



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD  
PERFORMANCE COUNCIL  
Thursday, October 19, 2017  
8:00 A.M.**

Doubletree by Hilton Miami Airport  
Convention Center  
711 NW 72nd Avenue  
Miami, Florida 33126

**AGENDA**

1. Call to Order and Introductions
2. Approval of Performance Council Meeting Minutes
  - A. August 17, 2017
3. Information – Refugee Employment and Training Program Performance Overview
4. Information – Workforce Services Program Year 2016-17 Recap
5. Information – Direct Placement Analysis Update
6. Information – Referral to Placement Report

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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."



**PERFORMANCE COUNCIL**

**AGENDA ITEM NUMBER: 2B**

**DATE:** October 19, 2017, 2016 at 8:00AM

**AGENDA ITEM SUBJECT: MEETING MINUTES**

August 17, 2017 at 8:00am  
 Doubletree Miami Airport Hotel -  
 Convention Center  
 711 NW 72<sup>nd</sup> Avenue  
 Miami, FL 33128

COMMITTEE MEMBERS IN ATTENDANCE	OTHER ATTENDEES
<ol style="list-style-type: none"> <li>1. Garza, Maria, Chairwoman</li> <li>2. Rod, Denis</li> <li>3. Manrique, Carlos</li> </ol>	<p>Buitrigo, Jessica – <i>Cuban American National Council, Inc.</i></p>
<p><b>COMMITTEE MEMBERS NOT IN ATTENDANCE</b></p>	<p>Cordori, Mkyelin – <i>Community Coalition, Inc.</i>          Farinas, Irene – <i>Adults Mankind Organization, Inc.</i></p>
<ol style="list-style-type: none"> <li>4. Chi, Joe</li> <li>5. Clayton, Lovey</li> <li>6. Diggs, Bill</li> </ol>	<p>Felipe, Daniel – <i>Cuban American National Council Inc.</i></p>
<ol style="list-style-type: none"> <li>7. Gaber, Cynthia, Vice - Chairwoman</li> <li>8. Huston, Albert</li> </ol>	<p>Martin, Marisol – <i>Youth Co-Op, Inc.</i></p>
<ol style="list-style-type: none"> <li>9. Jordan, Comm. Barbara</li> <li>10. Regueiro, Maria</li> </ol>	<p>Porro, William – <i>City of Miami</i></p>
<p><b>SFW STAFF</b></p>	<p>Sante, Alicia – <i>Youth Co-Op, Inc.</i></p>
<p>Gilbert, David          Perrin, Yian</p>	<p>Someillian, Ana – <i>Adults Mankind Organization, Inc.</i></p>
	<p>Taylor, Kelvin – <i>Cuban American National Council, Inc.</i></p>

**1. Call to Order and Introductions**

Performance Council Chairwoman Maria Garza called the meeting to order at 8:23am, asked all those present introduce themselves and noted that a quorum had not been achieved.

[Mr. Carlos Manrique arrived]

**2. Performance Council Meeting Minutes**

**2.a Approval of April 20, 2017**

**2.b June 15, 2017**

Deferred due to lack of quorum

**3. Information- Refugee Employment and Training Program Performance Overview**

Chairwoman Garza introduced the item and Department of Economic Opportunity (DEO) Manager Yian Perrin further presented and noted that following:

- A total of 7,334 refugee job seekers were placed into employment from October 1, 2016 to June 30, 2017
- 14, 968 refugee job seekers enrolled in the RET Program
- 4,031 refugees are still working after 90 days of hire
- 2,998 refugees are still working after 180 days of hire and
- 3,221 refugees are receiving health benefits through the employer

No further questions or discussions.

**4. Information– Refugee Employment and Training Program Balanced Scorecard Update**

Chairwoman Garza introduced the item and Mr. Perrin further presented. He noted into record that all seven (7) contractors have met or exceeded performance measures.

Chairwoman Garza asked whether if this is the first time that all seven contractors met or exceeded performance measures. Mr. Perrin responded, “Yes.”

No further questions or discussions.

**5. Information– Workforce Services Program Year 2016-17 Recap**

Mr. Perrin introduced and presented the item.

No further questions or discussions.

**6. Information – Department of Economic Opportunity Performance Review**

Chairwoman Garza introduced the item and SFWIB Adults Program Manager David Gilbert further presented the following updates:

For Program Year 2016-17:

**Year End Performance Summary:**

- Six (6) of 14 Workforce Services locations either met or exceeded 65 percent of the required performance measures
- This region achieved a total of 60,270 job placements (exceeded the minimum standard by 1.6% and 6.8% below maximum standard)

**Balanced Scorecard Job Placements Year End Summary:**

- Eight (8) of the 14 Workforce Services contractors met or exceeded their minimum 2017 Job Placements standard

- Four of the 14 Workforce Services contracts met or exceeded their maximum 2017 Job Placements standard

No further questions or discussions.

**7. Information – Youth Partners Regional Performance**

Mr. Yian Perrin introduced and presented the item.

- 118/118 - Credential Attainment Measure exited the program with positive outcome and WDA's credential attachment positive outcome performance measure is 100%
- 1,068/1,317 - Measureable Skills Gain attained and increased in their youth skill attainment performance measure. WDA's credential attachment positive outcome performance measure is 81%
- 85/85 - In-School Youth exited the program with a positive outcome and WDA's In-School youth positive outcome performance measure is 100%
- 44/44 - Out-of-School Youth exited the program with a positive outcome and the WDA's Out-of-School Youth positive outcome performance measure is 100%

No further questions or discussions.

**8. Information – Consumer Report Card**

Mr. Perrin introduced and presented the item.

No further questions or discussions.

**9. Recommendation as to Approval to Accept Process and Performance Revisions to the Balanced Scorecard**

Mr. Gilbert presented and read the item into record staff's recommendation for the Council's approval to recommend to the Board to accept process and performance revisions to the balanced scorecard.

Mr. Manrique asked who would be responsible to conduct follow-ups. Mr. Gilbert responded that service providers would be responsible for this particular task.

There was continued discussion regarding a tracking system.

Mr. Manrique inquired about current performance standards and Mr. Gilbert explained that providers must meet the required 90% of retention rate that exit the system in the two new performance standards.

There was continued discussion regarding the requirements of meeting performance in each quarter.

The Garza asked whether if CSSF is currently following a guideline that had been implemented by the Federal Government for several years. Mr. Gilbert responded, "Yes." Ms. Garza later recommended additional time for providers to adjust to this new law/policy. She explained that "it's not easy to help job seekers with employment during third and fourth quarters". Mr. Manrique also shared his concerns. After continued discussions, Mr. Gilbert explained in great detail and noted that \$125 would be given per follow-up for each individual.

Mr. Manrique inquired about the scorecard. Mr. Gilbert explained.

There being no further business to come before the Board, the meeting adjourned at 8:41am.



**SFWIB PERFORMANCE COUNCIL**

**DATE:** 10/19/2017

**AGENDA ITEM NUMBER:** 3

**AGENDA ITEM SUBJECT:** REFUGEE EMPLOYMENT AND TRAINING PROGRAM PERFORMANCE OVERVIEW

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

**RECOMMENDATION:** N/A

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

**STRATEGIC PROJECT:** **Improve employment outcomes**

**BACKGROUND:**

For Program Year (PY) 2016-17, the Refugee Employment and Training (RET) Program Contractors assisted in placing a total of 9,591 refugee job seekers into employment from October 1, 2016 through September 30, 2017, as compared to 9,184 for the same period in the previous program year. This is an overall placement increase of 4.2 percent.

For the RET Program, the Year-to-Date performance statistics reveal the following:

- 16,771 refugee job seekers were enrolled during the Program Year
- 5,308 refugees were working after 90 days of hire
- 3,953 refugees were working after 180 days of hire
- 4,255 refugees received health benefits through the employer

Through the efforts of the Performance Improvement Team (PIT), the RET Program Contractors and SFWIB staff continues to work diligently to enhance the quality of services offered to refugee job seekers and overall performance improvement.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SFWIB PERFORMANCE COUNCIL**

**DATE:** 10/19/2017

**AGENDA ITEM NUMBER:** 4

**AGENDA ITEM SUBJECT:** WORKFORCE SERVICES BALANCED SCORECARD AND JOB PLACEMENTS UPDATE

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

**RECOMMENDATION:** N/A

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

**STRATEGIC PROJECT:** **Conduct an analysis of Career Centers**

### **BACKGROUND:**

The Balanced Scorecard measures the performance of the region's Service Partners. The report for Program Year (PY) 2017-18, is from July 1, 2017 through September 30, 2017.

The PY 2017-18 Balanced Scorecard Performance Summary for the same period indicates 1 of the 14 Workforce Services locations are meeting the required 65 percent of the measures.

The region's Balanced Scorecard Job Placements Year-to-Date (YTD) summary report, for the period of July 1, 2017 through September 30, 2017, shows the Region had a total of 11,871 job placements; which is 17.8 percent below the minimum standard and 21.1 percent below the maximum standard.

- Five of the 14 Workforce Services contracts have met or exceeded their minimum YTD Job Placements standard: Hialeh Downtown, Transition Offender Service, Little Havana, Perrine, and West Dade
- Two of the 14 Workforce Services contracts have met or exceeded their maximum YTD Job Placements standard: Hialeah Downtown and Transition Offender Service.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

<b>WORKFORCE SERVICES CONTRACTORS PERFORMANCE SUMMARY</b>				
<b>Balanced Scorecard PY '17-'18 (July 1, 2017 through September 30, 2017) *</b>				
<b>A Contractor must meet or exceed 65% of the Balanced Scorecard Performance Measures</b>				
<b>Workforce Services Contractors</b>	<b>Workforce Services Locations</b>	<b># of Performance Measures Standards Met</b>	<b># of Performance Measures</b>	<b>% of Performance Measures Standards Met</b>
Arbor E & T, LLC	Hialeah Downtown Career Center***	13	19	68.4%
City of Miami	City of Miami Career Center***	8	19	42.1%
CNC	Miami Beach Career Center***	5	19	26.3%
	North Miami Beach Career Center***	8	19	42.1%
	South Miami Career Center***	8	19	42.1%
CSSF	Carol City Career Center***	3	19	15.8%
	Florida Keys Career Center***	6	19	31.6%
	Opa-Locka Career Center***	5	19	26.3%
Transition, Inc.	Transition ** Offender Service Center	6	19	31.6%
Youth Co-Op, Inc.	Homestead Career Center***	8	19	42.1%
	Little Havana Career Center***	8	19	42.1%
	Northside Career Center***	8	19	42.1%
	Perrine Career Center***	10	19	52.6%
	West Dade Career Center***	9	19	47.4%
Region	All	8	19	42.1%

\*\* Transition Inc. doesn't have the 2 CAP measures for a total of 19 performance measures.

\*\*\* There is no current CAP data for a total of 19 performance measures.



## **SFWIB PERFORMANCE COUNCIL**

**DATE:** 10/19/2017

**AGENDA ITEM NUMBER:** 5

**AGENDA ITEM SUBJECT:** DIRECT JOB PLACEMENT (DJP) ANALYSIS

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

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** **STRENGTHEN THE ONE-STOP DELIVERY SYSTEM**

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

### **BACKGROUND:**

As a part of the effort to continuously improve the service delivery system, SFWIB staff conducted an analysis of performance of all career centers for the first quarter of the 2017-2018 program year, as compared to the same period during the last program year. Staff evaluated the Direct Job Placements (DJP) for the period of July 1, 2017 - September 30, 2017 as compared to July 1, 2016 - September 30, 2016, with an emphasis on Workforce Innovation Opportunity Act (WIOA) DJP.

The analysis showed a significant decrease in the overall total number of DJP, as well as a subsequent decline in WIOA DJP. In comparison to the first quarter of the last program year, there were 1,290 or 27% fewer overall DJP, and 583 or 16% fewer WIOA DJP. As a One-Stop Operator the provider is responsible for meeting the contractual requirements of the workforce services contract as they have outlined in their Request for Proposal. The current trend indicates that most of the One-Stop operators are failing in this obligation for a multitude of reasons to include; lack of proper staffing levels, detailed oversight of daily operations and continuous refresher training for staff on performance expectations. The attached chart displays the reductions in the DJP by program year.

As a result of this and additional analysis of the specific methods used by career center staff when evaluating jobseekers and making referrals, SFWIB staff recommends to the One-Stop Operator the follow:

- Provide basic Customer Service training with an emphasis on completing registrations and job referral follow up
- Provide greater emphasis on the hard to serve populations and increase the number of referrals in those categories
- Create a process to track staff productivity with timelines and benchmarks to determine efficiency
- Provide employer engagement training for all business service and employer specialist
- Career Center Managers should provide reports training for all general staff emphasizing what impact their daily duties has on the Balance Scorecard

- Executive level management should provide reports training for Career Center Managers how to utilize the reports to better monitor staff productivity and ensure that centers goals are in alignment with corporate goals
- Create a process to review the reports for strategic planning and long-term performance projections

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

# Direct Job Placement Analysis

## PY17-18 to PY16-17

### July to August

Location	Direct Job Placement by Type																						WIOA Earned Difference
	Total Direct Job Placements			Total WIOA DJP'S			WIOA Individualized																
							Universal		Adult/DW		Job Seekers with Disability		Veterans		Ex-Offenders		RA/Homeless		TANF/CAP		SNAP		
1Qrt	>1Qrt	Tot	1Qrt	>1Qrt	Tot	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt		
Hialeah Downtown center	(50)	13	(37)	(25)	2	(23)	(25)	11	(24)	(1)	0	0	0	0	0	(1)	(3)	0	2	4	0	0	-\$20,600.00
City of Miami center	(68)	(25)	(93)	(9)	3	(6)	(59)	(28)	(8)	(2)	0	0	0	0	1	3	(3)	2	1	0	0	0	-\$4,900.00
Miami Beach center	(95)	(38)	(130)	(16)	(11)	(27)	(79)	(27)	(9)	(6)	0	0	0	0	(2)	0	(1)	0	(4)	(5)	0	0	-\$32,650.00
North Miami Beach center	4	(3)	1	(10)	(2)	(12)	14	(1)	(9)	0	0	0	0	1	0	0	0	(2)	(2)	0	0	0	-\$14,150.00
South Miami	(26)	(1)	(27)	(3)	(2)	(5)	(23)	1	(3)	(2)	0	0	0	0	0	0	0	0	0	0	0	0	-\$4,450.00
Transition Offender Service center	12	(2)	10	2	(1)	1	10	(1)	(1)	1	0	(1)	0	0	3	(1)	0	0	0	0	0	0	\$2,625.00
Carol City center	(306)	(39)	(344)	(106)	(22)	(128)	(200)	(17)	(100)	(8)	0	0	0	0	0	(2)	(1)	0	(5)	(12)	0	0	-\$133,350.00
Florida Keys center	(18)	(12)	(30)	(10)	(3)	(13)	(8)	(9)	(8)	(2)	0	0	0	0	0	(1)	(2)	0	0	0	0	0	-\$14,900.00
Opa Locka center	(55)	(18)	(72)	(15)	(3)	(18)	(40)	(15)	(11)	(1)	0	0	0	0	(3)	(1)	0	0	(1)	(1)	0	0	-\$19,850.00
Homestead center	(3)	(32)	(35)	(26)	(16)	(42)	23	(16)	(28)	(10)	0	0	0	0	(1)	(4)	4	0	(1)	(2)	0	0	-\$39,800.00
Little Havana center	101	6	107	(9)	(1)	(10)	110	7	(9)	(1)	1	0	0	0	(1)	0	0	0	0	0	0	0	-\$10,050.00
Northside center	(39)	(12)	(50)	(2)	7	5	(37)	(19)	(1)	4	0	0	0	0	(3)	2	0	0	2	1	0	0	\$4,750.00
Perrine center	61	(9)	53	(3)	(3)	(6)	64	(6)	1	1	0	0	0	0	(1)	(1)	0	0	(3)	(3)	0	0	-\$11,600.00
West Dade center	43	(33)	10	(34)	(18)	(52)	77	(15)	(26)	(12)	0	0	0	(1)	1	(3)	(3)	(1)	(5)	(1)	(1)	0	-\$56,550.00
<b>Total</b>	<b>(439)</b>	<b>(205)</b>	<b>(637)</b>	<b>(266)</b>	<b>(70)</b>	<b>(336)</b>	<b>(173)</b>	<b>(135)</b>	<b>(236)</b>	<b>(39)</b>	<b>1</b>	<b>(1)</b>	<b>0</b>	<b>(1)</b>	<b>(5)</b>	<b>(9)</b>	<b>(9)</b>	<b>1</b>	<b>(16)</b>	<b>(21)</b>	<b>(1)</b>	<b>0</b>	<b>-\$355,475.00</b>

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# Direct Job Placement Analysis

## PY17-18 to PY16-17

### July to September

Location	Direct Job Placement by Type																						WIOA Earned Difference
	Total Direct Job Placement			Total WIOA DJP'S			WIOA Individualized																
							Universal		Adult/DW		Job Seekers with Disability		Veterans		Ex-Offenders		RA/Homeless		TANF/CAP		SNAP		
1Qrt	>1Qrt	Tot	1Qrt	>1Qrt	Tot	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt	1Qrt	>1Qrt		
Hialeah Downtown center	(32)	(1)	(33)	(51)	1	(50)	19	(2)	(52)	(3)	0	0	0	0	0	0	0	0	1	4	0	0	-\$45,050.00
City of Miami center	(106)	(52)	(158)	(18)	(2)	(20)	(88)	(50)	(14)	(5)	0	0	0	0	(2)	1	(3)	2	1	0	0	0	-\$19,450.00
Miami Beach center	(153)	(57)	(210)	(22)	(15)	(37)	(131)	(42)	(11)	(9)	0	0	0	0	(2)	(1)	(3)	0	(6)	(5)	0	0	-\$44,750.00
North Miami Beach center	(32)	(9)	(41)	(25)	(8)	(33)	(7)	(1)	(22)	(6)	0	0	0	0	1	0	(1)	0	(3)	(2)	0	0	-\$34,650.00
South Miami	(29)	0	(29)	(4)	(2)	(6)	(25)	2	(4)	(2)	0	0	0	0	0	0	0	0	0	0	0	0	-\$5,400.00
Transition Offender Service center	3	6	9	(4)	7	3	7	(1)	(1)	4	0	(1)	0	0	(3)	4	0	0	0	0	0	0	\$1,575.00
Carol City center	(429)	(51)	(480)	(149)	(29)	(178)	(280)	(22)	(132)	(13)	(1)	0	0	0	(1)	(2)	(4)	0	(11)	(14)	0	0	-\$188,600.00
Florida Keys center	(32)	(14)	(46)	(18)	(7)	(25)	(14)	(7)	(15)	(5)	0	0	0	0	0	(2)	(2)	0	(1)	0	0	0	-\$28,400.00
Opa Locka center	(73)	(23)	(96)	(22)	(4)	(26)	(51)	(19)	(16)	(1)	0	0	0	0	(5)	(1)	0	0	(1)	(2)	0	0	-\$28,900.00
Homestead center	(86)	(63)	(149)	(41)	(27)	(68)	(45)	(36)	(40)	(17)	0	0	0	0	0	(5)	1	0	(2)	(5)	0	0	-\$67,900.00
Little Havana center	71	(14)	57	(12)	(5)	(17)	83	(9)	(13)	(5)	1	0	0	0	(1)	1	1	0	0	(1)	0	0	-\$16,300.00
Northside center	(65)	(34)	(99)	(7)	(2)	(9)	(58)	(32)	(4)	(1)	0	0	0	0	(2)	0	0	0	(1)	(1)	0	0	-\$11,600.00
Perrine center	27	(34)	(7)	(26)	(14)	(40)	53	(20)	(16)	(8)	0	0	0	0	(2)	(1)	(3)	0	(5)	(5)	0	0	-\$47,700.00
West Dade center	25	(33)	(8)	(53)	(24)	(77)	78	(9)	(41)	(16)	0	0	0	(1)	1	(4)	(5)	(1)	(7)	(2)	(1)	0	-\$83,450.00
<b>Total</b>	(911)	(379)	(1,290)	(452)	(131)	(583)	(459)	(248)	(381)	(87)	0	(1)	0	(1)	(16)	(10)	(19)	1	(35)	(33)	(1)	0	-\$620,575.00

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## **SFWIB PERFORMANCE COUNCIL**

**DATE:** 10/19/2017

**AGENDA ITEM NUMBER:** 6

**AGENDA ITEM SUBJECT:** REFERRAL TO PLACEMENT ANALYSIS

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

**RECOMMENDATION:** N/A

**STRATEGIC GOAL:** **STRENGTHEN THE ONE-STOP DELIVERY SYSTEM**

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

### **BACKGROUND:**

South Florida Workforce Investment Board (SFWIB) staff completed an analysis of the performance of all career centers for the first quarter of program years 2017-2018 and 2016-2017. The analysis was conducted as part of the effort to continuously improve service delivery. The results of the analysis provided insight as to specific methods used by career center staff when evaluating jobseekers and making referrals.

The data analyzed included the following:

- Number of direct job referrals
- Number of resulting placements
- Referral to placement ratio
- Average skills match from July 1, 2017 - September 30, 2017 verses July 1, 2016 - September 30, 2016

The first chart in the attached Referral to Placement report shows a significant decrease in the total number of referrals. Over the course of this first quarter there was a decrease of 7,373 referrals, 2,120 placements, and a 5 percent decline in the referral to placement ratio. The second chart shows, the average skills match percentage increased by 30% from the last program year to 88% this program year.

At the June 15, 2017 meeting, the SFWIB approved the enhancement of the Referral to Placement Report which indicates the skills match of the jobseeker to the job order. It also institutes a standard policy that prohibits career center staff from referring a participant to a job with less than an 80% skills match. Since the implementation of the policy, this practice has led to a positive increase in the average skills match measure; however, it has not increased job placements as expected.

Further review of the data indicates the number of referrals left outstanding and the number of individuals placed was not the only the issue of concern relevant to a successful skills match. The lack of communication between all parties had a great impact on the results. Communication between the service provider staff and the jobseeker, as well as communication between service provider staff and the employer were lacking and needs improvement.

Through interviews and observation, SFWIB staff also noticed a pattern in which service provider staff that had an established relationship, with both the jobseeker and employer, were significantly more successful than those who did not have the same relationship. The lack of verbal communication is hindering service provider staff from successfully obtaining Direct Job Placements (DJP).

Although the skills match is 80% or better, SFWIB staff noted that most of the referrals were made via e-mail with no verbal communication between either of the parties. Additionally, service provider staff did not verify whether a job seeker had a complete registration prior to being referred to a job.

As a result of the analysis SFWIB staff has concluded that the One-Stop Operator needs to retrain all service provider staff. New staff lack the proper knowledge to be successful and seasoned staff are showing signs of complacency that are counter productive to Career Center success. Specific recommendations to the One-Stop Operator include but are not limited to:

- Provide training for all staff on how to sell workforce services
- Provide training to center staff on how to maximize services to jobseekers in the first 90 days
- Provide Intensive telephone/communications training to placement specialist and employer specialist
- Ensure all center staff are trained on and are utilizing the EFM Job Search Tool
- Provide training to Business Service staff on Sale Force and employer satisfaction

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

Location	Staff Referral to Placement Report Jul 2016 - Aug 2016				Staff Referral to Placement Report Jul 2017 - Aug 2017				Staff Referral to Placement Comparison Jul 2016-Aug 2016 to Jul 2017-Aug 2017			
	# Referrals	# Placements	Ref to Pla Ratio	Avg Ref Skills Match %	# Referrals	# Placements	Ref to Pla Ratio	Avg Ref Skills Match %	Referral Difference	Placement Difference	Ref to Pla Ratio Difference	Avg Ref Skills Match Difference
Carol City center - 4814	1,788	217	12.14%	48%	253	15	5.93%	89%	(1,535)	(202)	-6.21%	41%
City of Miami center - 4863	413	146	35.35%	29%	602	69	11.46%	89%	189	(77)	-23.89%	60%
Edison center - 4866	84	2	2.38%	67%	64	0	0.00%	82%	(20)	(2)	-2.38%	15%
Hialeah Downtown center - 4811	1,784	465	26.07%	20%	989	351	35.49%	94%	(795)	(114)	9.43%	74%
Homestead center - 4840	1,116	283	25.36%	45%	821	189	23.02%	90%	(295)	(94)	-2.34%	45%
Little Havana center - 4815	1,223	252	20.61%	19%	883	240	27.18%	81%	(340)	(12)	6.57%	62%
Miami Beach center - 4818	269	72	26.77%	43%	392	11	2.81%	90%	123	(61)	-23.96%	48%
Miami Business center - 4820	210	24	11.43%	50%	499	21	4.21%	93%	289	(3)	-7.22%	43%
Monroe County center - 4845	121	55	45.45%	26%	393	35	8.91%	90%	272	(20)	-36.55%	65%
North Miami Beach center - 4830	4,661	297	6.37%	26%	1,274	37	2.90%	86%	(3,387)	(260)	-3.47%	60%
Northside center - 4850	1,382	350	25.33%	21%	1,618	204	12.61%	81%	236	(146)	-12.72%	60%
Opa-Locka center - 4865	181	36	19.89%	34%	405	3	0.74%	93%	224	(33)	-19.15%	59%
Perrine center - 4835	515	211	40.97%	49%	1,523	294	19.30%	85%	1,008	83	-21.67%	37%
South Miami center - 4864	596	100	16.78%	9%	264	8	3.03%	85%	(332)	(92)	-13.75%	76%
Transition, Inc center - 4861	217	59	27.19%	48%	322	94	29.19%	76%	105	35	2.00%	29%
West Dade center - 4810	1,631	275	16.86%	25%	2,007	315	15.70%	95%	376	40	-1.17%	70%
<b>Total</b>	<b>16,191</b>	<b>2,844</b>	<b>17.57%</b>	<b>30%</b>	<b>12,309</b>	<b>1,886</b>	<b>15.32%</b>	<b>88%</b>	<b>(3,882)</b>	<b>(958)</b>	<b>-2.24%</b>	<b>58%</b>

Location	Staff Referral to Placement Report Jul 2016 - Sep2016				Staff Referral to Placement Report Jul 2017 - Sep 2017				Staff Referral to Placement Comparison Jul2016 -Sep2016 to Jul 2017-Sep2017			
	# Referrals	# Placements	Ref to Pla Ratio	Avg Ref Skills Match %	# Referrals	# Placements	Ref to Pla Ratio	Avg Ref Skills Match %	Referral Difference	Placement Difference	Ref to Pla Ratio Difference	Avg Ref Skills Match Difference
Carol City center - 4814	2,382	340	14.27%	45%	501	19	3.79%	88%	(1,881)	(321)	-10.48%	43%
City of Miami center - 4863	535	237	44.30%	30%	677	75	11.08%	88%	142	(162)	-33.22%	58%
Edison center - 4866	190	3	1.58%	73%	82	0	0.00%	78%	(108)	(3)	-1.58%	6%
Hialeah Downtown center - 4811	2,406	633	26.31%	21%	1,460	409	28.01%	95%	(946)	(224)	1.70%	74%
Homestead center - 4840	1,559	412	26.43%	45%	1,137	209	18.38%	91%	(422)	(203)	-8.05%	47%
Little Havana center - 4815	1,874	355	18.94%	19%	1,103	254	23.03%	84%	(771)	(101)	4.08%	65%
Miami Beach center - 4818	489	118	24.13%	36%	452	11	2.43%	88%	(37)	(107)	-21.70%	53%
Miami Business center - 4820	356	33	9.27%	57%	686	34	4.96%	94%	330	1	-4.31%	37%
Monroe County center - 4845	201	77	38.31%	29%	515	41	7.96%	89%	314	(36)	-30.35%	60%
North Miami Beach center - 4830	6,441	384	5.96%	28%	1,604	37	2.31%	87%	(4,837)	(347)	-3.66%	59%
Northside center - 4850	2,084	438	21.02%	24%	2,124	224	10.55%	81%	40	(214)	-10.47%	57%
Opa-Locka center - 4865	225	52	23.11%	36%	633	3	0.47%	92%	408	(49)	-22.64%	56%
Perrine center - 4835	1,428	432	30.25%	36%	2,203	339	15.39%	89%	775	(93)	-14.86%	53%
South Miami center - 4864	720	122	16.94%	9%	327	11	3.36%	83%	(393)	(111)	-13.58%	74%
Transition, Inc center - 4861	440	104	23.64%	42%	426	86	20.19%	80%	(14)	(18)	-3.45%	38%
West Dade center - 4810	2,509	410	16.34%	25%	2,536	278	10.96%	94%	27	(132)	-5.38%	69%
<b>Total</b>	<b>23,839</b>	<b>4,150</b>	<b>17.41%</b>	<b>30%</b>	<b>16,466</b>	<b>2,030</b>	<b>12.33%</b>	<b>88%</b>	<b>(7,373)</b>	<b>(2,120)</b>	<b>-5.08%</b>	<b>59%</b>