



SOUTH FLORIDA WORKFORCE INVESTMENT BOARD

**Executive Committee Meeting
Thursday, June 16, 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. May 12, 2016
3. Information – The Prosperity Initiatives Feasibility Study Presentation
4. Discussion – 2016-2020 CareerSource South Florida Strategic Operational Plan
5. Recommendation as to Approval to Allocate Funding to the Early Learning Coalition (ELC) of Miami-Dade/Monroe, Inc.
6. Recommendation as to Approval to Allocate Funding to Purchase Scholarships for Take Stock in Children
7. Recommendation as to Approval to Allocate Funding to the PACE Center for Girls, Inc.

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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: June 16, 2016

AGENDA ITEM NUMBER: 2A

MEETING MINUTES

May 12, 2016 at 8:15 A.M

CareerSource South Florida Headquarters

7300 Corporate Center Drive, Suite 500 (Conference Room 2)

Miami, FL 33126

<p>EXECUTIVE COMMITTEE MEMBERS IN ATTENDANCE</p> <ol style="list-style-type: none"> 1. Bridges, Jeff, <i>Vice-Chairman</i> 2. Ferradaz, Gilda 3. Garza, Maria 4. Gibson, Charles 5. Perez, Andy 	<p>EXECUTIVE COMMITTEE MEMBERS NOT IN ATTENDANCE</p> <ol style="list-style-type: none"> 6. del Valle, Juan Carlos 7. Gaber, Cynthia 8. Piedra, Obdulio, <i>Chairman</i> <p>*****</p> <p>SFWIB STAFF</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>AUDIENCE:</p> <p>Cela, Jose – SER Jobs for Progress, Inc.</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

Vice-Chairman Jeff Bridges called the meeting to order at 8:30am, asked all those present introduce themselves, and noted into record that a quorum had been achieved.

2. A. Approval of April 14, 2016 Meeting Minutes

Ms. Gilda Ferradaz moved the approval of April 14, 2016 meeting minutes. Motion seconded by Ms. Maria Garza; **Further Discussion(s):**

Mr. Charles Gibson noted that the numbering in the minutes was off. However, Antoinette Jean-Baptiste explained that agenda items are displayed in the order they were discussed.

Motion Passed by Unanimous Consent

Prior to the discussion of item#3, Executive Director Rick Beasley advised the Committee of Chairman Piedra's request for the launch of a paperless strategy of CareerSource South Florida's (CSSF) paperwork flow. As a result, CSSF recently purchased new laptops to be used as substitution of paper agenda packets for Board related meetings.

Ms. Farradaz requested a hard copy of the agenda be provided as well, as it might be challenging for some to navigate each item. However, Vice-Chairman Bridges and Mr. Perez explained that a bookmark feature would be set-up to allow users to jump back to each individual item.

Ms. Ferradaz recommended using the laptops for other functions and/or events.

3. Information – CareerSource South Florida Career Center 3rd Quarter Performance

Mr. Beasley presented the item and reviewed with the Committee the monthly job placement report.

Mr. Beasley briefly explained the areas he feels need improvement. Mr. Perez inquired about the average wage based on State of Florida instructions. Both Mr. Beasley and Mr. Smith responded \$12.87 (\$13.87).

Ms. Garza inquired about the current retention rate. Mr. Beasley responded that the information was not readily on hand. However, he assured that a report would be provided at a later date. He went on to briefly explain the common measures.

No further questions or discussions.

4. Information - Workforce Investment Act Common Measure Performance

Mr. Beasley presented the item and noted that this board was one of 15 that met or exceeded its performance measures. Additionally, this region met 80% of its negotiated measures.

Mr. Gibson requested additional information on the term "literacy" listed in the youth column of the report and how this particular category is measured. Mr. Beasley explained that it's a component of the services this region provides. SFWIB Youth Manager Tomara Graham additionally explained that it is measured based on pre and post TABE testing. She provided further details.

Mr. Beasley continued his discussion by reviewing the report in detail with Committee members.

Mr. Beasley also reviewed in detail the rankings and comparisons among regions.

5. Discussion – 2016 CareerSource South Florida Strategic Plan

Mr. Beasley introduced the item and reviewed with members of the Committee the Strategic Goals for A Changing Economy report. He later requested feedback and the following were provided for each category:

Both Vice-Chairman Bridges and Mr. Perez requested the goals be listed by priority. Mr. Perez additionally added to prioritize goals based on resources and monthly priorities throughout the year. He later commented that the second goal (**Strengthen the One-Stop Delivery System**) is currently “pretty strong.”

Mr. Perez further inquired about current employment trend with regards to the youth population. Mr. Beasley responded the young adults ages 18-24 and youth ages 14-17. Mr. Perez additionally commented on the importance of automation as well as the partnership with Miami-Dade County Mayor for a subsidized employment program.

Vice-Chairman Bridges emphasized the importance of focusing on youth employment. Mr. Beasley emphasized the need of having both employers and job seekers.

Mr. Beasley briefly provided details on funding allocations and restricted dollars for youth programs.

Mr. Bridges reiterated the fact of making those with barriers to employment as a first priority on the list.

Ms. Garza commented on the first goal (**Build a Demand-Driven System with High Employer Engagement and Quality Business Services**) at the fact that the majority of jobs are offered by smaller organizations and small businesses. She recommended offering more engagement with small businesses through outreach. She additionally noted to reach out to the entire local chamber of commerce and she specifically mentioned the Haitian American Chamber of Commerce as one example. She emphasized the importance of going out into the community and provide information on the various services that this region has to offer. And she noted the importance of continuing with CSSF’s presence in the community. She noted that employer’s primary needs are not always resources, but rather assistance. She noted the following questions that should be asked to employers:

- How do you reduce your cost and retain employees?
- How do you maximize resources?

Ms. Garza also explained that if CSSF consistently provide the above mentioned, then the outcome on the growing number of partnered businesses would begin to increase. She recommended creating a survey that would be given before and after in order to monitor the outcome as to whether this agency is bridging the gap. Mr. Beasley shared with the Board the following chambers of commerce that CSSF currently partners with:

- Greater Miami
- South Dade
- Miami-Dade
- Homestead (pending)
- Haitian American (need to confirm)
- Doral Business Council (former member)

Ms. Garza asked whether if they are clearly aware that CSSF are members of their entites. She asked do they include CSSF's logo (brand) in their correspondences and do they refer business clients to CSSF.

Mr. Beasley responded that CSSF is very active with the majority. He provided further details.

Mr. Gibson commented on the importance of reaching out to small businesses. He explained that in reality, most small business owners don't have time to attend chamber meetings/events. He also explained that small business owners are most likely to retain good employees. He subsequently recommended implementing a pilot program that would consist of outreach staff knocking on doors to provide information on the various services CSSF has to offer.

Ms. Ferradaz commented on the importance of working in one team (career centers and headquarters working together). Mr. Beasley shared his feedback.

Vice-Chairman Bridges recommended cultural training for both career center and headquarter staff. This would fall under **Strengthen the One-Stop Delivery System** (Seek Excellent in Customer Service)

Ms. Garza recommended setting aside resources for service providers to have outreach services. She further noted: **“Engage employers that you're not engaged with:”**

- Improving service delivery (especially those with barriers to employment)
- Schedule employer workshops and coffee chats
- Create additional employer incentives

Vice-Chairman Bridges recommended offering tax break incentives to employers. Develop relations with employers in the community.

Mr. Gibson recommended reaching out to small businesses more on a personal level.

Ms. Ferradaz commented on the successes of “word of mouth” strategy.

Ms. Garza recommended developing strategies based on current trends.

Mr. Perez recommended BNI (Business Network International).

Ms. Garza noted another goal she feels is a priority is to “Improve credential outcomes for job seekers) which is listed under **High Return on Investment through Continuous**

Improvement. She explained the importance of certifications, particularly the ones that are industry recognized.

Mr. Perez explained that the challenges with certifications are trying to get colleges to accept them. He further commented on the current training vendor list.

Mr. Gibson inquired about the process of engaging employers. He requested a representative from one of the centers to explain.

Mr. Bridges briefly commented on the success of implementing a franchise approach. Mr. Beasley briefly explained the challenges of sharing best practices amongst centers.

Executive Director of Ser Jobs for Progress, Inc. appeared before the Committee and presented the various challenges with finding employment for individuals with barriers to employment. He gave an example of a pyramid; the bulk of people that lost their jobs are on the bottom of the pyramid and the ones at the top are those with barriers to employment. He shared that although small businesses are most likely to hire those with barriers to employment, it is very expensive and time consuming to reach out to that particular group.

Mr. Perez briefly commented on the importance of how to approach employers. He stated the key questions to ask are “Do you have any upcoming projects?” or “What are your upcoming investments?” or “What is your six month to one year goal on expansion?”

There being no further business to come before the Committee, the meeting adjourned at 10:12am.



SFWIB EXECUTIVE COMMITTEE

DATE: 6/16/2016

AGENDA ITEM NUMBER: 3

AGENDA ITEM SUBJECT: THE PROSPERITY INITIATIVES FEASIBILITY STUDY

AGENDA ITEM TYPE: **INFORMATIONAL**

RECOMMENDATION: N/A

STRATEGIC GOAL: **IMPROVE SERVICES FOR INDIVIDUALS W/ BARRIERS**

STRATEGIC PROJECT: **Develop specific programs and initiatives**

BACKGROUND:

The Prosperity Initiatives Feasibility Study, the product of the Florida International University Metropolitan Center, was undertaken to provide a rigorous analysis that policymakers and community leaders will need to understand the County's current economic structure, performance, and the merits of specific wealth-building strategies to address persistent economic disparities and competitive challenges.

The study builds on and updates previous analytical and regional planning work including Miami-Dade County's One Community One Goal Strategic Plan (OCOG), which comprehensively detailed Miami-Dade's economic strengths and challenges. It also introduces the concept of the Prosperity Gap.

The study concluded that Miami-Dade County's post-recession economy is significantly different in structure, performance, and competitive position than it was during the 2000 to 2007 economic expansion.

FUNDING: N/A

PERFORMANCE: N/A

ATTACHMENT



Miami-Dade County
Prosperity Initiatives Feasibility Study
Executive Summary



May 2016



The Florida International University Metropolitan Center

The Prosperity Initiatives Feasibility Study is the product of the **Florida International University Metropolitan Center**, Florida's leading urban policy think tank and solutions center. Established in 1997, the Center provides economic development, strategic planning, community revitalization, and performance improvement services to public, private and non-profit organizations in South Florida. Its staff and senior researchers are leaders in their respective fields, and bring extensive research, practical, and professional experience to each project. The Center's research has catalyzed major policy initiatives and projects in housing, economic redevelopment, transportation, social services, and health services throughout South Florida.

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Acknowledgments



CitiCommunityDevelopment.com

Citi Community Development

The Prosperity Initiatives Feasibility Study has been funded by a generous grant from **Citi Community Development**. Citi Community Development leads Citi's commitment to achieving financial inclusion and economic empowerment for underserved individuals, families and communities by working with nonprofit and public agencies across the country to expand access to financial products and services, build sustainable business solutions and forge innovative partnerships.

Barbara Romani, Ines Hernandez, and Valeria Perez-Ferreiro represented Citi, providing key input, insight, and leadership.

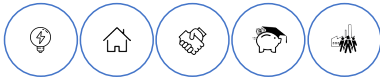


Miami-Dade Board of County Commissioners The Chairman's Council for Prosperity Initiatives

The Chairman's' Council for Prosperity Initiatives is the sponsor of the Prosperity Initiatives Study. The Council is led by:

- **Hon. Jean Monestime**, Chairman, Board of County Commissioners;
- **Hon. Commissioner Daniella Levine Cava; and**
- **Hon. Commissioner Barbara J. Jordan.**

Commissioner Levine Cava led the development of the study on behalf of the Board of County Commissioners, supported by staff members **Adele Valencia**, Chief Operations Officer, and **Jason Smith**, Legislative Director.



Executive Summary

Strong and competitive regional economies deliver broad-based **Prosperity** to their residents by providing: **Stable Long Term Growth** — job and employment growth that is less susceptible to wide and/or rapid declines, so that household wealth and income is protected during national economic downturns; **Economic Opportunity** in the form of a variety of jobs and occupations paying competitive wages and incomes that increase rapidly with improved skills and experience; **Economic Mobility** — regardless of where one starts on the economic ladder, individuals and families can improve their economic conditions and build wealth; and **Economic Equity** — growth whose benefits are shared by residents across the income spectrum.

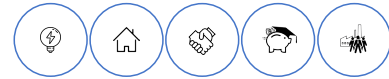
This concept of prosperity is a primary component of regional and metropolitan economic competitiveness, with important ramifications for Miami-Dade County and the Nation. As reported in the 2016 Brookings Institute *MetroMonitor*, “successful economic development strategies not only grow an economy but raise living standards for all of its residents. Successful economic development should put a metropolitan economy on a higher trajectory of long-run growth...by improving the productivity of individuals and firms in order to raise local standards of living for all people.” As such, economic development should be a process that emphasizes the full use of existing human and natural resources to build employment and create wealth. Traditional economic development tactics alone will no longer be sufficient to move the needle on the larger issues of economic prosperity, inclusion and overall performance.

This study builds on and updates previous analytical and regional planning work including Miami-Dade County’s **One Community One Goal Strategic Plan** (OCOG), which comprehensively detailed Miami-Dade’s economic strengths and challenges. This study was undertaken to provide the rigorous analysis that policymakers and community leaders will need to understand the County’s current economic structure, performance, and the merits of specific wealth-building strategies to address persistent economic disparities and competitive challenges.

This study also introduces the concept of the **Prosperity Gap**, which can be defined in two dimensions. First, the differences in economic opportunity, mobility and equity between households in different income groups, and second, the difference between the County’s economic dynamics and other regions that succeed in providing the platform for more widespread prosperity.

Key Findings

Today, Miami-Dade County is part of the 8th largest Metropolitan Area and is the 7th most populous county in the U.S. Its economy has grown into an international center of trade, finance, design, architecture and culture, and is the United States’ most important gateway to South America. ***The County has been a destination for families from the United States and abroad seeking a better future, and for many families, it became a home in which the American dream became reality. In Miami-Dade County, broad-based economic opportunity and prosperity have historically been hallmarks of the local economy, but that may not be the case today.***

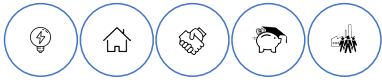


This study has presented a preponderance of evidence resulting in a single undeniable conclusion: Miami-Dade County's post recession economy is significantly different in structure, performance, and competitive position than it was during the 2000 to 2007 economic expansion. **According to the analysis, prior to 2007 Miami-Dade's economy was characterized by growing opportunity, economic mobility and shrinking income inequality.** In nearly every economic indicator studied in the report, the County was significantly improving, growing, and gaining ground on its regional competitors prior to 2007. **After 2008 that is no longer the case. In the post-recession period nearly every economic indicator studied not only reversed direction for those at the bottom of the County's income structure, but also slowed for households across the income spectrum.**

Driven by the loss of higher paying jobs, employment gains driven by lower wage jobs, and a host of rising economic barriers, a growing number of Miami-Dade residents are experiencing declining economic opportunity, mobility, and equity. The County faces a growing **prosperity gap**, both in terms of the difference in economic condition and opportunity between income groups, and the differences in economic structure and performance between the County and regions providing greater widespread prosperity. Specific findings detailing the County's economic structure and its growing prosperity gap include:

- Despite recent employment gains, barriers to expanded prosperity, economic mobility and opportunity have been growing, rather than easing, during the post 2008 recovery;
- Evidence that Miami-Dade County's economy is becoming less competitive. Despite Miami-Dade's considerable assets, including its global tourism industry, transportation infrastructure (MIA, Port of Miami), and cultural diversity, it is underperforming. The local economy is struggling to increase its productivity relative to the rest of the nation;
- Declining real median income since 2000, accelerated real income decline since 2008, and income declines across every income segment in the County from 2000 to 2014. Only the County's top 5% of all households gained income from 2008 to 2014;
- Incomes in all income quintiles that are lower than their respective national averages, growing concentration of total income in the County's top two income quintiles, and growing income inequality significantly above the national average;
- A countywide poverty rate, at 19.8%, that is 33% higher than the national poverty rate;
- Highly amplified cycles of job loss and recovery that erase significant household wealth, including homeownership equity;
- Low rates of vertical income mobility and declining horizontal job mobility;
- Rapidly rising regional housing and transportation costs;
- Based on productivity and occupation and wage data, an economy creating a preponderance of lower wage jobs, and only slowly creating jobs in leading high-wage sectors;
- Persistent geographic poverty, unemployment and income inequality — even in times of rapid economic expansion, a number of communities have not, and are not, participating in the economic growth of the region; and
- The lack of a coordinated local community development infrastructure.

The study also highlights three overarching conclusions regarding declining prosperity in the County. **First, the impacts and barriers to expanded prosperity in Miami-Dade are not limited to affecting the County's lowest income earners, but are increasingly impacting workers, households and families across its income and occupational spectrum.**



Second, failing to address the County's prosperity gap could also present a sustained, growing drag on the broader regional economy, including stunting new business and job creation, hurting young workers and talent, even in high-skill occupations, and limiting the County's plans to diversify and strengthen its economic structure.

Third, we have demonstrated in considerable detail that programs to expand prosperity are a sound economic investment: the research team's overarching finding is that expanding prosperity through wider access, preparation and opportunity for higher wage employment to the County's lowest income households would not only improve living conditions for the households impacted by such programs, but provide potentially dramatic economic impact for the broader County economy, benefitting other County residents across nearly all income ranges and occupations.

The Critical Need for a Local Prosperity Response

The Building Blocks of Prosperity

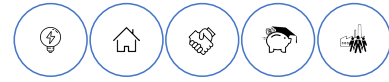
The Study's final conclusion is a call to action: given the risks to the regional economy, increasing potential public costs, the unpredictability of Federal and State funding, and the potential economic **benefits** of increasing prosperity for the lowest income households and neighborhoods, the County's leadership — government, business and non-governmental agencies — are well advised to immediately develop an aggressive prosperity development program. The goals of the Prosperity Initiative are to implement programs that assist families, individuals and households facing the most difficult economic circumstances to improve their standard of living and quality of life. Yet, as we have suggested here, a more productive approach to do so is to focus on increasing economic self-sufficiency by:

- Expanding the supply (pipeline) of higher wage job opportunities, and growing economic diversification that better resists economic cycles;
- Providing better preparation by increasing the skills, education, and capacity of residents to take those jobs;
- Building wealth through asset ownership opportunities;
- Providing targeted business development and wealth building through business ownership for underserved segments of the region's population;
- Focusing physical investment, and in turn, attracting new investment into historically distressed neighborhoods; and
- Providing equitable solutions to address housing market imbalances that threaten to erode incomes and wealth building.

A Preliminary Prosperity Initiative Action Agenda

This study examines the structure, feasibility, market and best practices of five potential programs aimed at reducing the County's Prosperity Gap and improving economic opportunity and self-sufficiency. They are: 1) Social Enterprise Incubators and Accelerators; 2) Community Land Trusts; 3) Community Benefit Agreements; 4) Children's Savings Accounts; and 5) Employee Owned Business Cooperatives. The study team also developed recommendations for implementing each program in Miami-Dade County.

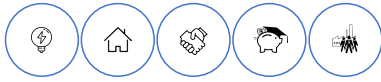
The study team recommends launching the five Prosperity Initiative programs as a two-year pilot program, providing seed capital for each program. **The order of magnitude cost for the Preliminary**



Action Agenda Pilot Program seed funding is \$9.6 to \$10.2 Million, and the Program is expected to directly impact 2,310 households during the two-year Pilot Program.

Each of the Programs evaluated in this study could have significant benefits, providing a platform for long-term, sustainable prosperity growth. However, to be effective they must be part of a broader, comprehensive community development strategy. Specifically, the long-term success of the Prosperity Initiative will require the following:






- A concerted, simultaneous application of both new prosperity development programs, with other traditional community development programs — one will not work without the other in Miami-Dade;
- Creating a comprehensive and integrated affordable housing plan with specific strategies that blend transportation, land use and job creation;
- Developing a targeted, benchmarked approach to program delivery focusing on geographic areas of highest need. This study has ranked the top fourteen neediest communities in the County; and
- Developing an effective community and prosperity development infrastructure. The implementation of prosperity strategies will involve numerous public and private entities all working in the same direction to achieve agreed upon goals and quantifiable progress benchmarks.



Pilot Program Impact Summary

	Pilot Program Goal	Recommended Seed Funding	Households Directly Impacted During Pilot Program
 Social Enterprise Accelerator Program	Create 3 Social enterprise Accelerators in 2 years	\$4,260,000	360
 Community Land Trust Program	Develop 100 Units of Workforce Housing in 2 years	\$3,250,000	100
 Community Benefit Agreements	Adopt Permanent CBA Legislation	\$0	800
 Children's Savings Account Program	Seed 2,000 Savings Accounts in 2 years	\$550,000	1,000
 Employee Owned Business Cooperative Program	Assist Conversion of 5 EOB's in 2 years	\$1,500,000	50
Totals		\$9,560,000	2,310

Pilot Program Impact Summary

	Prosperity Initiative Goals Addressed					
	Expanding the pipeline of higher wage job opportunities	Improved preparation by increasing skills, education, and capacity	Wealth building through asset ownership	Wealth building through business ownership	Physical investment in historically distressed neighborhoods	Providing solutions to address housing market imbalances
 Social Enterprise Accelerator Program	✓	✓	✓	✓	✓	
 Community Land Trust Program			✓		✓	✓
 Community Benefit Agreements	✓	✓	✓	✓	✓	✓
 Children's Savings Account Program		✓	✓			
 Employee Owned Business Cooperative Program	✓		✓	✓	✓	



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SFWIB EXECUTIVE COMMITTEE

DATE: 6/9/2016

AGENDA ITEM NUMBER: 4

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 has incorporated the Committee's comments to finalize an operational plan to implement the strategies and task that will accomplish the six strategic goals.

The draft Strategic Operational plan is attached for review and discussion.

FUNDING: N/A

PERFORMANCE: N/A

ATTACHMENT

GOAL 1	Build a Demand-Driven System with Employer Engagement		
SFWIB Council			

STRATEGY	A – Engage Employers and Seek Continuous Feedback			
Mission	Create a collaborative working environment to provide quality business services and satisfaction			
		Anticipated Completion Date	Completion Date	Comments
Task	Develop and implement surveys to businesses (e.g., Salesforce, roundtables, focus groups)			
Task	Expand roundtable & focus group meetings to include the seven targeted industries			
Task	Host annual business recognition events i.e., breakfast, luncheons			
Task	Expand business technical assistance e.g., Town Hall meetings with State and other entities			
Task	Update business section of the website to provide information for prospective companies			
Task	Develop a “no contact” policy that would reduce multiple engagements of the same employer by competitive centers with a set time frame.			
Collaborative Partners				
	<ul style="list-style-type: none"> o CareerSource Florida o Department of Economic Opportunity o Business Leaders o Local Chambers of Commerce o Beacon Council o SFWIB Business Services Unit o SFWIB Unit Managers o OCOG Target Industry Committees o Industry Associations o Trade Associations o Economic Development entities o CSSF Service/Training Partners o Colleges, Universities, and School Boards 			

GOAL 1	Build a Demand-Driven System with Employer Engagement
SFWIB Council	

STRATEGY	B – Ensure all service providers and Career Centers implement employer engagement in their operations			
Mission	Create a collaborative working environment to provide quality business services and satisfaction			
		Anticipated Completion Date	Completion Date	Comments
Task	Require a Business Services Plan for each Center. The plan should: <ul style="list-style-type: none"> ○ State how Centers will market themselves ○ Establish and enforce response time for initiating contact with companies as well as follow up 			
Task	Ensure Centers meet the number of employer engagements			
Task	Develop and implement procedures to ensure multiple Centers are not contacting the same companies by addressing the following: <ul style="list-style-type: none"> ○ Use of Salesforce to check if a company is otherwise engaged by another Provider ○ Elimination of duplication of efforts and services ○ Damage control of CSSF brand 			
Task	Implement Employer Consultant PIT style meetings			
Task	Integrate staffing agencies fully into the workforce services system			

GOAL 1	Build a Demand-Driven System with Employer Engagement
SFWIB Council	

STRATEGY	C – Partner with Economic Development to Assist Targeted Industries			
Mission	Create a collaborative working environment to provide quality business services and satisfaction			
		Anticipated Completion Date	Completion Date	Comments
Task	Establish industry intermediaries both paid and unpaid via partnerships			
Task	Design an incentive form/document that allows CSSF to have a presence when partner organizations interface with companies without physically attending every meeting to create <i>top of mind</i> awareness.			
Task	Implement a method to expand and engage entities (i.e., CRAs, Chambers, Business Associations) to be a part of the business and economic development conversation			
Task	Expand outreach and services foot print to small businesses through memberships with economic development organizations and business associations (e.g., BNI, Small Business Chambers, Trade Associations)			
Task	Update and implement policies and procedures responsive to the local economic conditions to include underserved communities			

GOAL 1	Build a Demand-Driven System with Employer Engagement
SFWIB Council	

STRATEGY	D – Emphasize work-based learning and training			
Mission	Create a collaborative working environment to provide quality business services and satisfaction			
		Anticipated Completion Date	Completion Date	Comments
Task	Develop a plan to enhance and expand promotion of OJT, PWE, EWT and other training incentives as a viable alternative to Individual Training Account (ITA) training when applicable			
Task	Identify local companies to develop industry specific training curriculum			
Task	Conduct outreach with collaborative partners to promote and expand apprenticeships			

GOAL 1	Build a Demand-Driven System with Employer Engagement
SFWIB Council	

STRATEGY	E – Close the Digital Skills Gap			
Mission	Create a collaborative working environment to provide quality business services and satisfaction			
		Anticipated Completion Date	Completion Date	Comments
Task	Expand investments in technology through the implementation of the TechHire Initiatives i.e., Coding Bootcamps, TechHire Centers			
Task	Make technology accessible and an asset for the community by expanding short-term training through cohorts (e.g., Wynocode, LaunchCode)			
Task	Determine feasibility for implementation of a PC/Internet program with Comcast			

GOAL 2	Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery			
SFWIB Council				

STRATEGY	A – Develop Integrated Business Service Teams			
Mission	Improve accountability of SFWIB’s service delivery system			
		Anticipated Completion Date	Completion Date	Comments
Task	Develop Business Services Plans with required partners (i.e., VOC Rehab, Migrant Farm Workers, Adult Ed, Service Providers, Staffing Agencies) to assist in marketing the CSSF brand			
Task	Require use of Salesforce to better coordinate services to businesses and manage customer relations through a single point of contact system			
Task	Host Performance Improvement Teams (PIT) meetings that include required partners and others (e.g., VOC Rehab, Division of Blind Services)			
Task	Require Center staff (i.e., Employer Specialist and Job Developers) to attend Business Training at a minimum twice a year to obtain skills and learn new and current trends that affect industry.			
	Collaborative Partners			
	<ul style="list-style-type: none"> ○ Service and Training Providers ○ Local Small Businesses ○ SFWIB Business Services ○ Staffing Agencies ○ Community Based Partners ○ WIOA Required Partners ○ Human Resources Associations 			

GOAL 2	Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
SFWIB Council	

STRATEGY	B – Maximize use of the Employ Florida Marketplace (EFM) Among Workforce System Partners			
Mission	Improve accountability of SFWIB’s service delivery system			
		Anticipated Completion Date	Completion Date	Comments
Task	Encourage WIOA required partners to use EFM			
Task	Pilot an integrated workforce system (i.e., case management, job bank) in partnership with CareerSource Florida(CSF) and Department of Economic Opportunity (DEO)			

GOAL 2	Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
SFWIB Committee	

STRATEGY	C – Strengthen the Partnership with WIOA Required Partners			
Mission	Improve accountability of SFWIB’s service delivery system			
		Anticipated Completion Date	Completion Date	Comments
Task	Develop and/or finalize MOUs with WIOA required partners			
Task	Establish and implement site visits with WIOA required partners (e.g., VOC Rehab, Division of Blind Services, Adult Education)			

GOAL 2	Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
SFWIB Committee	

STRATEGY	D – Seek excellence in customer service			
Mission	Improve accountability of SFWIB’s service delivery system			
		Anticipated Completion Date	Completion Date	Comments
Task	Automate documents for Adult and Youth to assist in accessing and obtaining needed services			
Task	Continue semi-annual training to create a unified team driven culture change			

GOAL 2	Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
SFWIB Committee	

STRATEGY	E – Conduct an analyses of Career Centers			
Mission	Improve accountability of SFWIB’s service delivery system			
		Anticipated Completion Date	Completion Date	Comments
Task	Complete time and motion study for efficiency			
Task	Conduct Center site visits coordinated between OCI, Quality Assurance and Adult Programs to ensure standardize delivery of quality services, implementation and adherence of policies and procedures, and streamlining of processes			

GOAL 3	Improve Services for Individuals with Barriers
SFWIB Council	

STRATEGY	A – Develop specific programs and initiatives			
Mission	Improve service delivery systems to provide employment opportunities for individuals with barriers			
		Anticipated Completion Date	Completion Date	Comments
Task	Enhance services in the Keys (Monroe County) through use of mobile unit			
Task	Continue targeted programs for populations with barriers to employment and expand where needed: <ul style="list-style-type: none"> ○ Seal & Expunge Records ○ Work with companies willing to hire and train disabled individuals ○ Ticket to Work – Legally Blind, Disabled Individuals ○ Bonding Program 			
Task	Partner with State of Florida Expungement Services to assist and better serve Individuals in the Keys (Monroe County)			
	Collaborative Partners			
	<ul style="list-style-type: none"> ○ WIOA Required Partners ○ Light House for the Blind ○ Mental Health Agencies ○ Florida Department of Law Enforcement Office ○ Department of Corrections ○ Community Based Organizations ○ Faith Based Organizations ○ Service and Training Providers ○ Business Community ○ U.S. Southern Command 			

GOAL 3	Improve Services for Individuals with Barriers
SFWIB Council	

STRATEGY	B – Improve Employment Outcomes			
Mission	Improve service delivery systems to provide employment opportunities for individuals with barriers			
		Anticipated Completion Date	Completion Date	Comments
Task	Enhance and expand Business Services engagement of companies that are willing to hire participants with barriers to employment i.e., individuals with disabilities			
Task	Establish mandatory minimum requirements for Service Providers to better meet performance			
Task	Execute MOU with WIOA required partners and other agencies			
Task	Better utilization of OJT & PWE			

GOAL 3	Improve Services for Individuals with Barriers
SFWIB Council	

STRATEGY	C – Ensure compliance with WIOA Section 188			
Mission	Improve service delivery systems to provide employment opportunities for individuals with barriers			
		Anticipated Completion Date	Completion Date	Comments
Task	Determine feasibility of engaging in partnerships with local colleges and schools for translation services that will enable the Board to offer documents in at least three languages			
Task	Update, distribute, and monitor all policies and procedures to ensure compliance			
Task	Ensure ADA equipment is up to date and the latest software is installed			
Task	Monitor and ensure all ADA required reports are completed and uploaded into the Intranet timely			
Task	Increase partnerships with agencies that specialize in serving the mental health population			

GOAL 4	Dedicated Commitment to Youth Participation
SFWIB Council	

STRATEGY	A – Expand Career Exploration and Pathways Programs			
Mission	Develop a sustainable plan to engage youth year-round to meet the demands of the changing workforce			
		Anticipated Completion Date	Completion Date	Comments
Task	Identify existing organizations (i.e., community, government, faith-based, education, etc.) that provide youth services			
Task	Promote inter-agency collaboration among current youth providers			
	Collaborative Partners			
	<ul style="list-style-type: none"> ○ CareerSource Florida ○ Department of Economic Opportunity ○ Youth Service Providers ○ Community and Faith Based Organizations ○ Miami-Dade and Monroe Counties Public Schools ○ Colleges and Universities ○ Post-Secondary Education Institutions ○ Training Providers ○ Business Community ○ Local and State Government Agencies 			

GOAL 4	Dedicated Commitment to Youth Participation
SFWIB Council	

STRATEGY	B – Joint Contribution for Youth Career Pathway Models			
Mission	Develop a sustainable plan to engage youth year-round to meet the demands of the changing workforce			
		Anticipated Completion Date	Completion Date	Comments
Task	Develop and make accessible a directory of community youth organizations to showcase available services offered to participants			
Task	Initiate partnerships with community youth organizations in order to better utilize youth funding and promote programs			

GOAL 4	Dedicated Commitment to Youth Participation
SFWIB Council	

STRATEGY	C – Youth Entrepreneurial Skills Training Programs			
Mission	Develop a sustainable plan to engage youth year-round to meet the demands of the changing workforce			
		Anticipated Completion Date	Completion Date	Comments
Task	Align grant writing and funding applications with collaborative partners for youth services in order to maximize funding opportunities.			
Task	Enhance youth service delivery among youth providers by implementing entrepreneurial skills trainings			
Task	Expose youth to entrepreneurial careers by implementing best practices throughout Area 23			

GOAL 4	Dedicated Commitment to Youth Participation
SFWIB Council	

STRATEGY	D – Improve Service Delivery and Outcomes			
Mission	Develop a sustainable plan to engage youth year-round to meet the demands of the changing workforce			
		Anticipated Completion Date	Completion Date	Comments
Task	Implement performance based contracts for Youth Providers			
Task	Improve quality of youth work readiness programs by ensuring the work and duties performed are tailored to allow participants the ability to learn and obtain needed skills for current and future in-demand employment opportunities.			
Task	Obtain a list of qualitative and quantitative skills/competencies from businesses in advance that will be acquired as a result of the training program			
Task	Improve Balanced Score Card reports			

GOAL 5	High ROI Through Continuous Improvement
SFWIB Council	

STRATEGY	A – Enhance CSSF Performance System			
Mission	Maximize ROI through the use of effective management control tools			
		Anticipated Completion Date	Completion Date	Comments
Task	Automate and improve the system and performance through the use of technology			
Task	Promote collaboration between various Providers			
	Collaborative Partners			
	<ul style="list-style-type: none"> ○ Service and Training Providers ○ Economic Development Agencies ○ US Department of Labor ○ CareerSource Florida ○ Department of Economic Opportunity 			

GOAL 5	High ROI Through Continuous Improvement
SFWIB Council	

STRATEGY	B – Improve Credential Outcomes for Job Seekers			
Mission	Maximize ROI through the use of effective management control tools			
		Anticipated Completion Date	Completion Date	Comments
Task	Continue to review the seven targeted industry programs. Streamline and /or determine whether to increase or enhance offerings, if needed.			
Task	Revise the Consumer Report Card to include credentials			
Task	Match individuals seeking services to the appropriate Service Provider to increase successful outcomes			
Task	Monitor Service Providers for quality assurance and compliance			
Task	Increase the certification attainment rate of job seekers based on industry demand in lieu of the traditional college degrees			

GOAL 5	High ROI Through Continuous Improvement
SFWIB Council	

STRATEGY	C – Provide Technical Assistance to Service Providers			
Mission	Maximize ROI through the use of effective management control tools			
		Anticipated Completion Date	Completion Date	Comments
Task	Continue providing technical assistance training semi-annually to Service Providers to help improve customer satisfaction			
Task	Implement cell phone policy in Centers			
Task	Ensure Service Providers adhere to Federal and State guidelines.			

GOAL 6	Strong Workforce System Leadership
SFWIB Council	

STRATEGY	A – National Leader in an ROI-Focused Enterprise			
Mission	Continuous focus on enhancement of brand profile, achieving quorum and strong partner relationships			
		Anticipated Completion Date	Completion Date	Comments
Task	Expand performance based contracts across programs			
Task	Automate council and board meetings processes through use of technology (i.e., electronic agendas) via mobile devices			
Task	Establish a peer based “buddy system” to help motivate Board Members to attend meetings regularly and achieve 100 percent quorum			
	Collaborative Partners			
	<ul style="list-style-type: none"> ○ CareerSource Florida ○ Department of Economic Opportunity ○ Chambers of Commerce ○ Beacon Council ○ The School Board ○ Business Leaders 			

GOAL 6	Strong Workforce System Leadership
SFWIB Council	

STRATEGY	B – Use LMI Data for Policy Development			
Mission	Continuous focus on enhancement of brand profile, achieving quorum and strong partner relationships			
		Anticipated Completion Date	Completion Date	Comments
Task	Utilize LMI data to assist in drafting policy, procedures and crafting board agenda items			
Task	Continue and expand use of staggered training funds based on the four categories derived from LMI to obtain a larger ROI			
Task	Consider LMI data and its implications when making decisions on how to conduct business utilizing technology			
Task	Consider LMI data when determining which training initiatives to fund			

GOAL 6	Strong Workforce System Leadership
SFWIB Council	

STRATEGY	C – Maximizing Collaborative Partnerships			
Mission	Continuous focus on enhancement of brand profile, achieving quorum and strong partner relationships			
		Anticipated Completion Date	Completion Date	Comments
Task	Define and identify leaders in the OCOG and State targeted industries			
Task	Partner with business leaders engaged by Board members in OCOG and State targeted industries			
Task	Establish SFWIB Council ownership for collaborative partner relationships			
Task	Prioritize and provide collaborative partner updates to the full Board on a regular basis			
Task	Reinforce seven targeted industries relationships to strengthen economic, education, and employment opportunities			
Task	Provide partners with regular briefings			
Task	Develop and execute targeted industries MOUs that includes strategies to share customers, services, and resources			

GOAL 6	Strong Workforce System Leadership
SFWIB Council	

STRATEGY	D – Strengthen Workforce System Accountability			
Mission	Continuous focus on enhancement of brand profile, achieving quorum and strong partner relationships			
		Anticipated Completion Date	Completion Date	Comments
Task	Implement and provide continuous learning and self-improvement opportunities for Board members through trainings and orientations <ul style="list-style-type: none"> ○ Members will determine frequency of offerings 			
Task	Prepare Board orientation packages <ul style="list-style-type: none"> ○ Members will determine what they would like included 			

GOAL 6	Strong Workforce System Leadership
SFWIB Council	

STRATEGY	E- Enhance Board Leadership			
Mission	Continuous focus on enhancement of brand profile, achieving quorum and strong partner relationships			
		Anticipated Completion Date	Completion Date	Comments
Task	Implement Board Survey to enhance participation			
Task	Host Board Self-Assessment meetings with facilitators in non-traditional locations and settings			
Task	Ensure quorums are a shared objective for fiduciaries and Board staff to enhance participation and rewards			
Task	Enhance portal to include Board relevant content (i.e., tutorials, briefings, calendars, and collaborative partnerships) easily accessible to members			



SFWIB EXECUTIVE COMMITTEE

DATE: 6/16/2016

AGENDA ITEM NUMBER: 5

AGENDA ITEM SUBJECT: ALLOCATE FUNDING TO THE EARLY LEARNING COALITION

AGENDA ITEM TYPE: **APPROVAL**

RECOMMENDATION: SFWIB staff recommends to the Executive Committee to recommend to the Board the approval to allocate an amount not to exceed \$1,000,000 in Temporary Assistance for Needy Families (TANF) funds to the Early Learning Coalition (ELC) of Miami-Dade/Monroe, Inc., as set forth below.

STRATEGIC GOAL: **IMPROVE SERVICES FOR INDIVIDUALS W/ BARRIERS**

STRATEGIC PROJECT: **Develop specific program and initiatives**

BACKGROUND:

The Early Learning Coalition of Miami-Dade/Monroe, Inc. (ELC) is a nonprofit organization dedicated to ensuring early care and education for children in Miami-Dade and Monroe counties. Through a variety of affordable and innovative early education and voluntary pre-kindergarten programs, the Coalition serves more than 50,000 children, from birth to 12 years old, and their families.

Founded in 2000, the Coalition is among 31 similar organizations in the State of Florida established following the enactment of the School Readiness Act, which consolidated Florida's early learning services into one integrated program.

The ELC has been working in partnership with the SFWIB to include the children of Temporary Assistance to Needy Families (TANF) and Transitional Child Care (TCC) customers as one of their enrollment priorities, as well as, providing services to the mandated categories of children that they serve.

SFWIB staff has received a letter from the ELC advising staff that the ELC is experiencing a \$1.7 million dollar deficit in child care resources and there has been an increased number of both TCC customers and TANF customers coming in for care, thereby increasing the ELC's level of expenditures. The ELC is requesting assistance from SFWIB that will enable their organization to keep enrollments open for the TCC category, and continue serving both existing and new children through the end of this fiscal year.

The SFWIB has \$1,000,000 in TANF funds to obligate, and expend by June 30, 2016.

In following the procurement process of Miami-Dade County Administrative Order No.3-38, it is recommended that the 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 the Early Learning Coalition (ELC) of Miami-Dade/Monroe, Inc., an allocation not to exceed \$1,000,000 in TANF funds to provide child care services to SFWIB Transitional Care Customers to assist the participants in attaining and maintaining employment and economic self-sufficiency.

FUNDING: Temporary Assistance for Needy Families (TANF)

PERFORMANCE: N/A

NO ATTACHMENT



SFWIB EXECUTIVE COMMITTEE

DATE: 6/16/2016

AGENDA ITEM NUMBER: 6

AGENDA ITEM SUBJECT: ALLOCATION OF FUNDS TO PURCHASE TAKE STOCK IN CHILDREN

AGENDA ITEM TYPE: **APPROVAL**

RECOMMENDATION: SFWIB staff recommends to the Executive Committee to recommend to the Board the approval to allocate an amount not to exceed \$1,000,000 in Temporary Assistance for Needy Families (TANF) funds to purchase Take Stock in Children Scholarships (TSIC), as set forth below.

STRATEGIC GOAL: **DEDICATED COMMITMENT TO YOUTH PARTICIPATION**

STRATEGIC PROJECT: **Joint contribution for youth career pathway models**

BACKGROUND:

The Take Stock In Children Scholarship (TSIC) Program works with economically disadvantaged youth and their families. The program's main mission is to keep youth in school and offer scholarships to youth who successfully complete high school.

The allocation to purchase scholarships for the TSIC Scholarship Program is as follows:

- Miami-Dade College Take Stock in Children - \$600,000 (scholarship cost)
- 5000 Role Models of Excellence - \$125,000 (scholarship cost)
- Mexican American Council - \$100,000 (scholarship cost)
- Big Brothers Big Sisters - \$100,000 (scholarship cost)
- PACE Center for Girls - \$75,000 (NEW - scholarship cost)

Take Stock in Children (TSIC, Inc.) will continue to manage the scholarship program and serve as the administrator, purchasing and fiscal agent for the above organizations. Each organization is responsible for program implementation, youth eligibility, program selection, case management, and tracking. All organizations provide educational, social, and mentoring services to youth who are likely to enroll in a post-secondary institution.

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 a quorum present is required to waive the competitive procurement process and award an allocation not to exceed \$1,000,000 in TANF funding for Take Stock in Children (TSIC, Inc) to purchase scholarships on behalf of the Take Stock in Children Program, 5000 Role Models of Excellence, Mexican American Council, Big Brothers Big Sisters and PACE Center for Girls.

FUNDING: Temporary Assistance for Needy Families (TANF)

PERFORMANCE: A paid college tuition scholarship (or vocational) for students who complete the program and graduate from high school

NO ATTACHMENT



SFWIB EXECUTIVE COMMITTEE

DATE: 6/16/2016

AGENDA ITEM NUMBER: 7

AGENDA ITEM SUBJECT: ALLOCATE FUNDING TO THE PACE CENTER FOR GIRLS, INC.

AGENDA ITEM TYPE: **APPROVAL**

RECOMMENDATION: SFWIB staff recommends to the Executive Committee to allocate \$266,000 Temporary Assistance for Needy Families (TANF) funding to PACE Center For Girls, Inc to provide program education and training, as set forth below.

STRATEGIC GOAL: **DEDICATED COMMITMENT TO YOUTH PARTICIPATION**

STRATEGIC PROJECT: **Expand career exploration pathway programs**

BACKGROUND:

PACE Center for Girls, Inc. (PACE), mission is to provides girls and young women an opportunity for a better future through education, counseling, training and advocacy. With 19 non-residential centers throughout Florida, PACE provides a safe environment where middle and high school aged girls can thrive. It is a culture that celebrates the power and potential of girls. The center's balanced emphasis on academics and social services is combined as a program model to produce an experience that is nationally recognized as one of the most effective in helping at-risk girls realize brighter and more productive futures.

PACE Miami opened its doors in March 2014. PACE Miami is an innovative prevention and intervention program that addresses the needs of girls ages 14-17 that have suffered trauma and consequently are failing in school, or are at risk of becoming involved in the Juvenile Justice system. The model is a holistic approach in combining academic and social services therefore offering small classroom instruction, one-on-one counseling, case management, and health and wellness coaching.

PACE Miami believes this model encourages girls to find and use their voices, while empowering them to realize their true and full potential. Through the partnership with CareerSource South Florida, PACE will provide programmatic resources to assist at-risk girls in academic performance, attendance, and career pathways.

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 a quorum present is required to waive the competitive procurement process and award an allocation not to exceed \$266,000 in TANF funding for PACE Center of Girls, Inc. to provide case management, academic performance and career pathways for juvenile girls.

FUNDING: Temporary Assistance for Needy Families (TANF)

PERFORMANCE: N/A

NO ATTACHMENT