



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**THURSDAY JUNE 20, 2024**

**9:30 A.M.**

**VIA ZOOM ONLY: REGISTRATION REQUIRED**

[https://us02web.zoom.us/webinar/register/WN\\_wjgmIoTtSEu4r3ERRDichg](https://us02web.zoom.us/webinar/register/WN_wjgmIoTtSEu4r3ERRDichg)

**AGENDA**

1. Call to Order and Introductions
2. Public Comment
3. Chairman's Report
4. Executive Director's Report
  - A. Executive Director Update
5. Community Presentations
  - A. Greater Miami Chamber of Commerce – Economic Summit 2024 Workforce Survey Results
6. Consent Agenda Items
  - A. Recommendation as to Approval of April 18, 2024 Board Minutes
  - B. Recommendation as to Approval to accept Workforce System Funding
  - C. Recommendation as to Approval of a Summer Youth Program for the City of Miami Gardens

- D. Recommendation as to Approval of a Summer Youth Program for the City of Opa Locka
- E. Recommendation as to Approval of the Renewal of the Business Intermediary Contracts
- F. Recommendation as to Approval to Renew Workforce Services Providers
- G. Recommendation as to Approval to Renew Youth Services Providers
- H. Recommendation as to Approval of American Job Center Schedule
- 7. Executive Committee Update
  - A. Information – Governance Update
  - B. Information - Florida Gap Map 2024
  - C. Information - Miami Dade County Commission Update
- 8. Finance and Efficiency Council Update
  - A. Information – Financial Report – March 2024
- 9. Global Talent and Competitiveness Council Update
- 10. Performance Council Update
  - A. Information – Federal Performance Update
  - B. Information – WIOA Performance Update
- 11. Action Items
  - A. Recommendation as to Approval of the 2024-25 Budget
  - B. Recommendation as to Approval of a new Demand Occupation List Addition
  - C. Recommendation as to Approval of a new Training Provider and New Programs
  - D. Recommendation as to Denial of a new Training Vendor Application

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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."



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 2

**AGENDA ITEM SUBJECT:** PUBLIC COMMENT

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 3

**AGENDA ITEM SUBJECT:** SFWIB CHAIRMAN'S REPORT

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 4A

**AGENDA ITEM SUBJECT:** SFWIB EXECUTIVE DIRECTOR'S REPORT

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 5/20/2024

**AGENDA ITEM NUMBER:** 5

**AGENDA ITEM SUBJECT:** COMMUNITY PRESENTATION - GREATER MIAMI CHAMBER OF COMMERCE PRESENTATION

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

**RECOMMENDATION:** N/A`

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

**STRATEGIC PROJECT:** **Engage employers and seek continuous feedback**

**BACKGROUND:**

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 5A

**AGENDA ITEM SUBJECT:** COMMUNITY PRESENTATION - GREATER MIAMI CHAMBER OF COMMERCE PRESENTATION

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

**RECOMMENDATION:** N/A

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

**STRATEGIC PROJECT:** **Engage employers and seek continuous feedback**

### **BACKGROUND:**

The Greater Miami Chamber of Commerce (GMCC) Education and Workforce Development Committee developed a survey questionnaire for the 2024 Miami-Dade Education and Workforce Development Survey comprised primarily of closed-ended questions that address the information needs of GMCC, including questions on business challenges, retention and recruitment strategies, and future workforce needs of the businesses in Miami-Dade County. The survey focused on gauging businesses' workforce needs through the opinions of upper level managers, including business owners, C suite executives, and middle managers.

The results being presented today is the analysis of a total of 397 survey responses after removing duplicate survey responses for certain individuals and unusable surveys whereby respondents did not answer at least three questions. Percentages for each question are based on the total number of responses for that question. As such, the total number of responses varies by question.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*

2024

# MIAMI-DADE EDUCATION AND WORKFORCE DEVELOPMENT SURVEY





## Acknowledgments



Jorge M. Pérez  
Metropolitan Center  
Steven J. Green  
School of International  
& Public Affairs

The 2024 Miami-Dade Education and Workforce Development Survey Report was prepared by the Florida International University Jorge M. Pérez Metropolitan Center, Florida's leading urban policy think tank and solutions center.

### FIU Research Team

Maria Ilcheva, Ph.D., Principal Investigator  
Victoria Lerma, M.B.A., Research Specialist  
Lilliam Jarquin, M.A., Research and Outreach Coordinator  
Britney Broxton, M.P.A., Research Analyst II  
Kezia Moros-Achong, M.A. Research Assistant  
Antwan Kelly, Research Assistant

The Greater Miami Chamber of Commerce created the survey questionnaire and promoted the survey among its contacts. This report is funded by the Greater Miami Chamber of Commerce's Education and Workforce Development Committee and FIU's Center for Community Impact and Public Purpose.



The Greater Miami Chamber of Commerce and FIU would like to thank our partners and contacts at the following organizations:

### Miami-Dade County Office of the Mayor Daniella Levine Cava

The Office of the Mayor supported our research efforts by promoting the survey among their contacts.

The survey questionnaire was shared in the newsletter of the South Dade Chamber of Commerce and shared among their members by the following: Aventura Sunny Isles Beach Chamber of Commerce and Community Development, Key Biscayne Chamber of Commerce, Ascendus, Prospera, and the Beacon Council



The cruise lines Carnival Cruise Line and Royal Caribbean supported our research efforts by donating cruises to be raffled among survey respondents.

Special thanks to **Lisa Martinez, LM Genuine Solutions**, Vice Chair, Education & Workforce Development Committee, who led the survey instrument development.



# Miami-Dade Education and Workforce

## Summary

The Greater Miami Chamber of Commerce (GMCC) Education and Workforce Development Committee developed a survey questionnaire that addressed the information needs of GMCC, including questions on:

- business challenges,
- retention and recruitment strategies,
- future workforce needs of Miami-Dade County businesses.

## Respondent Characteristics



**55.2%**  
for-profit  
businesses



**29.1%**  
with fewer than  
10 employees



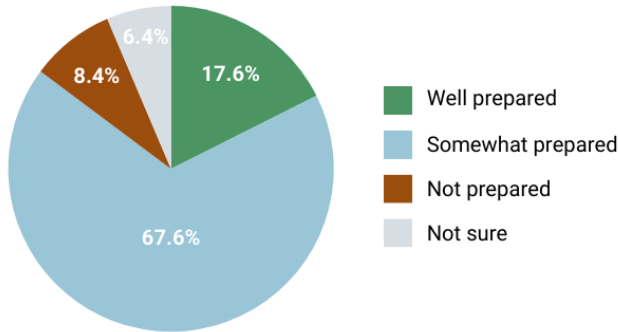
**26.9%**  
with less than \$1  
million in revenue



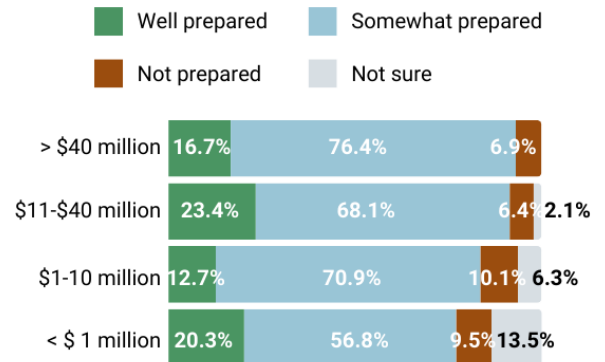
**26.5%**  
with over \$40 million in  
revenue

## Perspectives on the Current Workforce

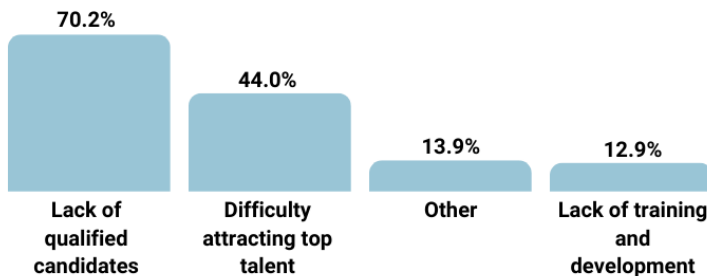
Only **17.6%** of employers consider their organization well-prepared to handle the evolving landscape of Miami-Dade County's workforce.



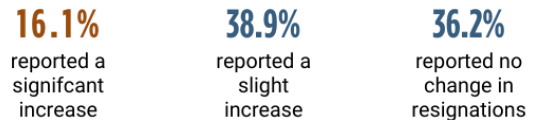
Employer preparedness to handle the evolving landscape of Miami-Dade County's workforce varies by revenue size, with smaller employers being more likely to be unprepared or unsure.



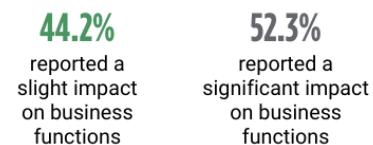
**Most employers (70.2%) believe a lack of qualified candidates in the job market is a challenge in their recruitment process.**



While 69.2% of employers saw no change in retirements, most employers reported an increase in resignations in the last two years.



Of the employers who saw an increase in resignations in the last two years,



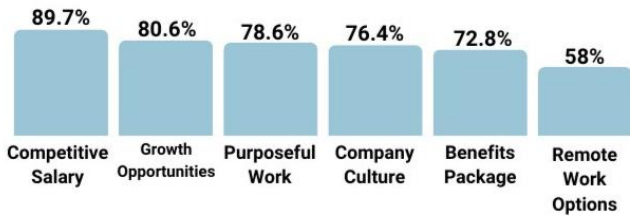
# Development Trends 2024



## Challenges

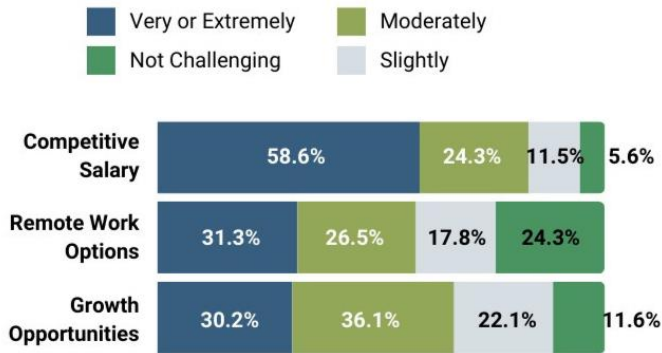
### Candidates' Expectations

Managers chose the following as the top "very or extremely important" job characteristics that candidates are looking for when applying.



### Employer Ability to Meet Expectations

Most employers find it challenging to be competitive in the following areas:



### Reasons for Workforce Challenges by Business Revenue

When asked about the most significant reasons causing people to leave their organizations, 56.7% of managers said, "cost of living." Cost of living was more likely to affect employees in businesses with revenue less than \$40 million.

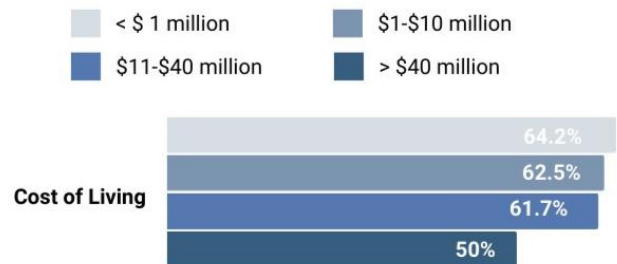
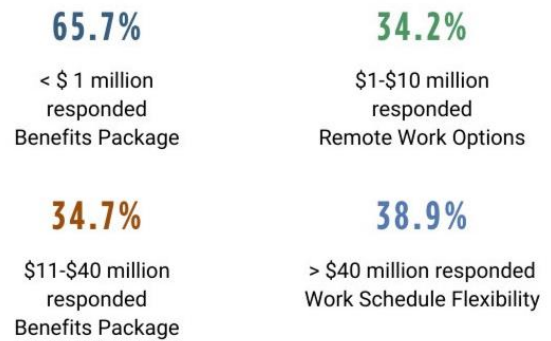
### Candidates' Expectations by Business Type

Competitive salary is considered important for job candidates across all business types. Other expectations vary significantly depending on the business type.

- 93.3% of nonprofits selected **purposeful work** as very important for their candidates, compared to 70.4% of for-profits.
- 85.0% of nonprofits considered **work schedule flexibility** of higher importance compared to for-profits (67.9%) and education/government (62.5%).

### Employer Ability to Meet Expectations by Revenue

Second to a competitive salary, the following are the most difficult expectations to offer by business revenue.





# Miami-Dade Education and Workforce

## Recruiting

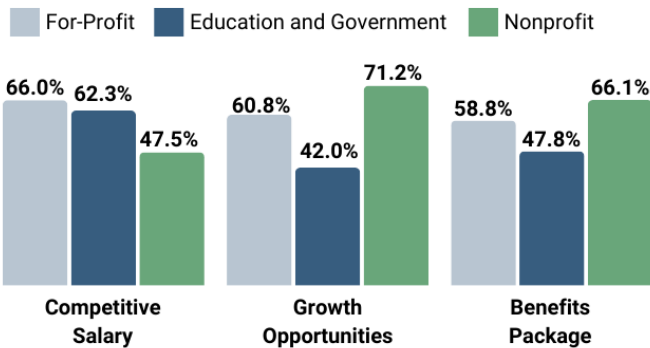
### Location

Most employers recruit in Miami-Dade County, but some have widened their scope to other areas.

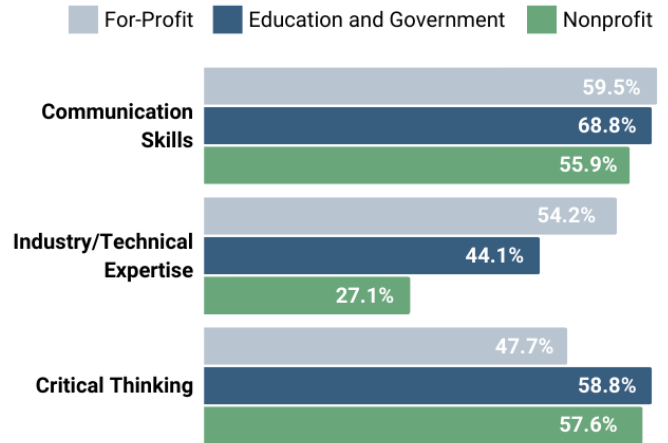
- **Miami-Dade County - 69.9%**
- **Other South Florida Counties - 36.4%**
- **Across the State of Florida - 21.7%**
- **Across the Country - 22.5%**

Nonprofits are more likely to use growth opportunities to attract/retain qualified employees, while for-profit and education and government employers are more likely to use competitive salaries to attract/retain employees.

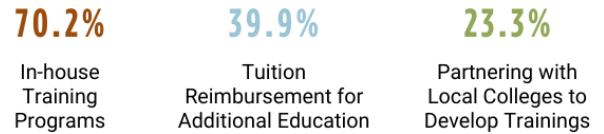
### What strategies do you use to attract and retain qualified employees?



### Desired Skills by Business-type



### How Employers Address Current Employee Learning and Development

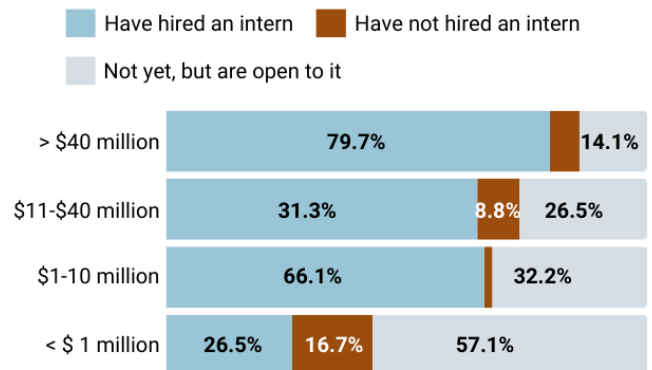


## Workforce Pipeline

### Internships

62.3% of employers with internship programs have hired an intern in a more permanent position. Whether employers hired an intern in a permanent position varied by revenue.

**Approximately four in ten employers with revenues under \$1 million do not pay their interns.**

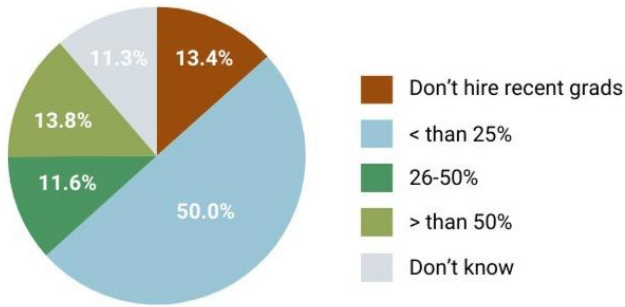


# Development Trends 2024



## Role of Universities and Colleges

### Recent College Graduates in Current Workforce



### Workforce Skills Expectations

The majority of employers ranked communication skills and critical thinking among the top three skills they want college and university graduates to develop.

For the third most important skill,

- More for-profits and education/government businesses ranked **technical skills** among their top three.
- More nonprofits ranked **emotional intelligence** in their top three skills expectations.

### Interactions with Academic Institutions

**49.8%**

of employers interact by visiting academic institution websites

**49.8%**

of employers directly contact someone they know at the institutions

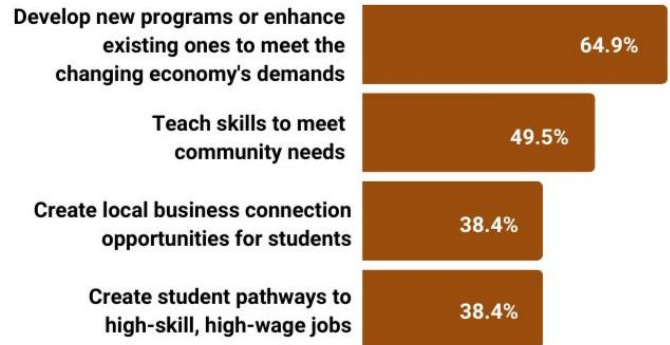
**38.6%**

of employers attend community events at academic institutions

**4.7%**

of employers do not interact with their local academic institution

### Expectations of Academic Institutions



### Partnerships with Academic Institutions



Most employers envision partnerships with academic institutions as an opportunity to focus on developing:

1. Specialized and/or industry-specific programs (73.2%)
2. Customized internship programs (62.5%)
3. Guest lectures and adjunct professorships (39.5%)

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## Survey Creation, Distribution, and Methodology

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Since its founding in 1907, the Greater Miami Chamber of Commerce has served as a civic engine that “fuels the advancement of our great city.”<sup>1</sup> The Chamber seeks to bring together diverse members of the business and nonprofit sectors and includes a membership representing 400,000 employees (about half the population of Delaware). Since 1997, the Jorge M. Perez Metropolitan Center (JPMC) has provided policy solutions to public, private, and non-profit organizations in South Florida, considering the unique needs of individual communities. The Center offers customized services and studies while adhering to recognized methodologies for applied research. Our staff combines skills and experience in various areas of research and practice, from economic and community development, housing and business analysis, population studies, survey research, and public policy development and feasibility analysis.

The Greater Miami Chamber of Commerce (GMCC) Education and Workforce Development Committee developed a survey questionnaire for the **2024 Miami-Dade Education and Workforce Development Survey** comprised primarily of closed-ended questions that address the information needs of GMCC, including questions on business challenges, retention and recruitment strategies, and future workforce needs of the businesses in Miami-Dade County. The survey focused on gauging businesses’ workforce needs through the opinions of upper-level managers, including business owners, C-suite executives, and middle managers. The survey questionnaire was translated into Spanish by the JPMC staff and set up on the Qualtrics platform, where an anonymous link was created for distribution. Survey responses were confidential, and the JPMC prioritized the privacy of respondents by utilizing the aggregate results of survey responses. Respondents were provided

with an incentive as they could choose to provide their name and contact information to be entered into a raffle to receive a free 7-day cruise with Royal Caribbean or Carnival Cruise Lines.

The survey went live on September 06, 2023, at the Greater Miami Chamber of Commerce September luncheon. The QR code for the survey was displayed on flyers at each table so members could scan and complete the survey. In addition, an announcement was made to familiarize members with the survey and its objectives. The Greater Miami Chamber of Commerce promoted the survey among its members and contacts. Florida International University promoted the survey among the university-wide community through an email blast and among its contacts and an FIU News article discussing the survey on September 06, 2024.<sup>2</sup>

From September 06, 2023, to its closure on January 31, 2024, the JPMC has promoted the survey through various outreach efforts. For instance, the survey flyer with the QR code was shared across social media accounts (Instagram, LinkedIn, Facebook, and X, formerly known as Twitter) on September 7, October 6, November 13, and November 28. The flyer is also pinned to the center’s Instagram profile for higher visibility. The flyer was added to the center’s September, November, and December monthly newsletters and shared with a mailing list of over 13,000 subscribers.

In addition to these efforts, the JPMC created a list of top employers in Miami-Dade County, with dedicated staff calling said employers and verifying their email addresses to send personalized invitations to the survey. The JPMC also created a list of local chambers of commerce and business associations, contacting said organizations and asking them to

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<sup>1</sup> “About the Greater Miami Chamber of Commerce: Greater Miami Chamber of Commerce.” About The Greater Miami Chamber of Commerce | Greater Miami Chamber of Commerce. Accessed March 5, 2024. <https://www.miamichamber.com/about>.

<sup>2</sup> “FIU Partners with the Greater Miami Chamber of Commerce to Survey Business Owners about Needs, Challenges.” FIU News, September 6, 2023. <https://news.fiu.edu/2023/fiu-partners-with-the-greater-miami-chamber-of-commerce-to-survey-business-owners-about-needs-challenges>.



promote the survey among their members. For instance, the South Dade Chamber of Commerce shared the survey flyer with a QR code in their November 16, 2023, newsletter. The JPMC team contacted the thirteen Miami-Dade County commissioners with the survey information, and Commissioners Eileen Higgins and Rene Garcia shared the flyer in their newsletters. Finally, the JPMC received the list of Greater Miami Chamber of Commerce contacts. The JPMC sent personalized links to the survey and reminder emails on December 04, December 12, January 09, 2024, and January 25, 2024.

The following analysis is for a total of 397 survey responses after removing duplicate survey responses for certain individuals and unusable surveys whereby respondents did not answer at least three questions. Percentages for each question are based on the total number of responses for that question. As such, the total number of responses varies by question. Survey questions were predominantly closed-ended; however, many questions had the 'Other' option to write in responses. Content analysis of open-ended responses allows the individual responses to be grouped into categories. This condensation allows for numerous responses to be interpreted into meaningful themes. If respondents who selected 'Other' provided an answer similar to the choices mentioned in the question, these were not recoded and were categorized with the 'Other' responses. Although most questions only

allowed respondents to select one answer, several accepted multiple responses.

To understand variation in responses by type and size of the organization, we analyzed responses by organizational category – for-profit, education/government, and nonprofit, revenue, and employment size. The three types of organizations were based on the most meaningful grouping of responses, which created sufficiently large categories for comparative analysis. Of the 297 organizations that provided their industry, 55.2% were for-profit, 24.6% were education or government, and 20.2% were nonprofit. As the industry was self-reported, respondents could select the category in which their business belonged. Respondents who selected education as their industry sector include universities, private colleges, private schools, and daycare facilities. Regarding employment size, 29.1% had ten or fewer employees, 23.6% had 11-50 employees, 24.0% had 51-250 employees, and 23.3% had more than 250 employees.

The responding organizations were almost equally represented in the four revenue categories: less than \$1 million: 26.9%, \$1-\$10 million: 28.7%, \$11-\$40 million: 17.9%, and over \$40 million: 26.5%. Due to the correlation between revenue and employment size, the analysis will focus on the differences between employers by revenue.

## Results

The Greater Miami Chamber of Commerce and Florida International University launched a community-wide education and workforce survey to help guide efforts in meeting current and future business needs in Miami-Dade County.

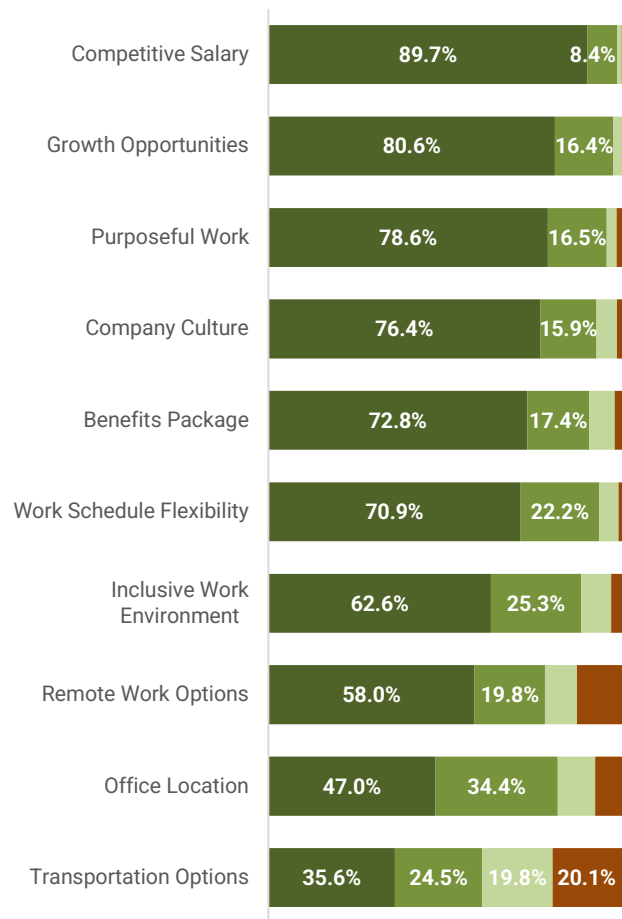
By answering the survey, businesses helped identify the challenges of our business community in meeting current and future workforce needs. Business leaders provided feedback on topics including the state of the current workforce and workforce recruiting, internship programs, future workforce needs, and others. The following is the analysis of survey respondents.

### Current Workforce Challenges

The managers indicated that job candidates have a variety of expectations about their positions. The top expectations, reported as very or extremely important by over three-quarters of employers, include company culture (76.4%), purposeful work (78.6%), growth opportunities (80.6%), and competitive salary (89.7%). Less than half report office location (47.0%), and transportation options (35.6%) as extremely or very important. A total of 32 respondents provided 33 'Other' responses for topics of importance to potential candidates, as one provided two responses. These include work environment/company culture/values (8), work hours/commute time/flexibility/remote work options (6), training and professional development (5), benefits/fringe benefits/insurance/vacation time (4), 3 for other benefits (3), opportunities for growth (2), non-applicable (2), and salary and commission (2) and housing cost (1).

### How important are the following areas to the candidates you are interviewing today?

■ Very or Extremely Important
 ■ Moderately Important
 ■ Slightly Important
 ■ Not Important



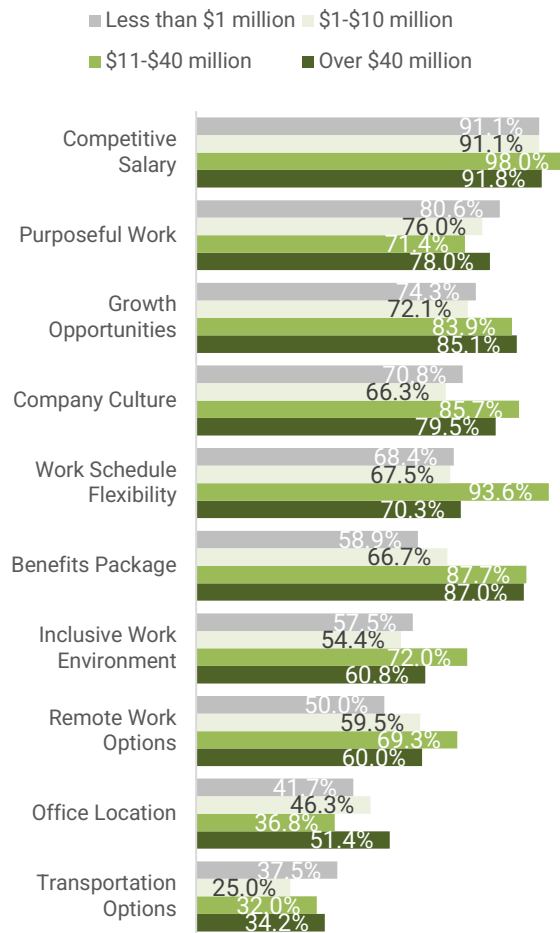
**Response Differences by Organization Type:** While a competitive salary is considered important for job candidates across for-profit, nonprofit, and academic/governmental organizations, other responses vary significantly depending on the type of organization. These include:

- *Purposeful work* was the second most selected as very or extremely important for their job candidates for nonprofits (93.3%) and education and government (78.2%), compared to 70.4% of for-profit organizations.

- *Growth opportunities* was the second most selected category as very or extremely important for their job candidates for for-profit organizations.
- Other selected categories include *Work schedule flexibility*, which was considered of higher importance for nonprofits (85.0%) than for-profit (67.9%) and educational/governmental organizations (62.5%), and *remote work options*, which seemed to be of greater importance for candidates at nonprofits (74.6%), than for profit (60.5%) or educational/governmental organizations (38.5%). *Inclusive Work Environment* was rated highly by 73.3% of nonprofits, 56.8% of for-profits, and 55.6% of educational and government organizations.

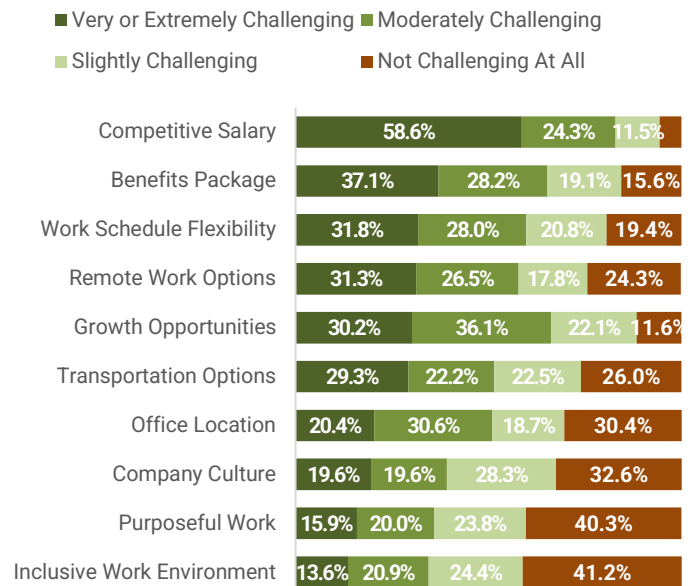
*Response Differences by Organization Revenue:* Approximately nine of ten employers across all four revenue categories consider a competitive salary to be very or extremely important to their job candidates. A higher percentage of larger organizations see growth opportunities, benefits packages, and work schedule flexibility as very or extremely important.

### How important are the following areas to the candidates you are interviewing today? - Very or Extremely Important



**Challenges for Competitiveness:** A majority of employers find it extremely/very challenging (58.6%) or moderately challenging (24.3%) to be competitive by offering a competitive salary. There are also other potential challenges to employee recruitment and retention. Approximately two-thirds of employers indicated growth opportunities as extremely/very (30.2%) or moderately challenging (36.1%). Two-thirds of employers also consider offering a benefits package very/extremely (37.1%) or moderately challenging (28.2%) for their competitiveness. Four out of ten employers do not consider having an inclusive work environment (41.2%) or offering purposeful work (40.3%) challenging for their competitiveness in the labor market. A total of 7 respondents provided 'Other' responses for how challenging it is to be competitive in different areas. Responses include non-applicable (2), funding and revenue sources (2), fringe benefits (1), training (1), and the difficulty of the non-profit sector to be competitive with the private sector (1).

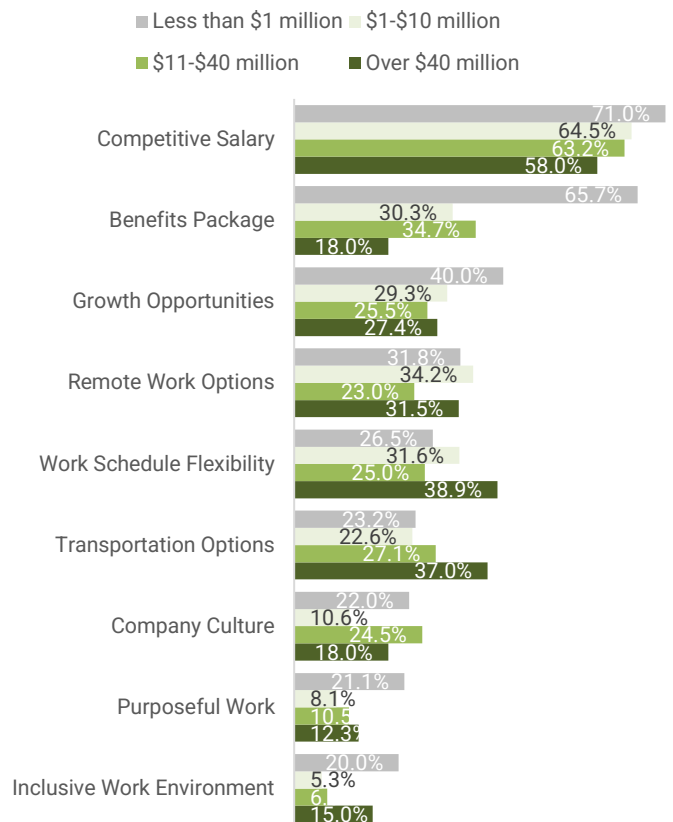
**As an employer, how challenging is it to be competitive in the following areas?**



**Response Differences by Organization Type:** A higher percentage of nonprofits (70.2%) than for-profits (54.8%) and academic/government (59.0%) consider a competitive salary very or extremely challenging. Other significant differences include:

- *Work schedule flexibility* is challenging for more for-profit (32.9%) and government organizations (34.8%) than non-profit (21.0%).
- *Transportation* is challenging for more government/educational organizations (35.7%) than for-profit (28.2%) and nonprofits (19.6%).
- *The benefits package is more challenging* for more government/educational organizations (47.1%) than for-profit (31.3%) and nonprofits (40.4%).

**As an employer, how challenging is it to be competitive in the following areas? - Very or Extremely Challenging**

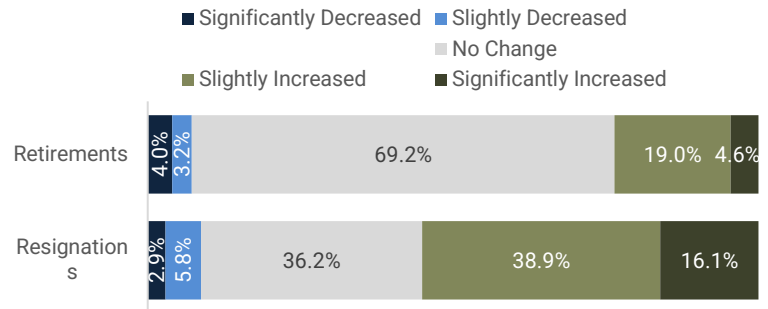


**Response Differences by Organization Revenue:** A larger percentage of the smaller employers, especially with revenues of under \$1 million, find a competitive salary, benefits package, and growth opportunities to be very or extremely challenging for their organizations. Larger employers are more likely to find work schedule flexibility and transportation to be very or extremely challenging.

**Retirements:** Most employers (69.2%) have seen no change in retirements. Approximately 23.6% noted a slight or significant increase.

**Resignations:** Most employers reported an increase in resignations over the last two years, with 38.9% reporting a slight increase and 16.1% reporting a significant increase. Slightly over a third indicated no change in resignations. Most employers who experienced changes in resignations reported a slight (44.2%) or significant impact (52.3%).

**As an employer, have you faced an increase in resignations and retirements over the last two years?**

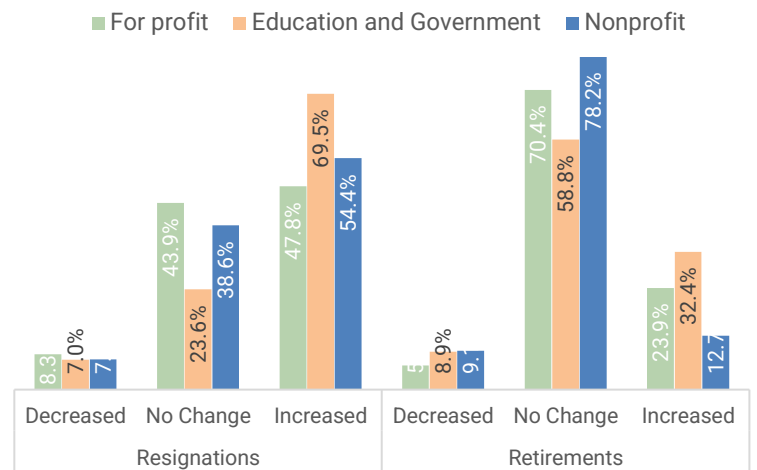


*Response Differences by Organization Type:*

More academic and governmental organizations noted increases in resignations and retirements over the last two years. Conversely, more for-profit and nonprofit organizations noted no changes in resignations and retirements.

Resignations and retirements had a significant impact on more nonprofit (61.3%) and educational/governmental organizations (64.0%), than for-profit (40.0%).

**As an employer, have you faced an increase in resignations and retirements over the last two years?**



*Response Differences by Organization Revenue:*

The impact of resignations has been more pronounced among smaller employers. Approximately two-thirds of organizations with revenues under \$1 million indicated resignations had a significant impact on their business functions, compared to 36.6% of employers with revenues of \$40 million and above. Conversely, the impact has been moderate for a larger percentage of the higher revenue organizations than for those with lower revenues.

The survey included one long open-ended question asking respondents to detail the negative consequences of resignations and the lack of staffing. Respondents provided detailed answers, often specific to their industry or business needs. These responses were analyzed and categorized for common themes. A total of 185 respondents provided 264 'Other' responses, as their responses could be classified into different categories. Of these, many (62) indicated resignations and lack of staffing resulted in shifting the burden to other staff who were often overworked, affecting morale, followed by decreased productivity/failure to meet goals or increased delays (39), and the inability to hire new employees or ensuing resignations and an unstable workforce (37). Others pointed to effects on customer service and relationships with clients and funders (29), a lower clientele or inability to

grow/expand (27), an ensuing loss of income due to lower clientele, and increased costs for salaries, overtime and even insurance (19), the need to train new hires or retrain existing staff (18), and the effect on the knowledge lost by the company as experienced employees leave and are often replaced by less experienced employees (15). Some respondents pointed to lower staffing resulting in their business or school not meeting ratios or regulations required by law or lower supervisory capacity (8), others gave miscellaneous responses (6). At the same time, three commented on how the lack of staffing affects the health of their business or its continuity (3), and one stated their business was not currently experiencing resignations (1). Some quotes are included.

**What are the negative consequences of resignations and the lack of staffing?**

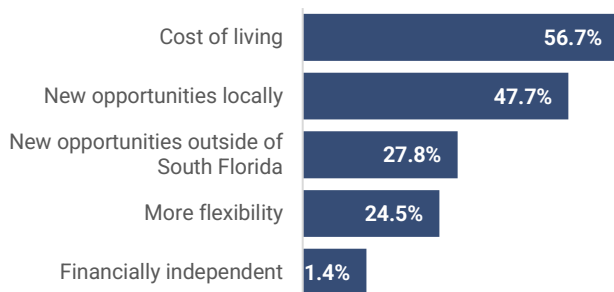
- "Capacity shortages impact our ability to effectively serve clients, increase burdens on remaining staff, increase resignations based upon the capacity realities for those left behind." Director of a non-profit organization.
- "Clients may decide they don't need our services if the positions are not filled quickly." Executive of a construction firm.
- "For safety reasons, we need to be fully staffed. And if we don't have positions filled, we lose grant funding for that period." President of a non-profit organization.
- "A long list of consequences including fulfillment of client obligations/expectations, knowledge loss, loss of continuity, and increased staffing costs." Technology firm.
- "We only have one person doing each function in my team, so a resignation means someone has to pick up all their responsibilities. Very stressful in the 6 months to 1 year to recruit, hire and onboard." Executive of a museum

**Reasons for Workforce Challenges:** The leading reasons for employers' loss of workers were the cost of living (56.7%) and employees finding new opportunities locally (47.7%). Over a quarter of employers (27.8%) noted their employees are leaving for new opportunities outside of South Florida. Most employers (58.0%) reported experiencing significant challenges due to resignations and lack of staff. The 51 respondents provided 52 'Other' responses for the most significant reason they see people leave their organization. These include salary or higher pay/high cost of living (17), starting a business/changing industries/ professional growth (8), family and personal issues (6), no departures (4), retirement (4), flexibility and remote work options (3), other issues like the inability to work outdoors or a lack of transportation (2), benefits (2), fast pace and burnout (2), restructuring and budgets (2) company culture (1) and political environment (1).

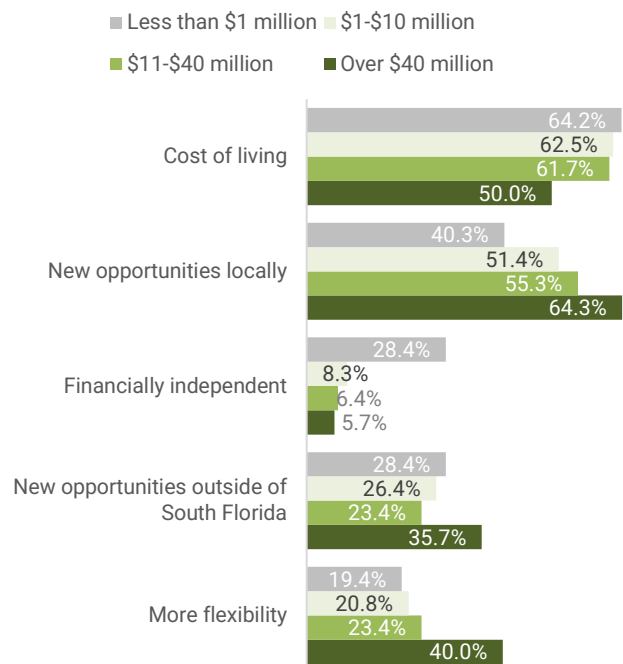
**Response Differences by Organization Type:** Cost of living is a challenge for fewer for-profits (49.7%) than nonprofit (58.6%) or educational and governmental employers (68.5%). More educational and governmental (75.3%) than for-profit (48.1%) or nonprofit organizations (55.9%) have experienced significant challenges because of the resignations and lack of staffing.

**Response Differences by Revenues:** Cost of living was selected as the leading reason for resignations in organizations with revenues under \$40 million, whereas a greater percentage of the largest firms by revenue indicated employees leaving for new opportunities locally. Another significant difference in responses was in the percentages of employers who point to flexibility as a reason for their employee resignations. Only 19.4% of organizations with revenues under \$ 1 million selected flexibility as a reason for resignations, compared to 40.0% of employers with revenues of \$40 million and above.

**What are the most significant reasons you are seeing people leave your organization?**



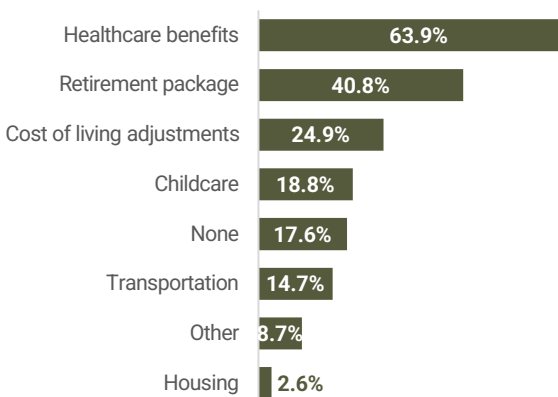
**What are the most significant reasons you are seeing people leave your organization?**



**Employee Subsidies and Benefits:** Many employers provide combinations of benefits to mitigate living costs and attract and retain employees. Most employers (63.9%) offer healthcare benefits. Only four in ten employers (40.8%) provide retirement benefits, and 24.9% have cost of living adjustments.<sup>3</sup> Approximately 17.6% have no subsidies or benefits.

The thirty-three 'other' responses for the areas in which their organizations offer benefits or subsidies to help employees mitigate cost included: vacation/paid time off and sick days (7), other benefits like lunch discounts, mental health sessions, cell phone, parking, free/discounted lunch, internet and performances (5), schooling or continuing education (5), flexibility or work from home options (3), bonus and tip pools (3), life insurance (3), retirement programs (2), loan repayment (1), stock options (1), not applicable (1) and miscellaneous responses (2).

**In which of the following areas does your organization offer employee subsidies or benefits to mitigate cost?**



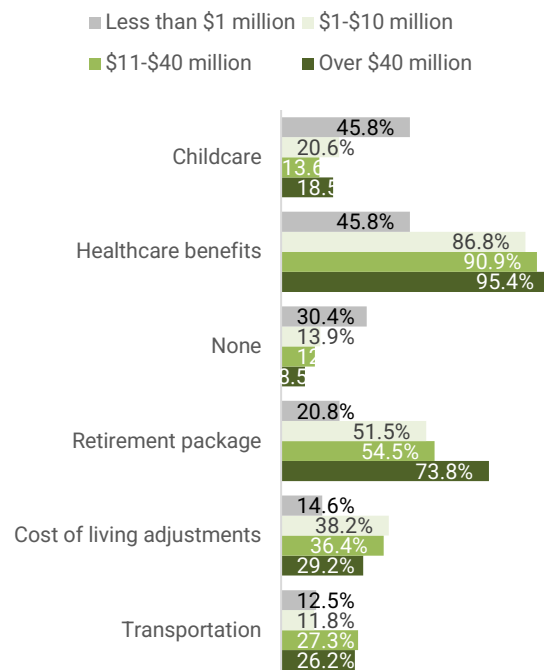
**Response Differences by Organization Type:** The most significant difference is in the high percentage of educational and governmental organizations (47.1%) that offer childcare subsidies or benefits to mitigate their employees' costs. Only 9.0% of for-profit organizations and 15.0% of nonprofits indicated they offer that benefits category. Conversely, more for-profit (73.7%) and nonprofit organizations (83.3%) than

<sup>3</sup> While the survey did not define cost-of-living adjustments, according to the Social Security Administration, Cost-Of-Living Adjustment (COLA) are salary or benefits corrections that

education and government (45.7%) offer healthcare benefits. The low percentage for education and government employers could be accounted for by the participation of technical colleges, private colleges and schools, and daycare facilities in this comparison group. Nonprofits are more likely to offer cost of living adjustments (38.3%) than government (21.4%) or for-profit companies (21.2%).

**Response Differences by Revenue:** There are significant differences in employers' benefits, depending on revenue size. Almost one-third (30.4%) of employers with revenues under \$1 million do not offer any benefits. Less than half of these employers (45.8%) offer childcare and/or healthcare benefits. Overall, employers with less than \$1 million in revenues have fewer benefits, while larger employers offer multiple benefits. Housing benefits are offered by less than 5% of all employers.

**In which of the following areas does your organization offer employee subsidies or benefits to mitigate cost? (please check all that apply)**



reflect cost-of-living changes. <https://www.ssa.gov/oact/cola/colasummary.html>



## Recruiting

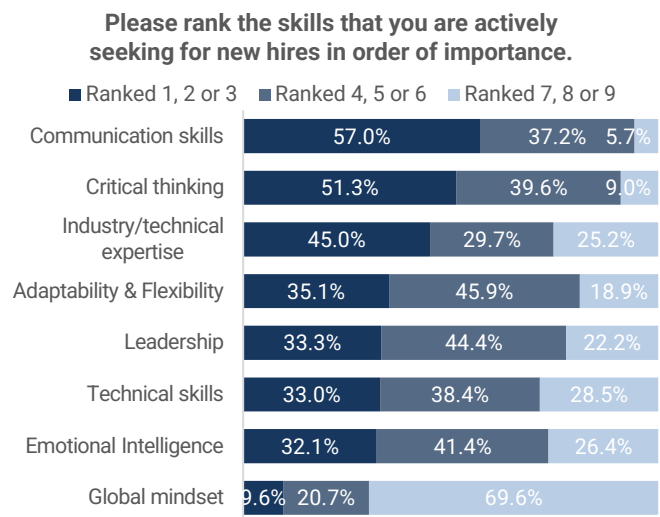
**Recruitment Areas:** Miami-Dade’s employers are recruiting both within and outside South Florida to address their workforce shortages. Over two-thirds (69.9%) are focused on recruiting in Miami-Dade. However, these employers are also looking for talent elsewhere, as evidenced by the multiple selections on the question about areas for active recruitment. Approximately one in five employers are also recruiting across Florida and the country.



For-profit and nonprofit organizations show greater willingness to recruit from outside Miami-Dade. While some education and government organizations recruit outside the county, 80% indicated their candidates are in Miami-Dade.

Smaller organizations are more likely to recruit mostly locally in Miami-Dade County, whereas employers with higher revenues spread their recruitment efforts locally and elsewhere. For example, 54.4% of employers with revenues over \$40 million recruit in other South Florida Counties, 44.1% recruit across Florida, and 42.6% recruit across the country. By comparison, 24.6% of employers with less than \$1 million in revenues recruit in other South Florida counties, 8.2% across the state, and 14.8% across the country. Notably, approximately 16% of organizations with revenues between \$1 million and \$10 million indicated they are not recruiting because they are staffed appropriately, compared to less than 5% of larger employers.

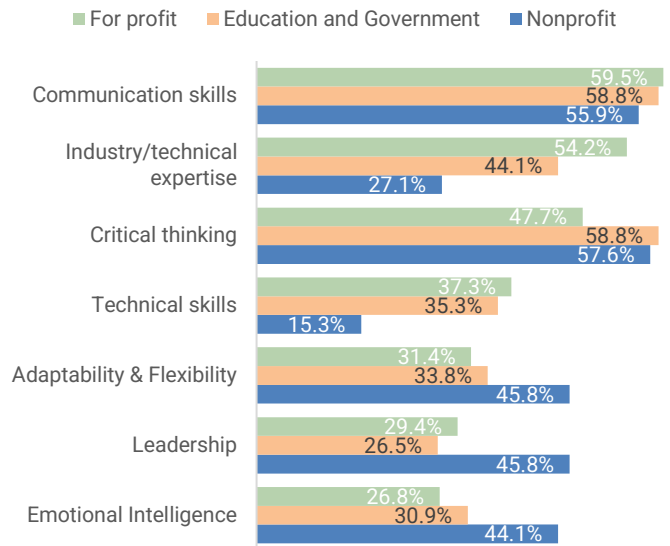
**In-Demand Skills:** Most employers seek a workforce with a combination of skills. Most employers selected communication skills (57.0%) and critical thinking (51.3%) among their top three in-demand skills. Almost half (45.0%) also ranked industry and technical expertise among their top three skill choices. The global mindset skill was selected with the least importance by 69.6% of employers. Twenty-four respondents provided ‘Other’ responses to the question, asking them to rank the skills they seek for new hires in order of importance. These include soft skills/teamwork/community (10), work ethic/dedication (6), ability to follow directions/competency (2), teaching/educational experience (2), problem-solving skills (1), not actively hiring (1), commute (1) and data science (1).



**Response Differences by Organization Type:**

Communication skills were the only in-demand skill without a significant difference in responses, ranked in the top three by similar percentages across organizational types. A higher percentage of for-profit organizations ranked industry and technical expertise among their top three skills. Conversely, adaptability and flexibility, leadership, and emotional intelligence were top ranked more by nonprofits.

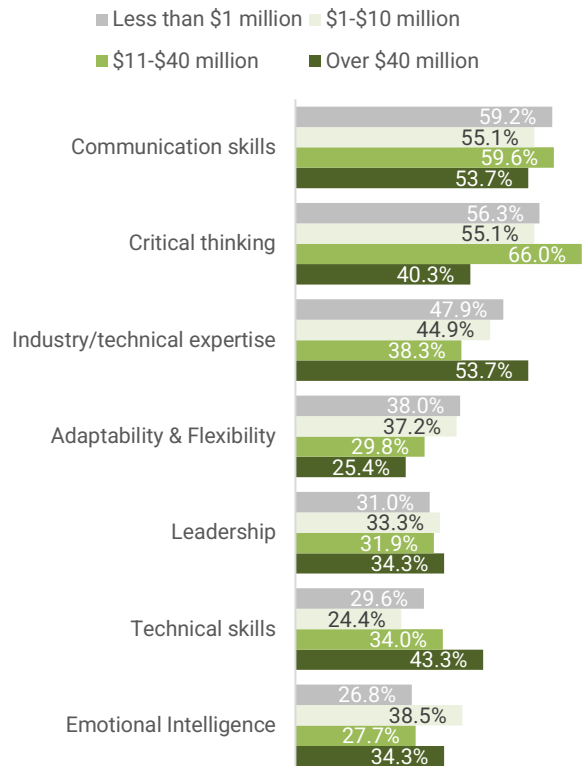
**The skills that you are actively seeking for new hires ranked 1, 2 or 3**



**Response Differences by Revenue:**

Communication skills were the only skill that most employers across revenue categories consistently ranked among their top three. Critical thinking was ranked in the top three by employers with revenues of \$40 million or less, whereas 40.3% of those with revenues over \$40 million placed it in the top three skills they seek from new hires. Conversely, the largest employers are more likely to seek technical skills.

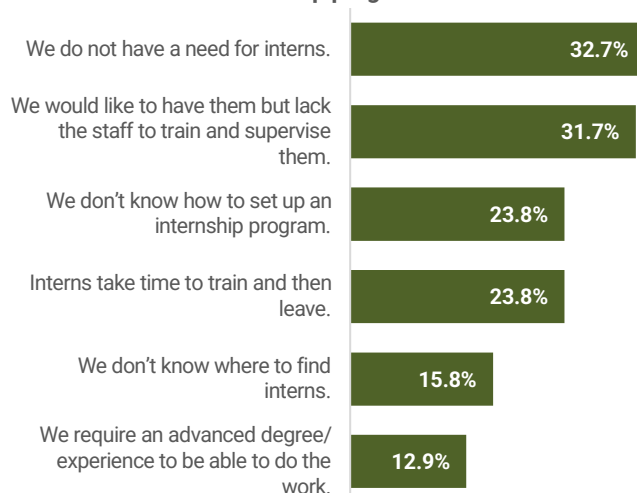
**Please rank the skills that you are actively seeking for new hires in order of importance. (Ranked 1, 2 or 3)**



## Workforce Pipeline

**Internship Programs: Over two-thirds of employers (69.6%) have internship programs.** The lack of need was the leading reason for not offering internships (32.7%). One reason firms do not offer internship programs is that they need additional support in finding and training interns. For example, 31.7% would like to have interns but lack the training and supervision staff. Almost one in four employers (23.8%) do not know how to set up an internship program.

Why does your organization not offer internship programs?



The most frequently selected sources for interns were college and university students (85.6%), followed by high school students (34.2%). Approximately 11.5% indicated other sources for interns, including referrals (5), careers sites and agencies (4), foreign talent or J-1 visa holders (3), youth and recent graduates (3), law school (3), industry resources/professionals in training (2), social media (1) and dual enrollment (1).

Some employers pay interns a salary (43.7%), while others pay a small stipend to help with travel, etc. (17.6%), or pay from grants or other sources (17.2%). Approximately 21.4% do not pay interns.

**Response Differences by Organization Type:** Most organizations, regardless of type, have internship programs, but for-profits (74.1%) and nonprofits (81.7%) are more likely to have them than governmental and educational organizations (63.4%). The for-profit organizations' most

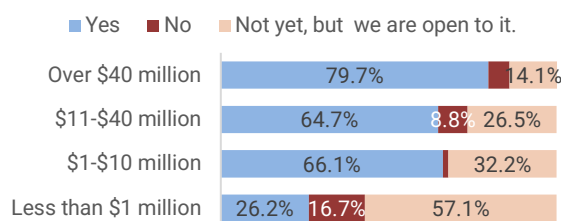
**62.3%** of employers with internship programs have hired an intern in a more permanent position.

**31.4%** have not hired interns yet but are open to it.

frequently selected reason for not having interns was the lack of need (46.3%). Almost two-thirds of nonprofits (63.6%) who do not offer internship programs would like to have them but lack the staff to train and supervise them. Another barrier that is more common for nonprofits (27.3%) and education/government organizations (34.6%) than for-profit (14.6%) is a lack of knowledge on how to set up an internship program. For-profit employers are more likely to pay their interns a salary (61.7%) than nonprofit (8.3%) or government/education employers (29.5%).

**Response Differences by Revenue:** Most employers offer internships regardless of revenue size. A smaller percentage of employers with revenues under \$1 million offer internships (56.0%), compared to employers over \$40 million (88.9%). Approximately 75% of employers with revenues between \$1 and \$40 million offer internships. Large employers are also more likely to hire interns into permanent positions.

Have you hired an intern in a more permanent position?



Approximately four in ten employers with revenues under \$1 million *do not* pay their interns. The larger the organization in terms of revenue, the more likely they are to have paid internships. Only 25% of employers with revenues of \$1-\$10 million do not pay interns, compared to 16.2% with revenues between \$10-40 million, and 9.4% with revenues over \$40 million.

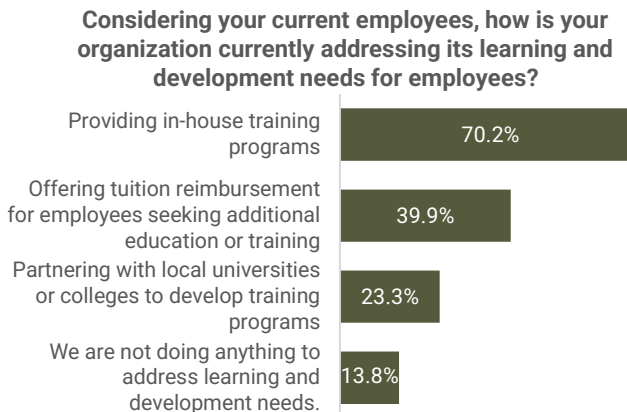
**Recruitment Challenges:** Most employers in Miami-Dade County (70.2%) believe a lack of qualified candidates in the job market pool is a challenge in their recruitment process. Less than half (44.0%) indicated difficulty attracting top talent as a challenge. About 12.9% selected the lack of training and development opportunities for current employees as a challenge. Approximately 13.9% selected 'Other' as their response. Self-reported answers included competitive salaries (14), work ethic (5), no challenges/not hiring (5), candidates lacking experience or the right skills/languages for the job (4), problems advertising positions/unaware of opportunities/cost of ads/insufficient response to ads (3), staff leaves despite best efforts (3), expectations of work flexibility and remote work (3), the cost of living (2), lack of services (1), employees failing background check (1), the political landscape (1), being in a high demand industry (1), and companies upskilling employees (1).



**Only 4% of employers are very satisfied, and 22.5% are somewhat satisfied with the current pool of job candidates.** There are no differences of opinion on this question across the different types of organizations.

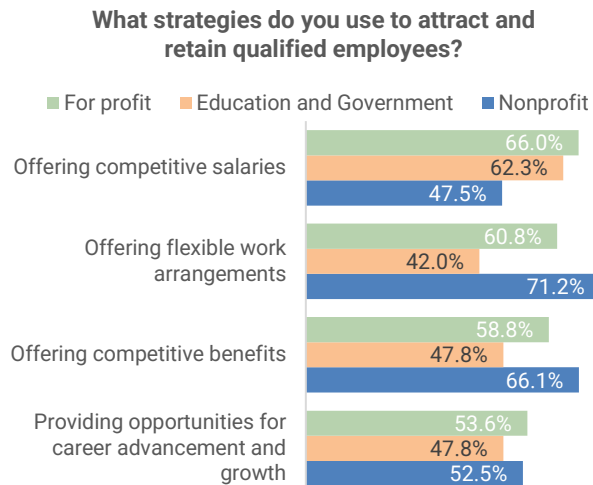
**Workforce Learning and Development:** To address their organizations' professional development needs, most employers (70.2%) are providing in-house training programs. Over a third (39.9%) offer tuition reimbursement for employees seeking additional education or training. A significant percentage (23.3%) also partner with local colleges or universities to develop training programs. Nonprofits are more likely to partner with local

academic providers (33.3%) than for-profit (17.8%) or government/education organizations (22.9%). However, fewer nonprofits offer tuition reimbursements (28.3%) than for-profit organizations (41.1%) or government (51.4%).



On-the-job professional development is also related to career growth. Almost half of employers (49.5%) consider providing opportunities for career advancement and growth to be a strategy to attract and retain employees. Employers use a combination of strategies for that purpose, including competitive salaries (59.5%), flexible work arrangements (55.5%), and competitive benefits (55.1%).

*Response Differences by Organization Type:* Nonprofit organizations are more likely to use flexible work arrangements for recruitment and retention of employees, but less likely to offer competitive salaries.



Twenty-three provided twenty-six responses for 'Other' strategies used to attract and retain qualified employees. Many listed challenging and purposeful work (6), work flexibility including remote work options (5), training/certification/learning (4), the company culture (4), bonuses (3), not hiring or not applicable (2), additional paid time off (1) and general experience with management (1).

Consistent with responses on the professional development of their current workforce, employers also have similar offerings for new hires. Most employers (77.6%) offer on-the-job training for new hires. More than half (55.8%) also offer mentoring and coaching. Over four in ten employers provide technical skills, continuing education, leadership, and adaptability and flexibility training.

**What support do you offer to recent new hires to help them transition into the workforce?**

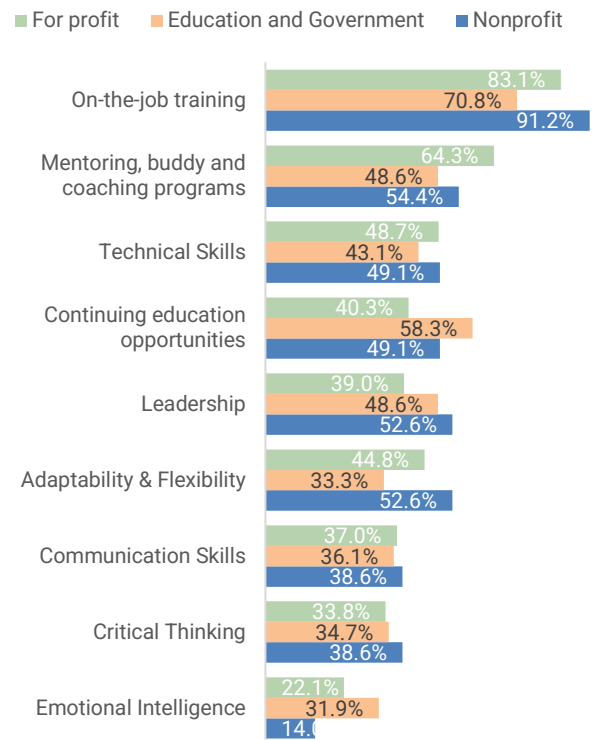


Five respondents selected the 'Other' option for the services/programs they offer to new hires to help them transition into the workforce. These include financial and retirement planning and training (1), no employees (1), self-care strategies (1), service excellence and introduction to higher education (1), and social media (1).

"Meaningful work, and a respectful work environment where team contributions are highly valued and heard. Although the organization itself does not have major opportunities to have staff grow to new hierarchical positions, they have the opportunity to grow the programs and areas that they manage."

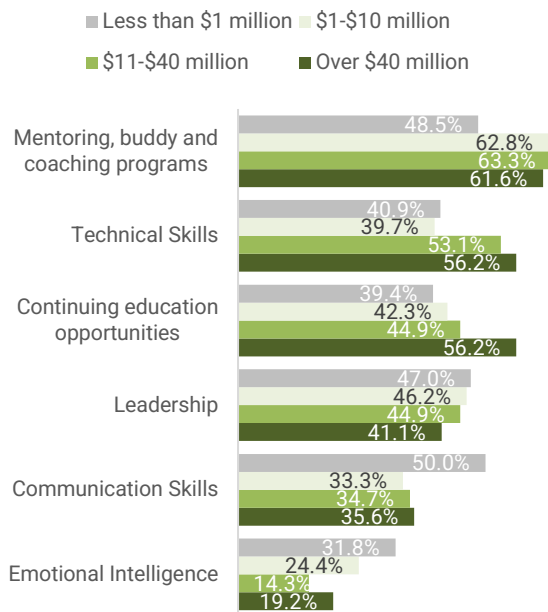
*Response Differences by Organization Type:* While on-the-job training was the most frequently selected type of support organizations offer to recent new hires to help them transition into the workforce, a higher percentage of for-profit and nonprofit organizations selected that answer. For-profit organizations are more likely to offer mentoring, buddy, and coaching programs. A higher percentage of educational and governmental organizations offer continuing education opportunities.

**What support do you offer to recent new hires to help them transition into the workforce?**



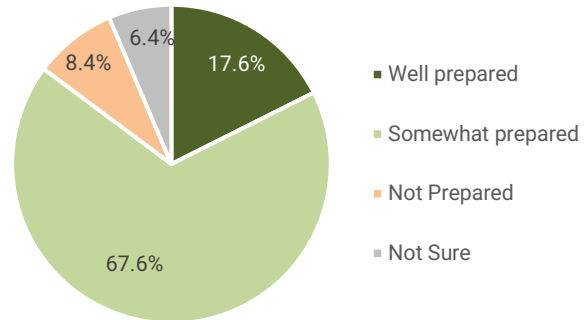
*Response Differences by Revenue:* Over three quarters of employers across the revenue categories selected on-the-job training as one type of support they offer to recent new hires to help them transition into the workforce. Employers with revenues under \$1 million are more likely to offer emotional intelligence and communication skills support; 31.8% and 50.0% respectively. By comparison, 19.2% of employers with revenues over \$40 million offer emotional intelligence and 35.6% offer communication skills support for new hires. Conversely, large employers are more likely to offer continuing education, technical skills, and mentoring and coaching support.

**What support do you offer to recent new hires to help them transition into the workforce?**



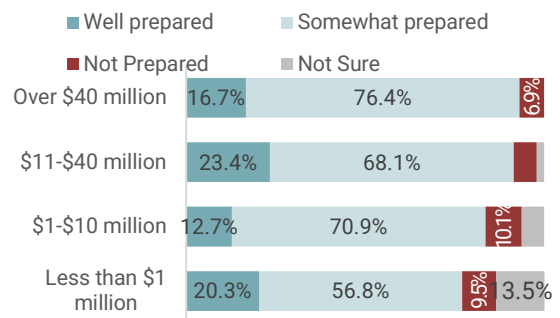
Given the workforce challenges and despite the various supports employers offer to new hires, **only 17.6% are well prepared to handle the evolving landscape of Miami-Dade's workforce.**

**How prepared is your organization to handle the evolving landscape of Miami-Dade's workforce?**



*Response Differences by Revenue:* Only a small percentage of employers across all revenue categories consider themselves prepared to handle the evolving landscape of Miami-Dade's workforce.

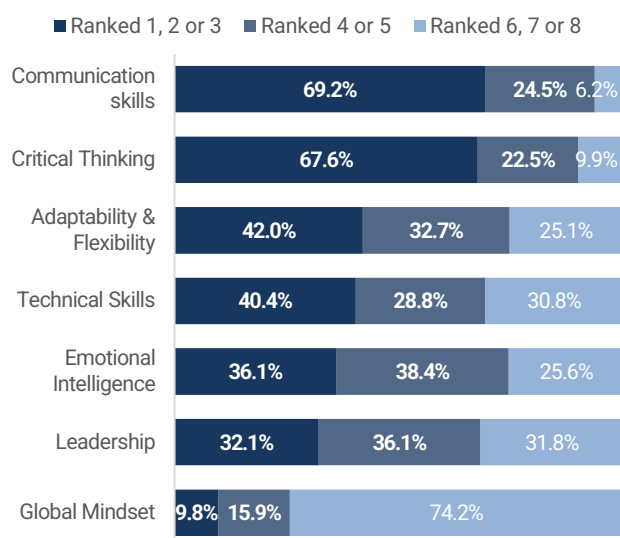
**How prepared is your organization to handle the evolving landscape of Miami-Dade's workforce?**



## The Role of Universities and Colleges

**Workforce Skills Expectations:** Employers seek a workforce with diverse skills. The majority ranked communication skills and critical thinking among the top three skills they wish college and university graduates to develop. Many employers also selected adaptability and flexibility (42.0%) and technical skills (40.4%) among their top three ranked.

Rank in order of importance the knowledge and skill base universities and colleges need to graduate students to enter the workforce.



Eleven respondents provided 'Other' responses for the ranking of the knowledge and skill base universities and colleges need to graduate students to be ready to enter the workforce. Of these, some listed soft skills like interpersonal skills and being a team player (5), training (2), work experience (2), advocacy (1), and one cited data science/analytics (1).

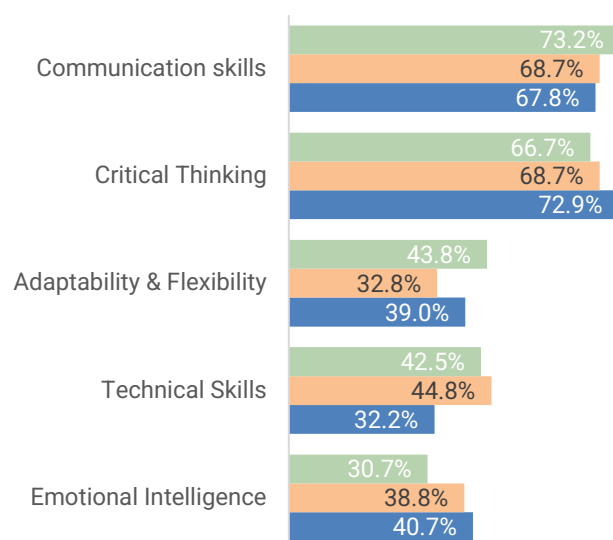
Half of the employers indicated that less than 25% of their workforce comprises recent college graduates, while 13.4% indicated they do not hire recent college graduates. Only 13.8% indicated that most of their workforce comprises recent college graduates.

**Response Differences by Organization Type:** All organization types ranked communication skills and critical thinking among the top three. The differences were in relation to technical skills and

emotional intelligence. More for-profit and government/education organizations ranked technical skills as one of the top three choices for the knowledge base universities and colleges must develop in their students. Conversely, more nonprofits ranked emotional intelligence among their top three.

Knowledge and skill base universities and colleges need to graduate students in order to be ready to enter the workforce (ranked 1, 2 or 3)

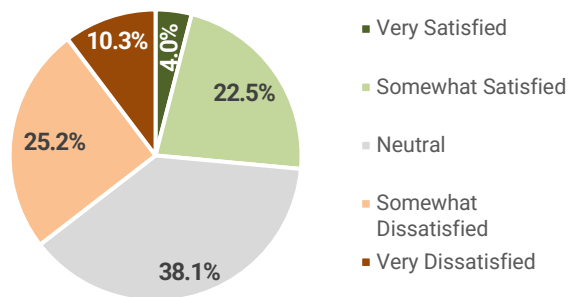
■ For profit ■ Education and Government ■ Nonprofit



There were no significant differences across organizations in the different revenue categories in relation to the skills they consider important for universities and colleges to teach students to be ready to enter the workforce. All employers ranked communication skills and critical thinking among the top three in importance. The other skills received similar rankings except for emotional intelligence, which seems to be valued more by smaller employers. Whereas 38.6% of employers with revenues under \$1 million ranked it in their top three, only 28.4% of employers with revenues over \$40 million gave it similar importance.

Colleges and universities could play an important role in meeting the labor force needs of Miami-Dade employers. Over one-third of employers (35.5%) are dissatisfied with the current pool of job candidates, whereas 26.5% are satisfied.

How satisfied are you with the current qualified pool of job candidates available to you from Miami-Dade?



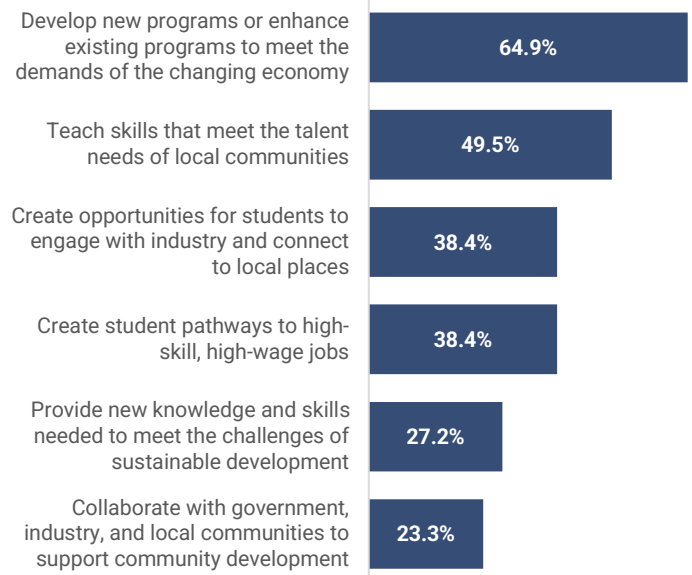
**Response Differences by Organization Type:** The variations in job candidate satisfaction were small across organization types. Between three and four percent of for-profits, nonprofits, and education and governmental employers were very satisfied with the current pool of candidates. Many were uncertain/neutral: 40.0% of for-profit employers, 39.0% of nonprofits, and 32.9% of educational government organizations. Education and government employers had the highest percentage of dissatisfied respondents (42.9%), followed by nonprofit (33.9%) and for-profit organizations (31.9%).

**Response Differences by Revenue:** Satisfaction with job candidates is higher among employers in the higher revenue categories. While 38.4% of organizations with revenues over \$40 million indicated they were somewhat or very satisfied with the job candidate pool, only 19.1% of those with revenues under \$1 million indicated the same. It is notable, though, that across all revenue categories, those who selected 'very satisfied' were few, including

- 6.8% with revenues under \$1 million
- 1.3% with revenues \$1-10 million
- 0.0% with revenues \$10-40 million
- 5.5% with revenues over \$40 million

**Expectations of Academic Institutions:** Most employers (64.9%) expect local academic institutions to develop new programs or enhance existing ones to meet the changing economy's demands. Almost half (49.5%) expect local academic institutions to teach skills that meet the talent demands of the community. Over a third look to academic institutions to create student pathways to high-skill, high-wage jobs (38.4%) or create opportunities for students to engage with industry and connect to local places (38.4%). Less than a quarter selected among their expectations support for historically marginalized students, faculty, and staff (15.4%), academic institutions' contribution to solving community challenges through research (18.7%), demonstrating leadership in diversity and inclusion (21.6%), or collaboration with government, industry, and local communities to support community development (23.3%).

What are your expectations of your local academic institutions?



Four respondents provided 'Other' responses for their expectations of their local academic institution. These include all of the above (1), developing maturity for the workplace (1), and professional development and testing dates (2).



**Partnerships with Academic Institutions:** Most employers recognize that establishing partnerships and collaborations with local universities and colleges is extremely or very important both for their organization and industry. A higher percentage of nonprofit organizations indicated partnerships with academic institutions were very or extremely important for their organization (86.7%) or industry (83.1%).



Regardless of revenue size, over 70% of employers consider partnerships and collaborations with local universities and colleges very or extremely important for their organization and sector.

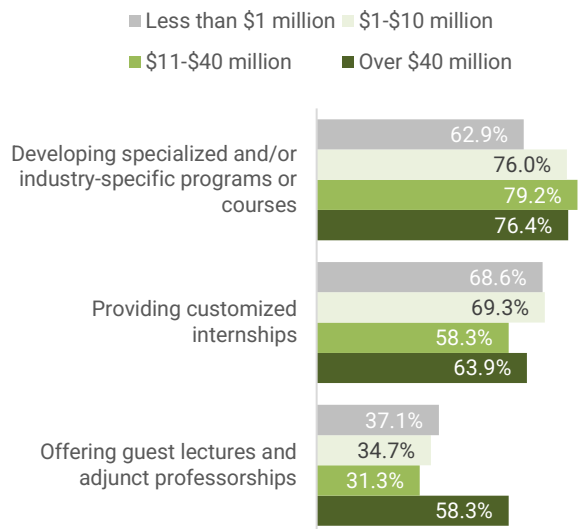
Most employers envision these partnerships to focus on developing **specialized and/or industry-specific programs or courses** (73.2%) and providing **customized internships** (62.5%). Over a third (39.5%) also indicated that academic institutions could offer guest lectures and adjunct professorships.

Thirteen respondents provided responses for the 'Other' option for the collaborations they think are important when considering relationships with local colleges and universities. Of these, many indicated they prioritized collaboration for employment of students in their industry (4), access to free services like healthcare, national parks and providing more Miami-Dade exam dates (3), research and research agreements (3), becoming a vendor (1), faculty on boards of directors (1) and understanding business needs in general (1).

*Response Differences by Organization Type:* Similar percentages of employers across organization types (73-74%) see a potential partnership with local colleges and universities in developing specialized and/or industry-specific programs or courses. A larger percentage of nonprofits (74.1%), than for-profit (63.6%) or education/government organizations (54.3%) see a collaboration in offering customized internships. Offering guest lectures and adjunct professorships was selected by a larger percentage of for-profits (45.5%) than nonprofits (32.8%).

*Response Differences by Revenues:* The majority of employers with revenues over \$40 million selected all three options for possible partnerships and collaborations with local colleges and universities, including offering guest lectures and adjunct professorships (58.3%), providing customized internships (63.9%), and developing specialized and/or industry-specific programs or courses (76.4%). Only about one-third of the smaller employers selected guest lectures and adjunct professorships. A smaller percentage of employers with revenues under \$1 million are interested in developing specialized and/or industry-specific programs or courses.

**When considering relationships with local colleges/universities, what types of partnerships or collaborations do you think are important?**



**Interaction with Academic Institutions:**

Respondents were also asked how they interact with academic institutions to understand the most useful communication channels. Only 4.7% of employers indicated they do not interact with local academic institutions. Almost half visit the institution’s webpage or contact someone they know specifically at the institution. Over a third attend community events at the institution/college (38.6%) or talk to someone from the institution (42.0%). A few respondents (3.1%) have commissioned a study to be completed by the institution.

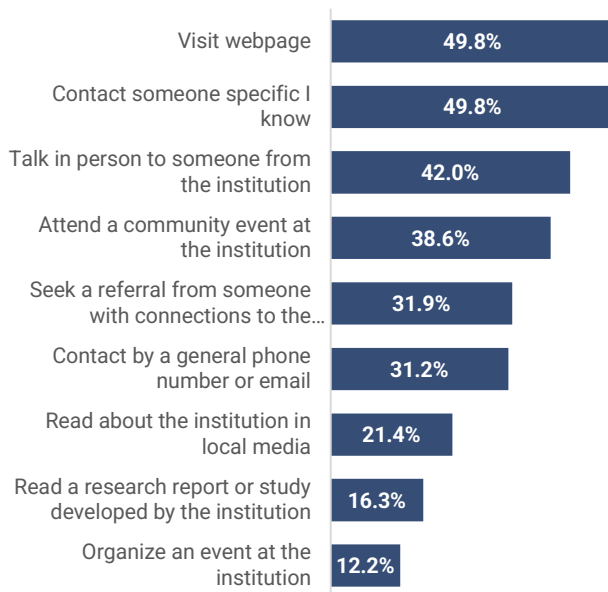
Eight respondents selected the ‘Other’ option and described how they interact with their local academic institution. Some have members on advisory boards (2), others attend/speak at institutional events (2), and others are affiliated with training (1) or leadership collaboration (1). Two indicated this did not apply to them.

**Personal Preferences for College Attendance:**

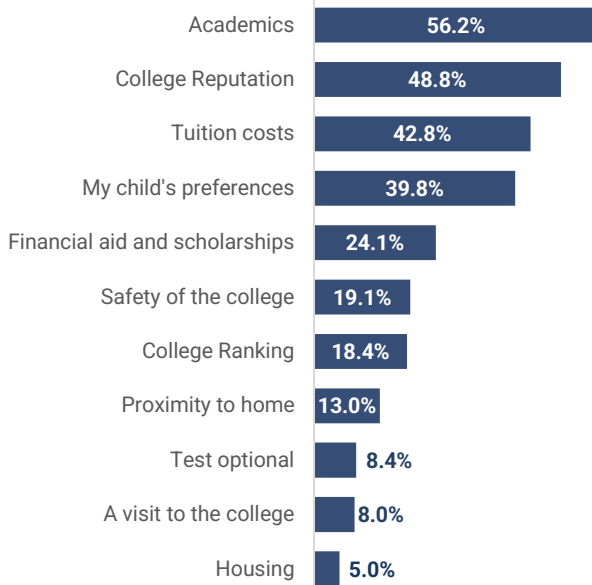
Respondents were also asked about the factors affecting their college choice preferences. A small majority (56.2%) indicated academics (programs, majors, minors) among the top three factors influencing their decision on the academic institution their children would attend. Less than half (48.8%) selected college reputation among their top three. Other factors selected by significant percentages include tuition costs (42.8%) and their children’s preferences (39.8%).

Three respondents provided responses for the ‘Other’ option for the top three factors influencing where their children will attend college. These include two who did not have children and one looking for a culture of belonging and psychological and physical safety.

**How do you interact with your local academic institution?**



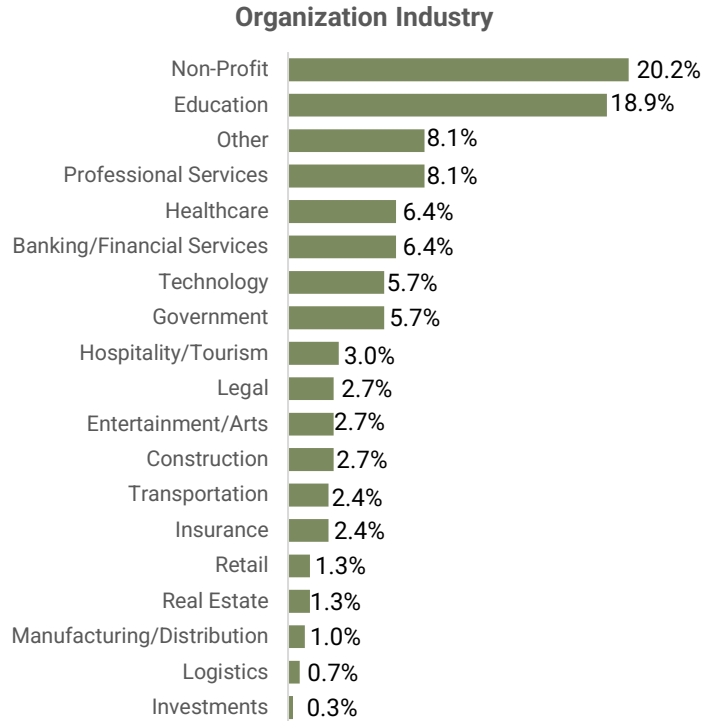
**What are the top three factors that influence your decisions on where your child/children will go for college?**

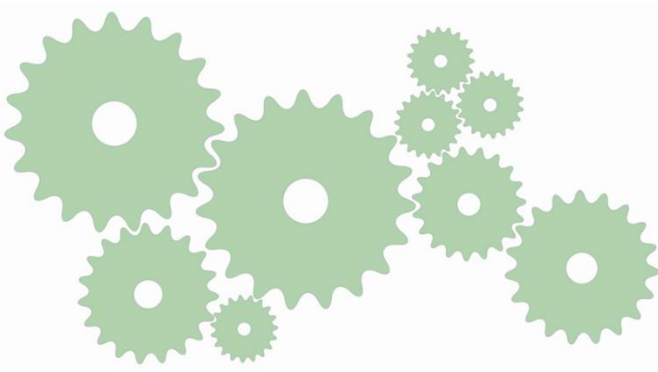


## Business Characteristics

The survey sample included employers from all economic sectors. The most represented sectors were non-profit and education.

A total of 24 respondents selected the 'Other' option to identify their company's industrial sector. Of these, most selected advertising/communications/marketing (5), miscellaneous/parking/security/furniture (4), technology and media (4), architecture/design/engineering (3), attractions and events (3), chamber of commerce/philanthropy (2), consulting (1), medical (1) and mining (1).





## Survey Summary and Implications

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The 2024 *Miami-Dade Education and Workforce Development Survey* is the first comprehensive local effort in recent years to systematically collect evidence from employers about their perceptions of the local labor market. The survey's local focus ensures that the specific contexts of the Miami-Dade economy are accounted for in employers' perspectives and allows for comparisons with national and state data. For example, a 2023 national survey found that 40 percent of business leaders believe recent college grads are unprepared for the workforce, citing work ethic and communication skills as top reasons why recent grads are unprepared.<sup>4</sup> The 2021 Florida Workforce Needs Study reported that 52 percent of employers believe their new employees need additional skills training, and 56.5 percent indicated that 'workforce generational shifts' will disrupt their business over the next ten years.<sup>5</sup> Beyond that comparison, this survey allows for an understanding of local employer perspectives, and it enables stakeholders to engage in meaningful conversations on the strategies to be deployed and programs to be scaled to address local employers' workforce needs. While many lessons can be drawn from the evidence, below are a few broad conclusions and recommendations.

Broad questions on employer satisfaction with the current and incoming workforce and employer preparedness to handle the evolving landscape of Miami-Dade's workforce supply evidence of an underlying mismatch between available talent, needs, and expectations. Analyzing perspectives by employer characteristics allows comparisons across

industry sectors and employer revenue size. There are specific questions that gauge workforce pipeline and skills expectations, which provide insight into workforce development strategies. This rich data could inform actions across sectors, workforce development providers, and business-serving organizations. While many lessons can be drawn from the evidence, what follows is a summary of findings and a few board conclusions and recommendations.

### Resignations and Workforce Gaps

Since bouncing back from the global pandemic, Miami-Dade County has experienced record-low unemployment rates, increased migration of tech, fintech, and major investment firms, and significant growth in small businesses. Even with the boon that has occurred, there are still many headwinds for businesses in filling their current and future talent needs. Despite the low unemployment rate, 55% of employers reported experiencing more resignations, with 70% of the government/education sector reporting greater resignations. These resignations have a compounding effect, as we know, with 34% of employers reporting that the shifted additional workload created by these sudden vacancies impacted the morale of the remaining employees, who then were more likely to leave, creating a vicious cycle.

Employers listed cost-of-living as the top reason (56.7%) their employees leave. Almost 48% reported their employees have gone to other local businesses, while 27.8% reported employees left for opportunities outside of South Florida. About a quarter of employers reported employees leaving for greater flexibility in their work schedule.

### Recruiting Challenges: Lack of Qualified Talent

In their recruiting efforts to fill vacancies, most employers (70.2%) indicated that a *lack of qualified available candidates* represents their main obstacle to filling their talent needs. Of the

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<sup>4</sup> Intelligent. (2023) "4 in 10 Business Leaders Say Recent College Grads are Unprepared to Enter Workforce." <https://www.intelligent.com/4-in-10-business-leaders-say-recent-college-grads-are-unprepared-to-enter-workforce/>

<sup>5</sup> Florida Chamber Foundation. (2021), *Florida Workforce Needs Study*. <https://www.flchamber.com/floridaworkforceneedsstudy>

26.5% expressing some level of satisfaction with available candidates, more tended to be larger rather than smaller employers. This could be due to larger employers offering higher salaries, which would allow them to attract more top talent. Despite this, it is important to note that only 4% of employers (regardless of size or industry type) rated their candidate satisfaction levels as very high.

To combat the challenges of a workforce pool that is seen as less prepared, most employers (77.6%) are offering on-the-job training to new hires. More than half offer mentoring and coaching, and more than 40% offer technical skills training, continuing education, leadership training, and adaptability and flexibility training. It was interesting to see that larger employers focus more on offering technical skills training, coaching, and mentoring, and smaller employers focus more on communications and emotional intelligence training. This perhaps can be attributed to the focus of larger employers' work being more narrowly defined and needing a higher degree of specialized skills, while smaller employers with smaller teams place greater stock in creating teams that can function well together and can communicate more effectively, especially around less prescriptive environments.

#### **Recruiting Challenges: Attracting Qualified Talent**

Many employers (44%) felt they had difficulties in attracting the top talent that is available. Their lack of confidence lies in the disparity between what they can offer prospective employees and those prospects' expectations. Competitive salaries, growth opportunities, and remote work were among the top expectations of employees, as seen by responding employers. However, 82.9% of employers felt unable to meet expected salary needs, 66.3% lacked confidence in being able to offer adequate growth opportunities, 65.3% felt they lacked a sufficient benefits package, and close to 60% felt flexible schedules and remote work were difficult for them to offer. Interesting differences were found among the different types of employers in this area. Higher salaries were more challenging for nonprofits

and small businesses to offer. They tended to have fewer challenges offering flexible and remote work environments, which could be used to balance the scales when competing with for-profit employers for top talent.

Employers also offer benefits packages as a strategy to attract employees. Roughly two thirds offer healthcare benefits, 40.8% offer retirement benefits, and 29.9% offer a cost-of-living adjustment. Childcare, the lack of which is often cited as a barrier to employment, was only offered by 18.8% of the companies, and that level was reached only because almost half (47%) of government/education employers offer childcare subsidies. It makes sense that larger employers offer more benefits than smaller ones. The fact that 30% of small employers offer no benefits whatsoever indicates some opportunity for special purchasing programs to be developed so that they can become more competitive in the hiring environment.

#### **Recruiting Challenges: Search Field**

For most companies surveyed, recruitment was focused mostly in Miami-Dade (70%), with another 36.4% of employers expanding that search area to other South Florida counties. Less than 20% of employers search for talent beyond the South Florida market to the rest of the state and nationally.

Most employers reported seeking workers who displayed a multitude of skills. Chief among those skills was *Communications* with 57% of employers ranking that in their top 3 needed skills. *Critical thinking* (51.3%) and *Industry/Technical Expertise* (45%) were the other two skills most often selected as the top 3 skills needed. *Communications* was universally selected as a top skill regardless of type of industry or company size. However, *Industry/Technical Expertise* was more heavily favored by for-profits and government/educational employers. Nonprofits and small businesses ranked critical thinking higher more often than for-profits. This may be because nonprofits and smaller businesses rely less on narrowly defined job functions and more on a broader swath of responsibilities filled with

more dynamic, less predictable information and tasks.

### **Evolving Workforce Needs**

Of course, in addition to concerns regarding today's workforce needs, employers must also wrestle with their workforce needs of the future. Emerging technologies and shifting economies have long-term implications for the skills and training employers will need. However, only 17.6% of employers felt *well prepared to handle the evolving workforce needs*. Some 67.6% of employers felt *somewhat prepared*, with 14.8% *not knowing* or feeling *unprepared*. In general, larger businesses more often (93.1%) felt *somewhat prepared* than their smaller counterparts (77.1%).

So, if employers do not feel well prepared to handle future workforce needs, where do they expect to get them: academic institutions? Most employers (64.9%) expect colleges, universities, and workforce training institutions to develop the programs necessary to meet the changing economy. Almost half (49.5%) expect these institutions to teach the skills that will meet the talent needs of the local community. Indeed, most employers (over 70%) consider partnerships and collaborations with academic institutions as *very important* to *extremely important*, and most envision those partnerships to focus on developing specific industry programs (73.2%) and customized internships (62.5%). However, a possible disconnect appears between the expectations employers have of our academic institutions and their actual hiring of graduates from local colleges and universities. Only 13.8% of employers reported having most of their workforce comprised of recent college graduates. Half of employers indicated having less than 25% recent college grads in their workforce, with 13.4% not having any college graduates at all.

It would be of great interest to explore this in future studies. Are employers not using more college graduates because they fail to connect? Is work experience being held at a higher premium than college degrees or credentials? It may be that the employers' lack of confidence in handling the evolving workforce landscape belies

uncertainty about what the future skills they need are. If employers are not sure of what they need, certainly our academic and workforce training institutions may not be sure what skills they should be producing in their graduates. Especially for small businesses, there may be a need to assist them in more precisely identifying what future skill sets will be needed in their industries. A continuous forum for dialogue between our business and academic communities may be called for to ensure direct and frequent discussions.

### **Internships & Apprenticeships: A Talent Pipeline**

Lastly, it was encouraging to find that 70% of employers have internship/apprenticeship programs. The fact that 62.3% have hired from their intern pool or intend to do so in the future (32.4%) also points to a pathway forward for college graduates and employers to find each other. There is a clear need for services that reach out to businesses, especially small businesses, wishing to have intern programs but that either feel they lack the resources to start and maintain them (33%) or do not quite know how to start them (23.8%). Almost a quarter of businesses felt that internship programs are not worthwhile because interns take a lot to train and then end up leaving the company. These employers may be operating under the misconception of how best to take advantage of internships as a pipeline for the future workforce. They may benefit from some of the strategies used by 62.3% of the employers who hired interns from their program.

**Staying Attuned to the Changing Economy:** The economy is ever-changing, and that was as true yesterday as it is today and will be tomorrow. New technologies, work preferences, generational workforce differences, the emergence or expansion of new economic sectors, and other factors affect employer experiences and consequently their workforce needs. The survey data provides a snapshot of current perspectives, but will they still be valid two years from now? Five years? Diagnosing the needs of a rapidly changing labor market requires continuous monitoring, adaptation, and innovation.

**Coordinating Workforce Development:** Business and workforce development ecosystems need to work in sync while also maintaining agility to reflect changing conditions. Education, training, and employment systems are decentralized. Therefore, it is challenging to assess aggregate impact. Coordination across providers - institutions of higher learning, short-term skill-building, and certification offerings, in combination with on-the-job training - need to keep up with the times. The programs we develop today might need to be adapted to meet new and changing demands; they also need to be flexible in offerings for workers looking to change sectors, reskill, or upskill.

**Attending to the Needs of our Small Employers:** Designing customized programs for smaller employers, be they businesses or nonprofits, is challenging. Individually, they lack the critical mass to co-design programs, but they are critical parts of the economic engine. According to the latest data from the Florida Department of Economic Opportunity, in the third quarter of 2023, approximately 85 percent of employer establishments in Miami-Dade had fewer than ten employees, and 98 percent had fewer than 100 employees. Establishments with fewer than 100 employees accounted for the employment of almost 48 percent of workers. The economic rationale for investment in the success of small and medium-sized businesses is clear, and they

need to be at the decision-making and program design table.

**Create Pipelines of Employees:** We need to build workforce pipelines through early integration in the workforce. The survey illustrates the willingness of employers to engage with the incoming labor force - 70 percent offer internship programs, and most who do not indicate reasons that could be addressed, including lack of knowledge of where to find interns, not knowing how to set up an internship program, or lacking staff to train and supervise them. Apprenticeships, fellowships, internships, summer offerings, mentorships are valuable tools for employers to build a workforce pipeline by developing the skills their workforce needs.

The foundations of a thriving community are a vibrant economy that provides economic opportunity, Nonprofits that strengthen community fabric by supporting the most vulnerable, Government that enables well-being and prosperity, and a workforce that is healthy and with abilities that meet community needs. A critical component in this ecosystem is a diverse workforce development ecosystem that is responsive and innovative. None of these stakeholders can thrive without the integration of perspectives and actions. And while actions are already emerging in response to the identified challenges and gaps, efforts need to be expanded and scaled.

## Appendix

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### GMCC - FIU Workforce Survey

#### 2024 Miami-Dade Education and Workforce Development Survey

The Greater Miami Chamber of Commerce and Florida International University are launching a community-wide education and workforce survey to help guide our efforts in meeting both current and future business needs in Miami-Dade County. Are you a business decision-maker, CEO, or company hiring manager in Miami-Dade County? Help us identify the challenges of our business community in meeting current and future workforce needs by participating in this important survey. We are seeking input regarding:

- State of Current Workforce
- Workforce Recruiting
- Internship Programs
- Future Workforce

Responses will help inform strategies to meet those needs. Results will be shared with educational institutions and the business community at large in early 2024. The survey will take no more than 15 minutes to complete. All survey respondents who wish to be included will be entered into a drawing to win a 7-day cruise from our partners at Royal Caribbean and Carnival Cruises. To find out more about the Greater Miami Chamber of Commerce's efforts in workforce development and other initiatives or to receive a copy of the final report contact us at [survey@miamichamber.com](mailto:survey@miamichamber.com). The research lead is Dr. Maria Ilcheva, Associate Director of the Jorge Pérez Metropolitan Center at FIU. You can reach her at 954-438-8652 or via email at [milcheva@fiu.edu](mailto:milcheva@fiu.edu). We thank you in advance for your participation in this important assessment. Your responses are important and confidential, and will be reported in the aggregate. Your accurate and candid response to the following questionnaire will assist us in our continuous efforts to serve the community.

Q1 First, to help us group responses into categories, please identify your role with your organization. Are you a company

- Owner
- C-Suite position (President, CEO, COO, CFO, CTO, Principal, Regional Director, Managing Partner)
- Middle management (Director or Manager)
- Employee with no supervising role



**Q2 CURRENT WORKFORCE**

How important are the following areas to the candidates you are interviewing today?

	Not Important At All (2)	Slightly Important (3)	Moderately Important (4)	Very Important (5)	Extremely Important (6)
Competitive Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits Package	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Schedule Flexibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote Work Options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation Options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purposeful Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusive Work Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growth Opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company Culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 As an employer, how challenging is it to be competitive in the following areas?

	Not Challenging At All	Slightly Challenging	Moderately Challenging	Very Challenging	Extremely Challenging
Competitive Salary (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits Package (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work Schedule Flexibility (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office Location (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote Work Options (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation Options (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purposeful Work (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusive Work Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growth Opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company Culture (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) (18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 As an employer, have you faced an increase in resignations and retirements over the last two years?

	Significantly Decreased	Slightly Decreased	No Change	Slightly Increased	Significantly Increased
Resignations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Display This Question:*

*If As an employer, have you faced an increase in resignations and retirements over the last two years? = Resignations [ Slightly Increased ]*

*Or As an employer, have you faced an increase in resignations and retirements over the last two years? = Resignations [ Significantly Increased ]*

Q4A How have these resignations impacted your business functions?

- No impact
  Slightly impacted
  Significantly impacted

Q5 What are the most significant reasons you are seeing people leave your organization? (please check all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> New opportunities locally                  | <input type="checkbox"/> Financially independent      |
| <input type="checkbox"/> New opportunities outside of South Florida | <input type="checkbox"/> Mental health                |
| <input type="checkbox"/> More flexibility                           | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Cost of living                             |   |

Q6 As a result of the resignations and lack of staffing, have you faced significant challenges?

- Yes  No

*Display This Question:*

*If As a result of the resignations and lack of staffing, have you faced significant challenges? = Yes*

Q6A What are the negative consequences of resignations and the lack of staffing?

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**Q7 RECRUITING**

Where are you actively recruiting? (please check all that apply)

- Miami-Dade County
- Other South Florida counties including Monroe, Broward, Palm Beach
- Across the state of Florida
- Across the country
- Internationally
- Not recruiting because I am staffed appropriately

Q8 Please rank the skills that you are actively seeking for new hires in order of importance. (please drag and drop skills)

- |                                  |                                    |
|----------------------------------|------------------------------------|
| _____ Communication skills       | _____ Emotional Intelligence       |
| _____ Critical Thinking          | _____ Global Mindset               |
| _____ Adaptability & Flexibility | _____ Industry/technical expertise |
| _____ Leadership                 | _____ Other (please specify) _____ |
| _____ Technical Skills           |                                    |

Q9 In which of the following areas does your organization offer employee subsidies or benefits to mitigate cost? (please check all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Housing                    | <input type="checkbox"/> Retirement Package           |
| <input type="checkbox"/> Transportation             | <input type="checkbox"/> None                         |
| <input type="checkbox"/> Childcare                  | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Cost Of Living Adjustments |   |
| <input type="checkbox"/> Healthcare benefits        |   |

Q10 INTERNSHIP PROGRAMS

Does your organization offer internship programs?

- Yes  No

*Display This Question:*

*If INTERNSHIP PROGRAMS Does your organization offer internship programs? = Yes*

Q10A Where do you source your interns from? (please check all that apply)

- High School students  
 College/University Students  
 Other (please specify) \_\_\_\_\_

*Display This Question:*

*If INTERNSHIP PROGRAMS Does your organization offer internship programs? = Yes*

Q10B Do you pay your interns?

- Yes, we pay a salary.  
 Yes, we pay a small stipend to help with travel, etc.  
 Yes, but paid by grant or other sources.  
 No, we do not pay our interns.

*Display This Question:*

*If INTERNSHIP PROGRAMS Does your organization offer internship programs? = Yes*

Q10C Have you hired interns in a more permanent position?

- Yes  
 No  
 Not yet, but we are open to it.

*Display This Question:*

*If INTERNSHIP PROGRAMS Does your organization offer internship programs? = No*

Q10D Why does your organization not offer internship programs? (please select all that apply)

We do not have a need for interns.

- We would like to have them but lack the staff to train and supervise them.  
 We require an advanced degree/experience to be able to do the work.  
 Interns take time to train and then leave.  
 We don't know how to set up an internship program.  
 We don't know where to find interns.

Q11 FUTURE WORKFORCE

Considering your current employees, how is your organization currently addressing its learning and development needs for employees? (please check all that apply)

- Providing in-house training programs
- Offering tuition reimbursement for employees seeking additional education or training
- Partnering with local universities or colleges to develop training programs
- We are not doing anything to address learning and development needs.

Q12 What challenges do you face employing qualified workers? (please check all that apply)

- A lack of qualified candidates in the job market pool
- A lack of training and development opportunities for current employees
- Difficulty in attracting top talent to your company
- Other (please specify): \_\_\_\_\_

Q13 What strategies do you use to attract and retain qualified employees? (please select all that apply)

- Offering competitive salaries
- Offering competitive benefits
- Providing opportunities for career advancement and growth
- Offering flexible work arrangements
- Other (please specify): \_\_\_\_\_

Q14 Please rank in order of importance the knowledge and skill base universities and colleges need to graduate students in order to be ready to enter the workforce. (please drag and drop skills)

- |                                  |                               |
|----------------------------------|-------------------------------|
| _____ Communication skills       | _____ Technical Skills        |
| _____ Critical Thinking          | _____ Emotional Intelligence  |
| _____ Adaptability & Flexibility | _____ Global Mindset          |
| _____ Leadership                 | _____ Other (please specify): |

Q15 What percentage of your workforce is made up of recent college graduates?

- Less than 25%
- 26-50%
- More than 50%
- We don't typically hire recent college graduates
- I don't know

Q16 How satisfied are you with the current qualified pool of job candidates available to you from Miami-Dade?

- Very Dissatisfied
- Somewhat Dissatisfied
- Neutral
- Somewhat Satisfied
- Very Satisfied

Q17 What are your expectations of your local academic institutions? (select **three**)

- Support historically marginalized students, faculty, and staff
- Demonstrate leadership in diversity and inclusion
- Develop new programs or enhance existing programs to meet the demands of the changing economy
- Create student pathways to high-skill, high-wage jobs
- Contribute to solving community challenges through research
- Provide new knowledge and skills needed to meet the challenges of sustainable development
- Collaborate with government, industry, and local communities to support community development
- Teach skills that meet the talent needs of local communities
- Create opportunities for students to engage with industry and connect to local places
- Other (please specify): \_\_\_\_\_

Q18 How important is it to establish partnerships and collaborations with local universities and colleges?

	Not Important At All	Slightly Important	Moderately Important	Very Important	Extremely Important
For your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
For your industry sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Skip To: Q19 If How important is it to establish partnerships and collaborations with local universities and coll... = Not Important At All*

Q18A When considering relationships with local colleges/universities, what types of partnerships or collaborations do you think are important? (please select all that apply)

- Providing customized internships
- Offering guest lectures and adjunct professorships
- Developing specialized and/or industry-specific programs or courses
- Other (please specify) \_\_\_\_\_

Q19 What support do you offer to recent new hires to help them transition into the workforce? (check all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> On-the-job training                    | <input type="checkbox"/> Leadership                   |
| <input type="checkbox"/> Mentoring, buddy and coaching programs | <input type="checkbox"/> Technical Skills             |
| <input type="checkbox"/> Continuing education opportunities     | <input type="checkbox"/> Emotional Intelligence       |
| <input type="checkbox"/> Communication Skills                   | <input type="checkbox"/> Global Mindset               |
| <input type="checkbox"/> Critical Thinking                      | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Adaptability & Flexibility             | <input type="checkbox"/> None                         |

Q20 How prepared is your organization to handle the evolving landscape of Miami-Dade's workforce?

- Not Sure    Not Prepared    Somewhat prepared    Well prepared

**Q21 EDUCATION ECOSYSTEM**

The following questions ask about your views and interactions with local education providers.

What are the top three factors that influence your decisions on where your child/children will go for college? (please rank 1, 2 and 3 only)

- |                                      |  |
|--------------------------------------|--|
| _____ College reputation             | _____ A visit to the college                       |
| _____ Proximity to home              | _____ Test optional (does not require SAT/ACT/CLT) |
| _____ College ranking                | _____ My child's preferences                       |
| _____ Tuition costs                  | _____ Academics (programs, majors, minors)         |
| _____ Financial aid and scholarships | _____ Other (please specify)                       |
| _____ Housing                        | _____ I do not have children                       |
| _____ Safety of the college          |  |

**Q22** How do you interact with your local academic institution? (please check all that apply)

- Contact by a general phone number or email
- Contact someone specific I know
- Visit webpage
- Talk in person to someone from the institution
- Seek a referral from someone with connections to the institution
- Read about the institution in local media
- Read a research report or study developed by the institution
- Commission a study to be completed the institution
- Attend a community event at the institution
- Organize an event at the institution
- Other (please specify) \_\_\_\_\_
- I do not need to interact with local academic institutions

**Q23 ABOUT YOUR BUSINESS** The following questions will help us group responses into categories.

Please select the industry that best represents your business/organization:

- |  |  |
|--|--|
| <input type="radio"/> Agriculture                | <input type="radio"/> Logistics                    |
| <input type="radio"/> Banking/Financial Services | <input type="radio"/> Manufacturing/Distribution   |
| <input type="radio"/> Construction               | <input type="radio"/> Non-Profit                   |
| <input type="radio"/> Education                  | <input type="radio"/> Professional Services        |
| <input type="radio"/> Entertainment/Arts         | <input type="radio"/> Real Estate                  |
| <input type="radio"/> Government                 | <input type="radio"/> Retail                       |
| <input type="radio"/> Healthcare                 | <input type="radio"/> Technology                   |
| <input type="radio"/> Hospitality/Tourism        | <input type="radio"/> Transportation               |
| <input type="radio"/> Insurance                  | <input type="radio"/> Other (please specify) _____ |
| <input type="radio"/> Investments                |  |
| <input type="radio"/> Legal                      |  |

Q24 Approximately how many employees does your organization employ in SFL?

- 1-10
- 11-25
- 26-50
- 51-250
- 251-500
- 501+

Q25 Are you a Human Capital Management Executive (HR manager, executive or manager in charge of hiring decisions)?

- Yes
- No

Q26 How long has your business been in operation?

- Less than one year
- 1-5 years
- 6-10 years
- 11-25 years
- 26-50 years
- Over 50 years

Q27 What are your organization's revenues?

- Less than \$1 million
- \$1-\$5 million
- \$5-\$10 million
- \$11-\$25 million
- \$26-\$40 million
- Over \$40 million

Q43 If you wish to be included in the drawing of a pair of cruise tickets on Royal Caribbean or Carnival Cruise Lines, please provide your contact information. Otherwise, please skip this question and submit your responses.

We will not share your contact information with any third party. This information will only be used to determine eligibility for the random drawing. Only businesses located in Miami-Dade County will be eligible to participate; one entry per business.

- Name \_\_\_\_\_
- Title \_\_\_\_\_
- Organization \_\_\_\_\_
- Business Zip Code \_\_\_\_\_
- Email \_\_\_\_\_





**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 6

**AGENDA ITEM SUBJECT:** CONSENT AGENDA ITEMS

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD MEETING**

**DATE:** 6/20/2024

**AGENDA ITEM:** 6A

**AGENDA TOPIC:** MEETING MINUTES

**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD MEETING MINUTES**

**DATE/TIME:** April 18, 2024, 9:30am

**LOCATION:** The Landing MIA, 5-Star Conference Center  
 Key Biscayne Room  
 7415 Corporate Center, Suite H  
 Miami, FL 33126

**Zoom:** [https://us02web.zoom.us/webinar/register/WN\\_wjgmIoTtSEu4r3ERRDichg](https://us02web.zoom.us/webinar/register/WN_wjgmIoTtSEu4r3ERRDichg)

- CALL TO ORDER:** Vice-Chairman del Valle called to order the regular meeting of the South Florida Workforce Investment Board at 9:42AM on April 18, 2024.

**ROLL CALL:** 28 members; 15 required; 15 present: Quorum established

<p><b>SFWIB Members Present</b></p> <ol style="list-style-type: none"> <li>Brecheisen, Bruce</li> <li>Bridges, Jeff (Zoom)</li> <li>Brown, Clarence</li> <li>Canales, Dequasia</li> <li>Chi, Joe (Zoom)</li> <li>del Valle, Juan-Carlos, Vice Chair</li> <li>Ferradaz, Gilda</li> <li>Garza, Eddie</li> <li>Gibson, Charles, Chair (Zoom)</li> <li>Glean-Jones, Camela (Zoom)</li> <li>Grice, Sonia</li> <li>Loynaz, Oscar, MD</li> <li>Mantilla, Rene'</li> <li>Perez, Andy (Zoom)</li> <li>Piedra, Obdulio (Zoom)</li> <li>Rolle, Andrei</li> </ol>	<p><b>SFWIB Members Absent</b></p> <ol style="list-style-type: none"> <li>Androver, Bernado</li> <li>Datorre, Roberto</li> <li>Diggs, Bill</li> <li>Lampon, Brenda (Zoom)</li> <li>Lincoln, Michelle Commissioner</li> <li>Maxwell, Michelle</li> <li>Gazitua, Luis</li> <li>Rod, Denis</li> </ol> <p><b>SFWIB Members Excused</b></p> <ol style="list-style-type: none"> <li>Clayton, Lovey</li> </ol>	<p><b>SFWIB Staff</b></p> <ol style="list-style-type: none"> <li>Beasley, Rick (Zoom)</li> <li>Bennett, Renee</li> <li>Morgan, Ebony</li> <li>Parson, Robert</li> <li>Perrin, Yian</li> <li>Petro, Basil</li> <li>Smith, Robert</li> <li>Vice, Karlisha</li> <li>Washington, Jarvis</li> <li>Valdivia, Diana</li> </ol> <p><b>SFWIB Administration</b></p> <ol style="list-style-type: none"> <li>Almonte, Ivan</li> <li>Cubillo, Jorge</li> <li>Curry, William</li> <li>McFarland, Casandra</li> </ol>
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17. Roth, Tom 18. Scott, Kenneth 19. Whitaker, David (Zoom)		<b>Miami-Dade County          Attorney’s Office</b> Greaves, Shanika, MDC Attorney’s Office Gallo, Melissa, MDC Attorney’s Office
<b>Guest Attendees</b>		
1. Allison, Carshena, BCA Watson Rice, L.L.P. 2. Alexis, Carl, Youth Co-Op, Inc. 3. Daes, Monica, CSSF, West Dade 4. Lugines, Julie, Balsea Communications 5. Perez, Christopher, The Academy 6. Urdaneta, Mary, AMEPower		

Chairman Gibson delegated the facilitation of the meeting to Vice-Chairman del Valle since he was physically present at the meeting.

Agenda items are displayed in the order they are discussed.

**2. Public Comments**

*Public comments should be two minutes or less.*

No requests to speak were received by the Executive Office. Vice-Chairman del Valle opened the floor for comments from the public. None were presented. Item closed.

**4A. Executive Directors Report**

Mr. Beasley began his report by sharing that he is not attending in person today because he is participating in the launch of Opportunity Miami’s newest initiative, which is geared toward advancing educational goals in Miami-Dade County. Attending and participating in the event are each of the Presidents of the Academic Leaders Council.

In addition, he provided an update on the Youth Building Academy kick-off meeting held in Washington, DC earlier in the month. The goal is gain knowledge of business practices that support the improvement of community services for the youth of Miami-Dade County. Finally, he shared a major announcement advising the board of a 1.2 million dollar award to establish an American Job Center at the Miami-Dade County downtown location.

No further questions or comments were presented. Item closed.



## 5. Community Presentations

Vice-Chairman del Valle introduced the item; Ms. Mary Urdaneta of AMEPower for a presentation to Board.

She emphasized the crucial role of energy conversion in the field of electrification and its impact on different sectors such as mass transportation, renewable energy, electric vehicles, industrial equipment, and the defense sector. She also highlighted the exponential growth and diverse market reach of their business and concluded by stating that energy conversion is the key to their sustainable future.

The discussion focused on the need for increased collaboration with Career Source to foster workforce development and generate additional employment prospects at the local level. Supporting these efforts requires specialized talent in areas such as electric railroads, electric vehicles, solar panels, and turbines, where specialized expertise was and remains critical.

Ms. Urdaneta concluded by discussing the impact of the Building Pathways to Growth Apprenticeship Program, a collaboration between AMEPower and CSSF. The program's beneficiaries offered testimonies regarding the significance of the experience in advancing their careers.

No further questions or comments were presented. Item closed.

## 6. Consent Agenda Items

Vice-Chairman del Valle introduced the two consent agenda items and asked for a motion for items 6A through 6B.

**Motion:** Mr. Chi presented a motion to approve.

Seconded by: Mr. Piedra and **passed without dissent.**

No further questions or comments were presented. Item closed.

## 7. Executive Committee Update

Vice-Chair del Valle provided an overview of the items discussed during the January 11<sup>th</sup> and February 8, 2024 Executive Committee meetings, which includes the following:



- **Governance Agreement.** In 2023, CareerSource Florida approved the realignment of the current workforce system and consolidated the number of boards from 24 to 21. As a part of that process, Monroe County (Region 23) has been realigned with the Southwest Region (LWDB 24).

Because of this transition, the SFWIB must terminate its existing Interlocal Agreement and establish a new Governance Agreement that will exclusively apply to the SFWIB and Miami-Dade County.

For the board's convenience, the agenda item cover page delineates the sections included in the agreement and emphasizes key points. A draft copy of the agreement is being presented to the board, pending further review by the Miami-Dade County Attorney's office. Once finalized, the agreement will be brought back to the Board for approval before it is submitted to the Board of Miami-Dade County Commissioners for approval.

The following items have been discussed and recommended for approval by the Executive Committee. They will be reviewed in detail during the "Action Items" segment of today's agenda.

- **South Florida Workforce Board Bylaws.** The amended and consolidated bylaws were submitted to the board for review in August 2023. The Miami-Dade County Attorney's Office completed its evaluation of the bylaws in December, after which they were formally submitted to the Executive Committee for approval in January 2024.
- **Approval to Serve as the One-Stop Operator.** SFWIB staff requested that CareerSource Research Coast conduct a competitive procurement process on its behalf, in accordance with CareerSource Florida Administrative Policy 097. The bid was prepared and submitted by staff on January 16, 2024. On January 31<sup>st</sup>, SFWIB was notified of its selection as the successful respondent.
- **Approval of several policies to ensure the highest standards of ethics and transparency.** The Executive Committee reviewed and approved several policies to ensure the highest standard of conduct amongst SFWIB staff. The list of policies included: The Conflict of Interest & Code of Ethics Policy, Mandatory Disclosure of Violations of Criminal Law Policy, Whistle-blower Policy and the Lobbying Prohibition Policy.



## 8. SFWIB Finance and Efficiency Council Update

In lieu of Chairman Roth's absence, Ms. Bennett reviewed the FEC Summary, which includes the following items which were discussed during today's Finance & Efficiency Council Meeting.

- The six months of the new fiscal year appears to be outpacing the same period last year overall by approximately seven percent. The projected expenditure rate for six-month period is 50 percent. The actual expenditure rate is 36.5 percent.
- The cash reconciliation report for December 2023 and January 2024 were reviewed and appeared to be in alignment.
- Following a review of finances, the Council discussed the Fiscal Monitoring Activity Report for December 1 through January 31, 2024. Staff completed a review of youth provider Community Coalition and the review revealed no findings or disallowances, only observations. Additional information regarding the observations are detailed in the report, which is in your agenda packets.

The following items have been discussed and recommended for approval by the FEC. They will be reviewed in detail during the "Action Items" segment of today's agenda.

- **Workforce System Funding:** The Council discussed the acceptance of additional workforce system funding in the amount of \$1,957 for veterans/disabled veterans was discussed.
- **SFWIB Fiscal Year 2022-2023 Agency-wide Audit Report:** BCA Watson Rice has recently concluded the audit, which included an in-depth examination of internal controls and compliance with applicable laws and regulations. The audit results will be presented to the board by Ms. Carshena Allison, a partner at BCA Watson Rice, later in the meeting.

No questions or comments were presented. Item closed.

## 9. Global Talent and Competiveness Council Update

In lieu of Chairwoman Ferradaz's absence, Mr. Smith reviewed the Global Talent and Competiveness Council Summary, which provided an overview of the following items discussed during this morning's meeting, all of which are listed under the "Action Items" segment of the agenda for approval:



- **The Addition of New Standard Occupational Classification Codes (SOC)**

The Council discussed the addition of a new Standard Occupational Classification (SOC) to the region's Demand Occupation List. Staff presented two training providers, Hollywood Career Institute and Miami Dade College who would like to add five programs all under the medical field.

- **Revisions to the Individual Training Account Policy.** The policy guides SFWIB Center operators and Training Providers in the administration of an ITA. There were a number of revisions to this policy, a complete list of them can be found in the agenda under the action items section of this agenda.
- **New Temporary Assistance to Needy Families Work & Pre-Penalty Policy.** The policy provides staff guidance on the requirements for serving individuals who have been deemed as non-compliant Welfare Transition participants in the Temporary Assistance for Needy Families (TANF) Program. Specific highlights include:
  1. Requiring participants to engage in countable core and core plus work activities for up to 40 hours per week.
  2. Exceptions to non-compliance.
  3. Penalties for non-compliance which can last from 10 days to three months or longer depending on the amount of time it takes an individual to comply with the work activities or ARP requirements.
- **Approval of Modification to the Supportive Services Matrix.** The policy provides guidance on supportive services that may be available to participants to assist with barriers to employment and training. Policy changes include:
  1. An increase to the amount paid for Drug Test & Physical Exams from \$150 to \$300 per year.
  2. An increase in the amount paid for Occupational Licenses / Certificates from \$250 per year to up to \$2500 per WIOA application.

No questions or comments were presented. Item closed.



## 10. Performance Council Update

In the absence of Chairwoman Canales, Mr. Rene Mantilla reviewed the Performance Council Summary, which provided an overview of the following items discussed during this morning's meeting:

Staff provided an update on the newly released Reimagining Education and Career Help (REACH) Act Program Year 23-24 Quarter 1 performance numbers. The SFWIB has received the highest rating out of all 24 Local Workforce Development Boards (LWDBs) with a 98.27 rating (A+).

Additionally, the Council was provided an update of the Common Measures Tool and our region's current performance. The tool indicates that in the first quarter of this year, our region met or exceeded all of the performance measures. Based on information from the common measures tool, staff has identified areas in the 2<sup>nd</sup> and 4<sup>th</sup> quarters in which individuals need to be engaged in order to meet negotiated performance indicators.

Please keep in mind that our performance is judged in the 2<sup>nd</sup> and 4<sup>th</sup> quarters; yellow boxes serve as a reminder of areas to focus on before the next performance period.

Our next topic of discussion was the Workforce Services Balance Scorecard for the current period from July 1, 2023 through January 31, 2024. The scorecard reflects a total of 4,595 participants have been placed in unsubsidized employment and two of the nine Career Center locations achieved the required 65 percent performance measures standard.

In an effort to provide additional technical assistance to provider staff, SFWIB staff has continued to hold monthly focus group meetings across all funding streams as a strategy to ensure the measures are met for the 2023-24 program year. Staff will also use the Common Measures Tool for the balanced scorecard employment report projections for the 1st, 2nd, 3rd and 4th quarters after exit.

The Youth Balance Scorecard showed that In-School Youth Programs exceeded the enrollment standard by enrolling 277 participants and the Out-of-School Youth (OSY) program's enrollment performance is on target to meet its goal of 747 participants by the third quarter, which ends on March 31, 2024.

To ensure the youth service providers meet their performance goals, staff has revised the scorecard to align with the WIOA negotiated primary performance indicators and has enhanced the oversight and performance management for the current program year.





Lastly, the Council reviewed the Consumer Report Card, which reflects that 72 of the 79 participants that have enrolled in training during the current period, have completed their program. Of those that have finished their program, 28 are employed, 19 of which are in the field they were trained in. Both the training and service providers are working together to ensure the seven remaining participants are placed in unsubsidized employment.

Details regarding the average cost to train, the return on investment, and wages generated as a result of our programs are available for review in your agenda packet.

No questions or comments were presented. Item closed.

## 11. Action Items

Vice-Chairman del Valle reviewed agenda items 11A – 11K, providing an opportunity to allow members an opportunity to pull any item for further discussion and review.

Items pulled for further discussion:

- 11B: One-Stop Operator Update
- 11K: SFWIB Fiscal Audit Approval

The following items are submitted concurrently for review and approval:

- 11A: SFWIB Bylaws
- 11C: CSSF Conflict of Interest & Code of Ethics Policy
- 11D: CSSF Mandatory Disclosure of Violations of Criminal Law Policy
- 11E: CSSF Whistleblower Policy
- 11F: CSSF Lobbying Protection Policy
- 11G: 2023-2024 WDA Demand Occupations List (TOL) Addition
- 11H: CSSF ITA Policy Revisions
- 11I: CSSF Pre-Penalty Counseling and Work Penalties
- 11J: Support Services and Incentives Matrix

**Motion:** Mr. Chi presented a motion to approve.

Seconded by: Mr. Piedra and **passed without dissent.**



### **11B. One Stop Operator**

Mr. Perez expressed concern with the one-stop operator update and its potential financial impact on the region. After thoroughly discussing the matter at the FEC meeting, Mr. Perez informed Mr. Beasley of his intention to pull the item at the full board meeting to ensure members have a chance to gain a more comprehensive understanding and pose any necessary questions.

Mr. Beasley explained the role of the one-stop operator, which would be a system overseeing the career centers and its compliance with federal guidance and performance requirements. He detailed the process of initiating RFPs for outside entities to apply for the role, but due to several failed attempts, the board decided to bid as the operator itself.

Mr. Jarvis Washington will be the OSO Coordinator for the agency once approved. His duties will be segregated from the program staff and report directly to the Executive Director.

**Motion:** Mr. Scott presented a motion to approve.  
Seconded by: Mr. Mantilla and **passed without dissent.**

### **11K. SFWIB Fiscal Audit Approval**

Vice-Chairman del Valle introduced the item; Ms. Carshena T. Allison, Managing Partner, BCA Watson Rice, L.L.P. further presented.

The Auditor's Report is clean with no findings. The auditor's Management letter, as required by the Auditor General of the State was also provided to the Board for review. The presentation was provided in advance of the meeting and is a part of the February 22, 2024 SFWIB Finance and Efficiency Council Meeting agenda packet for additional review.

Ms. Allison discussed GASB 96, which pertains to long-term IT subscriptions; a recommendation was presented about considering offsite backup and reviewing access controls. The audit found no significant or material impacts on the financial statements.

**Motion:** Mr. Bridges presented a motion to approve.  
Seconded by: Mr. Chi and **passed without dissent.**

No further comments or suggestions were submitted from the members. Item closed.



## **Next Meeting**

The next SFWIB meeting is scheduled to take place on April 18, 2024. Location TBD. Notifications will be forwarded to all members in advance of the session.

Being as there were no further questions or concerns, the SFWIB Meeting adjourned at 10:43am.



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 6B

**AGENDA ITEM SUBJECT:** ACCEPTANCE OF ADDITIONAL WORKFORCE SYSTEM FUNDING

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Finance and Efficiency Council recommends to the Board the approval to accept an additional \$5,204 in Workforce System Funding, as set forth below.

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

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

**BACKGROUND:**

The South Florida Workforce Investment Board (SFWIB) has received multiple Notices of Fund Availability (NFA) from the Florida Department of Commerce (formerly the Department of Economic Opportunity).

Attached is a detailed list of all the funding notices allocated to Workforce Development Area 23. These funds will support various employment and training service programs. This list is provided for the Council's review.

<b>Date Received</b>	<b>NFA #</b>	<b>Funding / Program</b>	<b>Initial Award</b>	<b>Award Increase</b>	<b>Total Award Amount</b>	<b>Award Purpose</b>
5/6/2024	043278	Local Veterans	\$ 28,686	\$ 5,204	\$ 33,890	To hire FL DOC LVER staff to serve veterans and conduct outreach to employers to increase employment opportunities for veterans.

<b>TOTAL</b>	<b>\$ 28,686</b>	<b>\$ 5,204</b>	<b>\$ 33,890</b>
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**FUNDING:** Workforce Funding

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 6C

**AGENDA ITEM SUBJECT:** SUMMER YOUTH EMPLOYMENT PROGRAM FOR THE CITY OF MIAMI GARDENS

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Global Talent Competitiveness Council recommends the following three items to the Board; (1) the approval to accept \$100,000 general revenue funds from the City of Miami Gardens for a Summer Youth Employment Program; (2) allocate matching funds of \$100,000 in TANF dollars; and (3) allocate funds to Adult Mankind Organizational, Inc., as set forth below.

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

**STRATEGIC PROJECT:** **Emphasize work-based learning and training**

### **BACKGROUND:**

Under the leadership of Mayor Rodney Harris, the City of Miami Gardens City Council has partnered with the South Florida Workforce Investment Board (SFWIB) to provide employment opportunities for up to 75 youth residents of Miami Gardens. The SFWIB will offer summer job placements for youth aged 15 to 18, along with employability skills training.

### **Funding and Allocation:**

- City of Miami Gardens: Contributing \$100,000 in general revenue funds.
- SFWIB: Contributing \$100,000 in Temporary Assistance for Needy Families (TANF) funds.
- Total Program Funding: \$200,000 for the Summer Youth Employment Program (SYEP).

### **Program Details:**

The SYEP will provide entry-level positions with local businesses, public sector organizations, and community-based organizations, aiming to build the future workforce of Miami Gardens. Participants will earn \$13.88 per hour for a total of 140 hours, which includes 20 hours dedicated to work readiness training. Additionally, youth will receive financial literacy training, covering topics such as budgeting and investing.

Administration:

Adult Mankind Organization, Inc. will administer the program, handling payroll, recruitment, job placement, and work readiness training for the youth participants. The program is scheduled to run from June 20, 2024, to August 9, 2024.

**FUNDING:** City of Miami Gardens General Revenue and Temporary Assistance for Needy Families

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 6D

**AGENDA ITEM SUBJECT:** SUMMER YOUTH EMPLOYMENT PROGRAM FOR THE CITY OF OPA-LOCKA

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Global Talent Competitiveness Council recommends the following three items to the Board; (1) the approval to accept \$50,000 general revenue funds from the City of Opa-Locka for a Summer Youth Employment Program; (2) allocate matching funds of \$50,000 in TANF dollars; and (3) allocate funds to Youth Co-Op, Inc. as set forth below.

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

**STRATEGIC PROJECT:** **Emphasize work-based learning and training**

### **BACKGROUND:**

Under the leadership of Mayor John H. Taylor, the City of Opa-Locka City Council has entered into a partnership with the South Florida Workforce Investment Board (SFWIB) to provide employment opportunities for up to 38 youth residents of Opa-Locka. The SFWIB will facilitate summer job placements for youth aged 15 to 18, complemented by employability skills training.

### **Funding and Allocation:**

- City of Opa-Locka: Contributing \$50,000 in general revenue funds.
- SFWIB: Contributing \$50,000 in Temporary Assistance for Needy Families (TANF) funds.
- Total Program Funding: \$100,000 for the Summer Youth Employment Program (SYEP).

### **Program Details:**

The SYEP will offer entry-level positions with local businesses, public sector organizations, and community-based organizations, targeting the development of Opa-Locka's future workforce. Participants will earn \$13.88 per hour for a total of 140 hours, including 20 hours dedicated to work readiness training. Additionally, youth will receive financial literacy training covering budgeting and investing.

Administration:

Youth Co-Op, Inc. will administer the program, handling payroll, recruitment, job placement, and work readiness training for the youth participants. The program is scheduled to run from June 20, 2024, to August 9, 2024.

**FUNDING:** City of Opa-locka General Revenue and Temporary Assistance for Needy Families

**PERFORMANCE:** N/A

*NO ATTACHMENT*





## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2023

**AGENDA ITEM NUMBER:** 6E

**AGENDA ITEM SUBJECT:** BUSINESS INTERMEDIARY CONTRACT RENEWALS

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Global Talent and Competitiveness Council recommends to the Board the approval to allocate an amount not to exceed \$000,000 in Workforce Innovation and Opportunity Act Dislocated Worker funding to continue Rapid Response & Layoff Aversion projects, as set forth below.

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

**STRATEGIC PROJECT:** **Develop integrated Business Service teams**

### **BACKGROUND:**

At the December 2023 meeting, the South Florida Workforce Investment Board (SFWIB) approved funding up to \$575,000 from the Workforce Innovation Opportunity Act (WIOA) Dislocated Worker funds to support Rapid Response and Layoff Aversion projects. This funding was allocated to The Greater Miami Chamber of Commerce (GMCC), The Miami-Dade Chamber of Commerce, Inc. (M-DCC), Cámara de Comercio Latina de los Estados Unidos, Inc. (CAMACOL), Florida Minority Supplier Development Council, Inc. (FMSDC), and The Beacon Council Economic Development Foundation, Inc.

Recommendation for Contract Renewal:

Given the success of this initiative, SFWIB staff recommends renewing the contracts to continue the Rapid Response and Layoff Aversion projects with these five economic development organizations. These organizations serve as business intermediaries for SFWIB and will assist in extending the regional Rapid Response team to support businesses facing layoffs or plant closures. The services provided are specific to businesses and do not involve traditional workforce services.

Recommended Allocations:

The following chart provides the requested allocations for each business intermediary:

BUSINESS INTERMEDIARIES	ALLOCATION
Miami-Dade Chamber of Commerce, Inc.	\$125,000
CAMACOL, Inc.	\$125,000
Florida Minority Supplier Development Council, Inc.	\$75,000
Greater Miami Chamber of Commerce.	\$150,000
Beacon Council Economic Development Fondation, Inc.	\$100,000

This renewal will enable the continuation of critical support services to businesses undergoing significant workforce changes, helping to mitigate the impact of layoffs and support economic stability in the region.

**FUNDING:** Workforce Innovation and Opportunity Act Dislocated Worker

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 6F

**AGENDA ITEM SUBJECT:** WORKFORCE SERVICES CONTRACTORS

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Performance Council recommend to the Board the approval to authorize staff to renew the existing Workforce Services contractors for program year 2024-2025, as set forth below.

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

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

**BACKGROUND:**

The current Workforce Services contractors were competitively procured in May 2022 to provide services for the South Florida Workforce Investment Board (SFWIB) for the program year (PY) 2022-2023. The initial year of these contracts will expire on June 30, 2023, with the possibility of renewal for two additional years, contingent upon the availability of funds, as stipulated in the contract terms.

SFWIB staff recommends that the Performance Council propose to the Board the authorization for staff to renew the existing Workforce Services contracts with Arbor E&T, LLC dba Equus Workforce Solutions and Youth Co-Op, Inc. for PY 2024-2025. These renewals would cover the American Job Center/CareerSource center locations detailed below:

<b><u>Workforce Services Contractors</u></b>	<b><u>Locations</u></b>
Arbor E&T, LLC	Carol City center
Arbor E&T, LLC	Hialeah Downtown center
Arbor E&T, LLC	North Miami Beach center
Arbor E&T, LLC	Northside center
Youth Co-Op	Little Havana center
Youth Co-Op	Perrine center
Youth Co-Op	West Dade center

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/15/2023

**AGENDA ITEM NUMBER:** 6G

**AGENDA ITEM SUBJECT:** YOUTH SERVICES CONTRACTORS

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Performance Council recommends to the Board the approval to authorize staff to renew the existing Youth Service contractors for Program Year (PY) 2024-25, as set forth below.

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

**STRATEGIC PROJECT:** **Emphasize work-based learning and training**

**BACKGROUND:**

The current Youth Services contractors were competitively procured in May 2022 to provide services for the South Florida Workforce Investment Board (SFWIB) for the program year (PY) 2022-2023. The initial year of these contracts will expire on June 30, 2023, with the possibility of renewal for two additional years, contingent upon the availability of funds, as stipulated in the contract terms.

SFWIB staff recommends that the Performance Council propose to the Board the authorization for staff to renew the existing Youth Services contractors for PY2024-25. The following are the current list of Youth Services Contractor:

<b>Youth Providers</b>	<b>Program(s)</b>
Adults Mankind Organization	In-School and Out of School
Community Coalition	Out of School
Cuban American National Council	In-School and Out of School
Youth CO-OP	In-School and Out of School

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 6H

**AGENDA ITEM SUBJECT:** PROGRAM YEAR 2024-2025 AMERICAN JOB CENTER SCHEDULE OF OPERATIONS

**AGENDA ITEM TYPE:** **SELECT ONE**

**RECOMMENDATION:** The Performance Council recommends to the Board the approval of the following American Job Centers (CSSF Career Centers) and Affiliated Colleges CareerSource centers Schedule of Operations for program year 2024–2025, as set forth below, as set forth below.

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

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

### **BACKGROUND:**

According to the Department of Economic Opportunity Grantee/Subgrantee Agreement, the South Florida Workforce Investment Board (SFWIB) is required to adopt a schedule of operations for the upcoming state fiscal year. This schedule must include the daily hours of operation for one-stop operators and a closure schedule that follows either the federal, state, or relevant county holiday schedule. For CareerSource centers affiliated with a college or university, the educational institution's schedule may be adopted.

SFWIB staff recommends that the Council approve the following schedule for all CareerSource centers operated by One-Stop Operators (Carol City, Hialeah Downtown, Little Havana, Northside, North Miami Beach, Perrine, and West Dade):

- Daily Hours of Operation: 8:00 a.m. to 5:00 p.m., Monday through Friday
- Holiday Schedule: As outlined in the attached memorandum

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

# American Job Center Calendar 2024 – 2025

## DATE HOLIDAYS/RECESS PERIOD

Monday, July 4, 2024	Observance of Independence Day
Monday, September 2, 2024	Observance of Labor Day
Monday, October 14, 2024	Observance of Columbus Day
Monday, November 11, 2024	Observance of Veterans Day
Thursday-Friday, November 28-29, 2024	Observance of Thanksgiving Holiday
Wednesday, December 25, 2024	Observance of Christmas Holiday
Wednesday, January 1, 2025	Observance of New Year's Day Holiday
Monday, January 20, 2025	Observance of Martin Luther King, Jr. Birthday
Monday, February 17, 2025	Observance of Presidents' Day
Friday, May 9, 2025	National Law Enforcement Appreciation Day
Monday, May 26, 2025	Observance of Memorial Day
Thursday, June 19, 2025	Juneteenth Holiday
Friday, July 4, 2025	Observance of Independence Day



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 7

**AGENDA ITEM SUBJECT:** SFWIB EXECUTIVE BOARD UPDATE

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 7A

**AGENDA ITEM SUBJECT:** SOUTH FLORIDA WORKFORCE INVESTMENT BOARD GOVERNANCE AGREEMENT UPDATE

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

**RECOMMENDATION:** N/A.

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

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

### **BACKGROUND:**

The Workforce Innovation and Opportunity Act and CareerSource Florida Policy requires a workforce Development Area to have a Interlocal, Consortium, and/or other agreement that establishes governance of the workforce board and outlines the roles of responsibilities of the board and Chief Elected Official.

At the May 9, 2024 Executive Board Meeting, SFWIB staff briefed the committee on a new county ordinance that was drafted to be used in lieu of a governance agreement and provided a draft of that ordinance for the committee's review.

On June 4, 2024, the ordinance was brought before the Miami Dade County Board of County Commissioners where it passed the first reading. The item will be brought back before the commission on June 18<sup>th</sup> for a final vote. Please find attached the Board of County Commissioners Agenda Item #14(A)(2) for your review.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



# MEMORANDUM

Agenda Item No. 14(A)(2)

**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** June 4, 2024

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Ordinance relating to the South Florida Workforce Investment Board for Region 23 of the State of Florida d/b/a CareerSource South Florida; creating article LXVII of the Code relating to the South Florida Workforce Investment Board d/b/a CareerSource South Florida; providing for purpose, composition, organization, powers, and responsibilities of the board and other related matters; retroactively approving and authorizing issuance by the County Mayor of a notice of termination of the Interlocal Agreement creating the South Florida Workforce Investment Board for Region 23 of the State of Florida; approving procurement policy for the board and authorizing future amendments thereto subject to certain conditions; waiving section 2-11.37(c) of the Code

The accompanying ordinance was prepared by CareerSource South Florida Department and placed on the agenda at the request of Prime Sponsor Commissioner Kionne L. McGhee.

  
Geri Bonzon-Keenan  
County Attorney

GBK/gh


MDC001

# Memorandum



**Date:** June 4, 2024

**To:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**From:** Daniella Levine Cava  
Mayor 

**Subject:** Ordinance Codifying the Requirements for Operation of the South Florida Workforce Investment Board for Region 23 of the State of Florida d/b/a CareerSource South Florida

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## **Executive Summary**

This item seeks approval of an ordinance codifying requirements for the operation of the South Florida Workforce Investment Board for Region 23 of the State of Florida d/b/a CareerSource South Florida (SFWIB). The SFWIB was created in 2006 pursuant to an Interlocal Agreement creating the South Florida Workforce Investment Board for Region 23 of the State of Florida (Interlocal Agreement) which was executed by the Chief Local Elected Officials of Miami-Dade and Monroe Counties.

The Reimagining Education and Career Help (REACH) Act, signed into law by Governor Ron DeSantis on June 24, 2021 and became effective on July 1, 2021, required the state workforce board, CareerSource Florida, to evaluate, consolidate, and/or reduce the number of Local Workforce Development Boards in an effort to increase coordination, accountability, and resource allocation flexibility to maximize the use of public funds. Consequently, the CareerSource Florida reduced the number of Local Workforce Development Boards from 24 to 21 and transitioned Monroe County from CareerSource South Florida (LWDA 23) to CareerSource Southwest Florida (LWDA 24).

The ordinance is necessary to formalize the operational requirements needed to establish the South Florida Workforce Investment Board (SFWIB) for LWDA 23 to be effective by July 1, 2024.

## **Recommendation**

It is recommended that the Board of County Commissioners (Board):

1. Approve the attached ordinance establishing article LXVII of the Code of Miami-Dade County, Florida.
2. Retroactively approve and authorize the County Mayor's or County Mayor's designee's issuance of a notice of termination of the Interlocal Agreement to the Mayor of Monroe County, which is attached hereto as Exhibit B.
3. Approve the procurement policy, in substantially the form attached hereto as Exhibit C, for the SFWIB and authorize said policy to be amended subject to approval of the SFWIB board and County Mayor or County Mayor's designee.

## **Scope**

The scope of this ordinance is countywide.

**Delegation of Authority**

The County Mayor or County Mayor's designee and the SFWIB are authorized to amend the procurement policy for the SFWIB, subject to a favorable vote of 2/3 of the full membership of the board and approval from the County Attorney's Office for form and legal sufficiency.

**Fiscal Impact/Funding Source**

The adoption of this ordinance does not create a fiscal impact to the County.

**Track Record/Monitor**

Rick Beasley, Executive Director of South Florida Workforce Investment Board, or other supervisory personnel will monitor implementation of the ordinance.

**Background**

On March 7, 2006, the Board approved the Interlocal Agreement, which, serves as one of the governing documents for the administration and operation of the SFWIB. The bylaws also govern operations of the SFWIB and reflect requirements prescribed in state and federal laws applicable to Local Workforce Development Boards including, but are not limited to, membership, meetings, and responsibilities of the board and Executive Director. The bylaws must be adopted by the SFWIB and approved by the Mayor. The current bylaws were approved by the board on February 22, 2024 and the Mayor on March 25, 2024 and are attached hereto and incorporated herein as Exhibit A.

Since the adoption of Resolution No. R-315-06, the Interlocal Agreement was amended four times. The amendments were approved by this Board in Resolution Nos. R-184-08, R-95-13, R-746-16, R-339-20, and R-604-21 and, among other things, extended the term of the Interlocal Agreement and incorporated newly enacted statutory requirements.

In January of 2014, pursuant to the Regional Workforce Board Accountability Act of 2012, South Florida Workforce Investment Board changed its business name to the SFWIB. Thereafter, on July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) (Pub. L. 113-128) into law. The WIOA is landmark legislation designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers, and to help employers hire and retain skilled workers. In accordance with WIOA, local workforce development boards are required to develop, approve, and implement a service delivery plan to resolve employment issues.

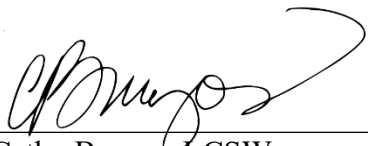
The SFWIB approved the current Local Workforce Service Delivery Plan on February 20, 2020. The 2020-24 Local Workforce Service Delivery Plan includes the following programs: (1) Job Corps; (2) Wagner-Peyser Act; (3) Veteran; (4) Migrant and Seasonal Farm Worker; (5) and Trade Adjustment Assistance. The Local Workforce Service Plan also includes the Welfare Transition/Temporary Assistance to Needy Families and the Food Stamp Employment and Training Programs. The development of the Local Workforce Service Delivery Plan is critical to having a comprehensive plan consistent with the requirements of WIOA.

In an effort to advance workforce system transformation statewide, the REACH Act was effective on July 1, 2021. The REACH Act required the reduction and realignment of the current number of local workforce development boards with the ultimate goal of minimizing duplication of efforts and services, improving consistency and maximizing resources to enhance outcomes for businesses and individuals, emphasizing a customer-focused approach.

Extensive feedback and research during an alignment evaluation phase in 2022 - 2023 resulted in CareerSource Florida's approval of the Florida Workforce System Transformation Plan, which streamlines and modernizes the state's workforce system, thereby enhancing alignment and accountability, serving job seekers and businesses more effectively, and improving outcomes for Floridians. The plan focuses on three pillars: Alignment and Consolidation, System-wide Improvements and Regional Planning. Implementation currently underway will increase collaboration among economic, educational, and governmental agencies; enhance services to customers to be consistent across the state; use resources more effectively and strengthen the state's economy by supporting regional economies.

In May 2023, Governor DeSantis approved CareerSource Florida's recommendations to realign and consolidate 10 local workforce development areas as outlined in the Florida Workforce System Transformation Plan. These changes will affect 27 counties and include consolidating some boards and realigning others and must be implemented by July 1, 2024. Approval and implementation of this ordinance will allow the SFWIB to comply with the requirements of the REACH Act and the Florida Workforce System Transformation Plan.

Over the past 18 years, the SFWIB has demonstrated fiscal accountability by producing clean audits with no adverse findings and no material weaknesses. The SFWIB has also made considerable investments in both Miami-Dade and Monroe Counties. During Fiscal Year 2022-2023, a total of 5,592 South Floridians were placed in jobs as a result of employment and training services provided by the SFWIB and its contractors. For every dollar invested to employ and train jobseekers, the community received a \$4.82 return on investment. A total of \$143,910,120 in salaries were generated within the Miami-Dade and Monroe Counties.



Cathy Burgos, LCSW  
Chief Community Services Officer

Attachments



To: The Honorable Daniella Levine Cava, Mayor  
Miami-Dade County

From: Rick Beasley, Executive Director *RB*  
South Florida Workforce Investment Board (SFWIB)  
d/b/a CareerSource South Florida (CSSF)

Date: February 27, 2024

Subject: Approval of the SFWIB Amended and Restated By-Laws

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The South Florida Workforce Investment Board d/b/a CareerSource South Florida is requesting your approval of the SFWIB Amended and Restated By-Laws.

In accordance with 20 CFR, § 679.310, Subpart C (g) 1-7, Local Workforce Development Boards (LWDB) are required to establish by-laws to enhance board governance. The by-laws are to align with state policies and adhere to the Workforce Investment Opportunity Act (WIOA) and CareerSource Florida Administrative Policies 110 and 097. These by-laws must, at a minimum, address the following items:

- 1) The nomination method by which the CEO appoints members of the LWDB;
- 2) A description of any further stipulations governing the appointment or membership of the LWDB;
- 3) Staggered term appointments and term limits to ensure that only a fraction of members' memberships terminate each year;
- 4) The process to notify members and the Chief Local Elected Official (CLEO) of member vacancies;
- 5) The use of technological advancements, including web-based and telephone conferences, to encourage active engagement from members;
- 6) The process is designed to ensure the engaged involvement of LWDB members in gathering stakeholders to advance the workforce development system, establish connections with local business services, and generate support for LWDB initiatives.



Approval of the SFWIB Amended and Restated By-Laws  
February 27, 2024  
Page 2

The SFWIB has amended and restated its current bylaws in accordance with these requirements to ensure adherence to the requirements of local, state, and federal laws and regulations. The attached copy has been reviewed and accepted by the Miami-Dade County Attorney's Office as legally sufficient. Moreover, at the board meeting on February 22, 2024, SFWIB approval was granted unanimously.

As the Chief Elected Official, your approval of the amended and restated bylaws is required to comply with Federal and State regulations.

*Daniella Levine Cava*

3/25/2024

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Honorable Daniella Levine Cava, Mayor of Miami-Dade County

Date



**AMENDED AND RESTATED BYLAWS  
OF  
THE SOUTH FLORIDA WORKFORCE INVESTMENT BOARD  
d/b/a CAREERSOURCE SOUTH FLORIDA**

**ARTICLE I**

**NAME, CREATION AND AUTHORITY, TAX EXEMPT STATUS, PURPOSE AND POWERS**

**Section 1.1** *Name* - The provisions of this document constitute the By-Laws of the South Florida Workforce Investment Board (“SFWIB” or “Board”), a separate public body, corporate and politic, and a governmental agency and governmental instrumentality of both Miami-Dade County and Monroe County.

**Section 1.2** *Creation and Authority* – The SFWIB is created and authorized pursuant to the Interlocal Agreement creating the South Florida Workforce Investment Board for Local Workforce Development Area 23 (“LWDA” or “Area 23”) of the State of Florida as may be amended or renewed from time to time (“Interlocal Agreement”), chapter 445, Florida Statutes, and applicable state and federal law.

**Section 1.3** *Tax Exempt Status* - The SFWIB is a governmental body in all respects and eligible to exclude income under Section 115 of the Internal Revenue Code of the United States and contributions which are deductible under Section 170(c)(1) of the Internal Revenue Code of the United States.

**Section 1.4** *Mission* – The dual mission of CareerSource South Florida is to facilitate the connection between competent and capable individuals and local employers, while also offering career advancement opportunities to residents of South Florida that contribute to their overall economic well-being. The SFWIB values:

- Integrity and ethical behavior in all of our actions and dealings
- Fiscal and personal accountability
- Excellent service delivery
- Forward thinking and innovation
- Passion and commitment to both internal and external customers
- Diversity in experiences and thinking

**Section 1.5** *Purpose and Responsibilities* - The purpose of the SFWIB is to perform any and all duties necessary for the accomplishment and purpose of the Workforce Innovation and Opportunity Act (“WIOA”) and the Interlocal Agreement, in accordance with federal and state law. In collaboration with required and additional stakeholders, the SFWIB shall provide strategic and operational oversight to develop a comprehensive and high-quality workforce development system in Miami-Dade and Monroe County and public policy guidance of WIOA programs. The SFWIB shall work toward achieving the state’s strategic and operational visions and goals, and shall exercise all powers provided by or under the authority of the Board including, but not limited to, Chapter 445 Florida Statutes. An emphasis shall be placed on services to individuals with barriers as well as other individuals identified in the SFWIB Strategic Plan.



**Section 1.6 Powers** - The Board shall have and exercise all rights and powers granted to Local Workforce Development Boards under the WIOA, section 445.007(5), Florida Statutes, these Bylaws, the Interlocal Agreement, and as permitted by the laws of the State of Florida. The exercise of said rights and powers by the Board shall not be inconsistent with the provisions of the WIOA.

## **ARTICLE II OFFICES**

**Section 2.1 Principal Office** - The principal office of the Board shall be located in Miami-Dade County, Florida.

## **ARTICLE III LIMITATIONS ON BOARD MEMBERS**

**Section 3.1 Limitation on Board Members** - The Board shall be non-partisan, non-sectional, and non-sectarian and shall take no part or lend its influence or facilities to the nomination, election, or appointment of any candidate for public office. The Board shall be prohibited from lobbying entities or persons, except for legislative requests made by the Board to the Miami-Dade County Office of Intergovernmental Affairs as required by Miami-Dade County Ordinance 04-219 or as may be authorized by the Miami-Dade Board of County Commissioners.

## **ARTICLE IV MEMBERSHIP AND DUTIES**

**Section 4.1 Representation** - The SFWIB members shall be representative of the population of the Local Workforce Development Board (LWDB) 23. The membership shall be based on the diversity of the economic and demographic composition of the LWDB 23 to assure equitable representation.

**Section 4.2 Categories of Membership** - Pursuant to Pub. L. No. 113-128, WIOA, Sections 107; 20 Code of Federal Regulations 679.320; and section 445.007, Florida Statutes, the Board shall be comprised of members that represent entities in the categories provided below. Members must be individuals with optimum policy-making authority within the entities they represent, as the term is defined by 20 CFR 679.340. The number of members and the composition of the Board shall be in accordance with the Interlocal Agreement.



## **A. Business**

A majority of the Board members shall represent businesses in the LWDA as individuals who:

- a. are owners of a business, chief executive officers, chief operating officers, or other individuals with optimum policymaking or hiring authority;
- b. represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the LWDA, as those terms are defined by the WIOA; and
- c. are appointed from among individuals nominated by local business organizations and business trade associations.

At least two members must represent small business as defined by the U.S. Small Business Administration.

## **B. Labor / Apprenticeships**

Not less than 20 percent of the members must be representatives of the workforce within the LWDA and:

- a. Include at least two representatives of labor organizations nominated by local labor federations. If no employees are represented by such organizations, at least two other representatives of employees shall be on the Board.
- b. Include at least one representative, who shall be a member or a training director, of a joint-labor management, or union affiliated, registered apprenticeship program who must be a training director or member of a labor organization. If no union affiliated registered apprenticeship program exists in the LWDA, at least one representative of a registered apprenticeship program with no union affiliation in the LWDA must be appointed, if such a program exists.
- c. May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide/support competitive integrated employment for individuals with disabilities.
- d. May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.



### **C. Education**

Members must include representatives of entities administering education and training activities in the LWDA and:

- a. Include a representative of eligible training providers administering adult education and literacy activities under Title II of WIOA.
- b. Include a representative of institutions of higher education providing workforce investment activities (including state/community colleges).
- c. Include a private education provider, if a public education or training provider is represented on the Board. This requirement may be waived by the CareerSource Florida Board of Directors if it is demonstrated that such representative does not exist in the LWDA.
- d. May include representatives of local educational agencies or community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

If there is more than one institution in each of the types of educational entities listed above, nominations will be solicited from representatives of each of these entities. The Board shall describe, in a locally defined process, how private education providers will be identified and efforts to include those representatives on the Board. If through the local process, the Board finds that a private education provider representative does not exist in the LWDA, the Board shall submit a request to waive the requirement as outlined in CareerSource Florida Administrative Policy 91.

### **D. Governmental / Economic / Community Development**

Members must include representatives of economic and community development, as well as governmental entities serving the local area with:

- a. At least one individual representing economic and community development entities serving the LWDA.
- b. At least one individual representing the State Employment Service office under the Wagner-Peyser Act serving the local area.
- c. At least one individual representing the programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or part C of that title serving the local area.

### **E. Other Entity Representation**

Members may include other individuals or representatives of entities including: (1) governmental and economic and community development entities who represent transportation, housing and public assistance programs; (2) philanthropic organizations serving the LWDA; and (3) other appropriate individuals as determined by the CLEO of Miami-Dade County.



**Section 4.3 Board Member Recruiting, Vetting and Nominating** - The Board, in consultation with the CLEO shall recruit, vet, and nominate prospective SFWIB members as detailed in Article V. The members shall represent diverse geographic areas within the LWDA. Pursuant to Section 445.007, Florida Statutes, the importance of minority and gender representation must be considered when making appointments to the Board.

### **Recruitment Process Instructions**

When a SFWIB vacancy exists, the Executive Director will send, within three days of the vacancy, a written notice of the vacancy to the Board as well as to the appropriate CLEO. The Executive Committee, subject to Board approval, will work with the Executive Director to solicit potential members to fill the vacancy.

The CLEO or Executive Committee will send the Executive Director a document identifying potential candidates to fill the vacancy within 15 days of receipt of the notice of the vacancy. Once the Executive Director has determined the nomination(s) are consistent with the membership requirements of federal and state laws, as well as, local Board requirements, the Executive Director's Executive Assistant will provide the nominee a Membership Nomination and Reappointment Form and Recruitment Brochure (i.e., Become a Leader for the South Florida Workforce Investment Board).

If the vacancy is from the Business, Education, Labor or Economic Development Board membership categories, the applicable processes below shall be followed:

1. Business – Representatives must be nominated by local business organizations and/or business trade associations and then submitted for review.
2. Education – When there is more than one local area provider of adult education and literacy activities under title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA sec. 107(b)(2)(C)(i) or (ii), nominations are solicited from those particular entities.
3. Labor – Representatives must be nominated by local labor federations.
4. Economic Development – the CLEO or Executive Committee shall solicit nominations from both public and private local economic development agencies.

**Section 4.4 Appointment of Members** - The CLEO of Monroe County shall appoint two of the private sector members of the SFWIB, and the CLEO of Miami-Dade County shall appoint the remaining members. The CLEOs may not delegate the responsibility of appointing members to the SFWIB to the Executive Director. A SFWIB member may not assign or designate their Board position on the SFWIB or Council. Upon appointment, SFWIB members must be trained on federal, state and local conflict-of-interest laws and policies.

Members are prohibited from instructing or requesting that the CLEO, or their subordinates, appoint or remove any member from the Board. Any member who engages in the aforementioned conduct shall be subject to a recommendation for removal by the Board. A removal recommendation will be submitted to the CLEO for review and consideration if a consensus is reached by a two-thirds vote. It is essential to note that written authorization from the CLEO is required for any action pertaining to the removal of a member.

### **Appointment Process Instructions:**

Once the CLEO or Executive Committee refers a potential SFWIB member to the Executive Director and that nominee satisfies legal, regulatory, and local requirements, the following procedures shall commence:

1. The nominee completes a Membership Nomination and Reappointment Form, including a career biography/resume.
2. The nominee submits the Membership Nomination and Reappointment Form and career biography/resume to the Executive Director.
3. The Executive Director forwards submitted documents to his Executive Assistant.
4. For private sector nominees, the Executive Assistant will verify the nominee's status in the business community (i.e., whether the nominee is in good standing with a Chamber of Commerce and/or economic development organizations).
5. The Executive Assistant will scan and file the submitted documents. The original hard copy is placed in folder labeled Pending Nomination.
  - a. The Executive Assistant will transmit documents to the Executive Director for submission to the Executive Committee for review and recommendation to the Board for approval. If the nominee is not approved, the Executive Director shall notify the nominee, in writing, of such decision.
  - b. If the Executive Committee approves the nomination, the nomination shall be included on the next SFWIB Agenda for the Board to consider. If the nominee is not approved the Executive Director shall notify the nominee, in writing, of such decision.
  - c. If the SFWIB approves the nominee, the Executive Assistant shall prepare a memo to the appropriate CLEO recommending the individual for appointment to the Board. The Membership Nomination and Reappointment Form, including the career biography/resume shall be included with the memo.
6. If the CLEO appoints the Board's approved nominee, the following procedures shall commence:
  - a. The new Board member is registered for new member training.
  - b. The new member receives a congratulatory letter from the CLEO with instructions for Board Member Orientation conducted by the Executive Director.

- c. SFWIB Executive Assistant completes all necessary documents, adds the member to the Board Member Directory and Board Member Distribution List, and ensures that the new member's name is included in appropriate section of the website.
- d. Once the new member receives a committee assignment, the Executive Assistant will add the member to the appropriate committee distribution list.

**Section 4.5 Terms/Term Limits** – SFWIB members shall be appointed for fixed and staggered terms and shall serve until their successors are appointed. All appointments shall be for a two-year term, with reappointment occurring after the second year. Members may serve two additional terms. A member's service shall not exceed a total of three (3) consecutive terms or six (6) consecutive years. Notwithstanding the above, members who represent governmental entities are exempt from term limits. Service, which commenced before July 1, 2021, does not count toward the 6-year limitation.

To establish staggered terms, members shall be divided into three (3) groups, the first of which will be new SFWIB members, which will serve an initial term of two (2) years. The second group will consist of those who begin their term the year following the term of the first group. The third group will consist of those who begin their term the following term of the second group.

**Section 4.6 Vacancies** – A SFWIB member who becomes ineligible to serve on the Board must resign or be removed by the CLEO that appointed him or her. Vacancies should be filled within twelve (12) months from the original vacancy occurrence. All appointments to fill vacancies should follow the same process provided in this Section 4. New SFWIB members must be appointed to fill the same category of membership as that in which the vacancy occurred; however, new members do not have to be from the same educational entity, organization or business as the departing members. If a member resigns or removed before their term has expired, the newly appointed member shall begin a new two-year term.

**Section 4.7 New Member Orientation and Annual Training** - SFWIB members must participate in orientation and annual training. The purpose of orientation and training is to provide SFWIB members with information that empowers them to effectively serve. All new members shall complete a new member orientation within six months of their appointment to the Board. The Executive Director is responsible for and shall develop Member Orientation.

- A. SFWIB members must complete annual refresher training regarding their duties and responsibilities as a member of the Board. Such training will be on topics provided by CareerSource Florida Administrative Policy 110.
- B. New member and refresher training may be offered in-person and/or virtually. Using the Board Engagement Matrix, the Board will monitor member participation in convening stakeholders, brokering relationships with employers, and leveraging support. Upon request, attendance records and course completion dates will be provided.

**Section 4.7 Removal** – A SFWIB member, the Executive Director, or the designated person responsible for operational and administrative functions, may be removed from the Board as follows:

- A. **For Cause** – The Governor may remove from office, for cause, SFWIB members, the Executive Director, or the designated individual accountable for operational and administrative functions, in accordance with Section 445.007 of the Florida Statutes. In addition, members may be removed by a vote of 2/3 of the Board or by the CLEO who appointed them.
- B. The following grounds for removal for cause shall include, but not be limited to:
- a. Disclosure of confidential information;
  - b. Misuse of position;
  - c. Failure to disclose conflict of interest;
  - d. Incapacity or unfitness to fulfill the duties of the Board;
  - e. Engaging in fraud or other criminal acts while a member of the Board;
  - f. Gross dereliction of Board responsibilities;
  - g. Infractions of misfeasance (willful inappropriate action or intentional incorrect action or advice), malfeasance (willful and intentional action that injures a party), or nonfeasance (the failure to act where action is required—willfully or in neglect);
  - h. Other causes as may be determined by the Board and/or defined by the Governor or CLEO.
- C. **Resignations**
1. Voluntary resignations shall be those occurring when a member, for his or her own reasons, elects to leave the Board and gives due notice of such intent.
  2. Involuntary resignations (de-facto resignations) shall occur when a member fails to attend one-half of either the regularly scheduled Board or Board Committee/Council meetings in a 12-month period. An involuntary resignation may be set aside at the request of the member and upon approval by a majority vote of the Board.
    - i) The Executive Director shall send a letter to any member who fails to attend two consecutive meetings, including committee or task force meetings, in any 12-month period without adequate explanation and/or communication.
    - ii) Following the notification, the Executive Director shall notify the CLEO who appointed the member and recommend that the member be removed from the SFWIB if said member misses a third meeting, including a committee or task force meeting, in any 12-month period without an acceptable excuse. The SFWIB defines “acceptable excuse” as medical, business travel, or other reason that the SFWIB, by majority vote, deems appropriate.



**Section 4.8 Financial Disclosure** – Financial disclosures pursuant to section 112.3145, Florida Statutes, are required of appointed members as follows, unless otherwise exempt under Florida law:

- a. Financial disclosure Form 1 is due July 1 of each year for the preceding calendar year.
- b. Notifications will be sent to all members at least 30 days in advance of the deadline.
- c. Forms should be submitted to the Supervisor of Elections in the member's county of permanent residence.
- d. A grace period is in effect until September 1. If the disclosure is not filed or postmarked by September 1, an automatic fine of \$25 per day will begin to accrue, and will continue to accrue until the disclosure is filed or the fine reaches \$1,500.
- e. Failure to submit Financial Disclosure Form 1 by the July 1st deadline could result in a finding of non-compliance with the Grantee-Subgrantee Agreement for the SFWIB.

## **ARTICLE V OFFICERS**

**Section 5.1 Appointed Officers** - The officers shall consist of a Chairperson (“Chair”) and Vice-Chairperson (“Vice-Chair”) who are approved by majority vote of the Board.

**Section 5.2 Duties** - The officers of the Board shall have the following duties:

- A. **Chair.** The Chair shall be the chief appointed officer of the Board and shall preside at all Board and Executive Committee meetings. The Chair shall appoint council Chairs and council Vice-Chairs, subject to the approval of the SFWIB. The Chair may be removed from office without cause at any time upon the affirmative vote of a majority of the then appointed members of the SFWIB who are empowered to vote.

All such council and task force chairs and members shall serve at the pleasure of the Chair. The Chair may remove the chair of any such council or task force and any and all such council members or task force members without cause at any time.

The Chair shall serve as an ex-officio member of all standing committees and shall perform such other duties as set forth in these Bylaws or as determined by the Board. The Chair shall be a “Business” representative and preside at all meetings of the SFWIB

- B. **Vice Chair.** The Vice-Chair shall perform the duties of the Chair in the absence of the Chair or in the event of the Chair’s inability to perform his or her duties. The Vice-Chair shall serve as the chair of the Board’s membership committee and shall perform such other duties as are assigned by the Chair.

The Vice-Chair may be removed from office without cause at any time upon the affirmative vote of a majority of the then appointed members of the SFWIB who are empowered to vote.

In the event that the office of the Chair is vacant, the Vice-Chair shall assume the duties and powers set forth in (A) (1), (3) and (4) hereinabove until such time as the office of the Chair is no longer vacant. The Vice-Chair shall be a “Business” representative.



- C. Qualifications. All officers appointed after the first annual meeting of the Board must have been a member of the Board for at least one year prior to being appointed to office.
- D. Appointment. The Chair and Vice-Chair shall be elected by the Board and shall serve one two-year term commencing the January 1<sup>st</sup> following their appointment. The Chair's and the Vice-Chair's terms shall be limited to two consecutive two-year terms. There are no limitations on the number of nonconsecutive terms members may serve or offices they may hold.

**Section 5.3 *Executive Director*** - The Board shall have the authority to recommend an Executive Director to serve as the Chief Executive and Operating Officer for the Board and as such shall implement the policies, decisions, actions and directives of the Board. The Executive Director may be removed at the discretion of the Board. The Executive Director shall serve as Secretary to the Board, charged with preparing notices, agendas, minutes of the meetings of the Board and Committees, and shall serve as the custodian for all minutes and voting records of official Board business. The Executive Director shall be a non-voting member of the Board, Executive, Finance and Efficiency Council, Global Talent & Competitive Council, Performance Council and any ad-hoc committees and task forces. The Executive Director shall serve as advisor to the Chair and all council Chairs and task forces and shall assemble information and data and cause to be prepared special reports as directed by the Board. Board functions that are the responsibility of the Executive Director include, but are not limited to:

- A. Coordinating with the appropriate CLEO regarding the identification and nomination of members to the Board and ensuring membership is compliant with state and federal laws.
- B. Organizing Board meetings and ensuring meetings are held according to the Bylaws and applicable laws, including Florida's Sunshine Law.
- C. Developing and submitting the local and regional workforce development plan.
- D. Conducting oversight of the WIOA adult, dislocated worker, youth programs and the entire One-Stop delivery system including development of policies and monitoring the administration of the programs.
- E. Negotiating and executing agreements on local performance metrics.
- F. Negotiating with the appropriate CLEO and required partners for the Memorandum of Understanding (as prescribed in CareerSource Florida Administrative Policy 106).
- G. In compliance with the Board's procurement policy, providing oversight of the competitive procurement process for procuring or awarding contracts to providers of youth programs services, providers of workforce services (if applicable), and the One-Stop Operator as required in 20 CFR 679.370.
- H. Developing an annual budget of SFWIB each program year to be submitted to the Florida Department of Commerce and published in accordance with state law.
- I. Certifying the One-Stop career centers per the CareerSource Florida Administrative Policy 93.





In the event that the Office of the Secretary is vacant, the Chair or in the event of a vacancy in the office of the Chair, the Vice-Chair shall appoint a member of the SFWIB staff to serve as the Secretary Pro Tem of the SFWIB until such time as the Office of the Secretary of the SFWIB is no longer vacant.

## **ARTICLE VI BOARD MEMBER/COMMITTEES (COUNCILS)**

**Section 6.1** Regular Meetings - The Board shall hold regular meetings at least six times during a calendar year. Notwithstanding the prior sentence, the number of meetings may be amended at the discretion of the Chair. The schedule shall be provided to Board Members and posted on SFWIB's website at the start of the calendar year.

**Section 6.2** Special and Emergency Meetings - Special and emergency meetings may be called by the Chair or by a majority of the members of the Board.

**Section 6.3** Place of Meeting - The Chair, in coordination with the Executive Director, shall designate the location of meetings to ensure compliance with accessibility and other legal requirements, including the Sunshine Law.

**Section 6.4** Notice of Meeting - All meetings will be advertised and open to the general public in compliance with the Sunshine Law, the requirements of chapter 445, Florida Statutes, and the Grantee/Sub-grantee Agreement. Notice of the date, time, and place of all SFWIB meetings shall be emailed to all members at least seven days in advance of such meetings, together with an agenda of the business to be conducted. If a special or emergency meeting is called pursuant to the provisions of section 6.2 above, a minimum of 24-hour notification will be provided.

**Section 6.5** Communication Media Technology - Members may attend a maximum of three Board meetings per calendar year via means of communications media technology, defined in section 28-109.002 of the Florida Administrative Code - to mean the electronic transmission of printed matter, audio, full-motion video, freeze frame video, compressed video, and digital video by any method available and shall include, but not be limited to, telephone conference, video conference or similar communications equipment.

Members using communications media technology to attend meetings must be: (i) allowed to participate in Board discussions; (ii) able to be heard by other Board members; and (iii) able to be heard by the public. Notwithstanding the above, physical attendance at all Board and committee meetings is preferred. If a member is unavailable to be physically present due to an emergency or circumstances beyond their control, and would like to participate in the meeting using communications media technology, said member shall notify the Chair and Executive Director no later than 48 hours prior to the start of said meeting so that such communications media technology may be established for said meeting.

These Bylaws shall not be construed to authorize any proceeding otherwise subject to the provisions of section 286.011, Florida Statutes, to be held exclusively by means of communications media technology without making provision for the attendance of any member of the public who desires to attend unless expressly authorized by law. SFWIB meetings conducted using communications media technology shall comply fully with section 120.54, Florida Statutes, and Chapter 28-109, Florida Administrative Code, as may be amended from time to time.



**Section 6.6 Attendance** - The SFWIB must hold at least six in-person meetings throughout the course of the calendar year. Members may attend via communications media technology a maximum of two times in a succession, after which, in-person attendance is required before remote participation is further permitted. As specified in Section 4.9B (2), any member who is absent from three of the six SFWIB meetings within a fiscal year, shall be deemed to have voluntarily resigned from the SFWIB unless the member's absences were excused, in advance, for cause by the Chair.

**Section 6.7 Quorum** - A majority of the Board membership qualified and sitting shall constitute a quorum for the transaction of business at meetings of the Board, including those members attending via communications media technology as outlined in Section 6.5. In the absence of a quorum, the Executive Committee may take official action on items of a Board agenda, which actions may be ratified by the Board at the next Board meeting.

**Section 6.8 Voting** - All matters before the Board (except amendments to Bylaws-See **Section 8.2**) shall be determined by a majority vote of members at the meeting after a quorum has been established. Each member (including those attending via communications media technology as outlined in Section 6.5), shall be able to cast one vote, and must vote on any business of the Board or any Council(s) to which he/she is assigned. The SFWIB prohibits the use of proxies to attend or vote on behalf of a member who is unable to do so in person or through communications media technology.

If a conflict of interest exists or is thought to exist, the corresponding member must abstain from voting or otherwise participating in the proceedings related to the matter and shall leave the public meeting room or other location of the public meeting until the consideration of that matter has been concluded. Any such person who leaves the public meeting room or other place of the public meeting shall be deemed absent for purposes of constituting a quorum, counting the vote or for any other purpose.

**Section 6.9 Conflict of Interest** – Board Members and staff must maintain integrity, accountability and transparency in decisions and actions that earn and protect the public trust. This includes taking all necessary steps to avoid appearances of conflicts of interests. A member shall not cast a vote on or participate in any decision regarding the provision of services by said member, their relatives, any organization that the member directly represents, or any matter that would provide any direct financial benefit to the member or, where the member has a relationship with the contracting vendor. All members shall follow the guidelines and restrictions set forth in chapter 445 of the Florida Statutes, CareerSource Florida Strategic Policy 2012.05.24.A.2-State and Local Workforce Development Board Contracting Conflict of Interest Policy, as well as the requirements in the Department of Commerce's Grantee/Sub-grantee Agreement.

Such contracts may only be approved with a two-thirds vote of the Board members present and where all conflicts of interest have been disclosed, and with the member who may benefit from such a contract (or whose organization or relative may benefit) abstaining from the vote. Any contract awarded to a SFWIB member, or a contracting vendor related to a SFWIB member, that is equal to or greater than \$10,000, is subject to DEO approval and requires the completion of a Contract Information/Related Party Form that has been certified by the Chair or Vice-Chair as correct and true. Such contracts will be published on the SFWIB website in accordance with chapter 445.



### **Section 6.10** Procedure at Meetings

- A. Robert's Rules of Order shall govern the procedure of Board meetings except when inconsistent with the provisions of these Bylaws.
- B. All business shall be conducted in accordance with a written agenda published in accordance with the provisions of these Bylaws.
- C. Participation in meetings shall be limited to SFWIB members, Board staff and other invited guests and speakers.
- D. The Board shall comply with Section 286.0114, Florida Statutes and provide members of the public with a reasonable opportunity to be heard.
- E. All business of the Board shall be conducted in accordance with the Florida Government in the Sunshine Law.
- F. SFWIB members may attend meetings in-person or virtually except for the annual meeting where in-person attendance is required.
- G. The Secretary of the Board shall record and transcribe all proceedings. At the next routinely scheduled meeting where a quorum has been established, meeting minutes will be reviewed, amended, and approved as necessary. The minutes shall indicate which Board members were present or absent and shall record the official acts of the Board; the Vote Tally Sheet shall record member voting (ayes, noes, and abstentions). Abstentions due to a conflict of interest shall be recorded along with the member's name and the rationale for the abstention. After ratification by the Board, the meeting minutes serve as the official record of the business conducted at that meeting. Copies of approved minutes shall be posted on the CareerSource South Florida website within 15 days of Board approval.

### **Section 6.11** Committees (Councils)

SFWIB shall establish and maintain the following Committees/Councils comprised of Board members to assist the Board in carrying out its duties and responsibilities. Council membership and leadership appointments, as described in Section 5.2A, are appointed by the Board Chair and subject to Board ratification. SFWIB staff may not serve on committees. As specified in Section 6.1, the Committees/Councils shall meet on the same days as the SFWIB regular Board meetings, as provided in Section 6.1.. The Committee/Council Chairs may call special and emergency meetings as deemed necessary.

**Section 6.12** Executive Committee – The Executive Committee shall be comprised of the Chair, Vice-Chair, Council Chairs and Vice-Chairs. The Executive Committee shall serve as a committee with administrative oversight responsibilities and is empowered to act and take necessary interim action to implement the plans and programs of CareerSource South Florida between meetings of the Board. All restricted assets shall be managed by the Executive Committee of the Board. An Executive Committee report will be made at each Board meeting at which time the actions of the Executive Committee may be reviewed and ratified by the Board.



**Section 6.13 The Finance and Efficiency Council (FEC)** –The FEC oversees the development of the annual budget and ensures accurate tracking, monitoring and accountability for funds. The FEC shall review the Executive Director’s recommended budget and make recommendations regarding the budget to the Board. The FEC is responsible for the review and approval of the annual audit and audit firm.

**Section 6.14 Global Talent and Competiveness Council (GTCC)** - The GTCC is responsible for developing and delivering talent (youth and adult) to meet marketplace needs to grow South Florida’s legacy and infrastructure industries, as well as those industries that hold promise and have been identified as economic development priorities for diversifying the regional economy with high-wage jobs. GTCC also focuses on the area’s economic development agenda and common strategic target. The council advises the Board on the development and implementation of policies, strategies, programs, and activities affecting workforce development by focusing on Opportunity Miami’s One Community One Goal, identified seven targeted sectors.

**Section 6.15 Performance Council**- The Performance Council is responsible for ensuring compliance with the U.S. Department of Labor’s federal common measures, the REACH Act Letter Grades and SFWIB performance goals, including both programmatic and financial outcomes on measures such as job placements, cost per placement and return-on-investment. The council provides oversight and accountability for positive outcomes of Florida’s federal common measures.

**Section 6.16 Ad Hoc Committees** - Ad Hoc Committee(s) shall be established as temporary committees to address specific issues. Ad Hoc Committees shall be chaired by a SFWIB member. Membership of Ad Hoc Committee(s) may include other SFWIB members, but must include individuals, appointed by SFWIB, who are not on the Board and have demonstrated experience and expertise in accordance with state and federal laws.

## ARTICLE VII INDEMFICATION AND COMPENSATION

**Section 7.1 Indemnification** - The Board shall indemnify, defend, save, and hold harmless each member from personal liability to the maximum extent authorized by law. It is the intent of this Article that no member shall have personal liability for his or her acts or omissions except in those instances where the Board is prohibited, by law, from indemnifying, defending, saving, and holding harmless such member. Additionally, in the event of dissolution, liquidation, termination, or expiration of the existence of the SFWIB, the Board shall follow the provisions of the Interlocal Agreement regarding payments, debts, obligations, assets and income.

**Section 7.2 Compensation** – Board members shall serve without compensation; however, members may be reimbursed for necessary expenses incurred in the performance of official duties upon approval in writing by CLEO of Miami-Dade County or his or her designee, in accordance with the Interlocal Agreement. Expenses shall be reimbursed in accordance with federal and state laws and regulations, Miami-Dade County ordinances and policies, and the Interlocal Agreement.



## ARTICLE VIII ENACTMENT/AMENDMENT

**Section 8.1 Enactment** - These Bylaws shall become effective upon approval of the Board. Approval for enactment shall require a two-thirds vote of the full membership of the Board, after notice to the membership. Said notice shall be made no later than 10 days prior to the meeting at which the Bylaws are placed on the agenda. These Bylaws shall not be construed to take precedence over federal, state, or local laws or regulations or to limit or constrain the rights and obligations of the Board.

**Section 8.2 Amendments** - The Bylaws may be altered, amended, or repealed and new Bylaws adopted by the affirmative vote of a two-thirds of the membership of the Board in attendance at any meeting.

## ARTICLE XI STAFF SUPPORT AND PROFESSIONAL ASSISTANCE

**Section 9 Staff Support and Professional Assistance** - The Board and its committees shall be provided administrative, clerical, and technical support by the Board's staff. The staff shall implement the policies, decisions, actions and directives of the Board under the supervision and control of the Executive Director. It shall be the Executive Director's responsibility to assure such support is available as necessary or as requested by any Board/Committee. However, any such requests or directives by members of the Board shall be made solely to the Executive Director and shall not be made to any other employees of the SFWIB either publicly or privately. If determined necessary, the Board may hire professional consultants, including legal counsel, to assist in carrying out its responsibilities.

The Honorable Mayor Holly Merrill Raschein  
Monroe County, Florida  
102050 Overseas Highway, Suite 234  
Key Largo, FL 33037

Dear Mayor Raschein,

In accordance with the realignment provisions of the Reimagining Education and Career Help (REACH) Act, approved by the Florida legislature and signed into law by Governor Ron DeSantis and section 9 of the 2006 Interlocal Agreement Creating the South Florida Workforce Investment Board for Region 23 of the State of Florida, we hereby give formal notice of our intention to terminate, effective June 30, 2024. Pursuant to the REACH ACT, the South Florida Workforce Investment Board shall revert to the sole jurisdiction of Miami-Dade County on July 1, 2024.

Please be advised, in accordance with Rule 1 B-24.003(1)(a), Florida Administrative Code, and Chapter 119, F.S., the State of Florida requires that records pertaining to all cases served be preserved for a minimum of five years. The South Florida Workforce Investment Board is subject to audit and/or review throughout that time. The terms of the Interlocal Agreement will govern any disallowances found against Monroe County and/or the provider tasked with case management.

On behalf of Miami-Dade County, thank you for partnering with us to engage and prepare the residents and businesses of South Florida for a brighter and more prosperous future. We wish you continued success with CareerSource Southwest Florida, your new workforce board.

Sincerely,

Daniella Levine Cava, Mayor  
Miami Dade County

Pc: Monroe County Board of County Commissioners  
Rick Beasley, Executive Director, SFWIB/CSSF  
Central File, SFWIB/CSSF

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## Chapter 1

# PROCUREMENT/PURCHASING PROCEDURES

*CareerSource South Florida is an equal opportunity employer / program. Auxiliary aids & services are available upon request to individuals with disabilities. All voice telephone numbers in this document may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711, or as otherwise indicated.*

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## **I. OVERVIEW**

The South Florida Workforce Investment Board (SFWIB) d/b/a CareerSource South Florida (CSSF) or SFWIB Board, Local Workforce Development Board (LWDB) Local Workforce Development Area (LWDA) 23 (Miami-Dade and Monroe Counties), is one of 24 LWDBs in the State of Florida.

The SFWIB seeks to ensure the timely acquisition of quality goods and services at competitive prices. The SFWIB shall accomplish this through open and free competition. The SFWIB shall solicit vendors who have satisfied all requirements to be recognized as a Miami-Dade County or State of Florida registered vendor. The SFWIB shall make award of a contract based on evaluation criteria established in the solicitation.

These procedures establish guidelines in which the SFWIB will follow when procuring goods and services and shall serve as standards of conduct for employees engaged in the selection, award and administration of a contract, purchase order, or professional services agreement.

It is through these written procedures that the SFWIB shall strive to improve the effectiveness and efficiency of the procurement process in compliance with federal, state, and local procurement laws, policies and guidelines governing expenditure of federal funds.

## **II. AUTHORITY**

The Executive Director is the appointed steward and retains the authority to designate persons to conduct solicitations, make recommendations, and approve expenditures on behalf of the SFWIB as it relates to procurement.

## **III. PROCUREMENT METHODS**

The SFWIB promotes full and open competition and utilizes the following procurement methods to procure goods and/or services.

- (A) Procurement by small purchase procedures. Procurement method for securing services, supplies, or other property that do not cost more than \$100,000.
- (B) Procurement by sealed bids (formal advertising). Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price.
- (C) Procurement by competitive proposals. Competitive proposals that are normally conducted with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. The SFWIB will solicit written responses from a minimum of three (3) vendors identified on the county or state vendor list. Quotes must be submitted on company/business letterhead, and can be received via fax, e-mail or mail carrier service:

CareerSource South Florida  
7300 Corporate Center Drive, Suite 500  
Miami, FL 33126  
Fax: (305) 477-0113

Quotes will be evaluated for appropriate requirements. No telephone quotes are permitted under Miami-Dade County "Cone of Silence".

(D) Procurement by noncompetitive (sole-sourced) proposals. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source

- 1) Single Source or Inadequate Competition is defined as procurement from a single source, or after a number of sources, the competition is determined inadequate to fulfill the requirements of the solicitation. Non-competitive bids include procurements of goods and/or services for which an equal product and/or service is unavailable from other suppliers, or such use of an equal product is impractical, or that full and open competition resulted in a non-responsive bid.
- 2) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation.
- 3) Bid Waiver is defined as a purchase of a good or service without formal competitive bidding, when it is determined to be in the best interest of SFWIB. In a non-competitive bid waiver only one quote is sought. When the recommendation is made to use this process, the appropriate justification must be provided. At a minimum, the purpose of the acquisition, the uniqueness of the item or service, the reason why the waiver of the competitive process is in the CSSF's best interest, and the market research that has been performed to support such actions. The justification is submitted to the Executive Director or authorized designee for approval.

(E) Emergency Procurement

- 1) Emergency is defined as an unforeseen or unanticipated urgent and immediate need for equipment, supplies, or services where the protection of life, health, safety and welfare of the community or the preservation of public property would be adversely affected using normal procurement procedures.
- 2) Emergency disaster procurement is defined as those purchases needed due to unforeseen acts of nature, such as hurricanes, floods, fire and tornadoes.
- 3) Under these extreme situations the direct payment method may be utilized. The normal procurement procedures or a Purchase Order may not be required.

#### **IV. TYPES OF FORMAL SOLICITATIONS**

The SFWIB Administration Division receives and processes a variety of requests for goods and/or services to support the employment and training services offered at the Career center offices located within Miami-Dade and Monroe counties.

##### **1) PURCHASES UNDER \$100,000**

Procurement by competitive bids must be obtained for purchases of \$100,000 or less.

- a) Minimum of three (3) quotes requested
- b) Effort to include minority owned businesses and women's business enterprises will be made whenever possible.
- c) Quotes must be written. No telephone solicitation allowed.
- d) Cone of silence applies.

e) May be used for emergency and emergency disaster purchases.

## **2) PURCHASES OVER \$100,000**

Formal sealed written bids shall be solicited from vendors for purchases of \$100,000 or more. Examples include Request for Proposals (RFP), Invitation to Bid (ITB), etc. These solicitations will be publicly advertised.

### **A. REQUEST FOR QUOTE (RFQ)**

The SFWIB procurement actions will be conducted on the basis of full and open competition to the greatest extent possible. RFQ's will describe the essential needs of the SFWIB.

These procurement actions will be conducted in the best interest of the SFWIB and with the highest level of integrity and fairness to all parties involved throughout the acquisition cycle. The period of the acquisition cycle is determined by several factors that include, but is not limited to;

1. The procurement process
2. The date when the SFWIB takes possession or acquires the good or service
3. A considerable amount of time has elapsed with no action taken.

The SFWIB may deem it to be in the best interest of the organization to reissue the RFQ.

Information Technology Manager, Facility Manager, Procurement Agent/Buyer, or staff designee creates the specifications. Prospective bidders are invited to respond to the Request for Quote (RFQ) by the established cut-off period. The SFWIB may extend the cut-off if the RFQ is materially deficient (cut-off period may be extended to add information, or to clarify description of requested product/services.) The SFWIB must advise all bidders of the extension.

In accordance with guidance from the State, effective July 26, 2011, all procurement activities must demonstrate effort was made to secure more than one (1) responsive bidder by issuing the RFQ more than once. If both attempts fail to yield a response, the SFWIB may decide to contract with a vendor or supplier who has done business with the SFWIB before.

An evaluation is performed on all responses to the solicitation to determine the most advantageous bid. Factors to be considered will consist of but not be limited to price, quality, technical requirements, record of past performance, etc.

A cost or price analysis shall be performed and documented in the procurement file.

While funding availability is the chief consideration, the SFWIB will take steps to ensure purchases are made to support the requirement to operate programs and provide services. These steps will include, but not be limited, to the following:

1. Consolidating or breaking out procurements to obtain a more economical purchase.
2. Analyzing lease versus purchase alternatives, where applicable.
3. Performing other appropriate analysis to determine the most economical approach.

**B. REQUEST FOR PROPOSAL (RFP)**

For purchases of \$100,000 or more, the SFWIB will solicit proposals through the issuance of a written Request for Proposal (RFP). The award of a contract is based on evaluation criteria established in the RFP.

**C. INVITATION TO BID (ITB)**

For purchases of \$100,000 or more, the SFWIB will solicit sealed written bids from vendors for the good(s) and/or service(s). Vendors are solicited by the issuance of a written Invitation to Bid (ITB). An ITB award must be made to the responsive/responsible bidder offering the lowest price. Bidder qualifications and products/services will be compared to requirements of the ITB, but not to each other.

**D. INVITATION TO NEGOTIATE (ITN)**

SFWIB will select this method of solicitation to determine the best method for achieving a specific goal or solving a particular problem and identifies one or more responsive vendors with which the SFWIB may negotiate in order to receive the best value.

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## **V. PROCESSING PROCUREMENT REQUESTS**

The procedures below describe the steps to be followed when processing procurement requests. For internal purposes, requests are classified as Procurement Request for Headquarters; Procurement Request for Career center operations; and Procurement Requests initiated by the contracted Service Provider.

### **(A) SFWIB HEADQUARTER REQUESTS**

- 1) Procurement requests for office furniture (i.e. desks, chairs, file cabinets, etc.), regardless of cost will be processed through Facility Management.
- 2) Procurement requests for computers, hardware or software, or related technology equipment, regardless of cost, will be processed through IT Management.
- 3) All other procurement requests will be processed by the Procurement Agent/Buyer. In some instances, in order to effectively meet the needs of the organization, a procurement activity may require input from both the facility and/or information technology units.
- 4) All requests for procurement must have the prior written approval of the Executive Director unless necessary for continuation of operation, i.e. property insurance, executive director bond, etc.
- 5) Specifications must be provided in order for the Procurement Agent/Buyer to create the Request for Quote (RFQ) and to release the solicitation.
- 6) Once the period of solicitation has closed all bids submitted in response to the RFQ will be compiled and forwarded to the requestor for a cost analysis to be performed.
- 7) Based on the analysis, the SFWIB Unit Manager or his/her designee must prepare a memo identifying the recommended bidder and the basis for the selection. The memo must include the following: Reason for the Request, Procurement Summary, and Bid Analysis, and Recommendation. This memo is forwarded internally for approval.
- 8) The memo requires the SFWIB officers signatures:  

Assistant Director of Administration, and  
Assistant Director of Finance, and  
Executive Director
- 9) After all approvals have been obtained, the entire procurement/vendor selection package is forwarded to the Procurement Agent/Buyer.

### **(B) CAREER CENTERS AND SPECIAL PROJECTS REQUESTS**

- 1) Either the SFWIB Facility Unit Manager or IT Unit Manager can originate these requests.
- 2) All requests for procurement must have the prior written approval of the Executive Director.
- 3) The respective Unit Manager or his/her designee must provide the specifications to the Procurement Agent/Buyer in order to create the Request for Quote (RFQ) and release the solicitation.

- 4) The RFQ process is completed and the package is forwarded to the requestor where a cost analysis is performed.
- 5) Based on the analysis, the respective Unit Manager or his/her designee must prepare a memo identifying the recommended bidder and the basis for the selection. The memo must include the following: Reason for the Request, Procurement Summary, and Bid Analysis, and Recommendation. This memo is forwarded internally for approval.
- 6) The memo requires the SFWIB officers signatures:
  - Assistant Director of Administration, and
  - Assistant Director of Finance, and
  - Executive Director
- 7) After all approvals have been obtained, the entire procurement/vendor selection package is forwarded to the Procurement Agent/Buyer.

The steps below are taken to address any need for good or service not previously identified in the budget. Once completed, the procedures mentioned above must be performed.

- a) The Center Director must contact IT and/or Facility via e-mail or telephone as soon he/she becomes aware of the need.
- b) The respective Unit Manager or his/her designee must assess the need and identify the availability of funding and/or budget line item to be used to cover cost.

### **(C) CONTRACTED SERVICE PROVIDER REQUESTS**

The Service Provider will assess the need and complete sections 1 and 2 of the Service Provider Procurement form.

- 1) The Service Provider forwards the completed form signed by the service provider Executive Director to the SFWIB Contract Unit.
- 2) Contract Unit will review the budget and provide the index code and budgeted amount in section III. Contracts will sign the form and forward it to SFWIB Finance Unit.
- 3) Finance Unit will identify available funds, sign the form, and forward the form to either Information Technology or Facility manager
- 4) Procurement requests for office furniture (i.e. desks, chairs, file cabinets, etc.), computers, hardware or software, or related technology equipment, regardless of cost, will be handled by the SFWIB.
- 5) The respective Unit Manager or his/her designee must provide the specifications to the Buyer in order to create the Request for Quote (RFQ) and release the solicitation.
- 6) The RFQ process is completed and the package is forwarded to the Information Technology or Facility Manager where a cost analysis is performed.
- 7) Based on the analysis, the respective Unit Manager or his/her designee must prepare a memo identifying the recommended bidder and the basis for the selection. This memo is routed internally for approval.

- 8) The memo requires the SFWIB officers signatures:  
Assistant Director of Administration, and  
Assistant Director of Finance, and  
Executive Director
- 9) After all approvals have been obtained, the entire procurement/vendor selection package is forwarded to the Procurement Agent/Buyer.

**Unapproved Requests:** Should any request not be approved, or if there are insufficient funds within the budget, that denial must be communicated to the originating source via e-mail and/or letter in which case, no further action on the request will be taken.

## **VI. PUBLICLY NOTICING OF SOLICITATIONS**

SFWIB shall advertise in the local mainstream print media publications. Efforts will be made to place the advertisement with at least three (3) newspapers whenever possible. The procurement file must contain a copy of the public notices.

## **VII. RECEIPT OF PROPOSALS/SEALED BIDS**

In order to provide proper documentation of the timeliness of receiving bids or offers, all documents must be date and time stamped upon receipt at the SFWIB Reception desk. The date and time stamped responses, is the official date and time received by the SFWIB.

If the package is of such size or construction to prohibit the use of the time stamping machine on the package, the person accepting the bid or offer must date and time stamp a blank piece of paper and tape or staple it to the bid or offer package.

All bids or responses are received by the SFWIB Procurement Unit.

Should a formal response to the solicitation be opened by mistake, the envelope must be resealed immediately by the person opening the response and the following statement must be placed outside of the envelope: "Bid/proposal/offer opened by mistake – Contents not revealed". This statement must be legibly signed and dated by the person who mistakenly opened the response.

### **(A) OPENING OF PROPOSALS/BIDS**

All proposals will be publicly opened at the time and place prescribed in the solicitation. No further proposal or proposal amendment from a given vendor will be accepted after the first proposal from that vendor is opened.

### **(B) BID OR PROPOSAL REQUIREMENTS**

Each bid shall meet all the requirements of the specific solicitation. Affidavits mandated by state, federal or county ordinances(s) must be completed and submitted as per the solicitation.



**(C) RECOMMENDATION FOR AWARD**

Recommendation for award(s) within the dollar range of the solicitation shall be made to the lowest responsive/responsible registered vendor(s) (non-registered responsive vendor will not be considered for award until they are fully registered).

**VIII. VENDOR SELECTION/RECOMMENDATION**

The originator of the procurement request prepares the selection/recommendation package for submittal to the Executive Director. Procurement packages must include the forms and documents listed below and any documentation generated or received that pertains to or supports the procurement activity, such as manufacturer's specifications, handbook, catalog, etc. The selection package is routed through the Finance Administrator to the Executive Director.

**(A) Request for Procurement Worksheet**

This form is completed by the Buyer.

**(B) Cost Analysis**

A review and evaluation of bids to determine the cost, benefit, and reasonableness of the procurement.

**(C) Vendor Selection/Recommendation Memo**

The memo consists of four (4) main areas that when addressed forms the basis for the vendor recommended to be awarded a contract. These are: reason/purpose for the procurement; procurement which summarizes the procurement activity; cost analysis; and recommendation which identifies the name of the vendor.

**IX. DISTRIBUTION OF APPROVED MEMOS**

All approved memos and procurement packages are returned to the Purchasing Agent/Buyer for distributing to the requestor who initiated the procurement action. The type of agreement to be issued to the vendor/contractor, i.e., Professional Services Agreement or Purchase Order, and the actions to be taken by the requestor or their designee is explained below:

**(A) Professional Service Agreements (PSAs) -** A copy of the approved memo and a completed PSA Data form must be forwarded to the Contracts Unit. Purchasing Agent/Buyer is responsible for ensuring the Contracts Unit receives all required approvals, forms, and paperwork necessary to generate a Professional Service Agreement.

The Purchasing Agent/Buyer retains the original memo along with the procurement package for the file.

**(B) Purchase Orders (POs) –** Two (2) POs are generated by the Purchasing Agent/Buyer and distributed in the following manner:

One (1) Purchase Order is given to the section-head or their designee, or the Purchasing Agent/Buyer, to send the P.O. via e-mail to the vendor

To expedite the process it may become necessary for the Purchasing Agent/Buyer to fax or e-mail a copy of the Purchase Order to the vendor.

The second original Purchase Order, along with a copy of the supporting documentation is forwarded to Finance.

The Purchasing Agent/Buyer makes two (2) copies of the signed Purchase Order and any supporting documentation, i.e. the approved memo on the recommended selection, the budget sheet, etc., and three (3) copies if capital equipment is being procured.

One copy of the Purchase Order and back-up documents are given to the requesting SFWIB Unit and one copy of the Purchase Order along with the original back-up documents are placed in the procurement file maintained by the Purchasing Agent/Buyer.

A third copy of the completed package is forwarded to SFWIB Inventory personnel if the items procured are classified as Capital Equipment.

The Purchasing Agent/Buyer will keep the original memo with the procurement file.

- (C) Direct Payment - The Purchasing Agent/Buyer will make copies for her files, and the requesting department, and the original is forward to Finance.

## **X. PURCHASING AGENT/BUYER**

- (A) The Purchasing Agent/Buyer for the workforce board will perform a pre-award verification process to identify potential vendors on the Vendor List and to ensure contracts are awarded to vendors registered on the State of Florida's online procurement system and are consistent with the procurement standards of the Uniform Guidance at 2 CFR 200.318 through 200.327.
- (B) The Purchasing Agent/Buyer conducts a vendor verification check to confirm the potential vendor is able to do business with CSSF in accordance with F.S. 287.133; F.S. 287.134; F.S. 287.135; Rule 60A-1.006(2) Florida Administrative Code. (2 CFR 200.214)
- (C) A verification of vendor status pre-award checklist is completed prior to contract award and is maintained with the procurement file. (2 CFR 200.318)
- (D) Issues the solicitation to an adequate number of known suppliers (not less than three (3) vendors). (2 CFR 200.319)
- (E) Effort shall be made to utilize small business, minority-owned firms, and women's business enterprises whenever possible. (2 CFR 200.321)
- (F) Collect required operational documents for all RFQ's issued.
- (G) The collection of operational documents in connection with PSA's is the responsibility of the SFWIB Unit managing the RFP or ITB.

- (H)** To insure and maintain a process that is fair and to broaden its approved vendor list, the Buyer will monitor and identify vendors awarded a contract during two (2) consecutive program years. To insure an impartial procurement process the SFWIB will exercise its discretion in selection of the vendor or supplier to receive the solicitation for quote. A vendor or supplier may be omitted from the procurement process for one (1) program year.
- (I)** The Purchasing Agent/Buyer will insure a cost/price analysis is documented in every procurement file. (2 CFR 200.324)
- (J)** As per CFR 97.36(i), all purchase orders, contracts and agreements will contain applicable contractual provisions.
- (K)** As per CFR 97.36, Procurement standards, section 2, the SFWIB will ensure that all procurements are conducted in a manner that prohibits the use of statutorily or administratively imposed in-State or local geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference.
- (L)** Conduct a search of local, state and federal databases for current companies or individuals that have been declared ineligible to receive contracts due to a violation of Executive Order 11246, as amended Section 503 of the Rehabilitation Act of 1973, as amended 29 U.S.C. Section 793; and/or the Vietnam Era Veteran's Readjustment Assistance Act of 1974, as amended, 38 U.S.C. Section 4212 . (2 CFR 200.214)

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## **XI. COMPLAINT AND APPEALS PROCEDURES**

Complaints and appeals will not be considered based upon the failure of the bidder to submit complete bid packages and required information. SFWIB shall consider complaints and appeals when the bidder's written complaint states the specific facts and grounds on which the complaint or appeal is based. Additionally, Public Records requests regarding proposals and other documentation relating to contracts are independent of this process and should not be included in the complaint or appeal.

All complaints or appeals shall be filed within the applicable time periods established in this procedure. All complaints or appeals shall be filed with the office of the Executive Director during the hours of 8:00 AM through 4:30 PM, Mondays through Fridays. All complaints and appeals shall be submitted in writing to the Executive Director and shall state the specific facts and grounds on which the complaint or appeal is based, include all pertinent documents and evidence.

This shall form the basis for review of the complaint or appeal, and no other facts, grounds, documentation or evidence not contained in the Complainant's submission to the Executive Director at the time of filing. The complaint or appeal shall be permitted in the consideration of the complaint or appeal, except for such additional evidence as is allowed during the course of the complaint or appeal proceedings. Failure to file the written complaint or appeal within the required time limits established in this procedure shall constitute a waiver of the right to complain or appeal the award recommendation.

Any question, issue, objection, or disagreement concerning, generated by, or arising from the published requirements, terms, conditions or processes contained in the solicitation document shall be:

- Deemed waived by the Complainant
- Rejected as a basis for a complaint or appeal, unless it was brought by the bidder to the attention, in writing, of the buying, contracting officer, other contact person of the SFWIB at least two (2) work days (not less than 48 hours) prior to the hour of bid opening or proposal submission.

This allows the SFWIB the opportunity to consider, and to resolve or clarify in a timely fashion, through the issuance of an addendum, any such matter that is apparent on the face of the solicitation document, including but not limited to ambiguities or inconsistencies within the document.

The foregoing notwithstanding, a bid complaint or appeal may not challenge the relative weight of the evaluation criteria or the formula specified for assigning points therefore contained in the bid, request for proposals ("RFP") or request for qualifications ("RFQ") specifications.

All references to "workdays" herein exclude Saturdays, Sundays and legal holidays. If the last day of the filing period is a Saturday, Sunday and legal holiday, the period shall run through the end of the next workday. As used in this procedure, "legal holiday" shall mean those days designated by Miami-Dade as such. No time will be added to the above time limits for mail service.

Upon receipt of any properly filed bid complaint or appeal, the office of the Executive Director shall promptly distribute the complaint or appeal to the appropriate SFWIB staff for handling. The SFWIB shall seek to resolve complaints or appeals within thirty (30) working days following the filing of a bid complaint or appeal.

## **A. INFORMAL RESOLUTION PROCEDURES**

This is generally the most expedient way to obtain a remedy. It is recommended that the Complainant attempt to resolve their grievance informally, first. However, if at any time during the informal process, the Complainant feels that they have not attained a satisfactory remedy, the Complainant may request a formal hearing.

The Complainant shall file a written complaint or appeal with the Executive Director within three (3) workdays of the SFWIB's award recommendation. The three (3) day period is determined by counting workdays from the day after the award recommendation is posted on the SFWIB website. The written complaint or appeal shall state the particular grounds upon which the complaint or appeal is based, and must include all pertinent documents and evidence to support the claim. The complaint or appeal should state the remedy you are seeking.

An informal meeting will be set or held with a SFWIB Representative within three (3) workdays from the time of receipt of the written complaint. Contracts for which an informal complaint or appeal is not received within the three (3) day period referenced above shall be awarded in accordance with SFWIB's recommendation.

When an informal complaint or appeal is filed, the SFWIB shall provide an opportunity to settle the complaint or appeal by mutual agreement within seven (7) work days after the informal meeting is held or from the time of receipt of the written complaint or appeal, whichever is sooner.

## **B. FORMAL RESOLUTION PROCEDURES**

If the complaint or appeal was not resolved at the informal resolution level, Complainants may exercise the formal process. Complaints or appeals filed in accordance herewith shall be referred to a hearing officer. A hearing officer shall be appointed by the SFWIB. The hearing officer shall conduct a hearing in connection with the bid complaint or appeal, which shall be completed within ten (10) workdays following his or her appointment. The hearing officer may extend the deadline for completion of the hearing upon the written petition for good cause shown, but in no event shall the total, cumulative time extension exceed five (5) workdays for completion of the hearing, regardless of the number of requests or requests from multiple parties. The hearing officer shall within five (5) work days of the hearing, file written findings and recommendations with the Executive Director.

The hearing officer shall consider the written complaint or appeal and supporting documents and evidence appended thereto, the SFWIB's recommendation, and supporting documentation, and all evidence presented at the hearing. The hearing officer may also require written summaries, proffers, affidavits and other documents the hearing officer determines to be necessary in order to conclude the hearing and issue the report and

recommendation within the time limits set forth in herein. No grounds will be considered from the Complainant that were not contained in the Complainant's written submission to the Executive Director at the time of filing the complaint or appeal. The hearing officer shall be entitled to rely on evidence of a type commonly relied upon by reasonably prudent persons in the conduct of their affairs, whether or not such evidence would be admissible in a trial in the courts of Florida.

The hearing officer shall allow a maximum of two (2) hours for the Complainant's presentation of its complaint and a maximum of two (2) hours for the SFWIB's response to each complaint. In the event of multiple complaints, the hearing officer shall allocate the time as necessary to ensure that the hearing shall not exceed one day.

The SFWIB is responsible for obtaining an adequate facility for the conduct and completion of the bid protest hearing within the stipulated time period.

The hearing officer is responsible for performing and completing the bid protest hearing and preparing and submitting his or her report and recommendation with the stipulated time periods.

The hearing officer is responsible for submitting his or her completed report and recommendation to the Executive Director within fifteen (15) days of his or her appointment, or twenty (20) workdays in the event five (5) additional workdays are allowed by the hearing officer for completion of the bid protest hearing. In the event the hearing officer fails to abide by the time limitations set forth herein, a reduction in the hearing officer's fee shall be assessed by the SFWIB at a rate of twenty-five percent (25%) of the hearing officer's rate billed to the SFWIB per workday late.

The SFWIB shall render payment of the hearing officer's fee within thirty (30) work days of the SFWIB's receipt of the completed report and recommendation, and an itemized hourly invoice, from the hearing officer.

When a formal protest involves the expenditure of over one hundred thousand dollars (\$100,000), the following shall apply:

- If the hearing officer concurs in the award recommendation of the SFWIB, the SFWIB shall be bound thereby and shall implement such recommendation within five (5) workdays.
- If the hearing officer does not concur in the award recommendation, the Executive Director shall either accept the hearing officer's recommendation within five (5) workdays, or shall
- Submit a written recommendation to the SFWIB Board within five (5) workdays with the supporting findings and reasons that the SFWIB Board should approve the SFWIB's recommendation, despite the recommendation of the hearing officer.
- In which event, the SFWIB Board shall, within five (5) workdays, choose either the SFWIB's or the hearing officer's recommendation, provide written findings and therefore instruct the Executive Director to implement said recommendation accordingly.

### **C. POSTING AWARD RECOMMENDATIONS**

SFWIB shall post information about all awarded contracts above \$100,000 USD on the SFWIB/CSSF website [www.careersourcesfl.com](http://www.careersourcesfl.com). This step discloses contract award information preserving transparency of the procurement process.

## **XII. MONITORING AND REPORTING VENDOR PERFORMANCE**

Any action or inaction by a vendor which does not comply with the terms and conditions will be considered nonperformance and will be documented on the vendor Non-Performance Form or similar documentation.

- a) The vendor will be contacted by telephone to discuss the problems being experienced. A mutual understanding will be attempted to be reached, and a time frame for corrective action established.
- b) A meeting will be arranged with the vendor to help resolve problems if necessary. Should the vendor continue not to meet the requirements, the vendor nonperformance form will be completed and any available documentation or letters sent to the vendor or records of meetings attached.

## **XIII. BREACH OF CONTRACT**

The following is a non-exhaustive list of what may constitute a breach of contract:

- a) The Contractor fails, in whole or in part, to provide the goods or services set forth in the solicitation, Scope of Work, or other attachment;
- b) The Contractor refuses to allow the SFWIB full access to records;
- c) The Contractor attempts to meet Contractor's obligations under this Contract through fraud, misrepresentation or material misstatement;
- d) The Contractor fails to meet the terms and conditions of any obligation under any contract or otherwise or any repayment schedule to the SFWIB or any of its agencies or instrumentalities;
- e) The Contractor fails to fulfill in a timely and proper manner any and all of Contractor's obligations, covenants and agreements set forth in this Contract. Waiver of breach of any provisions of the Contract by the SFWIB shall not be deemed to be a waiver of any other breach of any other provision and shall not be construed to be a modification of the terms of this Contract;

### **A. BREACH OF CONTRACT: SFWIB REMEDIES**

If the Contractor breaches this Contract, the SFWIB may pursue any or all of the following remedies:

- 1) The SFWIB may terminate this Contract by providing written notice to the Contractor of such termination and specifying the effective date thereof. In the event of termination, the SFWIB may:
  - (a) request the return of all finished or unfinished documents, products, or goods, prepared or obtained by the Contractor with SFWIB funds under this Contract;

- (b) seek reimbursement of SFWIB funds awarded to the Contractor under this Contract; and
  - (c) terminate or cancel any other contracts entered into between the SFWIB and the Contractor. The Contractor shall be responsible for all costs associated with such termination;
- 2) The SFWIB may suspend payment, in whole or in part, under this Contract by providing written notice to the Contractor of such suspension and specifying the effective date thereof. All payments to Contractor as of the effective date of suspension shall cease. On the effective date of suspension, if requested by the SFWIB, the Contractor shall immediately cease to provide goods or services pursuant to this Contract. If payments are suspended, the SFWIB shall specify in writing the actions that shall be taken by the Contractor as a condition precedent to resumption of payments and shall specify a date for compliance. The SFWIB may also suspend any payments, in whole or in part, under any other contracts entered into between the SFWIB and the Contractor. The Contractor shall be responsible for all costs associated with such suspension, including SFWIB attorneys' fees;
  - 3) The SFWIB may seek enforcement of this Contract by any action at law or equity available to SFWIB, including, but not limited to, filing an action in a court of competent jurisdiction. The venue of any such action shall be in Miami-Dade County, Florida. The Contractor shall be responsible for all program and administrative costs of SFWIB associated with such enforcement, including SFWIB attorneys' fees and attorneys' fees on appeal;
  - 4) The SFWIB may debar the Contractor from future SFWIB contracting;
  - 5) If, for any reason, the Contractor attempts to meet Contractor's obligations under this Contract through fraud, misrepresentation or material misstatement, the SFWIB shall, whenever the SFWIB deems it to be in the SFWIB's best interest, terminate this Contract by providing written notice to the Contractor of such termination and specifying the effective date thereof. In such case the SFWIB may terminate or cancel any other contracts which such Contractor has with the SFWIB. Such Contractor shall be responsible for all program and administrative costs of the SFWIB associated with any such termination or cancellation, including attorney's fees. Any contractor who attempts to meet its contractual obligations with SFWIB through fraud, misrepresentation or material misstatement may be debarred from SFWIB contracting for a period not to exceed five (5) years;
  - 6) Any other remedy available at law or equity or administratively;
  - 7) All remedies provided herein and otherwise shall all be deemed independent and cumulative.

#### **XIV. SFWIB EXCEPTIONS**

- (A)** At the beginning of the fiscal year through an open competitive process, the SFWIB may issue an RFQ to secure vendors or suppliers from various trades to be contacted for emergency situations (i.e. plumbing, electrical, alarm repairs, and equipment repairs). These services may be covered under an agreement or service contract.



- (B) Vendors utilized for the Monroe County Centers may not be registered with the county or the state.
- (C) The selection or award shall be made to the bidder(s) whose bid is responsive to the solicitation and is most advantageous to the SFWIB. The SFWIB may deem it necessary to select multiple vendors to achieve the results called for in the solicitation.
- (D) There may be occasions due to operational necessity that the SFWIB may choose to utilize prices obtained through a previous competitive bid process to acquire the same good or service and avoid redundant efforts.

Reasons may include but are not limited to the following:

- 1) The Region experiences an adjustment in funding allocation;
- 2) There is an expansion, reduction, re-alignment in the service delivery system;
- 3) The number of Center offices and/or locations increased/decreased, or similarly modified;
- 4) Or other compelling reason that does not violate policies and procedures.
- 5) In order to piggy-back off the previous procurement action, after a substantial period of time has lapsed, the SFWIB must obtain a written statement from the vendor attesting to the vendor agreeing to extend prices previously submitted. All subsequent procurement files must include the original solicitation, all vendor bids, and analysis used in determining the selection. This action will not be utilized as a means to replace or by-pass the open competitive procurement process.

## **XV. CONE OF SILENCE**

The Cone of Silence prohibits ex-parte communications regarding the solicitation between a current or potential contractor and any SFWIB member, SFWIB staff person, or any other person serving as a selection committee member during the solicitation process.

Pursuant to Section 2-11.1(t) of the County code as amended by County Ordinance No. 08-111, all solicitations, once advertised and until an award recommendation has been forwarded to the appropriate authority, are under the Cone of Silence.

## **XVI. CONFLICT OF INTEREST**

Members of the LDWB board and staff are expected to perform their duties without prejudice, remaining impartial and unbiased. No LDWB board member or staff working for the board shall participate in the selection, award or administration of a contract if a conflict of interest, real or apparent, would be involved. Effort must be made to avoid nepotism, conflicts of interest, situations that might be perceived as conflicts of interest or potential situations that might impair their judgment.

Conflicts of interest regarding board members and board employees must be disclosed on the form provided by the SFWIB prior to the board's voting to approve the contract; board members who benefit financially or who have a relationship with the contracting vendor must

abstain or recuse himself/herself from the vote, and the contract must be approved by a two-thirds vote of the board when a quorum has been established. Completion of this form does not in any way supersede or substitute for compliance with the conflict of interest disclosure requirements of 29 CFR 97.36 (b)(3), 2 CFR 200.303, F.S. 112.3143, or Section 101(f), WIOA.

## **XVII. RECORDS RETENTION**

The purchasing and procurement files are maintained for a minimum of five (5) years for each procurement process. These records include documentation for the purpose and rationale for the method of selection, cost/price analysis and any pertinent information. If applicable, required documentations may include:

- Service Provider Procurement Form
- Purchase Order
- Professional Services Agreements Data Request Form
- Cost analysis
- Vendor quotes
- Approval Memorandum
- Supporting documentation
- Authorized signature
- Request for Procurement Worksheet
- W-9

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## **XVIII. PURCHASE ORDERS**

- A. Small Purchase Orders (SPOs)** should not exceed the aggregate amount of \$100,000 for the same goods and/or services during the fiscal year.

Purchases of up to \$100,000: The SFWIB may choose to use a formal bid process when it is practical for the SFWIB.

1. Minimum of three (3) quotes requested
2. Effort to include minority owned businesses and women's business enterprises will be made whenever possible.
3. Quotes must be written. No telephone solicitation allowed.
4. Cone of silence applies.
5. May be used for emergency and emergency disaster purchases.

**B. Blanket Purchase Order**

SFWIB will establish blanket purchase orders to cover needs that are not expressly known. This may include maintenance services, office supplies, janitorial supplies, board activities, and similar needs to pay invoices as needed.

**C. Purchase Order Modifications/Cancellations**

Purchase orders may require modifications based on one or more factors that alter the purchase order from its original appearance. Either Facility or Information Technology Managers or Assistant Director of Finance can request a modification to a purchase order. Some factors that may necessitate a purchase order modification are as follows:

1. Delivery date
2. Delivery address
3. Quantity of items
4. Description / or substitution of items
5. Price (increase / decrease) from initial quote
6. Cancellation of Request for Procurement
7. Vendor name change and / or federal ID number
8. Extend period of Service

**D. Cancelling a Purchase Order**

Appropriate justification must be provided and the approval of the Executive Director is required in order to cancel a purchase order. In these situations described below, the funds allocated to the purchase order can then be re-allocated to cover other operational expenses.

1. If it has been determined that the services or goods initially procured are no longer necessary.
2. There has been no activity associated with the purchase order and the original amount on the purchase order has not been modified.
3. The vendor has not submitted an invoice to the SFWIB for payment because no products have been furnished and/or no services performed.

## **XIX. MISCELLANEOUS**

Certain purchases made by the SFWIB are considered appropriate for direct payment, and are therefore excluded from the bid quote process. These may include circumstances described as “emergency procurements”. The current lists of purchases that may be authorized for direct payment are below:

1. Utilities
2. Mileage
3. Petty Cash
4. Freight
5. Permits
6. Memberships
7. Tuition
8. Miscellaneous Refunds
9. Registration
10. Postage
11. Newspaper and Magazine – Subscriptions
12. Books
13. Gasoline Credit Cards
14. Notary Fees
15. Films
16. Special Assessment Bills
17. Tax Bills
18. Tax and Law Service Publications
19. Newspaper and Magazine Advertising

## **XX. CONDUCTING BUSINESS WITH NON-GOVERNMENTAL VENDORS**

The SFWIB administrative staff will receive and analyze all procurement requests and ensure normal process are applied in all cases, to include accessing approved vendor lists, complying with state/federal/local guidelines and awarding contracts fairly and impartially.

Under certain special situations SFWIB will seek the services of non-governmental vendors in a special situation e.g., emergency basis, acts of nature or other catastrophes, goods and/or services not available through a government registered vendor, funding limitation/availability, when the use of a particular vendor is required by a landlord or where specific services are defined under the terms of any existing contracts, leases or agreements held by a contracted partner conducting business on behalf of the SFWIB and to purchase goods and services in Monroe County.

## **XXI. NON-COLLUSION AFFIDAVIT**

In accordance with Sections 2-8.1.1 and 10-33.02.1 of the Code of Miami-Dade County, for all competitive solicitations valued at more than \$250,000.000, the contractor awarded a contract with the SFWIB must submit an executed Non-Collusion Affidavit to be eligible for contract award.

**XXII. ATTACHMENTS**

- a. Request for Procurement Worksheet**
- b. Nepotism Disclosure Form**
- c. SFWIB Vendor Nonperformance Form**
- d. Service Provider Procurement Request Form**
- e. Professional Service Agreements Data Request Form**
- f. Purchase Order Form**
- g. CSSF Procurement Complaint/Appeal Form**
- h. Verification of Vendor Status – Pre-award Checklist**
- i. Non-Collusion Affidavit**

# Memorandum



**Date:**

**To:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**From:** Rick Beasley, Executive Director  
CareerSource South Florida

**Subject:** Request to Process Late Departmental Agenda Item

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I am requesting that an ordinance codifying requirements for the operation of the South Florida Workforce Investment Board for Region 23 of the State of Florida d/b/a CareerSource South Florida (SFWIB) be processed for placement on the June 4, 2024 Board of County Commissioners agenda.

Although this item has not met the noticed deadline and has been provided to the Agenda Coordination Office late, the ordinance submitted for consideration is necessary to formalize the operational requirements needed to establish the South Florida Workforce Investment Board (SFWIB) for LWDA 23 to be effective by July 1, 2024.

Therefore, please process the item notwithstanding that the 4-day rule may be applicable to it. I am aware that this item is subject to approval for placement on the agenda by the appropriate committee chairperson as well as the BCC Chairman, and review by the Office of the County Attorney.

A handwritten signature in black ink, appearing to read "C. Burgos", written over a horizontal line.

**Approved by Mayor or Mayor's Designee**

Cathy Burgos  
Print Name

A handwritten signature in black ink, appearing to read "Nicole Tallman", written over a horizontal line.

**Approved by Legislative Director or Designee**

Nicole Tallman  
Print Name

c: Geri Bonzon-Keenan, County Attorney  
[CAOagenda@miamidade.gov](mailto:CAOagenda@miamidade.gov)  
Eugene Love, Agenda Coordinator



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** June 4, 2024

**FROM:**   
Gen Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 14(A)(2)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ ) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 14(A)(2)  
6-4-24

ORDINANCE NO. \_\_\_\_\_

ORDINANCE RELATING TO THE SOUTH FLORIDA WORKFORCE INVESTMENT BOARD FOR REGION 23 OF THE STATE OF FLORIDA D/B/A CAREERSOURCE SOUTH FLORIDA; CREATING ARTICLE LXVII OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA RELATING TO THE SOUTH FLORIDA WORKFORCE INVESTMENT BOARD D/B/A CAREERSOURCE SOUTH FLORIDA; PROVIDING FOR PURPOSE, COMPOSITION, ORGANIZATION, POWERS, AND RESPONSIBILITIES OF THE BOARD AND OTHER RELATED MATTERS; RETROACTIVELY APPROVING AND AUTHORIZING ISSUANCE BY THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE OF A NOTICE OF TERMINATION OF THE INTERLOCAL AGREEMENT CREATING THE SOUTH FLORIDA WORKFORCE INVESTMENT BOARD FOR REGION 23 OF THE STATE OF FLORIDA; APPROVING PROCUREMENT POLICY FOR THE BOARD AND AUTHORIZING FUTURE AMENDMENTS THERETO SUBJECT TO CERTAIN CONDITIONS; WAIVING SECTION 2-11.37(C) OF THE CODE; AND PROVIDING SEVERABILITY, INCLUSION IN AND EXCLUSION FROM THE CODE, AND AN EFFECTIVE DATE

**WHEREAS**, this Board wishes to establish article LXVII of the Code of Miami-Dade County, Florida relating to the South Florida Workforce Investment Board d/b/a CareerSource South Florida; and

**WHEREAS**, this Board desires to accomplish the purpose outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:**

**Section 1.** Article LXVII of chapter 2 of the Code of Miami-Dade County, Florida is hereby created to read as follows:



## **ARTICLE LXVII – SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

### **Sec. 2-921. Creation and Purpose.**

The South Florida Workforce Investment Board (“SFWIB”) is hereby established pursuant to the Workforce Innovation and Opportunity Act (“WIOA”), Pub. L. No. 113–128, 128 Stat. 1425 (2014) and chapter 445, Florida Statutes. The SFWIB shall be an agency and instrumentality of Miami-Dade County. The SFWIB shall be a public body corporate and politic, which through its governing body, may exercise those powers either specifically granted herein or necessary in the exercise of those powers herein enumerated.

The SFWIB shall exist to promote the advancement of a skilled workforce in Miami-Dade County that meets industry demands. The primary role of the SFWIB is to carry out the functions mandated by WIOA and chapter 445, Florida Statutes. As a result, to the extent any requirements under applicable state or federal law that relate to the SFWIB, specifically, conflict with any provisions of the Code of Miami-Dade County, Florida (“Code”) relating to county boards, generally, the requirements under applicable state or federal law shall prevail notwithstanding any general provision to the contrary in article IB of chapter 2, or any other section, of the Code. Specifically, in accordance with above-referenced and other applicable federal and state laws, the SFWIB is charged with developing and implementing a service delivery plan to provide employment related services to Miami-Dade County residents and employers.

### **Sec. 2-922. Composition; Membership.**

The governing board of the SFWIB shall comply with the state and federal requirements regarding various categories of membership as set forth below. *See* WIOA at Section 107; 20 CFR 679.320; and section 445.007, Florida Statutes. The members appointed to the SFWIB shall have optimum policy-making authority within the entities they represent, as that term is defined by 20 CFR 679.340. Pursuant to section 445.007, Florida Statutes, the importance of minority and gender representation must be considered when making appointments to the board. The number of members and composition of the SFWIB shall be determined by the County Mayor in accordance with state and federal laws. Members shall be appointed to the governing board in accordance with the bylaws of SFWIB, which must be approved by the County Mayor.

- (a) In accordance with federal and state law and regulations, which may be amended from time to time, the following members are required to be appointed to the SFWIB governing board:

- (1) *Business.* A majority of the board members shall represent businesses in Miami-Dade County who meet the following requirements:
- (A) Are owners of a business, chief executive officers, chief operating officers, or other individuals with optimum policymaking or hiring authority;
  - (B) Represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in Miami-Dade County, as those terms are defined by the WIOA; and
  - (C) Are appointed from among individuals nominated by local business organizations and business trade associations.

At least two members must represent small business as defined by the U.S. Small Business Administration.

- (2) *Labor/Apprenticeships.* Not less than 20 percent of the members must be representatives of the workforce within Miami-Dade County and:
- (A) must include at least two representatives of labor organizations nominated by local labor federations, and if no employees are represented by such organizations, at least two other representatives of employees shall be on the board;
  - (B) must include at least one representative, who shall be a member or a training director, of a joint-labor management, or union affiliated, registered apprenticeship program who must

be a training director or member of a labor organization, and if no such program exists in Miami-Dade County, at least one representative of a registered apprenticeship program with no union affiliation in Miami-Dade County must be appointed, if such a program exists;

- (C) may include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide/support competitive integrated employment for individuals with disabilities; and
- (D) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

(3) *Education.* Members must include representatives of entities administering education and training activities in Miami-Dade County and:

- (A) must include a representative of eligible training providers administering adult education and literacy activities under Title II of WIOA;
- (B) must include a representative of institutions of higher education providing workforce investment activities (including state/community colleges);
- (C) must include a private education provider, if a public education or training provider is represented on the board; and
- (D) may include representatives of local educational agencies or community-based organizations with demonstrated experience

and expertise in addressing the education or training needs of individuals with barriers to employment.

(4) *Governmental, Economic, and Community Development.* Members must include representatives of economic and community development, as well as governmental entities serving the local area, as follows:

(A) At least one individual must represent economic and community development entities serving Miami-Dade County;

(B) At least one individual must represent the State Employment Service office under the Wagner-Peyser Act serving the local area; and

(C) At least one individual must represent the programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or part C of that title serving the local area.

(5) *Other Entity Representation.* Members may include other individuals or representatives of the following entities:

(A) Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;

(B) Philanthropic organizations serving Miami-Dade County; and

(C) Other appropriate individuals as determined by the County Mayor.

(b) The County Mayor shall aspire to appoint permanent residents and duly qualified electors of Miami-Dade County to serve on the SFWIB. However, and notwithstanding the residency requirements contained in section 2-11.38 of the Code or any other applicable provision of the Code, the County Mayor shall be authorized to appoint individuals who are not permanent residents or duly qualified electors of Miami-Dade County to the SFWIB.

- (c) *Compensation.* Members shall serve without compensation but shall be entitled to reimbursement for necessary expenses incurred in the discharge of their duties. The County Mayor shall approve such reimbursement requests in accordance with federal, state, and local laws.
- (d) *Vacancies.* When a vacancy occurs, the Executive Director of SFWIB shall notify the County Mayor, in writing, of the vacancy within three business days. Board Members shall be recruited and vacancies shall be filled as provided for in the SFWIB bylaws. The Executive Committee and the Executive Director of the SFWIB may also solicit potential members to fill vacancies, as provided for in the bylaws. The Executive Director of SFWIB shall ensure that any nominations are consistent with federal and state requirements. The County Mayor shall maintain the ultimate authority to appoint the members to the SFWIB. The County Mayor may not delegate the responsibility to appoint new members to the Executive Director. Written authorization is required from the County Mayor for any action pertaining to the removal of a member.
- (e) *Term.* Members shall be appointed for fixed and staggered terms, as provided for in the SFWIB bylaws, and shall serve until their successors are appointed. All appointments shall be for a two-year term, with reappointment occurring after the second year. Members may serve two additional terms. A member's service shall not exceed a total of three (3) consecutive terms or six (6) consecutive years. Notwithstanding the above, members who represent governmental entities are exempt from term limits.
- (f) *Removal and Resignation.* Members of the board shall serve at the pleasure of the County Mayor and for such term as may be determined by the County Mayor. Any Member may also be removed from the SFWIB as follows:
  - (1) *For Cause.* The Governor may remove from office for cause SFWIB members, the Executive Director, or other individuals accountable for operational and administrative functions, in accordance with section 445.007, Florida Statutes. In addition, members may be removed by the County Mayor or by a vote of 2/3 of the board. The grounds for removal for cause shall be as specified in the SFWIB bylaws.

- (2) Voluntary Resignations. Members may voluntarily resign from the board after providing notice of such intent.
- (3) Involuntary Resignations. Involuntary resignations shall occur when a member fails to satisfy the attendance requirements set forth in the SFWIB bylaws regarding meeting attendance.

Only the County Mayor or the Governor shall have the authority to remove a member from the board.

**Sec. 2-923. Organization; Procedures.**

- (a) *Bylaws, Rules, and Regulations.* The SFWIB shall establish, adopt, and amend bylaws, rules, and regulations for its own governance. The SFWIB bylaws shall be consistent with the requirements of WIOA, chapter 445, Florida Statutes, and other federal, state, and local laws governing workforce development boards.
- (b) *Officers.* The officers of the SFWIB shall consist of a Chairperson (“Chair”) and a Vice-Chairperson (“Vice-Chair”) who are approved by a majority vote of the board. The appointment or election of all officers shall be in accordance with the terms herein and the SFWIB bylaws.

The Chair shall be the chief appointed officer of the board and shall preside at all board and Executive Committee meetings. The Chair may be removed from office without cause at any time upon the affirmative vote of a majority of the then appointed members of the SFWIB who are empowered to vote. The Chair shall also perform any other duties as provided for in the SFWIB bylaws.

The Vice-Chair shall perform the duties of the Chair in the absence of the Chair or in the event of the Chair’s inability to perform his or her duties. The Vice-Chair shall also perform any other duties provided for in the SFWIB bylaws.

The Chair and Vice-Chair shall serve one two-year term commencing on the 1st of January of the year following their appointment. Their terms shall be limited to two consecutive two-year terms. There are no limitations on the number of nonconsecutive terms members may serve or offices they may hold.

(c) *Committees.* The SFWIB may create committees and subcommittees to accomplish its tasks, including but not limited to an Executive Committee, and other ad hoc committees. An Executive Committee consisting of all officers and such other persons as the chairperson may appoint from time to time is authorized to exercise all duties and powers of the board between board meetings. Any action taken by the Executive Committee shall be reported to the board at its next regular meeting and the board shall either ratify or rescind the action of the Executive Committee.

(d) *Staff Support.*

(1) The County Mayor or County Mayor's designee shall provide adequate staff and support services to enable the SFWIB to carry out its duties and responsibilities. The staff of the SFWIB shall be employees of Miami-Dade County serving at the discretion of the County Mayor. Such staff support shall include, but not be limited to:

(A) An Executive Director, who may be recommended by the governing board but must be approved by the County Mayor, shall serve as the Chief Executive and Operating Officer for the board. The Executive Director shall provide all necessary support to the governing board and its committees including implementing policies, decisions, actions, and directives, as well as perform all duties provided for in the SFWIB bylaws. The Executive Director may be removed at the discretion of the board or the County Mayor. The board does not have authority to terminate the Executive Director's employment.

(B) Administrative, clerical, and technical support, which shall be responsible for implementing the policies, decisions, actions, and directives of the Board and shall serve under the supervision of the Executive Director.

- (2) The Office of the County Attorney shall provide legal counsel to the SFWIB. Legal opinions by the County Attorney's Office pertaining to this provision of the Code and the SFWIB, shall be binding upon the SFWIB.
  - (3) The SFWIB may hire outside counsel, as may be necessary from time to time, subject to approval from the Board of County Commissioners, the County Mayor, and board.
  - (4) The SFWIB may hire professional consultants subject to board approval.
- (e) *Quorum.* A quorum shall be required to transact any business or exercise any power vested in the SFWIB. A majority of the duly appointed members of the board shall constitute a quorum for the transaction of business at meetings of the board, including those members attending via communications media technology as outlined in subsection (g) herein. In the absence of a quorum, the Executive Committee may take official action on items of a board agenda, which actions may be ratified by the board at the next board meeting.
- (f) *Meetings.* The SFWIB shall hold regular meetings as it deems necessary but not less than once per quarter. A special meeting may be called by the chairperson or by a written request of the majority of those persons duly appointed to the board.
- (g) *Communications Media Technology.* Members may attend a maximum of four board meetings per calendar year via means of communications media technology, defined in section 28-109.002 of the Florida Administrative Code to mean the electronic transmission of printed matter, audio, full-motion video, freeze frame video, compressed video, and digital video by any method available and shall include, but not be limited to, telephone conference, video conference or similar communications equipment.



**Sec. 2-924. Powers of the Board.**

The board shall be empowered to:

- (a) Sue and be sued, plead and be impleaded, contract and be contracted with, and have an official seal and alter same, which provision shall not be construed to in any way affect the laws relating to sovereign immunity;
- (b) Develop a comprehensive and high-quality workforce development system in Miami-Dade County;
- (c) Develop the “Workforce Regional Plan” for Miami-Dade County, subject to approval by the County Mayor, pursuant to the WIOA and in accordance with requirements established by the State of Florida;
- (d) Make and adopt bylaws for SFWIB’s guidance, operation, governance, and maintenance and ensure such bylaws are consistent with federal, state, and local laws and regulations;
- (e) Conduct oversight of the WIOA “One-Stop” delivery system including development of policies and monitoring the administration of those programs;
- (f) Certify the One-Stop career centers as per state regulations;
- (g) Negotiate, award, and accept funds, and execute contracts to providers of youth programs services, providers of workforce services, and the One-Stop Operator as required in 20 CFR 679.320;
- (h) Serve as a One-Stop Operator or direct services provider;
- (i) Negotiate, award, and accept funds, and execute contracts with other agencies in Miami-Dade County that are operated for the benefit of workforce development programs;
- (j) Serve as the designated grant recipient and administrative entity for federal and state funding related to WIOA programs operating within the Miami-Dade County area;
- (k) Apply, accept, and expend public and private grant funds and donations, and negotiate and execute contracts for grant funding necessary to carry out its functions;

- (l) Consult and coordinate with other entities dedicated to workforce development;
- (m) Develop strategies to encourage private sector participation in the statewide workforce system;
- (n) Monitor, review, and evaluate the workforce systems in Miami-Dade County;
- (o) Procure goods and services subject to the board's approved competitive solicitation process;
- (p) Prepare all requests for proposals and requests for applications for contracts and grants;
- (q) Lease real estate, equipment, and personal property as may be needed to carry out its functions;
- (r) Contract and be contracted with, to enforce contracts and agreements, to accept grants, gifts, or other resources, to engage an independent auditor, to have an official seal and alter same; and
- (s) Exercise all powers specifically granted herein as well as all the rights and powers granted to local workforce development boards under the WIOA and chapter 445, Florida Statutes, as may be amended from time to time, as well as other applicable federal, state, or local laws and regulations.

The SFWIB's organization and operating procedures are provided for in detail in the SFWIB bylaws, which shall be effective only upon approval by the County Mayor.

**Sec. 2-925. Contracting, Procurement, and Real and Personal Property.**

- (a) The SFWIB shall apply the procurement and expenditure procedures required by federal law, regulations and policies of the Florida Department of Commerce ("Department") and State of Florida for the expenditure of federal, state, and non-pass-through funds. Accordingly, the SFWIB is not required to comply with Miami-Dade County's competitive process for the procurement of goods and services.

- (b) The SFWIB shall be authorized to develop procurement policies consistent with the requirements noted in subsection (a) above.
- (c) The SFWIB shall be authorized to prepare all requests for proposals and requests for applications for contracts and grants in accordance with approved procurement policies.
- (d) The SFWIB in the performance of its duties shall be authorized to negotiate, execute, and enforce contracts.
- (e) The SFWIB shall be authorized to execute all necessary contracts to serve as a One-Stop Operator or direct service provider.
- (f) The SFWIB shall have the authority to purchase or otherwise obtain title in its own name to personal property and shall be authorized to sell or otherwise lawfully dispose of personal property.
- (g) The SFWIB shall not be authorized to sell, convey, mortgage, or otherwise impair or encumber the title to real property, provided however, that the SFWIB shall be authorized to lease real property either as lessee or lessor for any number of years and upon any terms and conditions. Nothing herein shall be interpreted to augment the authority of the SFWIB to lease real property to exceed the authority granted in applicable state and federal statutes.
- (h) It is specifically provided that contracts and amendments thereto executed by the SFWIB, or other obligations incurred by the SFWIB, shall not be binding upon Miami-Dade County, except as specifically provided herein.
- (i) The SFWIB shall not be authorized to enter into a contract with any labor union or other organization representing employees without first having obtained the approval of the Board of County Commissioners.

**Sec. 2-926. Applicability of State and County laws, rules, and procedures.**

- (a) All proceedings of the SFWIB shall be conducted in accordance with Florida's open government laws, including but not limited to, the Government in the Sunshine Law and the notice requirements of the Citizens' Bill of Rights of the

Miami-Dade County Home Rule Charter.

- (b) The SFWIB shall be deemed an “agency” for the purposes of the State’s public records laws and shall be governed by all State and County conflict of interest laws, as applicable, including the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance, section 2-11.1 of the Code, as may be amended from time to time.
- (c) The SFWIB shall provide members of the public with a reasonable opportunity to be heard on any proposition before the board, which shall be consistent with section 286.0114, Florida Statutes.
- (d) Without limiting any other provisions of the Code, the Miami-Dade Office of Inspector General and the County shall at all times be empowered to conduct audits of SFWIB contracts.

**Sec. 2-927. Fiscal Responsibilities and Obligations.**

- (a) In accordance with applicable state and federal laws, the SFWIB shall develop a budget for the purpose of carrying out its duties, subject to the approval of the County Mayor. The SFWIB shall submit its annual budget for review to the Department, or any successor agency, and publish it in accordance with applicable law.
- (b) The SFWIB shall only use state and federal funds for uses consistent with applicable state and federal laws and may avail itself of fiscal and programmatic guidance from the Department.
- (c) Cost and other expenses disallowed by the federal or State government for the provisions of workforce services shall be paid by and shall be the financial liability solely of Miami-Dade County.

**Sec. 2-928. Dissolution.**

The SFWIB may be revoked or dissolved in a manner consistent with applicable state or federal law. In the event that the SFWIB is revoked or dissolved pursuant to the provisions of this section, subject to available funding, Miami-Dade County shall obligate itself to assume the debts, liabilities, contracts, and outstanding obligations of the SFWIB.

**Sec. 2-929. Reports.**

The Executive Director or the Executive Director's designee shall present to the Board of County Commissioners on an annual basis a written report providing performance outcomes required by WIOA and shall appear as needed before the Board of County Commissioners to present on matters pertinent to the SFWIB. The completed reports required by this section shall be placed on an agenda of the Board of County Commissioners pursuant to Ordinance No. 14-65.

**Section 2.** This Board retroactively approves and authorizes the issuance by the County Mayor or County Mayor's designee of the Notice of Termination of the Interlocal Agreement Creating the South Florida Workforce Investment Board for Region 23 of the State of Florida, between Miami-Dade County and Monroe County, to the Mayor of Monroe County, a copy of which is attached to the County Mayor's memorandum as Exhibit B.

**Section 3.** This Board approves and authorizes the SFWIB to continue using its existing competitive solicitation process for goods and services, a copy of which is attached to the County Mayor's memorandum as Exhibit C. The SFWIB may amend its competitive solicitation process subject to approval by the County Mayor, a favorable vote of two-thirds of its full membership, and approval from the County Attorney's Office for form and legal sufficiency.

**Section 4.** This Board authorizes the County Mayor or the County Mayor's designee, on behalf of County departments, and, as may be applicable, the County Mayor or County Mayor's designee or the Executive Director of an agency or instrumentality of the County including, but not limited to, the Miami-Dade Economic Advocacy Trust or Homeless Trust, on behalf of an agency or instrumentality of the County, to enter into contracts with the SFWIB in accordance with sections 2-9 and 2-10 of the Code and subject to available funding or allocations by this Board.

**Section 5.** This Board waives the provisions of section 2-11.37(c) of the Code of Miami-Dade County, Florida, requiring a public hearing be held no earlier than six weeks after the passage of an ordinance on first reading.

**Section 6.** If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

**Section 7.** It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of section 1 of this ordinance, including any sunset provision, shall become and be made a part of the Code of Miami-Dade County, Florida, and that the remaining sections of this ordinance shall not be made a part of the Code. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word “ordinance” may be changed to “section,” “article,” or other appropriate word.

**Section 8.** This ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

PASSED AND ADOPTED:

Approved by County Attorney as  
to form and legal sufficiency:

GKS for GBK

Prepared by:

SG

Melissa M. Gallo  
Shanika A. Graves



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 7B

**AGENDA ITEM SUBJECT:** FLORIDA GAP MAP UPDATE

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

**RECOMMENDATION:** N/A

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

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

### **BACKGROUND:**

On June 15, 2023, the Florida Gap Map, established by The Florida Chamber Foundation, was presented to the South Florida Workforce Investment Board (SFWIB). The Florida Chamber Foundation developed the nation's first root cause analysis tool aimed at supporting Florida leaders in securing the path to prosperity in every zip code. By harnessing the power of the Florida Gap Map, Florida's business leaders, non-profit administrators, and policymakers will be able to tailor efforts to ensure specific resources are deployed to match the unique barriers to opportunity present in each of Florida's 983 zip codes.

In addition to shining a light on concentrations of childhood poverty at the zip code level and third-grade reading proficiency at the school level, the data visualization and analysis tool helps users identify the root cause challenges Florida's children and families face that ultimately impact Florida's workplace and economy.

The Florida Gap Map is a tool that will enable us South Florida business leaders, non-profit administrators, and policymakers to tailor efforts to ensure specific resources are deployed to match the unique barriers to opportunity present in Miami-Dade County zip codes.

Exploring the Florida Gap Map allows policy makers to learn more about the opportunities that exist to secure the path to prosperity in your neighborhood.

The Gap Map:

- Use the 3 dashboards (Gap Map, Zip Code and Root Cause, 3rd Grade Reading Table) below to determine your preferred view.
- Use the filters (ex. County, Zip and Opportunity Metrics in the Gap Map dashboard) drop down menus to refine your view.

- Hover over the map to view selected parameters. (Source: 2021 American Community Survey, U.S. Census Bureau)

Based on the updated Florida Gap Map, the South Florida Workforce Investment Board (SFWIB) has identified 10 zip codes in particular with a child poverty rate of 30 percent or higher. The SFWIB will place an emphasis on serving individuals through targeted initiatives in the identified zip codes.

The 10 identified zip codes account for 341,994 individuals in total population and 145,973 total workers with an average medium household income of \$41,404. Over 58 percent of the labor force is working. The average unemployment rate for the 10 zip codes is 7.6 percent, which is 5.1 percent higher than the local unemployment rate for Miami-Dade County (2.1 percent).

Additionally, the 33136 zip code is the only one in which over 50 percent of children are living in poverty. The zip code features the highest labor force participation rate at 61.7 percent and has the highest unemployment rate at 12 percent.

SFWIB identified a total of 180,253 individuals are currently registered on the Employ Miami-Dade platform within the new targeted zip codes. Out of that population, 73.8 percent of the individuals (133,006) only have a high school diploma or GED.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



Zip Codes	Childhood Poverty Percentage (New)	Total Population	Total Workers	Medium Household Income	Labor Force Participation Rate	Unemployment Rate	% 25+ w/Bachelors or Higher	% 25+ w/High School Diploma	% of Parents w/Children under 6 who are working	SNAP	SNAP Under 18	% Single Parent Homes
33136	50.10%	16,503	7,761	\$35,129	61.7%	12.0%	22.4%	72.0%	85.0%	38.6%	35.1%	59.3%
33150	45.80%	31,390	12,215	\$33,632	57.2%	9.6%	13.8%	73.0%	62.9%	48.7%	48.2%	60.8%
33030	43.20%	36,105	14,911	\$37,740	61.2%	3.0%	12.6%	60.6%	44.5%	37.4%	64.2%	44.8%
33127	41.20%	28,020	11,425	\$39,690	57.0%	8.0%	13.7%	68.3%	56.4%	42.2%	37.5%	55.9%
33034	39.90%	21,818	7,030	\$43,015	48.6%	9.1%	9.8%	64.3%	75.1%	43.6%	56.1%	61.9%
33147	36.90%	46,868	19,181	\$45,092	57.2%	7.6%	16.1%	77.5%	75.2%	43.2%	44.9%	61.6%
33142	36.10%	58,233	25,755	\$35,589	60.2%	7.5%	12.1%	64.4%	72.9%	43.9%	37.5%	49.8%
33161	33.80%	49,745	24,729	\$49,159	64.2%	7.3%	19.9%	81.2%	61.8%	28.9%	46.3%	51.7%
33167	32.50%	22,655	10,044	\$56,044	59.0%	4.6%	16.4%	76.8%	80.4%	40.8%	44.5%	50.1%
33054	31.70%	30,657	12,922	\$38,952	56.1%	7.6%	9.8%	75.2%	72.2%	41.3%	36.8%	56.3%
33135	30.20%	34,449	17,569	\$35,185	61.9%	5.2%	19.9%	69.2%	69.8%	40.3%	19.9%	51.4%
33125	29.90%	52,911	26,553	\$37,370	59.7%	3.3%	19.6%	68.4%	58.5%	40.1%	26.9%	43.3%
33130	29.50%	32,744	20,033	\$55,285	71.3%	3.6%	39.9%	80.5%	74.1%	26.8%	21.8%	55.9%
33013	29.20%	29,503	14,990	\$54,842	61.1%	3.7%	17.0%	73.2%	73.7%	41.5%	36.2%	48.5%
33010	26.70%	41,461	20,004	\$41,053	58.1%	3.5%	19.3%	67.5%	72.8%	46.4%	30.0%	45.3%
33137	26.30%	24,979	14,892	\$71,348	73.7%	4.7%	50.9%	88.9%	70.8%	12.1%	38.3%	52.7%
33056	26.10%	36,982	15,988	\$58,160	60.3%	9.1%	17.5%	84.1%	83.7%	32.3%	52.2%	57.4%
33181	24.90%	19,855	10,451	\$54,618	67.8%	4.0%	37.9%	89.8%	60.4%	15.5%	53.5%	28.2%
33177	23.30%	55,502	26,438	\$74,193	60.5%	4.5%	22.4%	87.7%	68.1%	25.3%	51.3%	35.2%
33055	23.00%	37,810	17,030	\$54,869	56.6%	3.2%	16.0%	75.2%	74.0%	34.4%	49.2%	40.4%
33032	21.50%	56,933	27,395	\$70,706	70.4%	6.8%	23.1%	81.6%	73.0%	28.0%	56.2%	43.4%
33139	21.00%	34,571	20,598	\$60,971	69.7%	3.4%	51.9%	89.5%	69.6%	15.5%	13.6%	36.6%
33016	20.40%	45,290	22,742	\$53,180	63.6%	3.7%	26.1%	81.8%	62.3%	40.2%	39.8%	42.0%
33126	20.30%	46,539	25,099	\$51,733	64.7%	2.5%	26.8%	77.3%	80.3%	26.5%	29.4%	37.5%
33012	20.20%	70,783	33,738	\$41,921	58.5%	3.4%	17.4%	71.5%	74.9%	41.8%	34.8%	51.3%
	30.55%	962,306	459,493	\$49,179	61.6%	5.6%	22.1%	76.0%	70.1%	35.0%	40.2%	48.9%

Zip Codes	Childhood Poverty Percentage (New)	Total Population	Total Workers	Mediuam Household Income	Labor Force Participation Rate	Unemployment Rate	% 25+ w/Bachelors or Higher	% 25+ w/High School Diploma	% of Parents w/Children under 6 who are working	SNAP	SNAP Under 18	% Single Parent Homes
33136	50.10%	16,503	7,761	\$35,129	61.7%	12.0%	22.4%	72.0%	85.0%	38.6%	35.1%	59.3%
33150	45.80%	31,390	12,215	\$33,632	57.2%	9.6%	13.8%	73.0%	62.9%	48.7%	48.2%	60.8%
33030	43.20%	36,105	14,911	\$37,740	61.2%	3.0%	12.6%	60.6%	44.5%	37.4%	64.2%	44.8%
33127	41.20%	28,020	11,425	\$39,690	57.0%	8.0%	13.7%	68.3%	56.4%	42.2%	37.5%	55.9%
33034	39.90%	21,818	7,030	\$43,015	48.6%	9.1%	9.8%	64.3%	75.1%	43.6%	56.1%	61.9%
33147	36.90%	46,868	19,181	\$45,092	57.2%	7.6%	16.1%	77.5%	75.2%	43.2%	44.9%	61.6%
33142	36.10%	58,233	25,755	\$35,589	60.2%	7.5%	12.1%	64.4%	72.9%	43.9%	37.5%	49.8%
33161	33.80%	49,745	24,729	\$49,159	64.2%	7.3%	19.9%	81.2%	61.8%	28.9%	46.3%	51.7%
33167	32.50%	22,655	10,044	\$56,044	59.0%	4.6%	16.4%	76.8%	80.4%	40.8%	44.5%	50.1%
33054	31.70%	30,657	12,922	\$38,952	56.1%	7.6%	9.8%	75.2%	72.2%	41.3%	36.8%	56.3%
	39.12%	341,994	145,973	\$41,404	58.2%	7.6%	14.7%	71.3%	68.6%	40.9%	45.1%	55.2%



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 7C

**AGENDA ITEM SUBJECT:** MIAMI-DADE COMMISSION DISTRICT JOB PLACEMENT REPORT

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

In 2006, the South Florida Workforce Investment Board (SFWIB), operating as CareerSource South Florida (CSSF), established an Interlocal Agreement to provide workforce services to the citizens of Miami-Dade County. Between July 1, 2024, and May 31, 2024, CSSF invested \$27,468,780 in Miami-Dade County. This investment led to the employment of 8,593 job seekers, who earned an average wage of \$17.58, generating a total of \$286,705,049 in salaries for the community. This translates to a return on investment of \$10.44 for every dollar invested.

Commissioners District Numbers				% of Placements vs # Registrations
Location	# of New Registrations	Placements Total	Average Wage	
District: 1	2,525	708	\$17.07	28.0%
District: 2	3,293	780	\$16.78	23.7%
District: 3	1,370	609	\$16.85	44.5%
District: 4	1,588	180	\$22.91	11.3%
District: 5	2,426	577	\$18.59	23.8%
District: 6	2,890	1,291	\$16.95	44.7%
District: 7	663	235	\$19.51	35.4%
District: 8	3,074	939	\$14.67	30.5%
District: 9	1,585	1,032	\$14.43	65.1%
District: 10	1,807	587	\$17.60	32.5%
District: 11	1,593	483	\$18.19	30.3%
District: 12	2,204	493	\$17.74	22.4%
District: 13	1,399	679	\$17.22	48.6%
<b>TOTALS</b>	<b>26,415</b>	<b>8,593</b>	<b>\$17.58</b>	<b>32.5%</b>

The inserted table provides a comprehensive overview of the workforce engagement across various districts in Miami-Dade County. The key metrics include the number of new Employ Florida registrants, the total number of placements, the average wage per placement, and the percentage of placements relative to the number of registrants.

The overall placement percentage across all districts is 32.5%, with an average wage of \$17.58. Districts 6 and 9 lead in placement rates, while District 4 offers the highest average wage. Districts with lower placement percentages, such as District 4, focus on higher-paying jobs, while District 9 prioritizes high placement rates despite lower wages. The data highlights the need for targeted strategies to balance job placements and wage quality across different districts. Here's a detailed analysis of each district:

### **District 1**

- **Registrants:** 2,525
- **Placements:** 708
- **Average Wage:** \$17.07
- **Placement Percentage:** 28.0%

District 1 has a moderate placement percentage of 28%, with an average wage of \$17.07 per placement, indicating a reasonable level of job placement and wage quality.

### **District 2**

- **Registrants:** 3,293
- **Placements:** 780
- **Average Wage:** \$16.78
- **Placement Percentage:** 23.7%

District 2 has a relatively lower placement percentage of 23.7%, with an average wage of \$16.78. This suggests challenges in job placement rates compared to the number of registrants.

### **District 3**

- **Registrants:** 1,370
- **Placements:** 609
- **Average Wage:** \$16.85
- **Placement Percentage:** 44.5%

District 3 shows a strong performance with a 44.5% placement rate and an average wage of \$16.85, indicating effective job placements relative to the number of registrants.

### **District 4**

- **Registrants:** 1,588
- **Placements:** 180
- **Average Wage:** \$22.91
- **Placement Percentage:** 11.3%

District 4 has the lowest placement percentage at 11.3%, but the highest average wage at \$22.91, suggesting fewer placements but higher-paying jobs.

### **District 5**

- **Registrants:** 2,426
- **Placements:** 577
- **Average Wage:** \$18.59
- **Placement Percentage:** 23.8%

District 5 has a low placement percentage of 23.8%, but a higher average wage of \$18.59, indicating moderate success in job placements and wage levels.

### **District 6**

- **Registrants:** 2,890
- **Placements:** 1,291
- **Average Wage:** \$16.95
- **Placement Percentage:** 44.7%

District 6 performs well with a high placement rate of 44.7% and an average wage of \$16.95, demonstrating effective job placements and wage stability.

### **District 7**

- **Registrants:** 663
- **Placements:** 235
- **Average Wage:** \$19.51
- **Placement Percentage:** 35.4%

District 7 shows a decent placement rate of 35.4% and a relatively high average wage of \$19.51, indicating good job placement and wage quality.

### **District 8**

- **Registrants:** 3,074
- **Placements:** 939
- **Average Wage:** \$14.67
- **Placement Percentage:** 30.5%

District 8 has a moderate placement rate of 30.5%, but the lowest average wage at \$14.67, suggesting challenges in securing higher-paying jobs.

### **District 9**

- **Registrants:** 1,585
- **Placements:** 1,032
- **Average Wage:** \$14.43
- **Placement Percentage:** 65.1%

District 9 stands out with the highest placement percentage at 65.1%, but the lowest average wage at \$14.43, indicating high job placement rates but lower wage jobs.

### **District 10**

- **Registrants:** 1,807
- **Placements:** 587
- **Average Wage:** \$17.60
- **Placement Percentage:** 32.5%

District 10 has a placement percentage of 32.5% and an average wage of \$17.60, reflecting balanced performance in job placement and wage levels.

### **District 11**

- **Registrants:** 1,593
- **Placements:** 483
- **Average Wage:** \$18.19
- **Placement Percentage:** 30.3%

District 11 shows a moderate placement rate of 30.3% with an average wage of \$18.19, indicating fair job placement and wage quality.

### **District 12**

- **Registrants:** 2,204
- **Placements:** 493
- **Average Wage:** \$17.74
- **Placement Percentage:** 22.4%

District 12 has a low placement percentage of 22.4%, with an average wage of \$17.74, suggesting challenges in job placement rates despite reasonable wage levels.

### **District 13**

- **Registrants:** 1,399
- **Placements:** 679
- **Average Wage:** \$17.22
- **Placement Percentage:** 48.6%

District 13 performs well with a high placement rate of 48.6% and an average wage of \$17.22, indicating effective job placements and good wage levels.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 8

**AGENDA ITEM SUBJECT:** FINANCE AND EFFICIENCY COUNCIL UPDATE

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SFWIB FINANCE EFFICIENCY COUNCIL**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 8A

**AGENDA ITEM SUBJECT:** FINANCIAL REPORT

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

**RECOMMENDATION:** N/A

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

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

### **BACKGROUND:**

The Finance and Efficiency Council's primary goal is to work to ensure that the Board is in good financial health, its assets are protected, and its resources are used appropriately and accounted for sufficiently. Accordingly, the attached un-audited financial report for the month of April 2024 is being presented for review by the Board members.

Overall, expenditures for the ten (10) months of this fiscal year appears to be a outpacing the same period last year by approximately 20 percent.

The projected expenditure rate for the ten month period is 84 percent.

### **Budget Variance Explanations**

- The expenditure rate for Headquarter costs is 75.9 percent. The actual expenditure rate is 8.1 percent lower than the projected expenditure rate.
- The expenditure rate for Adult Services costs is 67.3 percent. The actual expenditure rate is 16.7 percent lower than the projected expenditure rate.
- The expenditure rate for Youth Services is 56.9 percent. The actual expenditure rate is 27.1 percent lower than the projected expenditure rate.
- The expenditure rate for Other Program costs is 78 percent. The actual expenditure rate is 6 percent below the projected expenditure rate.



- The expenditure rate for the Facilities costs is 66.7percent. The actual expenditure rate is 17.3 percent lower than the projected expenditure rate.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*

# FINANCIAL REPORT

FOR THE PERIOD OF:

JULY 1, 2023 THRU APRIL 30, 2024  
(UNAUDITED)

**Accompanying Notes to the Financial Report (unaudited)  
For the Period of July 1, 2023 through April 30, 2024**

Overall, expenditures for the ten (10) months of this fiscal year appears to be a outpacing the same period last year by approximately 20 percent.

The projected expenditure rate for the ten month period is 84 percent.

**Budget Variance Explanations**

- The expenditure rate for Headquarter costs is 75.9 percent. The actual expenditure rate is 8.1 percent lower than the projected expenditure rate.
- The expenditure rate for Adult Services costs is 67.3 percent. The actual expenditure rate is 16.7 percent lower than the projected expenditure rate.
- The expenditure rate for Youth Services is 56.9 percent. The actual expenditure rate is 27.1 percent lower than the projected expenditure rate.
- The expenditure rate for Other Program costs is 78 percent. The actual expenditure rate is 6 percent below the projected expenditure rate.
- The expenditure rate for the Facilities costs is 66.7percent. The actual expenditure rate is 17.3 percent lower than the projected expenditure rate.



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 9

**AGENDA ITEM SUBJECT:** GLOBAL TALENT AND COMPETITIVENESS COUNCIL UPDATE

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 10

**AGENDA ITEM SUBJECT:** PERFORMANCE COUNCIL UPDATE

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

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 11

**AGENDA ITEM SUBJECT:** ACTION ITEMS

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** N/A

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

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

**BACKGROUND:**

N/A

**FUNDING:** N/A

**PERFORMANCE:** N/A

*ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 11A

**AGENDA ITEM SUBJECT:** FISCAL YEAR 2024-2025 BUDGET

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Finance and Efficiency Council recommends to the Board the approval of the 2024-2025 budget, as set forth below.

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

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

### **BACKGROUND:**

The attached "SFWIB Draft Budget - 2024-2025" chart provides an overview of the South Florida Workforce Investment Board's (SFWIB) annual budgeted revenues and expenditures. The chart is divided into three major sections:

#### **1. 2024-25 State Funding:**

- This section displays the anticipated new funding awards for the upcoming budget year.
- The total award amounts are split into funds to be utilized during the 2024-25 budget year and amounts reserved for the 2025-26 budget year.

#### **2. 2024-25 Program Budget:**

- This section outlines the revenue budget for 2024-25.
- "Prior Budget Year Reserves" shows amounts reserved from the last budget year, now available for the current year.
- "Prior Budget Year Carryover" lists remaining funds from previous year awards, rolled over to the current budget year.
- "New Budget Year Funding" includes new funds to be utilized in this budget year.

#### **3. 2024-25 Cost Distributions:**

- This section details all proposed expenditures for the 2024-25 budget year, divided into four major cost categories:
  - HQ (Programs and Administrative):
    - Includes anticipated expenditures for operating the SFWIB headquarters.
    - Covers staffing and occupancy costs for the main office.

- Training:
  - Represents anticipated costs for skills training services offered by SFWIB.
  - Note: Only certain grants permit training expenditures, but all grants require employment services for participants.
  
- Career Center Facility Costs:
  - Includes occupancy costs for operating Career Centers.
  - SFWIB leases these facilities from third parties and directly pays for insurance, utilities, and other facility-related expenses.
  - SFWIB does not own any locations.
  
- Provider Contracts:
  - Lists amounts awarded to subcontractors performing employment services on behalf of SFWIB.
  - SFWIB currently contracts with approximately 11 community-based organizations across Miami-Dade County.

**FUNDING:** All Funding Streams

**PERFORMANCE:** N/A

*ATTACHMENT*





## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 11B

**AGENDA ITEM SUBJECT:** 2023-2024 WDA 23 DEMAND OCCUPATIONS LIST (TOL) ADDITION

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Global Talent and Competitiveness Council recommends to the Board the approval to add new occupations to the 2023-2024 Target Occupation, as set forth below.

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

**STRATEGIC PROJECT:** **Improve credential outcomes for job seekers**

### **BACKGROUND:**

The Department of Commerce has released the 2023-2024 Demand Occupation List for the 24 Workforce Development Areas (WDA) in the State of Florida. In accordance with CareerSource Florida's Administrative Policy #82, local areas have the authority to revise this list based on local demand to support the addition of specific occupations.

Requests for Addition to the Demand Occupation List

Below are the requests along with supporting documentation for adding Standard Occupational Classification (SOC) codes to the list for their programs:

- Miami-Dade County Public Schools - SOC 49-3021 Automotive Body and Related Repairers

These additions are proposed to better align the Demand Occupation List with the current and projected needs of the local labor market.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 06/20/2024

**AGENDA ITEM NUMBER:** 11C

**AGENDA ITEM SUBJECT:** NEW TRAINING PROVIDER WITH NEW REGISTERED APPRENTICESHIP PROGRAMS AND NEW PROGRAMS FOR AN EXISTING PROVIDER

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Global Talent and Competitiveness Council recommends to the Board the approval of a new training provider with two registered apprenticeship programs and the addition of new programs for an existing provider, as set forth below.

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

**STRATEGIC PROJECT:** **Improve credential outcomes for job seekers**

### **BACKGROUND:**

In accordance with Section 122 of the Workforce Innovation and Opportunity Act, regional workforce boards are authorized to independently develop criteria for the selection and eligibility of Training Providers and their programs. The South Florida Workforce Investment Board (SFWIB) has established processes to evaluate the programmatic capabilities of applicants.

Following a thorough review, SFWIB staff recommends that the Council approve the following new training providers and apprenticeship programs:

1. ACI Learning Apprenticeship Program, GNJ (2023-FL-160015)
  - Cybersecurity Support Technician (Alternative Title: Information Security Analyst)
  - Tech Support Specialist (Alternative Title: Computer User Support Specialist)
2. M-DCPS Apprenticeship Program, GNJ (2021-FL-81435)
  - Commercial AC (Reefer Technician)
  - Diesel Off-Road Maintenance Technician

These additions will enhance the range of training opportunities available to our participants and align with the current demand in the workforce.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*



## **SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**

**DATE:** 6/20/2024

**AGENDA ITEM NUMBER:** 11D

**AGENDA ITEM SUBJECT:** NEW TRAINING VENDOR APPLICATION

**AGENDA ITEM TYPE:** **APPROVAL**

**RECOMMENDATION:** The Global Talent Competitiveness Council recommends to the Board the disapproval of a new training vendor application for My IT Future Institute as set forth below.

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

**STRATEGIC PROJECT:** **Emphasize work-based learning and training**

### **BACKGROUND:**

My IT Future Institute has submitted an application to CareerSource South Florida (CSSF) to become a training provider for our Local Workforce Development Area (LWDA). During the review of the operational documentation, it was discovered that the institute is owned by the same individual who previously owned New Horizons Computer Learning Center, a former training provider for our organization that closed last year. Despite the closure, CSSF staff worked diligently with New Horizons to ensure that students either completed their programs or were transferred to other programs.

### Background and Legal Concerns:

In February of this year, the U.S. Attorney's Office for the Middle District of Florida announced that the United States had filed a civil lawsuit against the New Horizons franchise and its owner. The lawsuit alleges that New Horizons submitted false claims to the Department of Veterans Affairs (VA) for Post-9/11 GI Bill tuition payments. Specifically, it is alleged that New Horizons overcharged the VA by not reporting tuition waivers and scholarships provided to GI Bill students and falsely certifying compliance with Title 38's ban on incentive compensation tied to student enrollment. These allegations are currently under investigation by the Department of Justice and the Department of Veterans Affairs Office of the Inspector General. The case is being prosecuted by Assistant U.S. Attorneys Lindsey Griffin and Mamie Wise.

### Staff Recommendation:

Due to the previous history with New Horizons and the ongoing legal action against the school and its owner, CSSF staff recommends denying My IT Future Institute's application to become a training provider for our region at this time. It is advised that the provider may re-apply for consideration after all legal matters have been resolved.

**FUNDING:** N/A

**PERFORMANCE:** N/A

*NO ATTACHMENT*