



**Workforce Innovation and Opportunity Act
Local Workforce Plan Two-Year Modification
January 1, 2023 – December 31, 2024**

Local Workforce Development Area 23

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INTRODUCTION

These instructions provide direction for local workforce plans (local plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state.

Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local plan. Chief local elected officials, LWDB members, core program partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state plan as well as [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Director's business and market-driven principles to be the global leader for talent. These principles include:
 - Increasing the prosperity of workers and employers.
 - Reducing welfare dependency.
 - Meeting employer needs.
 - Enhancing productivity and competitiveness.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, as well as other required and optional partners.
- D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefit recipients, individuals with disabilities, and individuals residing in rural areas.

- E. Set forth a strategy to utilize all allowable resources to:
- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
 - Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
 - Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including Enterprise Florida, Inc. in relation to:
 - Job training
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4., Florida Statutes
 - The attainment of a postsecondary degree or credential of value; and
 - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
 - Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
 - Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
 - Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.
- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the system-wide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Lead to greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on customer service excellence.

KEY DATES

ON OR BEFORE

Florida Unified Plan Public Comment.....	February-March 2022
Florida Unified Plan Reviewed by Federal Agencies.....	March-June 2022
Key Dates Sent to Local Boards.....	March 25, 2022
Local Plan Guidelines Issued.....	May 25, 2022
Final Revisions and Approval of Florida Unified Plan.....	July-August 2022
Local Plans Due.....	October 3, 2022
Local Plans Approved by State Board.....	December, 2022
Local Plans Effective.....	January 1, 2023

PUBLIC COMMENT PROCESS

Prior to the date on which the LWDB submits the local plan, the LWDB must provide an opportunity for public comment on the development of the local plan. To provide adequate opportunity for public comment, the LWDB must:

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).
- (3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan, required attachments and contact information for primary and secondary points of contact for each local plan via the state's online form established for WIOA local plan submissions. Hard copies of local plans or attachments are not required. **All local plans must be submitted no later than 5:00 p.m. (EDT) on Monday, October 3, 2022. Please note, the local plan and all attachments must be submitted in a searchable PDF format that is Americans with Disabilities Act compliant.**²

² A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader "search" functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

The web address for the state's online form for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>.

Please carefully review these instructions and those posted online prior to submitting plans.

Prior to local plan submission, please ensure:

- The LWDB members reviewed the plan.
- The LWDB chair and the chief local elected official signed the appropriate documents.
- The name and number of the LWDB are on the plan cover page.
- The plan submitted date and point of contact is on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- Responses to all questions are informative and concise.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

ATTACHMENTS

Please provide a link to the local board's website showing the attachments described below or upload attachments in a searchable PDF file with the local plan:

- A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .

[Attachment_A_Interlocal Agreement/By Laws](#)

- B. Executed agreement between the chief local elected official(s) and the local workforce development board.**

- C. Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official.

- D. Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance.](#)

[Attachment_A_Interlocal Agreement/By Laws](#)

- E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.**

- F. Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

The South Florida Workforce Investment Board (SFWIB) dba CareerSource South Florida (CSSF) does not have any single entity selected to operate in more than one of the following roles: a local fiscal agent, local board staff, one-stop operator, or service providers.

- G. Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) of the State of Florida WIOA Unified Plan).

Upon the successful procurement of a one-stop operator(s), the SFWIB/CSSF will initiate a Memoranda of Understanding for all one-stop partners.

- H. Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

A copy of all Infrastructure Funding Agreements with respective WIOA required partners is contained in the 2020-2024 WIOA Local Plan attachments at the end of this document.

[Attachment_H_WIOA Required Partners Executed Infrastructure Funding Agreements](#)

- I. Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

[Attachment_I_ Executed Cooperative Agreements](#)

- J. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

Copies of the completed plan were made available for public review and comment through the CareerSource South Florida (CSSF) website. Invitations were sent to the community to participate in Community Forums. A special email address was established and provided to the community for comment submissions. In addition, a survey was developed and sent out to businesses and labor organizations to glean feedback on the final plan. Some of the organizations contacted included the initial list of those who contributed to the drafting of the original plan and a select number of recommended new entities. There were no additional responses received by CSSF that had not been previously incorporated into the original plan.

PLAN APPROVAL

DEO will review each local plan for the requirements outlined in these guidelines using a local plan review checklist that aligns with requirements outlined in these guidelines. If there are questions or concerns, DEO will notify the contact(s) included in the local plan.

DEO will recommend approval of the local plan to the CareerSource Florida Board of Directors (state board), unless DEO notifies the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The local plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The local plan does not align with the state plan, including with regard to the alignment of the core programs to support the strategy identified in the state plan in accordance with WIOA § 102(b)(1)(E) and 20 CFR 676.105.

The local plan, including plan modifications, will be considered to be approved upon written notice by DEO advising of state board approval or at the end of the 90-day period beginning the day DEO receives the local plan, or plan modification, unless, in accordance with 20 CFR 679.570, any deficiencies referenced above were identified by DEO in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of local plans should be submitted to DEO at: WIOA-LocalPlans@DEO.MyFlorida.com.

A. ORGANIZATIONAL STRUCTURE

The local plan must describe the organizational structure in place in the local area, including:

(1) Chief Elected Official(s)

- (a) Identify the chief local elected official(s) by name, title, mailing address, phone number, and email address.

Miami-Dade County Mayor, Daniella Levine Cava
Office of the Mayor, Stephen P. Clark Center
111 NW 1st Street, Miami, FL 33128
(305) 375-5071; mayor@miamidade.gov

- (b) Describe how the chief local elected official(s) was involved in the development, review and approval of the local plan.

The South Florida Workforce Investment Board (SFWIB) staff is a part of the Administrative Services of Miami-Dade County, which report to the Honorable Mayor Daniella Levine Cava, the CEO for Workforce Development Area (WDA) 23. SFWIB staff in collaboration with Mayor Levine Cava's office developed the plan through multiple workgroup meetings and teleconferences.

Additionally, the SFWIB Executive Director met and discussed coordinated efforts with the CEO to review and approve the plan.

(2) Local Workforce Development Board

- (a) Identify the chairperson of the LWDB by name, title, mailing address, phone number, and email address. Identify the business that the chairperson represents.

Mr. Charles Gibson – Gibson Law Offices, P.A.
SFWIB Chairperson
Address: 7300 Corporate Center Drive Suite 500
Miami, FL 33126
Phone: (305) 929-1501
Email: SFWIB.Chairman@careersourcesfl.com

- (b) If applicable, identify the vice-chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chairperson represents.

Mr. Juan-Carlos del Valle - J.C. Associates

SFWIB Vice-Chair

Address: 7300 Corporate Center Drive Suite 500

Miami, FL 33126

Phone: (305) 929-1901

Email: SFWIB.Chairman@careersourcesfl.com

- (c) Describe how the LWDB members were involved in the development, review, and approval of the local plan.

Members of the South Florida Workforce Investment Board (SFWIB) provided input and review of the local plan through its Executive Committee and Global Talent and Competitiveness Council in public meetings. The members' comments and responses have been integrated into the local plan.

Additionally, the local plan was advertised to the public through six community forums, email blasts, various social media platforms, and placed on the CareerSource South Florida website. All SFWIB members, the area's economic development organizations, labor organizations, local education providers, core partners, and the general public were notified of their ability to access the plan to provide their responses.

The responses and/or suggestions received during the comment period were reviewed and integrated into the plan, as appropriate. The plan was reviewed and approved by the full board at the SFWIB meeting on October 20, 2022.

Attachment_B_Board Roster & Plan Approval Meeting Minutes

- (d) Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.

The SFWIB/CSSF staff held meetings throughout WDA 23 with various business and community leaders, elected officials, and other key stakeholders to obtain feedback on how best to enhance workforce services. Additionally, SFWIB staff obtained input for the local plan by participating and/or utilizing the following methods:

- The Honorable Mayor Levine-Cava Education and Apprenticeship meetings
- The Greater Miami Chamber of Commerce Economic Summit, Goals Conference, Workforce & Education Committee; and HR Committee
- The Key West Chamber of Commerce Workforce & Education Committee
- The Department of Juvenile Justice Circuit Advisory Boards (Circuit #11 & Circuit#12)

- Opportunity Miami (formerly One Community One Goal) Educational Forums
- The Miami-Dade Chamber of Commerce Business Summit
- Hosted SFWIB Business Roundtable & Community Forums.
- Electronic communications (i.e., email blasts, social media, etc.).

(3) Local Grant Subrecipient (local fiscal agent or administrative entity)

- (a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official (WIOA § 107(d)(12)(B)(i)(III) and 20 CFR 679.420).

The South Florida Workforce Investment Board (SFWIB) dba CareerSource South Florida (SFWIB/CSSF) is the fiscal agent (entity) that receives and disburses grant funds. The SFWIB/CSSF is a governmental agency and instrumentality of both Miami-Dade and Monroe Counties, eligible to exclude income under Section 115 of the U.S. Internal Revenue Code.

- (b) Provide the name of the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist the LWDB in carrying out its responsibilities as a board organized under WIOA (20 CFR 679.430). (May be the same as the fiscal agent).

The South Florida Workforce Investment Board (SFWIB) dba CareerSource South Florida (SFWIB/CSSF) is the administrative entity that assist in carrying out the administrative and programmatic responsibilities as a board organized under WIOA. The SFWIB/CSSF is a governmental agency and instrumentality of both Miami-Dade and Monroe Counties, eligible to exclude income under Section 115 of the U.S. Internal Revenue Code.

(4) One-Stop Operator and One-Stop Career Centers

- (a) Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator and the effective date of the current agreement in place between the LWDB and the one-stop operator.

The SFWIB/CSSF is competitively procuring a One-Stop Operator. Once selected, the One Stop Operator(s) will be published on the CareerSource South Florida website.

- (b) Describe the steps taken to ensure a competitive process for selecting the one-stop operator(s) (WIOA § 121(d)(2)(A)).

The SFWIB/CSSF is competitively procuring the One-Stop Operator via a Request for Proposal (RFP) solicitation process. The RFP process involves a set of rules to safeguard fair and objective decision-making when awarding grant funds to a successful respondent(s). The rules comply with all applicable federal, state and local laws, regulations, policies and procedures, (i.e. Florida Statutes (F.S.) 287 and Title 2 Code of Federal Regulations (CFR) Part 200.317-236).

Notice of the RFP is sent to entities on the SFWIB/CSSF Bidders List (a list of local non- and for-profit entities interested in conducting business with the SFWIB/CSSF). The list is updated when a new entity requests to be added to the list. Additionally, information regarding the RFP is legally noticed, (i.e. published in local newspapers such as the Miami Herald and the Key West Citizen). The RFP was posted on the National Association of Workforce Board (NAWB) website. Finally, all RFP related materials are posted on the CareerSource South Florida (CSSF) website.

The RFP typically contains the following sections: timetable, cone of silence, offerors' conference, the services solicited, available funding, contract terms, public review forum, submission guidelines, and the evaluation and appeals process.

Following the release of the RFP, an offerors' conference is held to provide prospective bidders their sole opportunity to request clarification, communicate questions and/or concerns regarding the RFP programmatic specifications from the SFWIB/CSSF staff. All questions and answers from the offerors' conference are posted on the CSSF website.

All respondents to the RFP and SFWIB staff are subject to the "Cone of Silence". The Cone of Silence applies to solicitations and prohibits ex parte communications regarding the RFP between a respondent and (1) an SFWIB staff member, (2) SFWIB members or (3) members of the selection committee.

Upon receipt of proposal packages, proposal components (i.e. technical narrative, performance, budget, cost allocation/indirect cost proposal, organizational capabilities, etc.) are rated by a selection committee. Due diligence is performed by the SFWIB Office of Continuous Improvement (OCI) staff.

All respondent proposal submissions are encoded to ensure the SFWIB staff members reviewing the components do not know nor have access to the identity of the respondent. The identity of a respondent is only revealed at the Public Review Forum.

The score(s) of each bidder-agency is announced at the Public Review Forum. Respondent-agencies must pass the due diligence component and score above the traditional 80-point threshold in order to be recommended by the SFWIB staff to the Board for approval to negotiate a contract.

Entities not recommended to the Board for a contract to deliver the solicited services receive a letter from the SFWIB/CSSF Executive Director, notifying that entity of its appeal rights under the SFWIB/CSSF Service Provider Appeal Rules. The appeal rules outline the issues subject and not subject to appeal. The rules accompany the appeal letter that is sent to the entity

[Attachment_E_Procurement Service Partners Procedures](#)

[Attachment_F_Service Provider Appeal Rules](#)

- (c) If the LWDB serves as the one-stop operator, provide the last date the state board granted approval to the LWDB to serve in this capacity and the approved duration.

At present, the SFWIB/CSSF does not serve in the capacity of a direct provider of workforce services. The process to procure a one-stop operator has commenced.

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator.

Once procured, the One-Stop Operator (OSO) will facilitate the coordination of the service delivery system of one-stop center partners and service delivery providers. In addition to ensuring that the one-stop center and affiliate sites fully integrate the services, protocols and quality standards that conform to the strategic and operational plans and related policies of the SFWIB, the OSO assists in the development and execution of the Memoranda of Understanding (MOU) between required and other community based partners.

At a minimum, the OSO is responsible for the following:

- 1) Oversight of the following programs: Wagner-Peyser (WP), Workforce Innovation and Opportunity Act (WIOA), Welfare Transition Program/Career Advancement Program (CAP), Supplemental Nutrition Assistance Program (SNAP), Veterans Employment, Reemployment Services and Eligibility Assessment Program (RESEA), Reemployment assistance Program (RA), Trade Adjustment Assistance Program (TAA).
- 2) Coordinate the service delivery of the mandatory one-stop partners at a comprehensive One-Stop Center.
- 3) Establish a One-Stop Management Team including the OSO, the SFWIB and one-stop partners for the purpose of discussing and addressing tactical and strategic issues related to the one-stop operations.
- 4) Develop and execute an outreach plan in conjunction with the SFWIB to inform jobseekers, adult/dislocated workers, and businesses regarding workforce services.
- 5) Create and maintain an up-to-date list of partners and the agreed upon service offering and referral processes.
- 6) Track and report service provider operational and programmatic performance.
- 7) Coordinate or provide professional development and staff training for one-stop partner staff to improve operations and deliver higher value to job seeker and business customers of the one-stop center.
- 8) Establish a single point of entry for job seekers, and coordinate a triage system for one-stop customers that best directs them to the most appropriate services offered by one-stop partners.
- 9) Facilitate training sessions among one-stop partners where each partner's programs and detailed procedures will be made known to all the other partners.
- 10) Develop and maintain written policies on broad operational guidelines that will outline the responsibilities and objectives of each of the one-stop partners while providing excellent customer service.

- 11) Increase customer satisfaction by developing flows and processes that are driven by feedback from both business and job seekers as well as community-based organizations whose clients are referred to the one-stop center.
 - 12) Enforce the policies of the SFWIB and provide policy recommendations for review.
 - 13) Collaborate with SFWIB on oversight of the one-stop center.
 - 14) Report one-stop activity to the SFWIB.
 - 15) Collaborate with the SFWIB for outreach efforts with specific industry sectors and career pathway efforts.
 - 16) Facilitate problem solving and continuous improvement activities for the one-stop center as well as establishing a process for evaluating customer satisfaction, physical and programmatic accessibility and on-going quality improvement in the one-stop center operations.
 - 17) Foster partnerships within the center to function as a multi-agency team and promote and participate in collective accountability that recognizes system outcomes, in addition to an individual partner program outcomes.
 - 18) Collaborate with one-stop partners to bring and integrate additional and complementary services to the one-stop center.
 - 19) Coordinate job fairs/specialized recruitments, obtain feedback and provide workshops for participants and businesses.
 - 20) Maintain data integrity and confidentiality.
 - 21) Maintain compliance.
 - 22) Ensure the service provider is in compliance with the Americans with Disabilities Act and Equal Employment Opportunity guidelines.
 - 23) Manage fiscal requirements and prepare monthly reports.
- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center, affiliate site or specialized center, as described in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

CENTER LOCATIONS

SFWIB Comprehensive One-Stop center

North Miami Beach center

Operated & Managed By:
Arbor E & T, LLC
Center Director: Patricia Wooden
801 NE 167 Street
North Miami Beach, FL 33162
Tel: (305)654-7175
Fax: (305)654-7188

Full Service Centers

Carol City center

Operated & Managed By:
Arbor E & T, LLC
Center Director: Thais Sanders
4888 NW 183 Street, Ste: 201-206
Miami, Florida 33055
Tel: (305)620-8012
Fax: (305)620-9813

Hialeah Downtown center

Operated & Managed By:
Arbor E & T, LLC
Center Director: Kenya Cruz
240 E 1 Avenue, Suite 222
Hialeah, Florida 33010
Tel: (305)883-8070
Fax: (305)883-6910

Homestead center

Operated & Managed By:
Youth Co-Op, Inc.
Center Director: Elou Fleurine
28951 S. Dixie Highway
Homestead, Florida 33033
Tel: (305)242-5373
Fax: (305)242-2438

Key Largo center

Operated & Managed By:
The College of the Florida Keys
Center Director: Richaunda Curry
103400 Overseas Hwy Suite 239
Key Largo, Florida 33037
Tel: (305)853-3540
Fax: (305)853-3543

Key West center

Operated & Managed By:
The College of the Florida Keys
Center Director: Richaunda Curry
1111 12 Street, Suites 307 & 308
Key West, Florida 33040
Tel: (305)292-6762
Fax: (305)292-6891

Little Havana center

Operated & Managed By:
Youth Co-Op, Inc.
Center Director: Felipe Reboucas
5040 NW 7 Street, Suite 200
Miami, Florida 33126
Tel: (305)442-6900
Fax: (305)460-5640

Northside center

Operated & Managed By:
Arbor E & T, LLC
Center Director: David Hilbert
7900 NW 27 Avenue, Suite 200
Miami, Florida 33147
Tel: (305)693-2060
Fax: (305)693-2071

Perrine center

Operated & Managed By:
Youth Co-Op, Inc.
Center Director: Robert Cambronne
18901 SW 106 Avenue, Suite 218
Miami, Florida 33157
Tel: (305)252-4440
Fax: (305)278-1066

West Dade center

Operated & Managed By:
Youth Co-Op, Inc.
Center Director: Carl Alexis
8485 Bird Road, 2nd Floor
Miami, Florida 33155
Tel: (305)228-2300
Fax: (305)228-2321

YOUTH, CAREER DEVELOPMENT, AND ACCESS POINT LOCATIONS

Youth Service Locations

Cuban American National Council (CNC)

1223 S.W. 4th Street 2nd Floor
Miami, Florida 33135
Tel: (305) 642-3484

Adults Mankind Organization, Inc.

11025 SW 84th Street,
Cottage 11
Miami, Florida 33173
Tel: (305) 271-5121

Adults Mankind Organization, Inc.

801 NE 167 Street
North Miami Beach, FL 33162
Tel: (305) 370-1081

Youth Co-Op Inc.

5040 NW 7 Street
Miami Florida 33126
Tel: (305) 442-6900

Youth Co-Op Inc.

28951 S Dixie Hwy
Homestead, Florida 33030
Tel: 305-246-6351

Community Coalition Inc.

240 E 1st Ave, Suite 205
Hialeah, Florida 33010
Tel: (305) 854-2882

Career Development Centers

Florida Memorial University

15800 NW 42nd Ave
Miami Gardens, Florida 33054
Tel: (305) 626-3734

Miami Dade College Hialeah Campus

1780 W 49th Street
Hialeah, Florida 33012
Tel: (305) 237-8881

Miami Dade College Homestead Campus

500 College Terrace
Homestead, Florida 33030
Tel: (305) 237-5216

Miami Dade College Kendall Campus

11011 SW 104 Street
Miami, Florida 33176-3393
Tel: (305) 237-2128

Miami Dade College Medical Campus

950 NW 20th St.
Miami, Florida 33127
Tel: (305) 237-2128

Miami Dade College North Campus

11380 NW 27th Ave.
Miami, Florida 33167
Tel: (305) 237-1056

Miami Dade College Eduardo J. Padrón Campus

627 SW 27th Ave.

Miami, Florida 33135
Tel: (305) 237-6194
**Miami Dade College
West Campus**
3800 NW 115th Ave.
Doral, Florida 33178
Tel: (305) 237-8925

Miami Dade College Wolfson Campus

300 NE Second Ave.
Miami, Florida 33132
Tel: (305) 237-9675

Access Points:

Haitian Neighborhood Center Sant La, Inc

Contact: Gepsie Metellus,
Executive Director
13450 W Dixie Hwy
North Miami, Florida 33161
Tel: (305) 573-4871
Fax: (305) 573-4875

Open Arms Community Center Corp

5840 SW 8th Street
Suite 3
West Miami, Florida 33144
Tel: (305) 263-3259

Trinity Church's

Contact: Rev. Linda Freeman,
Executive Director
17801 NW 2nd Avenue
Miami, Florida 33169
Tel: (305) 749-0190
Fax: (305) 749-0196

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.

The days and times the comprehensive career center, full service centers and access points are open to customers are Monday through Friday from 8am to 5pm.

All SFWIB Youth Services centers are accessible Monday thru Friday from 8:00 am to 5:00 pm.

Career Development Centers are accessible Monday thru Friday from 8:00 am to 5:00 pm.

Mobile Units are available throughout Miami-Dade and Monroe counties and schedules and locations vary based upon community needs. Schedules are updated and provided via the CSSF website

- (g) For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals).

Customers are provided access to the required one-stop career center partner's programs via a referral system. In lieu of having customers travel to another one-stop center partner to obtain information and comprehensive services, appropriately trained CareerSource center staff may also physically go to partnering agencies to provide comprehensive services as a way to meet the customers' needs.

- (h) Pursuant to the [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.

Pursuant to the current CareerSource Florida guidelines, the SFWIB/CSSF does hereby certify that all 10 of its Full-Service CareerSource centers and one (1) Comprehensive CareerSource center meets the CareerSource Florida Administrative Policy 093 for one-stop certification requirements. If in the future there are additional requirements and/or guidelines, the SFWIB/CSSF will comply fully.

- (i) Describe any additional criteria (or higher levels of service coordination than required in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#)) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA § 121(g)(3)).

In an effort to maximize the coordination of services, the SFWIB/CSSF developed a number of real-time online workforce enhancement (WE) performance management tools to evaluate the overall efficiency and effectiveness of service delivery. The following WE tools were developed to enhance service delivery: Balance Scorecard, Consumer Report Card, Incomplete Registrations Report, Job Order Report, Referral to Placement Report, EFM Job Search Tool and the Soft Exit Application.

The key components these innovative tools provide are:

1. The ability to review the cost per placement,
2. Evaluates the number of direct placements versus contract goals,
3. Evaluates the entered employment rates by programs (i.e., Wagner-Peyser, WIA Adult, WIOA, TANF, Veteran, etc.),
4. The ability to evaluate how timely workforce professionals in the Career Centers match qualified job candidates with businesses seeking to hire, and
5. Allows the user to determine the level of consistency of how job seekers utilize the services available to them.

The SFWIB/CSSF will continue to innovate and develop WE tools that will maximize service delivery.

(5) Provider of Workforce Services

- (a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system.

The names of the entities selected to provide workforce services within WDA 23 are as follows:

1. Youth Co-Op, contract term - PY2022-2025
2. Arbor E&T LLC, contract term - PY2022-2025
3. Miami Dade College, contract term - PY2022-2025
4. The College of the Florida Keys, contract term - PY2022-2025

- (b) Identify and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.

At present, the SFWIB/CSSF is in the process of procuring a one-stop operator.

- (c) Identify and describe what career services are provided by the designated provider of workforce services (except training services).

The career services provided by the WDA 23 workforce services providers include, but may not be limited to, the following:

1. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.
2. Access to current workforce and Labor Market Information (LMI)
3. Information and referrals on specific programs and services available in the community.
4. Information and assistance regarding filing claims for Re-employment Assistance.

5. Development of an individual employment plan.
6. Group and/or individual counseling and mentoring.
7. Career planning (e.g. case management).
8. Short-term pre-vocational services (e.g., employability skills).
9. Out-of-area job search assistance.
10. Internships and work experience linked to careers.
11. Workforce preparation activities.
12. Financial literacy services.
13. English language acquisition and integrated education and training programs.
14. Provide follow-up services to participants to help ensure the individual obtains or retains unsubsidized employment.

(d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.

At present, the SFWIB/CSSF does not serve in the capacity of a direct provider of workforce services.

(6) Youth Service Provider

(a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services.

The following is the list of competitively procured youth providers and the contracted program year (PY) terms:

- Adult Mankind Organization, Inc. (AMO), contract term - PY2022-2025
- Cuban American National Council, Inc. (CNC), contract term - PY2022-2025
- Community Coalition, Inc., contract term - PY2022-2025
- Youth Co-op, Inc. (YCOOP), contract term - PY2022-2025

(b) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services.

The SFWIB/CSSF conducts its competitive procurement process as required by WIOA, Section 123 and the criteria established in the CareerSource Florida Administrative Policy 120 - Youth Service Provider Selection. The competitive procurement process is administered through a Request for Proposal (RFP) via sealed bid. Agencies capable of providing Youth service are solicited and selected in the same manner used to procure a one-stop operator(s) or workforce service provider(s).

The RFP process involves a set of rules to safeguard fair and objective decision-making when awarding grant funds to a successful respondent(s). The rules comply with all applicable federal, state and local laws, regulations, policies and procedures.

Notice of the RFP is sent to entities on SFWIB/CSSF Bidders List (a list of local non- and for- profit entities interested in conducting business with the SFWIB/CSSF). The list is updated when a new entity requests to be added to the list. Additionally, information regarding the RFP is legally noticed, i.e. published in local newspapers such as the Miami Herald and the Key West Citizen. Finally, all RFP related materials are posted on the CareerSource South Florida (CSSF) website.

The RFP typically contains the following sections: timetable, cone of silence, offerors' conference, the services solicited, available funding, contract terms, public review forum, submission guidelines, and the evaluation and appeals process.

Following the release of the RFP, an offerors' conference is held to provide prospective bidders their sole opportunity to request clarification, communicate questions and/or concerns regarding the RFP programmatic specifications from the SFWIB/CSSF staff. All questions and answers from the offerors' conference are posted on the CSSF website.

All respondents to the RFP and SFWIB staff are subject to the "Cone of Silence". The Cone of Silence applies to solicitations and prohibits ex parte communications regarding the RFP between a respondent and (1) an SFWIB staff member, (2) SFWIB members or (3) members of the selection committee.

Upon receipt of proposal packages, proposal components (i.e. technical narrative, performance, budget, cost allocation/indirect cost proposal, organizational capabilities, etc.) are rated by a selection committee. Due diligence is performed by the SFWIB Office of Continuous Improvement (OCI) staff.

All respondent proposal submissions are encoded to ensure the SFWIB staff members reviewing the components do not know nor have access to the identity of the respondent. The identity of a respondent is only made public at the Public Review Forum.

The score(s) of each bidder-agency is announced at the Public Review Forum. Respondent-agencies must pass the due diligence component and score above the traditional 80-point threshold in order to be recommended by the SFWIB staff to the Board for approval to negotiate a contract.

Entities not recommended to the Board for a contract to deliver the solicited services receive a letter from the SFWIB/CSSF Executive Director, notifying that entity of its appeal rights under the SFWIB/CSSF Service Provider Appeal Rules. The appeal rules outline the issues subject and not subject to appeal. The rules are attached to the accompanying appeal letter.

[**Attachment_E_Procurement Service Partners Procedures**](#)

[**Attachment_F_Service Provider Appeal Rules**](#)

- (c) Describe any additional criteria⁴ the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

The SFWIB/CSSF utilizes a Request for Proposal (RFP), which is a solicitation method that ensures open competition in order to maximize the procurement of youth providers' best positioned to deliver the required program elements.

The additional RFP criteria requires respondents to submit a 10-page maximum Organizational Experience and Capabilities document as well as a letter of commitment and Memorandum of Understanding (MOU) from each supporting partner.

In addition to the aforementioned, the youth RFP respondent must also address the items below:

- a. A description of the organization's background, capacity and qualifications that demonstrate its ability to effectively serve the target population, and provide the required programmatic components.
- b. A description of the organization's past experience in operating and serving in-school and/or out-of- school youth, providing industry specific activities, and your experience with youth workforce development programming, especially with low income and other target populations identified in this RFP.
- c. A description of the organization's proposed program design. Multiple designs may be submitted if the respondent chooses to provide services to both ISY and OSY. The respondent must clearly state which service categories the organization is proposing. The description should identify the number of youth to be served and the proposed target population.
- d. A description of the location(s) where services will be delivered. The respondent must include the rationale as to why the location was chosen and how the targeted youth population will gain access. If multiple locations are proposed, the respondent must describe what services are offered in each. The details must also include whether the facility is handicap accessible and barrier free.
- e. A description of the qualifications of key administrative and direct service staff. The Staff Qualifications form must be completed with a list of names and resumes for key program staff who will be involved in the program. In addition, an organizational chart and narrative should be submitted that depicts the positions required to operate the proposed program design. If additional staff will be hired for the program, a job description for the proposed staff must be included.
- f. Letters of support, no more than two pages in length that describe the time-frame and nature of the partnership and how it will enhance the proposed program.

- g. Respondents must provide, at a minimum, three references for the same or similar services provided during the past two years that demonstrates the respondent's track record for the proposed services. Respondents must also include a reference chart with as many relevant references as possible. The information should include the funding source(s), name of organization, contact person, title of contact person, contact number(s), a description of the service and program provided, performance requirements, and a report on the respondent's performance under the contract(s), including the complete performance standards.

Proposals that do not include at least one relevant reference may be eliminated from the competitive procurement process. Proposals may also be eliminated from this competitive procurement process if they include information that the SFWIB/CSSF is unable to verify or references who cannot be contacted. All references are checked to verify the information submitted in the proposals.

- (d) Identify and describe the youth program element(s) provided by each provider.

Each of the WDA 23 Youth Services Providers deliver the following 14 elements:

1. Tutoring, Study Skills Training, and Instructions, Academic/Educational Enhancement Skills and Dropout Prevention:
2. Alternative Secondary School Services:
3. Paid and Unpaid Work Experience:
4. Occupational Skills Training:
5. Education Offered Concurrently with Workforce Preparation and Training:
6. Leadership Development Opportunities:
7. Support Services:
8. Adult Mentoring:
9. Follow-up Services:
10. Comprehensive Guidance and Counseling Services:
11. Financial Literacy Education:
12. Entrepreneurial Skills Training:
13. Services that Provide Labor Market Information:
14. Postsecondary Preparation and Transition Activities:

A full description of the program elements provided by each youth service provider is further detailed in the 2022-2023 CSSF WIOA Youth 14 Elements Service Delivery Plan, which may be accessed via the link below.

Attachment: CSSF WIOA Youth 14 Elements Service Delivery Plan

³A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 ([TEGL 16-16](#)) and Training and Employment Guidance Letter No. 16-16, Change 1 ([TEGL 16-16, Change 1](#)).

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local workforce plan must describe strategic planning elements, including:

(1) A regional analysis of:

- (a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and:

Workforce Development Area (WDA) 23, which encompasses Miami-Dade and Monroe counties, is the largest of the State of Florida's local workforce development boards; and is one of the most dynamic areas in the nation in terms of its ethnic diversity as well as its vibrant finance, commerce, tourism, international trade, culture, media, arts and entertainment sectors.

Based on the Department of Economic Opportunity (DEO) 2021 – 2029 Statewide, Regional and County projections, the SFWIB/CSSF has identified six major industry groups that project significant growth over the next seven years. These major industry groups are directly targeted under the Opportunity Miami (formerly One Community, One Goal) strategy as a primary industry or as a first level sub-industry.

The six major industry groups identified are:

- **Leisure and Hospitality** with projected growth of 31.7 percent with an estimated 42,922 new job openings
- **Information** with projected growth of 13.2 percent with an estimated 2,577 new jobs
- **Other Services** with projected growth is 13.0 with an estimated 5,266 new jobs.
- **Educational and Health Services** with projected growth of 12.8 percent with an estimated 35,584 new jobs.
- **Professional and Business Services** with projected growth of 12.7 with an estimated 23,157 new jobs.
- **Financial Services** with projected growth of 10.9 percent with an estimated 9,004 new jobs.

NAIC Title	Employment			
	2021	2029	Growth	% Growth
Leisure and Hospitality	135,382	178,304	42,922	31.70%
Information	19,475	22,052	2,577	13.20%
Other Services	49,358	45,624	5,266	13.0%
Educational and Health Services	269,325	303,909	34,584	12.8%
Professional & Business Services	182,834	295,991	23,157	12.7%
Financial Services	82,465	91,469	9,004	10.9%

- (b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

The Coronavirus Disease 2019 (COVID-19) had a major impact on the unemployment rates in 2020. The Bureau of Labor Statistics (BLS) Local Area Unemployment Statistics show Miami-Dade County with a 7.4 percent unemployment rate and Monroe County with an 8.4 percent unemployment rate at the end of 2020.

The hospitality industry was especially hard hit with unemployment rates at a high of 39.3 percent in April of 2020 according to the BLS. Employment rates rebounded in 2021 with the lifting of lockdowns and the availability of COVID-19 vaccinations. The hospitality industry was able to recover by the end of 2021 with a 6.7 percent unemployment rate. Overall, 2021 ended with a 5.2 percent unemployment rate in Miami-Dade County and a 3.0 percent unemployment rate in Monroe County. By the end of the program year in June 2022, recovery was in full force despite the ongoing threat of COVID-19 with unemployment rates falling to 2.2 percent in Miami-Dade County and 1.9 percent in Monroe.

The Beacon Council, Miami-Dade County’s economic development agency, tracks six industry sectors through their Data Axle-GIS Planning integration system. These industries represent six of the seven targeted industries from the Opportunity Miami initiative: Information Technology, Trade & Logistics, Life Sciences & Healthcare, Aviation, Hospitality and Tourism, and International Banking & Finance.

INDUSTRY	NUMBER OF BUSINESSES	SALES	ESTIMATED NUMBER OF EMPLOYEES
INFORMATION TECHNOLOGY	638	\$536M	4,307
TRADE & LOGISTICS	1928	\$2,742M	12,604
LIFE SCIENCES & HEALTHCARE	414	\$1,016M	6,175
AVIATION	248	\$1957M	6,866
HOSPITALITY & TOURISM	1041	\$610M	19,830
INTERNATIONAL BANKING & FINANCE	3863	\$10,017M	32,600
			Jul-22

All industries continue to be represented in the Top Industries by Projected Jobs Growth. However, most likely as a result of the changing workforce brought about by COVID-19, there have been some shifts in the rankings. The health care industry was hard hit with employees leaving due to the stress of managing COVID-19. The fastest growing occupations with higher wages are in the health care industry. The information technology industry has shown strong growth with the influx of technology companies into the Miami area during COVID-19. The local industry encompasses businesses engaged in the following sectors: digital media, logistics technology, data centers, back office support technology, simulation technology, mobile applications, computational science technology, and tourism technology. Miami Tech Week and the Emerge Americas Summit fuel the tech industry's growth. Miami and the Florida Keys are major tourist destinations and will continue to experience strong growth in the Leisure and Hospitality sector.

JOBS BY INDUSTRY					
WORKFORCE DEVELOPMENT AREA 23 - MIAMI-DADE AND MONROE COUNTIES					
NAICS Code	NAICS Title	2021	2029	Growth	Percent Growth
	Total, All Industries	1,282,275	1,440,272	157,997	12.3
1026	Leisure and Hospitality	135,382	178,304	42,922	31.7
51	Information	19,475	22,052	2,577	13.2
81	Other Services, Ex. Public Admin	40,358	45,624	5,266	13.0
1025	Education and Health Services	269,325	303,909	34,584	12.8
1024	Professional and Business Services	182,834	205,991	23,157	12.7
1023	Financial Activities	82,465	91,469	9,004	10.9
1021	Trade, Transportation and Utilities	291,455	318,687	27,232	9.3
31	Manufacturing	41,337	44,059	2,722	6.6
23	Construction	56,107	59,646	3,539	6.3
90	Government	147,486	154,158	6,672	4.5
11	Agriculture, Forestry, Fishing & Hunting	8,891	9,280	389	4.4
	Self Employed and Unpaid Family Workers, All Jobs	74,272	76,833	2,561	3.4
21	Mining	557	551	-6	-1.1

FASTEST-GROWING OCCUPATIONS
WORKFORCE DEVELOPMENT AREA 23 - MIAMI-DADE AND MONROE COUNTIES

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2020 Median Hourly Wage (\$)*	Education	
			2021	2029	Growth	Percent Growth			FL**	BLS**
1	29-1171	Nurse Practitioners	1,695	2,530	835	49.3	1,670	40.84	M+	M
2	35-2014	Cooks, Restaurant	13,157	18,899	5,742	43.6	22,328	14.77	PS	NR
3	39-6011	Baggage Porters and Bellhops	630	876	246	39	1,027	11.19	NR	HS
4	29-1071	Physician Assistants	727	990	263	36.2	617	47.72	B	M
5	39-2021	Nonfarm Animal Caretakers	1,977	2,680	703	35.6	3,370	13.38	NR	HS
6	15-1256	Software Developers and Software Quality Assurance Analysts and Testers	5,894	7,977	2,083	35.3	5,486	42.61	B	B
7	39-3091	Amusement and Recreation Attendants	3,776	5,097	1,321	35	8,685	10.92	NR	NR
8	53-6021	Parking Lot Attendants	3,758	5,023	1,265	33.7	6,176	12.02	NR	NR
9	39-9031	Fitness Trainers and Aerobics Instructors	1,526	2,038	512	33.6	2,661	17.88	HS	HS
10	39-6012	Concierges	1,182	1,562	380	32.1	1,804	13.79	HS	HS
11	31-2021	Physical Therapist Assistants	807	1,055	248	30.7	1,021	27.81	A	A
12	Nov-11	Medical and Health Services Managers	3,302	4,309	1,007	30.5	3,104	47.23	B	B
13	35-3011	Bartenders	5,807	7,514	1,707	29.4	10,001	9.54	NR	NR
14	27-4011	Audio and Video Equipment Technicians	690	891	201	29.1	829	25.87	A	PS
15	31-9011	Massage Therapists	1,212	1,565	353	29.1	1,474	15.3	PS	PS
16	43-4081	Hotel, Motel, and Resort Desk Clerks	2,835	3,657	822	29	4,752	13.14	HS	HS
17	29-1127	Speech-Language Pathologists	823	1,059	236	28.7	631	43.28	M+	M
18	35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	4,710	6,053	1,343	28.5	8,158	9.86	NR	NR
19	35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	3,775	4,851	1,076	28.5	8,368	11.86	NR	NR
20	35-1011	Chefs and Head Cooks	1,315	1,685	370	28.1	1,744	23.38	PS	HS
21	35-3023	Fast Food and Counter Workers	27,376	35,067	7,691	28.1	53,259	10.18	NR	NR
22	27-3091	Interpreters and Translators	664	845	181	27.3	697	12.97	A	B
23	51-6011	Laundry and Dry-Cleaning Workers	2,153	2,736	583	27.1	2,901	10.85	HS	NR
24	31-9097	Phlebotomists	985	1,251	266	27	1,105	15.56	PS	PS
25	13-1161	Market Research Analysts & Marketing Specialists	6,804	8,633	1,829	26.9	7,299	28.55	B	B
26	35-3031	Waiters and Waitresses	20,439	25,911	5,472	26.8	37,913	9.89	NR	NR
27	31-9092	Medical Assistants	7,018	8,801	1,783	25.4	8,064	16.97	PS	PS
28	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	9,346	11,701	2,355	25.2	13,887	17.26	PS	HS
29	37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	2,172	2,719	547	25.2	2,558	16.18	PS	HS
30	25-1071	Health Specialties Teachers, Postsecondary	3,136	3,919	783	25	2,877	69,817.00	M+	D

(2) An analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

A comprehensive analysis of labor market information in WDA 23 is conducted annually. The SFWIB/CSSF collaborates with the Beacon Council (the local economic development agency), and the five major local chambers of commerce (Greater Miami Chamber of Commerce, Miami-Dade Chamber of Commerce, CAMOCOL, South Florida Latin Chamber of Commerce, Key West Chamber of Commerce) in the area to conduct a comprehensive analysis of the local area’s workforce and employer needs.

In 2022, the SFWIB worked with these partners to:

- Determine the regional labor market area for Miami-Dade & Monroe Counties
- Examine workforce skills and availability in the area
- Identify skills gaps that present challenges for employers in the county's targeted industry sectors
- Explore commuting patterns of the workforce
- Assess middle-skills gaps in Aviation/Aerospace, Healthcare, and Information Technology sectors
- Develop workforce enhancement strategies and recommend marketing messages
- Develop data to share with business prospects considering a location in the area
- Utilize a combination of quantitative and qualitative research, along with extensive stakeholder input to inform the workforce enhancement recommendations.

The analysis of the workforce area in-demand occupations drives the development of our annual Regional Targeted Occupations List (RTOL). The creation of the local RTOL is in accordance with the CareerSource Florida Administrative Policy Number 82. The RTOL includes a limited number of prioritized occupations that will require workforce training to meet the needs of local employers. The SFWIB/CSSF also reviews the state Targeted Occupations List (TOL) and, based on local workforce needs with input from partners and employers in the community, makes any necessary changes or revisions. Resources such as the Department of Economic Opportunity (DEO) Labor Market Information (LMI) report "Employment Projections" by workforce area, forecasts the future employment levels for industries and occupations in Florida and provides estimates of current and projected employment by industry and occupation for eight years into the future. Projections also include rankings of fast-growing industries and occupations in Florida.

Nearly 30 percent of the 100 project fastest-growing occupations within the area will require post-secondary education and/or industry certification. Nineteen percent of the fastest-growing occupations will require a bachelor's degree compared to 15.5 percent of the occupations will not require any formal education credential.

FASTEST-GROWING OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 23 - MIAMI-DADE AND MONROE COUNTIES

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12	11-9111	Medical and Health Services Managers	3,302	4,309	1,007	30.5	3,104	47.23	B	B
13	35-3011	Bartenders	5,807	7,514	1,707	29.4	10,001	9.54	NR	NR
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16	43-4081	Hotel, Motel, and Resort Desk Clerks	2,835	3,657	822	29.0	4,752	13.14	HS	HS
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23	51-6011	Laundry and Dry-Cleaning Workers	2,153	2,736	583	27.1	2,901	10.85	HS	NR
24	31-9097	Phlebotomists	985	1,251	266	27.0	1,105	15.56	PS	PS
25	13-1161	Market Research Analysts & Marketing Specialists	6,804	8,633	1,829	26.9	7,299	28.55	B	B
26	35-3031	Waiters and Waitresses	20,439	25,911	5,472	26.8	37,913	9.89	NR	NR
27	31-9092	Medical Assistants	7,018	8,801	1,783	25.4	8,064	16.97	PS	PS
28	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	9,346	11,701	2,355	25.2	13,887	17.26	PS	HS
29	37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	2,172	2,719	547	25.2	2,558	16.18	PS	HS
30	25-1071	Health Specialties Teachers, Postsecondary	3,136	3,919	783	25.0	2,877	69,817.00	M+	D
31	29-1223	Psychiatrists	652	813	161	24.7	319	-	M+	D
32	31-1120	Home Health and Personal Care Aides	9,974	12,313	2,339	23.5	12,382	11.58	PS	HS
33	15-1257	Web Developers and Digital Interface Designers	1,432	1,765	333	23.3	1,183	35.26	PS	A
34	37-2012	Maids and Housekeeping Cleaners	11,405	14,017	2,612	22.9	15,175	11.47	NR	NR
35	39-9098	Crematory Operators and Personal Care and Service Workers, All other	1,476	1,814	338	22.9	2,020	10.56	PS	HS
36	53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	3,605	4,430	825	22.9	4,200	13.24	NR	NR
37	35-9021	Dishwashers	4,527	5,562	1,035	22.9	6,996	11.06	NR	NR
38	13-1121	Meeting, Convention, and Event Planners	1,218	1,494	276	22.7	1,343	24.23	A	B
39	11-3031	Financial Managers	5,218	6,399	1,181	22.6	4,199	64.43	B	B
40	43-4011	Brokerage Clerks	663	813	150	22.6	709	25.94	HS	HS
41	27-2012	Producers and Directors	1,884	2,309	425	22.6	1,783	33.10	B	B
42	29-2032	Diagnostic Medical Sonographers	752	921	169	22.5	492	32.24	PS	A
43	25-1072	Nursing Instructors and Teachers, Postsecondary	1,452	1,773	321	22.1	1,279	129,501.00	M+	D
44	39-3031	Ushers, Lobby Attendants, and Ticket Takers	619	753	134	21.6	1,354	11.65	NR	NR
45	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	3,216	3,912	696	21.6	3,644	16.86	HS	HS
46	53-5011	Sailors and Marine Oilers	1,479	1,798	319	21.6	1,794	-	PS	NR
47	29-2056	Veterinary Technologists and Technicians	652	790	138	21.2	565	16.19	A	A
48	41-3011	Advertising Sales Agents	2,653	3,213	560	21.1	3,233	23.76	PS	HS
49	29-1126	Respiratory Therapists	1,056	1,272	216	20.5	625	29.03	A	A
50	35-3041	Food Servers, Nonrestaurant	1,754	2,109	355	20.2	2,621	11.41	NR	NR
51	53-3031	Driver/Sales Workers	4,625	5,554	929	20.1	5,033	10.41	HS	HS

Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics & Economic Research

FASTEST-GROWING OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 23 - MIAMI-DADE AND MONROE COUNTIES

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2020 Median Hourly Wage (\$)*	Education	
			2021	2029	Growth	Percent Growth			FL**	BS**
1	29-1171	Nurse Practitioners	1,695	2,530	835	49.3	1,670	40.84	M+	M
2	35-2014	Cooks, Restaurant	13,157	18,899	5,742	43.6	22,328	14.77	PS	NR
3	39-6011	Baggage Porters and Bellhops	630	876	246	39.0	1,027	11.19	NR	HS
4	29-1071	Physician Assistants	727	990	263	36.2	617	47.72	B	M
5	39-2021	Nonfarm Animal Caretakers	1,977	2,680	703	35.6	3,370	13.38	NR	HS
6	15-1256	Software Developers and Software Quality Assurance Analysts and Testers	5,894	7,977	2,083	35.3	5,486	42.61	B	B
7	39-3091	Amusement and Recreation Attendants	3,776	5,097	1,321	35.0	8,685	10.92	NR	NR
8	53-6021	Parking Lot Attendants	3,758	5,023	1,265	33.7	6,176	12.02	NR	NR
9	39-9031	Fitness Trainers and Aerobics Instructors	1,526	2,038	512	33.6	2,661	17.88	HS	HS
10	39-6012	Concierges	1,182	1,562	380	32.1	1,804	13.79	HS	HS
11	31-2021	Physical Therapist Assistants	807	1,055	248	30.7	1,021	27.81	A	A
12	11-9111	Medical and Health Services Managers	3,302	4,309	1,007	30.5	3,104	47.23	B	B
13	35-3011	Bartenders	5,807	7,514	1,707	29.4	10,001	9.54	NR	NR
14	27-4011	Audio and Video Equipment Technicians	690	891	201	29.1	829	25.87	A	PS
15	31-9011	Massage Therapists	1,212	1,565	353	29.1	1,474	15.30	PS	PS
16	43-4081	Hotel, Motel, and Resort Desk Clerks	2,835	3,657	822	29.0	4,752	13.14	HS	HS
17	29-1127	Speech-Language Pathologists	823	1,059	236	28.7	631	43.28	M+	M
18	35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	4,710	6,053	1,343	28.5	8,158	9.86	NR	NR
19	35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	3,775	4,851	1,076	28.5	8,368	11.86	NR	NR
20	35-1011	Chefs and Head Cooks	1,315	1,685	370	28.1	1,744	23.38	PS	HS
21	35-3023	Fast Food and Counter Workers	27,376	35,067	7,691	28.1	53,259	10.18	NR	NR
22	27-3091	Interpreters and Translators	664	845	181	27.3	697	12.97	A	B
23	51-6011	Laundry and Dry-Cleaning Workers	2,153	2,736	583	27.1	2,901	10.85	HS	NR
24	31-9097	Phlebotomists	985	1,251	266	27.0	1,105	15.56	PS	PS
25	13-1161	Market Research Analysts & Marketing Specialists	6,804	8,633	1,829	26.9	7,299	28.55	B	B
26	35-3031	Waiters and Waitresses	20,439	25,911	5,472	26.8	37,913	9.89	NR	NR
27	31-9092	Medical Assistants	7,018	8,801	1,783	25.4	8,064	16.97	PS	PS
28	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	9,346	11,701	2,355	25.2	13,887	17.26	PS	HS
29	37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	2,172	2,719	547	25.2	2,558	16.18	PS	HS
30	25-1071	Health Specialties Teachers, Postsecondary	3,136	3,919	783	25.0	2,877	69,817.00	M+	D
31	29-1223	Psychiatrists	652	813	161	24.7	319	-	M+	D
32	31-1120	Home Health and Personal Care Aides	9,974	12,313	2,339	23.5	12,382	11.58	PS	HS
33	15-1257	Web Developers and Digital Interface Designers	1,432	1,765	333	23.3	1,183	35.26	PS	A
34	37-2012	Maids and Housekeeping Cleaners	11,405	14,017	2,612	22.9	15,175	11.47	NR	NR
35	39-9098	Crematory Operators and Personal Care and Service Workers, All other	1,476	1,814	338	22.9	2,020	10.56	PS	HS
36	53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	3,605	4,430	825	22.9	4,200	13.24	NR	NR
37	35-9021	Dishwashers	4,527	5,562	1,035	22.9	6,996	11.06	NR	NR
38	13-1121	Meeting, Convention, and Event Planners	1,218	1,494	276	22.7	1,343	24.23	A	B
39	11-3031	Financial Managers	5,218	6,399	1,181	22.6	4,199	64.43	B	B
40	43-4011	Brokerage Clerks	663	813	150	22.6	709	25.94	HS	HS
41	27-2012	Producers and Directors	1,884	2,309	425	22.6	1,783	33.10	B	B
42	29-2032	Diagnostic Medical Sonographers	752	921	169	22.5	492	32.24	PS	A
43	25-1072	Nursing Instructors and Teachers, Postsecondary	1,452	1,773	321	22.1	1,279	129,501.00	M+	D
44	39-3031	Ushers, Lobby Attendants, and Ticket Takers	619	753	134	21.6	1,354	11.65	NR	NR
45	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	3,216	3,912	696	21.6	3,644	16.86	HS	HS
46	53-5011	Sailors and Marine Oilers	1,479	1,798	319	21.6	1,794	-	PS	NR
47	29-2056	Veterinary Technologists and Technicians	652	790	138	21.2	565	16.19	A	A
48	41-3011	Advertising Sales Agents	2,653	3,213	560	21.1	3,233	23.76	PS	HS
49	29-1126	Respiratory Therapists	1,056	1,272	216	20.5	625	29.03	A	A
50	35-3041	Food Servers, Nonrestaurant	1,754	2,109	355	20.2	2,621	11.41	NR	NR
51	53-3031	Driver/Sales Workers	4,625	5,554	929	20.1	5,033	10.41	HS	HS
52	25-1011	Business Teachers, Postsecondary	1,177	1,408	231	19.6	998	61,052.00	B	D
53	39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Service	1,649	1,969	320	19.4	1,558	18.84	PS	HS
54	13-2052	Personal Financial Advisors	3,236	3,858	622	19.2	2,531	30.06	B	B
55	11-3021	Computer and Information Systems Managers	2,504	2,985	481	19.2	1,931	68.36	B	B
56	49-3011	Aircraft Mechanics and Service Technicians	2,988	3,561	573	19.2	2,546	32.56	PS	PS
57	29-1122	Occupational Therapists	1,390	1,654	264	19.0	896	39.14	M+	M
58	29-1123	Physical Therapists	1,926	2,288	362	18.8	988	39.20	M+	D
59	27-2022	Coaches and Scouts	1,669	1,982	313	18.8	2,288	49,009.00	HS	B
60	29-2057	Ophthalmic Medical Technicians	1,026	1,217	191	18.6	856	21.71	PS	PS
61	13-1111	Management Analysts	7,297	8,640	1,343	18.4	6,708	35.24	B	B
62	39-9032	Recreation Workers	2,877	3,404	527	18.3	4,314	12.35	A	HS
63	21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	3,113	3,676	563	18.1	2,943	19.64	B	B
64	15-1245	Database Administrators and Architects	910	1,073	163	17.9	655	46.29	A	B
65	49-9041	Industrial Machinery Mechanics	1,830	2,149	319	17.4	1,587	20.50	PS	HS
66	53-3033	Light Truck or Delivery Services Drivers	9,226	10,828	1,602	17.4	9,687	14.79	PS	HS
67	37-1012	Supervisors of Landscaping, Lawn Service & Groundskeeping Workers	1,145	1,342	197	17.2	1,131	22.34	PS	HS
68	43-5061	Production, Planning, and Expediting Clerks	2,944	3,449	505	17.2	2,890	18.57	HS	HS
69	41-3031	Securities, Commodities, and Financial Services Sales Agents	5,671	6,641	970	17.1	5,004	32.63	B	B
70	25-3021	Self-Enrichment Education Teachers	1,549	1,809	260	16.8	1,668	15.93	PS	HS
71	27-3031	Public Relations Specialists	2,415	2,820	405	16.8	2,253	24.23	B	B
72	29-2040	Emergency Medical Technicians and Paramedics	1,245	1,451	206	16.5	824	13.93	PS	PS
73	15-1211	Computer System Analysts	2,922	3,403	481	16.5	2,083	43.10	A	B
74	11-9151	Social and Community Service Managers	1,004	1,168	164	16.3	810	31.32	A	B
75	15-1232	Computer User Support Specialists	4,299	5,001	702	16.3	3,206	23.25	PS	SC
76	53-1047	First-Line Supervisors of Transportation and Material-Moving Workers, Except Aircraft Cargo Handling Spr	3,992	4,637	645	16.2	3,812	26.75	PS	HS
77	41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	10,844	12,586	1,742	16.1	11,718	25.34	HS	HS
78	41-2021	Counter and Rental Clerks	3,780	4,387	607	16.1	4,136	12.78	HS	NR
79	11-3010	Administrative Services Managers	2,687	3,119	422	15.6	2,094	37.44	B	B
80	11-2021	Marketing Managers	2,026	2,343	317	15.6	1,654	53.57	B	B
81	15-1231	Computer Network Support Specialists	1,457	1,680	223	15.3	1,068	28.55	PS	A
82	15-1241	Computer Network Architects	994	1,146	152	15.3	632	56.34	B	A
83	23-2011	Paralegals and Legal Assistants	6,466	7,439	973	15.0	6,300	25.54	PS	A
84	43-5011	Cargo and Freight Agents	3,126	3,594	468	15.0	2,780	20.14	PS	HS
85	17-1011	Architects, Except Landscape and Naval	1,044	1,198	154	14.8	745	35.13	M+	B
86	11-1021	General and Operations Managers	22,440	25,742	3,302	14.7	17,614	43.95	A	B
87	21-1021	Child, Family, and School Social Workers	1,102	1,264	162	14.7	968	27.30	M+	B
88	15-1244	Network and Computer Systems Administrators	2,112	2,421	309	14.6	1,365	35.32	A	B
89	51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Workers, Tapers, and Finishers	964	1,105	141	14.6	943	13.85	HS	HS
90	29-2053	Psychiatric Technicians	1,213	1,390	177	14.6	948	16.14	PS	PS
91	13-1081	Logisticians	1,548	1,773	225	14.5	1,326	23.81	B	B
92	37-3011	Landscaping and Groundskeeping Workers	7,258	8,312	1,054	14.5	8,388	13.57	NR	NR
93	11-9051	Food Service Managers	3,450	3,947	497	14.4	3,394	26.97	A	HS
94	53-3052	Bus Drivers, Transit and Intercity	2,619	2,996	377	14.4	2,949	21.64	PS	HS
95	21-1093	Social and Human Service Assistants	1,584	1,812	228	14.4	1,680	16.56	PS	HS
96	11-2022	Sales Managers	4,259	4,871	612	14.4	3,408	60.91	B	B
97	43-6013	Medical Secretaries	4,687	5,356	669	14.3	4,767	16.33	PS	HS
98	29-1215	Family Medicine Physicians	1,643	1,877	234	14.2	612	90.23	M+	D
99	13-1151	Training and Development Specialists	2,153	2,459	306	14.2	1,975	28.45	B	B
100	35-2021	Food Preparation Workers	8,342	9,527	1,185	14.2	12,563	13.60	NR	NR

Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics & Economic Research

FASTEST-GROWING OCCUPATIONS

WORKFORCE DEVELOPMENT AREA 23 - MIAMI-DADE AND MONROE COUNTIES

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2020 Median Hourly Wage (\$)*	Education	
			2021	2029	Growth	Percent Growth			FL**	BLS**
1	29-1171	Nurse Practitioners	1,695	2,530	835	49.3	1,670	40.84	M+	M

This table includes occupations with a minimum of 600 jobs in 2021.

* Annual wage rates are reported where hourly wage rates do not exist but annual wage rates do. These rates are italicized.

** Education levels are abbreviated as follow.

Florida

A: associate degree

B: bachelor's degree

HS: high school diploma or GED

M+: master's, doctoral or professional degree

NR: no formal educational credential required

PS: postsecondary non-degree award

U.S. Department of Labor, Bureau of Labor Statistics

A: associate degree

B: bachelor's degree

D: doctoral or professional degree

HS: high school diploma or GED

M: master's degree

NR: no formal educational credential required

PS: postsecondary non-degree award

SC: some college, no degree

Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics & Economic Research

- (3)** An analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

The Florida Department of Economic Opportunity (DEO), Bureau of Labor Market Statistics reported that the unemployment rate in the CareerSource South Florida region (Miami-Dade and Monroe counties) was 2.1 percent in June 2022. This rate was 3.6 percentage points lower than the region's year ago rate of 5.7 percent. The region's June 2022 unemployment rate was 0.8 percentage points lower than the state rate of 2.9 percent. The labor force was 1,374,170, up 30,589 (+2.3 percent) over the year. There were 29,410 unemployed residents in the region.

Monroe County had the lowest unemployment rate (1.9 percent) in the CareerSource South Florida region, followed by Miami-Dade County (2.2 percent).

Labor Market Analysis:

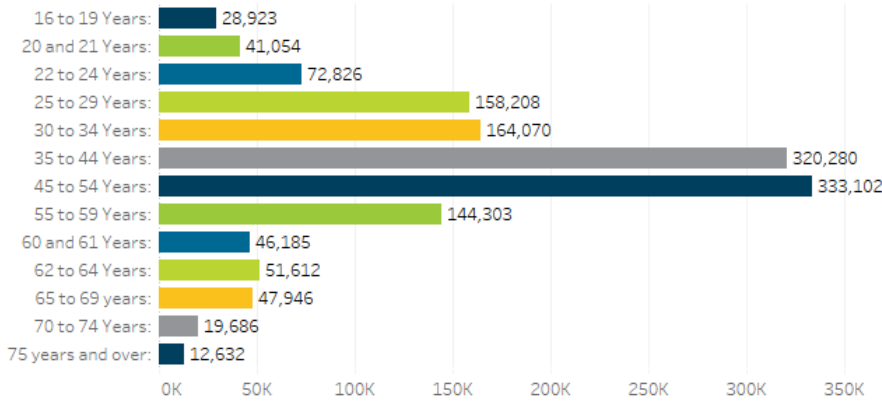
- In June 2022 nonagricultural employment in the Miami-Miami Beach-Kendall Metropolitan Division was 1,242,700, an increase of 84,600 jobs (+7.3 percent) over the year.
- The leisure and hospitality (+15.5 percent); manufacturing (+12.1 percent); trade, transportation, and utilities (+9.3 percent); other services (+8.6 percent); professional and business services (+8.0 percent); mining, logging, and construction (+5.4 percent); and education and health services (+4.3 percent) industries grew as fast or faster in the metro area than statewide over the year.
- The Miami-Miami Beach-Kendall Metropolitan Division had the highest annual job growth compared to all the metro areas in the state in mining, logging, and construction (+ 2,800 jobs), manufacturing (+4,900 jobs), trade, transportation, and utilities (+27,100 jobs); and education and health services (+8,300 jobs).

- The Miami-Miami Beach-Kendall Metropolitan Division tied the highest annual job growth compared to all the metro areas in the state in other services (+4,000 jobs).
- The Miami-Miami Beach-Kendall Metropolitan Division had the fastest annual job growth rate compared to all the metro areas in the state in manufacturing (+12.1 percent) and trade, transportation, and utilities (+9.3 percent).
- The Miami-Miami Beach-Kendall Metropolitan Division had the second fastest annual job growth rate compared to all the metro areas in the state in leisure and hospitality (+15.5 percent).
- The industries gaining in jobs over the year were trade, transportation, and utilities (+27,100 jobs); leisure and hospitality (+18,900 jobs); professional and business services (+14,600 jobs); education and health services (+8,300 jobs); manufacturing (+4,900 jobs); other services (+4,000 jobs); financial activities (+3,500 jobs); mining, logging, and construction (+2,800 jobs); and information (+1,100 jobs).

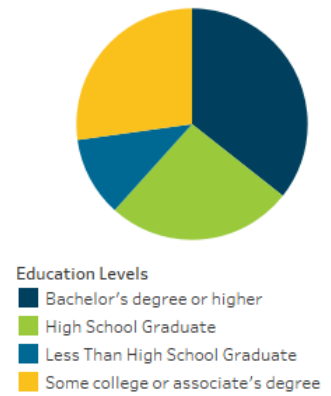
The labor supply dashboard is designed to assist economic/workforce development with business recruitment. It helps to answer the questions from employers concerning labor availability and make-up within a certain area. The educational and occupational mix of workers is critical for a business to make a location decision.

CareerSource South Florida (23)

Labor Force by Age
2016-2020 ACS 5-Year



Labor Force by Education
2016-2020 ACS 5-Year



2021-2029 Employment Growth
Level Change

Training Level	Count
No formal educational credential	50,519
High school diploma or equivalent	43,101
Bachelor's degree	34,142
Postsecondary non-degree award	9,678
Doctoral or professional degree	4,756
Associate's degree	4,448
Master's degree	3,664
Some college, no degree	1,585

Top 10 Program Completers 2018-2019
(excluding State Universities)



South Florida Has Highest Statewide Annual Job Growth in Trade, Transportation, and Utilities



HIGHLIGHTS

-  **UNEMPLOYMENT RATE 2.1%** down by **3.6%**
-  **JOB GROWTH** an increase of **84,600** jobs
-  **THE NO. OF UNEMPLOYED 29,410**
-  **LARGEST GAIN:** Trade, Transportation, & Utilities **27,100** jobs
-  **2nd LARGEST GAIN:** Leisure and Hospitality **18,900** jobs

The Florida Department of Economic Opportunity (DEO), Bureau of Labor Market Statistics reported that the unemployment rate in the CareerSource South Florida region (Miami-Dade and Monroe counties) was 2.1 percent in June 2022. This rate was 3.6 percentage points lower than the region's year ago rate of 5.7 percent. The region's June 2022 unemployment rate was 0.8 percentage points lower than the state rate of 2.9 percent. The labor force was 1,374,170, up 30,589 (+2.3 percent) over the year. There were 29,410 unemployed residents in the region.

Monroe County had the lowest unemployment rate (1.9 percent) in the CareerSource South Florida region, followed by Miami-Dade County (2.2 percent).

Unemployment Rates (not seasonally adjusted)			
	Jun-22	May-22	Jun-21
CareerSource South Florida	2.1%	2.3%	5.7%
Miami-Dade County	2.2%	2.3%	5.8%
Monroe County	1.9%	1.5%	3.4%
Florida	2.9%	2.5%	5.2%
United States	3.8%	3.4%	6.1%



Labor Market Analysis

- In June 2022 nonagricultural employment in the Miami-Miami Beach-Kendall Metropolitan Division was 1,242,700, an increase of 84,600 jobs (+7.3 percent) over the year.
- The leisure and hospitality (+15.5 percent); manufacturing (+12.1 percent); trade, transportation, and utilities (+9.3 percent); other services (+8.6 percent); professional and business services (+8.0 percent); mining, logging, and construction (+5.4 percent); and education and health services (+4.3 percent) industries grew as fast or faster in the metro area than statewide over the year.
- The Miami-Miami Beach-Kendall Metropolitan Division had the highest annual job growth compared to all the metro areas in the state in mining, logging, and construction (+ 2,800 jobs), manufacturing (+4,900 jobs), trade, transportation, and utilities (+27,100 jobs); and education and health services (+8,300 jobs).
- The Miami-Miami Beach-Kendall Metropolitan Division tied the highest annual job growth compared to all the metro areas in the state in other services (+4,000 jobs).
- The Miami-Miami Beach-Kendall Metropolitan Division had the fastest annual job growth rate compared to all the metro areas in the state in manufacturing (+12.1 percent) and trade, transportation, and utilities (+9.3 percent).
- The Miami-Miami Beach-Kendall Metropolitan Division had the second fastest annual job growth rate compared to all the metro areas in the state in leisure and hospitality (+15.5 percent).
- The industries gaining in jobs over the year were trade, transportation, and utilities (+27,100 jobs); leisure and hospitality (+18,900 jobs); professional and business services (+14,600 jobs); education and health services (+8,300 jobs); manufacturing (+4,900 jobs); other services (+4,000 jobs); financial activities (+3,500 jobs); mining, logging, and construction (+2,800 jobs); and information (+1,100 jobs).

Miami / Miami Beach / Kendall Metropolitan Division					Florida			
Nonagricultural Employment by Industry (not seasonally adjusted)	Miami / Miami Beach / Kendall Metropolitan Division				Florida			
	Jun-22	Jun-21	change	percent change	Jun-22	Jun-21	change	percent change
Total Employment	1,242,700	1,158,100	84,600	7.3	9,274,900	8,789,800	485,100	5.5
Mining, Logging, and Construction	54,500	51,700	2,800	5.4	597,200	581,100	16,100	2.8
Manufacturing	45,500	40,600	4,900	12.1	416,900	386,500	30,400	7.9
Trade, Transportation, and Utilities	317,000	289,900	27,100	9.3	1,928,600	1,814,100	114,500	6.3
Wholesale Trade	81,200	72,900	8,300	11.4	386,900	354,400	32,500	9.2
Retail Trade	140,800	134,500	6,300	4.7	1,135,300	1,080,700	54,600	5.1
Transportation, Warehousing, and Utilities	95,000	82,500	12,500	15.2	406,400	379,000	27,400	7.2
Information	20,800	19,700	1,100	5.6	147,600	137,600	10,000	7.3
Financial Activities	87,700	84,200	3,500	4.2	654,300	618,400	35,900	5.8
Professional and Business Services	196,300	181,700	14,600	8.0	1,531,500	1,438,900	92,600	6.4
Education and Health Services	199,600	191,300	8,300	4.3	1,362,300	1,327,200	35,100	2.6
Leisure and Hospitality	141,200	122,300	18,900	15.5	1,244,100	1,126,800	117,300	10.4
Other Services	50,500	46,500	4,000	8.6	361,800	333,100	28,700	8.6
Government	129,600	130,200	-600	-0.5	1,030,600	1,026,100	4,500	0.4

Population	2021	2020	change	percent change
CareerSource South Florida	2,744,947	2,775,268	-30,321	-1.1
Miami-Dade County	2,662,777	2,692,459	-29,682	-1.1
Monroe County	82,170	82,809	-639	-0.8
Florida	21,781,128	21,569,932	211,196	1.0

Average Annual Wage	2021	2020	change	percent change
CareerSource South Florida	\$66,144	\$60,424	\$5,720	9.5
Miami-Dade County	\$66,664	\$60,892	\$5,772	9.5
Monroe County	\$51,896	\$47,372	\$4,524	9.5
Florida	\$60,320	\$55,848	\$4,472	8.0



- (4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).

The SFWIB/CSSF has had success in utilizing all the training options (i.e., class room, on-the-job, work experience, customize training, apprenticeship, etc.) available through WIOA. The SFWIB/CSSF strengths in the area of workforce training and education lies in:

- Its work with Academic Council of Opportunity Miami (formerly One Community One Goal) in developing the training programs the area's EPTL.
- Strong partnerships with the business community (i.e., Greater Miami Chamber of Commerce, The Beacon Council, Miami-Dade Chamber of Commerce, CAMOCAL, South Florida Hispanic Chamber of Commerce, Florida Minority Supplier Development Council, Key West Chamber of Commerce, etc.)
- Development and implementation of the Reconciliation Tool to assist SFWIB training vendors and service providers track the training progress of WIOA participants.
- The wealth of private post-secondary providers in our local area that are within a close commuting distance, as this provides customers with an array of choices.
- The availability of training programs/courses to workforce system participants.
- Meetings with the area's training vendors and service providers on a quarterly basis to discuss best practice models, as well as, training performance.
- The alignment of training outcomes for training vendors and Career Center service providers with the contract.
- The structure of the training outcomes for both training providers and CareerSource center service providers. The performance metrics requires 1) 70 percent completion of all training participants with a training program, 2) 70 placement rate of training participants within 180 days from completing a training program; 3) 70 percent placement rate in job related to training completed. If the training vendor fails to achieve the performance requirements per training program, that program is removed from the ETPL.

One weakness that was revealed as a result of the COVID-19 pandemic is the decrease in the number of individuals seeking training in a classroom setting. To address this weakness, the SFWIB/CSSF increased the implementation and number of registered and pre-apprenticeship programs offered in the local area.

C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure LWDBs are responsive to Florida employers' demand for qualified workforce talent.

⁴ The state's criteria for youth service provider selection is outlined in [CareerSource Florida Administrative Policy 120 – Youth Service Provider Selection](#).

⁵ As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, meet the requirements of 20 CFR 679.560(a)(1)(i) and (ii).

- (1)** Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on primary indicators of performance described in WIOA § 116(b)(2)(A) (20 CFR 679.560(a)(5)).

The South Florida Workforce Investment Board dba CareerSource South Florida (SFWIB/CSSF) strategic vision is to continue to be a premier national provider of employment and career services. The local board's core purpose is to improve the quality of life through a workforce well equipped to meet industry demand.

An update to the 2016-20 Strategic Goals Operational Plan was approved at the August 16, 2018 meeting. The current six strategic goals were updated and approved at the December 16, 2021 meeting of the board.

The current six strategic goals that will continue to influence future policy discussions and funding decisions for 2020-2024 as required by the WIOA Local Plan for Area 23 are:

1. Build a Demand-Driven System with Employer Engagement
2. Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
3. Improve Services for Individuals with Barriers
4. Dedicated Commitment to Youth Participation
5. High ROI through Continuous Improvement
6. Strong Workforce System Leadership

The Strategic Goal Operational Plan Monitoring Tool was developed by SFWIB staff to track the six strategic goals. The tool assists staff in tracking which strategies have been utilized during the program year, addresses initiatives and strategies yet to be implemented, as well as, the overall progress in the achievement of the goals.

The strategic goals will influence WDA 23 partnerships, outreach, inclusion, and the overall premise to continue to propel the area forward. By working with economic development, education, industry and community based partners, the SFWIB/CSSF will introduce new initiatives and expand current ones that are the most inclusive. Some of the initiatives targeted will include, but may not be limited to, the following:

- Opportunity Miami, a community-wide platform for the future economic growth and success of Miami-Dade County.
- Refresh Miami, a non-profit that has serves as a hub that educates, inspires, connects, and grows the areas tech and startup ecosystem.
- Neurodiversity, engages partners to help provide employment and training opportunities that target individuals who experience and interact with the world around them in non-traditional ways. These targeted projects require environments that will embrace the specific diverse ways of thinking, learning, processing, and behaving the individuals require. This initiative will help improve services for individuals with barriers which is a direct reflection of Strategic Goal 3.
- Entrepreneurship, by working with startups such as Career Karma which assists individuals in upskilling workers, the SFWIB will expand outreach opportunities to non-traditional workers.
- Clean Transportation, working with various partners to expand apprenticeship programs in the transportation and other industries, allows the Board to realize Strategic Goal 5. According to Opportunity Miami, Florida ranks number two among all U.S. states in the percentage of electric cars on the road. Miami Beach is home to the second-largest electric vehicle car charging network company (excluding Tesla) in the country. Transportation is the biggest emitter of climate warming gas both globally and in the Greater Miami. Both incumbent and start-up automakers are either launching and/or transitioning to electric vehicles. This key shift presents a great opportunity for the world, automakers, entrepreneurs, and investors.

There are four committees of the Board with established goals that drive strategic planning for the agency. The committees are as follows:

1. **Executive Committee** is responsible for making policy recommendations to the South Florida Workforce Investment Board, d/b/a CareerSource South Florida (CSSF) on matters assigned to it by the Chair, or in the event of a vacancy in the office of the Chair, by the Vice-Chair. The focus of this committee is board governance with the following objectives:
 - a. Develop and recommend changes to the Bylaws.
 - b. Serve as the nominating committee for South Florida Workforce Investment Board, d/b/a CareerSource South Florida.
2. **Finance and Efficiency Council** is the financial branch of the Board whose primary goal is to work to ensure that the SFWIB/CSSF is in good financial health, that its assets are protected, and its resources are used appropriately and accounted for sufficiently. Through this effort, the council assists the Board in ensuring that the resources available to the local workforce development area for workforce training programs and support services are used effectively and efficiently with the utmost accountability to maintain public confidence and support. The focus of this council is to maintain the following objectives:
 - a. Directing the Allocation of Statewide Workforce Funding.
 - b. Safeguarding the Workforce System's Resources and Assets.

3. **Global Talent Competitiveness Council** is responsible for developing and delivering talent 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. The council advises the Board on the development and implementation of policies, strategies, programs, and activities affecting workforce development by focusing on the seven targeted sectors as identified by the Beacon Council's Opportunity Miami (formerly One Community One Goal). The council also focuses on the area's economic development agenda and common strategic targets through the following three key objectives:
 - a. World Class Talent Development.
 - b. Youth and Future Talent Pipeline Development.
 - c. Special Initiatives and Demonstration Projects.

While concentrating on the local workforce development area 23 economic development agenda and aligned strategic targets, the council leverages and invests in talent, resources, and projects to benefit and strengthen every workforce development area in the state.

4. **Performance Council** is responsible for ensuring compliance with the federal common measures as well as to review and analyze CareerSource center/American Job Center (AJC), Youth and Refugee performance outcomes. This includes 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. The focus is on the local workforce development area's shared workforce and economic development agenda to ensure the following objectives:
 - a. Design, recommend, and oversee statewide performance measures to include recommendations for policies and performance-based financial incentives.
 - b. Greater collaboration, effectiveness and efficiencies.

The committee/councils of the board preserves the integrity of the workforce investment system and the public's confidence.

Further, in late 2021, the Miami-Dade Beacon Council (Beacon Council) replaced the One Community One Goal (OCOG) strategic economic initiative with Opportunity Miami. The new initiative, Opportunity Miami, is pivotal to the long-term success of Miami-Dade County's economic future. The Beacon Council, along with their partners across the country, launched this community-wide initiative to help catapult the long-term vision for the area's economic future, while rallying the community to create it.

Although Opportunity Miami retained the initial seven targeted industries that were an integral part of the OCOG initiative, the area's economic future will depend on the new initiative successfully accomplishing the following three parts:

1. Continue driving entrepreneurship and innovation in order to create well-paying jobs and further diversifying the economy;
2. Dramatically increase economic inclusion and spur social mobility through talent development;

3. Turn the challenge of climate change into a generational business opportunity by being a leader in the global transition to a carbon-neutral economy.

The Beacon Council's partnership with the SFWIB/CSSF is a pivotal moment to provide a more inclusive, innovative and sustainable future for the area's citizens.

The SFWIB/CSSF continues to support the Opportunity Miami initiative as both a thought partner and funding partner in an effort to build a uniquely skilled workforce. One example of this collaborative partnership is through the Beacon Council's Miami Community Ventures (MCV). The goal of the MCV program is to connect low-income, structurally-unemployed individuals to living wage jobs and long term career pathways.

The SFWIB/CSSF, Opportunity Miami, MCV, and Miami Dade College are key partners in launching several registered and pre-apprenticeship programs, which includes the Bean Automotive and Warren Henry Auto Group apprenticeships. The apprenticeships are proven training methods that blends classroom instruction, on-the-job training and guaranteed wage structures that benefit both job seekers and businesses. Unlike traditional postsecondary education programs, apprenticeships allow employers to design training and retain talent to their own standards and unique needs of a specific job. This approach allows employers to effortlessly integrate an apprentice into their current workforce.

- (2) Taking into account the analyses described in (1) through (4) in **Section B. Analysis of Need and Available Resources** above, describe the local area's strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above (20 CFR 679.560(a)(5)).

The SFWIB/CSSF will build on its successful partnerships with all core program partners (including Vocational Rehabilitation, Blind Services, and Adult Education) to align resources to achieve the board's goals by developing and executing Memorandum of Understanding that include strategies to share customers, services, and costs in the implementation of the strategic plan. Meetings are held regularly with the leadership of the core programs to discuss strategies to support each program in the attainment of WIOA performance indicators.

The SFWIB/CSSF designs and develops new training programs with the Adult Technical Education Centers that addresses the needs of industry for key occupations. A prime example of a training development partnership is the Miami-Dade Automotive Registered Apprenticeship Program developed for Adult-Ed students enrolled at D.A. Dorsey Technical College. The initiative was developed to build a talent pipeline in the Automotive Service Industry. The 450-hour program is the result of a collaboration between Miami-Dade County Public Schools, CareerSource South Florida and the Florida Department of Education. This program and other initiatives directly align with the SFWIB/CSSF Strategic Operational Plan Goal 1 - Build a Demand-Driven System with Employer Engagement, Goal 4 – Dedicated Commitment to Youth Participation, and Goal 5 – High ROI through Continuous Improvement.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as required partners including, but not limited to TANF, SNAP Employment and Training (E&T), Senior Community Service Employment Program, Community Service Block Grant, programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

(1) Workforce Development System Description: Describe the local workforce development system, including:

(a) All of the programs that are included in the system; and

The SFWIB/CSSF is a quasi-governmental agency and instrumentality of both Miami-Dade and Monroe Counties, eligible to exclude income under Section 115 of the U.S. Internal Revenue Code. The SFWIB/CSSF, Workforce Development Area (WDA) 23, is one of 24 workforce boards in the State of Florida and comprises the geographical area of Miami-Dade and Monroe Counties. The board is composed of representatives of local private business, educational institutions, economic development agencies, labor organizations, community based organizations, state agencies, and other individuals deemed appropriate who are responsible for shaping the local workforce development system in accordance with federal and state law. The board conducts its business in accord with federal and state laws, the Inter-local Agreement creating the SFWIB/CSSF for WDA 23 of the State of Florida, the By-Laws of SFWIB/CSSF and its approved policies.

The SFWIB/CSSF provides core programs and services through a network of contracted one-stop operators and partners under a Memoranda of Understanding. The SFWIB/CSSF begins all activities with the needs of WDA 23 businesses in mind with a focus on the future, results, and adding value. The SFWIB/CSSF one-stop service providers are selected via a competitive Request for Proposal (RFP) process. The process involves a set of rules to safeguard fair and objective decision-making when awarding grant funds to a winning respondent.

The following section details the various aspects of the WDA 23 CareerSource center system and how it aligns with the board's demand-driven approach to workforce development. The CareerSource centers/American Job Centers (AJC) provides the following core program services and resources to all residents and businesses in Miami- Dade and Monroe counties:

- Eligibility determination
- Orientation to the information and other services available
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Outreach and intake
- Recruitment and business services on behalf of employers
- Referrals to and coordination of activities with other one-stop partners
- Provision of performance information and program cost information on eligible providers of training services
- Provision of all information in formats usable by and understandable by CSPBC customers

- Provision of information and assistance regarding filing claims for reemployment assistance benefits
- Assistance in applying for WIOA and other federal and state financial aid assistance for training and education programs
- Development of an individual employment plan to identify and achieve employment goals
- Workshops
- Career planning and exploration
- Referrals to job postings and placement assistance
- Internships and work experiences that are linked to careers
- Support Services
- Follow-up services

(b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and works with entities carrying out core programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).

The Strengthening Career and Technical Education for the 21st Century Act promotes the development of career and technical skills among students in secondary and postsecondary education. The SFWIB/CSSF and the Miami-Dade County Public Schools (M-DCPS) have formed a specialized, collaborative partnership to deliver 12 Miami-Dade Youth Pre-Apprenticeship Career and Technical Training programs in four of their schools. The program is designed to help fill the employment gap, and expose students to trades such as Bricklayer, Carpentry, Heating and Air-conditioning Installer Servicer, Drywall Finisher/Painter, Electrician, Elevator Constructor, Insulation Worker, Operating Engineer, Pipefitter (Construction), Plumber, and Sheet Metal Worker.

The Miami-Dade Youth Pre-Apprenticeship Career and Technical Training is a 23-month program that targets Workforce Innovation and Opportunity Act eligible M-DCPS 11th and 12th grade students. The first year, the 11th graders complete 150 classroom-training hours. The second year, 12th graders complete an additional 150 classroom-training hours in one of the pre-apprenticeship programs. Students participating in the program are provided with a network of resources that provide a unique pathway into employment.

(2) Adult and Dislocated Worker Employment and Training Activities: Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(b)(6)). This must include a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

The SFWIB/CSSF provides the following adult and dislocated worker employment and training activities through its career services delivery system, which include basic, individualized and follow-up services, without regard to sequence. Eligible participants are enrolled in Workforce Innovation and Opportunity Act (WIOA) to help increase the opportunities that may be available for training and/or employment.

The WIOA focuses on serving individuals with barriers to employment and ensures access to these services on a priority basis. Priority for the provision of individualized career and training services are provided in the following sequential order:

1. Recipients of public assistance, who is an individual who receives, or in the past six months has received, or is a member of a family that receives or in the past six months has received, assistance through one or more of the following:
 - Supplemental Nutrition Assistance Program;
 - The Supplemental Nutrition Assistance Program (SNAP) established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.)
 - Temporary Assistance for Needy Families;
 - The program of block grants to States for Temporary Assistance for Needy Families (TANF) program under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.)
 - Supplemental Security Income
 - The Supplemental Security Income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or state or local income based public assistance
2. Low-income individuals. Payments for unemployment compensation, child support payments and old-age survivors' insurance are not excluded from income calculations for determining if an individual is low income.
 - Is in a family with total family income that does not exceed the poverty line; or 200 percent (Miami-Dade County) 250 percent (Monroe County) of the Lower Living Standard Income Level;
 - Is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6)), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2)); Receives or is eligible to receive a free or reduced-price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C. 1751 et seq.);
 - Is a foster child for whom state or local government payments are made; or
 - An individual with a disability whose own income meets the income requirement, but who is a member of a family whose income does not meet this income requirement.
3. Individuals who are basic skills deficient.
 - An individual who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family or in society.
4. Incumbent Workers (No Income Criteria)
 - Employed individuals where the employer has contracted for training services to be provided through the Incumbent Worker Training Program.

Veteran priority of service must be provided to eligible WIOA adult program participants in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, including the underemployed, or individuals who are basic skills deficient.
2. Individuals who are not veterans or eligible spouses who are included in the groups given WIOA priority selection criteria, (public assistance recipient, other low income individuals including underemployed or basic skills deficient).
3. All other veterans and eligible spouses who are not included in the WIOA priority groups (see above items 1 and 2).

4. Other individuals who do not meet the statutory priority, but who are identified as priority populations established by the Governor and/or local workforce development boards.
5. Other individuals who do not meet the statutory priority and who do not meet the Governor's or local workforce development board's discretionary priority, but who do meet the WIOA adult program eligibility.

WIOA career services include, but are not limited to:

1. Labor exchange services: This service provides jobseekers with job search and placement assistance, and in appropriate cases, career counseling, which includes information on in-demand industry sectors and occupations.
2. Current Labor Market Information (LMI): Jobseekers are provided the most current LMI available in an easy to understand and readily accessible format. The information includes job vacancy listings, job skill requirements necessary to obtain the job, information relating to local opportunities and earnings, and opportunities for advancement in such occupations.
3. Information and referrals on specific programs and services available in the community: Referrals are made to and activities are coordinated with other programs and services including other service or resource partners and vendors, to provide ancillary services within the one-stop delivery system and in appropriate cases, other workforce development programs; referrals shall be done through the Universal Referral Form.
4. Information and assistance regarding filing RA: Meaningful assistance will be provided to individuals seeking assistance in filing an RA claim. Meaningful assistance means: (a) providing assistance on-site using staff well trained in UC claims filing and the rights and responsibilities of claimants; or (b) providing assistance through trained and available staff, by phone or via other technology, within a reasonable amount of time. Assistance must be made available to jobseekers who come into the American Job Centers for assistance in filing an RA claim and jobseekers have been identified as having barriers to filing a claim without assistance, such as those individuals who have been identified as having limited English proficiency or disabilities.
5. Performance, cost information: Information about performance accountability measures and any additional performance information relating to the center's delivery system is provided in usable and understandable formats and languages.
6. Supportive service information: This service provides referrals to resources available through CSSF and/or the community to help reduce and/or eliminate barriers to employment. These services include: transportation, child care, dependent care, housing and needs-related payments that are necessary to enable an individual to participate in authorized activities.
7. Comprehensive Assessment: Each jobseeker who is eligible for services shall receive comprehensive and specialized assessments of their skill levels and service needs, which include diagnostic testing and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals. This process is intended to assist participants in identifying strengths, transferable skills, interests, work values, and priorities.
8. Individual Employment Plan: An individualized employment plan will be developed to identify the employment goals, achievement objectives, and appropriate combination of services or steps for the participant to achieve employment goals. The employment plan includes information on eligible training services providers and career pathways to attain career objectives.

9. **Prevocational Services (Employability Skills):** Short-term prevocational services include assisting the participant in developing any the following: learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training opportunities.
10. **Out-of-area Job Search:** This service provides jobseekers with out-of-area job search and relocation assistance.
11. **Internship/Work Experience:** An internship is when a participant works in an organization, sometimes without pay, in order to gain work experience or satisfy requirements for a qualification. Internship opportunities are coordinated within the private for profit sector, non-profit sector, or public sectors. Regardless of the sector chosen, labor standards will apply in any work experience setting where there is an employee/employer relationship, as defined by Fair Labor Standards Act.
12. **Workforce Preparation:** This service includes activities, programs, or services designed to help an individual acquire a combination of basic academic, critical thinking, digital literacy, self-management skills, and competencies in utilizing resources, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training or employment.
13. **PWE:** This is career preparation for participants at a worksite. It is designed to expose participants to careers and jobs, help participants develop pre-employment and work maturity skills and build occupation knowledge and technical skills by doing real work.
14. **Financial Literacy Services:** This service provides participants with information pertaining to creating household budgets, initiating savings plans, and making informed financial decisions about education, retirement, home ownership, wealth building, and other savings goals.
15. **English Language Acquisition:** If it is determined that the jobseeker needs the interpretive services to utilize the resources of the SFWIB/CSSF then an appropriate referral shall be made. The services will be provided in accordance with the SFWIB's Limited English Proficiency Policy.
16. **Support Services:** These services are coordinated and provided for jobseekers dependent upon the availability of funds and is only authorized when: (1) a need has been identified; (2) the program participant is in compliance with all program requirements; (3) the participant will not be successful without this service(s); and (4) no other funding is available to pay for such services. The provision of support services is managed in a cost efficient manner. Referrals for support services are made to community agencies when the funds are not available. These services are subject to funding availability in accordance with the SFWIB/CSSF established policies and procedures. Referrals are made through the Workforce Management System (WFMS). Supportive services may include, but are not limited to, transportation assistance, training materials or other SFWIB/CSSF approved items.

17. Jobseekers are assisted in obtaining occupational skills training (OST) at any approved training provider and paid for through an Individual Training Account (ITA).

a. ITA

- 1) Training services are provide to individuals who: (1) meet the eligibility requirements after an interview, evaluation or assessment, and career planning; (2) has demonstrated employment could not be retained nor obtained; (3) are determined to be in need of training services by only receiving career services; (4) has the skills and qualifications to successfully participate in a selected program, that are directly linked to employment opportunities in the region; and (5) are unable to obtain other grant assistance or need assistance above the levels provided by such other grants. Training services shall be administered in accordance with the SFWIB's ITA policies and procedures.
- 2) The Workforce Management System (WFMS) is used to track a participant's progress while in training and to promote the entry of consistent and accurate data of the participants' enrollment, progress, completion, and placement status on a monthly basis.

The training offered include, but may not be limited to:

- a. Vocational/Occupational Skills Training (OST)
 - b. Adult Education and Literacy combined with Vocational/OST
- 3) All eligible participants interested in training are properly assessed prior to the issuance of an ITA voucher. In an effort to assist participants in selecting a training program that he/she is likely to succeed in, which would ultimately contribute to the attainment of economic self-sufficiency, consideration is given regarding a participant's academic and employment background as well as short- and long-term career interests during the assessment process.
 - 4) Upon the participant's selection of an occupational training area, the Consumer Report Card showing the performance (e.g., completion, placement, and training-related placement rates) of training providers' programs linked to that occupational training area is made available to the participant.
 - 5) All participants requesting training through an ITA must apply for Title IV, federal, financial aid, including, but not limited to, the Pell Grant by completing the Free Application for Federal Student Aid.
 - 6) Vouchers are issued for training within the same Program Year in which service(s) was/were rendered.
 - 7) The participants' training progress is tracked, including enrollment, completion, and placement information, in the applicable Management Information System (MIS).
 - 8) Upon completion of the training services, participants are assisted in securing employment in the field for which he/she was trained, or a related field.

b. Other Training Services

The SFWIB/CSSF offers an array of training services to eligible jobseekers and employed workers. The training services are administered in accordance with the SFWIB/CSSF applicable policies and procedures.

Trainings offered include, but are not limited to:

- 1) Incumbent Worker Training (IWT) is provided to an employer's current staff to improve workforce quality through enhanced skills attainment, productivity and competitiveness. The employer may be reimbursed a percentage of the total training costs for workers that successfully complete training (as set forth in the SFWIBIWT Policy).
- 2) Customized Training (CT) is designed to meet special requirements of an employer(s) that is conditioned on a commitment from the employer(s) to employ, or continue to employ an individual. Upon successful completion of the training, the employer pays a percentage of the training costs (SFWIB CT Policy).
- 3) On-the-Job (OJT) provides an opportunity for participants to learn necessary job skills through paid full-time employment (as set forth in the SFWIB OJT Technical Assistance Manual)
- 4) Paid Work Experience (PWE) is another form of work-based training authorized by the WIOA. Paid work experience jobs are subsidized, time-limited transitional work experiences in the public, private or nonprofit sectors, for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, which are combined with comprehensive career and supportive services.
- 5) Registered Apprenticeship (RA) is an employer-driven, "learn while you earn" model that combines OJT with job-related instruction in curricula tied to the attainment of industry-recognized skills standards.

(3) Training Services: Describe how training services outlined in WIOA section 134 are provided, including:

The SFWIB/CSSF approach to ensuring training is provided to individuals who meet the eligibility requirements as prescribed in WIOA section 134, is linked to its Strategic Goals Operational Plan. The plan acts as the board's guide that outlines the actions (strategies and initiatives) required to successfully meet its current and future goals.

Providers of training services interested in delivering training to workforce participants must participate in the application process. In order to become an eligible training provider and added to the Eligible Training Provider List (ETPL) for WDA 23, entities must first be approved and licensed by the Florida Department of Education (FDOE) and any applicable accrediting body.

Once the state approval process has been completed, the prospective training provider (applicant) must satisfy the board's review standards. The initial eligibility review process includes a due diligence component that requires the prospective applicant to be in business for a **minimum** of two years prior to application submittal, report student/participants' data for each approved program to the Florida Education & Training Placement Information Program (FETPIP), and submit verifiable program performance data. Prospective training providers must meet the board's performance standards as part of the review process and prior to being taken before the board for approval. Upon successful completion of the WDA 23 review process, the training provider and programs are taken before the board for approval to be added to the ETPL.

Training provider programs on the WDA 23 ETPL are reviewed annually for performance by the board's Office of Continuous Improvement (OCI) as part of the subsequent eligibility process.

Training providers who agree to accept an ITA from the board to train a participant are required to meet a minimum of three of the following four performance measures relevant to each training program offered. Two of the three performance measures must be the Training Related Placement and Postsecondary Credential Attainment Rate standard. The Training Related Placement performance measure is required and must be met in order for the program to remain on the list of approved program offerings or to be presented to the board to be added to the approved ETPL. The table below outlines the performance measure requirements.

Performance Measure	Performance Standard
Completion Rate	75%
Training-Related Placement	75%
Postsecondary Credential Attainment Rate	75%
Economic Benefit Per Placement	Quadrant Benchmark
Low Growth / Low Wage	\$14,785
High Growth / Low Wage	\$12,493
Low Growth / High Wage	\$31,542
High Growth / High Wage	\$29,201

All occupational training programs listed on the board’s approved ETPL, including training delivered online, must be linked to occupational and program codes and titles as listed on the WDA 23 current Targeted Occupations List (TOL). The board offers various training options, such as in-person/on campus and online, as approved by the Florida Department of Education and any applicable accrediting body for public and private post-secondary education entities.

Only the theory portion of a program’s courses are allowed to be delivered online. Clinical, practicum and externship experiences must be provided in person, unless otherwise approved by the Florida Department of Education’s Commission for Independent Education (CIE), the applicable accrediting body, and/or the CSSF Executive Director.

Training providers must provide documented proof of all approved online program offerings and any exceptions to the theory only requirement to the Board in writing. The documentation provided for the program must be approved by the Board prior to being added to the training providers list of program offerings.

The board contracts with a varied list of public and private training providers, including providers of non-traditional training services and registered apprenticeship programs, to offer training services. Training providers are reviewed annually by the board’s OCI to ensure performance standards are met. Provider of training services whose program(s) does not meet the minimum performance standards are removed from their list of approved offerings. Programs that are removed from the list may only return to the approved list after being resubmitted for program review and board approval, at a minimum, one year after the initial date of removal.

The board also utilizes non-ITA training as a way meet the specific needs of the industry and participants. Non-ITA training programs include, but are not limited to, the following:

- Occupational / Vocational Skills Training
- Adult Education and Literacy Training combined with Vocation / Occupational Training
- Employed and Incumbent Worker Training
- Customized Training

- On-the-Job Training
- Registered Apprenticeship
- Pre-Apprenticeship
- Transitional Jobs
- Work Experiences and Internships

All training offered must be for occupations that are in-demand in the area and listed on the WDA 23 TOL, including work-based trainings.

- (a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;

An Individual Training Accounts (ITA) is issued only for training occupations listed on the WDA 23 Targeted Occupation List (TOL). Workforce Innovation and Opportunity Act (WIOA) funds may only be expended on training through an ITA that is listed on the TOL at the time the training occurs. The training must be delivered by a board approved provider of training services listed on the WDA 23 Eligible Training Provider List (ETPL). An individual seeking to receive an ITA for training must meet the eligibility criteria for WIOA Adult, Dislocated, and/or Youth in order to be enrolled in training services.

Participants who request and qualify for an ITA are required to apply for the Federal Pell Grant (Pell Grant) and other forms of direct financial assistance prior to enrolling in training by completing the Free Application for Federal Student Aid (FAFSA). Documentation evidencing the participant applied for the Pell Grant must be obtained by the training provider and a copy must be provided to the service provider and maintained in the participant's file. Training may be provided to a participant who otherwise meets eligibility for ITA funding while the individual's Pell Grant application is pending.

Upon enrollment in training, if the Pell Grant and/or other grant funding is approved **before** training begins and the award amount pays for the same and/or covers the full costs of the training program, the participant and the training provider must have an arrangement in place to reimburse the SFWIB/CSSF for the cost paid prior to the award.

The Expected Family Contribution (EFC) number and the Pell Grant award amount must be provided to the participant's career counselor at the time of enrollment.

In cases where the Pell Grant award changes from the amount stipulated in the original award letter, the previously approved ITA amount paid by the SFWIB/CSSF cannot be adjusted.

If the participant receives the Pell Grant and/or other grant funding **after** the training begins, the training provider must reimburse the SFWIB/CSSF the ITA funds used to underwrite the training for the amount covered by the Pell Grant, including any education fees the training provider charges to attend the training. The reimbursement cannot include any portion of the Pell Grant award disbursed to the participant for education-related expenses (e.g., tuition and fees). Student loans are not included in the category of "other sources of training grants".

In the case where the Pell Grant award is in excess of the ITA voucher amount paid when the participant enrolled in training, the training provider must reimburse the SFWIB/CSSF the difference within 10 days of the occurrence. The reimbursement amount must include

education fees the training provider charges to attend the training. Reimbursement is not required from the portion of Pell Grant disbursed to the participant for education-related expenses.

Participants who elect to attend a training program and are not eligible for a Pell Grant, may be required to obtain grant assistance from other financial sources to cover the cost of the program in which they wish to enroll if the ITA and the Pell Grant award amounts does not cover

Training delivered through an ITA is capped at \$12,500 as per the CareerSource South Florida ITA Policy. The total amount of funding allowable through an ITA is based on the full cost of the training program. The full cost of the training include: tuition, books, academic fees, educational testing and certification administered by the training provider, equipment, and tools required by the educational institution for the training program. Fines and penalties, i.e., late finance charges and interest fee payments, are not allowed.

The ITA amount for each occupational training is based on whether the occupation is identified in one of the four/quadrant categories. The maximum ITA amounts are divided into the four/quadrant categories and are identified as follows:

1. High Growth/High Wage – up to and including \$12,500.
2. Low Growth/High Wage – up to and including \$9,375.
3. High Growth/Low Wage – up to and including \$6,250.
4. Low Growth/Low Wage – up to and including \$3,125.

The formula used to determine an occupation's quadrant category is based on the State's Labor Market Information (LMI) data for the fastest growing occupations within WDA 23 by the growth and salary rates. Annually, the average growth and average salary rates are determined for the identified occupations, sorted by the growth rate and average salary, and placed in the appropriate category.

The payment amount for each ITA training program is based on a flat rate of the total cost of the training program and the applicable quadrant category maximum. A training program that is less than the maximum of the program's applicable quadrant category, cannot exceed the program's total cost. The amount paid for any ITA training program cannot exceed the maximum applicable quadrant category, nor the \$12,500 ITA cap.

A voucher is used as the payment mechanism for ITA programs. A voucher, covering up to and including 45 percent of the maximum approved ITA amount, is issued to the participant to provide as payment to the training provider for the training program in which the individual is enrolled. Upon completion of 50 percent of the training program, a voucher is issued covering up to and including 45 percent of the training program's cost. A 10 percent hold back is applied to the maximum ITA amount for all programs.

Once the participant has been placed in unsubsidized, training related employment within six months from the date of successful program completion, a voucher is issued for the remaining 10 percent of the maximum ITA amount. Payment of the remaining 10 percent is contingent upon the training provider's submission of documentation evidencing the participant's attendance records and successful placement in unsubsidized, training related employment.

Training providers forfeit the 10 percent hold back of the maximum ITA amount if a participant does not obtain unsubsidized, training related employment within six months of successfully completing a training program and are required to reimburse the Board the entire maximum ITA amount paid.

All ITA training vouchers for payment are required to be issued within the same program year in which the service(s) was rendered.

Individual Training Accounts may only be used to cover the cost of **up to and including** one year of the specified length of a training program. For example, the board will pay for one year of a two-year Associate of Science Degree program. This is a lifetime limit.

Additionally, training providers must meet the board's minimum performance standards.

Exceptions

The ITA is used as the primary mechanism to deliver training services to CSSF participants.

The only exception from the one-year limitation of a two-year training program are for programs with occupations identified in one of the Board's seven targeted industries and registered apprenticeships. These programs are exempt.

In addition, if the participant's training cost is fully covered by other funding sources (e.g., Federal Pell Grants, scholarships, etc.), up to and including \$2,000 of the approved maximum ITA amount may be issued to the participant via a voucher to offset the costs of books, certification examination/testing fees, etc., for up to and including one year of the specified length of the training program. The \$2,000 is included within the approved maximum ITA amount.

Limitations

CareerSource South Florida implemented limitations for the ITA with exemptions only for programs identified by the Board in one of the seven targeted industries. Career advisors and participants must follow the guidelines detailed below:

- Only one training program per participant may be paid through an ITA. Participants are limited to one lifetime ITA.
- Participants must enroll in school full-time and, at a minimum, half-time as defined by the training provider and CSSF.
- An ITA may only be used for courses specifically required for the program of study.
- The board will pay only once for each required course for an approved training program. The participant is responsible for the cost of any course that has to be retaken, as the board does not pay for courses to be retaken. The one-time payment limitation is also applicable to remedial courses.
- The board will only pay once for the cost of each required certification or license examination. Any subsequent costs to retake an examination(s) will be the sole responsibility of the participant if the individual does not pass the initial exam.
- All training providers are required to conduct training in the English language. This requirement ensures that participants are well prepared and trained in the same language in which they will be tested and are able to comprehend programs for occupations where licensing and certification examinations are only offered in the

English language.

- Associate of Arts (A.A.) and Bachelor degree programs are not covered by the Individual Training Account, unless as specified in the SFWIB/CSSF ITA Policy under Section IX, Duration of Training for Individual Training Accounts: Exception.
- ITA funds may not be used to pay for Microsoft Office Suite (MOS) training; or other training programs that integrate 30 percent or more of MOS training as part of a program's course offerings.

Attachment_G__Individual Training Account Policy

- (b)** If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and

Upon successful completion of the application process and board approval, the SFWIB/CSSF contracts with both private and public sector training providers and education institutions to provide training services through an Individual Training Account (ITA). Contracts are used to specify the training expectations, desired results, policies and procedures, and the applicable performance goals for the contracted period. In addition, training provider contracts outline the approved training program(s), tuition and applicable fees, program time-frame, training location(s), maximum ITA amount, and other pertinent details.

The board also utilizes contracts to include providers of non-traditional training services and registered apprenticeship programs to provide a more expansive training offering.

The types of contracted training services include, but are not limited to, the following:

- Registered Apprenticeship and Pre-Apprenticeship
- On-the-Job Training (OJT)
- Employed Worker Training (EWT)
- Customized Training (CT)
- Paid Work Experience (PWE)
- Internships

Additionally, the board may fund registered apprenticeship training through an ITA, customized training, OJT, and/or IWT

Similarly, employers/businesses interested in apprenticeship, OJT, and other work based trainings are also required to contract with the SFWIB/CSSF.

All occupational training must prepare participants for in-demand occupations that are listed on the WDA 23 Targeted Occupations List (TOL). The programs are included in a legal matrix that is a part of the contract's attachment. The legal matrix includes all programs, cost, maximum ITA amounts, and other pertinent training program related details.

- (c)** How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(b)(18)).

CareerSource center associates are trained to provide an array of services to job seekers with the desired outcome of employment. The pathway to employment for each job seeker may vary depending upon an individual's unique circumstances/barriers, ensuring choices exist for each job seeker. In many instances, the job seeker may be confused or uncertain as to how to search for employment, complete an employment application, or understand the employment/training opportunities that are available to them.

CareerSource center associates are available to assist all job seekers regarding career counseling, assessments (skills/interest), labor market information, referrals to appropriate employers with job openings, and training opportunities.

All job seekers receive a basic service prior to being determined in need of individualized services. Prior to enrolling in training, participants must complete the assessment process, which includes testing and the development of an individual career plan. Upon completion of the eligibility and assessment process, the participant and CareerSource center associate work in tandem to identify the training field and educational provider most appropriate to meet the needs of the individual.

The participant is provided with the training providers' performance and other pertinent data, such as placement rates and earnings related to the desired training program, to ensure the individual has the information needed to make an informed choice when choosing among the various training programs and providers.

One of the tools used to provide information to participants regarding training providers or educational institutions is the Consumer Report Card (CRC). The CRC is a tool that is based on the SFWIB/CSSF list of eligible training providers' program performance and cost details. The data is displayed by school and program and includes the following:

- Completions
- Placements
- Training Expenditures (i.e., average cost per participant, total completion and placement expenditures)
- Economic Benefit
- Net Economic Benefit per Placement
- Value Added per Placement

The information included in the CRC is not only helpful but is necessary in order for the participant to have a better understanding of the options available when choosing a post-secondary occupational training program and provider.

The board validates program performance and cost data collected in the CRC from training entities on the WDA 23 Eligible Training Provider List (ETPL) via the board's proprietary Reconciliation Tool. The board requires training providers and One-Stop/Career Center partners to use the Reconciliation Tool to reconcile all training activities no later than the 15th of each month.

Failure on the part of either the training provider and/or One-Stop/Career Center partner to reconcile any training activity will result in the training program's enrollment and referral privileges being revoked. Privileges cannot be restored until the system has been reconciled by both parties (training provider and One-Stop/Career Center partner).

The participant's acceptance into training is subject to the prerequisites of the training provider or educational institution.

- (d)** How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

CareerSource South Florida utilizes a three-pronged process to ensure that training provided to area participants are linked to in-demand industry sectors and/or occupations.

The first step is based on the state's Demand Occupations List for Workforce Development Area (WDA) 23. This list is further developed in consultation with local business and industry representatives, using the Labor Market Estimating Conference generated Demand Occupations Lists, as well as other resources, such as Supply/Demand lists.

CareerSource South Florida's Occupational Supply/Demand Policy stipulates that occupations on the WDA 23 Targeted Occupations List (TOL) are reviewed initially upon receipt and at least once annually thereafter to determine the short and long-term supply/demand and annual percentage growth. An occupation falling below the WDA 23 supply/demand or growth targets is placed in a training moratorium for one year. If an occupation only fails one or two of the above-listed criteria, it is placed on probation (watch) status. Occupations on probation status are re-evaluated again after a period of six months.

The second is based on the seven targeted industries. The Occupational Supply/Demand Policy is not applicable to occupations linked to the WDA 23 targeted industries; therefore, are exempt from the policy's requirements. CareerSource South Florida adopted the seven targeted industries identified by the local economic development organization for the area, Opportunity Miami (formerly One Community One Goal). The following are the WDA 23 targeted industries.

1. Aviation
2. Creative Design
3. Hospitality & Tourism
4. Technology
5. Banking & Finance
6. Life Science & Healthcare
7. Trade & Logistic

The third is based on the Master Credentials List. By adding this step to the process, helps ensure industry demands are being met and the needs of all individuals in the area are included, particularly those who might otherwise be excluded or overlooked. The overall process of identifying both non-degree and degree credentials of value will further assist the area in the development of the talent necessary to drive and sustain economic growth.

- (e)** How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.

The SFWIB/CSSF incorporates/includes work-based training activities by focusing on the skill sets identified by the employer. Through a partnership of the educational institutions the SFWIB/CSSF is able to develop opportunities that meet the needs of the employer and bridge the skill gaps of the participants. To help bridge the skills gap, the SFWIB/CSSF offers on-the-job training (OJT) directly to the employer, or by partnering with an educational institution to provide apprenticeships, with OJT as a component to offer training and employment.

The SFWIB/CSSF offers registered and pre-apprenticeship programs by partnering with various partners. Once such partnership is with Miami Dade College. The SFWIB/CSSF through Miami Dade College initiated the following apprenticeship programs:

- Teacher Assistant,
- Automotive Services Technician
- Automotive Technician Specialist
- Help Desk Technician
- Custom Brokers
- Operations Management
- Transportation and Logistics Specialist (CB)
- Aircraft Structure, Surfaces, Rigging, and Systems Assemblers

Work Experience (WE), Incumbent Worker Training (IWT) and Customized Training (CT) are also made available to employers in meeting identified skill gaps.

(4) Youth Workforce Investment Activities: Describe and assess the type and availability of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

(a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).

The SFWIB/CSSF developed youth workforce investment activities that include models designed specifically for youth with disabilities, including but are not limited to:

- Internships
- Pre-Apprenticeships
- Apprenticeships

The activities include specialized recruitment and accommodations for youth with disabilities that include the following:

- **Recruitment/Matching Skills**
 - Actively seek employers that prioritize individuals with disabilities
 - Provide established incentives for hiring individuals with disabilities
 - Matching and developing skill sets with skill set requirements
 - Identifying recent graduates or individuals with disabilities in an effort to build a pipeline of talent for youth with disabilities
- **Accommodations**
 - Establish required accommodations for participants
 - Establish available accommodations for participants by employers

- (b) Include the local area’s design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

The SFWIB/CSSF understands the value of the 14 program elements and its importance is emphasized with the board’s contracted youth service providers. Through partnerships with qualified organizations and agencies whose missions aligns with the SFWIB/CSSF, each youth service provider is required to submit a “WIOA 14 Program Elements Delivery Plan”. The plan provides details of how each of the 14 program elements are being delivered throughout the program year (PY). Each plan is revised, and renewed every program year with any verbal or written agreement. It is understood that each youth participant may not need all 14 of the program elements, but each youth service provider is required to have ensure access is readily available, if necessary.

The following program structure is based on the delivery plans.

1. **Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies:** In-School Youth (ISY) enrolled in the program have an opportunity to participate in tutoring, absentee mitigation and basic skills training. Out-of-School Youth (OSY) may attend GED prep classes and/or obtain their high school diploma through various community partners. One of the most successful partners in assisting OSY is Miami-Dade College. Youth participants have shown great success rates, using both in-person and virtual services, in attaining their GED or High School Diploma with the assistance of Miami Dade College. Career advisors also work closely with adult education centers and GED instructors to successfully assist youth to attain their goal. Tutoring and mentoring is provided through either in-house GED tutors or instructors, in-person or online.
2. **Alternative secondary school services, or dropout recovery services;** The SFWIB/CSSF contracted service providers have identified alternative schools, such as the American Worldwide Academy and Stellar Leadership Academy, to help provide a model for alternative secondary and drop-out recovery services. Although the activities are under the purview of adult education (Adult Ed) programs administered by external organizations, youth service providers have developed strong ties at the frontline service level by having their Adult Ed staff create outreach materials to promote Adult Ed/GED classes throughout WDA 23.
3. **Paid or Unpaid work experiences;** each participating youth must have a work experience with an academic and occupational education component included; and a training work plan that includes summer and other employment opportunities available throughout the school year. These opportunities can range from part-time, temporary summer employment to full-time career opportunities. Youth service providers ensure worksites provide work experience, skills development and mentoring that leads to career exploration and is related to a career pathway.
 - a) **Pre-apprenticeship programs**
The SFWIB/CSSF, in partnership with Miami Dade County Public Schools (M-DCPS), has partnered in the creation and development of pre-apprenticeship programs. Through the Miami-Dade Youth Pre-Apprenticeship Program, youth participants are trained in 12 construction trades (i.e., bricklayer, carpentry, plumbing, electricity, etc.).

The SFWIB/CSSF also partnered with D.A Dorsey Technical College to create the M-DCPS Adult Pre-Apprenticeship Program for Automotive Service Mechanic. The program provides entry level auto-mechanic training in areas such as for pre- and post-maintenance and customer service, proper use of tools, required shop and personal safety.

The partnership with Miami-Dade College and the Early Learning Coalition of Miami-Dade and Monroe counties also established an apprenticeship program in Early Childhood Education.

b) Internships and job shadowing

Our youth service providers have developed and maintained ongoing activities related to internship opportunities. To facilitate matching employment opportunities and students, our service providers have career advisors that are specifically trained to find worksites where our participants can use as their worksite for their internships. Internships for ISY and OSY are managed through our youth service providers; worksite agreements are always completed before any work experience occurs.

c) On-the-job training opportunities

On-the-Job Training (OJT) and Paid Work Experience (PWE) programs are a priority of service. Many of the youth lack experience and OJT/PWE is a great way to establish employment opportunities, improve partnerships with employers, and provide job seekers with a better opportunity of being retained by offsetting some of the initial training cost of a new employee. On-the-Job training is provided through structured career pathway training and employment opportunities in partnership with local employers.

4. Occupational skills training, which includes priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the region. The SFWIB/CSSF has selected seven industry sectors to focus training and employment activities. Youth enrolled in the ISY and OSY programs have access to a menu of training choices from which to choose. Dependent upon their choice of occupational skills training and career pathway, youth participants are able to select from the WDA 23 eligible training provider list of approved offerings. The SFWIB/CSSF contracts with variety of local providers of education training that offer an array of training programs.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster - the SFWIB/CSSF funds training programs such as education, technical training and/or OJT/PWE that can be provided concurrently. For example, the Early Childhood Education Internship, in partnership with the Early Learning Coalition of Miami-Dade and Monroe counties offers participants the ability to simultaneously train while working in the childcare field and earn a child development credential. The program also requires all interns to complete their 45-hour Department of Children and Families training certification in childcare.

Another, prime example is the automotive pre-apprenticeship at the D.A. Dorsey Technical School. Participants are trained while working in an automotive workshop and provided the opportunity to obtain an ASE Education Foundation Credential and a FL-DOE Pre-Apprenticeship credential.

- 6. Leadership development opportunities** may include community service and peer centered activities that encourage responsibility and other positive social and civic behaviors, as appropriate. Youth service providers also offer in-house training that promotes youth leadership development have ties to community partners, such as The TRIO Educational Opportunity Centers, to facilitate leadership development. Youth participants are trained on the meaning of civic engagement, commitment concepts, team work, the importance of life and organizational skills, and peer centered activities. Additionally, some of the youth service providers have Verbal agreements with external organizations to provide a community service engagement experience that promotes personal and professional growth as well as leadership skills.
- 7. Supportive services** are made available to all WIOA youth participants. These services primarily consist of transportation, educational fees for testing, books, clothing, employment, and needs-related items. In an effort to further extend services, youth service providers have developed verbal agreements with the Miami-Dade County Homeless Trust, Miami Rescue Mission, and the Chapman Partnership; and other faith and community based organizations, and government funded programs to provide assistance to participants in need of assistance.
- 8. Adult mentoring** is provided for the period of participation and a subsequent minimum 12 month period. Career advisors, through worksite agreements, arrange for youth participating in a work experience to receive adult mentoring throughout their work training plan, for a better rate of success once completed. Youth service providers also partner with Miami-Dade College and Florida International University to facilitate adult mentoring workshops either in-person, virtually or a hybrid of both. Youth participants have an opportunity to learn and partake in structured activities where the mentor offers guidance and encouragement in the development competence and good character. Many of these activities are group sessions, and in some instances may also be arranged individually depending on the individual's needs.
- 9. Follow-up services** are provided to all WIOA participants for a minimum of 12 months after exiting the program, unless the participant has opted-out of follow-up services, moved out of the state or region, or cannot be located. The SFWIB/CSSF policies and procedures require post-exit follow up services at least once every 30 days, per quarter, or more frequently if determined necessary. The career counselor assigned to the individual maintains responsibility for providing follow up services until the follow-up period is completed. The SFWIB/CSSF and its service providers take following up regarding a youth's exit from the program very seriously so as to ensure the youth is successful in employment and/or post-secondary education and training. Follow-up services include, but may not be limited to, the following:

 - a) Support services;
 - b) Adult mentoring;
 - c) Financial Literacy Education;
 - d) Labor Market Information; and
 - e) Activities that assist participants in preparing and/or transitioning to postsecondary education and training.

10. **Comprehensive Guidance and Counseling**, may include drug and alcohol abuse counseling and community referrals, as appropriate. Youth service providers provide in-house career counseling and also have verbal agreements and partnerships with external agencies that provide mental health and substance abuse counseling. The youth service providers are also responsible for identifying the need for any additional types of counseling. Individuals who need counseling for other barriers are referred out to our external partner agencies, such as Citrus Health Network who are experts in working with individuals with alcohol and drug abuse and mental health concerns.
11. **Financial Literacy Education**, SFWIB/CSSF youth service providers have partnerships with numerous financial and education institutions, such as EdFed, Chase Bank, Miami-Dade College, and Florida International University as well as internal staff who are trained to provide financial literacy training. In some instances, outside guest speakers participate in the pre-employment skills training workshops to offer financial advice and training.
12. **Entrepreneurial Skills Training**, SFWIB/CSSF service providers conduct routine workshops dedicated to entrepreneurship skills training, and often partner with local government funded programs to develop user friendly guides for starting a business. Partners such Miami-Dade College, Florida International University and the Florida chambers of commerce offer entrepreneurship training programs for youth referrals.

The methods used to teach youth entrepreneurship skills include, but are not limited to, the following:

- a. Entrepreneurship education that provides an introduction to the values and basics of starting their own business. Entrepreneurship education programs often guide youth through the development of a business plan and may also include simulations of business start-up and operation.
- b. Enterprise development which provides supports and services that incubate and help youth develop their own business. Enterprise development program go beyond entrepreneurship education by helping youth access small loans or grants that are needed to begin business operation and by providing more individualized attention to the development of viable business ideas.
- c. Experiential programs that provide youth with experience in the day to day operation of a business. These programs may involve the development of youth with the intent of running a business that youth who participating in the program can work in and manage.

13. **Services That Provide Labor Market Information about in-demand industry sectors or occupations available in the local area (career awareness, career counseling, and career exploration)** - the SFWIB/CSSF and its service providers utilize numerous tools that include in-house training in pre-employment skills based on the local Targeted Occupations List (TOL), DOL/DEO website, and others tools that provide information regarding in-demand occupations within the targeted industry sectors.

Services such as career exploration, work readiness skills training, career counseling that provide labor market information and employment information about in-demand industry sectors and occupations are a key component that youth service providers utilize for individuals to bring awareness to career pathway trainings and career counseling. The websites used by career advisors to assist individuals with career exploration are as follows:

1. [Career One Stop](#)
2. [My Next Move](#)
3. [O*Net Online](#)

14. Activities that help youth prepare for and transition to post-secondary education and training - the discussion regarding program design and throughout the fourteen program elements are to prepare youth for transition to postsecondary education and training and/or a career path.

If a youth participant requires access to one of the 14 program elements that is not provided by one of the SFWIB/CSSF contracted youth service providers, the individual is referred to one of the qualified partner agencies within the service provider's WIOA 14 Program Elements Delivery Plan.

Once a career advisor has assisted a participant in narrowing down their choice of a career pathway, it is important to explore the required training and education options. To further assist a youth participant, career advisors help guide youth to determine the appropriate school or educational institution based on their career choice.

Examples of these activities and sessions include:

- a. Assessment and career exploration.
 - b. Career guidance and counseling either through in-house or by the college academic advisor.
 - c. Requirements and pre-requisites for registering for college or training.
 - d. Application process.
- a. Financial aid counseling and processes, grants and/or scholarship applications, and student loans, as needed.

(c) Describe the LWDB's policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility](#).

The term Determining Basic Skills Deficiency (BSD) means – (20 CFR §681.290):

- A youth who has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
- A youth or adult that is unable to compute, or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual's family, or in society.

- The SFWIB/CSSF ensures that any formalized texting method is fair, cost effective, appropriate for the target population, and reliable. Reasonable accommodations, based on the youth's assessment, is provided, if necessary, in order serve individuals with disabilities.
- When a youth is determined to be BSD, the information is recorded in the ISS/IEP. The eligibility verification form is entered and case noted in Employ Miami-Dade.

(d) Definition of the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).

The SFWIB/CSSF defines and identifies “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society”, based on the results of the Test of Adult Basic Education (TABE). Scores at or below the 8th grade level in any one of the following three areas (Language, Math, Reading) indicate whether the youth is basic skills deficient.

(e) Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).

The WIOA Youth Program focuses its resources on eligible in-school youth (ISY) and out-of-school youth (OSY) who have one of several barriers to employment. One of the barriers is that the individual “requires additional assistance to enter or to complete an educational program or to secure or maintain employment. The WIOA regulations 20 CFR 681.300 and 681.310(a) require that states and local areas further define the meaning of the “requires additional assistance” barriers. The SFWIB/CSSF defines a youth who needs additional assistance as an individual who falls under one or more of the following categories:

Educational barriers:

- In school (secondary or postsecondary) with a Grade Point Average of less than 2.0;
- Has repeated at least one secondary grade level;
- Has quit secondary or postsecondary program without attaining a recognized credential;
- Documented behavioral problems at school;
- Are deemed at risk of dropping out of school by a school official; and
- Placed on probation, suspended from school, or expelled from school one or more times during the past two year;

Employment Barriers:

- Has never held a job;
- Little or no work experience, a long and unsuccessful work search, or little to no exposure to successfully employed adults;
- High school graduate who has not held a full-time regular job for more than three conservative months;
- Has been fired from a job within the last 12 months prior to program application;
- Has a family history of chronic unemployment, including long-term public assistance; and
- Has been unemployed six months out of the last two years;

Living Arrangement Barriers:

- A youth who resides in a non-traditional household setting (i.e., single parent, lives with unofficial guardian, grandparents, aunt, uncle, domestic partners, etc.);
- Lives in public housing;
- Lives in a federally-designated high poverty area (Data Source Census Tract);
- Lives with only one or neither of his/her biological parents;

Medical/Social/Family Barriers:

- Lacks parental support;
- Has emotional, medical, physical, cognitive, or psychological impairment which creates significant impediment to employment;
- Has been referred to, is being treated by, an agency for a substance abuse related problem;
- Identifies as LGBTQ+;
- Has experienced recent traumatic events, is a victim of domestic abuse, or resides in an abusive home;
- Faces significant personal challenges including dysfunctional domestic situations, lack of supportive services, documented behavioral problems;
- Children of incarcerated parents;
- Migrant youth;
- Immigrant or refugee; and
- Emancipated youth;

(5) Self-Sufficiency Definition: Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Describe the definition of “self-sufficiency” used by your local area for:

(a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and

The SFWIB/CSSF definition of “self-sufficiency” standard is the minimum amount of cash resources needed in order for a family to meet its basic needs and be self-sufficient. There is a separate definitions for self-sufficiency based on whether an individual at the time of application is unemployed or employed, and provides for a separate definition for dislocated workers and measuring outcomes. The SFWIB/CSSF defines self-sufficiency for employed individuals, regardless of family size, as an employed individual earning the wages listed below:

- Hialeah and Homestead - \$31 per hour
- Miami-Dade County (\$32 per hour)
- Monroe County (\$33 per hour)

The above standard is based on a calculation derived from the information found in the Wider Opportunities for Women (WOW) study, adjusted utilizing the consumer price index according to the U.S. Department of Labor. The highest wage was used to ensure that the greatest number of employed individuals can be served while minimizing the burden to an employer for the provision of information other than wage records to determine employee eligibility.

The SFWIB/CSSF defines self-sufficiency to be consistent with the Lower Living Standard Income Level (LLSIL) for a family of three, issued by the U.S. Department of Labor. Adults unemployed at time of application, the family self-sufficiency standard, as defined by the Human Services Coalition-Wider Opportunities for Women Study, is used when making the determination.

The standard defines the amount of income necessary to meet the basic needs (including paying taxes) in the regular 'marketplace' without public subsidies-such as public housing, food stamps, Medicaid or child care-or private/informal subsidies-such as free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing. The standard, therefore, estimates the level of income necessary for a given family type whether working now or making the transition to work to be independent of welfare and/or other public and private subsidies.

(b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).

If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of "self-sufficiency" used for those programs as well. NOTE: if the local area utilizes a self-sufficiency definition that exceeds 300% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area's self-sufficiency standard.

(6) Supportive Services and Needs-Related Payments: Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local area must align with the supportive services outlined in [CareerSource Florida Administrative Policy 109 – Supportive Services and Needs-Related Payments](#).

SFWIB/CSSF permits the provision of supportive services for all WIOA Title I Adult, Dislocated Worker, and Veterans, including Youth Participants to assist with the elimination or reduction of barriers that may hinder compliance with training, work activity requirements, and employment opportunities. It is the policy of CSSF to provide supportive services that are consistent with all applicable federal, state, and local laws and regulations.

Common barriers to employment, employment training, and other required activities typically include lack of transportation, lack of available childcare, and in extreme cases, lack of a proper home. To address these issues, American Job Centers (AJCs) have informal partnerships with the Miami-Dade County Public Transportation system, the Early Learning Coalition, Miami-Dade County Homeless Trust, and various other non-profit organizations.

Through these partnerships, our AJCs are able to obtain bus passes each month that are distributed to participants to assist with transportation issues. Eligible participants are also able to receive childcare vouchers that can be used to pay for daycare services and in those cases of extreme hardship, Service Providers are able to refer clients to the Homeless Trust to receive temporary shelter and start them on the path to permanent housing. Each AJC maintains a master list of partnering agencies, and AJC staff members receive regular training on the informal referral process.

Supportive services are services that are necessary to enable an individual to successfully participate in activities authorized under WIOA. Supportive services may include, but are not limited to:

1. Linkages to community services;
2. Assistance with transportation;
3. Assistance with childcare and dependent care;
4. Assistance with housing;
5. Needs-related payments;
6. Assistance with educational testing;
7. Reasonable accommodations for individuals with disabilities;
8. Legal aid services;
9. Referrals to health care;
10. Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear;
11. Assistance with books, fees, school supplies and other necessary items for students enrolled in postsecondary education classes; and
12. Payments and fees for employment and training-related applications, tests, and certifications.

Supportive services may only be provided to adults, dislocated workers, or youth who are:

1. Participating in Title I career services or training activities as defined in WIOA secs. 134(c)(2) and (3); and
2. Unable to obtain supportive services through other programs providing such services. Supportive services only may be provided when they are necessary to enable individuals to participate in career services or training activities. All WIOA enrolled adults and dislocated workers are eligible for supportive services as defined in WIOA Section 3(59). The exception is NRPs, which are a form of supportive service available only to adults and dislocated workers who are enrolled in training.

These services are limited and must be made in accordance with other community resources. When providing supportive services, it must be ensured that the service could not be provided by another resource, the resource is not readily accessible, or there is a crucial need that referrals to other resources would delay the delivery of the supportive service creating a hardship to the participant.

Supportive services requests are recorded and/or updated in the IEP as indicated by the participant. Documentation for the need of service will be obtained and placed in the participant's file. These services will only be granted if the participant is in compliance with program participation in career services and training activities. Satisfactory performance must be documented such as the type of career services and training activities the participant is currently participating in.

Categories of Supportive Services and Limits

<p><i>Transportation Assistance</i></p>	<ul style="list-style-type: none"> • Mileage reimbursement is for the cost of using a personal vehicle. The cost of a bus pass can also be paid with supportive services. The maximum amount reimbursed can be no more than \$250; the minimum amount is \$100. Reimbursement for mileage must be submitted no later than 3 days after the last day of travel; • Vehicle repairs to ensure the vehicle is drivable, safe, and legal. Vehicle repair will not cover routine maintenance up to \$250. If the initial repair estimate is \$250 or less, a second estimate is not required. Invoice from the vendor must include an itemized list of repairs, parts, labor, date services provided, cost of repair along with the name of the participant. • Auto Insurance to assist a participant to prevent the loss of coverage or to obtain insurance. This amount will not exceed \$250. • Car Note can be paid for one month if the payment is not past due for more than two (2) months up to \$500.
<p><i>Child and Dependent Care</i></p>	<p>Child and Dependent Care payments will be made to licensed providers only up to \$500.</p>
<p><i>Housing Assistance</i></p>	<ul style="list-style-type: none"> • A one-time payment will be made to cover one month of rent or mortgage for a participant up to \$1,000. • Utilities that will be assisted with are electric, water and sewer, and gas to prevent disconnection up to \$250.
<p><i>Educational Testing</i></p>	<p>Assistance with educational testing will be paid through the Individual Training Account. The participant must be active in training for the testing fee to be paid.</p>
<p><i>Accommodations for Individuals with Disabilities</i></p>	<p>Reasonable accommodations for individuals with disabilities may be made available by contacting the Regional ADA Coordinator.</p>
<p><i>Referrals to Healthcare</i></p>	<p>Referrals to health care services may include medical, dental, and optical care. All other available resources should be checked prior to authorizing supportive services for health care.</p>
<p><i>Clothing, Uniforms, Tools</i></p>	<p>Assistance with uniforms or other appropriate work attire and work-related tools can be provided when required by an employer or as determined necessary by the Career Advisor. The set limits on clothing and tool items will be as follows:</p> <ul style="list-style-type: none"> • Clothing not to exceed \$200 • Uniforms not to exceed \$200 • Tools not to exceed \$250

<p><i>Book, Fees, School Supplies, and Other Necessary Items for Students</i></p>	<p>Assistance with book, fees, school supplies, and other necessary items for students enrolled in post-secondary education classes will be paid through the Individual Training Account. The participant must be active in training for the testing fee to be paid.</p>
<p><i>Payments and Fees for Employment and Training-Related Applications</i></p>	<p>Payments and fees for employment and training-related applications, tests, and certifications will be paid through the Individual Training Account. The participant must be active in training for the testing fee to be paid.</p>
<p><i>Legal Services</i></p>	
<p><i>Needs-Related Payments (NPRs)</i></p>	<p>Needs-Related Payments (NPRs) are designed to provide a participant with financial assistance for the purpose of enabling them to participate in training services. NPRs help participants meet their non-training expenses and complete training successfully. The participant must be enrolled in a training program described in WIOA sec. 134(d)(3)(B), however payments may be provided if the participant has been accepted in a training program that will begin within 30 calendar days. 20 CFR 680.930, 680.940, 680.950, 680.960, 680.970</p> <p>An Adult must:</p> <ul style="list-style-type: none"> • Be unemployed; • Not qualify for, or have ceased qualifying for, unemployment compensation; and • Be enrolled in a program of training services under WIOA. <p>A Dislocated Worker must:</p> <ul style="list-style-type: none"> • Be unemployed; and • Have ceased to qualify for unemployment compensation or trade readjustment allowance under TAA; and • Be enrolled in a program of training services by the end of the 13th week after the most recent layoff that resulted in a determination of the worker’s eligibility as a dislocated worker, or, if later, by the end of the 8th week after the worker that a short term layoff will exceed 6 months; or • Be unemployed and did not qualify for unemployment compensation or trade readjustment assistance under TAA and be enrolled in a program of training services under WIOA. <p>A Youth must:</p> <ul style="list-style-type: none"> • Be enrolled in a WIOA ISY or OSY program • Be enrolled in an educational program, and/or training services under WIOA Section 129(c)(2)(G).

- (7) Individuals with Disabilities:** Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part 38.

All SFWIB/CSSF workforce professionals are responsible for ensuring people with disabilities have access to the programs, activities, and services offered by SFWIB/CSSF in a full and meaningful way. The CSSF Procedural/Guidance No. # 1- Services to Individuals with Disabilities describes the process where contracted service providers deliver WIOA activities in a manner that promotes the informed choices of job seekers with disabilities and actively involves the job seekers in decisions affecting their participation in such activities; eliminate training disincentives for hard-to-serve populations by effectively utilizing community programs, services and agencies; and increase the employment, retention and earnings of individuals with disabilities.

The Program Year (PY) 2022-2023 contract requires that each American Job Center (AJC) and Youth provider completes the Services to Job Seekers with Disabilities Monthly Report. The LWDB Americans with Disabilities Act (ADA) Coordinator reviews the completed responses to identify any notable trends, possible barriers, or accessibility anomalies the AJCs may have encountered during the reporting month. The purpose of the report is to encourage all workforce professionals to play a part and ensure they are inclusive in their service delivery.

1. Were accommodations provided to job seeker(s) during the reporting month?
2. Were job seekers with disabilities connected to work-based learning opportunities such as Work Experience, On-the-Job Training (OJT), Pre-Apprenticeship, or Registered Apprenticeships during the reporting month?
3. Describe the AJC's outreach efforts in engaging local businesses for the purpose of hiring people with disabilities and/or host work-based learning opportunities.
4. List collaborations initiated by the AJC to provide job seekers with disabilities an opportunity to gain skills, access services that address or eliminate barriers, and/or resources.
5. List all Americans with Disabilities Act (ADA) related training, webinar, or seminar attended during the reporting month. Please include the total number of training credit hours earned.
6. Indicate the date(s) in which the AJC verified the assistive technology devices and software were functioning properly.
7. Were there any accessibility issues?
8. Please share a success story. The standing policy and monthly reporting requirements are a starting point for contracted service providers to successfully connect people with disabilities with employment and training opportunities. Our service delivery approach also addresses the need to be inclusive in design and specifically consider physical accessibility at our AJCs, the mobile career center, recruiting events, and accessibility to each respective program under the WIOA. A best practice we have implemented is to conduct a regular walk-thru of our facilities and any offsite career fairs to ensure it is accessible for patrons and employers attending the event. When requested, the CSSF ADA Coordinator works with the contracted vendor to provide a qualified sign-language interpreter so that a career seeker who is deaf may equally participate in the event. All outreach material is available in both printed format and electronically with alt text for those who use screen readers. A note informing readers that accommodations are available upon request is included on all material, the CSSF website, and CSSF email footer by default. Other reasonable accommodations may be provided on-site on an individual need basis.

The WDA 23 ADA Coordinator provides AJCs with training opportunities to strengthen their skills in servicing people with disabilities, learn about new trends, and best practices in the field regularly. During the PY 2022-2023, CSSF will focus on participating in trainings that: provide guidance on creating social media content that promotes diversity and is disability friendly; how to use the Job Accommodation Network (JAN) as a resource to establish workplace accommodations when negotiating with employers; and how to successfully employ recruiting strategies such as those described in the Partnership on Inclusive Apprenticeship (PIA) Equal Employment Opportunity Toolkit.

The next four (4) years, CSSF plans to create opportunities for people with disabilities to participate in comprehensive work-based learning and/or training which includes registered pre-apprenticeships and apprenticeships. This initiative will require collaboration with Miami Dade County Public Schools, Career and Technical Education institutions, Miami Dade College, the Department of Vocational Rehabilitation, the business community, and community-based organizations. The goal is to prepare people with disabilities and those from underrepresented groups to meet employment entry standards in high wage jobs.

- (8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs:** Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).

Unemployment Insurance (UI) program is a mandatory partner under WIOA and is a vital program within the workforce system and the Wagner-Peyser program. The UI program, better known as Reemployment Assistance (RA) in FL, requires all individuals receiving benefits to complete a workforce registration and complete a series of mandatory work searches. Designated AJC staff will conduct Reemployment Services and Eligibility Assessment sessions to ensure individuals currently receiving UI benefits are introduced to all the services SFWIB/CSSF provides. Individuals are provided with in-depth Labor Market Information (LMI), education and training opportunities, and supportive services.

The WDA 23 CareerSource center/AJC locations continue to serve as a point of access for unemployment assistance clients to file claims and perform the required participation. CSSF also has a Reemployment and Emergency Assistance Team assisting business owners who for various reasons may be laying off or dismissing staff. This team works in conjunction with Rapid Response, with the goal of this team is to assist the client prior to the need to file for assistance in an effort to get them placed in a new permanent employment position. Should the dislocation occur as the result of outsourcing, the local REACT Coordinator will attempt to educate the employer on the petition for Trade Adjustment Assistance (TAA) with the U.S. Department of Labor. Our local Trade Adjustment Assistance Coordinator is trained to assist the business with filing of the petition if necessary. Once approved, the TAA Coordinator will conduct Trade Adjustment Assistance specific information sessions with all of the potentially eligible workers.

- (9) Highest Quality of Services to Veterans and Covered Persons:** Describe the LWDB's strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

Upon entry to a CareerSource center/AJC, front-line staff inquire if the individual has served in the United States military or meets the definition of an eligible Veteran or Covered Persons as per SFWIB/CSSF Policy: Veteran Intake at Career Centers. Veterans and Covered Persons are defined as follows:

Eligible Veteran - A person who:

- Served on active duty for more than 180 days and who was discharged or released there from under conditions other than dishonorable; or
- Was discharged or released from active duty because of a service-connected disability.
- As a member of a reserve component ordered to active duty under an order pursuant to Title 10;
- Served on active duty during a period of war where a campaign badge was authorized; or
- Released due to sole survivorship.

Eligible Spouse (Military)

- The spouse of a service member who, for more than 90 days, is one of the following:
 - Missing in action;
 - Captured in the line of duty; or
 - Forcibly detained by a foreign government or power.

Eligible Spouse (Veteran)

- The spouse of a service member who, for more than 90 days, is one of the following:
- Missing in action;
- Captured in the line of duty; or
- Forcibly detained by a foreign government or power.

Transition Service Member –

- A member of the U. S. military who will separate from active service in the next 12 months, or who will retire from active service in the next 24 months.

Caregiver

- An individual who provides personal care services to support the veteran's:
- Health and well-being;
- Everyday personal needs (like feeding, bathing, and dressing); and/or
- Safety, protection, or instruction in their daily living environment.

Once the individual has been identified, the AJC staff will outline Priority of Service as outlined in the local Policy: Priority of Service for Veterans and Eligible Spouses. AJC staff will notify staff of Priority of Service verbally and notated in their respective Employ Miami-Dade profile. After reviewing the individual's Intake Form, the individual will either be referred to a DVOP (if the individual has a Significant Barrier to Employment) or the first available AJC staff member to assist with further needs.

SFWIB/CSSF ensures that veterans and covered persons are aware of any programs that are available to them. With respect to Universal Access Programs, i.e. Wagner-Peyser, veterans and covered persons receive priority of service before any other individuals within the AJC. For programs that have eligibility criteria involved, staff must be referred to the appropriate individual who will provide all of the eligibility criteria for the respective program. Should the individual meet the criteria, they would receive priority for participation and receipt of services.

(10) Entities Carrying Out Core Programs: Describe how the LWDB works with entities carrying out core programs to:

One of the strategic goals of the SFWIB/CSSF is to build a demand-driven system with high employer engagement and quality business services, as we strive in being a premier national provider of employment and career services. The SFWIB/CSSF partners with educational institutions to cultivate a seamless transfer of pathways to professional degree programs, such as the Prior Learning Assessment (PLA). The PLA provides an opportunity to earn college credit for professional experience, which affords the participant to earn a degree faster and save on the cost of tuition. As well as, work with educational institutions alongside employers to provide pre-apprenticeship and registered apprenticeship where the focus is on participants that have barriers to employment. Upon enrollment in the apprenticeship programs, participants are provided with education and employment that leads to a credential at the end of the program. Supportive services are provided to eligible WIOA participants that are 1) enrolled in career services and training activities and 2) are unable to obtain the supportive services through any other resource or program providing such services

(a) Facilitate the development of career pathways and co-enrollment, as appropriate, in core

Through the process of working with employers and educational institutions, SFWIB/CSSF facilitates the development of career pathways by assessing and identifying the needs of the industry to ensure the pathways will provide the participants with the occupational skills and knowledge that are in demand. The apprenticeship time-based model is a key-focus point that drives the career pathway approach. The outcome of the apprenticeship is the obtainment of a recognizable credential, which paves the way to degree programs. All services provided by SFWIB/CSSF are provided in an integrated method and coordinated at each step in the service delivery continuum. Co-enrollment of participants (WP, TAA, TANF, WIOA Adult and Dislocated Workers & Youth) occurs when it is in the best interest of the participant. The maximization of funding sources eliminates the duplication of resources, and the requirements and goals of each funded program is taken into consideration.

(b) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida's Master Credentials List.

Through collaboration with employers and education institutions, the SFWIB has increased the number of approved training programs, offers pre-apprenticeship and registered apprenticeship programs in order to provide a broader spectrum of training options, with this expansion the participants have more options in choosing a career pathway that will lead them in the direction of portable and stackable credentials in achieving an industry-recognized certificate or certification. A few examples of the collaboration:

- The SFWIB/CSSF and Miami Dade College are currently collaborating to create the framework for the Early Childhood Pre-Apprenticeship Program that would serve as a pipeline providing certified early childcare workers into the childcare industry;
- CSSF and MDCPS have launched the first COHORT for the Automotive Service Mechanic Adult Pre-Apprenticeship. The success of the Bean Group Apprenticeship Program increased the demand and was a gateway to create the Pre-Apprenticeship with MDCPS. The program is helping to address the shortage of qualified automotive technicians in Miami-Dade County.

- The EAGLE Career Pathway Program is designed to build a pipeline of talent for aviation careers by providing the Out of School (OSY) population with 15 weeks and/or 600 hours of work experience earning \$16.00 hourly. The EAGLE Career Pathway Program participants will earn an industry-recognized aviation sheet metal certification issued by AAR and will be hired by AAR Corp. for the airframe & power plant (A&P) mechanic apprenticeship program with a starting wage of \$18.00 hourly.

(11) Employer Engagement: Describe strategies and services used in the local area to:

- (a)** Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and

Employer engagement is the primary focus of WDA 23 and the foundation of the workforce development system. The SFWIB/CSSF Business Services engages and provides services to in-demand industry sectors through various avenues, which includes the use of strong Business Intermediaries. Business Intermediaries are assigned to provide individualized services that address the specific needs of each business. In doing so, the SFWIB/CSSF directly impacts residents and the local economy by equipping the area with a skilled talent pipeline.

The services provided are designed to anticipate and best meet the needs of individual businesses and various partners throughout WDA 23. The utmost importance is placed on the need for a transparent, consistent and streamlined method of service delivery, which aligns effortlessly with the REACH Act. Services and incentives are initiated at the SFWIB/CSSF Headquarters and disseminated throughout the system to the designated service provider partners.

CareerSource South Florida's approach to engaging businesses is through a combination of strategic outreach and a willingness to grow and pivot when necessary, in order to truly engage businesses not only as the main customer, but also as an active partner. Partnering with businesses provides the necessary insight into the best and most effective ways services should be delivered.

A few of the current and future efforts of engagements are hosting and partnering on various initiatives such as Entrepreneurship and Small Business Summits to promote workforce and economic development; participating in community activities to foster partnership to promote the area's service base; and utilize social media mechanisms to reach a greater cross-section of various professional associations, educational institutions, CBOs, and others.

One of the most efficient methods is through a series of Business Incentive Roundtables. The Roundtables provide an opportunity for businesses to obtain valuable information on various financial incentives, services and resources available to the business community through the SFWIB/CSSF Business Services and its partners. The SFWIB/CSSF Business Services began using this model in 2010 which has proven to be very successful as an outreach and business engagement tool

The SFWIB/CSSF utilizes various strategies to address the evolving needs of the local economy and increase collaboration, cooperation and support of local businesses. One of the many ways the Board provides supports include, but are not limited to, the implementation of incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, and career pathways initiatives that are designed to meet the needs of employers.

- (b) Support a local workforce development system that meets the needs of businesses in the local area.

Specifically, CareerSource South Florida partnered with Miami-Dade County Government and 26 county departments as a participant in the Mayors Career and Job Fair series. The recruitment event, organized by the Office Mayor, Daniella Levine Cava, the Human Resources Department, Miami Dade College and CareerSource South Florida takes place in each county commission district giving job seekers the opportunity to explore career opportunities with Miami-Dade County Government. The goal is to attract candidates and expand the talent pool in Miami-Dade County and facilitate networking opportunities between applicants and departmental staff.

Additionally, local Chambers of Commerce and economic development organizations are uniquely positioned to assist small businesses as a result of their continuing engagement, partnership, and relationship-building activities within the businesses community. SFWIB/CSSF engages with a number of local Chambers and business focused organizations, each targeting a specific population including

- The Greater Miami Chamber of Commerce – the oldest and largest Chamber in Miami Dade focuses on a Greater Miami region powered by dynamic entrepreneurs, cutting-edge technologies, an educated work force, young professionals, and imaginative leaders. The result is targeted and innovative programs that connect across all sectors.
- The Miami-Dade Chamber of Commerce – prides itself as being the voice for the black business community in Miami-Dade County, by supporting five pillars of service; access, development, procurement, advocacy and foundation.
- CAMACOL – the Latin Chamber of Commerce, CAMACOL’s mission is to foster the entrepreneurial spirit of Florida’s Hispanic and minority communities, and as such, it conducts programs to strengthen local business activity, promote economic development, facilitate international commerce, and serve the civic needs of the community and state.
- Florida State Minority Supplier Development Council – FSMSDC’s purpose is to foster the development of minority-owned businesses throughout Florida by building networks and relationships between minority businesses and corporate and government buyers to build more successful business partnerships.
- The Miami-Dade Beacon Council - the official economic development organization for Miami-Dade County and the steward for the county-wide economic development plan. Beacon Council advances community objectives through a carefully planned action-oriented agenda developed in collaboration with Miami-Dade County officials, education, business and civic leaders.

- (12) Enhancing Apprenticeships:** Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners. Describe how job seekers are made aware of apprenticeship opportunities.

SFWIB/CSSF with support from Miami Dade College, Miami Dade County Publics School, and other training vendors collaborate with local employers to develop Registered Apprenticeship Programs in highly specialized, in-demand industries to assist with talent building. The Apprenticeship Program offers paid employment that blends classroom instruction and On-the-Job Training. Apprentices are also exempt from tuition and related fees. Serviced industries include Transportation and Logistics, Automotive Service, Information Technology, and Education. These Apprenticeship Programs offer on-the-job training at organizations such as ACCO Terramar, which prepares participants to enter occupation in the Trade and Logistics field, Bean Automotive Group and Warren Henry Auto Group specializing in Automotive Technician and Thrive Operations in Help Desk Technician, which provides the technical knowledge and skills for employment as support technicians in commercial, industrial and government institutions. SFWIB/CSSF also provides support to the employers by offering wage reimbursement to WIOA eligible apprentices. Job seekers are informed of the Apprenticeship Program openings through social media marketing, email blasts, website postings, and community partners. Interested candidates can apply on the SFWIB/CSSF website, directly with the business, or the sponsor of the apprenticeship programs website.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

(1) General System Description: Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners (WIOA §108(b)(6)).

- (a) Describe how required WIOA partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason. Required WIOA partners are included in the SFWIB/CSSF one-stop delivery system and contribute to the LWDB's planning and implementation efforts in several ways. Partners that are co-located share the costs of the space they occupy. With the exception of the Housing and Urban Development (HUD), all mandated partners are co-located at the CSSF comprehensive AJC in North Miami Beach (NMB). However, the LWDB worked with the District 9 Safety Net and Miami Dade County's Public Housing & Community Development (PHCD) to provide employment services to Summer Youth Employment Program (SYEP) participants. The District 9 Safety Net SYEP initiative is strategically designed to prepare underserved youth affected by the COVID-19 by providing them with employability skills and training.

The SFWIB/CSSF contracted service providers are responsible for the day-to-day operations of each CareerSource centers/AJC and assist with planning and implementing processes by providing real-time feedback on policies, procedures, and program execution. In addition, the LWDB meets with all contracted service providers to discuss new partnership initiatives, upcoming events, performance goals, progress, and any concerns that may arise. At present, the LWDB has one-comprehensive CareerSource center/AJC where most of the mandated partners are co-located.

Below is a list of the one-stop core partners and a description of their roles:

- Wagner-Peyser (WP), WIOA Adults, Dislocated Workers, and Trade Adjustment Assistance Act (TAA) Program – A job seeker in need of employment and/or training may access services at an AJC or partner site such as Miami Dade College. The individual does not have to be affiliated with a specific location to benefit from services. Through WP services, individuals are connected to employment, online assessments, employability skills tools, training opportunities, and other pre-employment services. The SFWIB/CSSF provides TAA participants with training assistance at the Hialeah Downtown AJC and they are often dually enrolled in the dislocated worker program.
- WIOA In-school Youth (ISY) and Out-of-School Youth (OSY) – Services are available to those who meet the criteria and is offered at the Youth Contracted Service Provider locations. Each Service Provider offers the same menu of services under WIOA Youth, however, may offer specialized recruitments for training programs offered in the area. This is based on industry demands and local area demographics.
- Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Employment and Training (SNAP) Programs – Locally referred to as the Career Advancement Program (CAP), TANF, as well as SNAP E&T are co-located in all the AJCs. The program services are recorded and tracked using the same systems. However, they serve two separate populations which are ruled by a set of eligibility requirements established in the Code of Federal Regulations. Individuals required to engage in the program are mapped to an AJC based on their living address to ensure the location is accessible.
- Department of Vocational Rehabilitation (DVR) – DVR is co-located in the comprehensive AJC in NMB. Services to job seekers with disabilities are provided at the location and individuals from other programs may be referred for services.
- Senior Community Service Employment Program (SCSEP) – Older workers assist with the AJCs operational needs and provide assistance in the front desk, resource rooms as needed.
- Adult Education and Family Literacy Act Programs – Is delivered through Miami Dade County Public Schools Career Technical Education. The services are available at the comprehensive in AJC, however, SFWIB/CSSF maintains a strong relationship with MDCPS so that we can refer individuals in need to the institutions throughout the county.
- Jobs for Veterans Grant – Veterans services are provided at all AJC locations. SFWIB/CSSF has made veterans re-entry into the civilian labor force a prominent priority. The services are offered using the Department of Economic Opportunity (DEO) funds.
- Community Service Block Grant (CSBG) – CSBG provides assistance in attaining the skills, knowledge and motivation necessary to achieve self-sufficiency.
- Reemployment Assistance – is co-located in all AJCs and serves as the Work Test Requirement for the reemployment program and provides assistance for filing claims and claiming weeks.
- Second Chance Act – The Department of Juvenile Justice (DJJ) is represented at the comprehensive AJC in NMB.
- Migrant and Seasonal Farmworker (MSFW) Program – Through the Department of Economic Opportunity, the LWDB delivers MSFWs with employment and training services at the Homestead AJC and is co-located at the comprehensive AJC in NMB.
- Job Corps – The Job Corps Program is co-located in the comprehensive AJC in NMB and assists those who meet the 16-24 age criteria.
- YouthBuild – is co-located in the comprehensive AJC in NMB and assists those who meet the eligibility criteria
- Native American Programs – the SFWIB/CSSF has established communication with representatives from the Miccosukee Tribe and is negotiating an agreement to provide services.

Partnership coordination helps the SFWIB/CSSF leverage resources which would otherwise not be available to serve job seekers. For instance, the DVR can provide the necessary accommodations a participant with a disability would need to begin a job while the SFWIB/CSSF negotiates the terms of their employment.

(b) Identify any optional/additional partners included in the local one-stop delivery system.

SFWIB/CSSF has partnered with community-based organizations to provide additional supportive services to job seekers and remove barriers to employment. with the OIC of South Florida, Refugee Employment & Training Program, and the Department of Children and Families Project HOPE are partners that help to ensure residents of the LWDA can access service through the no wrong door model.

(2) Customer Access: Describe actions taken by the LWDB to promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.

(a) Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers on compliance with Section 188 of WIOA (WIOA §108(b)(6)(C)).

Services to individuals with disabilities are fully integrated into SFWIB/CSSF American Job Centers (AJC's). All AJC's are physically ADA compliant as well as each of the four five mobile assistance units. Most of SFWIB/CSSF career centers are located on the first floor of the building in which they occupy; however, even the second story facilities are fully ADA compliant with elevator access. Each AJC is also equipped with ADA compliant jobseeker stations that are routinely test by partner agencies such the Miami Lighthouse for the Blind and the Department of Vocational Rehabilitation. These stations provide a disabled jobseeker with the same access to programs and services as a non-disabled jobseeker. Each AJC also has a designated an Equal Opportunity (EO) Officer and Disability Services Coordinator.

The EO Officer is responsible for conducting investigations on disability grievances and complaints of discrimination; handles less complex reasonable accommodation requests to determine appropriate action to take such as requests for American Sign Language Interpreters. The EO Officer also provides or arranges for Americans with Disabilities Act (ADA)/Diversity training for all One-Stop/Career Center staff; conducts routine audits to ensure the Center is equipped with the required communication devices such as the TTY machine, and that the ADA work station equipment has been tested at least once a year.

The Disability Services Coordinator is responsible for providing ADA technical assistance to the greeters, case managers and employer consultants regarding services to individuals with disabilities and on the use of the adaptive equipment available in the CareerSource center/AJC. The CareerSource center/AJC's are also responsible for organizing equal opportunity job fairs and participating in events such as the Jobing.com Career Expos and the Disability Resource Fairs sponsored by Miami-Dade County. Any staff member may issue a referral to a relevant agency, but it is the responsibility of the coordinator to ensure the client receives the proper referral. The coordinator also assists in training CareerSource center/AJC staff about ADA compliance, diversity and sensitivity toward assisting job seekers with disabilities. The SFWIB/CSSF utilizes a series of ADA/Diversity training modules developed by Miami Dade College.

By receiving support at the CareerSource center/AJC level, individuals with disabilities will have access to the full array of services that are available in the system. All SFWIB/CSSF are compliant with the ADA legislation in that they are fully accessible, both programmatically and architecturally, to meet the needs of this population. Services designed for individual with disabilities is a major focus in this region due to the large number of jobseekers that fall into this category.

Through a partnership with Camillus House, the SFWIB/CSSF has a fully staffed access point at the most prominent homeless shelter in the LWDA. The staff at that access point communicates regular and work hand in hand with other staff and the various homeless and independent living centers around the LWDA. Through this partnership and regular staff meetings with all concerned parties, the SFWIB/CSSF received regular feedback on the success or shortfalls of current efforts to assist those hard to serve jobseekers.

- (b) Describe how entities within the one-stop delivery system use principles of universal design in their operation.

The SFWIB/CSSF Service Providers are under contractual agreement to ensure programs and services are rendered to job seekers, and the business community, seamlessly. Applying the principles of universal design allows the SFWIB/CSSF to deliver services of equitable use at AJC's, CSSF Mobile Workforce Assistance Centers, community events, and career fairs. Entities within the one-stop delivery system achieve this by following locally developed policies and procedures designed to connect job seekers with services using multiple means of engagement methods without isolating said populations. Thus, an individual or business will receive the same level of quality of services at each CareerSource center/AJC and throughout our network.

A universal design approach considers the needs of all individuals so they may equivalently access services at any location. Collaborating with agencies to serve job seekers with barriers helps SFWIB/CSSF gain a new perspective on how we provide services to individuals with barriers. For example, SFWIB/CSSF partners with agencies that specialize in providing services to victims of domestic violence, those who are homeless, and individuals with disabilities to name a few. By bridging the gap of universal design, and SFWIB/CSSF's extended scope of services, job seekers have a greater chance at accessing the resources they need to become employed and to receive retention support.

The SFWIB/CSSF collaborative partners include:

- WIOA required partners
- SFWIB/CSSF Training Providers
- Light House for the Blind
- Key Clubhouse of South Florida
- Florida Department of Law Enforcement Office
- Miami Dade County Department of Corrections
- Lotus House
- YWCA South Florida
- United States Southern Command Individuals with Barriers

- (c) Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B)).

The LWDB conducts regular self-evaluations of the AJC's physical location and program accessibility per the Americans with Disabilities Act and WIOA Section 188. Our goal is to serve Miami Dade and Monroe Counties using the principles of universal design approach. Remote areas with limited access to public transportation are serviced seamlessly by leveraging the tools embedded in Employ Miami Dade (EMD) for job search assistance and career exploration; and the One-Stop Service Tracking (OSST) system to orient WT and SNAP E&T participants into their respective programs. Furthermore, the SFWIB/CSSF SNAP E&T Local Operating Procedures (LOP) describes a process for tracking hours of participation in the OSST Florida Job Connect system and EMD. Offering participants an opportunity to engage in programs from a location outside of the AJCs reduces their travel expenses and increases their ability to meet the monthly participation requirement without creating additional hardship.

SFWIB/CSSF is equipped to provide services offsite at remote locations in times of need. This includes the deployment of the SFWIB/CSSF Mobile Workforce Assistance Center and the use of designated laptops and Mi-Fi devices to serve job seekers at career fairs or community events. All SFWIB/CSSF locations are accessible and the SFWIB/CSSF Mobile has computer workstations with satellite internet connection, an interactive SMART board for instructional purposes and a state-of-the-art audio-visual system. During the hike of COVID-19, the SFWIB/CSSF created an assistance call center unit which was available to the community 7-days a week. Our local service delivery system is prepared to provide continuous services to individuals.

Using technology and other means allows participants to receive multiple levels of service at our community partner locations such as homeless shelters, correctional institutions, and on-the-job training sites. When assisting job seekers in non-traditional settings, CSSF uses the same systems available at the AJCs to enroll job seekers into employment programs. In addition to the network of one-stop centers, SFWIB/CSSF provides services to the community at the TechHire centers and access points.

The following CSSF TechHire Centers were launched to provide the community with equitable resources and training opportunities:

- On March 9, 2018 SFWIB/CSSF in partnership with the Opa-locka Community Development Corporation (OLCDC) opened a TechHire Center. This particular TechHire Center, is intended to make accelerated IT training accessible to Opa-Locka residents for the first time, as well as empower area youth to use technology for education and training purposes.
- On April 8, 2019 – CSSF launched the 1st TechHire Center for Women in Miami-Dade County to provide workforce services making accelerated Information Technology training accessible to women who are essentially absent from technology innovation, giving them the opportunity to explore IT career options. This initiative in partnership with the YWCA Greater Miami-Dade, Inc. A third CareerSource TechHire Center is located in the Big Brothers Big Sisters Carnival Center for Excellence.
- On August 18, 2022 the SFWIB approved formalizing a partnership with the Overtown Youth Center (OYC) to sponsor a TechHire Center at the new Overtown Youth Center in Miami. The OYC is a youth development program that provides comprehensive services to at-risk youth – from kindergarteners to 25-year-olds – and their families, all of whom live in some of the most underserved neighborhoods in South Florida. The concept of a tech floor, versus just a lab, provides OYC with greater flexibility in their programming and the ability to accommodate multiple needs simultaneously.

(3) Integration of Services: Describe how one-stop career centers implemented and transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop career center partners (WIOA §108(b)(21)).

The SFWIB/CSSF has developed management tools to ensure consistent oversight, and effective case management of the programs and the services that are provide to the program participants. The management tools track the progression of the WIOA co-enrolled participant with other core programs. The drill down capabilities provides an instant, at a glance view of services and activities, and ensures standardization across programs. Employ Miami Dade(EMD)/Employ Miami (EM), the One Stop Tracking System (OSST) and the EMD/EM data warehouse are also used.

- The **Incomplete Registration Report (IRR)**, identifies active Wagner-Peyser (WP) job seekers in Miami Dade and Monroe County who registered in Employ Florida (EF) however, did not complete a full registration. The IRR increases the number of fully registered co-enrolled job seekers in EF by center which in return allows the center to provide meaningful services such as a quality referral to job seekers with a higher chance of achieving a positive outcome.
- The **Soft Exit Report, (SER)**, is intended to assist staff in identifying co-enrolled jobseekers who have not received a reportable staff assisted service within the prior 90 consecutive days.
- **WIOA Primary Indicators of Performance Tool (IPT)** provides an analysis of participant's economic gains and forecasts potential exits by measuring current information against pre-program wages. The IPT helps staff identify whether a co-enrolled participant is to exit from the program or if additional services are required. Upon a participant's exit from the program, the IPT generates performance data in real-time by obtaining reported employment information from the New Hire, Wage Credit, and/or Work Number. Additionally, this automation places emphasis on the career advisor's efforts to provide quality services to participants that are not employed and ultimately achieve the WIOA indicators of performance.
- The **Career Advancement Program Review (CAP) Tool**, is an automated data management monitoring tool that tracks the progression of a co-enrolled Welfare Transition participant. This tool highlights at a glance, the percentages the region, center, career advisor and individual case is progressing towards meeting performance standards. It monitors activities, participation hours and sanctions, and highlights areas where improvement is needed.
- The **Supplemental Nutrition Assistance Program (SNAP) Tool**, is an automated data management monitoring tool that tracks the progression of a co-enrolled SNAP participant. This tool highlights at a glance, the percentages the region, center, career advisor and individual case is progressing towards meeting performance standards. It monitors activities, participation hours and sanctions, and highlights areas where improvement is needed.

SFWIB/CSSF also utilizes ATLAS (Automated Tracking, Linking and Archiving Solution), which is an electronic data management system (EDMS). ATLAS tracks the number of individuals entering the center for services, manages participant records and supports all programs. The ATLAS system is also our centralized data base for programmatic records retention and case management. The system's features include access to the initial assessment application questionnaires, which assists the center to identify and coordinate a pathway to available services, tracks jobseeker engagement activities, supports the scanning of documents, provides immediate access to review documents for accuracy, immediately stores information, and provides easy access and retrieval of stored files for jobseekers participating in WIOA, Welfare Transition, TAA, SNAP E&T programs. Jobseekers are able to choose the assistance that is needed. Once the jobseeker signs in, the system sends a notification to the designated staff member and informs them that the jobseeker is waiting to see them. Consistent training and data protocols, continue to be implemented.

(4) Sub-grants and Contracts: Describe the competitive process used by the LWDB to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).

The SFWIB/CSSF competitive process is a set of rules that safeguard fair and objective decision-making when choosing one-stop career center service providers or awarding other grant funds to partners. These rules must comply with appropriate federal, state, and local requirements. Central to this process are the core values of integrity, accountability, and a systems perspective. SFWIB/CSSF complies with Florida Statutes (FS) 287 and 2 CFR Part 200.

In summary the process is as follows: to the extent possible, service providers for Region 23 are selected through a competitive procurement process in accordance with F.S. 287 and 2 CFR Part 200. Noncompetitive sole source and emergency procurements may be authorized in accordance with F.S. 287 and 2 CFR 200. For each competitive procurement the method used (e.g. Request for Proposals, Request for Qualifications, etc.) is maintained on file. The rationale for all non-competitive procurements is documented according to applicable regulations, cost thresholds, type of service being procured and/or emergency procurement situations.

The evaluation criteria are kept on file for each procurement effort, including the individual evaluation forms completed for each proposal submitted. In addition, copies of correspondence sent to service providers in regards to the procurement are kept as is documentation of the SFWIB/CSSF actions concerning the selection or non-selection of providers. The cost/price analysis and proposed cost of service serve as the basis for negotiation and final price for the proposed service of the contract price. Any miscellaneous correspondence regarding the proposed costs will be maintained in the appropriate file.

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

The SFWIB/CSSF conducts a comprehensive review of all the responses to each solicitation. Responses are evaluated first to ensure all information required is complete and the responses satisfactorily address each and all requirements. Responses that are incomplete or do not satisfactorily address each and every requirement may be disqualified. The evaluation process is designed to assess the respondent's ability to meet the SFWIB/CSSF requirements and to identify those respondents most likely to satisfy them.

The evaluation process is conducted in a thorough and impartial manner at a publicly noticed selection committee meeting held in the sunshine. All respondents to a particular solicitation are encouraged to attend this meeting. While price is an important factor in selecting a respondent for an award, other factors in the competitive process may be considered and may take precedence over price. Those factors include but are not limited to: quality of service offered, operating characteristics, technical innovations, administrative capability, previous experience in providing the same or similar services and the ability to achieve the deliverables as specified in the solicitation.

A cost or price analysis is performed for each procurement effort, in order that the SFWIB/CSSF may evaluate the reasonableness of the cost/price for the program. This analysis is done using a cost and/or price analysis worksheet that analyzes cost based on factors, e.g. units, amount, rates, etc. All documentation detailing the historical process of a specific procurement action is maintained in a procurement file for a minimum of three years after the end of the contract.

- (5) Service Provider Continuous Improvement:** Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

The Office of Continuous Improvement (OCI) is a division of SFWIB/CSSF. OCI is responsible for ensuring SFWIB/CSSF and contracted Service Providers (Provider, Partner, or Contractor) are adhering to all applicable laws, rules, regulations, and policies governing programs administered on behalf of SFWIB/CSSF.

The OCI's plan for administering sub-recipient monitoring includes the following:

- Conduct fiscal, financial system, and programmatic reviews of service provider agencies, to determine their compliance with federal and state regulations, the executed contract, SFWIB/CSSF policies and procedures, and generally accepted accounting principles and practices.
- Reviews service provider independent audit reports to identify findings, follow up on resolution of findings and submission of a corrective action plan to ensure compliance with federal audit guidelines.
- Monitors service provider contracts with SFWIB/CSSF to ensure acceptable performance and compliance with contract provisions.
- Conducts performance assessments of service provider agencies to determine their compliance with SFWIB/CSSF policies and procedures, and related state and federal rules and regulations.
- Reviews SFWIB/CSSF policies and procedures for consistency with applicable local, federal and state rules and regulations related to each funding source.
- Conducts Individual Training Account (ITA) compliance reviews of training vendors.
- Full time designated customer service representative handling inquiries, complaints, and compliments.

The scope of these reviews is as follows:

- **Fiscal/Administrative:** Audit fiscal and administrative compliance for contracted service Partners; perform desk audits, review independent audit reports an issue management decision letters, in compliance with 2 CFR Chapter II, part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and follow-up on all questioned costs identified by the external auditors, perform due diligence reviews of new or prospective service Partners; perform annual employment and training administration salary cap reviews, and special investigations/reviews as the need arises; provide technical assistance on fiscal and administrative issues to service partners.
- **Programmatic/Quality Assurance:** Review the quality of participants' case file documentation and system data; assess service Partner compliance with program/service requirements as outline in applicable legislation, contract provisions and SFWIB/CSSF policies and procedures; perform performance measures reviews, conduct special investigations as needed; provide technical assistance on programmatic and quality assurance issues to service Partners.

The LWDB will continue to develop strategies to ensure compliance and continuous improvement of eligible providers:

- Through the development and utilization of multiple case management tools with drill down features, case at a glance features, co-enrollment data, automated follow up processes, and income data, the LWDA will increase efficiency and effectiveness of the service delivery model.
- Through the deployment of the automated monitoring tool, deficiencies in all WP, RESEA, WIOA Adult and Dislocated workers, WIOA Youth, WT/TANF, and SNAP cases will be identified on a daily basis.

The SFWIB/CSSF will continue to aggressively develop, expand, and support registered apprenticeship programs (RAPs) and registered pre-apprenticeship programs (pre-RAPs) by convening new businesses, related training instruction (RTI) providers, and potential sponsors.

- RAPs and pre-RAPs are proven work-based training strategies that help the LWDA's increase the number of skilled workers, meet employer needs, and increase wage rates. RAPs and pre-RAPs also provide an effective, business-driven model for employers to recruit, train, and retain highly skilled workers improving WIOA performance outcomes.
- Staff will provide assistance with screening potential RAPs and pre-RAPs to ensure they are inclusive by design. Hence, individuals with barriers such as veterans, individuals with disabilities, homeless individuals, returning citizens, public assistance recipients, and other under-represented populations can access these career opportunities.

The SFWIB/CSSF will conduct monthly performance meetings for all programs.

- LWDB staff will provide ongoing support and technical assistance to all contracted Service Providers on a monthly basis in order to monitor, track progress, and address deficiencies.
- LWDB staff will present a performance analysis that includes industry trends that may impact performance, technological projections for the subsequent month, and a comparative data review to track progress.

F. COORDINATION OF SERVICES

- (1) Coordination of Programs/Partners:** Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers.

The SFWIB/CSSF has created partnerships with both mandated partners and other resources that are coordinated at the workforce board level to ensure uniformity and minimize any duplication of effort. The partnerships with the Department and Children and Families, Vocational Rehabilitation, Juvenile Justice, Adult Basic Education, Community Colleges and Faith-Based partners allows the SFWIB/CSSF to offer an integrated menu of workforce development services to employers and a host of potential jobseekers. These jobseekers include, but not limited to, the universal jobseeker, Temporary Aid to Needy Families (TANF) eligible individuals, Career Advancement Program (CAP) participants, Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) participants, Workforce Innovation and Opportunity Act (WIOA) Adults and Dislocated Workers, individuals recovering from substance disorders, justice-involved citizens, Re-employment Assistance (RA) formerly Unemployment Compensation (UC) claimants, Veterans, Young Adults transitioning from foster care, individuals seeking specialized services such as professionals, and Trade Adjustment Act (TAA). The SFWIB/CSSF has also leveraged TANF resources to invest in the region's youth by providing pre-apprenticeships, apprenticeships, work readiness, industry-related exploration, post-secondary education awareness, and work experience opportunities to youth who may not have access to work opportunities and the educational partners that offer the valuable credentials and degrees.

In order to prevent duplication of activities and services the SFWIB/CSSF enrolls all participants are enrolled in WP program in the EMD/EM system which allow, clients to be identified by programs participation. System integration allows staff to use single documents to certify eligibility while streamlining the process and providing better quality service. The SFWIB/CSSF also hosts regular partner meetings and Performance Improvement Team Meetings with contracted providers and partnering agencies to ensure services are being offered in the most effective and cost efficient manner. This includes providing training to all partner staff in various area's to improve integration.

- (2) Coordination with Economic Development Activities:** Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

The SFWIB/CSSF promotes entrepreneurial skill training and microenterprise services by connecting with industry leaders during chamber of commerce events, expos and other events organized to recruit and retain talent.

Economic Development and workforce development work together seamlessly to create a positive impact on the community by promoting a stable business environment and a well-equipped workforce. The SFWIB/CSSF relationship with the local economic development agency, the Beacon Council, has strengthened both agencies' impact in the local area. One of the Beacon Council's best new initiative models is Opportunity Miami (formerly One Community One Goal).

Opportunity Miami created a roadmap for economic success that brings together workforce development, economic development, education, and government in a meaningful way. The initiative reimagines how the local community builds its economic future – by elevating ideas, engaging widely and deeply, and energizing clear solutions. One of their focus strategies is innovation and entrepreneurship through technology.

One of the most impactful investment activities the local board engages in to support and promote entrepreneurial skills training and microenterprise services is the SFWIB/CSSF partnership with Emerge Americas. Emerge America is an annual, premier technology event that transforms Miami into the “tech hub of the Americas”. Each year during Miami Tech Week, the Emerge Americas Summit brings together the entire tech and entrepreneurial ecosystem, from government to higher-education, startups to investors, corporate enterprises to media, connecting the dots – between talent, capital, and entrepreneurs.

Additional strategies and services that further support economic development strategies include, but are not limited to, the following:

- First Source Ordinance - the SFWIB/CSSF is the workforce development/recruitment entity for First Source ordinances projects throughout Miami Dade County government as well as various other municipalities and private developers throughout the local area. First Source is a job creation and economic development model that enables the SFWIB/CSSF and partner agencies to assist Miami-Dade County residents in finding employment. This initiative seeks to ensure local residents have the first opportunity for employment consideration from businesses, who receive a contract with Miami-Dade County (MDC) and other municipalities. The ordinances outline that prior to filling each vacancy under a County contract; the successful Bidder must first notify the SFWIB/CSSF of all job openings and list the vacancy via the First Source web portal. Companies must make good faith efforts as determined by the County to fill a required percentage of its employment needs under the County contract through the SFWIB/CSSF. SFWIB staff attends required Pre-Bid contract meetings to engage with potential contractors.
- Community Workforce Project (CWP) and Job Clearing House (JCH) is another job development partnership with Miami Dade County through the County’s Small Business Development (SBD) Division of Regulatory and Economic Resources Department (RER) that allows the SFWIB/CSSF to fulfill recruitment and hiring needs for various capital improvement projects.
- City of Miami Gardens Business and Residential Economic Growth Plan (CMG-BREP) - the SFWIB/CSSF entered into a “First Source” partnership with the City of Miami Gardens to implement and maintain a customized web portal for the delivery of specialized recruitment/referral, job placement and training services for vendor/bidder businesses, contractors and subcontractors needing to fill full-time and part-time jobs for partner contracts.
- Employ Miami Dade (EMD) is an initiative launched in partnership with Miami Dade County Mayor’s office and other community and education partners that provides training and employment opportunities for Miami-Dade County. The intent of this initiative is to strengthen the economic development of the community by educating and providing employment to unemployed residents in targeted zip codes. EMD focuses on the targeted industry sectors of the One Community One Goal strategic plan, where employment growth is essential to making this project a success. Residents are trained and certified in one of the sectors with the goal of increasing employment that will help the residents become self-sufficient.

- Providing Labor Market Information (LMI) for private sector developers for prior to the release of RFP solicitations and post awards for the major multi-billion dollar development and re-development projects in the Area.
- Participating in joint meetings, events and provides assistance to important business contacts for local, national, and international companies in successfully establishing its presence and growing businesses in the area.
- Designated staff that works with the Beacon Council, the local economic development partner, to better assist companies with specialized recruitment, referrals, financial and training incentives, and other workforce related needs.
- A majority of the 28 appointed members of the Board and applicable councils are from private sector companies that provide valuable feedback and participation in workforce planning.
- Partnerships with various chambers of commerce. In particular, partnering and participating on committees (including HR and Professional Development Committee, and Education and Workforce Development Committee). Work on the committees has most recently resulted in a “Ban the Box” survey to gather data on hiring policies and common practices and determine ways in which the chamber and affiliated partners, the SFWIB/CSSF can offer educational opportunities or recommended hiring practices for the justice-involved population. Additional workshops, forums and events:
 - South Florida Economic Summit – takes place annually and brings together the business community for a half-day conference focused on the economic outlook and related opportunities. The program includes panel discussions on major economic engines of South Florida and culminates with a keynote speaker and a summary of panels conducted throughout the morning.
 - Annual Goals Conference – this is the most important business planning retreat of the year that attracts local and regional business leaders to develop programming and Goals for the Chamber and the community under a new Chairman, slate of officers and committee leaders. In addition to celebrating the year’s achievements at the General Session and creating the Chamber’s Program of Work, the conference features many opportunities to network and participate in various events
 - HR Insights Conference – is a Half-day conference designed for small business owners, executives and HR professionals offering a stimulating and informative forum that highlights topics that support business strategies with HR related resources. Featured experts cover recent changes in employment law, workforce training/education, organizational development and performance management to name a few. At the conference the annual Excellence in HR Awards are presented to HR professionals and teams who are responsible for combining the essential ingredients of diversity, talent management, retention and teambuilding to create the perfect blend for their companies.
- Partnerships with other local economic development entities, including education institutions, the area’s Small Business Development Centers and Community Based Organizations to enhance the promotion of entrepreneurial training and microenterprise services. The collaboration includes referrals of new companies for workforce assistance, promotion of financial and training incentives such as On-the Job Training, Employed Worker Training, FloridaFlex, and tax incentives at workshops.

The SFWIB/CSSF will continue to strengthen these and other partnerships for mutual and future growth opportunities.

- (3) Coordination with Rapid Response:** Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7). The description must include how the LWDB implements the requirements in [CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System](#) and [CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration](#).

As required by WIOA, SFWIB/CSSF designates a local Rapid Response Coordinator (RR Coordinator), also known as a REACT Coordinator within the Reemployment and Emergency Assistance Coordination Team (REACT), a local representative who plans and coordinates assistance for Florida’s employers and workers affected by temporary and permanent layoffs. REACT consists of local and state RR Coordinators, Rapid Response Manager, Targeted Industry, Local Career Center, TAA, Veterans and Communications staff.

Federal Law requires the provision of Rapid Response activities prior to and immediately following the announcement of a natural disaster, mass layoff, organizations permanent closure or other events that precipitate a mass job dislocation. REACT - The REACT Coordinator works to link affected workers with resources and local businesses needing to hire for skills similar to those of the worker. To that effort the REACT Coordinator will review the resumes and/or applications of affected workers to ascertain their work/education history as well as transferable skills of each individual. Also, job listings posted in Employ Florida will be reviewed for potential job matches. If there are matches, the hiring employer/manager will be contacted, advised of the pending layoff, and given the opportunity to review the resumes/completed applications from any of the affected employees. If warranted, a hiring event may be scheduled with local employers to assist in placing the impacted workers prior or subsequent to the date of layoff/closure.

The REACT Coordinator also places emphasis on layoff aversion through a variety of strategies and activities including; partnering with Local Business Intermediaries (Miami Chamber of Commerce, Greater Miami Chamber of Commerce, Beacon Council and Camacol among others), to assist community businesses and professional associations through active engagement and relationship –building activities which create an environment for successful layoff aversion effects. Exercises a pro-active approach and assists those businesses in managing any reductions in workforce by conducting Assessments of their needs and delivering services to address those needs. Advocate to business about the benefits of SFWIB/CSSF providing layoff aversion assistance with Short-Time Compensation by reducing hours temporarily until the business returns to normal operations; staff with reduced hours can collect partial reemployment benefits. Offering Incumbent Worker Training (IWT) to provide skills upgrade training, retraining employees to adapt to new markets or technologies, or training managers and supervisors to assume new or continuing responsibilities. Educating businesses on temporary furloughs where the business lays off employees temporarily or reduces hours until the business returns to normal operation.

Consistently interact with the data platform - EconoVue to generate a comprehensive and real-time analysis of business health and view of economic and industry trends within the region, as well as employment, salaries and Business Failure Risk scores over a specified period of time. EconoVue provides the SFWIB/CSSF with key labor data indicators, labor market information and detailed business insight, especially about employers, industry health and trends, and an ability to predict the ebbs and flows of employer expansion and contraction before it occurs.

The SFWIB/CSSF continues to take a lead role in initiating innovative programs that are responsive to the local needs of the business community such as the creation of a Layoff Aversion Fund for small businesses. This program was created in response to COVID-19 and was designed to help small business with the extraordinary expenses related to complying with COVID-19 safety protocols in order to remain open for business, thereby averting layoffs. The program was administered with the assistance of our Business Intermediaries. A total of 354 businesses were assisted saving 3751 jobs with an average wage of \$19.02/hour.

(4) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §108(b)(4)A)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

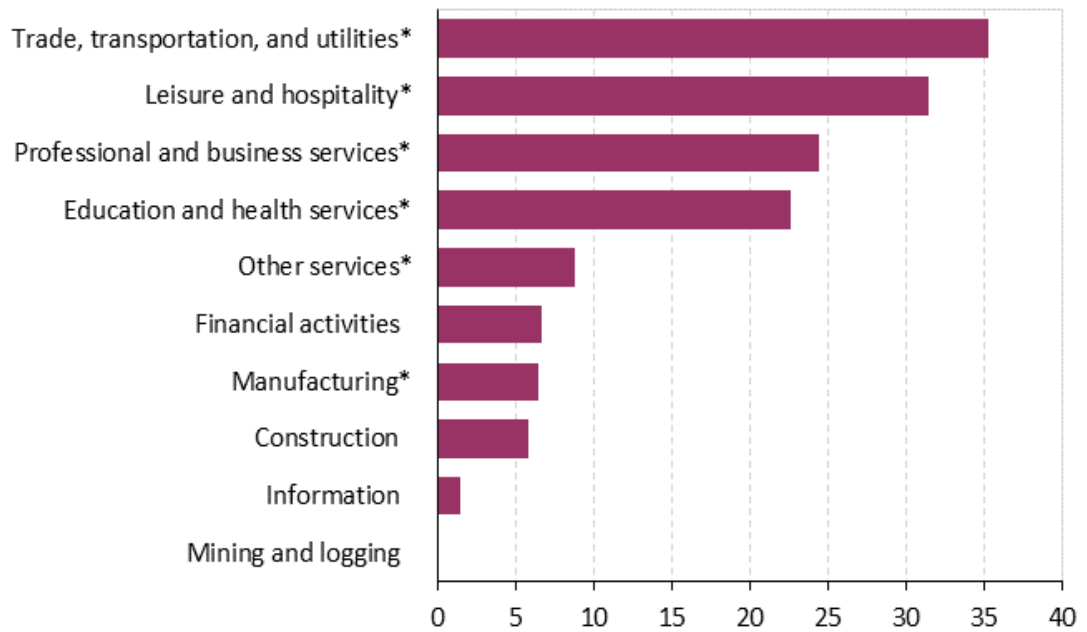
A. Describe how selected industries or sectors are selected based on, and driven by, high-quality data (cite data source used);

An analysis of current and emerging industries in LWDA 23 identifies six industries that project significant growth over the next seven years. These six industries are directly targeted under the Opportunity Miami strategy as a primary industry or as a first level sub-industry.

The industries include:

- Trade and Logistics projected growth of 5.2 percent with an estimated 16,118 new job openings
- Life Sciences and Healthcare projected growth of 13.8 percent with an estimated 26,490 new jobs
- Professional and Business Services projected growth is 11.5 percent with an estimated 21,851 new jobs.
- Other significant industries included Hospitality and Tourism, and Banking and Financial Services and Information Technology

Chart 2. Over-the-year net change for private-industry supersector employment in the Miami metropolitan area, July 2022 (in thousands)



Note: An asterisk indicates statistical significance at the 90-percent confidence level.
 Source: U.S. Bureau of Labor Statistics.

Selected industries are chosen based on labor market information that projects the expected job growth in the local area and local employer demand. The EconoVue data platform is routinely utilized as a source for detailed data on specific industry sectors. The data helps inform outreach activities to local businesses.

B. Describe how sector strategies are founded on a shared/regional vision;

The SFWIB/CSSF sector strategies are aligned with Miami-Dade’s Beacon Council’s Opportunity Miami initiative. Opportunity Miami is the successor to Beacon’ Council’s One Community One Goal initiative. Opportunity Miami is a shared initiative between local communities, business and educational institutions to catalyze a vision for Miami’s economic future into the year 2040. The focus areas are:

- Innovation and Entrepreneurship
- Talent and Inclusion
- Sustainability and Resilience

The SFWIB/CSSF plays a lead role in the development of talent and inclusion initiatives in collaboration with businesses and community partners. The close partnership between Miami-Dade’s Beacon Council and the SFWIB/CSSF ensures a continual sharing of information, vision and ideas for initiatives.

C. Describe how the local area ensures that the sector strategies are driven by industry;

SFWIB/CSSF business engagement strategy consistently focuses on building strong relationships with industry through partnering; soliciting feedback through Business Roundtables, focus groups and surveys. Prior to COVID-19, and with plans to reactivate, the SFWIB/CSSF routinely hosted business roundtable discussions with local business and industry leaders to forecast employer needs for the near and long-term future. The SFWIB/CSSF created the Business Advisory Council (BAC) to provide timely and relevant feedback on the needs of the businesses. This group of professionals assist in providing pertinent information on how to effectively meet the growing need for skilled workers and how best to engage businesses when working with special and/or target populations. As a result of the roundtable and focus group discussions, the SFWIB/CSSF is able to tailor the delivery of its business services and programs to address the skill needs identified by local businesses. The feedback from the BAC is incorporated into the SFWIB/CSSF strategic plan to align target industries with Opportunity Miami, set agendas, and ensure high-performance service delivery strategies.

- D. Describe how the local area ensures that sector strategies lead to strategic alignment of service delivery systems;

All sector strategies fall under one of the board's strategic goals. Each strategic goal has a specific strategy and a mission. SFWIB/CSSF then identifies collaborative partners and specific task for each goal. By doing so SFWIB/CSSF ensures that sector strategy is in alignment with the board's strategic goals and ensures a uniform system of delivery by streamline process and reducing duplicative effort.

The 2020-2024 Strategic Goals Operational Plan is expected to influence future policy discussions and funding decisions. The following are the approved strategic goals:

- Goal 1: Build a Demand-Driven System with Employer Engagement
- Goal 2: Strengthen the One-Stop Delivery System and Increase Integrated Service Delivery
- Goal 3: Improve Services for Individuals with Barriers
- Goal 4: Dedicated Commitment to Youth Participation
- Goal 5: High ROI through Continuous Improvements
- Goal 6: Strong Workforce System Leadership

As part of the implementation efforts, SFWIB/CSSF staff developed a tool to track the six strategic goals as they are accomplished. The Strategic Goal Operational Plan Monitoring Tool assists staff in tracking which strategies have been utilized, addresses initiatives and strategies yet to be implemented, as well as, the overall progress in achieving the goals.

- E. Describe how the local area transforms services delivered to job seekers/workers and employers through sector strategies: and

An effective sector strategy starts by engaging with businesses within the sector to better understand their workforce needs. Through a combination of direct outreach and the use of business intermediaries, the SFWIB/CSSF is able to identify the needs of the business and create quality workforce programming that equips participants with targeted skill development and industry recognized certifications. The provision of wrap-around support services, such as child care, transportation, and peer support are provided by our social service partners is an essential element of the services delivered to our jobseekers. An example of an initiative created by and for the employer is the Automotive Technician Specialist Apprenticeship. In partnership with the SFWIB/CSSF provides wage reimbursements, Miami-Dade College (providing technical instruction) and the Miami-Dade Beacon Council Community Ventures Initiative (providing wrap-around services), Bean Automotive just graduated a cohort of 9 students, each receiving a Department of Education (FDOE) Completion of Apprenticeship Certificate, as well as, certifications in Toyota and Lexus brands. Building on the success of the first cohort of students, Bean is now in the process of sponsoring 25 additional apprentices. This is an effective tool to help young people, low-income workers and other untapped talent become self-sufficient and plug into the local economy.

With an extensive partnership with Miami Dade College and other training providers, the SFWIB/CSSF is able to custom design training cohorts to help a business prepare for their future needs.

F. Describe how the local area measures, improves and sustains sector strategies.

The SFWIB/CSSF measures the success of sector strategies in various ways. One way is by monitoring the current needs of businesses within that sector. When businesses have fewer vacancies and are satisfied with the skilled workers that are being produced as a result of the workforce board's efforts, then the strategy is successful. Also by constant monitoring of the feedback loop, the SFWIB/CSSF is able to make improvements and ensure that sustainment of a successful strategy.

(5) Coordination with Relevant Secondary and Postsecondary Educations: Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

The SFWIB/CSSF collaborates with Miami-Dade County Public Schools (MDCPS), Miami Dade College (MDC), and other local secondary and postsecondary institutions to enhance higher education through real-time, short-term training in the form of industry-specific cohorts. Each cohort is based on in-demand training for one of the seven (7) targeted industries or sub-industries. The training results in industry-recognized certifications.

American Job Centers are required to track each phase of the participants' training progress including enrollment, completion, and placement information in the applicable Management Information Systems such as Employ Miami Dade/Employ Monroe (EMD/EM), One-Stop Service Tracking (OSST), and the SFWIB/CSSF Workforce Management System (WFMS) to avoid duplication of services. In addition, career staff is required to interview the job seeker to identify other services they are currently receiving. Outreach is then conducted with those institutions to coordinate strategies and services and to avoid any duplication of services.

The SFWIB/CSSF values its partnership with MDCPS/MDC as we jointly design and implement strategies for a skilled workforce meeting local labor demands. Both institutions signed a Memorandum of Understanding (MOU). The MOU establishes joint processes and procedures to enable MDCPS/MDC to integrate with the current one-stop service delivery system to form a seamless and comprehensive array of education, human services, job training, and other workforce services for individuals. The MDPCS local plan establishes shared tools and processes that improve the quality of the workforce across Miami-Dade County, reduce welfare dependency, and meet skill requirements of employers. The MDCPS/MDC infrastructure agreement with the SFWIB/CSSF coordinates resources, prevents duplication of effort, and ensures the effective and efficient delivery of workforce services in the county. MDCPS/MDC has assigned Adult Education Coordinators to the American Job Centers responsible for providing orientation and training information while promoting our CTE programs. For over 21 years, MDCPS and MDC has been a training provider and partner with the SFWIB/CSSF working to enhance higher education; create Career Pathways through real-time, short-term training for industry specific postsecondary program cohorts; and create centralized reporting for American Job Center participants.

Below are collaborations with MDCPS and MDC impacting the Miami-Dade County and Monroe workforce:

- The Career Technical Education (CTE) programs at Miami-Dade Technical Colleges are designed to prepare individuals to enter the occupation of their choice. This postsecondary level career preparation/vocational training is designed to help support the local workforce. The goal of our CTE programs is to offer a quality education at an affordable price while allowing the student an opportunity to complete a certificate or license to enter the workforce. Our programs are nationally accredited by the [Council of Occupational Education](#).
- The Career Development Center (CDC) MDC Works on the campuses of MDC assists over 129,000 current students and alumni to obtain internships and/or career opportunities. Additionally, MDC Works will provide eligibility assessment, career counseling, and work readiness workshops. MDC will manage the daily operations and the SFWIB/CSSF will provide funding for eight (8) full-time staff members, as well as computers and the support necessary to provide meaningful career development assistance.
- The first automotive apprenticeship program with Bean Automotive Group (BA Group) was created to help address the shortage of qualified automotive technicians in Miami-Dade County. The success of the BA Group apprenticeship program increased the demand and was a gateway for other automotive dealers to create their own programs. As a result, SFWIB staff and MDC entered into a partnership with Warren Henry Automobiles, Inc. d/b/a Warren Henry Auto Group (WH Auto Group) to create an apprenticeship program for their automotive brands. The WH Auto Group brands include Audi, Infiniti, Jaguar, Lamborghini, Land Rover, Toyota, and Ford.
- The ELC and MDC will create the framework for an apprenticeship program that would serve as a pipeline providing certified early childcare workers into the childcare industry. The program is designed around three thousand (3,000) hours of on-the-job training (OJT) and fifteen (15) credit hours of related technical instruction. The technical instruction will be provided by MDC and the OJT will be provided by local small business early education centers. Upon successful completion of the program, participants will earn their National Child Development Associate (CDA) certification.

- The Help Desk Support Technician Apprenticeship program is designed to prepare apprentices with the technical knowledge and skills for employment as computer help desk and support technicians in commercial, industrial, and government institutions. Apprentices have an opportunity to earn the Help Desk Support Technician College Credit Certificate (16 College Credits), the CompTIA A+ and Network + certifications, and a Registered Apprenticeship Certificate of Completion issued by the Florida Department of Education and recognized by the United States Department of Labor. MDC will serve as the apprenticeship sponsor, related technical instruction provider, and provide support for other relevant training services. MDC will employ 11 of the 15 candidates. The Thrive company will employ four (4) apprentices.

(6) Coordination of Transportation and Other Supportive Services: Describe how the LWDB coordinates WIOA Title I workforce investment activities with the provision of transportation assistance, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11) and 20 CFR 679.560(b)(10)).

The SFWIB/CSSF permits the provision of supportive services for all WIOA Title I Adult, Dislocated Worker, and Veterans, including Youth Participants to assist with the elimination or reduction of barriers that may hinder compliance with training, work activity requirements, and employment opportunities. It is the policy of the SFWIB/CSSF to provide supportive services that are consistent with all applicable federal, state, and local laws and regulations.

Common barriers to employment, employment training, and other required activities typically include lack of transportation, lack of available childcare, and in extreme cases, lack of a proper home. To address these issues, American Job Centers (AJCs) have informal partnerships with the Miami-Dade County Public Transportation system, the Early Learning Coalition, Miami-Dade County Homeless Trust, and various other non-profit organizations.

Through these partnerships, our AJCs are able to obtain bus passes each month that are distributed to participants to assist with transportation issues. Eligible participants are also able to receive childcare vouchers that can be used to pay for daycare services and in those cases of extreme hardship, Service Providers are able to refer clients to the Homeless Trust to receive temporary shelter and start them on the path to permanent housing. Each AJC maintains a master list of partnering agencies, and AJC staff members receive regular training on the informal referral process.

(7) Coordination of Wagner-Peyser Services: Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided in the local area through the one-stop delivery system (WIOA §108(b)(12) and 20 CFR 679.560(b)(11)).

The Wagner-Peyser(WP) Program is the foundation for all employment services. It also serves as the first line of defense when it comes to avoiding the duplication of services as all individuals are co-enrolled in their respective programs. Wagner-Peyser services allow for AJC staff to provide a smooth transition when co-enrolling job seekers in another program. All jobseekers must have an active Wagner-Peyser enrollment in order to be co-enrolled in another workforce program (WIOA, TANF, JVSG, etc.).

Wagner-Peyser is a labor exchange program that brings together individuals who are seeking employment, and employers who are seeking employees. The State of Florida administers a labor exchange that has the capacity to assist job seekers to find employment; to assist employers in filling jobs; to facilitate the match between job seekers and employers; to participate in a system for clearing labor between the States, including the use of standardized classification systems issued by the Secretary of Labor under Section of the Act; and to meet the work test requirement of the Reemployment Assistance system. Self-services are available to all job seekers and employers. Services may be accessed from computer workstations at all AJC's and personal desktop computers through the Internet. In addition to accessing information electronically, job seekers can choose to receive information in more traditional forms such as printed materials, which are available at the AJC. AJC associates provide services to the job seekers as well as employers, the SFWIB/CSSF primary customer. The SFWIB/CSSF has a centralized Job Order Unit to process job order requests and provide additional services to employers as needed. Multiple employer services include assistance with all human resources demands, i.e., screening qualified applicants, assessing/testing applicants, and assistance with application processing. These activities can be conducted at the employer's location or at the AJC. Specialized services to businesses include on-site visits, on-the-job training, customized training, employed worker training, paid work experience, tax incentives, mass recruitments, and job fairs. Matching job seekers and employers and vice versa, is conducted by occupations or skills attainment through resumes in Employ Miami Dade/ Employ Monroe (EMD/EM) system database. Employers have the capability to utilize EMD/EM to conduct a resume system search for qualified jobseekers; the AJC staff can perform an EMD/EM system search by occupation or resume skills search.

To maximize the coordination of services, the SFWIB/CSSF has developed a number of Real-time Online Workforce Enhancement (WE) Performance Management Tools to evaluate the overall efficiency and effectiveness of service delivery. To name a few are: The Balanced Scorecard, Consumer Report Card, Incomplete Registrations Report, Job Order Report, Referral to Placement Report, EFM Job Search Tool and the Soft Exit Application. Some of the key components of these innovative tools are, (1) the ability to review the cost per placement, (2) evaluate the number of direct placements versus contract goals, (3) evaluate the entered employment rates by programs (i.e., Wagner-Peyser, WIOA Adult, WIOA, TANF, Veteran, etc.), (4) the ability to evaluate how timely workforce professionals in the AJCs match qualified job candidates with businesses seeking to hire, and (5) determine the level of consistency of how job seekers utilize the services available to them. SFWIB/CSSF's WE tools track the talent development processes and/or requirements of the job seekers from the point of entry to the workforce system and/or AJC all the way through the point of exit; allows the Local Workforce Development Area, One-Stop Operator and Service Providers to identify areas of deficiencies and best practices within its processes and/or performance; and analyzes and projects performance measures standards vs goals. Moreover, SFWIB/CSSF tools are accessible to management and AJC staff to review the service delivery process and performance for an individual staff and participants served in the LWDA.

- (8) Coordination of Adult Education and Literacy:** Describe how the LWDB coordinates WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB carries out the review of local applications submitted under Title II WIOA § 108(b)(10), consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA § 232 (20 CFR 679.560(b)(12)).

The SFWIB/CSSF collaborates with Miami-Dade County Public Schools (MDCPS), Miami Dade College (MDC), College of the Florida Keys, and other local adult education and literacy institutions through real-time, short-term training in the form of industry-specific cohorts. Each cohort is based on in-demand training for one of the seven (7) targeted industries or sub-industries. The training results in industry-recognized certifications.

The SFWIB/CSSF values its partnership with MDCPS/MDC as we jointly design and implement strategies for a skilled workforce meeting local labor demands. Both institutions signed a Memorandum of Understanding (MOU). The MOU establishes joint processes and procedures to enable MDCPS/MDC to integrate with the current one-stop service delivery system to form a seamless and comprehensive array of education, human services, job training, and other workforce services for individuals. The MDPCS local plan establishes shared tools and processes that improve the quality of the workforce across Miami-Dade County, reduce welfare dependency, and meet skill requirements of employers. The MDCPS/MDC infrastructure agreement with the SFWIB/CSSF coordinates resources, prevents duplication of effort, and ensures the effective and efficient delivery of workforce services in the county. MDCPS/MDC has assigned Adult Education Coordinators to the American Job Centers responsible for providing orientation and training information while promoting our CTE programs. For 21+ years, MDCPS/MDC has been a training provider and partner with the SFWIB/CSSF working to enhance higher education; create Career Pathways through real-time, short-term training for industry specific postsecondary program cohorts; and create centralized reporting for American Job Center participants. The SFWIB/CSSF has similar MOUs and agreements with The College of the Florida Keys to provide education and training in Monroe County. The same policies and procedures govern across the Monroe area to ensure uniformity and avoid duplication of effort.

Below are collaborations with MDCPS, MDC, and other institutions impacting the Miami-Dade County and Monroe workforce:

- The Adult Education program at MDC provides English language skills, adult basic education, and GED preparation that adults need to further their education at the postsecondary level, obtain employment, play positive roles in the education of their children, and become involved community members. The program is student centered with classes designed to maximize student access through excellence in teaching, individualized student success plans, access to technology, and flexibility of locations and schedules.
- The SFWIB/CSSF and MDC are currently collaborating to create the framework for the Early Childhood Pre-Apprenticeship Program that would serve as a pipeline providing certified early childcare workers into the childcare industry. The program design will incorporate on-the-job training (OJT) and related technical instruction. The technical instruction will be provided by MDC and the OJT will be provided by local small business early education centers. Upon successful completion of the program, participants will earn their National Child Development Associate (CDA) certification.
- The SFWIB/CSSF and MDCPS have launched the first COHORT for the Automotive Service Mechanic Adult Pre-Apprenticeship. The success of the Bean Group Apprenticeship Program increased the demand and was a gateway to create the Pre-Apprenticeship with MDCPS. The program is helping to address the shortage of qualified automotive technicians in Miami-Dade County.

- The EAGLE Career Pathway Program is designed to build a pipeline of talent for aviation careers by providing the Out of School (OSY) population with 15 weeks and/or 600 hours of work experience earning \$16.00 hourly. The EAGLE Career Pathway Program participants will earn an industry-recognized aviation sheet metal certification issued by AAR and will be hired by AAR Corp. for the airframe & power plant (A&P) mechanic apprenticeship program with a starting wage of \$18.00 hourly. The SFWIB will provide paid work experience funding for five (5) EAGLE pathway participants; AAR Corp. will provide the relevant training services and work experience site; and TrueCore Behavioral Solutions will refer juvenile justice involved older youth for the Career Pathway Program.

- (9) Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620

When an individual applies for TANF/SNAP they are required to complete Work Registration which includes Orientation, Opportunities and Obligations, Initial Assessment and Employ Miami Dade(EMD)/Employ Monroe Wagner-Peyser registration. SNAP participants must schedule next appoint within 7 days to complete the Work Registration process. During the Work Registration process, the individual is an applicant to TANF/SNAP. This provides the SFWIB/CSSF with the opportunity to provide Wagner Peyser services such as resume assistance, labor market information and job search assistance. These services can assist an individual in obtaining employment prior to having benefits approved by Department of Children and Families (DCF) and becoming a TANF/SNAP participant.

If the individual becomes a TANF/SNAP participant the Initial Assessment that consist of Education, Needs & Barriers, Skills, Goals and Interests components is reviewed by staff. The information gathered from the Assessment assists staff in determining the participant's education level, support services needed to remove or minimize barriers to employment, skills already obtained and skills needed to achieve their desired goals & interests. The Assessment also assists staff in determining the plan of engagement into countable work activities that will promote education and skills upgrades. Participants are guided towards self-sufficiency by using a plan of action that leads to gainful employment and retention. Additional services may be provided to TANF/SNAP recipients by enrolling them in WIOA.

The SFWIB/CSSF has partnered with the local Beacon Council through Miami Community Venture (MCV). MCV connects low income "structurally unemployed" individuals with individualized job coaching, employment and training opportunities, and wrap around services. The MCV initiative is designed to identify candidates, assess service eligibility, provide job coaching and pre-employment services, deliver support services, network with employers to match employment opportunities and provide wrap around/retention services.

The SFWIB/CSSF has also partnered with the local Beacon Council through MCV for Head Start Parents in order to deliver sustainable long-term economic benefits to the participating individuals, their families, employers, and our community. The partnership between the SFWIB/CSSF and MCV creates new employment opportunities that offer family-supporting wages and benefits, provides relevant wrap around services that promote long term employment.

Furthermore, The Beacon Council, community leaders, and elected officials developed a roadmap to increase economic development by creating the Opportunity Miami Initiative. This plan offers strategic recommendations to foster an environment where significant job creation occurs with a focus on higher-paying jobs in targeted industries. These industries include Trade and Logistics, Banking & Finance, Aviation, Technology, Life Science and Healthcare, Creative Design, Hospitality and Tourism. The SFWIB/CSSF uses a myriad of services including but not limited to: On-the-Job Training (OJT), Customized Training (CT) and Paid Work Experience (PWE) to address the skills gaps of Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) recipients. This process is intended to assist participants in gaining skills to become gainfully employed and reduce TANF and SNAP dependence.

G. PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and CLEO(s) with WIOA section 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))

LWDB 23 CareerSource South Florida WIOA Performance Measures	PY2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	64.50%	64.50%
Employed 4th Qtr. After Exit	66.10%	66.10%
Median Wage 2nd Quarter After Exit	\$5,034	\$5,034
Credential Attainment Rate	50.60%	50.60%
Measurable Skill Gains	24.90%	24.90%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	79.70%	79.70%
Employed 4th Qtr. After Exit	81.90%	81.90%
Median Wage 2nd Quarter After Exit	\$8,160	\$8,160
Credential Attainment Rate	79.50%	79.50%
Measurable Skill Gains	40.00%	40.00%
Youth:		
Employed 2nd Qtr. After Exit	75.80%	75.80%
Employed 4th Qtr. After Exit	73.90%	73.90%
Median Wage 2nd Quarter After Exit	\$3,692	\$3,692
Credential Attainment Rate	58.50%	58.50%
Measurable Skill Gains	50.30%	50.30%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	61.70%	61.70%
Employed 4th Qtr. After Exit	59.40%	59.40%
Median Wage 2nd Quarter After Exit	\$5,173	\$5,173

- (2) Describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.

The SFWIB/CSSF serves as the administrative and fiscal agent for local workforce development area. The SFWIB/CSSF uses a Balanced Scorecard to measure the performance of the contracted Service Partners that operate the 9 AJC's and 4 youth service provide throughout the local area. The SFWIB/CSSF monitors the following measures:

LWDA 23 Performance		
	Process Quality Measures	Standard
1	Training Completion Rate	75%
2	Training Related Placements Rate	75%
3	Credential Attainment	75%
4	Measurable Skills Gain	75%
5	Training Enrollments Rate	827
6	CAP All Family Participation Rate	50%
7	Career Advancement Program (CAP) Entered Employment Rate (EER)	40%
8	Wagner Peyser (WP) Entered Employment Rate (EER)	65%
9	WIOA Adult & Dislocated Worker EER	98%
10	Short-Term Veterans EER	50%
11	Employers Served (Employer Penetration Rate)	11,152
12	Employer Serviced with Level 1 Services	7,248
13	Jobs Openings Filled Rate	65%
14	Referral Job Skills Match Average	80%
Outcome Measures		
15	Employment (Obtained Employment and Direct Job Placements)	15,045
16	Employed 1st Qtr After Exit	95%
17	Employed 2nd Quarter After Exit	95%
18	Employed 3rd Qtr After Exit	95%
19	Employed 4th Quarter After Exit	95%
20	Average Days to Employment	145
	20a DJP Average Days to Employment	60
	20b Obtained Average Days to Employment	167
21	Employment/Job Placement Average Wage	\$14.58
22	Cost Per Placement	\$2,240.96
23	Net Economic Benefit	\$28,085.00
24	Return on the Investment	\$12.53

LWDA for ISY Providers	
Measure	Standard
New Enrollments	159
PWE Enrollments	159
Measurable Skills Gain	90%
Credential Attainment	90%
Outcome Measures	
Employment (Obtained, Direct, & Post Secondary)	127
Education and Employment Rate - 1st Qtr After Exit	90%
Education and Employment Rate - 2nd Qtr After Exit	90%
Education and Employment Rate - 3rd Qtr After Exit	90%
Education and Employment Rate - 4th Qtr After Exit	90%

LWDA for OSY Providers	
Measure	Standard
New Enrollments	425
New Enrollments (General Population)	289
New Enrollments (Youth Offender)	34
New Enrollments (Homeless Runaway Foster Care)	34
New Enrollments (Pregnant or Parenting)	34
New Enrollments (Disability)	34
PWE Enrollments	416
Measurable Skills Gain	75%
Credential Attainment	90%
Outcome Measures	
Employment (Obtained, Direct, Post Secondary & Training)	618
Education and Employment Rate - 1st Qtr After Exit	90%
Education and Employment Rate - 2nd Qtr After Exit	90%
Education and Employment Rate - 3rd Qtr After Exit	90%
Education and Employment Rate - 4th Qtr After Exit	90%

The SFWIB/CSSF will utilize the following strategies to ensure compliance and that WIOA performance indicators are achieved:

- The SFWIB/CSSF has developed the WIOA Primary Indicators of Performance Tool (IPT), to assist all Contracted Service Providers analysis WP, WIOA adult, dislocated workers, and youth participant's economic gains and forecasts potential exits by measuring current information against pre-program wages. The IPT will help staff identify whether a participant is to exit from the program or if additional services are required. Upon a participant's exit from the program, the IPT will generate performance data in real-time by obtaining reported employment information from the New Hire, Wage Credit, and/or Work Number.

Additionally, this automation will place emphasis on the Career Advisors efforts to provide quality services to participants that are not employed and ultimately achieve the WIOA indicators of performance.

- The SFWIB/CSSF has modified the local Youth and American Job Centers (AJCs) Balanced Scorecard (BSC) measures to align with the WIOA local negotiated Adult, Dislocated Worker, Youth and Wagner-Peyser programs primary performance indicators for PY 2022-2023 and 2023-2024. The BSCs were revised to now include all WIOA performance indicators and the additional measures listed below:
 - a) Credential Attainment
 - b) Measurable Skills Gain
 - c) Employed 1st Quarter After Exit
 - d) Employed 3rd Quarter After Exit
- The SFWIB/CSSF will continue to require the contracted service providers and training providers utilize the Reconciliation Tool. This tool tracks a student's progress throughout the training program (i.e., training status, how long the participant has been in class, progress level or timeline, placement information, etc.). If there is an issue or discrepancy, the service provider's case manager and the training provider must communicate to reconcile and resolve the issue.

(3) Describe how the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

Employer and job seeker feedback are the focal point when evaluating the effectiveness of LWDA service providers. As a method to evaluate the effectiveness of LWDA services to the business community, The SFWIB/CSSF board staff conducts meetings with all employers participating in work based training i.e. OJT, PWE, Apprenticeships, and Incumbent Worker training to complete a Business/Supervisor Review questionnaire. The meetings are conducted as an additional layer of oversight to ensure program compliance and solicited feedback from employers on ways the LWDB can improve services to businesses.

Additionally, the SFWIB/CSSF solicits customer feedback through client experience surveys. Jobseekers who have been successfully employed as a result of services provided by LWDA staff, are asked to complete a customer satisfaction survey, rating quality of services received and the knowledge of the staff. Our social media sites (Facebook and Twitter) are monitored for comments and suggestions, as are Google reviews. Client success stories, as well as, client complaints and their resolutions are analyzed to determine what could be improved. The SFWIB/CSSF provides both a phone number and an online form on our website that clients may use to share their ideas, compliments, comments and/or concerns. The phone number goes directly to an experienced customer service representative. CareerSource South Florida is continuously looking for ways to provide the best customer experience possible.