HWOL).

BSU employs Business Consultants to target specific industries and businesses to develop a greater level of expertise regarding those enterprises. This entails prioritizing key industries as identified within our two year plan that will generate the highest figures of future employment. Additionally, the BSU incorporates the creation of industry committees with members of the business community.

Job Opportunities for Business Stimulus (JOBS) – This strategy will maximize resources and increase service levels by effectively matching the right employers with the right job seekers and limit the time case managers and job seekers schedule unproductive job referrals. Additionally, the implementation of the JOBS initiative has created a unique opportunity for SFWIB to further increase outreach efforts to local employers as

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well as create greater job development opportunities for job seekers. SFWIB utilizes the Job Bank Unit as a centralized system to collect job openings from businesses, which are then entered into Employ Florida Marketplace (EFM). The JOBS unit makes over 100 job referrals monthly, which also include, at no charge to the employers or job seekers, enhancing resumes, validating job vacancies before posting, screening job applicants and following up on services.

Access Points – It is a collaborative effort between SFWIB and local Faith-based/ Community Based Organizations (FBO/CBOs) to increase access to employment and employment services to individuals in various communities in need of convenient and immediate access to internet services, labor market data and job search tools. Access Points assist Career Centers in maximizing resources by making available employment services that otherwise would only be available inside a Career Center. Currently, there are eleven Access Points throughout the region which serve businesses and job seekers in Miami-Dade County.

Mobile Workforce Assistance Centers (MWAC) - The MWAC affords SFWIB the ability to maximize resources, increase service levels and achieve better service integration by making available employment services where they are in greater need. MWAC targets areas previously underserved and integrates Career Center resources into a transportable unit capable of taking employment services directly into communities. Additionally, SFWIB partners with other agencies to provide training and employment services at local career expos, job fairs and citizen service workshops.

The MWAC also enables SFWIB to accomplish the following goals: a) increase reach out efforts to job seekers in communities that do not have adequate transportation to travel to a career center; b) serve as a “rolling advertisement” for SFW, promoting a wide array of services available in this unique Center; c) foster and enhance relationships with Community-Based Organizations, Faith-Based Organizations and governmental service organizations throughout the region.

Extended Career Centers Hours – As the unemployment level rises in the region so did the need for SFWIB services and resources. Therefore, in response to the increase service demands created by the economic downturn, SFWIB extended Career Centers’ hours of operation from 8am to 7pm Monday through Thursday; regular hours are resumed on Fridays. The extended hours allow SFWIB to maximize the availability of services to our customers, reduce wait time and increase service delivery to job seekers and businesses throughout the Region. Additionally, the adjusted hours permit

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case managers an opportunity to provide customers with more assistance with job search, job referral and career counseling.

Enhanced Reemployment Services (RES) – SFWIB will increase and maximize services delivered to individuals most effected by business closures and downsizing. RES places special emphasis on identifying this target population, providing immediate and appropriate levels of employment services that will enable them to return to the workforce in the least amount of time. The following has been put in place to achieve this goal:

1) Increasing staffing levels using ARRA funds to provide enhanced individual assessments to determine the level of services needed and to improve job matching using EFM transferable skills analysis tool. 2) SFWIB provides computer workshops to job seekers on how to use Microsoft Office Suite Programs, and the internet to facilitate more effective job search methods. To provide RES customers with more intense staff assisted services, SFWIB added an “Operation Employment” component which functions to increase the number of case managers available to provide job search and job referral services to dislocated workers. 3) The additional component required the hiring of an additional 50 Career Services Specialists to assist the current Career Center Operators guide job seekers with their training and employment services needs. The Career Services specialists are located in the SFWIB Career Centers and Access Points. The enhanced RES plan is expected to reach a greater number of unemployed residents (which in large part is due to the current economic conditions) and return a greater number of these individuals to the workforce quickly and effectively.

Unemployment Recovery Center (URC) - In partnership with AWI, SFWIB entered into an agreement to create a centralized URC at SFWIB headquarters. The collaboration is in response to the increased number of unemployed individuals in need of Unemployment Services and to help alleviate the time an individual might have to wait to receive the services elsewhere. The partnership has increased service delivery to the unemployed and added an innovative approach to providing needed services as well as maximized both state and local resources.

Career Exploration and Career Pathway Initiatives are novel economic development strategies designed to strengthen various industry sectors through the efficient use of resources. The Initiatives will supply in-demand, trained employees at all career levels. Career Pathways will focus on the following key strategic industries: Aviation, Healthcare, Green Jobs, IT and Wastewater Management. These initiatives are designed to develop and/or enhance the occupational skills of

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workers so they can enter, re-enter and/or remain competitive in the context of today's workforce environment. To maximize and integrate the ARRA and regular training resources, SFWIB is hosting its first annual Training Expo as an outreach strategy to increase training access. Utilizing a streamlined process, the Expo will allow jobseekers to access the same training services available at the Career Centers. The Expo is a partnership with the region's approved training vendors and will target training in high-wage occupations. Available training will be programs requiring less than 12 months to complete and in targeted industries.

Re-training Assistance Initiative provides greater access to reemployment services and retraining assistance for individuals dislocated from their employment. These services are intended to increase the necessary skill set job seekers will need to be more marketable when returning to the workforce. Due to the exposure and references generated while participating in the Initiative, participants will have greater access to employment opportunities.

Community Workforce / Apprenticeship Program is a partnership between Miami-Dade County's Department of Small Business Development and SFWIB. The purpose of the programs is to increase the level of regional construction trades employment opportunities via recruitment and training to residents of the Designated Targeted Areas (DTAs). This program and partnership is expected to assist hundreds of DTA residence gain the necessary skills to secure employment within the construction industry.

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:

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SFWIB actively engages stakeholders in the workforce training and higher education sectors to provide for greater integration in its approach to economic and workforce development across the region. The partnership ensures that the strategy developed recognizes industry priorities for required skills and knowledge that encompass the full scope of South Florida's needs. SFWIB recognizes such collaborative partnerships by adopting Memorandums of Understanding as a means of setting up a framework for cooperation and information sharing between organizations.

SFWIB has been strategically engaged with stakeholders in the Region such as Jackson Health System, Hospital Corporation of America (HCA) in the development of the Workforce Florida Healthcare Initiative. This initiative is designed to help the health care industry meet its workforce needs. Additionally, SFWIB has been actively working with the region's local educational institutions such as Miami Dade Community College, Miami-Dade County Public Schools and the Brotherhood of Electrical Workers (IBEW) for the development of the Energy Training Partnership Grant. This grant targets solar/photovoltaic and weatherization. Furthermore, SFWIB is engaged with Florida International University (FIU) and Public Educational Institutions in the development of a Business Incubation/Entrepreneurial grant. Finally, SFWIB is actively engaged with various regional hospitals, local educational institutions, and local businesses in partnering in the development of a USDOL Healthcare and Emerging Industry grant.

Lastly, to meet the needs of local businesses, SFWIB is working with Miami Dade Community College in establishing Chamber Training Institutes with a number of regional Chamber of Commerce. These institutes will be the education and workforce affiliate within each partnering Chamber. The institutes will work in partnership with Miami Dade College School of Continuing Education. The goal of the partnership is to identify training needs, promote rigorous educational standards, and advocate effective job training systems. The realization of this goal is needed to jolt the region's workforce.

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.).

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(1) SFWIB will continue to seek ways to strengthen partnership with our service providers and community partners; (2) identify current and future community employment and training needs; and (3) update contracts and MOUs to reflect current needs and share information and ideas with stakeholders.

The first Tuesday of each month meetings are held 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 stakeholders including SFWIB service providers and staff.

SFWIB's Performance Improvement Teams (PIT) is another method of improving operational collaboration amongst programs and initiatives. PITs have been setup for the following programs: WIA, Wagner-Peyser, Career Advancement Program (CAP), and Performance program. The goal for PIT is to improve service delivery processes to better provide employment and training services to job seekers and employers. Such a collaborative effort has created an environment to identify and share best practices, increase the quality of services provided to customers through the Career Centers, reduce duplication of services and maximize resources.

SFWIB's effort to improve operational collaboration is also evidenced through its hosting of the bi-annual Training/Technical Assistance Workshops. The purpose of the workshops is to educate SFWIB service providers on Service Account Management System (SAMS) and Employ Florida Marketplace (EFM) tools as well as current federal, state and local WIA and USDOL legislation. The workshops also provide an opportunity to review the Balanced Scorecard which is a SFWIB performance monitoring tool initiative.

Other methods to improve operational collaboration include the procurement of Systems Improvement Consultants and the potential success 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 organization's procedures and analyzing them to identify sources of errors, defects, and efficiencies, enabling SFWIB to develop improvements.

Finally, staff members from SFWIB Office of Continuous Improvement (OCI) performed Mystery Shopper On-site evaluation of ten Career Centers and four Refugee Centers located in Miami-Dade County. The main objectives of the

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review were to evaluate the condition of the facilities and assess the performance of the Center's staff from the customer's point-of-view. Note that the SFWIB staff members assigned to perform the reviews were new employees and have had little or no previous contact with a Career or a Refugee Center. The evaluation methodology consisted of a single visit by SFWIB staff to each Career and Refugee Center site on different days and times. Staff members presented themselves at the centers as job seekers. Staff members then used the Career Center Mystery Shopper monitoring tool to record their observations of the site visit. Mystery shopper reviews will identify best practices, areas for improvement and other processes that may require immediate attention.

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;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training;

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- 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 UI claimants enhanced and increased services through individual profiling and staff assisted employment services. It is SFWIB's intent to work closely with our partners to ensure all UI claimants identified as most likely to exhaust their benefits are provided the full array of available 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 Re-Employment Services (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 RES customers upon entering a career center and being properly identified: (1) UI claimants will be identified through the UI profiling system; (2) in-person staff assisted services will be provided; (3) initial claimant reemployment assessments will be completed; (4) career guidance, group and individual counseling will be available; (4) career Counselors may make suggestions or offer advice which is intended to assist the job seeker in making occupation or career decisions; (5) provision of Labor Market Data will be provided; (6) occupational and skills transferability information that clarifies claimants' reemployment opportunities and skills used in related or other industries will also be available; (7) referral to job banks, job portals, and job openings will be provided; (8) referral to employers and registered apprenticeship sponsors will be available; (9) referral to training will be available, including referral to training by WIA-funded or third party service providers; (10) where necessary assessments might be conducted; and (11) interviewing workshops will be suggested and made available.

SFWIB will reinforce the above enhanced services to UI claimants by effectively implementing the tiers of service outlined below:

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Tier 1 - The Job Ready UI Claimant's Employment Development Plan (EDP) will be heavy on strengths and isolating barriers to employment. We will refer claimants to the resource room (or other computer resources) to update their résumés and to conduct job searches. The claimant will be advised that if there are no suitable jobs listed, he/she should ask to see an Employment Services staff-member to create a job development referral. Where appropriate, claimants may also be referred to the Professional Placement Network (PPN).

Tier 2 - Claimants Needing Job Search Assistance will receive an assessment designed to highlight the job search skills they lack. These will be listed on the barriers section of the EDP. Services such as résumé writing, interviewing skills, provision of labor market information, job search workshops, job clubs, etc. will be listed on the services section of the EDP and should be scheduled at this time, if possible. Claimants may also be referred to the PPN, if appropriate. Scheduled dates for the services will be entered on the claimant's EFM services screen.

Tier 3 - Claimants Needing Skills Training or Skills Transferability Analysis will undergo a transferable skills analysis process. The results of the analysis will be compared with the jobs in demand in the region. If the occupations on the jobs in demand list match some of the jobs on the transferable skills analysis list, staff will look at the percentage of match and the preparation time to obtain the skills needed, if any. Staff will also explore all avenues through which the claimant may obtain those skills.

Tier 4 - Claimants Needing Assessments, Intensive Services and Training are likely to have low education levels and a history of not staying in a job for long periods of time. They may also possess other barriers that affect their ability to find and maintain employment in the region's labor market. A battery of tests including the hidden disabilities assessment, labor market research and counseling will be given to the claimant. Reviewing labor market information regarding the occupations that are matches to the claimant's interests, abilities and preferences, provide staff and claimant with information 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)).

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Response:

The SFWIB will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act is accessible and available to all customers at the local level. The three-tiered service delivery strategy encompasses self-service, facilitated self-help service, and staff assisted services.

For self-service customers, SFWIB will utilize the RWB centralized Job Bank (305-470-JOBS) which lists job vacancies in the state of Florida and make sure this information is accessible and available to all customers via EFM. All Career Centers have well-equipped and accessible Resource Rooms. The Job Bank staff ensures that the EFM database is a current and a reliable source for employment opportunities.

For facilitated self-help service, SFWIB has implemented Operation Employment to ensure that job seekers within the region receive employment assistance through well-staffed resource rooms and Access Points. Staff provides assistance to job seekers 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 also receive assistance on how to access similar services through EFM.

For staff-assisted services, SFWIB has assigned the Operation Employment staff to the Career Centers and Access Points to provide job seekers with training and employment services. By increasing staffing levels, SFWIB has expanded Reemployment Services (RES) to ensure staff-assisted services are provided to all customers. These services include individual assessments to determine the level of services needed and job matching and job referrals using EFM. The Job Bank staff routinely contacts businesses to verify job order information and status and conducts job matching and referrals when applicable. In addition, the Job Bank staff also contacts job seekers 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).

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Response:

The SFWIB has adopted policy requiring that Career Centers provide core services in accordance with WIA legislation. Local strategies to guarantee universal access includes: registering all job seekers in Employ Florida Marketplace (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. These strategies allow residents the ability to access services that they would not traditionally have access to.

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 all employment and training services. At the point of entry to the Career Center, job seekers complete the SFWIB Initial Assessment Application which then enables staff to determine the appropriate level of employment and training services.

Integration of resources are achieved through on-going Wagner-Peyser and WIA staff cross-training to avoid gaps in services to job seekers. 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 that provide assistance to job seekers to assist them with achieving self-sufficiency. Dual enrollment maximizes services to job seekers and reduce the possibility of service duplication.

The above describes how SFWIB ensures the integration of resources provided under the Wagner-Peyser Act and WIA Title 1 for adults and dislocated workers as well as resources provided by our Career Centers service providers.

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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 opportunities for individuals includes the successful implementation of the "Accelerate South Florida: 2009 American Recovery and Reinvestment Act Plan", with strong emphases placed on the Career Exploration and Career Pathway Initiatives. These opportunities will utilize both WIA Title I and Recovery Act funding. As part of the strategy to increase training access and opportunities SFWIB is hosting a Training Expo to maximize training resources for the Region's residents and offer training in programs that are linked to the industries in Accelerate South Florida. Furthermore, SFWIB is developing Career Pathways in the following industries: Information Technology, Health Care Services, Life Science/Biotechnology, Green Jobs, Aviation and Waste Management. These particular training programs are linked to employer needs and will ultimately lead to employment for participants that successfully complete training.

The Accelerate South Florida plan specifically target residents of DTAs to provide increased opportunities to access training to those registered on Employ Florida Marketplace database, which is linked to SFWIB local DTA on-line extraction system. The system allows staff to extract DTA job seekers information by addresses, skill sets, industry, training, education, etc. If an individual in a DTA matches an available job or training profile, he/she will be referred to the nearest career center for a complete assessment and registration. ARRA funding is primarily used for DTA customers training programs, however, WIA formula funding can be accessed for individuals that live outside the DTA areas for training.

The action plan above will increase the availability of funding for training by allowing SFWIB to negotiate with the region's Approved Training Vendors for the purchase of cohort size classes. The ability to negotiate cohorts as oppose to issuing individual Training Accounts (ITA), decreases cost, which in turn, increases the number of participants that can be served.

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

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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.

Furthermore, SFWIB is working to increase access to the Apprenticeship programs for WIA customers by working with the local unions. One vehicle that can be utilized is the Community Workforce Program for construction which identifies customers that may be able to qualify to enter into an apprenticeship program.

The Employed Worker Training Program (EWTP) allows businesses to upgrade the skills of their current workforce, enabling them to remain competitive and viable in the global marketplace. SFWIB worked with Jackson Health system and HCA to obtain a Workforce Florida Healthcare Initiative Grant. The grant will make training available to more than 3,000 individuals and it is a combination of EWTP and new hires skills training.

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.

SFWIB's approach for service delivery in the Region is through 13 Career Centers, 11 Access Points, 2 Mobile Workforce Assistance Centers and the Unemployment Recovery Center (URC). Utilizing Recovery Act funds, this approach enables the Region to increase the levels of service to distressed areas that have been identified as Designated Target Areas (DTAs). DTAs are categorized by Miami-Dade Board of County Commissioners; DTAs include: Empowerment/Enterprise Zones and Community Development Block Grant (CDBG) Eligible Block Group or Focus Areas, and City of Miami Neighborhood Development Zones (NDZ).

The Access Point Model has been implemented to strategically position employment and training services throughout the region to provide greater access for individuals. Access Points were developed in partnership with Faith-based and Community Based Organizations (FBO/CBOs). Through the Mobile Workforce Assistance Centers' outreach services, SFWIB is able to assist Miami-Dade and Monroe County citizens in finding employment, helping create and update

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resumes, conducting on-site interviews and, providing a range of testing and assessment services needed for job-readiness. SFWIB is using ARRA funds to expand Reemployment Services (RES) by increasing staffing levels in order to provide the increased level of services needed to improve job-matching and determine transferrable skills. In order to assist job seekers 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.

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. URC creates temporary employment opportunities, alleviating customers waiting time to receive unemployment benefits.

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:

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:

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Youth Services addendum

Veterans' Priority of Service

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

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

The policies and strategies for which the Region operates its Veterans Program encompasses the Jobs for Veterans Act (P.L.107-288) (38USC 4215). It is a policy of SFWIB to prioritize and provide services to job seekers identified as veterans and eligible spouses, and make available WIA resources to assist with their transition back into the civilian workforce. These services include priority job search, job placement, training services, and support services. Veterans are provided staff-assisted service by a designated Veteran staff at the Region's Career Centers. Strategies include: staff following-up with all registered veterans to offer employment and training services through the Career Centers, placing veterans in quality positions to meet labor market demands, and partnering with Southern Command to deliver the Transition Assistance Program Services (TAPS) to members of the military who are exiting military services.

(See attached Exhibit IA) Veterans Priority of Services

Service Delivery to Targeted Populations

II.F. Describe the RWB's strategies to ensure that the full range of employment and training programs and services delivered through the One-Stop delivery system are accessible to and will meet the needs of

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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 Designated Targeted Areas (DTAs) which includes hard to serve low income individuals with multiple barriers to employment. SFWIB will implement the Recovery Act priority of service utilizing the Reemployment Services assessment process. Individuals identified as DTA residents will be assessed to determine educational levels, work history, job skills and needs. 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).

SFWIB has a Regional Disability Program Navigator (DPN) Coordinator 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 job seekers 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 employment

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opportunities for job seekers with disabilities. Additionally, Wagner Peyser staff assists people with disabilities seeking employment services at the Career Centers.

Section III. Operations

Transparency and Public Comment

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

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

The RWB should describe:

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

SFWIB places a high priority on transparency. In the development of Accelerate South Florida Plan, SFWIB hosted a series of Sunshine meetings to present the plan and to receive public comment. The Accelerate South Florida Plan and meetings were posted on the SFWIB website. Feedback received from these sessions was weaved into the plan.

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In the development of the new Two-Year Plan SFWIB is following the same process. Public forums are scheduled and are being scheduled. Additional public forums will be scheduled throughout the community. Feedback has been solicited from Board Members, community resource partners and the public at large. All comments received after submission will be forwarded to WFI. Additionally, monthly meeting are held the 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 setting which allows the organization and SFWIB to voice community ideas, discuss items of concern and identify ways to work together to improve the quality of life for Miami-Dade citizens.

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 policies and procedures that are in place to promote universal access and consistency of services for the Region are described in the local SFWIB Policy and Procedures Manual Chapter 2 Workforce Investment Act – Adult/Dislocated Worker.

(See attached Exhibit 1B)

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

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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 the core values of *integrity*, *accountability*, and a *systems perspective*. SFWIB complies with F.S. 287, OMB 122, 187 and A-110. SFWIB follows the fourteen steps described below in its procurement process.

Method of Procurement and Procurement Process

To the extent possible, service partners for Region 23 are selected through a competitive procurement process in accordance with F.S. 287, OMB 122, 187, etc. 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 the following: "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 (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

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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 follows Miami-Dade County's guidelines for conflict of interest. Further, the SFWIB adheres to the standard of conflict/conflict of interest governing the performance of employees, officers, and contractors engaged in the award and administration of contracts as prescribed by the Florida Commission on Ethics, Guide to the Sunshine Amendment and Code of Ethics for Public Officers.

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

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

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

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Cone of Silence

All parties to competitive procurements are limited by the “Cone of Silence” surrounding solicitations and prohibitions against ex parte communication. These policies prohibit communications regarding this solicitation between a current or potential contractor and any SFWIB member, SFWIB staff, or any other person serving as a selection committee member during this procurement process. Respondents directly contacting board members, staff, or selection committee members risk elimination of their response from consideration.

Offerors Conference

All competitive procurements issued by SFWIB contain the requirement to hold an Offerors Conference and encourages potential respondents to a solicitation to attend since this is the only venue where questions of a substantive nature can be answered. No substantive questions can be answered by staff outside of this public session(s).

Contract Terms

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

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Evaluation Process and Selection of Service partners

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

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

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

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

Reasonableness of Cost

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

Contractor Rejection or Selection

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

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Procurement Files

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

Appeal Procedures

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

Contract Signature Authority

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

Technical Assistance

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

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

SFWIB Programs staff conducts quarterly reviews of Career Center case files. These reviews are conducted both on-site and off-site, for the purpose of verifying programmatic procedures and verifying the accuracy of data submitted into our

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on-line programs and databases (OSST, SAMS, etc.). Discovered deficiencies and areas of improvement are immediately discussed with the applicable Career Center service partner. A plan of corrective action is jointly developed by SFWIB and Career Center staff in order to correct discrepancies in a timely manner. Depending on the scope and severity of the findings discovered, a technical assistance visit may be scheduled in order to address programmatic issues and implement best practices.

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

Quality assurance reviews are another major component of SFWIB's process improvement strategy. The Quality Assurance Review process is described in specific detail in the next question (III.E.)

With specific regard to Summer Youth training and assistance, SFWIB's year round youth staff who coordinate the year round WIA youth programs in Region 23 was assigned to oversee and coordinate the ARRA summer youth employment program. SFWIB youth staff participated in webinars that were presented by Workforce3one 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 arises. 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 and etc.)

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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 SFWIBs 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) program formerly called Welfare Transition (WT). The programmatic reviews are used to evaluate SFWIB contractual quality assurance processes, as well as issue error rates for contractual pay points and programmatic performances. The QA Coordinator maintains a control log for the reviews to track the completion and results of the reviews.

QA Specialists use annually-update 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 Programs 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.

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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, QA 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 (10) 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.

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

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

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trail. Information regarding an issue is emailed to more than one summer provider staff person. This is to ensure that the issue(s) noted reach the summer providers and are addressed immediately.

The scope of the monitoring process performed by the summer youth employment staff consist of the following:

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

SFWIB's Office of Continuous Improvement - Scope of Monitoring Review

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

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

Monitoring Review Tool

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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 (2) Quality Assurance Specialists will be assigned to the review, and the entire process will be scheduled to span four (4) 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

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 (3%), SFWIB will required that a Plan of Corrective Action (POCA) be submitted within ten calendar (10) 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

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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 durations and fewer erroneous payments.

Program Services

SFWIB Career Centers will conduct individual, in-person reemployment assessments. The assessments will provide labor market information, assist claimants in developing work search or Employability Development Plans, and refer claimants to reemployment services and training when appropriate.

Scope of Monitoring Review

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

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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 (2) Quality Assurance Specialists will be assigned to the review, and the entire process will be scheduled to span four (4) weeks.

Monitoring Parameters

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

Sampling Methodology

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

Corrective Action Strategy

After each Reemployment Services Program quality assurance monitoring review is completed, all deficiencies will be brought to the attention of the applicable Program Director. Providers will be 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 (3%), SFWIB will require that a Plan of Corrective Action (POCA) be submitted within ten calendar (10) 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

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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 (8) Quality Assurance Specialists will each monitor a minimum of two (2) Centers semi-annually. Their findings will result in a formal report that will identify best practices, areas for improvement, and processes that may require immediate attention

Accountability and Performance

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

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

Response:

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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; Adults and Dislocated Workers, Career Advancement Program, formerly Welfare Transition, Wagner-Peyser, and Food Stamp Employment and Training Programs. The purpose of the Balanced Score card is to strengthen our 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 corner stone for the organizational cultural change necessary to embrace practical and versatile business solutions to improve employment opportunities for all job seekers and increase our businesses competitive advantage in a global economy.

In addition, this uniquely designed tool provides a compass for resource allocation to our Service Partners by sorting and prioritizing dozens of state and federal mandates. The complex and perplexing Workforce performance system is simplified through this instrument, which in turn enhances the ability of our Service Partners to allocate human capital and financial resources in areas that will collectively benefit our 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%

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- * Performance reflects a one quarter period.
- ** Employment WIA is the gateway measure to the Employment Measure
- *** Regional / Per Center: Regional Performance is the gateway to the Per Center Performance

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

The methodology used to determine a measurable increase from the pre-assessment to the post-assessment was on a scale of five point increments for Miami-Dade County. Monroe County utilized the pre-work readiness evaluation form that was rated on a ten point scale to show improvement. Also, employers completed work maturity evaluations on the 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 SFW.

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 gage 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

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- Speak so others can understand
- Reporting to work on time
- Ask questions if you do not understand
- Work place attire
- Explanation of payroll deductions
- Take responsibility for learning
- Use math to solve problems and communicate
- Do's and don'ts of the worksite
- Working as a team member

The assessment portion of the summer program will be geared toward work readiness activities, how to prepare resumes, how to interview, how to act on a job and 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

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

Section V. Required Attachments

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

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

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

REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

The certification of membership of the Regional Workforce boards is conducted per Public Law 105-220 Title I Section 117 (c)2, Workforce Investment Act of 1998. The certification of the RWB is conducted by Workforce Florida to determine whether or not the composition and appointments are consistent with the provisions of the state and federal law and regulations. Each RWB will be reviewed to ensure its compliance with representation requirements. Information should reflect the present board status and any major changes that may occur on or before August 1, 2009.

Per Title I Section 117 (b) of the Workforce Investment Act of 1998 – Public Law 105-220, at a minimum, the membership of the Regional Workforce Board (RWB) requires:

A majority of local area business representatives who are nominated by local business organizations and business trade associations;

Representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such exist) nominated by regional or local educational agencies, institutions, or organizations representing local educational entities;

Representatives of labor organizations, nominated by local labor federations;

Representatives of community-based organizations, including organizations representing individuals with disabilities and veterans;

Representatives of economic development agencies; and

Representatives of each of the one-stop partners

Chapter 445.007(1) Laws of Florida requires

One representative from a *nonpublic postsecondary educational institution* that is an authorized individual training account provider within the region and *confers certificates and diplomas*,

One representative from a *nonpublic postsecondary educational institution* that is an authorized individual training account provider within the region and *confers degrees*, and

Three representatives of organized labor.

It is the intent of the Legislature that, whenever possible and to the greatest extent practicable, membership of a Regional Workforce Board include persons who are current or former recipients of welfare transition assistance . . . or workforce services.

The importance of minority and gender representation should be considered when making appointments to the board.

INSTRUCTIONS FOR COMPLETING
CURRENT MEMBERSHIP RWB CHART

TOTAL NUMBER OF VOTING MEMBERS	Numeric, represents size of Board, majority of which should be business
NUMBER OF VACANCIES	Numeric, as of August 1, 2009
DATE FORM COMPLETED	MM/DD/YYYY
INSERT OFFICIAL NAME OF REGIONAL WORKFORCE BOARD AND INCLUDE REGION NUMBER	
NAME OF RWB MEMBERS	Indicate names of all board members
AREA(S) OF REPRESENTATION	Use codes on the sheet, "AREA(S) OF REPRESENTATION CODES". List all that apply. If a member is appointed as a non-voting member, include NV in the area of representation.

NOTE: Members may represent more than one area if nominated appropriately.

QUALIFICATIONS	Give the member's title or position and the company or organization.
NOMINATING ORGANIZATION	List the organization which nominated the Member
DEMOGRAPHICS	Use the codes on the sheet, "DEMOGRAPHICS CODES". List the gender code first, followed by the ethnic code, and then any other codes, if applicable. Separate codes by commas. Example: female, black, disabled = F, B, D
PERIOD OF APPOINTMENT	List beginning and ending dates, such as MM/DD/YYYY thru MM/DD/YYYY

USE AS MANY SHEETS AS NECESSARY AND
SUBMIT AN ELECTRONIC VERSION

AREA(S) OF REPRESENTATION CODES

BU – Business

CBOD –Community-based Organizations representing individuals with disabilities

CBOV – Community-based Organizations representing veterans

EA – Education

ED – Economic Development

NPEAC – Nonpublic Postsecondary Educational Institution, confers certificates and diplomas

NPEAD – Nonpublic Postsecondary Educational Institution, confers degrees

NV – Non-voting member

OL – Organized Labor

OSPM – One-Stop Partner, Mandatory

OSPO – One-Stop Partner, Optional

WT/WS – Current or former recipient of welfare transition assistance or workforce services

DEMOGRAPHICS CODES

GENDER CODES

M – male

F – female

ETHNIC CODES

W – white (not Hispanic)

B – black/African American (not Hispanic)

H – Hispanic

O – other

OTHER CODES

D – disabled individual

OI – older individual

V - veteran

