

# CareerSource South Florida

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

**Local Workforce Development Area 23**

Tel [Telephone]  
Fax [Fax]

[Address]  
[City, ST ZIP]

[Website]  
[Email]

Date Submitted: \_\_\_\_\_, 2022

Plan Contact: \_\_\_\_\_

<sup>1</sup> Local workforce development boards may submit plans with a cover page of their design. The cover page must have all the elements included in this cover page example.

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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

### ALL

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.**<sup>2</sup>

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<sup>2</sup> 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\\_?\\_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\\_?\\_ 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. All additional responses and feedback have been collected and assessed by CSSF staff. Those items

that were properly evaluated were incorporated into the 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](mailto: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](mailto: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

Miami, FL

Phone

Email

- (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

Miami, FL

Phone

Email

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

In an effort to ensure comment and input was obtained in the development and review of the local plan, the plan was reviewed by a subcommittee of the SFWIB, the Global Talent Competitive Council of Workforce Development Area (WDA) 23 in an open, public meeting. The Council's comments and responses were reviewed and integrated into the plan.

The plan was advertised to the public through six community forums, email blasts, social media, and placed on the CSSF website on October 1, 2022. All SFWIB / WDA 23 members and members of the area's economic development organizations, labor organizations, local education providers, and core partners were notified of their ability to access the plan and provided the opportunity to

offer input for the plan.

Comments and suggestions from WDA 23 members, members of the above mentioned organizations and the general public were reviewed and integrated into the plan, as appropriate. The plan was reviewed by the full board at the SFWIB October 20, 2022 meeting.

### **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 reached out to and met with the WDA 23 economic development and other entities to obtain their contributions for the local plan.

### **(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 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. The SFWIB/CSSF, Workforce Development Area (WDA) 23, is one of 24 boards in the State of Florida and comprises the geographical area of Miami-Dade and Monroe Counties.

The SFWIB/CSSF is composed of representatives from 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 for WDA 23 of the State of Florida, the By-Laws of the SFWIB, and its approved policies.

- (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 entity that staffs the Local Workforce Development Board (LWDB) for WDA 23 (commonly referred to as the administrative entity) and assists in carrying out its responsibilities as a board organized under the WIOA is the SFWIB/CSSF, a governmental agency and instrumentality of both Miami-Dade and Monroe Counties.

Mr. Rick Beasley

South Florida Workforce Investment Board d/b/a CareerSource South Florida

7300 Corporate Center Drive, #500

Miami, FL 33126

305-929-1501

#### **(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.

At present, the SFWIB/CSSF is in the process of 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 ensures one-stop operators are competitively procured 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 was posted on SFWIB/CSSF website and on the National Association of Workforce Boards website. Additionally, information regarding the RFP is legally noticed, i.e. published in local newspapers such as the Miami Herald, the Key West Citizen and other local and community newspapers. 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) 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.

The SFWIB received approval from the state board to serve as a one-stop operator for program year 2020-2021. During program year 2021-2022, the SFWIB conducted a competitive procurement process for a one-stop operator and is currently in the solicitation process for a new one-stop operator. Should the process not yield a successful respondent(s), the SFWIB will request authorization from the state board to conduct a sole source procurement to select a one-stop operator.

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

The One-Stop Operator (OSO) facilitates 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 the 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](#).

SFWIB Comprehensive center is:  
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: Opa-locka CDC  
Center Director: Beralio Alvarez  
4888 NW 183 Street, Suites 201-206  
Miami, FL 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, FL 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, FL 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, FL 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, FL 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, FL 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, FL 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 Ave, Suite 218  
Miami, FL 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, FL 33155  
Tel: 305-228-2300  
Fax: 305-228-2321

Access Points:  
Verify with Yian

- (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 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.

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).

Clients are provided access to the required one-stop career center partner's programs via a referral system. CareerSource center staff also go offsite to partnering agencies to provide services and referrals as needed to comprehensive center services.

- (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.

Based on current guidelines, CareerSource South Florida hereby certifies that all 10 of its Full-Service CareerSource centers and one (1) Comprehensive CareerSource center meet the CareerSource Florida Administrative Policy for One-Stop Certification requirements. If in the future there are additional requirements and/or guidelines, CareerSource South Florida 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)).

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)). To maximize the coordination of services, 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 Balance 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, 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) determine the level of consistency of how job seekers utilize the services available to them.



## **(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 name of the entities providing workforce services within WDA 23 are as follows:

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

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

The main goal of Workforce Services is job placement either in the form of a Direct Job Placement (DJP) or Job Development (JD). The Code of Federal Regulations (CFR), 20 CFR 651.10, defines a job placement as the hiring by a public or private employer of an individual referred by the employment service office for a job or an interview, provided that the same employment service office completed all of the following steps:

- a) Prepared a job order form prior to referral, except in the case of a job development contact on behalf of a specific applicant;
  - b) Made prior arrangements with the employer for the referral of an individual or individual(s);
  - c) Referred an individual who has not been specifically designated by the employer, except for referrals on agricultural job orders for a specific crew leader or worker;
  - d) Verified from a reliable source, preferably the employer, that the individual had entered on a job; and
  - e) Appropriately recorded the placement.
- (c) Identify and describe what career services are provided by the designated provider of workforce services (except training services).

Career Services include: Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.

- Providing access to current workforce and Labor Market Information (LMI)
- Information and referrals on specific programs and services available in the community
- Provide information and assistance regarding filing claims for RA
- Development of an individual employment plan.
- Group and/or individual counseling and mentoring.
- Career planning (e.g. case management).

- Short-term pre-vocational services (e.g., employability skills).
  - Out-of-area job search assistance.
  - i) • Internships and work experience that are linked to careers.
  - j) • Workforce preparation activities.
  - k) • Financial literacy services.
  - l) • English language acquisition and integrated education and training programs.
  - m) 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.

Adult Mankind Organization, Inc. (AMO) 2022-2025  
 Cuban American National Council, Inc. (CNC) 2022-2025  
 Community Coalition, Inc. 2022-2025  
 Youth Co-op, Inc. (YCO) 2022-2025

- (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.

Youth Service providers are selected through the same competitive procurement process as a one-stop operator or workforce service providers via a sealed bid.

- (c) Describe any additional criteria<sup>4</sup> 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.

SFWIB has developed additional Real-time Online Workforce Enhancement (WE) Performance Management Tools to evaluate the overall efficiency and effectiveness of service delivery for youth service providers as well. Those tools operate in the same manner as the adult program tools. The SWIB has established a WIOA 14 Element Service Plan. This plan addresses all 14 program elements to include who and how these services will be delivered. This

plan is required to be revised and updated annually by all service providers.

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

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:

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<sup>3</sup>A 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

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

- Trade, Transportation, and Utilities projected growth of 5.2 percent with an estimated 16,118 new job openings
- Education and Health Services 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 Leisure and Hospitality and Financial Services.

<b>ANALYSIS OF EMERGING INDUSTRIES</b>				
<b>Workforce Development Area 23 - Miami-Dade and Monroe Counties</b>				
	<b>Employment</b>		<b>2019 - 2027 Change</b>	
<b>Title</b>	<b>2019</b>	<b>2027</b>	<b>Total</b>	<b>Percent</b>
<b>Industry Title</b>	<b>Current</b>	<b>Projected</b>	<b>Change</b>	<b>Percentage</b>
Trade, Transportation, and Utilities	309,445	325,563	16,118	5.2
Education and Health Services	191,913	218,403	26,490	13.8
Professional and Business Services	190,436	212,287	21,851	11.5
Leisure and Hospitality	158,805	171,722	12,917	8.1
Financial Activities	82,649	87,282	4,633	5.6

- (b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations<sup>5</sup> (20 CFR 679.560(a)(1)(ii)).

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% unemployment rate and Monroe County with an 8.4% unemployment rate at the end of 2020. The hospitality industry was especially hard hit with unemployment rates at a high of 39.3% in April of 2020 according to the BLS. Employment rates rebounded in 2021 with the lifting of lockdowns and the availability of COVID vaccinations. The hospitality industry was able to recover by the end of 2021 with a 6.7% unemployment rate. 2021 ended with a 5.2% unemployment rate in Miami-Dade County and 3.0% unemployment rate in Monroe County. By the end of June 2022, recovery was in full force despite the ongoing threat of COVID with unemployment rates falling to 2.2% in Miami-Dade County and 1.9% 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 the targeted industries from the One Community, One Goal 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

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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, there have been some shifts in the rankings. The Health Care Industry was hard hit with employees leaving the stress of managing COVID. The fastest growing occupations with higher wages are in the Health Care Industry. The Tech Industry has shown strong growth with the influx of tech companies into the Miami area during COVID. 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 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	Growt h	Perce nt Growt h
	<b>Total, All Industries</b>	1,282,275	1,440,272	157,997	12.3
1026	<b>Leisure and Hospitality</b>	135,382	178,304	42,922	31.7
51	<b>Information</b>	19,475	22,052	2,577	13.2
81	<b>Other Services, Ex. Public Admin</b>	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	39.0	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	33.56	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)).

According to a report compiled as a part of the One Community One Goal initiative, now Opportunity Miami, working in partnership with many community and business organizations, the following was found:

- Employers frequently cited a lack of basic skills as a challenge in hiring qualified employees. Poor math, reading, and writing abilities can hinder individuals' success in attending and succeeding in post-secondary education and employment. Target industries often require

- high levels of math, reading, communication, and technical capabilities.
  - Over half of Miami-Dade adults lack even basic English literacy with 900,000 adults with limited proficiency – up from 400,000 in 1992 (National Adult Literacy Survey)
  - Miami-Dade trails the Florida average in adult high school and post-secondary degree attainment
  - 200,000 Miami-Dade adults age 25+ have less than 9<sup>th</sup> grade education, and nearly as many are without a high school degree – a total of 24% locally versus the US average of 15%. Some of the target industries and niche sectors like Information Technology and Health IT require significant computer skills.
- An analysis of current and emerging industries in WDA 23 identifies six industries that project significant growth over the next seven years. These six industries are directly targeted under the OCOG strategy as a primary industry or as a first level sub-industry.

The industries include:

- Trade, Transportation, and Utilities projected growth of 5.2 percent with an estimated 16,118 new job openings
- Education and Health Services 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 Leisure and Hospitality and Financial Services.

- (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 Bureau of Labor and Statistics estimates the population of area 23 to be just over 2.7 million people. The state of Florida's Department of Economic Opportunity estimated the labor force for Miami Dade to be 1,426,150 able bodied workers, 1,400,943 of which are currently employed and 25,207 unemployed for an unemployment rate of 1.8%. In Monroe County the labor force is estimated to be 47,201 able bodied workers, of which 46,354 are employed and 847 are unemployed for a rate of 1.8%. 2022 current unemployment rate is 2.3% down from 5.3% at the end of 2021.

Another area to address is job seekers with disabilities and barriers to employment. According to current reporting conducted by the Florida Department of Economic Opportunity, unemployment for people with disabilities is 4.1% which is 5.6% lower than the overall unemployment rate in Florida at the end of 2021. The Department of Justice Bureau of Justice Statistics (BJS) has estimated that nearly three quarters of all released prisoners will be rearrested within five years of their release and about 6 in 10 will be reconvicted. Without solid work readiness programs that assist clients in obtaining self-sustaining employment many of these clients will become a victim of recidivism. Many studies have indicated that reentry initiatives that combine work training and placement with counseling and housing assistance can reduce recidivism rates.

CSSF has also prioritizes at-risk youth. Clearly, to break the cycle of low educational attainment and poverty, the Board will continue to partner with Miami-Dade County Public Schools and the



Monroe County School District to help prepare high school students to enter the world of work.

- (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)).

CSSF is committed to breaking down barriers to employment. Specialized services are provided to veterans, recipients of public assistance, and individuals who are highly motivated to learn new skills that will help them to compete in today's job market. One of the greatest strengths in Region 23 is the diversity of the workforce. However, effective communication with individuals of different cultural backgrounds and native languages presents its own set of challenges. CareerSource South Florida makes every effort to distribute information regarding workforce services available in 3 languages including English, Spanish and Creole.

In order to reach individuals that may have other barriers including transportation and access to high speed internet, CareerSource South Florida introduced Tech Hire Centers. CSSF launched a TechHire Center in the Opa-Locka Community Development Corp., YWCA of Greater Miami and Big Brothers Big Sisters Miami to erode the digital divide.

CareerSource South Florida also invested in the establishment of a new Business Unit and Employment Center at Key Clubhouse, a place where people challenged with mental illness can regain meaningful, productive lives. Outfitted with computer work stations, this resource gives residents the ability to update resumes, conduct job searches and access other employment services on-site.

The Women in Tech Boot Camp was launched in response to increasing labor market demand to advance more women in the Tech industry. The Women in Tech (WIT) program is designed to extend the IT experience beyond the classroom. After successful completion of the program, participants will receive industry recognized certifications and referrals to employers.

CareerSource South Florida also participated in the 305 Second Chance Job and Resource Expo. This event connects formerly incarcerated individuals to employment opportunities, support services and resources including job opportunities with government and private sector employers.

## 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.

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<sup>4</sup> The state's criteria for youth service provider selection is outlined in [CareerSource Florida Administrative Policy 120](#)

[– Youth Service Provider Selection.](#)

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

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- (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's dba CareerSource South Florida (CSSF) strategic vision is to continue to be a premier national provider of employment and career services. The 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 to 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 will introduce new initiatives and expand current ones that are the most inclusive. Some of the initiatives targeted will include 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 Registered 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)).

CareerSource South Florida 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.

CSSF designs and develops new training courses with the Adult Technical Education Centers that addresses the needs of industry for key occupations. For example, CareerSource South Florida developed the Miami-Dade Automotive Registered Apprenticeship Program for Adult-Ed students enrolled at D.A. Dorsey Technical College to build the talent pipeline in the Automotive Service Industry. This 450-hour program is the result of a collaboration between Miami-Dade County Public Schools, CareerSource South Florida and the Florida Department of Education.

#### 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

CareerSource South Florida (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. CSSF, Workforce Development Area (WDA) 23, is one of 24 boards in the State of Florida and comprises the geographical area of Miami-Dade and Monroe Counties. CSSF is composed of representatives of local private business, educational institutions, economic development agencies, labor organizations, communitybased 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 CSSF for WDA 23 of the State of Florida, the By-Laws of CSSF and its approved policies.

CSSF provides core programs and services through a network of one-stop operators under contract with CSSF and partners under Memoranda of Understanding. CSSF begins all activities with the needs of businesses in mind, focusing on the future, on results, and adding value. CSSF's one-stop operators are selected via a competitive Request for Proposal (RFP) process. That process involves a set of rules to safeguard fair and objective decision-making when awarding grant funds to a winning partner.

The following section details the various aspects of CSSF's center system and how they align with our demand-driven approach to workforce development. CSSF centers provide the following core program services and resources to all residents and businesses in Miami-Dade and Monroe counties:

- Workforce Innovation and Opportunity Act (WIOA):

The goals of the WIOA are to improve the quality of the workforce, enhance the region's competitiveness and reduce welfare dependency. Services are rendered based on participant need, eligibility guidelines and funding availability.

- Welfare Transition (Locally known as Career Advancement Program or CAP):

The goal of the CAP is to emphasize work, self-sufficiency, and personal responsibility as well as enable welfare recipients to move from welfare to work. CAP requires adults receiving cash assistance who are deemed work eligible to engage in work activities in order to develop the ability to support themselves before their time-limited assistance runs out. Work eligible CAP participants who fail to complete required work activities risk losing cash assistance.

- Wagner-Peyser (WP):

The Wagner-Peyser Act (WP) of 1933, as amended by WIOA Title III, prescribes specific guidelines regarding the registration of jobseekers and the provision of employer services. The main purpose of the WP program is to match employers with qualified jobseekers.

- Veterans:

The goal of the Veterans Program is to promote and maximize the employment of the region's veterans, particularly veterans with barriers to employment, utilizing the full menu of Workforce Services and CareerSource center resources.

- Reemployment Services and Eligibility Assessment:

The RESEA requires one-on-one assessment interviews with customers (UC claimants). The assessment interview includes the following: sharing labor market information, developing an employability development plan, and assisting with job search and training referrals. The program's goal is to shorten the duration of RESEA customers' Unemployment Insurance (UI) claims and consequently the length of their unemployment.

• Supplemental Nutrition Assistance Program (SNAP):

SNAP strives to meet the needs of participants in gaining skills, training, work and experience that will increase participants' ability to obtain self-sufficiency. The State of Florida provides SNAP services to able-bodied adults (ages 18-49) without dependents (children). Department of Children and Families (DCF) staff determines which food stamp recipients must register for work and participate in SNAP. The DCF refers all mandatory SNAP participants to the Regional Workforce Board providers for program participation.

These valuable workforce programs are available to customers (job seekers and employers) through a network of career centers located throughout the region.

To support CSSF's continuum of workforce services, required and optional partnerships are developed as a strategy to promote maximum system integration and continuous process improvement to increase positive outcomes and customer satisfaction.

Established partnerships include WFI, DEO, career center operators (service providers), Youth Service Providers, State and Local governmental agencies, Businesses, Economic Development Agencies, Chambers of Commerce/Business Associations, Education Partners/Training Vendors, SFWIB Business Services Advisory Council, Community & Faith Based Organizations, and Local Community Youth Organizations.

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 core workforce development programs in the system include:

- WIOA, Wagner Peyser,
- Temporary Assistance for Needy Families,
- Career Advancement Program,
- Veteran Services,
- Migrant Seasonal Farmworkers, Trade Adjustment Assistance,
- Supplemental Nutrition Assistance Program.

CareerSource South Florida working in partnership with Miami-Dade County Public Schools and the Florida Department of Education introduced The Miami-Dade Automotive Registered Pre-Apprenticeship Program, a 450-hour pre-apprenticeship program available to eligible Miami-Dade County residents and Adult-Ed Students at D.A. Dorsey Technical College. Successful students will earn a FLDOE Pre-Apprenticeship Certificate and OSHA Safety Certification.



**(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.

CareerSource South Florida is working in partnership with the Star of the Sea Foundation to provide disaster relief employment for dislocated workers who reside in Monroe County. Disaster relief employment includes projects that provide food, clothing, shelter and other humanitarian assistance for disaster victims and projects that involve demolition, cleaning, repair, renovation and reconstruction of damaged structures and facilities.

CareerSource South Florida in partnership with the National Association of Workforce Boards introduced the Grow with Google Career Certificate scholarship program. Scholarships are awarded to job seekers with barriers and public housing residents to take one of the Google Career Certificates, which equip people with job-ready skills in Data Analytics, IT Support, Project Management, and UX Design within 3-6 months—with no degree or experience required. The program can also be accessed by visiting one of CareerSource South Florida's 11 Full Service Career Centers and 3 Tech Hire Centers.

CareerSource South Florida also held the Paychecks for Patriots hiring event in partnership with The Florida Department of Economic Opportunity, The Florida National Guard and The Florida Department of Veterans Affairs. This event brings together Veterans in search of a new career pathway and employers who are hiring now.

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

CareerSource South Florida's (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.

<b>Performance Measure</b>	<b>Performance Standard</b>
Completion Rate	75%
Training-Related Placement	75%
Postsecondary Credential Attainment	75%
<b>Economic Benefit Per Placement</b>	<b>Quadrant Benchmark</b>
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\_?\_\_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 15<sup>th</sup> 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.

CSSF incorporates and includes work-based training activities in the local area's service delivery model by supporting registered apprenticeship programs and On-The-Job training. CSSF also supports Paid Work Experience but the referred options are apprenticeship training, OJT and Incumbent worker training. These models ensure that the participant will actually be hired by the employer or in the case of incumbent workers, already employed thereby ensuring a positive performance outcome.

- (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)).

CSSF has developed youth workforce investment activities that include designed models for youth with disabilities include but are not limited to:

- Internships
- Pre-Apprenticeships
- Apprenticeships

These activities include specialized recruiting and accommodations for youth with disabilities that include the following:

- **Recruiting/matching skills**
  1. Actively seek employers that prioritize individuals with disabilities
  2. Provide established incentives for hiring individuals with disabilities
  3. Matching and developing skill sets with skill set requirements
  4. Identifying recent graduates or individuals with disabilities in an effort to build a pipeline of talent for youth with disabilities

- **Accommodations**

1. Establishing required accommodations for participants
2. Establishing 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)).

CareerSource South Florida understands the value of the 14 program elements as it is emphasized through our sub-contracted youth service providers; through partnerships with qualified organizations and agencies whose missions aligns with our own. Each youth service provider is required to submit a "WIOA 14 Program Elements Delivery Plan". The plan provides details of how each 14 program element is being delivered throughout the Program Year (PY); each plan is revised, and renewed every PY along with any verbal or written agreement. It is understood that each youth may not need all 14 of the program elements but, each provider is required to have access readily available to each element if necessary. The following program structured is based on those delivery plans.

1. **Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies;** Enrolled youth have the opportunity to participate in tutoring, absentee mitigation and basic skills training if In-School or attend GED prep classes and/or obtain their high school diploma through various community partners if Out-of-School; one of the most common partners amongst our youth service providers, is Miami-Dade College. Our service providers have experienced great success with using their in-person and virtual services to attain the GED or High School Diploma. Our career advisors work closely with any and all adult education centers, and GED instructors to successfully and efficiently assist our young people attain this goal. Tutoring and mentoring is provided through either our in-house GED tutors, or by a GED instructor, via in-person or via online.
2. **Alternative secondary school services, or dropout recovery services;** our service providers have identified alternative schools, such as American Worldwide Academy, Stellar Leadership Academy. The youth program addresses these issues to some extent; however, these activities are under the purview of the Adult Education programs administered by external organizations. Our Youth Service providers have established partnerships to address a general collaboration framework, but have also developed strong ties at the frontline service level by having an Adult Ed staff working with external organizations; our youth advisors staff have also created outreach materials to promote Adult Ed/GED classes throughout the region.
3. **Paid or Unpaid work experiences;** every youth must have a work experience that has an academic and occupational education component attached to it and a training work plan that includes: Summer employment opportunities and other employment

opportunities available throughout the school year. These opportunities may range from part-time temporary summer employment to full-time career opportunities. Our service providers provide worksites that provide work experience, skills development and mentoring that leads to career exploration and is related to a career pathway.

a) **Pre-apprenticeship programs**

CSSF, in partnership with MDCPS, has been very involved in the creation and development Pre-Apprenticeship programs; through our Pre-Apprenticeship Construction Program youth learn about bricklayer, carpentry, plumbing, and electricity, etc. CSSF, has also partnered with D.A Dorsey Technical College to create the Automotive Pre-Apprenticeship; where youth learn the basics of auto-mechanic functions such as breaks, tire changing and oil change. Our partnership with Miami-Dade College along with the Early Learning Coalition of Miami-Dade and Monroe has also established an Apprenticeship Program in Early Childhood Education. All Pre-Apprenticeship and Apprenticeship lead to industry recognized credentials that lead to a career pathway.

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 programs and Paid Work Experience have been a priority of service for the past years. Many of our youth lack experience and OJT/PWE is a great way to establish employment opportunities, improve partnerships with employers, and provide our job seekers with a better chance 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 shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in our region. CSSF has selected seven industry sectors to focus training and employment activities. Youth enrolled in the ISY/OSY Youth program will have access to a menu of training vendor choices they

can choose from. According to their occupational skills training choice and career pathway, youth are able to select from our ETPL list; we have contracts with many local training vendors, and a variety 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;** CSSF has established training programs that will concurrently offer education, technical training, and/or OJT/PWE. For example, our Early Childhood Education Internship, in partnership with the Early Learning Coalition of Miami-Dade County and Monroe offers participants the ability so simultaneously learn while they work in the childcare field and earn a child development credential, all while working in a pre-school environment and other childcare institutions. The program also requires all interns to complete their 45 DCF training certification in childcare. Another, prime example is our automotive pre-apprenticeship at the D.A. Dorsey Technical School; participants get to learn while they work in an automotive workshop, attain An ASE Education Foundation Credential, and a FDOE Pre-Apprenticeship credential. CSSF will continue to work internally to design additional programs, and externally with post-secondary schools and technical schools and community colleges to design programs that offer concurrent activities that will lead to employment in targeted occupations, and credentials.
- 6. Leadership development opportunities,** which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate. Our youth service providers have in-house training that promotes youth leadership development, but they also have ties to community partners to facilitate leadership development like The TRIO Educational Opportunity Centers, and in-house training by our service providers where they are taught the meaning of civic engagement, commitment concepts, team working, and the importance of life skills, organizational skills and peer centered activities. Furthermore, some of our service providers have Verbal agreements with external organizations, to provide an experience with community service engagement and peer centered activities, promoting personal/professional growth and leadership skills.
- 7. Supportive services,** are made available to all WIOA youth participants; primarily these services consist of transportation, educational fees for testing, books, clothing, and employment and needs-related items. And to further extend services, our youth service providers have developed verbal agreements Miami-Dade County Homeless

Trust, Miami Rescue Mission, and Chapman Partnership, amongst other faith based community based organizations, and government funded programs to provide assistance to those participants in need of aid.

**8. Adult mentoring** is provided for the period of participation and a subsequent period of time, for a minimum total of not less than 12 months. Career advisors, through worksite agreements arrange for participants participating in a work experience to receive adult mentoring throughout their work training plan, so they can be successful once completed. In some scenarios, our service provider partner-up with Miami-Dade College (MDC) and Florida International University (FIU) to facilitate adult mentoring workshops either in-person or via virtual or both; participants get to learn and partake in structured activities where the mentor offer guidance, and encouragement to develop competence and good character. Many of these activities are group sessions, and some can be arranged individually, depending on the individual's needs.

**9. Follow-up services** will be provided to all WIOA participants for a minimum of 12 months after exiting the program, unless they have opted-out from follow-up services, or the participant has moved out of the state or region, or cannot be located. CSSF has policies and procedures requiring post-exit follow up services for at least once every 30 days or per quarter and more frequently if determined necessary. The career counselor assigned to the individual maintains responsibility for providing follow up services until follow up is completed. CSSF and its service providers take very serious these services following up a youth's exit from the program to ensure the youth is successful in employment and/or post-secondary education and training. follow-up services may include:

- a) Support services;
- b) Adult mentoring;
- c) Financial Literacy Education;
- d) Labor Market Information;
- e) Activities that help a participant prepare and/or transition to postsecondary education and training;


**10. Comprehensive Guidance and Counseling**, which may include drug and alcohol abuse counseling and community referrals, as appropriate. Our youth service providers provide in-house career counseling but they also have verbal agreements and partnerships with external agencies that provide mental health counseling and

substance abuse counseling. They 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 at working with individuals with alcohol and drug abuse issues, and mental health issues.

**11. Financial Literacy Education**, our youth service providers have partnerships with numerous financial institutions and banks, such as EdFed, Chase Bank, colleges like Miami-Dade College and FIU, and as well as internal staff who are trained to provide in-house training in financial literacy; and in some scenarios, outside guest speakers come during the WIOA orientation or pre-employment skills training Workshops, and as needed.

**12. Entrepreneurial Skills Training**, our service providers conduct routine workshops dedicated to entrepreneurship skills training, often they partner with local government funded programs to develop user friendly guides to starting your own business. Partners such Miami-Dade College, FIU and the Florida chambers of commerce offer programs for youth referrals, which our service providers use and refer participants so they can receive training in entrepreneurship.

Approaches to teaching 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);** CareerSource South Florida and its service providers utilize numerous tools to include in-house training in pre-employment skills all based on our local Targeted Occupations List (TOL), DOL/DEO website, and others tools that provide information about in-demand occupations within strategic 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 our service providers strategically utilize to bring awareness to our different career pathway trainings, in the context of providing career counseling to an individual about which direction they want to go in; various websites career advisors utilize are:

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;** all the activities/elements discussed in the program design and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path.

If a youth requires access to one of the 14 program elements that is not provided by one of our contracted youth providers, the youth will be referred to one of the qualified, partnered agencies within the service provider's its "WIOA 14 Program Elements Delivery Plan".

Once career advisors have narrowed career pathways for our participants, it is important to find out the required training and education of their choices. To further assist our youth, career advisors assist youth picking the right school/college/institution in their chosen area.

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

- e. Financial aid counseling and process, grants applications, applying for scholarship applications and other private grants, and federal loans if 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](#).

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.**” Describe how the local board defines whether a youth is unable to demonstrate these skills well enough to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290

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.” by using 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); if score is lower than the 8th grade level the youth is determined to be basic skills deficient,

**Determining Basic Skills Deficiency:**

The term BSD means, with respect to an individual – (20 CFR §681.290)

- Who is a youth , that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
- Who is a youth, or adult, that the individual 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.
- CareerSource South Florida 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.
- Whenever a youth is determined to be BSD, it is recorded in the ISS/IEP, Eligibility verification form and entered and case noted in Employ Miami-Dade.

- (d) Define 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).

CSSF defines and identifies someone who is “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.” to be basic skills deficient; by using the Test of Adult Basic Education (TABE, or CASAS) scores at or below the 8th grade level in any one of the following three areas (Language, Math, Reading); if any of those score is lower than the 8th grade level the youth is determined to be 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 and out-of-school youth who have one of the several different barriers to employment. One of the barriers is that the individual youth “requires additional assistance to enter (for OSY) or to complete an educational program or to secure or hold 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. CSSF defines a youth who need additional assistance as a youth who meet 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
- 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;
- 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;
- 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 definition of “self-sufficiency” standard utilized by Area 23 defines the minimum amount of cash resources needed in order for a family to meet its basic needs and be self-sufficient. Area 23 has 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. Area 23 defines self-sufficiency for employed individuals, regardless of family size, as an employed individual earning the listed wage 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 utilized to ensure that the greatest number of employed individuals can be served while minimizing the burden to the employer for provision of information other than wage records to determine employee eligibility.

The Area defines self-sufficiency to be consistent with the Lower Living Standard Income Level (LLSIL) for a family of three (3), issued by the U.S. Department of Labor. Adults unemployed at time of application, the Area utilizes the family self-sufficiency standard as defined by the Human Services Coalition-Wider Opportunities for Women Study.

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.

The self-sufficiency standard for Dislocated Workers who have become re-employed in "income maintenance" jobs may be served as long as the wage earned does not exceed 80% of the pre-layoff wage. The self-sufficiency affects only eligibility determination at the training level for employed individuals. Measuring outcomes for achievement of self-sufficiency is challenging. Area outcomes for self-sufficiency are measured through a combination of employment, wage, retention and educational outcomes data. Increases in attainment on any of these indicators point out that individuals served are taking the required steps to achieve self-sufficiency.

**(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 250% 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](#).

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.

<b><i>Categories of Supportive Services and Limits</i></b>	
<i>Transportation Assistance</i>	<ul style="list-style-type: none"> <li>• <b><i>Mileage reimbursement</i></b> 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;</li> <li>• <b><i>Vehicle repairs</i></b> 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Auto Insurance</b> to assist a participant to prevent the loss of coverage or to obtain insurance. This amount will not exceed \$250.</li> <li>• <b>Car Note</b> can be paid for one month if the payment is not past due for more than two (2) months up to \$500.</li> </ul>
<i>Child and Dependent Care</i>	Child and Dependent Care payments will be made to licensed providers only up to \$500.
<i>Housing Assistance</i>	<ul style="list-style-type: none"> <li>• A one-time payment will be made to cover one month of rent or mortgage for a participant up to \$1,000.</li> <li>• Utilities that will be assisted with are electric, water and sewer, and gas to prevent disconnection up to \$250.</li> </ul>
<i>Educational Testing</i>	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.
<i>Accommodations for Individuals with Disabilities</i>	Reasonable accommodations for individuals with disabilities may be made available by contacting the Regional ADA Coordinator.
<i>Referrals to Healthcare</i>	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.
<i>Clothing, Uniforms, Tools</i>	<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"> <li>• Clothing not to exceed \$200</li> <li>• Uniforms not to exceed \$200</li> <li>• Tools not to exceed \$250</li> </ul>
<i>Book, Fees, School Supplies, and Other Necessary Items for Students</i>	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.
<i>Payments and Fees for Employment and Training-Related Applications</i>	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.
<i>Legal Services</i>	
<i>Needs-Related Payments (NPRs)</i>	<b>Needs-Related Payments</b> (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

An **Adult** must:

- Be unemployed;
- Not qualify for, or have ceased qualifying for, unemployment compensation; and
- Be enrolled in a program of training services under WIOA.

A **Dislocated Worker** must:

- 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.

A **Youth** must:

- 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 CareerSource South Florida (CSSF) workforce professionals are responsible for ensuring people with disabilities have access to the programs, activities, and services offered by 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 CSSF 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 CSSF 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)).

The region's CSSF centers will continue to serve as a point of access for unemployment assistance clients to file claims and perform the required participation. CareerSource also has a Reemployment and Emergency Assistance Team that assist business owners who for various reasons may be laying off or dismissing staff. The goal of this team is 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 Coordinators are 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 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.

**Response Pending.**

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

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

CareerSource South Florida in collaboration with Miami-Dade College, Miami-Dade Public Housing and Community Development and Related Urban Development Group launch the MDC Property Management Certificate Program for residents of Liberty Square Public Housing. This curriculum provides instruction in the areas of board relations, effective communication, management, human resources and more. Students will be prepared to take the State of Florida Community Association Manager Exam.

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

**Response Pending**

- (c) 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.

CareerSource South Florida launched the Women in Tech initiative to create a foundation for women to build successful IT careers. Women in Tech prepares students to earn industry recognized IT certifications including CompTIA A+, Network+, Security+, Microsoft Azure Fundamentals, and Azure Administrator.

**(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 foundation of the workforce development system. CSSF engages businesses through many different avenues, including the use of strong Business Intermediaries. 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. 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.

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

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

CareerSource South Florida is engaged with Miami-Dade County Government and 26 county departments as a participant in the Mayors Career and Job Fair series. This 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 a career 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.

**(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.

With support from Miami Dade College, CareerSource South Florida works with employers to develop Registered Apprenticeship programs in highly specialized, in-demand industries including the Transportation and Logistics industry, Automotive Service industry, Information Technology, Education and more to help employers to build talent. These programs include the ACCO Terramar Apprenticeship program which prepares participants to enter the Trade and Logistics field as a Transportation and Logistics Specialist. The Customs Broker Apprenticeship Program prepares participants to enter the Trade and Logistics field as a

Customs Broker. The Bean Automotive Group and Warren Henry Auto Group Apprenticeships prepare participants for a career as an Automotive Technician Specialist and Automotive Service Technician. The Thrive Operations Help Desk Technician Apprenticeship program provides the technical knowledge and skills for employment as support technicians in commercial, industrial & government institutions. Job seekers interested in education may register for the Teacher Assistant Apprenticeship. This program also offers paid employment that blends classroom instruction and On-the-Job Training.

## 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.

Each of the WIOA required partners are included in the CSSF one-stop delivery system. The partners and programs include, but are not limited to:

- WIOA
  - Wagner Peyser
  - TANF
  - SNAP
  - Reemployment Assistance Program
  - Trade Adjustment Assistance
  - Migrant Seasonal Farm Workers
  - Jobs for Veterans Grant Programs (LVER and DVOP)
  - Career Technical Education programs authorized under Carl D. Perkins
  - Department of Vocational Rehabilitation
  - The United Way of Miami Dade
  - Department of Children and Family Services
  - Social Security Administration
  - Early Learning Coalition
- AARP- Senior Service Employment Program

CSSF is responsible for initiating state and federally funded workforce development programs in Miami-Dade and Monroe counties through a network of contracted Services Providers that operate the local career centers. Employers and job seekers are assisted with employment services, labor market information, training for economically disadvantaged adults, youth, dislocated workers, individuals transitioning from welfare to work, and refugees. While promoting the advancement of underutilized workers, CSSF stimulates the labor market by implementing policies and providing valuable resources to South Florida's diverse community. All services and resources are available to everyone at no cost through a network of centers independently contracted and operated by a service provider. CSSF has 15 12 centers that are strategically located throughout the Area.

CSSF Service Provider partners are responsible for the day to day operation of each career center and assist in the Area's planning and implementation processes by providing real-time feedback on current policies, procedures, and program execution as they affect the implementation of our core programs. The core programs consist of WIOA, Wagner Peyser, Temporary Assistance for Needy Families, Career Advancement Program, Veteran

Services, Migrant Seasonal Farmworkers, Trade Adjustment Assistance, and the Supplemental Nutrition Assistance Program.

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

In an effort to meet the needs of all job seekers, CSSF has informal partnerships with agencies such as the Division of Blind Services, AARP, OIC of Broward, the Early Learning Coalition, the Department of Vocational Rehabilitation, Gang Alternatives, Job Corps, and the Miami Dade County Transit System. The agencies provide additional supportive services to job seekers to assist in reducing barriers to employment. CSSF has developed a robust network of community based community-based organizations, some of which will become formal partnerships to continue providing support to job seekers.

- (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 CSSF One-Stop/Career Center system. All Career Centers are physically ADA compliant as well as each of the four five mobile assistance units. Most of 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 career center 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 One-Stop/Career Center 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 One-Stop/Career Center. They 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 assist in training One-Stop/Career Center staff about ADA compliance, diversity and sensitivity toward assisting job seekers with disabilities. CSSF utilizes a series of ADA/Diversity training modules developed by Miami Dade College.

By receiving support at the One-Stop/Career Center level, individuals with disabilities will have access to the full array of services that are available in the system. All CSSF One-Stop/Career Centers 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, 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, 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.

(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)).

**(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)).

CareerSource South Florida utilizes an electronic data management system (EDMS), ATLAS (Automated Tracking, Linking and Archiving Solution), which supports all programs and manages all of our Career Center foot traffic and participant records. This system also gathers standard demographic information on all Jobseekers entering the Career Centers that sign in through the ATLAS system located in our resource room and lobby area. Veterans, WIOA, TAA, TANF, and SNAP program are identified by kiosk system. Once the jobseekers signs in, the system sends a notification to the designated staff member that the jobseeker is waiting to see them. Jobseekers are able to choose what assistance is needed. The ATLAS system is also our centralized data base for programmatic records retention. Customers participating in WIOA, Welfare Transition, TAA, SNAP E&T programs are able to scan documents using the ATLAS kiosk system.

**(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)).

CSSF's 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. 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 SFWB's 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.

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 CSSF's 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 for CSSF to 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)).

## 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.

To maximize services provided to the job seeker, CareerSource 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. These partnerships



allow CareerSource to offer an integrated menu of workforce development services to employers and a host of potential jobseekers to 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).

With an integrated system, clients are automatically screened for eligibility in multiple programs. Those clients who are deemed as eligible are dual-enrolled in WIOA and other programs such as TANF. System integration allows staff to use single documents to certify eligibility while streamlining the process and providing better quality service.

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 regular training to the area's Access Points workers who also provide workforce services.

**(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)).

CareerSource South Florida 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. One such major event is Emerge 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.

Economic Development and workforce development go hand-in-hand to create a positive impact on the community by promoting a stable business environment and a well- equipped workforce. Developed in collaboration with the Beacon Council, Miami-Dade's economic development agency, the One Community, One Goal initiative created a roadmap for economic success by bringing together workforce development, economic development, educators and government. Resulting strategies and services include:

- CSSF is the workforce development/recruitment entity for First Source ordinances for projects throughout Miami Dade County government and various other municipalities and private developers throughout the Area. First Source is a job creation and economic development model that enables 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 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 CSSF. CSSF 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 CSSF to fulfill recruitment and hiring needs for various capital improvement projects.
- Entered into a partnership with the City of Miami Gardens whereby a web portal will be customized and maintained for the delivery of specialized recruitment/referral, job placement and training services to fill full-time and part-time jobs created by vendor/bidder businesses, contractors and subcontractors on Partner Contracts for the City of Miami Gardens Business and Residential Economic Growth Plan (CMG-BREP).
- 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.
- CSSF has a 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.
- CSSF works 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 (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

- The HR Insights Conference - 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.
- In addition, CSSF partners with local economic development including education institutions and 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. 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](#).

CareerSource South Florida (CSSF), as a part of their Business Intermediary Team, will employ Rapid Response Coordinators to oversee and provide Rapid Response services to assist employers and impacted workers prior to and immediately following the announcement of a permanent closure, layoff, natural disaster or other event that results in a mass job dislocation. The Rapid Response Coordinators will oversee existing partnerships with local chambers that serve on the board's Business Intermediary Team. 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 which creates an environment for successful layoff aversion efforts. Coordinators will utilize the existing relationships with the local chambers and the Beacon Council to extend their reach into the community. This comprehensive approach will focus on strategic planning, business intelligence gathering, preparing for and mitigating layoff events by the early identification of businesses at risk of layoff. The Rapid Response Coordinator, working with the Business Intermediary, 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. Coordinators will also engage businesses to provide information on and assistance in applying for Short-Time Compensation, federal emergency grant and loan programs, local and community assistance programs, and incumbent worker training to avert layoffs and facilitate connections to other support

groups, such as the Small Business Development Center at Florida International University, and Small Business Administration (SBA).

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 and was designed to help small business with the extraordinary expenses related to complying with COVID 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);

Selected industries are chosen based on labor market information that projects the expected job growth in the local area and local employer demand.

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

CSSF Sector strategies are in line with the Beacon Council's Opportunity Miami (One Community, One Goal) initiative that is a shared initiative between local communities, business and educational institutions

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

CSSF routinely host business roundtable discussions with local business and industry leaders to forecast employer needs for the near and long-term future. Also to help forecast what is needed to attract new business/industries to the local area.

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. CSSF then identifies collaborative partners and specific task for each goal. By doing so 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.

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

CSSF use sector strategies to not only satisfy a business's current needs but to also help project future needs and the educational/skill set that will be required to fore fill that need. With an extensive partnership with Miami Dade College and other training providers, CSSF is able have custom designed cohorts of short-term training to help a business prepare for their future needs.

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

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, 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)).

CSSF has a long history of successfully partnering with businesses, educational institutions and community-based organizations to improve the quality of life in Miami-Dade and Monroe counties through a workforce well equipped to meet industry demand.

CSSF collaborates with Miami-Dade County Public Schools, Miami Dade College and other local secondary and post-secondary 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 targeted industries or sub-industries. The training results in industry recognized certifications.

CSSF's educational partners provide training services to individuals who meet the eligibility requirements for program acceptance and have demonstrated their capacity to successfully participate in a selected program. CSSF Service Provider Contractors (Service Providers) are required to individually assess eligible participants for training prior to the issuance of an ITA voucher. The assessment process consists of examining a participant's academic and employment background as well as short- and long-term career interests. The intent of this process is to assist the participant in selecting a training program he/she is likely to succeed in and ultimately contribute to the achievement of economic self-sufficiency.

Service Providers 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 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.

CSSF has a very successful partnership with Miami Dade College (MDC) Apprenticeship Program. Miami Dade College is the first academic institution in Florida to receive the designation of Program Sponsor by the Florida Department of Education. As a Program Sponsor, MDC is authorized to register occupations, employers and apprentices to participate in Registered Apprenticeship. The MDC Apprenticeship Program's mission is to prepare students for career pathways in the seven target industries: Aviation, Banking and Finance, Creative Design, Trade and Logistics, Information Technology, Life Sciences and Healthcare, and Hospitality and Tourism.

- (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)).

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.

- (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)).

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 State Unemployment Compensation system. Self-services are available to all job seekers and employers. Services may be accessed from computer

workstations at CareerSource centers and personal desktop computers through the Internet. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as printed materials, which are available at CareerSource centers. CareerSource center associates provide services to the business community as well as to job seekers. 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 Career Center. 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 Career Center staff can perform an EMD/EM system search by occupation or resume skills search. To maximize the coordination of services, 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 Balance 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, 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) determine the level of consistency of how job seekers utilize the services available to them. 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 CareerSource center 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, CSSF tools are accessible to management and front-line staff to review the service delivery process and performance for an individual staff, the CareerSource center, and the Local Workforce Development Area

- (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)).

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Members of the CSSF Board also serve on the boards various counsels. One of those is the Global Talent and Development Counsel. It is the responsibility of this counsel to review the applications submitted by entities that would like to become approved training vendors for CSSF. The committee takes into consideration a number of things to include but not limited to: completion rates, cost per participant, and hire rates within 180 days of completion. CSSF has formal MOU's and informal partnerships with multiple campuses of Miami Dade College and the Miami Dade Public School System to address the needs for Adult literacy.

Miami Dade College is the largest college in the United States with eight (8) campuses that serve over 160,000 students annually. The Adult Education program at Miami Dade College provides the English language skills, adult basic education, and GED preparation that adults need to further their education at the post-secondary 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.

Because the school has eight (8) campuses, career centers are able to work specifically with an individual campus to build a stronger working relationship and provide seamless integration for the job seeker. As an authorized training vendor, career centers are able to certify a client as eligible and an issue a training voucher or ITA to for approved courses. Case Managers also assist clients who are not deemed eligible with obtaining training via other means or other funding sources.

CSSF has similar MOU's and agreements with The College of the Florida Keys to provide education and training in Monroe County. The same policies and procedures are followed across the Area to ensure uniformity and avoid duplication of effort.

- (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

CSSF partnered with the local Beacon Council, community leaders and elected officials to develop a roadmap to increase economic development. Based on that roadmap, the One Community One Goal initiative was launched. 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. 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 reducing 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))

(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.

(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 our American Job Centers (AJCs). Our philosophy is one of continuous improvement and we welcome any feedback or questions our constituents may have. Job seekers, businesses, and members of the community can share their thoughts about our services via the CSSF website under the “Contact Us” tab. We are continuously looking for ways to provide the best customer experience possible when providing workforce services. The CSSF Office of Continuous Improvement (OCI) department is responsible for reviewing all inquiries submitted via the website, via email, or by telephone call and providing practical solutions to the individual.

As a method to evaluate the effectiveness of our programs and services, the CSSF Programs Department meets with businesses participating in a Paid Work Experience (PWE) or On-the-Job Training (OJT) and completes an On-the-Job Business/Supervisor Review questionnaire. The meetings are conducted by a CSSF Program staff as an additional layer of oversight to ensure all parties are in agreement with the set goals. It is also an opportunity for the employer to inform CSSF of any internal constraints that could prevent the PWE or OJT contract from reaching its scheduled conclusion, their overall satisfaction with the program, and how we could improve the program. This form of evaluation has been proven to be effective as more participants are completing their training and employers continue to contact CSSF for their hiring needs.

**END OF LOCAL PLAN INSTRUCTIONS**