



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**Executive Committee Meeting  
Thursday, August 11, 2016  
8:15 A.M.**

CareerSource South Florida Headquarters  
7300 Corporate Center Drive  
Conference Room 2  
Miami, FL 33126

### **AGENDA**

1. Call to Order and Introductions
2. Approval Meeting Minutes
  - A. June 16, 2016
  - B. July 14, 2016
3. Discussion - 2016-2020 CareerSource South Florida Strategic Operational Plan
4. Information – DEO Monthly Job Placement Report for July 2016
5. Information – CSSF Business Incentive Package
6. Informational – Inspector General Report of Investigation

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"Members of the public shall be given a reasonable opportunity to be heard on a specific agenda item, but must register with the agenda clerk prior to being heard."



**SFWIB EXECUTIVE COMMITTEE**

**DATE: August 11, 2016**

**AGENDA ITEM NUMBER: 2A**

**MEETING MINUTES**

**June 16, 2016 at 8:15 A.M**

**CareerSource South Florida Headquarters**

7300 Corporate Center Drive, Suite 705

Miami, FL 33126

<p><b>EXECUTIVE COMMITTEE MEMBERS IN ATTENDANCE</b></p> <ol style="list-style-type: none"> <li>1. Piedra, Obdulio, <i>Chairman</i></li> <li>2. Bridges, Jeff, <i>Vice-Chairman</i></li> <li>3. Ferradaz, Gilda</li> <li>4. Garza, Maria</li> <li>5. Gibson, Charles</li> <li>6. Perez, Andy</li> </ol>	<p><b>EXECUTIVE COMMITTEE MEMBERS NOT IN ATTENDANCE</b></p> <ol style="list-style-type: none"> <li>7. del Valle, Juan Carlos</li> <li>8. Gaber, Cynthia</li> </ol> <p>*****</p> <p><b>SFWIB STAFF</b></p> <p>Beasley, Rick          Almonte, Ivan          Alonso, Gustavo          Garcia, Christine          Graham , Tomara          Jean-Baptiste, Antoinette          Kavehersi, Cheri          Perrin, Yian          Smith, Marian          Smith, Robert</p>	<p><b>AUDIENCE:</b></p> <p>Gilbert, David – <i>City of Miami Center</i></p> <p>Girnun, Arnie – <i>New Horizons, Inc.</i></p> <p>F. Maria – <i>New Professional Institute</i></p>
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Agenda items are displayed in the order they were discussed.

**1. Call to Order and Introductions**

Chairman Obdulio Piedra called the meeting to order at 8:15am, asked all those present introduce themselves, and noted into record that a quorum had been achieved.

## **2. A. Approval of May 12, 2016 Meeting Minutes**

Mr. Charles Gibson moved the approval of May 12, 2016 meeting minutes. Motion seconded by Ms. Gilda Ferradaz; **Motion Passed Unanimously**

Chairman Piedra briefly congratulated Mr. Beasley for the implementation of a paperless agenda process. Mr. Beasley shared with the members regarding the implementation and new process.

Mr. Gibson asked whether if the agenda cover would be kept and Mr. Beasley responded, “Yes” then further explained.

Chairman Piedra recommended bookmarking each section in the agenda.

## **3. Information – The Prosperity Initiatives Feasibility Study Presentation**

Chairman Piedra introduced the item and Mr. Beasley further presented and read into record the following summaries:

Mr. Perez requested a copy of the full report and Mr. Beasley assured that one would be provided.

Mr. Perez inquired about the entity charged with leading this initiative. Mr. Beasley responded Miami-Dade County and One United Bank. Mr. Perez additionally asked whether if this item requires approval by the full board. Mr. Beasley responded that it doesn't.

Mr. Gibson asked if there's a report available that provides information on job creation and development. Mr. Beasley provided brief information on the Beacon Council “One Community One Goal” targeted industries. He also emphasized the importance of investing in the younger generation with the intention of them coming back to this region after attaining a degree.

Chairman Piedra inquired about the recent actions taken with regards to recruitment of companies in those listed industries. Mr. Beasley explained that it's done through the “One Community One Goal initiative. He also provided information on a new incentive designed by SFWIB's Business Services unit (Jhyna Arauco and Julio Piti).

Vice-Chairman Bridges inquired about the ultimate goal of the Beacon Council's “One Community One Goal.” Mr. Beasley explained it is to enhance and strengthen the industries in order to pipeline individuals into those industries. Vice-Chairman Bridges inquired about the processes. Mr. Beasley further explained it is through a series of president's councils, as well as a redesigning and streamlining of programs and incentives to create jobs. Vice-Chairman Bridges inquired whether there has been any current performance report. Mr. Beasley responded that a report will be provided to the members. Vice-Chairman Bridges briefly commented that he hasn't seen much development.

Chairman Piedra briefly shared positive developments of the Beacon Council's One Community One Goal initiative and noted that universities located in Miami-Dade County are all represented members of the Beacon Council Board of Director's meetings. Furthermore, the universities have aligned their curriculums and jobs to career academics and goals of the One Community One Goal targeted industries. He further shared an issue regarding lack of formal visits to South Florida, as well as job announcements. Mr. Perez

shared with the members that there are 15 economic development entities within Miami-Dade County.

Chairman Piedra briefly commented on a number of bureaucratic issues. He noted there should be a mandated board representation from CareerSource on the Board of Directors of the Beacon Council. He additionally shared with the members regarding his recent visit to Lakeland, Florida where he met with economic development teams.

Mr. Perez explained the importance of developing individuals on multiple career pathways. He furthermore discussed the benefits of entrepreneurships and potential partnerships with Training Vendors. He used New Horizons, Inc. as an example. Mr. Perez furthermore shared a brief issue with the Beacon Council.

Mr. Beasley requested Arnie Girnum of New Horizon's Inc. explained to the members of a new coworking space called Lab Miami.

Mr. Beasley suggested working with Lab Miami and related entities.

Mr. Perez asked whether workforce would be able to fund such programs. Mr. Beasley explained the alternative training components and information on a waiver request.

Mr. Perez suggested creating office space.

Chairman Piedra recommended developing a model.

Ms. Ferradaz commented on the increasing cost of living.

There was continued discussion.

#### **4. Discussion – 2016-2020 CareerSource South Florida Strategic Operational Plan**

Mr. Beasley presented the item and read into record the following six new strategic goals:

1. Goal: Continue to Be the Premier National Provider of Employment and Career Services
2. Goal: Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
3. Goal: Improve Services for Individuals with Barriers to Employment
4. Goal: Continue Dedicated Commitment to Youth Participation in the 21<sup>st</sup> Century Economy
5. Goal: Leverage Demand-Driven Management/Control Tools to Achieve Strong Performance with a High Return on Investment
6. Goal: Continue to Be a High-Performing Board with Strong Workforce System Leadership

He furthermore advised the members of his recent meeting with representatives of CSSF's four core partners on the drafting of a Memorandum of Understanding (MOU).

No further questions or discussions.

**5. Recommendation as to Approval to Allocate Funding to the Early Learning Coalition (ELC) of Miami-Dade/Monroe, Inc.**

Chairman Piedra introduced the item and Mr. Beasley further presented.

Chairman Piedra inquired about the reason for ELC's deficit. Mr. Beasley explained that it's due to the increase of services. Ms. Ferradaz explained there is a current waiting list of kids. Mr. Beasley provided further details.

Mr. Gibson questioned the scope of the \$1 million. Ms. Ferradaz explained that it had been due to a balancing act. She further noted that the actual expenditure amount for services cannot be determined as the amount is largely based on attendance. Additional details had been provided.

There was continued discussion.

Mr. Bridges inquired about the annual budget. Both Mr. Beasley and Ms. Ferradaz responded an estimated hundred million dollars. Mr. Bridges explained the issues with budget projection.

Mr. Perez asked whether funding would be allocated from the 2015-16 budget. Mr. Beasley responded, "Yes." He additionally noted that transitional childcare does not come from Temporary Assistance for Needy Families (TANF).

Mr. Bridges inquired about CSSF's prior allocation to ELC's related programs. Mr. Beasley responded, none.

Mr. Bridges requested more data be provided regarding the number of CSSF's clients that qualify for ELC services. He further commented on the need for better budget projection.

There was continued discussion.

Mr. Perez commented that he doesn't recall CareerSource South Florida ever assisting ELC with additional resources. Mr. Beasley responded that this had been done in year 2009. Mr. Perez requested additional explanation as to the purpose for an additional \$1 million.

The discussion continued with the Committee questioning the reason for ELC's \$1million deficit. Ms. Ferradaz explained that the goal is to avoid disenrollment of children. She further noted that ELC would rather increase its waiting list instead. She furthermore explained that due to child safety, it is mandatory that every child (5 years old and under) listed in the child welfare system attend daycare.

Mr. Beasley explained the fact that if families don't receive services, parents would potentially quit their jobs to care for their children and would result in the need for welfare services. He'd emphasized that the goal is to transition families to self-sufficiency.

Mr. Beasley assured the members that more data would be provided.

Chairman Piedra shared with the members regarding ELC's board attendance policy and noted that he would like to include a similar language in SFWIB's bylaws.

Ms. Ferradaz asked whether if she needed to abstain from voting on this item due to a possible conflict. She had been advised that no conflict is involved.

Mr. Andy Perez moved the approval to allocate funding to the Early Learning Coalition Miami-Dade/Monroe, Inc. Motion seconded by Mr. Charles Gibson; **Motion Passed Unanimously**

**6. Recommendation as to Approval to Allocate Funding to Purchase Scholarships for Take Stock in Children**

Chairman Piedra introduced the item. Mr. Beasley further discussed.

Mr. Andy Perez moved the approval to allocate funding to purchase scholarships for Take Stock in Children. Motion seconded by Mr. Charles Gibson; **Motion Passed Unanimously**

**7. Recommendation as to Approval to Allocate Funding to the PACE Center for Girls, Inc.**

Chairman Piedra introduced the item and Mr. Beasley further presented.

Mr. Gibson asked whether if this is a private school. Mr. Beasley responded it is a public alternative school. Mr. Gibson additionally asked whether if it is a statewide program. Mr. Beasley further explained.

Mr. Gibson additionally requested clarification as to whether if this is a statewide program. He also requested additional information on the number of students served. Mr. Gibson shared that he's highly in support of this particular program. Mr. Gibson further asked how this program was selected over others. Mr. Beasley responded that he doesn't know.

Ms. Gilda Ferradaz moved the approval to allocate funding to the PACE Center for Girls, Inc. Motion seconded by Vice-Chairman Jeff Bridges; **Further Discussion(s):**

Mr. Gibson wanted to know how this program was selected over other related programs. Mr. Beasley responded that this entity partners with Miami-Dade County Public Schools and Juvenile Justice Systems. He provided further details.

Mr. Gibson inquired about other related programs. Mr. Beasley responded that this agency's focus is to provide services to the at-risk population.

**Motion Passed by Unanimous Consent**

Chairman Piedra shared with the Council about a recent Future Bankers Camp Kick-Off he'd attended and thanked Youth Programs (Director) Manager Tomara Graham for her presentation. He later announced that a graduation ceremony would take place on June 30<sup>th</sup> and requested an invitation be extended to members of the Executive Committee to attend.

He once again thanked Executive Director Rick Beasley and IT staff for the implementation of a new paperless agenda process.

There being no further business to come before the Committee, the meeting adjourned at 9:50am.



**SFWIB EXECUTIVE COMMITTEE**

**DATE: August 11, 2016**

**AGENDA ITEM NUMBER: 2B**

**MEETING MINUTES**

**July 14, 2016 at 8:15 A.M**

**CareerSource South Florida Headquarters**

7300 Corporate Center Drive, Suite 500

(Conference Room 2)

Miami, FL 33126

<p><b>EXECUTIVE COMMITTEE MEMBERS IN ATTENDANCE</b></p> <ol style="list-style-type: none"> <li>1. Piedra, Obdulio, <i>Chairman</i></li> <li>2. Ferradaz, Gilda</li> <li>3. Gaber, Cynthia</li> <li>4. Gibson, Charles</li> </ol>	<p><b>EXECUTIVE COMMITTEE MEMBERS NOT IN ATTENDANCE</b></p> <ol style="list-style-type: none"> <li>5. Bridges, Jeff, <i>Vice-Chairman</i></li> <li>6. del Valle, Juan Carlos</li> <li>7. Garza, Maria</li> <li>8. Perez, Andy</li> </ol> <p>*****</p> <p><b>SFWIB STAFF</b></p> <p>Beasley, Rick          Almonte, Ivan          Alonso, Gustavo          Graham, Tomara          Jean-Baptiste, Antoinette          Kavehersi, Cheri          Perrin, Yian          Smith, Marian          Smith, Robert</p>	<p><b>AUDIENCE:</b></p> <p>Rodanes, Carlos – <i>New Horizons of South Florida</i></p>
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Agenda items are displayed in the order they were discussed.

**1. Call to Order and Introductions**

Chairman Obdulio Piedra called the meeting to order at 8:15am and asked all those present introduce themselves. Quorum had not been achieved.

**2. A. Approval of June 16, 2016 Meeting Minutes**

Moved by consensus. However, deferred due to lack of quorum (Ms. Gilda Ferradaz moved the approval of June 16, 2016 meeting minutes and seconded by Ms. Cynthia Gaber)

**5. Recommendation as to Approval to Allocate funds to Miami-Dade College for the Future Banker's Training Program**

Chairman Piedra introduced the item and Mr. Beasley further presented.

Chairman Piedra further shared the program consists of a two-week in classroom training, followed by a two-week internship. He further noted that Ocean Bank had the largest number of students and Alex Sanchez of the Florida Bankers Association shared his remarks. Chairman Piedra also noted that today's class diversity of future bankers is completely different from the time he began his career in banking. He commented that the difference is "night and day."

Mr. Beasley added that graduates of the program receive a certification in banking.

Ms. Ferradaz inquired about the age groups. Chairman Piedra responded high school juniors and Mr. Beasley added that a few seniors participated as well. They also explained its dual enrollment component of which Mr. Beasley stated that students are enrolled through Miami-Dade County Public Schools.

Mr. Beasley briefly shared that the U.S Conference of Mayors kicked off a Dollarwise campaign.

This item had been recommended to the full board for approval by consensus of the members present. (Mr. Charles Gibson moved the approval and seconded by Ms. Cynthia Gaber).

**6. Information – Beacon Council/Miami Business Profile & Location Guide**

Chairman Piedra introduced the item and Mr. Beasley further discussed.

Mr. Beasley briefly shared with the Committee regarding a recent outreach event with Mr. Alvin West as well as a recent meeting with Beatrice Louissant President and CEO of the Florida State Minority Supplier Development Council (FSMSDC) and a Board member related to a resource lab to be located in Miami. He'd additionally noted that FSMSDC has expanded its services throughout the entire state of Florida.

Informational item had been moved by consensus of the members present. (Mr. Charles Gibson moved and seconded by Ms. Gilda Ferradaz)

Chairman Piedra briefly shared with the Committee that he met with that particular group as well during his banking career with Bank of America.

Ms. Ferradaz requested a report be provided to the members of the outcome of the program. Mr. Beasley responded, "Yes."

Mr. Beasley additionally noted that SFWIB Program Coordinator Julio Piti and City of Miami Center Director David Gilbert attended the meeting.

Mr. Piedra inquired about the progress of the Business Services unit. Mr. Beasley explained that he's been receiving positive feedback from the community regarding current outreach. He later shared with the members of a new Business Services Guide then explained of a new



incentive initiative designed by SFWIB's Business Services unit (Jhyna Arauco and Julio Piti). He later shared with the members about a Youth Economic Summit hosted by Urgent, Inc. that staff attended. He furthermore gave an update on eMerge.

**7. Recommendation as to Approval to Allocate Funding for the U.S. Conference of Mayor's DollarWise Campaign**

Chairman Piedra introduced the item and Mr. Beasley continued his prior discussion regarding the DollarWise Campaign hosted by the U.S. Conference of Mayors.

Mr. Gibson inquired about the number of students residing in Miami Dade County that would be participating in the program. Mr. Beasley explained that this information has not yet been determined.

Chairman Piedra shared the challenging issues of finding resources to fund the financial literacy. He commented that financial literacy should be a key component in everything we do. He noted the importance of providing financial literacy.

This item had been moved to the full board by consensus of the members present. Mr. Charles Gibson moved the approval and seconded by Ms. Cynthia Gaber)

**3. Discussion – 2016-20 CareerSource South Florida Strategic Operational Plan**

Chairman Piedra introduced the item and Mr. Beasley further presented:

Mr. Beasley presented the item and read into record the following six new strategic goals:

1. Goal: Continue to Be the Premier National Provider of Employment and Career Services
2. Goal: Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
3. Goal: Improve Services for Individuals with Barriers to Employment
4. Goal: Continue Dedicated-Driven Management/Control Tools to Achieve Strong Performance with a High Return on Investment
5. Goal: Leverage Demand-Driven Management/Control Tools to Achieve Strong Performance with a High Return on Investment
6. Goal: Continue to Be a High-Performing Board with Strong Workforce System Leadership

Chairman Piedra asked whether a workshop would be scheduled to discuss the above goals with members of the Board. Mr. Beasley further explained.

Chairman Piedra shared his recommendation to create a proactive qualitative approach with employers. Mr. Beasley further explained.

Mr. Gibson recommended a more strategic way to outreach to mom & pop businesses. He noted that although this would potentially cost more, it may potentially payout more dividends in a long run.

Chairman Piedra recommended hosting monthly workshops at Florida State Minority Councils for the mom and pop small business owners.

Mr. Gibson commented that small business owners lack the time to attend various workshops.

Ms. Ferradaz added that business owners lack proper staff coverage to attend these workshops.

Mr. Beasley commented on the positive turnout of business owners at a recent open house.

There was continued discussion regarding a more strategic way of targeting employers.

He noted that SFWIB Assistant Director, Marian Smith is currently working on purchasing promotional items to market to employers.

Mr. Gibson inquired about the various local chambers and their ideas to better target small business owners (specifically Moms & Pops). Mr. Beasley noted that CSSF partners with Doral Business Council and South Dade Chamber particularly for small businesses.

Mr. Beasley provided a new copy of the new Business Services folders prepared by Business Services Manager Cheri Kavehersi and designed by SFWIB's Graphics Designer Andrew Miller.

There was continued discussion.

Chairman Piedra asked whether the rapid response funds are part of the qualified targeted industries. Mr. Beasley responded, "No" then provided details.

He requested a report be provided to the members detailing the following:

- What are the efforts?
- How many employers have we reached out to? (And from those)
- How many employers are receiving services?
- What is the response rate on CSSF's calling efforts?

Mr. Beasley further explained.

#### **4. Information – Beacon Council/Miami Business Profile & location Guide**

Chairman Piedra introduced the item and Mr. Beasley further discussed and reviewed with the Council a Miami Business Council and Location Guide presentation. He also invited all to attend the next One Community One Goal meeting.

Chairman Piedra briefly commented on the Beacon Council, and then inquired about the status of a TechHire initiative. Mr. Beasley provided further details.

He noted that both he and SFWIB Assistant Director Marian Smith have been meeting with representatives of One United Bank regarding a potential space to be donated to CSSF.

There was continued discussion related to TechHire.

Mr. Beasley explained the goal of offering boot camp short term training on skills that would allow candidates to be immediately hired into various occupations. He gave an example of Wincode which offers a nine-week coding training.

Mr. Beasley explained that all agenda items presented at meetings are linked to a related CSSF strategic goal.

There was continued discussion.

Mr. Beasley further explained the challenges with verifying paperwork for those requesting various services. Chairman Piedra inquired about the barriers. Mr. Beasley briefly explained the issues at the federal level. He went on to explain a collaborative project that would include an integrated component.

Ms. Ferradaz commented that the integrated component should be easy for Temporary Assistance for Needy Families (TANF) services. Mr. Beasley went on to further explain the challenges.

Chairman Piedra inquired about the barriers and Mr. Beasley further explained.

Ms. Ferradaz also shared that she sits on Miami-Dade County Criminal Justice Council which has a sub-council for re-entry to coordinate services for the hardest to serve population.

He inquired about the difference between this particular council and the Department of Juvenile Justice. Ms. Ferradaz explained that it's for all re-entries. Mr. Beasley noted that CSSF would be participating.

Ms. Ferradaz also shared with the Committee about a group called Together for Children led by Miami-Dade County Superintendent Alberto Carvalho, Miami-Dade County Mayor and other representatives.

Ms. Gaber briefly discussed a Memorandum of Understanding (MOU).

Mr. Beasley noted that CSSF is donating 20 computers to Centro Campesino Farm Worker, Inc. Chairman Piedra briefly shared about one of Centro Campesino's key community outreach event that is held in the month of December.

Chairman Piedra briefly shared an event hosted by one of CSSF's career centers that was recently held at Camillus House. Mr. Beasley briefly shared the impacts of social enterprise.

Ms. Ferradaz also shared about a women's shelter called Lotus House.

There was continued discussion.

There being no further business to come before the Committee, the meeting adjourned at 9:42am.



**DATE:** 8/11/2016

**AGENDA ITEM NUMBER:** 3

**AGENDA ITEM SUBJECT:** 2016-2020 STRATEGIC GOALS OPERATIONAL PLAN UPDATE

**AGENDA ITEM TYPE:** **DISCUSSION**

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** **STRONG WORKFORCE SYSTEM LEADERSHIP**

**STRATEGIC PROJECT:** **National leader in an ROI-focused enterprise**

**BACKGROUND:**

At its April 21, 2016 meeting, the SFWIB approved six new strategic goals. The goals are expected to influence future discussions and decisions:

1. Goal: Continue to Be the Premier National Provider of Employment and Career Services
2. Goal: Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
3. Goal: Improve Services for Individuals with Barriers to Employment
4. Goal: Continue Dedicated Commitment to Youth Participation in the 21st Century Economy
5. Goal: Leverage Demand-Driven Management/Control Tools to Achieve Strong Performance with a High Return on Investment
6. Goal: Continue to Be a High-Performing Board with Strong Workforce System Leadership

At the May 12, 2016 Executive Committee meeting, the 2016-20 Strategic Plan was presented to Committee members for additional input. SFWIB staff incorporated the Committee's comments and finalized the operational plan.

In an effort to assist in implementing the strategies and initiatives that will accomplish the six strategic goals, SFWIB staff developed a tracking tool. The Strategic Goal Operation Plan Monitoring Tool will assist staff when tracking which strategies have been utilized, address those yet to be implemented, and the overall progress in achieving the strategic goals.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

**STRATEGIC GOALS OPERATIONAL PLAN MONITORING TOOL**

STRATEGIES					GOAL 1
A.	B.	C.	D.	E.	
Engage Employers and Seek Continuous Feedback	Ensure all service providers and career centers implement employers engagement in their operations	Partner with Economic Development to Assist Targeted Industries	Emphasize work-based learning and training	Close the Digital Skills Gap	Build a Demand-Driven System with Employer Engagement
Number of Agendas Utilizing These Strategies					
0	0	0	1	0	0
STRATEGIES					GOAL 2
A.	B.	C.	D.	E.	
Develop Integrated Business Service Teams	Maximize use of the Employ Florida Marketplace (EFM) Among Workforce System Partners	Strengthen the Partnership with WIOA Required Partners	Seek excellence in customer service	Conduct an analyses of Career Centers	Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
Number of Agendas Utilizing These Strategies					
0	0	0	0	0	0
STRATEGIES					GOAL 3
A.	B.	C.			
Develop specific programs and initiatives		Improve Employment Outcomes		Ensure compliance with WIOA Section 188	Improve Services for Individuals with Barriers
Number of Agendas Utilizing These Strategies					
0		3		0	3
STRATEGIES					GOAL 4
A.	B.	C.	D.		
Expand Career Exploration and Pathways Programs		Joint Contribution for Youth Career Pathway Models		Youth Entrepreneurial Skills Training Programs	Dedicated Commitment to Youth Participation
Number of Agendas Utilizing These Strategies					
2		2		0	5

STRATEGIES			GOAL 5
A.	B.	C.	
Enhance CSSF Performance System	Improve Credential Outcomes for Job Seekers	Provide Technical Assistance to Service Providers	High ROI Through Continuous Improvement
Number of Agendas Utilizing These Strategies			
1	2	0	8

STRATEGIES					GOAL 6
A.	B.	C.	D.	E.	
National Leader in an ROI-Focused Enterprise	Use LMI Data for Policy Development	Maximizing Collaborative Partnerships	Strengthen Workforce System Accountability	Enhance Board Leadership	Strong Workforce System Leadership
Number of Agendas Utilizing These Strategies					
0	0	0	5	0	0

Goal 1 - Build a Demand-Driven System with Employer Engagement

#	BOARD MEETING DATE	AGENDA ITEM SUBJECT	AGENDA ITEM TYPE	RECOMMENDATION TYPE	STRATEGY	PERFORMANCE OUTCOMES						
						FUNDING		NUMBER OF PARTICIPANTS		PARTICIPANT DETAILS	RETURN ON INVESTMENTS	
						INVESTMENT AMOUNT	PROJECTED	ACTUAL	COST Per	PROJECTED	ACTUAL	
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		0				TOTAL: \$ -		0	\$ -	\$0.00	\$0.00	

Goal 2 - Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery

#	BOARD MEETING DATE	AGENDA ITEM SUBJECT	AGENDA ITEM TYPE	RECOMMENDATION TYPE	STRATEGY	PERFORMANCE OUTCOMES					
						FUNDING	NUMBER OF PARTICIPANTS		PARTICIPANT DETAILS	RETURN ON INVESTMENTS	
						INVESTMENT AMOUNT	PROJECTED	ACTUAL	COST Per	PROJECTED	ACTUAL
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Goal 3 - Improve Services for Individuals with Barriers

#	BOARD MEETING DATE	AGENDA ITEM SUBJECT	AGENDA ITEM TYPE	RECOMMENDATION TYPE	STRATEGY	PERFORMANCE OUTCOMES							
						FUNDING		NUMBER OF PARTICIPANTS		PARTICIPANT DETAILS		RETURN ON INVESTMENTS	
						INVESTMENT AMOUNT	PROJECTED	ACTUAL	COST Per	PROJECTED	ACTUAL		
1	06/23/16	Hospitality Certification Training (Wolfson)	Approval	Programmatic	Improve Employment Outcomes	\$ 208,500.00	150		\$ 1,390.00	\$13.96			
2	06/23/16	Hospitality Certification Training (Homestead)	Approval	Programmatic	Improve Employment Outcomes	\$ 150,000.00	100		\$ 1,500.00	\$12.87			
3	06/23/16	Culinary Skills Training	Approval	Programmatic	Improve Employment Outcomes	\$ 188,000.00	80		\$ 2,350.00	\$12.87			
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<b>Total:</b>						<b>\$ 546,500.00</b>	<b>0</b>		<b>\$ 5,240.00</b>	<b>\$39.70</b>	<b>\$0.00</b>		



Goal 4 - Dedicated Commitment to Youth Participation

#	BOARD MEETING DATE	Agenda Item Subject	Agenda Item Type	RECOMMENDATION TYPE	Strategy	PERFORMANCE OUTCOMES					
						FUNDING	NUMBER OF PARTICIPANTS		PARTICIPANT DETAILS	RETURN ON INVESTMENTS	
						INVESTMENT AMOUNT	PROJECTED	ACTUAL	COST Per	PROJECTED	ACTUAL
1	06/23/16	Take Stock In Children Scholarship (TSIC) Program Funding	Approval	Programmatic	Joint Contribution for Youth Career Pathways Models	\$ 1,058,098.00	50		\$ -		
2	06/23/16	PACE Center For Girls, Inc. Pilot Education and Training Program	Approval	Programmatic	Expand Career Exploration and Pathways Programs	\$ 266,000.00	127		\$ -		
3	06/23/16	Fit2Lead Park Internship Program	Approval	Programmatic	Expand Career Exploration and Pathways Programs	\$ 100,000.00	24		\$ -		
4	06/23/16	Showcasing Aviation For Empowering Education (SAFE) Aviation Summer Program	Approval	Programmatic	Joint Contribution for Youth Career Pathways Models	\$ 2,000.00	37		\$ -		
5	06/23/16	2016-2017 Youth Services Contractors Renewal	Approval	Policy	Strengthen Workforce System Accountability	N/A	N/A	N/A	N/A	N/A	N/A
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<b>Total:</b>						<b>\$ 1,426,098.00</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>	<b>\$0.00</b>	<b>\$0.00</b>

Goal 5 - High ROI Through Continuous Improvement

#	BOARD MEETING DATE	Agenda Item Subject	Agenda Item Type	RECOMMENDATION TYPE	Strategy	PERFORMANCE OUTCOMES					
						INVESTMENT AMOUNT	NUMBER OF PARTICIPANTS		PARTICIPANT DETAILS COST Per	RETURN ON INVESTMENTS	
							PROJECTED	ACTUAL		PROJECTED	ACTUAL
1	06/23/16	Fiscal Year 2016-17 Budget	Approval	Policy	Strengthen Workforce System Accountability	N/A	N/A	N/A	N/A	N/A	N/A
2	06/23/16	Related Party Training Vendor Agreements	Approval	Policy	Improve Credential Outcomes for Job Seekers	N/A	N/A	N/A	N/A	N/A	N/A
3	06/23/16	New Training Providers and Programs	Approval	Policy	Improve Credential Outcomes for Job Seekers	N/A	N/A	N/A	N/A	N/A	N/A
4	06/23/16	ITA Policy	Approval	Policy	Strengthen Workforce System Accountability	N/A	N/A	N/A	N/A	N/A	N/A
5	06/23/16	LaunchCode Apprenticeship Program	Approval	Programmatic	Emphasize work-based learning and training	\$ 250,000.00	25		\$ 10,000.00	N/A	N/A
6	06/23/16	2016-2017 Subsequent Eligibility of Training Providers	Approval	Policy	Enhance CSSF Performance System	N/A	N/A	N/A	N/A	N/A	N/A
7	06/23/16	2016-2017 Workforce Services Contractors Renewal	Approval	Policy	Strengthen Workforce System Accountability	N/A	N/A	N/A	N/A	N/A	N/A
8	06/23/16	TANF Required Participation Rate Adjustment and Contract Renewal Requirements	Approval	Policy	Strengthen Workforce System Accountability	N/A	N/A	N/A	N/A	N/A	N/A
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<b>Total:</b>						<b>\$ 250,000.00</b>	<b>0</b>	<b>\$ 10,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	

Goal 6 - Strong Workforce System Leadership

#	BOARD MEETING DATE	Agenda Item Subject	Agenda Item Type	RECOMMENDATION TYPE	Strategy	PERFORMANCE OUTCOMES					
						FUNDING	NUMBER OF PARTICIPANTS		PARTICIPANT DETAILS	RETURN ON INVESTMENTS	
						INVESTMENT AMOUNT	PROJECTED	ACTUAL	COST Per	PROJECTED	ACTUAL
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**DATE:** 8/11/2016

**AGENDA ITEM NUMBER:** 4

**AGENDA ITEM SUBJECT:** DEO MONTHLY JOB PLACEMENT REPORT - JULY 2016

**AGENDA ITEM TYPE:** **INFORMATIONAL**

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** **HIGH ROI THROUGH CONTINUOUS IMPROVEMENT**

**STRATEGIC PROJECT:** **Strengthen workforce system accountability**

**BACKGROUND:**

The Monthly Job Placement Report - developed by the Florida Department of Economic Opportunity and CareerSource Florida - supports measurement, management and service improvements aimed at helping Floridians find jobs through services and resources provided by Florida's workforce system.

The Monthly Job Placement Report provides real-time measurement of job placement performance by the state's 24 Local Workforce Development Areas and the nearly 100 CareerSource centers they direct. Monthly reports address Governor Rick Scott's call for enhanced performance measurement in workforce and economic development focused on critical results that bolster Florida's economic recovery and growth.

For the month of July 2016, there were a statewide total of 31,340 jobseekers that were assisted and/or placed into jobs. Of the total jobseekers placed, 5,690 or 18.2 percent were jobseekers receiving unemployment benefits. As compared to July 2015, stateside job placements declined by 14.4 percent. Additionally, there was an 11 percent decline in the number placements of jobseekers receiving unemployment benefits.

Conversely, CSSF assisted and/or placed 7,531 jobseekers into jobs. Of the total jobseekers placed within the workforce area, 931 or 12.4 percent were receiving unemployment benefits. As compared to July 2015, the workforce area experienced a 16.2 percent increase in the number jobseekers being placed. In addition, placements for jobseekers receiving unemployment increased by 7.1 percent.

Based on the Monthly Job Placement Report, the following are the top three performing workforce areas for July 2016:

- LWDA 14 – Pinellas
- LWDA 23 – Miami-Dade/Monroe
- LWDA 6 – Hamilton, Jefferson, Lafayette, Madison, Suwanne & Taylor

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

## Monthly Job Placement Report - Data for July 2016

Local Monthly Factors																	
Monthly Composite Ranking	Local Workforce Development Area (LWDA) - Counties Served	Executive Director/Hire Date	Board Chair	Unemployment Rate - June 2016	# of Unemployed Individuals (Includes Claimants) - June 2016	# of RA Claimants in July 2016	# of Job Openings Available in July 2016	Percent of WP funding Allocation	# of Individuals Placed in Jobs in July 2016	Percent of Individuals Placed into jobs in July 2016	# of RA Claimants Placed into Jobs in July 2016	Percent of RA claimants placed into Jobs in July 2016	Job Placements to funding percentage=K/I	RA claimant placements to funding percentage=M/I	Composite Score = [(N*3) + O]/4	Monthly Ranking - June	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	LWDA 14 - Pinellas	Edward Peachey/February 2003	Aundre Green	4.30%	20,852	3,004	26,060	4.77%	2,423	7.73%	360	6.33%	162.05%	132.61%	154.69%	1	
2	LWDA 23 - Miami-Dade, Monroe	Rick Beasley/August 2005	Obdulio Piedra	5.30%	71,871	9,911	61,164	14.46%	7,531	24.03%	931	16.36%	166.14%	113.13%	152.89%	3	
3	LWDA 6 - Hamilton, Jefferson, Lafayette, Madison, Suwannee, Taylor	Sheryl Rehberg/November 2006	Darlene Hagan	5.00%	2,495	285	1,628	0.54%	296	0.94%	23	0.40%	175.94%	75.30%	150.78%	2	
4	LWDA 3 - Calhoun, Holmes, Jackson, Liberty, Washington	Richard Williams/Oct 2002	Debbie Kolmetz	5.70%	2,306	244	1,713	0.52%	265	0.85%	27	0.47%	162.67%	91.29%	144.82%	10	
5	LWDA 15 - Hillsborough	Edward Peachey/March 2010	Richard Peck	4.50%	31,708	5,115	44,549	6.62%	3,068	9.79%	491	8.63%	147.90%	130.37%	143.52%	6	
6	LWDA 4 - Bay, Franklin, Gulf	Kimberly L. Bodine/July 1996	John Reeves	4.60%	4,650	522	5,979	1.09%	463	1.48%	64	1.12%	135.34%	103.04%	127.26%	7	
7	LWDA 19 - DeSoto, Hardee, Highlands, Okeechobee	Donna Doubleday/July 2013	William Nielander	6.30%	4,650	617	3,580	0.76%	301	0.96%	40	0.70%	126.32%	92.46%	117.86%	4	
8	LWDA 13 - Brevard	Marci Brilley/July 2016	Robert Jordan Jr.	5.20%	13,494	1,699	26,476	2.95%	1,111	3.54%	164	2.88%	120.26%	97.77%	114.64%	9	
9	LWDA 7 - Columbia, Dixie, Gilchrist, Union	Robert L. Jones/July 2013	C. Todd Sampson	5.00%	2,295	250	1,965	0.53%	186	0.59%	32	0.56%	111.10%	105.28%	109.64%	5	
10	LWDA 16 - Hernando, Pasco	Jerome Salatino /January 2010	Mark Earl	5.40%	15,426	2,028	9,762	2.92%	945	3.02%	202	3.55%	103.22%	121.52%	107.79%	8	
11	LWDA 22 - Broward	Mason C. Jackson/January 1986	Frank Horkey	4.50%	46,090	7,348	38,869	10.27%	2,917	9.31%	641	11.27%	90.62%	109.68%	95.39%	17	
12	LWDA 10 - Citrus, Levy, Marion	Rusty Skinner/August 1996	Kevin Cunningham	6.00%	11,756	1,625	8,435	2.36%	717	2.29%	120	2.11%	97.11%	89.52%	95.21%	14	
13	LWDA 11 - Flagler, Volusia	Robin King/November 2013	Bishop Derek Triplett	5.10%	14,815	2,132	10,825	3.18%	860	2.74%	201	3.53%	86.17%	110.93%	92.36%	11	
14	LWDA 5 - Gadsden, Leon, Wakulla	Jim McShane /April 2013	Patrick Hutto	5.10%	9,112	1,120	9,158	1.87%	584	1.86%	71	1.25%	99.85%	66.86%	91.60%	13	
15	LWDA 9 - Alachua, Bradford	Anne Favre/April 2016	Patricia Evans	4.70%	6,526	631	9,469	1.42%	437	1.39%	54	0.95%	98.51%	67.04%	90.64%	12	
16	LWDA 17 - Polk	Stacy Campbell-Domineck/November 2006	David Sorg	5.70%	16,025	2,755	10,777	3.07%	805	2.57%	162	2.85%	83.67%	92.74%	85.93%	18	
17	LWDA 21 - Palm Beach	Steve Craig/December 2011	Ken Kirby	4.90%	34,040	6,286	30,344	6.76%	1,455	4.64%	415	7.29%	68.67%	107.88%	78.47%	19	
18	LWDA 1 - Escambia, Santa Rosa	Cliff Krut/February 2016	Kellie Jo Kilberg	5.10%	10,853	1,349	9,144	2.26%	567	1.81%	84	1.48%	80.19%	65.43%	76.50%	16	
19	LWDA 12 - Lake, Orange, Osceola, Seminole, Sumter	Pamela Walsh Nabors / July 2012	Eric Jackson	4.60%	58,742	8,729	48,081	12.47%	2,562	8.17%	660	11.60%	65.53%	92.99%	72.40%	20	
20	LWDA 18 - Manatee, Sarasota	Ted Ehrlichman/July 2014	Adam Kendall	4.50%	15,630	2,007	15,448	3.29%	671	2.14%	171	3.01%	65.12%	91.41%	71.70%	22	
21	LWDA 2 - Okaloosa, Walton	Linda Sumblin/November 2011	Pam Tedesco	4.00%	4,976	479	7,128	1.27%	313	1.00%	34	0.60%	78.40%	46.91%	70.53%	15	
22	LWDA 24 - Charlotte, Collier, Glades, Hendry, Lee	Joseph Paterno/March 1997	Joseph Wheeler	4.90%	27,996	4,440	23,355	5.75%	1,159	3.70%	234	4.11%	64.27%	71.48%	66.07%	23	
23	LWDA 8 - Baker, Clay, Duval, Nassau, Putnam, St. Johns	Bruce Ferguson/November 2003	Ron Avery	4.80%	36,767	6,397	33,867	7.75%	1,194	3.81%	383	6.73%	49.13%	86.80%	58.55%	24	
24	LWDA 20 - Indian River, Martin, St. Lucie	Richard Stetson/November 2010	Pam Houghten	5.70%	14,947	2,378	8,466	3.11%	510	1.63%	126	2.21%	52.32%	71.19%	57.04%	21	
<b>Statewide Totals</b>				<b>4.70%</b>	<b>478,022</b>	<b>71,351</b>	<b>446,242</b>	<b>100.00%</b>	<b>31,340</b>	<b>100.00%</b>	<b>5,690</b>	<b>100.00%</b>					



**SFWIB EXECUTIVE COMMITTEE**

**DATE:** 8/18/2016

**AGENDA ITEM NUMBER:** 5

**AGENDA ITEM SUBJECT:** BUSINESS INCENTIVE PACKAGE

**AGENDA ITEM TYPE:** **INFORMATIONAL**

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** **BUILD DEMAND-DRIVEN SYSTEM W/ EMPLOYER ENGAGEMENT**

**STRATEGIC PROJECT:** **Partner with economic development**

**BACKGROUND:**

As part of the South Florida Workforce Investment Board's goal to "Build a demand driven system with Employer Engagement" and to strategically partner with economic and community development organizations, SFWIB staff has designed a Business Incentive Package Smart Document that will assist in the collective recruitment and retention efforts. The CareerSource South Florida (CSSF) Business Incentive Package will provide information on the incentives and services offered to companies when economic and community based partners interface with employers during times when the CSSF Business Services team is not present.

This model will help ensure CSSF is "top of mind" in early conversations that takes place between businesses and our partners. The purpose of the tool is to provide an additional "What if?" scenario. What if I hire from a particular targeted group? What if I relocate to a specific area in the County vs. another area in the County?

The incentive package is designed not to require specific information about a company other than the quantity and type of workforce needed. This will insure a company's anonymity for confidential economic development project and will not jeopardize any potential arrangements our partners may have with a business client. The workforce related information requested will be familiar to those in economic and community development organizations; thereby ensuring a direct line to CSSF for questions and/or comments.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



**CAREERSOURCE SOUTH FLORIDA BUSINESS INCENTIVES PACKAGE**

Prepared for: PROJECT NAME

The South Florida Workforce Investment Board dba CareerSource South Florida is a public-private partnership that establishes federal and state funded workforce development and training policies for Miami-Dade and Monroe counties. Our goal is to ensure businesses have access to real-time viable solutions that work in tandem with their objectives.

The enclosed details provides a general estimate(s) for the business incentives that would be available to the company based on the limited information provided by (**Economic Development Entity Name**).

**FINANCIAL AND TRAINING INCENTIVES**

**On-the-Job Training (OJT)** - compensates a business up to 75% of the wages paid to each new full-time hire by providing occupational training and development in the company’s work environment. The level of percentages may be adjusted based on size of company/project and or hiring group pool.

**Value = \$3.7 Million to \$5.6 Million**

**Paid Work Experience (PWE)** - provides a business with employees for a specified period of time to gain work experience. Salary of the employee is paid, at no cost to the business.

**Value = \$7.4 Million**

**Employed Worker Training (EWT)** - provides funding for customized training that allows a business to upgrade the skills of their existing workforce.

**Sample Project Incentives Package**

**\*\*\* Rates are based on 640 hours**

Actual Job Title	# Of Positions	Potential Rate/Maximum Reimbursement Amounts			
		50% OJT	60%OJT	75% OJT	PWE 100%
Operations Manager	1	\$6,435.20	\$7,722.24	\$9,652.80	\$ 12,870.40
Area Manager	1	\$6,435.20	\$7,722.24	\$9,652.80	\$ 12,870.40
Lead Fulfillment Associate- Training & Team Leaders	50	\$321,760.00	\$386,112.00	\$482,640.00	\$ 643,520.00
Lead Fulfillment Associate- Data, Flow and Inventory Leaders	50	\$321,760.00	\$386,112.00	\$482,640.00	\$ 643,520.00
Fulfillment Associate	900	\$3,093,120.00	\$3,711,744.00	\$4,639,680.00	\$ 6,186,240.00
<b>TOTALS:</b>	<b>1,002</b>	<b>\$3,749,510.40</b>	<b>\$4,499,412.48</b>	<b>\$5,624,265.60</b>	<b>\$7,499,020.80</b>

**\*\*\*** Sample data is based on a totalof 640 training hours with an average wage rate of \$20.11.

Additional Financial Incentives: Prospective employees may also qualify under the **Work Opportunity Tax Credit (WOTC)**. This incentive is applicable if the company hires applicants from one of the targeted groups. The Federal tax credit may be up to \$9,600 per new hire.





**SFWIB EXECUTIVE COMMITTEE**

**DATE:** 8/11/2016

**AGENDA ITEM NUMBER:** 6

**AGENDA ITEM SUBJECT:** INSPECTOR GENERAL REPORT OF INVESTIGATION

**AGENDA ITEM TYPE:** **INFORMATIONAL**

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** **STRONG WORKFORCE SYSTEM LEADERSHIP**

**STRATEGIC PROJECT:** **Improve service delivery outcomes**

**BACKGROUND:**

A former Department of Economic Opportunity (DEO) employee, Louis Razzano, alleged that the South Florida Workforce Investment Board dba CareerSource South Florida (SFWIB/CSSF) misused state and federal workforce funds by paying the same direct service provider twice for single services provided to job seekers identified as refugees.

The Office of Inspector General (OIG) of the Florida Department of Economic Opportunity charged with conducting investigations related to whistle-blower allegations, determined that the complaint did not meet the statutory requirements for whistle-blower designation. However, the OIG believed an investigation into the allegation was necessary. Following substantial fact-finding, the OIG concluded that the allegation was unsubstantiated.

Attached for the Committee's review is a copy of the OIG's Report of Investigation.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

**INVESTIGATION INTO ALLEGED MISUSE OF  
FEDERAL AND STATE WORKFORCE FUNDS  
BY CAREERSOURCE SOUTH FLORIDA**

**PROJECT NUMBER – 2015/16-0052**

**June 16, 2016**

**BY**

**OFFICE OF INSPECTOR GENERAL**



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### Report of Investigation Project Number 2015/16-0052

**June 16, 2016**

#### **I. Executive Summary**

A former Department of Economic Opportunity (DEO) employee, Louis Razzano, alleged that CareerSource South Florida (CSSF) misused state and federal workforce funds by paying the same direct service provider twice for single services provided to job seekers identified as refugees. The Office of Inspector General (OIG) determined that the complaint did not meet the statutory requirements for whistle-blower designation. However, OIG believed an investigation into the allegation was necessary. Following substantial fact-finding, OIG concluded that the allegation was unsubstantiated.

#### **II. Predicate**

The DEO Office of Inspector General received Mr. Razzano's allegations from the Office of the Chief Inspector General (OCIG). OCIG asked DEO OIG to determine whether the allegations rose to the level of whistle-blower status. To ensure a complete understanding of the complaint necessary to sufficiently determine whistle-blower status and the appropriate course of action, OIG staff interviewed Mr. Razzano under oath. After the interview and review of relevant documentation presented by Mr. Razzano, the OIG concluded that the allegations presented by Mr. Razzano did not meet the statutory requirements for whistle-blower designation under sections 112.3187 to 112.31895, Florida Statutes. Mr. Razzano's specific allegation is outlined below.

Mr. Razzano alleged that CSSF and/or its subcontractors under agreement to provide Refugee Employment and Training (RET) program services and DEO program services invoiced both the RET program and a DEO program for a single placement service provided to individual refugee participants. Mr. Razzano alleged that this pattern of "double-dipping" constituted an ongoing and frequent misuse of state and federal workforce funds derived from DEO.

Absent whistle-blower designation, OIG determined an investigation into this allegation was necessary.

### **III. Investigative Methodology**

To determine whether CSSF and/or its contractors misused state and federal workforce funds through improper payments, we obtained the following records:

- Statements from subject matter experts within DEO's Workforce Services Division who provided information regarding DEO's specific state programs and the funding received for DEO's administration of those specific state programs.
- Statement from the U.S. Department of Health and Human Services, responsible for federal funding of the RET program.
- Participant data from One-Stop Program Support, within the Workforce Services Division.
- Reports compiled by One-Stop Program Support program monitors who annually assess each of the Local Workforce Development Areas for compliance with state and federal regulations in their operations of workforce programs funded through DEO.
- CSSF records of payments to providers for placements credited to the RET program and DEO programs.
- Interviews with the complainant.

### **IV. Findings**

Mr. Razzano was employed by DEO and its predecessor agencies for 25 years over two time periods. His employment began in September 1977; he retired from DEO in July 2014. Mr. Razzano was assigned to the career centers operated under the authority of CSSF. He was responsible for assisting customers with employment services (registration in the state's internet-based labor exchange, resume composition, internet-based employment searches, etc.) in the career center's resource room.

OIG interviewed Mr. Razzano to obtain additional information about the allegation of "double dipping." Mr. Razzano stated he had no direct knowledge to support the allegation and explained an individual who was a manager of a career center shared the concern with him. Mr. Razzano did not wish to identify the individual; OIG was therefore unable to interview the source of the concern.

CSSF is one of twenty-four local workforce development areas (LWDA) funded through DEO to facilitate the integrated delivery of various employment, training, youth, job placements services, and food stamp employment training services within the state of Florida. Each LWDA operates career centers (commonly known as one-stops) where the integrated services are offered directly to job seekers. DEO's partnerships with each of the 24 LWDA is executed in

separate written agreements for the delivery of Workforce Innovation and Opportunity Act (WIOA)<sup>1</sup> employment services and other workforce programs overseen by DEO.

In addition to receiving DEO funding, each of the LWDAs can and do enter into agreements with other entities, such as the Department of Children and Families, municipalities, school districts, and federal entities that fund the provision of additional services which target self-sufficiency. Partnerships with other entities underscore the purpose of the career center: one-stop access to multiple services for individuals. This one-stop delivery provides channels for participants in non-DEO programs, such as RET that have no work registration components, to be dually enrolled in a DEO program like WIOA to receive core services necessary to reach the desired end result of a workforce program, which is employment and self-sufficiency.

LWDAs may enter into agreements with direct service organizations such as Youth Co-Op, Inc., (YCO) to operate the one-stop career centers under their authority. CSSF has two current agreements with YCO, one for the provision of DEO program services and another for the provision of RET program services.

DEO does not oversee the execution of the RET program. Michael Lynch, Senior Management Analyst II-SES, Bureau of One-Stop Program Support, explained that DEO does not receive any funding specific to the provision of refugee services. An individual's status as a refugee may be reported as a participant characteristic (ethnicity, race, etc.). DEO does not receive any funding as a result of this statistic being reported by LWDAs. Antonio Carter, Senior Management Analyst Supervisor-SES, added that DEO does not include refugee status in its reporting to federal agencies that allocate funding to DEO for the workforce services programs it administers.

OIG confirmed whether DEO received federal refugee funding. Patti Grogan, State Programs Coordinator, U.S. Department of Health and Human Services, Office of Refugee Resettlement (ORR), explained ORR contracts with various organizations throughout Florida for the direct provision of services to refugees. However, ORR does not provide funding to the Florida Department of Economic Opportunity.

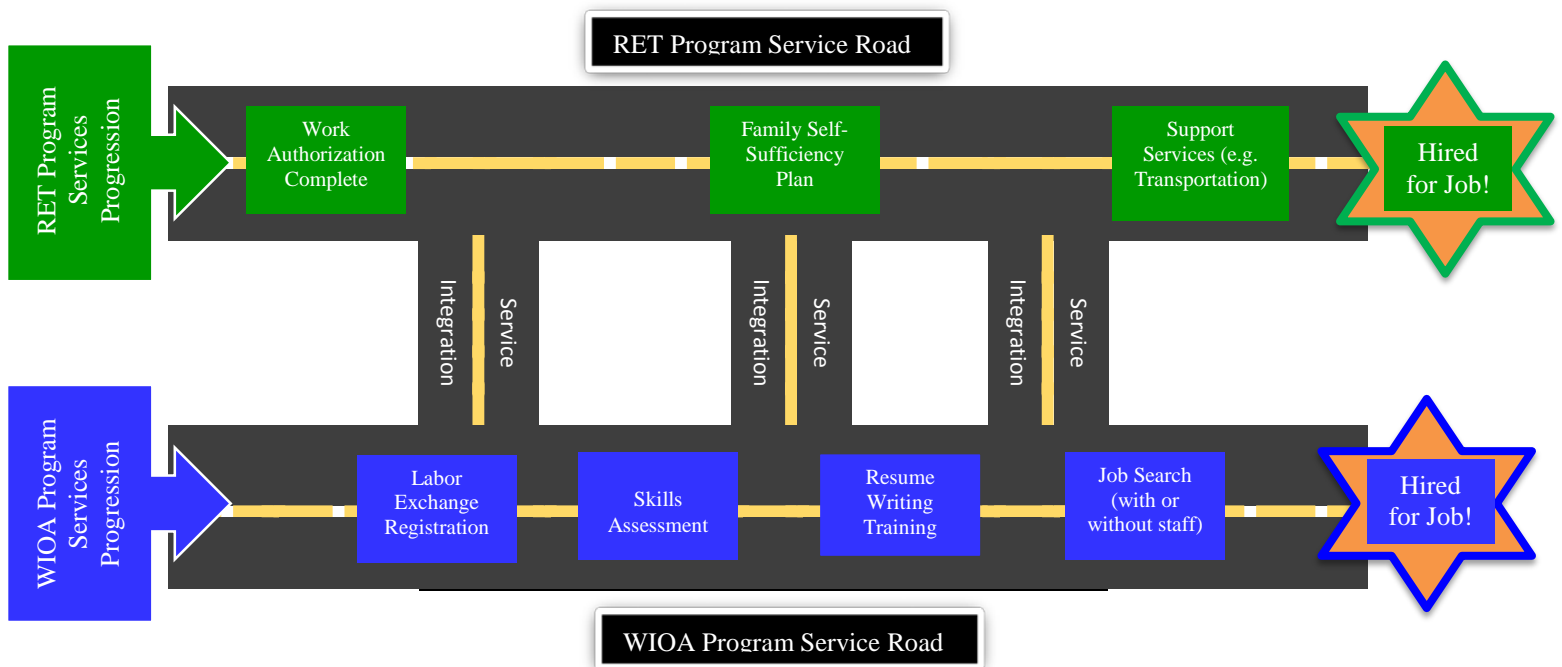
According to the Florida Department of Children and Families, the purpose of the RET program is to assist refugees achieve economic self-sufficiency.<sup>2</sup> The graphic below illustrates a RET participant's path to employment where the integration of WIOA services is available to reach the goal of employment. This path begins with the completion of work authorization

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<sup>1</sup> The Workforce Innovation and Opportunity Act (WIOA), signed into law by President Obama on July 22, 2014, is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The Act replaced the Workforce Investment Act of 1998.

<sup>2</sup> Sourced from <http://www.myflfamilies.com/service-programs/refugee-services>.

for the participant, a component of the RET program.<sup>3</sup> Once the RET program finalizes the work status of a refugee,<sup>4</sup> the participant can register for work in the State’s labor exchange and utilize the WIOA program (resume writing, interviewing techniques, staff assisted job search, direct job referral, etc.) These services, along with additional RET services, assist the refugee participant in reaching the goal of obtaining employment. Once employment is achieved, it is recorded as a placement. Given the use of WIOA services to enter employment, it is reasonable to find that the placement (employment obtained, either staff assisted or independent of staff) could be credited to the WIOA program and the RET program. However, a job placement for a RET participant may not always result in a placement credit under WIOA.



The illustration above depicts a distinction among the available services in the RET and WIOA programs. The integration of services from the two programs can create the pathway to employment. Consequently, the costs allocated to a service provider (i.e. YCO) for the placement is based on the use of specific services provided by each program.

CSSF’s Cost Allocation Plan (CAP) explains its funding decisions related to a function or activity that benefits two or more programs. Based on this CAP, CSSF can make a business decision to allocate funds from multiple funding streams when making payment to a provider for a service which benefits more than one program.<sup>5</sup>

<sup>3</sup> The illustrated progression of service integration leading to employment for a participant is based on the RET-DEO Program Comparison included as Exhibit 1.

<sup>4</sup> Section 274A of the Immigration and Nationality Act (U.S.C. 1324 a) and Section 101 of the Immigration Reform and Control Act of 1986, prohibits the employment of unauthorized aliens.

<sup>5</sup> See CSSF’s CAP included as Exhibit 2.

CSSF renders payments to providers through a system of invoices. To receive payment, service providers invoice CSSF by program fund for all direct costs and allocated costs. Providers such as YCO that operate under two funding streams, DEO programs and RET program separately, invoice CSSF for placements attributed to RET and DEO programs. CSSF's payment methodology for placements attributed to the RET is a tiered format based on the timeframe in which the placement was achieved: \$1200 for each placement achieved within 90 days of program enrollment and \$1000 for each placement achieved greater than 90 days of program enrollment.<sup>6</sup>

CSSF may also remit payment to a provider for the placement of a RET participant under the WIOA program, when credit for the placement to the WIOA program is based on WIOA services contributing to the placement. OIG obtained payment records from CSSF which illustrated the matrix of payments to YCO when credit for the placement of a refugee was credited to the WIOA program.<sup>7</sup> The increased payment amount is indicative of the barriers a jobseeker may suffer (and any additional program enrollments for which the participants qualify due to these barriers), which can render the goal of obtaining employment more challenging.

OIG analyzed 2,091 recorded placements of refugees for which YCO invoiced CSSF from July 2015 – September 2015. OIG found that CSSF did not remit payment from WIOA program funds for every RET placement. To the contrary, payments from both WIOA and RET funds were made for 64 (or 3%) of the participants.

OIG obtained information for these 64 cases which shows that all of the participants received services from DEO programs and the RET program. OIG further sampled the 64 placements and requested verification of whether the participants minimally received one service in addition to registration in the State's labor exchange.<sup>8</sup> The sample size totaled 19 (approximately 30%) of the participants. Barbara Walker, Government Operations Consultant within Workforce Program Support, examined individual participant records for the sample and found 100% participation in at least one WIOA service in addition to registration in the State's labor exchange.

## V. Conclusion

The allegation that CSSF improperly paid YCO twice for single services provided to refugee participants was unsubstantiated. Although CSSF did render payments to YCO for placement services provided to some jobseekers under the RET program and DEO programs, the payments related to DEO programs were based on each participants' receipt of DEO program

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<sup>6</sup> A sample of a monthly RET invoice from Youth Co-Op, Inc. is included as Exhibit 3.

<sup>7</sup> CSSF's contractual Payment Provisions to Youth Co-Op, Inc., for the West Dade career center is included as Exhibit 4.

<sup>8</sup> Enrollment in the State's labor exchange, Employ Florida Marketplace, is the primary service available to a participant of DEO workforce programs.

services. Such integration of services is recognized as an allowable practice under CSSF's Cost Allocation Plan.

## VI. Recommendations

None.

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### Statement of Accordance

*The mission of the Department is to promote economic prosperity for all Floridians and businesses through successful workforce, community, and economic development strategies.*

*The mission of the Office of Inspector General is to promote accountability, integrity, and efficiency by providing quality audits, investigations, management reviews, and technical assistance.*

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