



SOUTH FLORIDA WORKFORCE INVESTMENT BOARD

WORKFORCE SYSTEMS IMPROVEMENT (WSI) COMMITTEE

SERVICE DELIVERY TASK FORCE MEETING

**Friday, January 25, 2008
9:30 A.M.**

Northside Career Center
7900 NW 27 Avenue
Big Conference Room
Miami, Florida 33147

AGENDA

1. Call to Order and Introductions
2. Service Delivery Discussion



2.

**SFWIB – Workforce Systems Improvement
Committee – Task Force Meeting**

January 25, 2008

Service Delivery Discussion

Discussion Item

BACKGROUND

The WSI Committee has held brief discussions on the Region's Service Delivery which focused on how to provide services where not currently provided, funding levels and the impact funding has on the Career Centers and the services that can be provided.

In addition, at the November 27, 2007 WSI Committee meeting a discussion on the Region's Service Delivery focused on the following:

- Number of Providers that operate Career Centers
- Future locations of the Career Centers
- Access point criteria

Additional factors that the Task Force may wish to consider in their discussion are the following:

- Population
- Unemployment Rates by Zip Codes
- Percentage of Special Populations (i.e. low income, disadvantaged youth, etc)
- Accessibility of Transportation
- Cost Per Ratio/Outcome ratio

The Task Force members as part of their discussion will need to begin to develop recommendations for the WSI Committee consideration and action.

Attachments

SERVICE PARTNER CAREER CENTER DESIGNS



TO: Rick Beasley, Executive Director
South Florida Workforce

FROM: Nancy Thompson, Regional Vice President
Ted Simpkins, South Florida Senior Program Director

DATE: December 7, 2007

RE: Suggestions Related to Career Center Reductions

We appreciate the opportunity to provide input to this important decision-making process. Our hope is that the process will take into consideration the following objective criteria:

Service Center locations in relation to geographic concentrations of people and businesses needing service;

Current volume/service levels of each location, including services to special pops (i.e. refugees, disabled, veterans);

Performance of centers as currently configured;

Cost to SFW to operate (both facility and program);

Financial stability of service provider(s); and

Community connections of the center to education, employers, CBO's and other partners

Please let us know if clarification or further input is needed.

SER-Jobs for Progress, Inc.

P.O. Box 661597, Miami Springs, FL 33266-1597 Office: 5600 NW 36 ST, Suite 561 Miami Springs Tel: 305-871-2820 Fax: 305-871-5643

December 7, 2007

Mr. Rick Beasley, Executive Director
South Florida Workforce Investment Board
7300 Corporate Center Drive, Suite 500
Miami, FL 33126

Dear Mr. Beasley,

As requested during last week's meeting, we wanted to provide you with some ideas for career center standards.

First, it seems obvious that overall flow of customers is a good indicator. At first glance, it demonstrates the need for services in that community. This also demonstrates how well they are treated at the Center. If they received poor service, they know that there are ten other locations. Both EFM and IAA have this data.

As you stated in our last meeting, you are concerned about the groups of customers served and the services provided. WIA enrollment is a good indicator. First, the customer must qualify, therefore showing need. It also means that the Center is going beyond just offering resource room services. Finally, there is still a need for the Region to expend WIA training funds and one must have enrollments in order to spend WIA dollars.

A side note about Welfare Transition or CAP. CAP numbers are not a good indicator. At first glance, the proximity of a Center to a DCF Unit is arbitrary. When locations for both were being considered, proximity was not a factor. Second, the previous SFW administration changed the mapping of units to centers several times. To date, we are not sure what factors were used in that mapping, so CAP customers are directed to centers by zip-codes assigned by unknown reasons.

You identified concerns about brick-and-mortar costs. Since centers range in physical size from small to large, perhaps you need to consider scale. You can easily take the enrollment numbers mentioned above and divide by the square footage of a center to see how efficiently customers are served. Last week, you mentioned efficiency. If in the future you had to reduce space, you could have benchmarks for numbers per square foot.

Finally, we all accept that our Region is the most diverse in the State. To better serve their customers, employers come to the system seeking applicants who match that diversity. If the system is limited in the groups of clients served, we cannot serve our ultimate customer, the employer. Perhaps you need to look at the diversity of customers including age, ethnicity and economic levels. It might be interesting to look at the activities that centers perform in the community and how that affects diversity and service levels.

We hope that these ideas are helpful.

Sincerely,



Jose L. Cela
President

Ideas for a Prototype Career Center Presented by SER-Jobs for Progress

The general ideas presented here are borrowed from other industries and successful businesses. Rather than reinvent the wheel, we propose to borrow design ideas from businesses that have invested millions in design. The premise is that due to potential future reductions in funding, career centers need to serve more with fewer resources while not upsetting customer satisfaction.

Just like career centers, the banking industry has been forced to change and produce excellent service with limited resources. Also like career centers, banking services and centers offer services in four tiers as explained below.

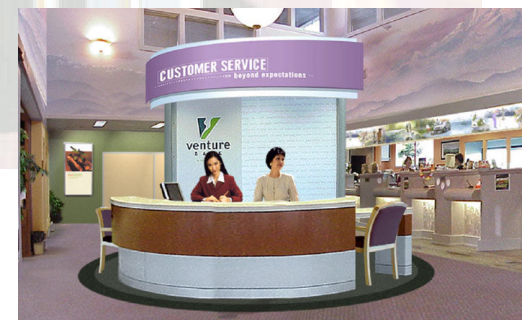
Banking	Career Centers
On-line Banking	E.F.M.
ATM's	Resource Room self-serve
Bank Tellers	Assisted Core Services
Bank Officers	Deep-end Services, Counseling, etc.

On-line banking and Employ Florida Marketplace are stand alone services and will not be addressed in this discussion.

In banking services ATM's are a very inexpensive way to provide basic services. Career centers use resource rooms in similar ways. On any given day, dozens and even hundreds of customers can get information, referrals, etc. and leave satisfied. We propose the creation of ARM's or Automated Referral Machines. As illustrated, there are many ways to offer these services to encourage customers to move in quickly and leave satisfied. The first picture is of a stand alone kiosk made popular in museums. The second is a wall-mounted unit used in hospitals. The third is also wall-mounted but is also adjustable for accessibility. We recommend the third design and that ARM's be placed near the front entrance or outside.



These illustrations demonstrate how banks handle the next two tiers of service. There is plenty of glass all around to encourage visitors, plus attractive signage out in front. Once inside, visitors are greeted at a customer service desk.



This is not an exact model for career centers. The offices take up too much space. A center needs more open space and resource area. The open courtyard surrounded by offices is good for centers. It also improves on safety and other concerns.

Banking has gone through great effort to study their customers while waiting for a teller or other service. The industry standard is to entertain or distract customers while standing in line, usually with computer or TV screens around the waiting area. For centers, we recommend using the resource room while waiting for a career adviser or directing visitors to an orientation on DVD in a small conference room or office. Staff will then get the customer when they are available.

If there is a need for significant cost reductions then there are additional considerations. To reduce costs, centers need to be physically smaller than they are today. Resource rooms will also be smaller so it is possible, despite having stand-up ARM's that customers may have to wait for a computer or other resource. While waiting, banks encourage customers to learn about additional services by providing attractive stands around waiting areas full of brochures and printed materials.



Lighting and ventilation are very important. The next illustration borrows from The Apple Store. Note the use of lighting, light colored furniture and windows. There is no wasted space. Note the shelf on the wall full of items for sale. Resource rooms should be designed in similar fashion to encourage use and for efficiency.



TO: Rick Beasley
Executive Director, SFWF

FROM: Virama Oller
Executive Director, Transition, Inc.

DATE: December 7, 2007

SUBJECT: Career Centers in Region 23

As per your request, Management Staff at Transition, Inc. met and came up with the following factors in determining what would be the Prototype Career Center for our region. (Service Center NEXT GENERATION)

Geographical needs should be considered for the following factors:

Resident's special circumstance (i.e. being ex-offenders)
Resident's current benefits- TANF- FSET
Unemployment rates in the community

The communities that have the highest need should get a center that is slightly out of their geographic boundaries. For example, the Homestead location should be in Cutler Ridge- which is a 15-30 minute commute but in reality is a minimum commute needed to get to work and this is a reality the participants need to start internalizing. Employment availability is minimal in their communities and many people do not have a mind set of traveling beyond their comfort zone.

The areas determined to be with the most need include- Fl. City, Homestead, Naranja, Goulds, Liberty City, Overtown, Little Havana/Hialeah, Little Haiti/ N Miami/ N. Miami Bch and west of Miami, i.e., Sweetwater, Krome area, etc...

All "Next Generation Centers" will have free parking and access to public transportation.

Staff should be assigned per center to respond to community needs. The larger the TANF population the more TANF funding and TANF staff assigned to that office to ensure the best quality of service.

All centers should have a Greeter in the resource room that can refer clients to other services such as DVR & Job Corps instead of having staff from these programs in the centers rent free. There should be quarterly trainings (at a minimum) where Greeters receive presentations from these programs and ensure they have the necessary information. This however, might not be beneficial if those services are in another part of town; therefore, another option would be to have three to four mega centers (One Stops) in buildings with multiple floors. Each floor would be assigned to various community agencies, i.e., First Floor-Workforce, Second Floor-DCF, Third Floor-Unemployment, Fourth Floor-Miami-Dade County (offering services for child care, housing and food). Other services could include Veterans Assistance, Disability Assistance, etc... and some agencies could share a floor.

The Centers should be equipped with enough computers in the resource area for any mainstream processes that SFWF creates (some centers have 2 computers while other centers are equipped with 15)

Some services can be webcast to other Centers. For example, the Employability Skills Training (EST) held at the Offender Service Center every morning, can be delivered to the other Centers via web casting so "ex-offenders" in other Centers can benefit from the information. After the

training, a Q&A forum via web or conference call or staff specialists assigned to the centers can be held with the “ex-offender” clients for any questions the clients may have. The same applies for PPN meetings, TANF orientations, etc.... The physical meeting can be held at the centers located in communities with the highest population of the targeted needs and webcast to other centers with less clients.

Of course, this would entail coordination between the centers on the scheduled training dates and hours. With that in mind there should be a training room established in each center for orientations / web cast and video education.

All centers should have an automated phone center- this will assist with customer service and allow the front staff to focus additional attention on the clients who are physically there.



December 07, 2007

Mr. Rick Beasley, Executive Director
South Florida Workforce Investment Board
7300 Corporate Center Drive
Suite 500
Miami, FL 33126

Dear Mr. Beasley:

As requested, this letter provides an overview of the existing prototype concept for the Miami Beach Career Center along with recommended enhancements.

Executive Summary

UNIDAD of Miami Beach, Inc. successfully operates the Miami Beach Career Center on the basis of South Florida Workforce “**Standards for Service, Facilities and Personnel**”. We recommend no changes to this prototype but can suggest some enhancements. Combining the e-room with the employer suite is suggested. In addition, we recommend the development of an access point to be located in North Beach at an ocean front location UNIDAD is currently re-developing and also a much needed mini job resource center in the Little Haiti area. Details are described below.

UNIDAD’s Career Center Prototype Concept

UNIDAD’s Career Center Prototype aims to serve the needs of employers, jobseekers and persons looking to improve their current employment. This achieves the earning gains, educational career mobility and employment security fulfilling the concept of self sufficiency.

I. Existing Prototype:

UNIDAD’s existing prototype concept maintains the Miami Beach Career Center as its current mode of operation as per South Florida Workforce “**Standards for Service, Facilities and Personnel**” and recommends enhancements based on community needs. In terms of standards, operations and facilities related to the Career Center, there are only a few areas that we feel would need to be changed, and these are discussed below as enhancements.

Above and beyond the SFW “Standards”, The Miami Beach Career Center provides value added unique characteristics, including but not limited to:

a) Services

The proximity of the Career Center to the hospitality, entertainment and service industry provides employers with an immediate labor pool of experienced workers in these industries.

Career Centers are customer driven systems where clients chose which facility they wish to be serviced. Internal data survey revealed that approximately 20% of our clientele is from outside of our immediate vicinity. The reason most often provided by clients is the quality of UNIDAD's customer service. Clients note that staff responds promptly, courteously and with compassion.

b) Facilities

The major value added benefit offered to SFWIB is the in-kind contributions to operational expenses. The 3,900 square foot facility, property management and associated utilities are provided free of charge through a collaboration with the City of Miami Beach. The value of this in-kind is approximately \$120,000 or 10% of the annual SFW operating budget.

Another value added benefit of UNIDAD is its coexistence and collaboration in the same facility with five other social service providers. UNIDAD provides to clients, the opportunity to utilize the services of day care and Head Start services for young children while applying for the services of the Career Center. Also available to clients while utilizing our facility is the senior service transportation, and senior meals program. Another services provided in this facility is the assistance with emergency cash, housing and utilities.

Our facilities are designed to maximize space while providing the same level of services as any full service Career Center. Even though the Miami Beach Career Center is one of the smaller career center facilities, we provide a full service program which is competitive with other providers in terms of performance results.

c) Personnel

The staff of UNIDAD speaks several languages including Portuguese, Spanish, French, Creole, Russian, and English. Staff member speak up to five languages.

II. Recommended Enhancements

a) Employer Suite:

Due to the volume of employers that are onsite on a daily basis and the potential to attract significantly more, the Career Center needs an employer suite where employers can interview potential employees and collaborate with the agency in private. Essentially, the employer suite should provide an atmosphere of an HR department for the employer representative and the technology to remote access their data base at their home headquarters should be available. The current e-room would be redesigned to create a working environment that can be used for both e-room and employer suite functions.

b) Access Points and Mini Job Resource Centers:

Several nearby areas could be better served by the provision of closer access to Workforce related services. North Beach residents must travel quite a distance to utilize the Miami Beach Career Center at the south end of Miami Beach. Many residents of this area are older and have disabilities, making travel a barrier. With UNIDAD now engaging in the re-development of a facility in North Beach, cost free space will be available for use in this area. Little Haiti also has unmet Workforce needs in terms of delivery of culturally specific services and distance barriers.

i) North Beach – This access point will be located at the North Beach Senior Center, 7251 Collins Avenue. This facility would also provide additional in-kind space for SFWIB. This access point will provide services to the City of Sunny Isles, Bal Harbor, Bay Harbor, North Bay Village and Surfside. The location is approximately 1,000 square feet and will be linked to the Miami Beach Career Center. These clients will receive core services and some intensive services such as job search, universal services, and employer services. Clients with other service needs will be offered the availability of an appointment with the center’s staff to meet the customer’s needs at the access point. In addition, customers can be referred to Miami Beach Career Center staff for further intensive or training services. The North Beach Access Point could serve approximately 2,500 individuals annually.

ii) Little Haiti – 1,300-1,500 square feet Mini Resource Center whose systems are interfaced with the current Career Center. The facility will provide the same job and training services as the Miami Beach facility. It would operate as an arm of the Miami Beach facility offering services to an additional target population. The location for this facility has already been identified. The estimated cost for this facility would approximately \$21 per square foot, plus utilities and maintenance. UNIDAD is willing to hold the lease on this facility. We estimate that this Center could serve approximately 4,500 individuals a year. Hiring for management and service positions will be culturally appropriate to the Little Haiti community.

We hope that the foregoing information will be helpful in your planning process. Thank you for the opportunity to provide input.

Sincerely,



Margarita Cepeda Leonardo, Executive Director
UNIDAD of Miami Beach, Inc.



YOUTH CO-OP INC.
Serving South Florida since 1973

December 5, 2007

Rick Beasley
Executive Director
South Florida Workforce Investment Board
7300 Corporate Center Drive
Miami, Florida 33126

Dear Mr. Beasley

At the recent Partners' Meeting you challenged us to present to you the criteria for deciding the sites for the career centers and a prototype of a career center. Below are my ideas for your review.

Criteria for One Stop Operator should demonstrate a high-performance management structure. The provider should have a proven record of accomplishment in meeting the needs of employers and complementing the economic development of the community. Also, the provider should have a demonstrated ability to place/retain high-skilled workers in employment opportunities and a proven record of accomplishment in working with low-wage workers'.

Prototype: The career center should embrace the communities it serves. The services to be offered should address the needs of the employers and job seeker. No prototype exists for the best way to operate a career center. Local cultures vary, and the key to successful operation is not standardization, but flexibility.

The basic needs of a full-service career center should be:

- The physical size to accommodate the presence of all mandated partners, training rooms, conference rooms and areas that can be use for recruitments and special events.
- The facilities are attractive to all employers and job seekers and all customers feel safe and welcomed.
- The career center has a fully functioning and well-staffed resource room.
- Adequate transportation, parking, and building access to accommodate all clients, including persons with disabilities and older workers
- A technologically ready site with adequate telecommunications capacity.

3525 Northwest 7th Street - Miami - Florida 33125 (305) 643-6730

Equal Opportunity Employer

Auxiliary aids and services are available upon request to individuals with disabilities

Funded by





Rick Beasley
December 5, 2007
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Each center should provide state-of-the-art services that will prepare job seeker for employment and careers path, such as:

- Contacts with local employers who are seeking workers.
- Seminars that will show job seekers to improve their qualifications and job search skills.
- Assistance in preparing a strong, effective resume.
- Connections to community organizations/training agent that can assist the job seeker to further training, receive support services, and reach self-sufficiency.
- Program links that can set you on a productive career path.
- Job and career coaching; workshops for PPN customers, and for employers.
- An extensive, multimedia resource library with up-to-date information on jobs, careers, companies and the labor market

The staffing of a career center depends on the customer flow as well as the physical layout of the center.

- Those career centers with large customer flows (more than 7,000) should have a center manager and a supervisor for each area of service: Employer Services/Wagner Peyser, WIA, and CAP/FSET. All direct service supervisory staff will be available to troubleshoot and ensure customer satisfaction.
- Case managers should be cross trained to understand all the eligibility requirements for all programs. Their caseloads should be manageable to ensure that customers are satisfactorily served and program goals are met (error rates, countable activities, tracking of services, and support services).
- Employer Consultant Staff to assist center customers in securing employment, job matching, job recruitment and employer services should be on-site. These staff members should possess the understanding of the community and the needs of the customer and employer base. Having an adequate number of employer services staff at the career center will foster good customer services by offering individualized/customized assistance to maximize performance.
- A PPN Specialist to coordinate services and provide workshops and counseling services to professionals.
- A trainer and quality assurance staff should be available to the career center staff.
- Support staff to assist in sending out letters, doing follow-up services, testing, performing eligibility and clerical functions, assisting employers with on-site recruitments, assisting customers with technology requirements to access services, data-entry, greeting and providing information to the public.

Thank you for the opportunity to input in this process. Please contact me if I may be of additional assistance.

Sincerely

Maria Rodriguez
President

SFWIB STAFF CAREER CENTER DESIGNS

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Administration Proposed Career Center Design

South Florida Workforce Investment Board's Core Purpose is "To improve the quality of life through a workforce well equipped to meet industry demand". By doing so, the Career Center design will provide professional, courteous, and effective labor exchange services with an emphasis on the attainment of self sufficiency for our employment seeking customers and the development of a skilled workforce for employer customers. These services will be provided with competent, well trained, motivated, customer driven and committed staff at strategic state-of-the-art locations.

Services will be offered in a professional, safe, clean and well maintained Career Centers specifically located and designed for the purpose. The informative and engaging service atmosphere that will be created within the Career Centers will be designed to insure that all customers, both employment seekers and employers alike will be aware of the wide array of opportunities and services available to them. The superior level of service and customer satisfaction generated is expected to result in a significant number of customer referrals. Special care will be taken to ensure that all customers understand and take advantage of the fact that they can continually revisit the Career Centers and utilize our services to advance their careers or businesses. How will the SFW measure its success? One of the components is the Initial Assessment Application or IAA.

The Initial Assessment Application (IAA) is a tool developed in-house to allow for the tracking of all customers requesting services in the Region. The IAA mainly focuses on data gathering pertaining to all services requested by all customers to assist them in becoming self-sufficient. Phase I of the development was completed and has been actively utilized by all Career Centers and Refugee Offices in the Region. The functionality of the system through Phase I has allowed for data collection such as demographic information and services requested in an organized manner. Reports can be generated to outline the level of services needed at the different locations where services are provided. Additionally, other Career Center functions such as tracking of individuals while performing job search have been added to the system.

In Phase II of development, SFW plans to integrate the services data together with program specific data to increase the quality level of services provided to the customers. It is envisioned that when completed, center staff will be able to focus their attention on

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providing the appropriate services based on the needs of the individual to become self-sufficient and not on the tracking of funding sources and programmatic regulations. By cross training all staff and with the assistance of the IAA, the Region will become more effective in producing highly-qualified individuals. Furthermore, management reports will be programmed to assist internal SFW Staff and Partner Agencies with cost-allocation of funding sources and the SFWIB when making funding decisions based on the needs of the Community. Listed below is the proposed Career Center lay out, service standards, staff allocations, required services and activities, customer flow, description of items outlined in the customer flow and other areas of consideration.

The Career Center must have the following:

- Reception area that engages customer at all times that includes:
 - state of the art design
 - continuous orientation videos on all services
 - LCD screen displaying current job opportunity information, workforce related events, employer events, job and career fairs, labor market information, etc.,
 - personnel that provide triage and direct customers to appropriate area
- Appropriate Internet connectivity
 - sufficient bandwidth
 - monitoring capability
- Video conferencing
 - meetings – between partners, SFW admin office
 - trainings – trainer located at SFW admin office giving training to personnel offsite
 - security monitoring – to assist in monitoring facility assets and activity
- Employer/PPN office
 - personnel to conduct PPN sessions and closely work with employers
 - create a professional atmosphere - state of the art furniture
 - appropriate equipment - computers, copiers, facsimile machines, telephones, printers and other related equipment (Prove-It)
 - current professional journals, newspapers, etc.,
- Resource Room
 - personnel to provide assistance and direction at all times
 - a library of employment and training related materials
 - computers, copiers, facsimile machines, telephones, printers and other related equipment (Prove-It)
 - access to labor market information
 - career development information
 - job openings
- Conference and meeting rooms
- Private area for one-on-one counseling

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- Private assessment room
- ADA Accessibility
 - trained staff
 - work station
 - software
 - facility compliance
- Staff Break room
- Storage room
- E-classroom
 - trainer work station
 - adequate computers, projector, screen, scanner
- Staff cubicles
- File room
- Restrooms

Service availability standards will include:

Tier 1 – Core Services

- Access to the entire community (Universal Access)
- WIA registration
- Eligibility Services
 - Welfare eligibility (TANF)
 - Refugee eligibility (RET)
 - Youth eligibility (YOUTH)
 - WIA Adult eligibility certification (Intensive services)
- Unemployment Compensation Application Information
- Career Resources Orientation
- Services
 - Core services resources for self assisted career and job search
 - Assisted Core
 - Career Counseling services
 - Job referral services
 - Veterans employment services (including DMVs)
 - Employer Services
 - Offender Employment & Training
 - Referral Services to *Other* Community Social Services
- Assessment
 - Basic

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Tier 2 – Intensive Services

- Comprehensive assessment & testing and test scoring
- Resources for the disabled for training & employment
- Job Corp
- Child Care referrals

All services should be offered in all locations across the region with the appropriate cost allocation and MOU.

Staff Allocations:

- All staff training requirement (based on position)
 - Tier 1 - Core Services
 - Tier 2 – Intensive Services
 - Tier 3 – Training/Management functions
- Career Advisor / Case Manager
 - experienced in all programs to improve efficiency in all areas of service using the three tier approach
 - knowledge of all services/programs
 - Welfare Transition
 - WIA
 - FSET
 - Job Corp
 - Refugee
 - Youth
 - Veterans
 - develop a training curriculum to ensure all staff are cross trained in all programs (WIA, TANF, REF)
 - yearly certification
- Career Advisor (YOUTH)
 - develop training curriculum
 - yearly certification
- Trainer
 - dedicated (Region 23 subject matter expert)
 - develop train the trainer curriculum to include all areas of programs and services
 - yearly certification
- FSET Coordinator(s)
- Job Development / Placement Specialist
 - marketing/Sales Skills
 - communication/presentations skills
 - knowledge of all programs
 - negotiation skills

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- customer service skills
- planning skills
- community, economic, social service information
 - Demographics
 - Industries
 - Market Research

- Veterans Services Specialists

- Disability / Substance / Medical Specialists

- Testing & Eligibility staff

- Resource room attendant
 - excellent customer service skills
 - knowledgeable in services
 - proficient w/ computer software

- Receptionist and Greeter
 - professional appearance
 - excellent customer service skills
 - knowledgeable in all programs
 - coordinate appointments

- Center Manager
 - excellent customer service skills
 - knowledgeable in all programs
 - performance management (goals and objectives)
 - planning skills
 - analytical skills
 - communications skills
 - leadership skills
 - evaluation skills
 - supervisory skills
 - team building skills
 - time/meeting management skills
 - negotiation skills
 - human assessment (evaluation)

- UC Applications Information

- Intake Specialist
 - data entry
 - proficient with Microsoft software
 - scheduling skills
 - clerical knowledge (e-mailing, filing, and office machines)
 - task specific

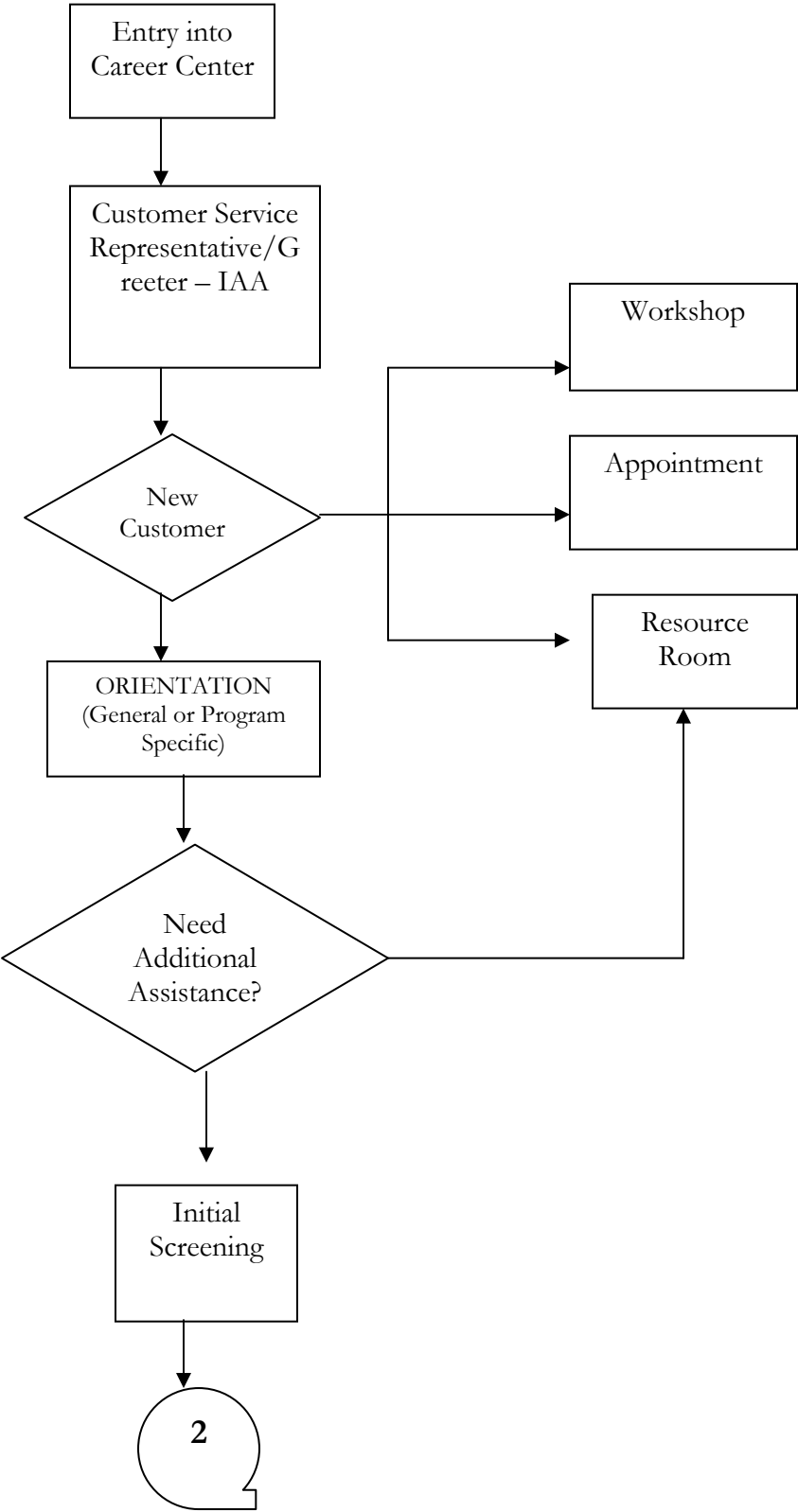
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Career Center required services and activities:

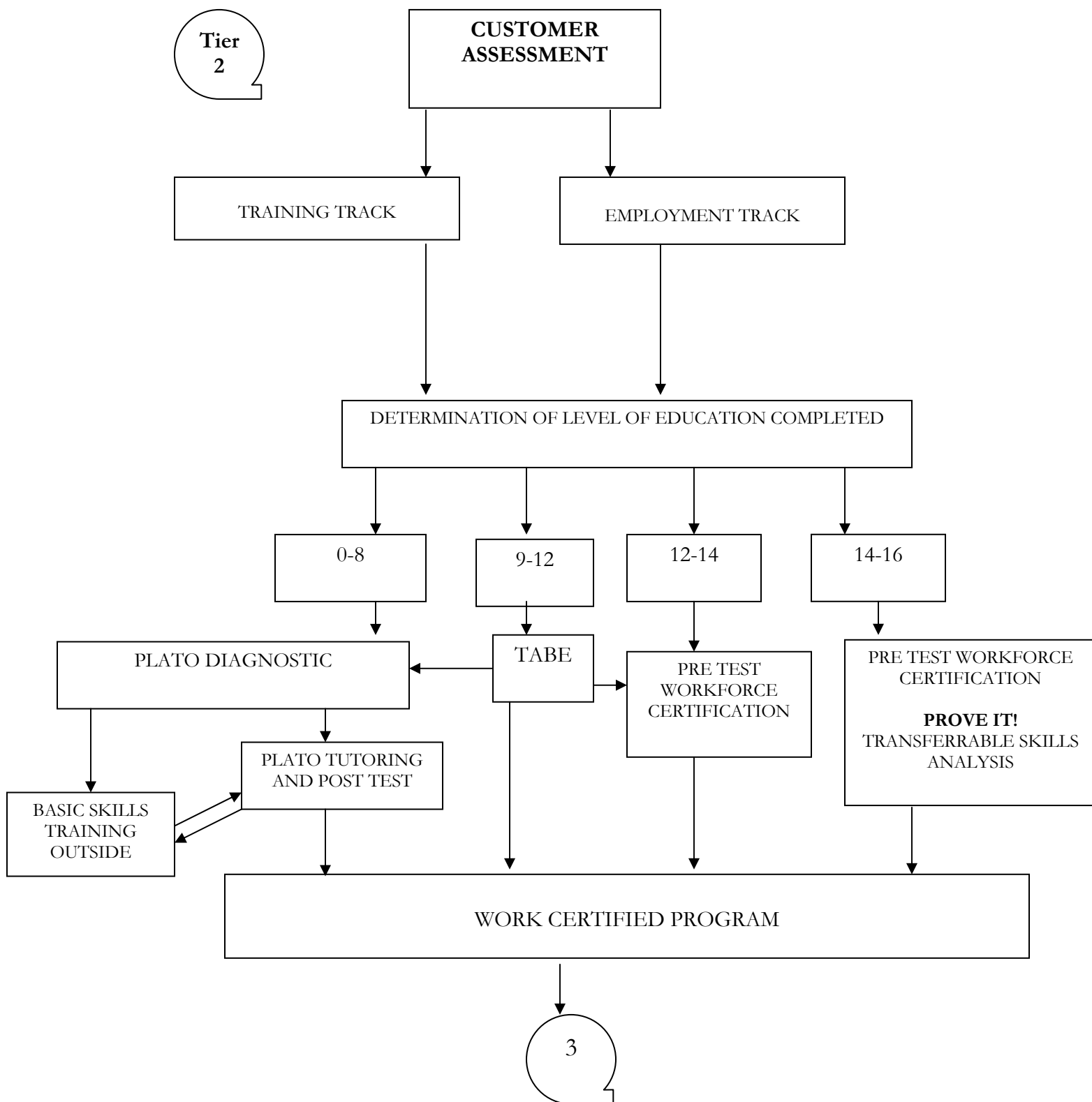
- Outreach & recruitment (customers and employers)
- Screening of job candidates (employers)
- Job vacancies postings (employers)
- Mass recruiting assistance (employers)
- Rapid response for closing or layoffs (employers)
- Lay-off aversion & business retention services (employers)
- Intake assessment with priority of service determination
- Labor market information
- Referrals to DCF for TANF & other assistance on-site
- Job search, development, placement & employability skills training
- Unemployment compensation application information
- Trade adjustment assistance services
- Information about local, state & national computerized job listings
- Career assessment, counseling & management
- Referrals to training providers
- ITA distributions to customers
- Partners (rotate days of service)
- Work certification (customers)

CUSTOMER FLOW AT THE CAREER CENTER

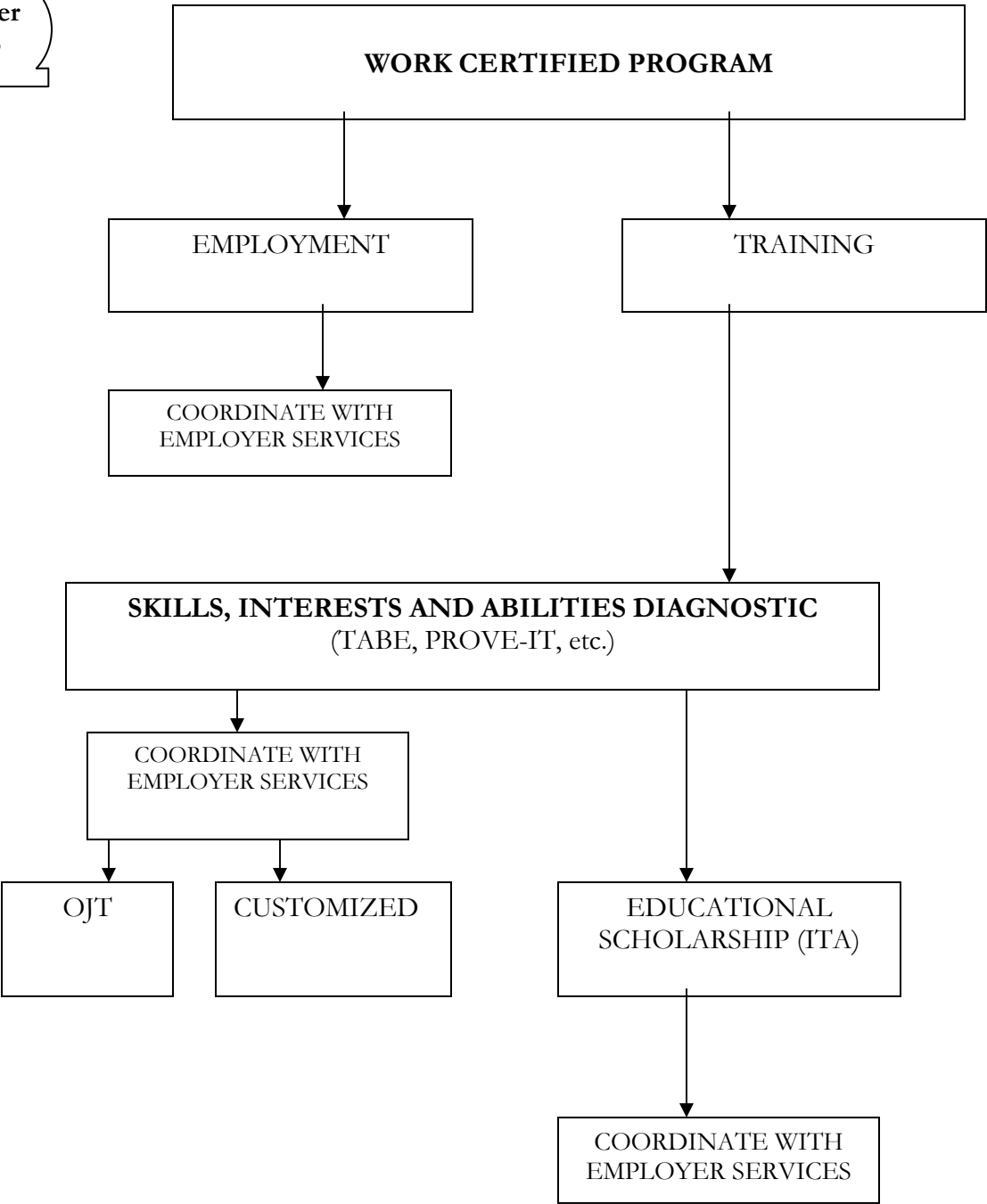
Tier
1



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**Tier
3**



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DESCRIPTION OF ITEMS OUTLINED IN FLOW CHART

1. Greeter: Point of entry, provides basic information about services available at the One Stop. Career Advisors indicated a greater involvement from the greeter was needed, Center managers put emphasis on general information given by the greeter and more in depth information given at an orientation session.
2. Orientation: An overview into the WIA program eligibility requirements and available employment and training services. It is usually a group session; however, it can be conducted individually. The Center Managers indicated this is a key position in the process.
3. Eligibility Determination: Process of gathering documentation to determine individual eligibility for the WIA Adult or Dislocated Worker programs.

NOTE: During the initial contact with the greeter, or at orientation or eligibility determination, the customer can access Wagner Peyser services as the main service. If no additional services are needed then a placement is done at this level, otherwise the WIA process, after eligibility determination, begins.

4. Initial Assessment: Information gathering process including an interview used to determine the appropriate track needed by the individual (training or employment).
5. WIA Training Track: Once the Initial Assessment results in the determination that the customer is eligible for training services, or after the employment track yields similar results, the Training Track is followed.

The following are the options:

- A. The initial assessment is used to document appropriateness of training, and the vouchering process is initiated.
- B. A TABE and Aviator are given, and referral is made for an intermediate assessment from FIWI. Upon obtaining these results, the customer may be redirected to an employment track, the vouchering process may be initiated, or additional assessment may be indicated.
- C. For individuals who received an intermediate, and for whom additional assessment was indicated, a comprehensive assessment is conducted. After this additional assessment, the vouchering process may be initiated, or the individual may be redirected to an employment track.

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6. Employment Track: This is the track for individuals with skills sets that are transferable or others who can benefit from assisted core and intensive services related to placement. At any point in this process the determination can be made that training is needed and the individual re-directed to the training track.

NOTE

1. Career Advisors will initiate vouchering process by developing a training budget in the support system when data/reporting infrastructure are upgraded to meet the needs of the new system demands.
2. For Miami Dade College and Miami Dade County Public School the customer must register first and, upon receipt of school registration, the ITA is issued.
3. For private ITA agents, the ITA is issued prior to registration.

Items to consider as part of career center redesign:

Number of Career Centers/ Career Net Sites

- Geographical locations

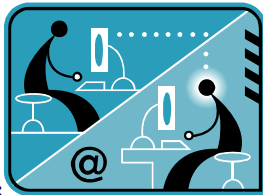
Mobile Units marketing/scheduling and other logistics to accommodate the above

CAREER CENTERS ARE A BUSINESS



As a business, the Career Centers should schedule appointments and conduct structured assisted services to job seekers and employers,

- Job seekers conducting “job search activities’ must be monitored /trained in a separate area/class room.
- Designated Job Readiness classes must be conducted daily (or as often as necessary) to show/train individuals how to conduct a job search on-line.
- As many services as possible must be structured so that class(s) are available.
 - **Services** - resume preparation, resume review, employability skills training, how to dress for success, employer recruiting agreements (i.e. UPS, Staffing agencies, etc.) PPN workshops, etc. must be conducted in groups/classes at designated times and locations.



As a business:

A brief IAA Introduction video – that outlines the IAA process and Career Center Information. The Initial Assessment Application (IAA) is used to determine if the customer is seeking/needs or is eligible for Workforce Employment and Training services.

A “Career Center Orientation’ video – that outlines the Workforce employment and Training Services/Programs. (Duration: 15 - 30 minutes)

IAA

- The Job seekers will be able to complete the IAA (on-line) or by telephone prior to reporting to the Career Center.
- The IAA information will be assessing for eligibility to any of the SFW programs/services (WIA, CAP, Refugee, Youth, etc.)
- The results of the IAA for eligibility will be available upon completion.
- The job seeker will be able to select a method of contact.
- The IAA results will post a message stating the job seeker’s preference for a Workforce Customer Service Specialist contact:
 - by phone, e-mail, visit a Workforce Network Access Center, or a Career Center

Adult Program Career Center Design

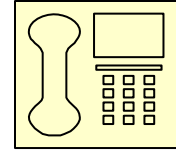
- If the IAA determines the job seeker is employment ready, then it will ask the job seeker to complete the Employ Florida (EF) application online
- Most job seekers will be contacted via telephone, e-mail, or mail and have their first visit scheduled to report to the Career Center by appointment, i.e., REA, CAP Orientation, FSET Orientation, WIA Orientation, PPN, etc.
 - If it is not feasible to complete the IAA prior to reporting to the Career Center or Workforce Network Access Center the first time, then computers and assistance will be available for completing the IAA on-line (and show the video where applicable).



- **Workforce Network Access Centers will have computers available to access the IAA, EF Applications, UC Applications/Claiming UC weeks on-line, DCF Applications, and Miami-Dade County applications.** These computers will only be used for the applications listed. These access points will be available throughout the county in partnership with TEAM METRO, Community Based Organizations (CBO), Faith Based Organizations (FBO), etc.
 - If a person wants to conduct an intensive job search; they will be assisted by a Workforce Placement Specialist.

The Career Center will have:

- **Five (5) Large Separate Rooms (40 to 75 capacity) with computers, and LCD for the following Career Center Activities:**
 1. Applications (IAA, UC applications, DCF applications, EFM, etc.)
 2. Intensive Job Search
 3. Workshops (resume, employability skills training, etc.)
 4. Testing (RTW/WorkKeys, TABE, Prove It, etc.)
 5. Orientation Room (Workforce Programs WIA, WT, etc.)
- **TWO (2) Private Meeting Rooms (15 to 40 capacity) will be available for employers and/or staffing agencies to conduct Career Center activities such as job interviews, business forums, etc.**



Client Flow:

- **All UC claimants will be instructed to complete the IAA and EF online via their UC correspondence.**
- **The Eligibility / Assessment Center**
 - **All appointment letters for new participants will instruct the participants to complete the IAA and EF Registration (where applicable) on-line and/or call to speak to a Workforce Customer Service Specialist to complete it by phone and schedule the orientation, next activity, IRP, etc.**
 - Workforce Customer Service Specialist will be available for assistance on the IAA and EF.
 - Workforce Customer Service Specialist will send out appointment letters and/or schedule orientations.
 - Workforce Customer Service Specialist will also assist in completing IRP/IEP and scheduling workforce program required activities.



Upon Entering the Career Center:

- **Was the IAA Completed?**
 - **If yes, print out IAA eligibility results and refer/schedule participant accordingly.**
 - **If no or walk in, send job seeker to computers designated for applications.**
- **Walk in - If a participant has no appointment and is not referred to a Career Center activity they will be sent to a job placement specialist so that he/she can help the individual.**
 - 1) If the person needs assistance looking for work, then the individual will be scheduled to attend the training session on “How to Conduct a Job Search”. The placement specialist will inform the individual, after collecting appropriate data (maybe a written EFM registration) and inform the individual that staff will look for suitable work for him/her until the individual learns how to conduct a work search on-line. Staff will look for suitable employment and notify the job seeker by telephone/e-mail of suitable job opportunities and post the referrals in EFM.
- **All participants will be job matched via the Job Bank; staff will conduct a job search for job seekers and notify job seekers of suitable job openings. Job seekers will be notified by e-mail or telephone, and the referral entered in EF.**

Adult Program Career Center Design

Assisted Core Services and Intensive Services will be provided at the Career Center:

- **Assisted Core Services will be provided by the Workforce Assisted Core Specialist:**
 - 1) Conduct individual and group orientations
 - 2) Orientations will be scheduled through PREP, REA, or the Job Ready Reemployment pool of claimants.
 - 3) Employability skills workshops that focus on developing or enhancing job search and job retention skills.
 - 4) PPN Workshops/Seminars
 - 5) Job fairs, recruitments, and job development
 - 6) Staff assisted job search and placement assistance
 - 7) Staff assisted job referrals that may include testing and background checks done before referral or when operating as the employer's agent in order to fill job orders.
 - 8) Basic Skills Assessment.
 - 9) Occupational skills assessment to identify areas of interest and abilities as well as additional service needs.
 - 10) EF work registration assistance.

- **Intensive Services will be provided by the Workforce Intensive Services Specialist:**
 - 1) Manage the enrollments and activities in the CAP and WIA Adult or Dislocated Workers programs.
 - 2) Assist participants in identifying their short and long term goals and to analyze any barriers that may prevent them from successfully entering the workforce to lead them to self-sufficiency.
 - Utilize the Initial Assessment Application (IAA) to identify interests, job skills, and job matching;
 - 3) Develop strategies to meet long and short term employment and educational goals; through an evaluation of current job skill level, vocational preparation, occupational requirements, aptitudes and financial implications;
 - 4) Develop an Individual Responsibility Plan/ Individual Employment Plan (IRP/IEP);
 - 5) Coordinate job referrals;
 - 6) Assign participants in work activity;
 - 7) Monitor participant's progress;
 - 8) Track progress in appropriate Career Center Management Information Tracking System (OSMIS, EF, OSST,SAMS, Case File);
 - 9) Group or individual counseling;

Adult Program Career Center Design



Workforce Centers:

- **Three (3) major Career Centers in Miami-Dade County-**
 - NORTH (North Dade / 163 Street Biscayne area)
 - CENTRAL (Northside/Caleb) - near metro rail
 - SOUTH (Cutler Ridge area)

- **Four (2) smaller Career Centers**
 - Hialeah Downtown
 - EAST Miami Beach

- **Four (3) Business Centers**
 - Monroe - Key West
 - WEST – Partnership with Jobbing.Com
 - Downtown/Overtown

- **Nine (11) Career Network Access Centers**
 - Carol City
 - Opa-Locka
 - Hialeah Gardens
 - Little Haiti
 - Miami Downtown/Overtown
 - Little Havana
 - Coconut Grove
 - Florida City
 - West Kendall
 - Key Largo
 - Marathon

- **2 Mobile will provide additional Employment Services throughout Miami-Dade and Monroe counties.**

- **Centralized Workforce Services Assessment/Support Services Unit**
 - Trained on workforce programs expert in determining the customer's eligibility for the various intensive level services (WIA adult and dislocated worker, youth, etc.) and be able to complete the necessary application and paperwork to enable the customer to receive priority services.
 - Schedule appointments to the Career Center where applicable.
 - Ask for proper documentation required for the program.
 - Send out support services

Adult Program Career Center Design

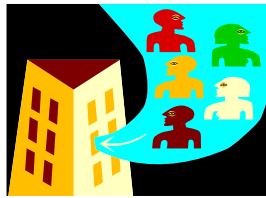
- **Collect all documentation required for the files**
 - 1) **Note all documents will be scanned and shared electronically through our secured network for case management or quality assurance access.**

- **Independent Quality Assurance Unit - to provide Quality Assurance for the Region.**

- **Independent Outreach Center Unit - to provide Intensive follow-up for the Intensive Services Programs.**

- **Independent Training Unit to provide training to all staff.**

- **Centralized Business Services Unit – to promote economic development for the Region.**
 - **To include a Workforce Job Bank/Employment Center to verify all employments and follow-ups for the Region.**



Career Center Staffing:

Center Directors and Quality Assurance will not be service provider staff. The Center Director and Quality Assurance staff will be funded by SFW or contracted to a Management Agency,

- **Staff should include only 4 titles:**
 - 1) **Customer Service Staff** (Greeters, Resource Rooms – Computer Applications, Testing Applications, Job Search Assistance, Workshop staff, REA, UC Services, follow-up services, PPN, etc.)
 - 2) **Employment Specialist** (staff that assist job seekers with placement activities)
 - 3) **Assisted Core Services Specialist**
 - 4) **Intensive Services Specialist** (WIA, CAP, FSET)

There can be Supervisor with the same titles, for example, Intensive Services Employment Specialist Supervisor, etc.

WORKFORCE AND CAREER ADVANCEMENT CENTER

Submitted by Finance/Contracts/OCI/Support Services/Quality Assurance Unit
Wednesday, December 5th

1) How many employees? Approx. 1 program F.T.E. for every \$50,000 in total funding.

2) How would the Resource room look?

The Resource room would be more isolated than it is currently at the centers. Isolated from the incoming traffic of customers.

Specific areas with computers would be designated for specified activities (resume preparation, job search, and registration). This designation would be flexible depending on traffic but it would give associates the ability to determine what type of services may be expected at each station. Thus associates would be able to provide assistance depending on where in the resource room customers are located.

Time limits would also apply at each computer to ensure targeted job searches are being conducted and determine whether a customer needs assistance in completing the assigned task.

All customers will be informed of the ongoing "How to find a Job" sessions where they will obtain a guide/pamphlet. Customers returning to the center would be encouraged to have the guide with them so they track their individual progress and services received.

How to find a Job Overviews: 9:00 a.m.; 11:00 a.m.; 1:00 p.m. 30-45 minute overviews on what it takes to find a job, what resources are available online in the resource area, resume preparation resources, provide customers with a guide of the center: what other seminars are available, when to request assistance, what type of assistance is available, (first time job

seekers, PPN) etc. The guide should also have a space for important information needed to build a resume (like pocket resume) and a one week schedule for individual to plan their first job search week – with tips on each day: i.e. first day...resume, second day...web search engines. Third day...attend other available seminars/overview of programs. Fourth day...interview tips etc.

Front Area of Center Design:

At the front area there would be an area much like the area in the modern banks where a “Director of First Impressions” would speak with a customer and provide initial screening for services. There would also be a Child Distraction Area to temporarily keep the child occupied, with a sitting area and limited access to a main toy, but at the full view of the parent, while the parent is conducting business with the Director of First Impressions.

3) Title of staff and functions [pay ranges based on similar county positions]

Director of First Impressions [\$22,280.18 - \$34,759.14]

Provides first introduction of available services to customers and scheduling of these services. Provides assistance with initial intake and service delivery process. Assists in resource room by designating computers for specified activities, assigning customers to computers and providing time limits. Also enforcing the time limitations and linking appropriate staff (customer service overview, job linkages, and assisted core services linkages) with the customers at the resource area.

Customer Services (overview) associate [\$29,007.68 - \$44,978.18]

Performs overall center and specialized orientations, serves as a resource for all customers with customer services issues, specializes in ADA coordination in the center and is available at front desk/ resource room when not in orientation session. Conducts random follow-up of customers regarding services received or needed.

Job linkages/Job Resources associate [\$27,987.44 - \$45,987.76]

Provides assistance to center customers seeking jobs. Job linkages associate interacts with customers at the resource room, or customers referred by assisted core services linkages or Career Development associates. Conducts follow-up with employers.

Services linkages associate [\$26,030.94 - \$40,784.64]

Provides eligibility determination and referral to pertinent program and services from resource room or after overview. Refer customers to Job linkages or Career Development associate.

Career Development associate [\$33,315.88 - \$55,638.18]

Conducts assessment and determination of intensive services or training needed for job matching. Collects ongoing case documentation and provides data to data entry specialist for input.

Data entry specialist [\$24,249.94 - \$36,892.18]

Inputs specified data into systems after eligibility determination, training or placement services. Conducts follow-up with customers. Also answers center's incoming telephone calls on a scheduled basis. (This function is no longer a "reception area" function.)

Team Leader [\$43,805.84 - \$74,099.22]

Oversees team efforts (team members consists of customer service, job linkages, assisted core services and career development associate) in developing the workforce and job matching. Performs quality reviews of cases. Is also responsible for ensuring all staff in the team are trained and imparts training received from Performance and Quality Assistant Manager.

Employer Outreach associate [\$31,638.36 - \$53,037.40]

Provides information on services to employers and brings job orders. Develops leads for facilitating employer based programs such as employed worker training. Conducts follow-up with employers.

Performance and Quality Assistant Manager [\$48,377.12 - \$81,318.64]

Oversees team leaders and data entry specialists and develops and implements programs, in coordination with employer services assistant manager, to increase center's performance. Reviews cases for quality to minimize error rate. Attends SFW sponsored training and is responsible for training of Team Leaders.

Employer Services Assistant Manager: [\$48,377.12 - \$81,318.64]

Oversees employer outreach associates. Works closely with Team leaders and performance and Quality Assistant manager to ensure job matching for existing customers, developing the workforce for employer customers, and implementation of programs to increase performance.

Workforce Services Regional Manager – [\$55,579.16 - \$89,716.38]

Manages three or more centers. Oversees Performance and Quality Assistant manager and Employer services assistant manager to ensure coordination of center services for workforce development. Ensures coordination of partner services delivery at centers.

- 4) Who would manage the center? Individual centers would be managed by assistant managers for performance, quality and employer services. A number of centers (from three to the entire system) would be managed by a workforce services centers manager who would provide overall supervision of the centers' process development to ensure consistency in service delivery and general management of the facilities. This individual may be employed either by SFW or a Contractor as needed.

5) How would technology be utilized?

Overviews, intake and assessment are computer based.

Technology may be utilized when delivering overviews through the resource room or classroom video taped or online access orientation. Group registrations (in the computer) may be done at the resource room individually or in a group setting.

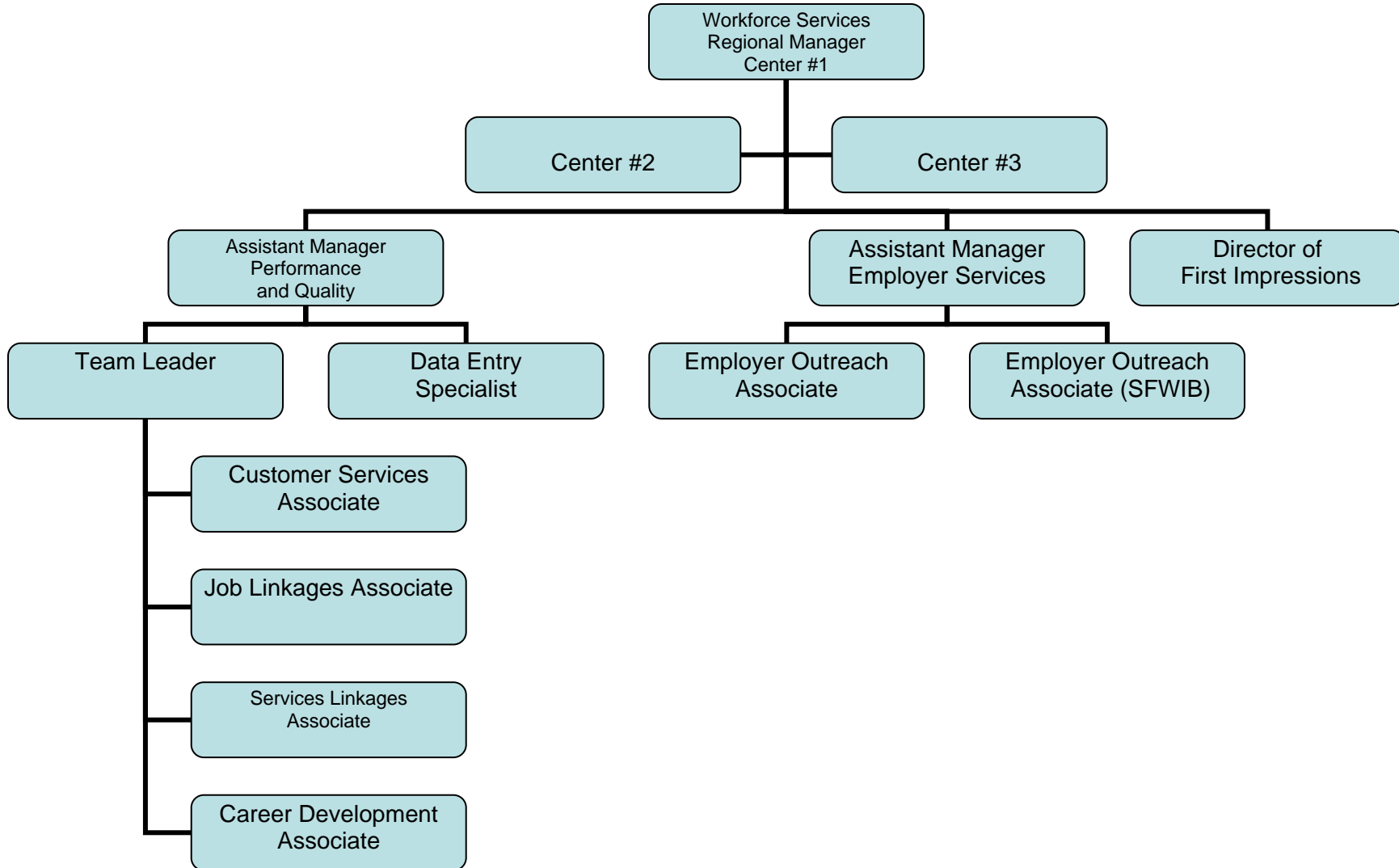
6) Would it be by funding silo or integrated?

The assisted core services linkage associate would make eligibility determinations and refer to pertinent programs according to eligibility and needs based analyses. The team design is expected to lead to more integration of services. Integration of services is expected in a large % of cases. Some cases would be silo'd based on the specific nature of the program.

7) How would the different types of job seekers be routed?

- All job seekers would be directed to register in the resource room; all job seekers would be given a schedule of available overview sessions.
- After eligibility determination, first time jobseekers would be routed to a career development associate and customers with degrees would be routed to a Job Linkages associate.
- Upon assessment, or intensive services, or training provision, the career development associate may route job ready customers to a Job Linkages associate.
- When specific job listings are not available, Job Linkages associates may route customers to Employer Outreach associates for job development as needed.

WORKFORCE AND CAREER ADVANCEMENT CENTER ORGANIZATIONAL CHART



CENTER LOCATIONS

These centers would remain at their current location:

- Homestead
- Perrine
- Northside
- Miami Beach
- North Miami Beach
- Carol City
- Monroe County

These centers would be phased out to new location sites:

- Combine West Dade and Little Havana: Between 24th and 8th and Between 67th and 87th Avenue
- Combine Hialeah Downtown and Hialeah Gardens: Westland Area

FINANCIAL ANALYSIS

<Insert Financial Analysis here>

SUPER CENTER BUDGET
Annual Budget

SUPER CENTER BUDGET		
\$ PER FTE	FTEs	TOTAL

PROGRAMMATIC COST	\$ 58,693	33.3	\$ 1,956,224
ADMINISTRATIVE COST (10%)	\$ 6,521	33.3	\$ 217,358
SUBTOTAL PROVIDER BUDGET	\$ 65,214	33.3	\$ 2,173,582
FACILITY COSTS	\$ 20,345	33.3	\$ 528,961
TOTAL BUDGET	\$ 81,084	33.3	\$ 2,702,543

PROVIDER PROGRAMMATIC COSTS

Annual Budget

\$ PER FTE	FTEs	TOTAL
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SALARIES

Regional Manager	\$ 72,648	0.3	\$ 23,974
Assistant Mgr Performance and Quality	\$ 64,848	1.0	\$ 64,848
Assistant Mgr Employer Services	\$ 64,848	1.0	\$ 64,848
Team Leader	\$ 58,953	2.0	\$ 117,905
Customer Services Associate	\$ 36,993	2.0	\$ 73,986
Services Linkage Associate	\$ 33,408	3.0	\$ 100,223
Career Development Associate	\$ 44,477	16.0	\$ 711,632
Data Entry Specialist	\$ 30,571	4.0	\$ 122,284
Employer Outreach Associate	\$ 42,338	1.0	\$ 42,338
Employer Outreach Associate (SFWIB)	\$ 42,338	1.0	\$ 42,338
Director of First Impressions	\$ 28,520	2.0	\$ 57,039
			\$ -
			\$ -
TOTAL SALARIES	\$ 42,647	33.3	\$ 1,421,415

FRINGE BENEFITS

FICA/MICA (% of total salaries)	7.65%		108,738.27
WC (% of total salaries)	1.98%		28,144.02
UNEMPLOYMENT (% of total salaries)	5.00%		71,070.76
HEALTH (monthly cost per FTE)	\$ 450.00		179,982.00
LIFE/FTE (monthly cost per FTE)	\$ 10.00		3,999.60
RETIREMENT (percent of total salaries)	6.50%		92,391.99
TOTAL BENEFITS			484,326.64

OPERATING EXPENSES

SUPPLIES & EQUIPMENT	\$ 846	33.3	28,200.00
INSURANCE (Auto, Liability and property)	\$ 450	33.3	15,000.00
TRAVEL (In and out of town)	\$ 98	33.3	3,282.00
OTHER (Printing, Postage, Advt., ETC)	\$ 120	33.3	4,000.00
TOTAL OPERATING EXPENSES	1,515	33.3	50,482.00

TOTAL PROGRAMMATIC COSTS	\$ 58,693	33.3	\$ 1,956,224
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FACILITY COSTS Annual Budget

\$ AMOUNT	FTE	\$ PER FTE
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Interpreting Services	\$ 917	33.3	\$ 35
Building Rental	\$ 245,650	33.3	\$ 9,448
Equipment Rental	\$ 13,020	33.3	\$ 501
Repairs & Maintenance Equipment	\$ 4,233	33.3	\$ 163
Repair & Maintenance Building	\$ 3,055	33.3	\$ 118
Security	\$ 11,514	33.3	\$ 443
Electricity	\$ 36,880	33.3	\$ 1,418
Telephone	\$ 13,692	33.3	\$ 527
Internet	\$ 6,237	33.3	\$ 240
License and Permit	\$ 376	33.3	\$ 14
Local Travel	\$ 2,302	33.3	\$ 89
General Liability Insurance	\$ 8,138	33.3	\$ 313
Property Insurance	\$ 9,906	33.3	\$ 381
Staff Training & Credentials	\$ 550	33.3	\$ 21
Flood Insurance	\$ 2,020	33.3	\$ 78
Software & Hardware	\$ 23,117	33.3	\$ 889
Janitorial Services	\$ 48,015	33.3	\$ 1,847
Parking Fees	\$ 29,726	33.3	\$ 1,143
Common Maint Area-O/S	\$ 65,017	33.3	\$ 2,501
Alarm Service - Serv Prov only	\$ 432	33.3	\$ 17
Garbage Disposal-SP Only	\$ 2,230	33.3	\$ 86
Water & Sewer-SP Only	\$ 1,484	33.3	\$ 57
Pest Control- SP only	\$ 450	33.3	\$ 17
TOTAL	\$ 528,961	33.3	20,345

Region 23 Career Centers

In designing the Service Delivery system a number of factors were looked at. These included funding availability, proximity and accessibility of transportation, largest concentration of employers, job seeker concentration.

I. Number of Career Centers and Auxiliary Facilities:

1. Four (4) Full Service Centers:
 - North Dade, NW 27th Ave and NW 135 Street area
 - Central Dade: Flagler Street and NW 42 Ave area
 - South Dade – Homestead/Florida City area
 - Miami Beach
2. Adjunct or Auxiliary Facilities:
 - 2 Satellite Facilities: one the City of Hialeah, one in the Perrine area
 - 1 Business Service Center – Near Downtown Miami
 - Access Points
 - 2 Mobile Service Units

Every attempt will be made to try to get lease free space for the Centers and the other adjunct facilities.

II. Facility Staffing

Full Service Center Estimated Staffing:

1. Center Director - 1
2. Assistant Center Director/Performance Manager – 1
3. Program Supervisor /ADA Coordinator- 1
4. Program Supervisors – 2
5. Career Advisor/Case Management Staff – 15
6. Career Advisor/Case Mangers/Job Developers for Offenders -2
7. Employer Consultants - 2
8. Employment Specialist - 4
6. Quality Assurance - 2
9. Trainers – 2
10. Assessment Staff – 2
11. Professional Staff - 3
12. Clerical staff:
 - Admin Assistants – 2
 - Clerical Aides – 7 - Assist case mangers to file, copy, data entry, etc.
 - Follow-up clerks – 2
 - Up-front diversion – 2
9. Greeters -3
- 10 Resource Room Attendants – 3
11. Support Service Staff

- Support Service – SAMS, Balance Scorecard -3
 - Customer Service – 1
12. Other Staff:
- AWI _ Staff – 10
 - Veteran Rep - 2

Estimated Total: 74 (74 x 3 = 222)

Miami Beach Career Center Estimated Staffing:

1. Center Director - 1
2. Assistant Center Director /Performance Manager – 1
3. Program Supervisor /ADA Coordinator- 1
4. Program Supervisor - 3
5. Career Advisor/Case Management Staff – 8
6. Career Advisor/Case Management /Job Developers for Offenders -1
7. Employer Consultant - 2
8. Employment Specialist - 5
9. Quality Assurance - 1
10. Trainer – 1
9. Assessment Staff – 2
10. Professional Staff - 2
11. Clerical staff:
 - Admin Assistants – 1
 - Clerical Aides – 2 - Assist case managers to file, copy, data entry, etc.
 - Follow-up clerks – 2
 - Up-front diversion – 2
12. Greeters -2
13. Resource Room Attendants – 2
14. Support Service Staff
 - Support Service – MIS, SAMS, Balance Scorecard -1
 - Customer Service – 1
15. Other Staff:
 - AWI _ Staff – 3
 - Veteran Rep - 1

Estimated Total: 45 – Miami Beach

Estimated staffing total for 3 centers and Miami Beach: 267

Satellite Facilities: The two satellite facilities would be linked to the nearest full Service Career Center. The satellite facilities would be smaller version of the full service career centers, but some functions.

Estimated Staffing:

1. Assistant Center Director/Performance Manager – 1
2. Program Supervisors – 2

3. Career Advisor/Case Management Staff – 7
4. Career Advisor/Case Management Staff /Job Developers for Offenders -1
5. Employment Specialist – 1
6. Employer Consultant - 2
6. Quality Assurance - 1
7. Assessment Staff - 1
8. Clerical staff:
 - Secretaries - 1
 - Clerical Aides – 2 - Assist case managers to file, copy, data entry, etc.
 - Follow-up clerks – 1
 - Up-front diversion – 1
9. Greeters -2
- 10 Resource Room Attendants – 2
11. Support Service Staff
 - Support Service – SAMS, Balance Scorecard -2
 - Customer Service – 1
13. Other Staff:
 - AWI _ Staff – 3
 - Veteran Rep - 1

Total: 32 per center (32 x 2 == 64)

Business Service Center: The Business Service Center would be located near Downtown Miami and provide Business Services to the employer community. The center would be a state-of-the-art facility, consisting of meeting/conference rooms, business center for employer and office space for staff.

Staffing:

1. Assistant Center Director -1
2. Business Service Consultants: 8
3. Clerical staff:
 - Secretaries - 1
 - Clerical Aides – 2 - file, copy, data entry, etc.
 - Greeters/Receptionist - 2
 - Resource Attendants – 2

Total: 16

Mobile Service Unit: The two Mobile Service Units would be scheduled to various areas of the Region to provide services. The mobiles will have a monthly schedule of locations that they will be serving.

Estimated Staffing: 2 driver/operators

Estimated staffing total for 4 full career centers, 2 satellites, the Business Services Center and the two mobile units: 349

Access Points: Access points will be located throughout the Region. Access Points will be located at participating CBOs, FBOs and governmental or educational facilities. The staff of the access point will be the participating agency's staff that has been trained. Access points will only provide access to the job bank and customers needing additional service will be referred to a full service or satellite center.

Key Staff Descriptions:

1. Center Director and Assistant Center Directors: These individuals are not part of the Service provider staff. There are two options:

- They are SFWIB staff assigned to oversee the all Centers
- They are from a Service Provider that was comparatively procured to oversee the management of all the centers.

2. Career Advisor/Case Management staff: All Career Advisors/Case Management staff will be crossed-trained across all programs to handle the diverse customer base. There will be at least one CM with experience working with the offender population. They will be sensitive and perceptive to the special needs of each customer that they are responsible for assisting. They will completely knowledgeable of the career development and training resources available in the South Florida region

3. Employer Consultants: The employer consultants will work with the Business Service Consultants at the Business Service Center. They will work with the employers in their applicable zones and provide employer services in the form of recruitment, screening, and other related services. The employer consultants will be experienced in the activity of meeting with employers, determining positions available, communicating that information to appropriate staff.

4. Employment Specialist: The employment specialist will work closely with the employer consultants to and provide placement assistance to the center's customers. The Employment Specialist will evaluate the customer's potential for placement in jobs.

5. Greeter/Receptionist: The Greeter/Receptionist is the initial point of customer contact. This person must be thoroughly familiar with all of the services offered at the Center. They will evaluate the customer's request and correctly refer the customer to the proper person or place within the center.

6. Resource Room Attendant: The Resource Room attendants will familiar with all of the services offered at the Center. They will evaluate the customer's needs well enough to determine the resources of the center that will best service the customer. The attendants will be well versed on the computer software and web-based self help products.

III. Services:

The Career Centers will be operated as a business. The customers are the Region's employers (primary), job seekers (secondary). In order to provide excellent and consistent services the Career Centers and adjunct facilities must follow standardized and consistent procedures in providing customer service, quality case management, effective job placement and follow-up to insure the long-term success of all customers.

The Career Center and adjunct facilities will effectively and efficiently deliver various workforce services that include, but are not limited to, a single point of entry for jobseekers and employers that offers:

Services for Employers (Primary Customer)

The Employer community will be able to access an array of employer driven services. The employers will have access to the Job Bank, Employ Florida, employment assistance in hiring new employees, back ground checks, drug screening, HR services, as well access to training funds through the Employed Worker Training Program (EWTP) of On-the-Job Training, etc. Some of the services may be offered at no cost to the employers while others services such as HR services, may have a fee for service attached.

Services for Job Seekers

The Career Centers provide access to three tiers of service: core services, intensive services, and training. Core services shall be provided to all job seekers. Intensive services and training shall be made available to eligible customers who have not been able to obtain employment after receiving core and intensive services. Availability of funds, in conjunction with customer need and eligibility guidelines, shall determine the appropriate combination of services offered to individual customers.

- Unassisted Core Services These are self-service and informational in nature. The greeters and resource room attendants will work to insure the customer completes the Initial Assessment Application (IAA). The decision on which core services to provide a customer, and the timing of the services may be made on a case-by-case basis depending on the needs of the individual.
- Assisted Core Services: Provide the customer with individualized help that goes beyond general information and self-service. The customer will need to complete the IAA and be registered.
- Intensive Services: These services will be made available to eligible customers who have been helped through unassisted or assisted core services, and who need additional placement assistance. Customers enrolled in intensive will be provided a comprehensive assessment of their skill levels and needs. Customers will be offered a variety of services to include, but not limited to: development of an IEPs, counseling, case management, short-term prevocational services, Follow-up services, etc.

- Training Services: These services may be made available, depending on availability of funds, to eligible customers where it has been determined in order to obtain employment. Eligible customers may be provided training services to include, but not limited to: occupational skills training, On the Job Training, entrepreneurial training On the Job Training, etc.

- Other Services:
 1. Orientation. An on-going schedule of Career Center orientations will be maintained and kept current. The orientations will be informative and provide customers with answers to questions that they may have.
 2. Case Management. This service shall be provided to all individuals that receive Intensive and/or Training services. This is a key component of the service delivery plan and critical to the ultimate success of the customers. As a customer-driven strategy, case management must offer an array of interventions designed to address a customer's needs in a holistic and individualized manner. As a systems-level strategy, case management encourages inter-organizational partnerships (both formal and informal) in order to maximize the proper utilization of human and financial resources and minimize fragmentation, duplication, rigidity and inaccessibility of program services.
 3. Employment Services: Employment services, including referrals shall be provided to all customers.
 4. Job Retention / Follow Along. All customers placed in employment and their employers shall be assisted with job retention. It is the intent of this job retention assistance to help these customers placed into jobs to overcome any problems that may arise during this critical period and to ensure further progress toward long-term employment and therefore self-sufficiency.

IV. Customer Flow: See attached flow chart.

CAREER CENTER OPERATION FLOW CHART

