



**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD**  
**WORKFORCE SYSTEMS IMPROVEMENT (WSI) COMMITTEE**

**Friday, February 15, 2008**  
**9:30 A.M.**

South Florida Workforce Investment Board Headquarters  
7300 Corporate Center Drive  
5th Floor - Conference Room 3  
Miami, Florida 33126

**AGENDA**

1. Call to Order and Introductions
2. Approval of Workforce Systems Improvement Meeting Minutes
  - November 27, 2007
  - January 25, 2008
3. Assets for Independence Program Grant
4. Balanced Scorecard Discussion
5. Service Delivery Discussion

South Florida Workforce Investment Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.



2.

**SFWIB Workforce System Improvement Committee**

**February 15, 2008**

**MINUTES OF SFWIB WORKFORCE SYSTEM IMPROVEMENT COMMITTEE MEETING NOVEMBER 27, 2007**

South Florida Workforce Investment Board  
 Workforce System Improvement Committee Meeting  
 November 27, 2007, at 10:24 A.M.  
 South Florida Workforce Investment Board Headquarters  
 7300 Corporate Center Drive, 5th Floor - Conference Room 3  
 Miami, Florida 33126

<b>WORKFORCE SYSTEM IMPROVEMENT COMMITTEE MEMBERS IN ATTENDANCE</b>	<b>WORKFORCE SYSTEM IMPROVEMENT COMMITTEE MEMBERS <u>NOT</u> IN ATTENDANCE</b>	<b>OTHER ATTENDEES</b>
1. Daniel Fils-Aime 2. Victoria DuBois 3. Cynthia Gaber 4. Jackie Harder 5. Alvin Roberts	6. Jose Acosta 7. Anne Manning 8. Ivonne Socorro	Someillan, Ana, <i>Adults Mankind Org.</i> Pichardo, Jorge, Youth Co-Op <b>SFW STAFF</b> Beasley, Rick Glancy, Anne Hernandez, Juan Kistner, Ken Pierre, Linda
<b>OTHER SFWIB MEMBERS IN ATTENDANCE</b> Margolis, Edward		

Note: Agenda items are displayed in the order in which they were discussed.

**1. Call to Order and Introductions**

Chairperson Daniel Fils-Aime called the meeting to order at 10:24 A.M., and welcomed those present. Each person in the room introduced themselves.

**2. Approval of June 5, 2007, July 31, 2007, and October 11, 2007 Workforce Systems Improvement Meeting Minutes**

Cynthia Gaber moved approval of the minutes of the June 5, 2007, July 31, 2007, and October 11, 2007 meetings of the Workforce Systems Improvement Committee. The motion was seconded by Alvin Roberts and approved.

**3. Recommendation as to the Northside Career Center Services**

Jackie Harder moved the selection of Youth Co-Op, Inc. as the service provider to operate the Northside Career Center and authorize SFW staff to negotiate with Youth Co-Op, Inc. The motion was seconded by Alvin Roberts and approved.

**4. Recommendation as to Refugee Employment & Training Services**

Jackie Harder moved approval authorizing staff to negotiate with Jobs for Miami, Inc., for refugee employment and training services. The motion was seconded by Cynthia Gaber and approved.

**5. Recommendation as to Refugee Employment & Training Services – Haitian Population**

Alvin Roberts moved approval authorizing staff to negotiate with Jobs for Miami, Inc., for refugee employment and training services for the Haitian population. The motion was seconded by Cynthia Gaber and approved.

**6. Recommendation as to Work Readiness Services**

Cynthia Gaber moved approval authorizing staff to negotiate with The Paxon Group, Inc. for work readiness services for the Haitian population. The motion was seconded by Alvin Roberts and approved.

**7. Recommendation as to Funding the Mobile Service Unit**

Alvin Roberts moved approval authorizing an allocation not to exceed \$52,360 in Reed Act funds to fund two staff to operate the Mobile Service Units from January 1, 2008 to June 30, 2008. The motion was seconded by Jackie Harder and approved.

**8. Service Delivery Discussion**

The Committee will meet again to review requested information from staff. Mr. Beasley will work with Mr. Fil-Aime to set a date prior to the next SFWIB meeting. The meeting would be set at the Homestead Career Center, 140 NE 8 Street, Homestead, FL 33030

Mr. Margolis informed the Members of the charge made to search for interested persons to become members of the Board.

Mr. Fils-Aime thanked the Members and the meeting adjourned at 11:55 A.M.



2.

**SFWIB - SERVICE DELIVERY TASK FORCE**

*February 15, 2008*

**Minutes of the SFWIB Service Delivery TASK FORCE Meeting January 25, 2008**

South Florida Workforce Investment Board  
 Service Delivery Task Force  
 January 25, 2008 at 9:30 A.M.  
 Northside Career Center  
 7900 NW 27 Avenue  
 Miami, Florida 33147

<b>WORKFORCE SYSTEM IMPROVEMENT COMMITTEE MEMBERS IN ATTENDANCE</b>	<b>WORKFORCE SYSTEM IMPROVEMENT COMMITTEE MEMBERS <u>NOT</u> IN ATTENDANCE</b>	<b>OTHER ATTENDEES</b>
1. Daniel Fils-Aime 2. Victoria DuBois 3. Cynthia Gaber 4. Jackie Harder 5. Al Huston, Jr. 6. Obdulio Piedra  <b>OTHER SFWIB MEMBERS IN ATTENDANCE</b> Manrique, Carlos Perez, Andy	7. Jose Acosta 8. Anne Manning 9. Alvin Roberts 10. Ivonne Socorro  <b>SFW STAFF</b> Beasley, Rick Glancy, Anne Hernandez, Juan Kistner, Ken Pierre, Linda	Cela, Jose, <i>SER Jobs</i> Cepeda Leonardo, Margarita, <i>UNIDAD</i> Costas, Jorge, <i>Youth Co-Op, Inc.</i> Gaviria Lopez, Beatrice, <i>SER</i> Menendez, Mirizza, <i>UNIDAD of Miami Beach</i> Milian, Dalia, <i>City of Hialeah</i> Milian, Delia, <i>City of Hialeah</i> Morales, Maria, <i>ARBOR</i> Pichardo, Jorge, <i>Youth Co-Op, Inc.</i> Rodrigurz, Maria, <i>Youth Co-Op, Inc.</i> Simpkins, Ted, <i>ARBOR</i> Ventura, Lilliam, <i>ARBOR</i> Zeno, Miriam, <i>NMB Career Center / SER Jobs</i>

Note: Agenda items are displayed in the order in which they were discussed.

**1. Call to Order and Introductions**

Chairperson Daniel Fils-Aime called the meeting to order at 10:02 A.M., and welcomed those present. Each person in the room introduced themselves.

**2. Service Delivery Discussion**

Mr. Beasley reported that SFWIB Chairman Mr. Margolis requested this meeting, but he is unable to attend. An analysis of a conference call with the State regarding rescission was shared at the Executive Committee meeting.

On Dec 26<sup>th</sup> the President signed into law a bill to rescind well over \$250 million of the existing WIA funds nation-wide. The impact to Florida was reported to be \$13.7 million, but that might be \$12 million. The State might be able to absorb a majority of the resources, which would leave \$1 to \$1.5 million to be absorbed by the local boards.

There was concern on specific language in the bill signed that required almost a 50/50 split between the States and the local boards to absorb the cuts. There may be some local flexibility available.

The worst case scenario is a \$2 million cut and the best case scenario is a \$386,000 cut. Our goal is to minimize any impact to our contracts.

On top of that rescission there will be a 1.74% reduction on next years funding.

Mr. Huston asked if this bill had gone through the House and Senate.

Mr. Beasley expressed his concern that with a recession, the government is taking \$250 million out of the system nation-wide.

At the Conference of Mayors there was discussed some language regarding \$1billion youth funding for summer employment to hire 1 million youth for the summer.

Mr. Beasley said that he would analyze the bills and provide a report.

He noted that at the Executive Committee it was discussed that SFW can put in benchmarks and quality controls, but funding continues to be reduces. When funding is reduced staffing is cut because existing facilities must be funded.

Jackie Harder asked why buildings are more important than staff. Mr. Beasley responded that they are not, but that because of the number of facilities in the Region, the only place to reduce is staffing.

Mr. Beasley commented that his desire is to reduce the facility costs to a consistent amount and have more funds for staff and services.

He referred to the information in the agenda, and explained that the information received from the Partners as well as staff is included without revision.

This committee is to talk about give strategies to look at do research, come back and meet and give some recommendations.

Mr. Fils-Aime asked the partners to report.

Ted Simpkins of Arbor reported that they did not clearly understand the request. Their response asks that consideration be given to a process that is objective and purposeful in how the decisions are made. They described some criteria that might be used to make those decisions, and no effort was made to describe how centers should look. He suggested that all possible savings, such as public facilities, should be investigated and that the reduction of the number of centers should not be the only goal.

Mr. Beasley reminded the Members that when he first came here he asked for free rent for the centers, but so far, none has been provided. He added that the list of criteria submitted by Arbor would help.

Jose Cela, of SER Jobs reported and noted that the locations to which TANF customers are referred were decided administratively and were not market decisions. He added that most free space offered would be too small for a career center, and given the possibility of considering smaller sites they looked at the banking layout mode which includes the use of terminals like ATMs. He added that there are ways to use less space using technology.

Mr. Beasley noted that the law requires only that this region have one comprehensive Career Center. He added that there is an issue with other agencies using space in career centers without payment.

Mr. Piedra asked of performance standards are reviewed, and Mr. Beasley responded that they are. He then asked if transportation corridors have been looked at. Mr. Beasley responded in the affirmative and added that the current sites were decided prior to his arrival. He added that Mr. Perez had also asked that Career Centers be accessible by public transportation.

Mr. Piedra asked of there had been an inventory completed of space available in public facilities. Mr. Beasley responded that staff had visited county sites, but that the square footage necessary has not been located.

Mr. Piedra commented that SFW must work like private enterprise and look for efficient ways to do business, such as smaller facilities, having the facilities on transportation corridors, and maybe a booth at the front and someone available to walk the customers through the process. He suggested that looking for space at schools, state and municipal facilities. He added that with consolidation the indirect costs would be reduced.

Mr. Manrique expressed his concern regarding closing facilities and the approach he recommends. His concern was that rumors would start and phone calls begin to be received. He asked if it was necessary to have more than one mobile unit, and suggested that SFW administrative staff could be moved to Northside to save costs. Mr. Beasley responded that the mobile units were purchased to provide services.

Mr. Piedra reiterated that SFW must be run efficiently and like a business.

Ms. Harder agreed that SFW must be business-like and it would be a mistake to wait for the Legislature to act. She said she wanted to hear from the other partners.

Mr. Beasley noted that it was his intention is not to cut staff even with funding cuts.

Mr. Perez commented that SFW could do great things and his background is technology. He noted that he had been to Career Centers and the technology is out dated. He agreed that SFW must be run as a private business and to plan ahead and put passion into what is needed at the Career Centers. If the centers are to be smaller the decision must be made soon. He cautioned that this process takes careful handling because Miami-Dade County is very political, and we want everyone properly serve everyone in Miami-Dade and Monroe counties.

Mr. Beasley noted that when current contracts were signed he informed the Partners that there were going to be funding cuts. His instructions to the Partners was ensure that staff is not to be out of jobs, but to consolidate.

Mr. Perez commented that if decisions are not made and Career Centers must use skeleton crews, then morale would decline.

Mr. Fils-Aime asked that Mr. Manrique draft a plan and Mr. Manrique responded that more information is needed.

Mr. Beasley asked if the school system has vacant sites and Mr. Manrique responded that all that is available are portables.

Margarita Cepeda-Leonardo, of UNIDAD Miami Beach reported expressed her concern that the draft responses were posted to the website along with the agenda and that staff has become concerned. Mr. Perez commented that as part of the agenda the information must be posted. Ms. Cepeda-Leonard added that each January to April staff checks the internet to see whether they still have jobs. Mr. Beasley responded that no decision has yet been made.

Mr. Fils-Aime commented that SFW has been through this before and it continues to be a hot item. Mr. Huston agreed that staff may rightly have job concerns. Mr. Huston offered that agencies given space inside the Career Centers must be made to pay rent before the lay-off of staff.

Maria Rodriguez, President, Youth Co-Op reported that the information was requested one Friday and due a week later and because there were not enough details given we submitted a broad response. She added that the Career Centers serve very different communities, and she fears that the staff recommendations could be considered micro-managing. She added that flexibility is required in the process.

As for the issue of free space, if the space is in the basement of a church the service results might not be the same as the current sites.

She noted that a request to provide American Red Cross training at the Career Center in Key Largo for the business served in that area was denied. Mr. Beasley noted that the issue is administrative and would be discussed after the meeting.

Mr. Piedra commented that he shares the pain the Providers are feeling year to year because the private sector has the same pain with their budgeting process. He added that he recommends that capital be re-allocated and maybe provide more sites and services and a new business model be created with the help of the Partners. He added that there needs to be a paradigm shift.

Mr. Beasley noted that Ms. Rodriguez agreed to move the Refugee Center into the Career Center which could be cost allocated and mean more funds available for services.

Mr. Manrique asked that the members receive a copy of the agenda the day before it is posted to the website.

He added that this is not the time to downsize, and that the Miami-Dade County Commission could bail out SFW for \$2Million as they have for other agencies. He asked all present to go the Commission and lobby for funds for SFW.

[Mr. Manrique left the meeting.]

Ms. Harder asked for information regarding each Career Center, their location, the services offered, and the costs. She added that the Committee is not ready today to make decisions.

Mr. Beasley added that the meeting was for discussion, and he reiterated that he does not want to close centers. The issue would be brought to the next SFWIB meeting in February, and there may be no approval until April. He reiterated that if the decision was to be based on the number of persons served in person that would necessitate the closing of the Miami Beach center, which is the one free site, but that he would not close it. Instead he suggested that the cost per patio be used to help decide.

Mr. Perez commented that the recommendation by Mr. Manrique to lobby the Commission was wishful thinking, and SFW must focus on the task at hand.

Mr. Beasley commented that with the threat of a recession, and a tax issue on the ballot it may be necessary for Miami-Dade County to lay off staff, and SFW does not have the personnel to place those potential people. He added that he is considering applying for a national emergency grant.

Delia Milian, of the City of Hialeah reported that their report was not included with the others although it had been emailed to the Executive Director. Ms. Milian also commented that she had misunderstood the instructions and provided only their design for one Career Center.

Ms. Milian commented that if there were to be a recession, the SFW caseloads would increase. She asked also that the neighborhoods where the centers may be located must be kept in mind.

Mr. Beasley asked the Providers to send their Career Center design proposals for the long and short-term to him as soon as possible as the next meeting of the Committee is scheduled for February 5<sup>th</sup>. He reiterated that the request is to design the system based on the assumption that funding cuts would continue for some time.

Mr. Piedra commented that there is a “perfect” storm on the horizon with a possible recession and the tax cut proposal, but that SFW must do what is right for the community it serves. He added that things are changing in real time these days, and there is no time for delay.

Ms. Gaber commented that the Committee needs more information in order to make a decision. She asked each Partner to look at the big picture.

Mr. Fils-Aime thanked the everyone and the meeting adjourned at 11:55 A.M.



3.

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

*February 15, 2008*

**Assets for Independence Program Grant**

**Discussion/Information Item**

**BACKGROUND**

Miami-Dade County was awarded an Assets for Independence (AFI) Demonstration Program grant by the United States Department of Health and Human Services. The grant period is from October 1, 2006 to September 30, 2011 (60 months) and the grant award is for \$1 million with Miami-Dade County matching \$1.5 million (\$500,000 from CDBG funds, and \$1 million from Housing Trust fund). The target number of participants is 500

Miami-Dade County Assets for Independence (AFI) Program, Individual Development Accounts (IDA) Project Initiative is designed to enable low-income families in Miami-Dade County to become economically self-sufficient through the use of matched savings accounts. The Assets Program will provide financial assistance, education and training, counseling, and support services. Program participants will save for a first home, to start a micro business, or pursue post-secondary education or training.

Miami-Dade County has requested that SFWIB take over the Assets for Independence (AFI) Program, Individual Development Accounts (IDA) Project Initiative. The Assets for Independence program outcomes; first home, education, starting a micro business, are clearly linked to the education and affordable housing goals established by the SFWIB Strategic Plan.





4.

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

*February 15, 2008*

**Balanced Scorecard Discussion**

**Discussion Item**

**BACKGROUND**

The Region's Balanced Scorecard which measures the Service Partners performance will be reviewed.

*Attachments*

**(DRAFT) Balanced Scorecard FP '07-'08 (Progress Report)**

Report date range: 7/1/2007 - 1/31/2008

Report date: 2/5/2008 @ 11:00 a.m.

Modified date: 2/11/2008 @ 12:00 p.m.

	Centers	WIA Training	Standard	CAP Training	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	WIA Employment Gateway	Standard	WIA Retention Rate	Standard	CAP Retention Rate	Standard	Job Development Index	Standard	Job Development Index > 12	Standard	UC Duration
Arbor	Carol City		70%	50%	60%	732	1024	85	154	83	205	\$ 10.88	\$ 12.00	105	105		85%		75%	494	416	150	146	9
	Hiialeah Gardens		70%	100%	60%	1148	1276	194	191	116	255	\$ 10.94	\$ 12.00	172	154		85%		75%	812	773	326	270	9
	Homestead		70%	50%	60%	1528	996	40	149	43	199	\$ 7.92	\$ 12.00	55	105		85%		75%	355	375	103	131	9
Youth Co-Op	Northside		70%	100%	60%	832	1167	84	175	75	233	\$ 10.36	\$ 12.00	60	154		85%		75%	696	518	262	181	9
	West Dade		70%	100%	60%	1263	1346	256	202	356	269	\$ 12.98	\$ 12.00	178	175		85%		75%	1092	1003	391	351	8
	Perrine		70%	100%	60%	1285	1360	241	204	378	272	\$ 12.62	\$ 12.00	137	133		85%		75%	764	597	419	209	9
	Little Havana		70%	100%	60%	1009	1085	164	163	179	217	\$ 11.73	\$ 12.00	110	114		85%		75%	1050	639	529	224	9
	Miami Downtown		70%	50%	60%	652	721	142	108	109	144	\$ 12.31	\$ 12.00	106	91		85%		75%	930	836	437	293	9
	Florida Keys		70%		60%	458	495	33	74	43	99	\$ 18.75	\$ 12.05	44	37		85%		75%	380	165	162	58	9
Ser Jobs	N. Miami Beach		70%	67%	60%	1107	1041	110	156	114	208	\$ 11.72	\$ 12.00	71	121		85%		75%	875	873	359	305	9
Unidad	Miami Beach		70%	100%	60%	687	581	89	87	116	116	\$ 11.65	\$ 12.00	51	147		85%		75%	591	483	201	169	8
City of Hiialeah	Hiialeah Downtown		70%	50%	60%	894	931	60	140	73	186	\$ 13.02	\$ 12.00	98	107		85%		75%	1044	987	366	345	9
Transition	Transition		70%	0%	60%	258	341	8	51	5	68	\$ 9.31	\$ 9.95	75	112		85%		75%	153	171	9	60	9
Region 23	Region 23		70%	79%	60%	11853	12364	1506	1855	1690	2473	\$ 11.58	\$ 12.00	1262	1556		85%		75%	9236	7835	3714	2742	9

**(DRAFT) Balance**

Report date range: 7/1/2007 - 1/31/  
 Report date: 2/5/2008 @ 11:00 a.m.  
 Modified date: 2/11/2008 @ 12:00 p

REGIONAL																							
Centers	Standard	Error Rate	Standard	Jobs Opening Filled Rate	Standard	CAP Participation %	Standard	CAP EER %	Standard	WP EER %	Standard	WIA Employed Worker EER %	Standard	WIA Adult EER %	Standard	WIA DW EER %	Standard	VET EER %	Standard	FSET EER %	Standard		
Arbor	Carol City	<10 wks		3%		62%		52%		40%		26%		40%		97%		95%		100%		93%	
	Hiialeah Gardens	<10 wks		3%		62%		52%		40%		31%		40%		93%		95%		99%		93%	
	Homestead	<10 wks		3%		62%		52%		40%		26%		40%		100%		95%		100%		93%	
Youth Co-Op	Northside	<10 wks		3%		62%		52%		40%		28%		40%		92%		95%		100%		93%	
	West Dade	<10 wks		3%		62%		52%		40%		29%		40%		100%		95%		100%		93%	
	Perrine	<10 wks		3%		62%		52%		40%		28%		40%		96%		95%		100%		93%	
	Lite Havana	<10 wks		3%		62%		52%		40%		30%		40%		82%		95%		100%		93%	
	Miami Downtown	<10 wks		3%		62%		52%		40%		24%		40%		79%		95%		100%		93%	
	Florida Keys	<10 wks		3%		62%		52%		40%		29%		40%		95%		95%		100%		93%	
Ser Jobs	N. Miami Beach	<10 wks		3%		62%		52%		40%		26%		40%		97%		95%		100%		93%	
	Miami Beach	<10 wks		3%		62%		52%		40%		36%		40%		90%		95%		94%		93%	
City of Hiialeah	Hiialeah Downtown	<10 wks		3%		62%		52%		40%		33%		40%		100%		95%		100%		93%	
	Transition	<10 wks		3%		62%		52%		40%		36%		40%		0%		95%		99%		93%	
Region 23	Region 23	<10 wks		3%		62%		52%		34%		40%		29%		40%		96%		95%		99%	

**(DRAFT) Monthly Management Report (MMR) FP '07-'08 Breakdown**

Report date range: 7/1/2007 - 1/31/2008  
 Report date: 2/5/2008 @ 11:00 a.m.

Centers		REGIONAL																		
		Numerator	Denominator	Jobs Opening Filled Rate	Standard	Numerator	Denominator	CAP Participation %	Standard	Numerator	Denominator	CAP EER %	Standard	WP Numerator	WP Denominator	WP EER %	WP Standard	WIA Employed Worker Numerator	WIA Employed Worker Denominator	WIA Employed Worker EER %
Arbor	Carol City				62%				52%				40%	868	3360	26%	40%	29	30	97%
	Hiialeah Gardens				62%				52%				40%	1227	3955	31%	40%	70	75	93%
	Homestead				62%				52%				40%	733	2835	26%	40%	3	3	100%
Youth Co-Op	Northside				62%				52%				40%	1,314	4751	28%	40%	24	26	92%
	West Dade				62%				52%				40%	1565	5448	29%	40%	80	80	100%
	Perrine				62%				52%				40%	1307	4695	28%	40%	25	26	96%
	Little Havana				62%				52%				40%	1090	3585	30%	40%	32	39	82%
	Miami Downtown				62%				52%				40%	440	1867	24%	40%	11	14	79%
	Florida Keys				62%				52%				40%	247	842	29%	40%	233	246	95%
Ser Jobs	N. Miami Beach				62%				52%				40%	1090	4230	26%	40%	91	94	97%
Unidad	Miami Beach				62%				52%				40%	790	2187	36%	40%	9	10	90%
City of Hiialeah	Hiialeah Downtown				62%				52%				40%	1086	3321	33%	40%	204	204	100%
Transition	Transition				62%				52%				40%	263	727	36%	40%			0%
Region 23	Region 23				62%	0	0		52%				40%	12020	41803	29%	40%	811	847	96%

**(DRAFT) Monthl**

Report date range: 7/1/2007 - 1/31/2  
 Report date: 2/5/2008 @ 11:00 a.m.

Centers		WIA Employed Worker Standard	WIA Adult Numerator	WIA Adult Denominator	WIA Adult EER %	WIA Adult Standard	WIA DW Numerator	WIA DW Denominator	WIA DW EER %	WIA DW Standard	VET Numerator	VET Denominator	VET EER %	VET Standard	FSET Numerator	FSET Denominator	FSET EER %	FSET Standard
Arbor	Carol City	95%	84	84	100%	93%	21	21	100%	92%	25	65	38%	35%				28%
	Hiialeah Gardens	95%	93	94	99%	93%	73	74	99%	92%	10	39	26%	35%				28%
	Homestead	95%	29	29	100%	93%	23	26	88%	92%	18	55	33%	35%				28%
Youth Co-Op	Northside	95%	51	51	100%	93%	8	9	89%	12%	14	60	23%	35%				28%
	West Dade	95%	105	105	100%	93%	74	74	100%	92%	25	122	20%	35%				28%
	Perrine	95%	106	106	100%	93%	31	31	100%	92%	20	90	22%	35%				28%
	Litle Havana	95%	76	76	100%	93%	36	37	97%	92%	10	44	23%	35%				28%
	Miami Downtown	95%	94	94	100%	93%	11	11	100%	92%	16	53	30%	35%				28%
	Florida Keys	95%	42	42	100%	93%	2	2	100%	92%	11	40	28%	35%				28%
Ser Jobs	N. Miami Beach	95%	56	56	100%	93%	15	15	100%	92%	18	66	27%	35%				28%
Unidad	Miami Beach	95%	29	31	94%	93%	23	25	92%	92%	8	27	30%	35%				28%
City of Hiialeah	Hiialeah Downtown	95%	56	56	100%	93%	39	39	100%	92%	4	20	20%	35%				28%
Transition	Transition	95%	74	75	99%	93%	0	0	0%	92%	3	7	43%	35%				28%
Region 23	Region 23	95%	895	899	99%	93%	356	364	98%	92%	182	688	26%	35%				28%

**(DRAFT) FP '07-'08 -- Placement Outcome by Program**

Report date range: 7/1/2007 - 1/31/2008

Report date: 2/5/2008 @ 11:00 a.m.

Career Center	WP Outcomes		WIA Gateway				Adult Employed Worker		AD & Adult Employed Worker		WT Outcomes		Professional Placements	
	WP Placements	Wage Rate	AD Placements	AD Wage Rate	DL Placements	DL Wage Rate	ADEW Placements	ADEW Wage Rate	AD & Adult Employed Worker Placement	AD & Adult Employed Worker Wage Rate	WT	WT Wage Rate	Professional Placements	Professional Wage Rate
Carol City	481	\$ 10.34	84	\$ 13.16	21	\$ 14.66	29	\$ 18.53	0	\$ -	117	\$ 8.86	85	\$ 16.79
Hialeah Downtown	549	\$ 9.68	56	\$ 18.55	39	\$ 16.36	204	\$ 20.67	3	\$ 16.50	46	\$ 9.36	60	\$ 18.46
Hialeah Gardens	847	\$ 10.10	94	\$ 13.59	74	\$ 14.90	74	\$ 14.96	4	\$ 18.78	59	\$ 8.82	194	\$ 16.48
Homestead	1,364	\$ 7.68	29	\$ 10.43	26	\$ 16.06	3	\$ 9.25	0	\$ -	106	\$ 8.22	40	\$ 18.10
Little Havana	767	\$ 11.16	75	\$ 15.54	35	\$ 18.23	40	\$ 16.84	0	\$ -	92	\$ 8.62	164	\$ 17.23
Miami Beach	594	\$ 11.38	28	\$ 15.37	23	\$ 17.02	9	\$ 12.57	0	\$ -	33	\$ 9.63	89	\$ 16.43
Miami Downtown	471	\$ 11.63	95	\$ 18.25	11	\$ 12.43	13	\$ 11.91	0	\$ -	62	\$ 8.48	142	\$ 19.16
Monroe County	160	\$ 12.45	42	\$ 13.66	2	\$ 16.67	242	\$ 24.18	0	\$ -	12	\$ 9.20	33	\$ 18.94
North Miami Beach	832	\$ 11.05	56	\$ 14.18	15	\$ 16.37	94	\$ 18.87	0	\$ -	110	\$ 8.75	110	\$ 17.00
Northside	560	\$ 10.00	50	\$ 17.43	9	\$ 12.99	24	\$ 16.74	1	\$ 25.00	189	\$ 8.60	84	\$ 18.74
Perrine	918	\$ 12.24	106	\$ 17.26	31	\$ 17.94	26	\$ 25.62	0	\$ -	204	\$ 9.46	241	\$ 18.90
Transition Inc	183	\$ 9.02	75	\$ 10.02	0	\$ -	0	\$ -	0	\$ -	0	\$ -	8	\$ 14.63
West Dade	910	\$ 12.61	104	\$ 14.82	74	\$ 17.82	80	\$ 14.96	0	\$ -	95	\$ 9.04	256	\$ 19.50
<b>TOTAL</b>	<b>8,636</b>	<b>\$ 10.57</b>	<b>894</b>	<b>\$ 15.01</b>	<b>360</b>	<b>\$ 16.40</b>	<b>838</b>	<b>\$ 19.95</b>	<b>8</b>	<b>\$ 18.70</b>	<b>1,125</b>	<b>\$ 8.87</b>	<b>1,506</b>	<b>\$ 18.06</b>

Notes: \*WIA Gateway Outcomes include Adult, Dislocated Worker placement and \*\*\*AD & Adult Employed Worker  
 \*\* Adult Employed Worker - WIA Adult employed at registration  
 \*\*\*\* AD & Adult Employed Worker Placement is defined as an WIA Adult Employed at registration with an additional placement

**(DRAFT) Balanced Scorecard Analysis**

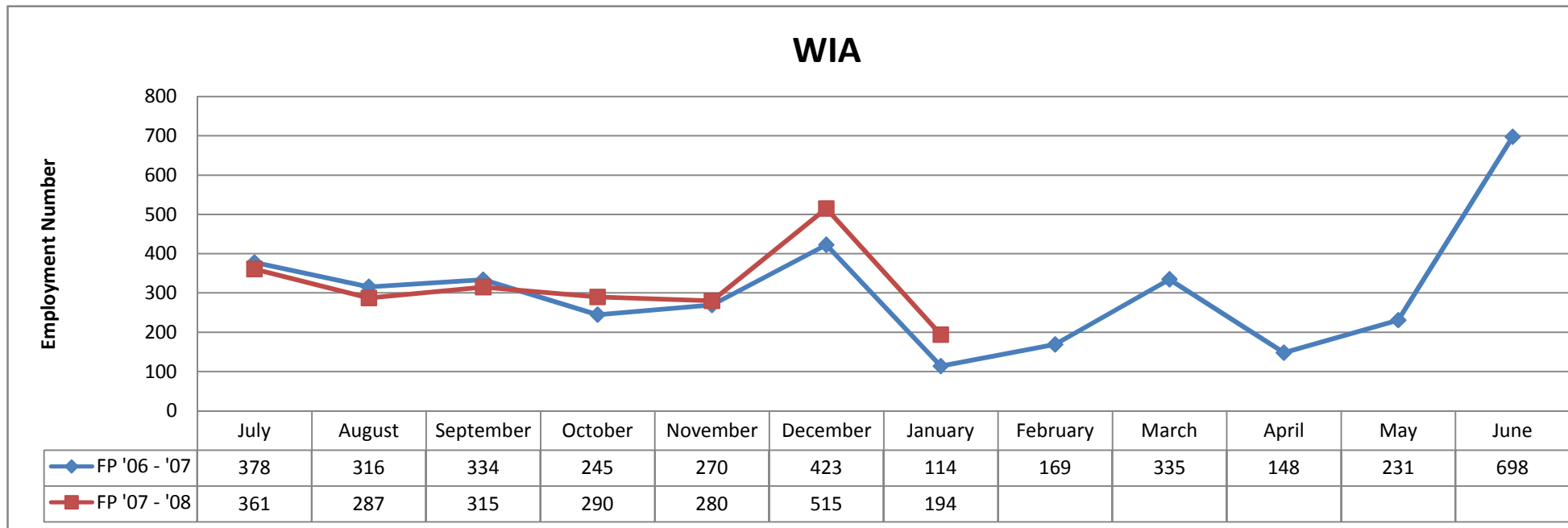
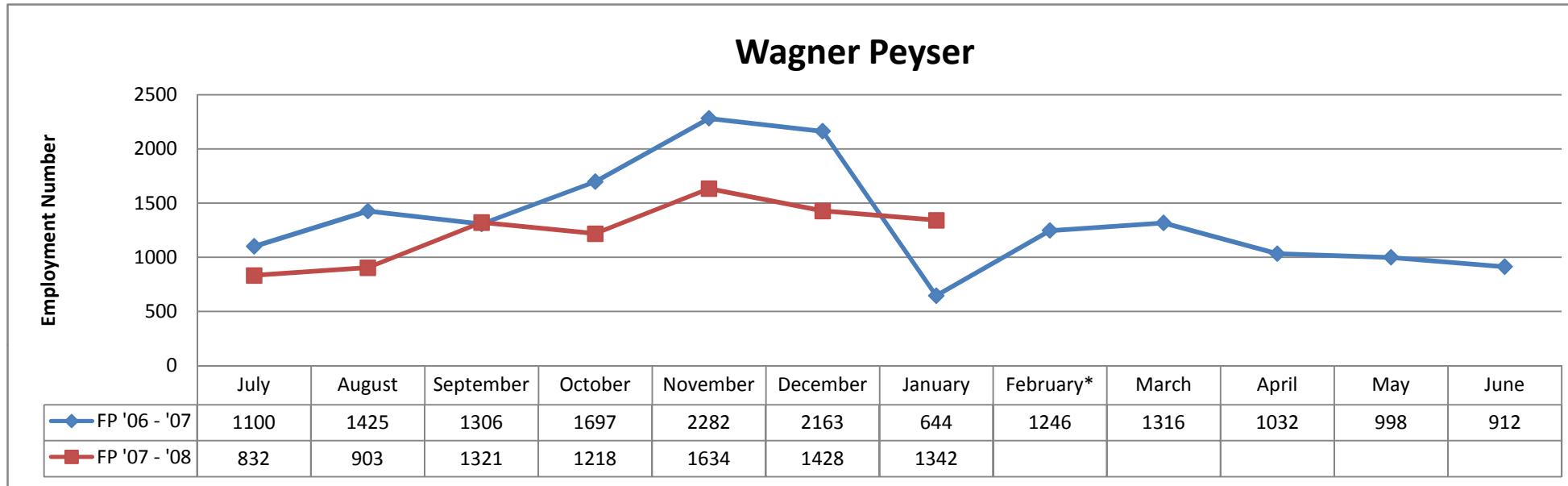
Report date: 2/7/2008 @ 8:00 a.m.

Report date range: 7/1 - 1/31

		FP '06- '07 --- 7/1/2006 - 1/31/2007								FP '07 - '08 --- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Arbor	Carol City	1211	1024	35	154	93	205	\$9.79	\$ 12.00	732	1024	85	154	83	205	\$ 10.88	\$ 12.00
	Hialeah Gardens	1623	1276	23	191	83	255	\$9.27	\$ 12.00	1148	1276	194	191	116	255	\$ 10.94	\$ 12.00
	Homestead	1371	996	18	149	45	199	\$8.89	\$ 12.00	1528	996	40	149	43	199	\$ 7.92	\$ 12.00
Youth Co-Op	Northside *	1481	1167	33	175	87	233	\$9.37	\$ 12.00	832	1167	84	175	75	233	\$ 10.36	\$ 12.00
	West Dade	1678	1346	64	202	144	269	\$10.09	\$ 12.00	1263	1346	256	202	356	269	\$ 12.98	\$ 12.00
	Perrine	1741	1360	94	204	264	272	\$10.43	\$ 12.00	1285	1360	241	204	378	272	\$ 12.62	\$ 12.00
	Little Havana	1154	1085	42	163	199	217	\$11.77	\$ 12.00	1009	1085	164	163	179	217	\$ 11.73	\$ 12.00
	Miami Downtown *	720	721	23	108	69	144	\$9.81	\$ 12.00	652	721	142	108	109	144	\$ 12.31	\$ 12.00
	Florida Keys	331	495	20	74	78	99	\$11.78	\$ 12.05	458	495	33	74	43	99	\$ 18.75	\$ 12.05
Ser Jobs	N. Miami Beach	1314	1041	45	156	119	208	\$10.30	\$ 12.00	1107	1041	110	156	114	208	\$ 11.72	\$ 12.00
Unidad	Miami Beach	643	581	26	87	59	116	\$10.20	\$ 12.00	687	581	89	87	116	116	\$ 11.65	\$ 12.00
City of Hialeah	Hialeah Downtown	1122	931	12	140	59	186	\$9.59	\$ 12.00	894	931	60	140	73	186	\$ 13.02	\$ 12.00
Transition	Transition	258	341	4	51	8	68	\$9.33	\$ 12.00	258	341	8	51	5	68	\$ 9.31	\$ 9.95
Region 23	Region 23	14647	12364	439	1855	1307	2473	\$ 10.09	\$ 12.00	11853	12364	1506	1855	1690	2473	\$ 11.58	\$ 12.00

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs  
In this report, FP '06-'07 standards were changed to reflect actual program year's

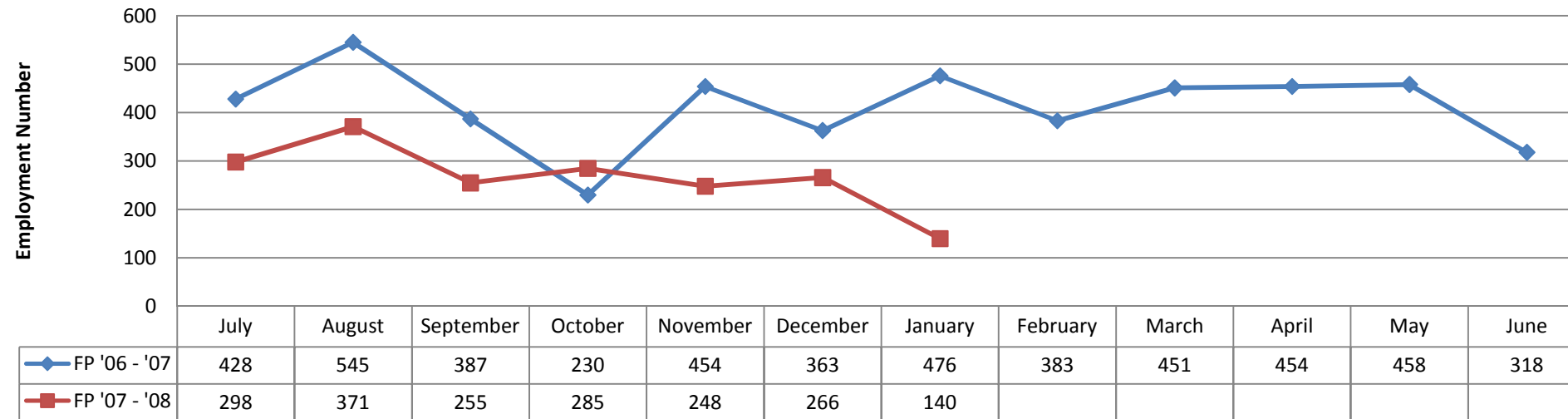
**FP '06 - '07 FP '07 - '08  
Balanced Scorecard  
Employment Analysis**



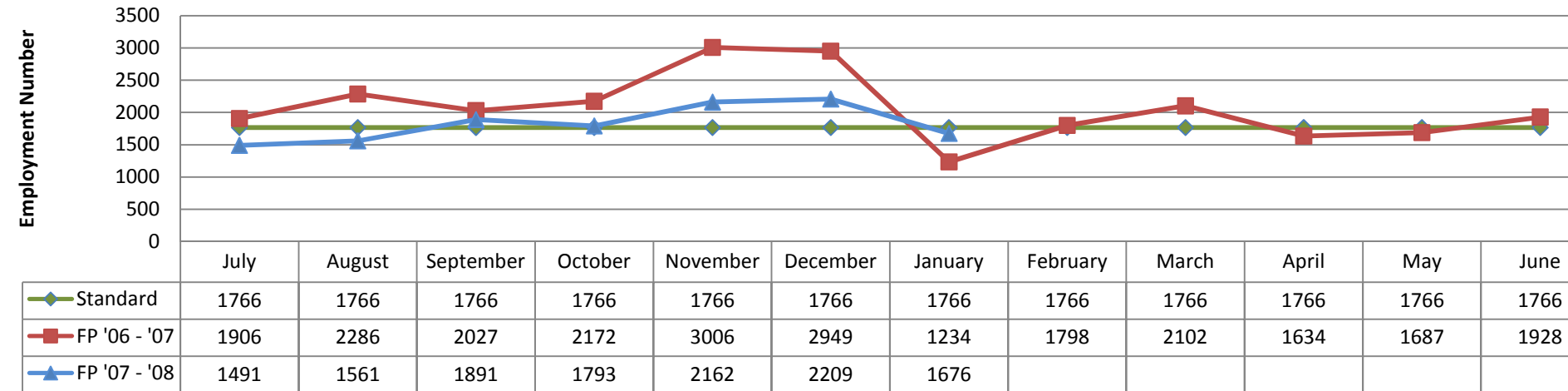


FP '06 - '07 FP '07 - '08  
Balanced Scorecard  
Employment Analysis

Welfare Transition



WIA , WP and WT

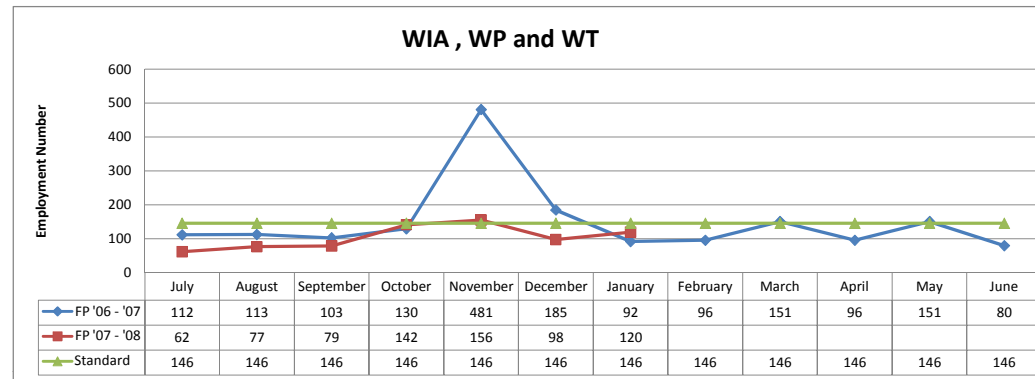
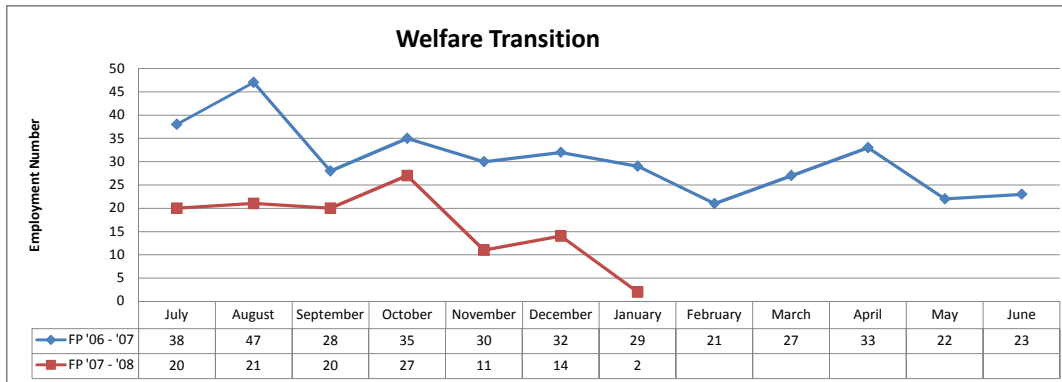
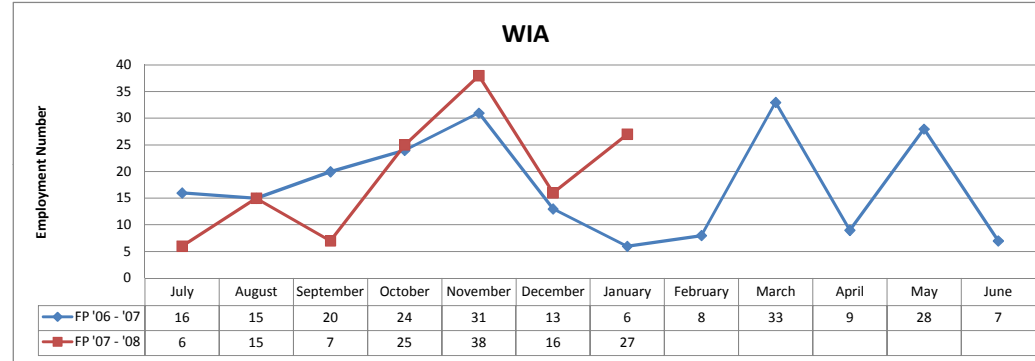
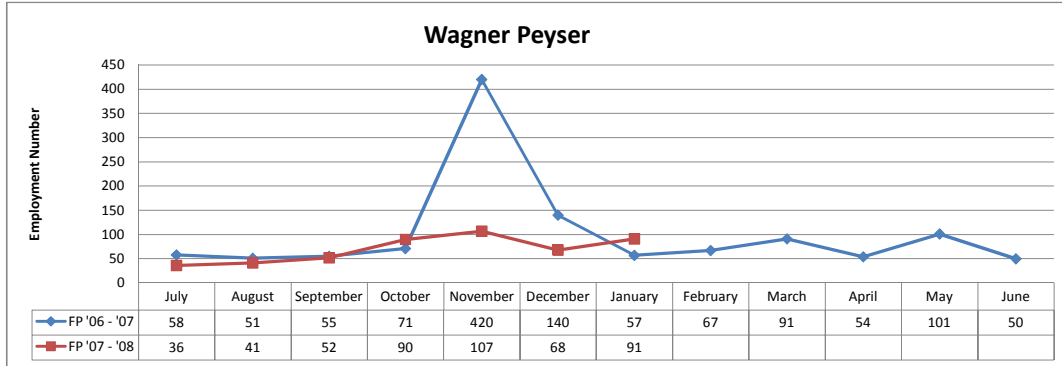


**(DRAFT) Balanced Scorecard Analysis - Arbor -- Carol City**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 --- 7/1/2006 - 1/31/2007								FP '07-'08 --- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Arbor	Carol City	1211	1024	35	154	93	205	\$9.79	\$ 12.00	732	1024	85	154	83	205	\$ 10.88	\$ 12.00

\* Note: In FP '06-'07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

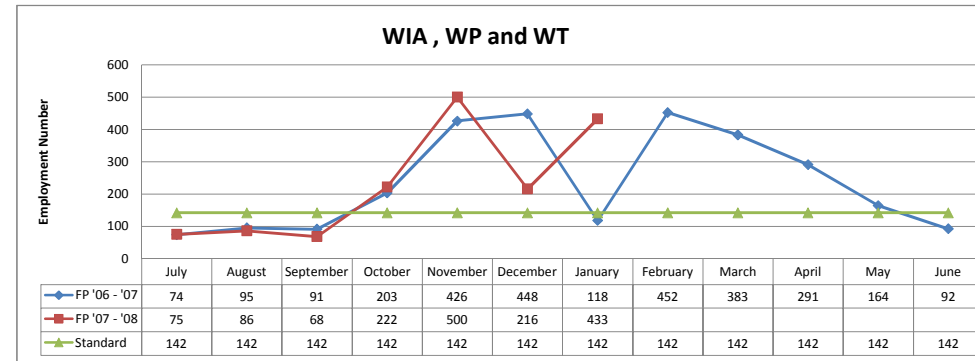
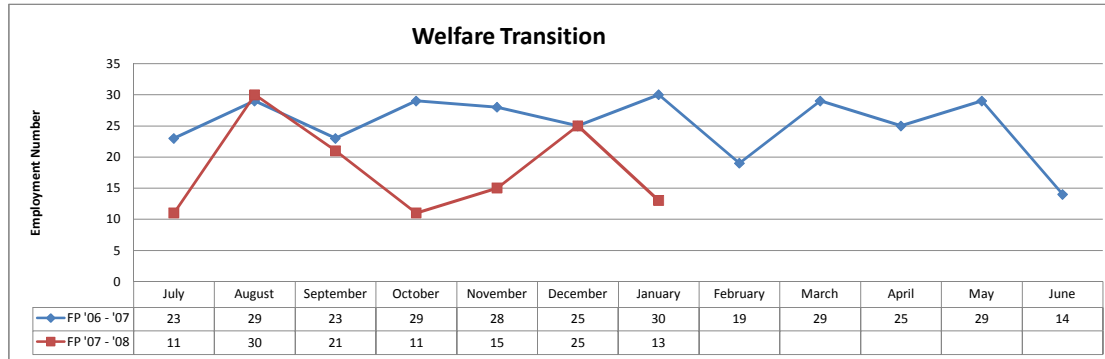
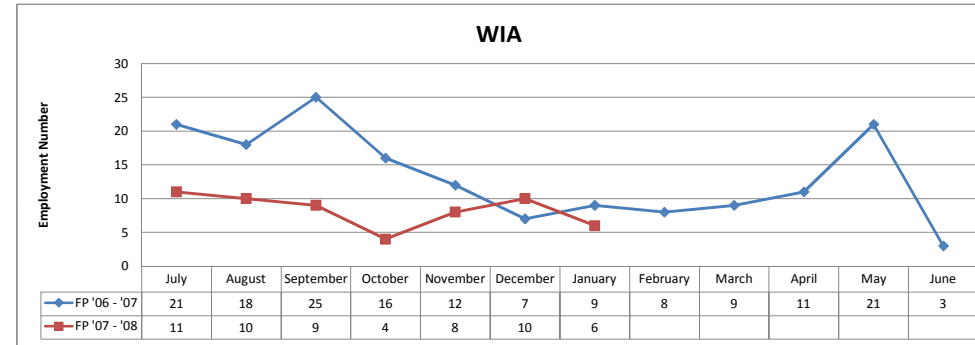
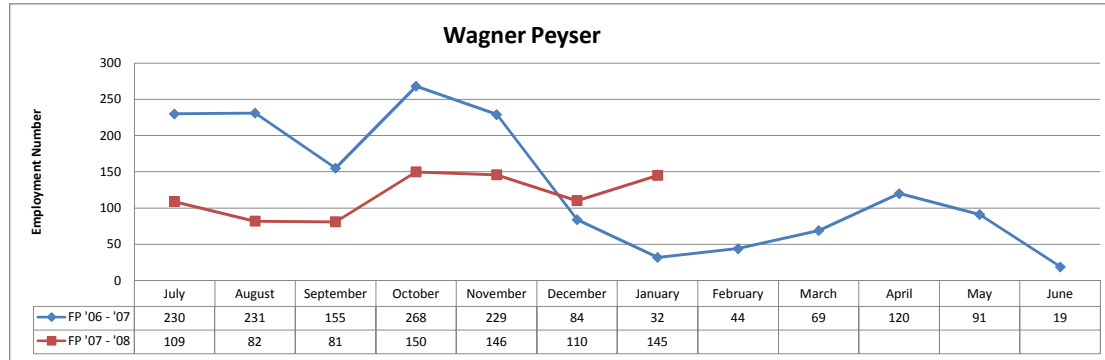


**(DRAFT) Balanced Scorecard Analysis -Arbor -- Homestead**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 -- 7/1/2006 - 1/31/2007							FP '07-'08 -- 7/1/2007 - 1/31/2008							
Centers	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Arbor Homestead	1371	996	18	149	45	199	\$8.89	\$ 12.00	1528	996	40	149	3	199	\$ 7.92	\$ 12.00

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

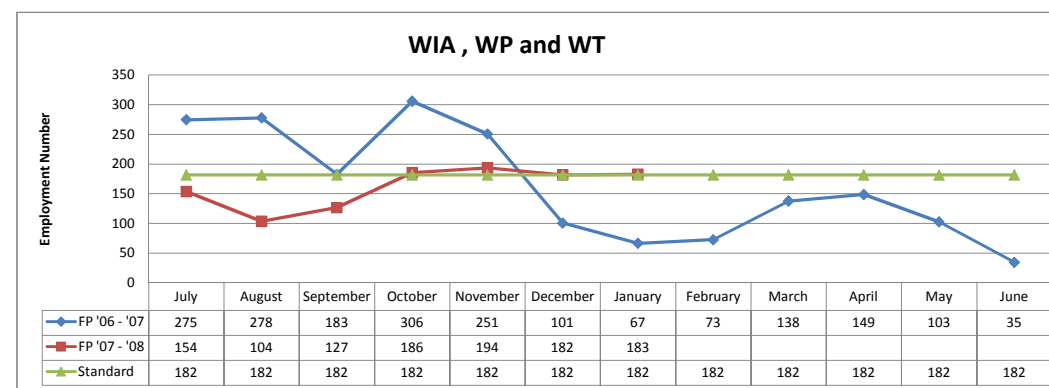
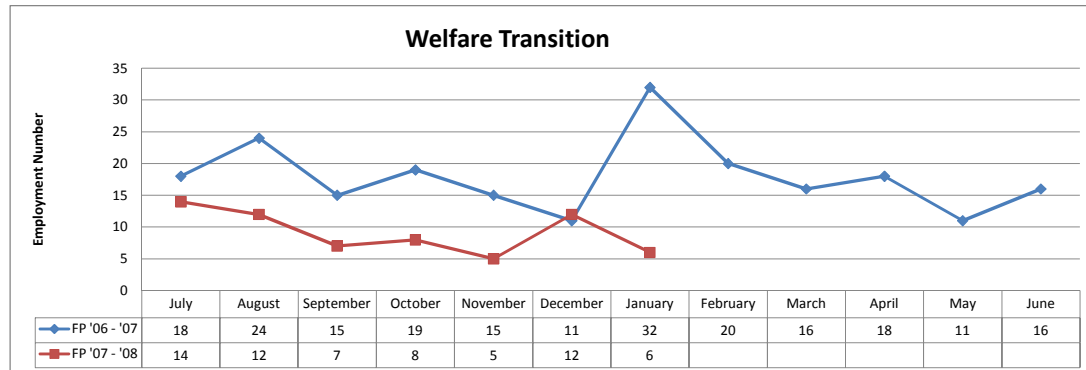
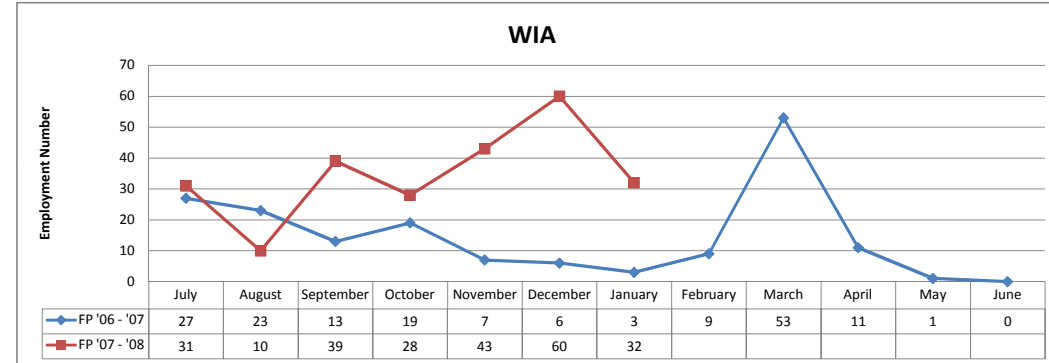
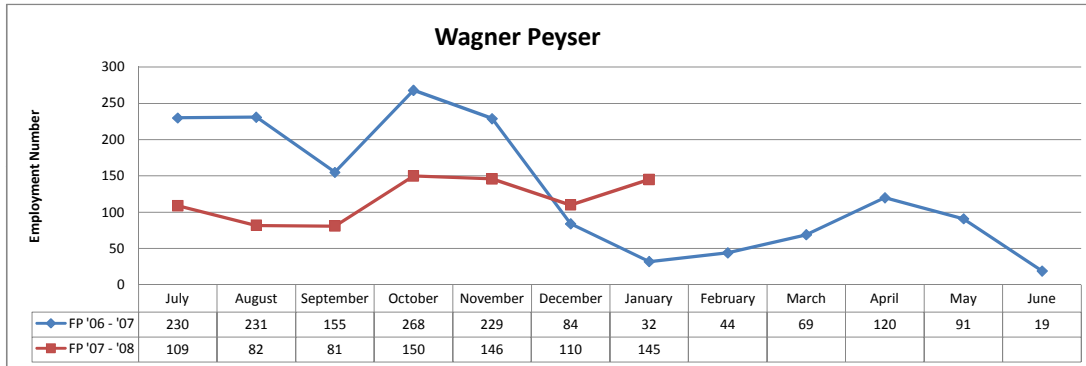


**(DRAFT) Balanced Scorecard Analysis - Arbor -- Hialeah Gardens**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 --- 7/1/2006 - 1/31/2007								FP '07-'08 --- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Arbor	Hialeah Gardens	1623	1276	23	191	83	255	\$9.27	\$ 12.00	1148	1276	194	191	116	255	\$ 10.94	\$ 12.00

\* Note: In FP '06-'07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

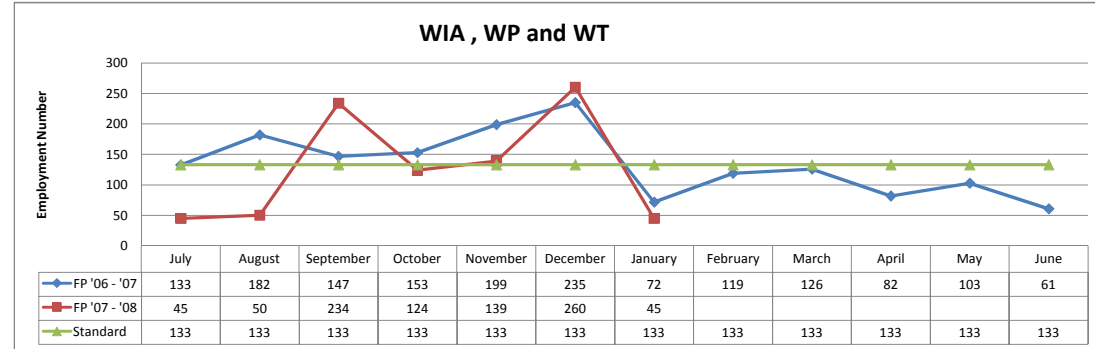
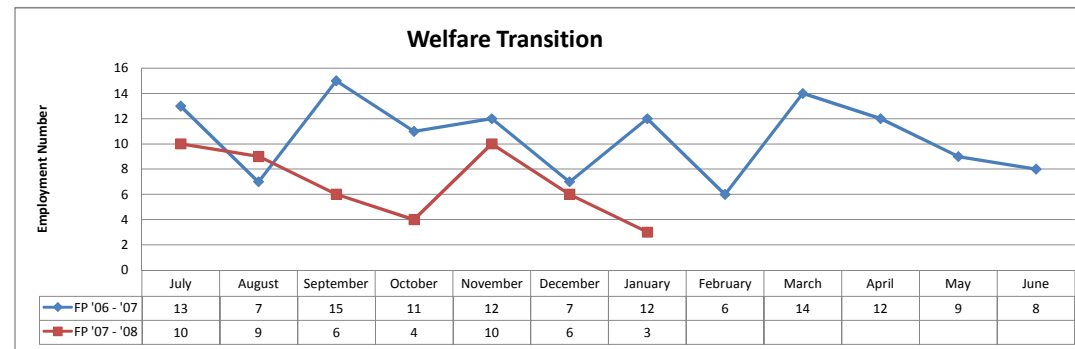
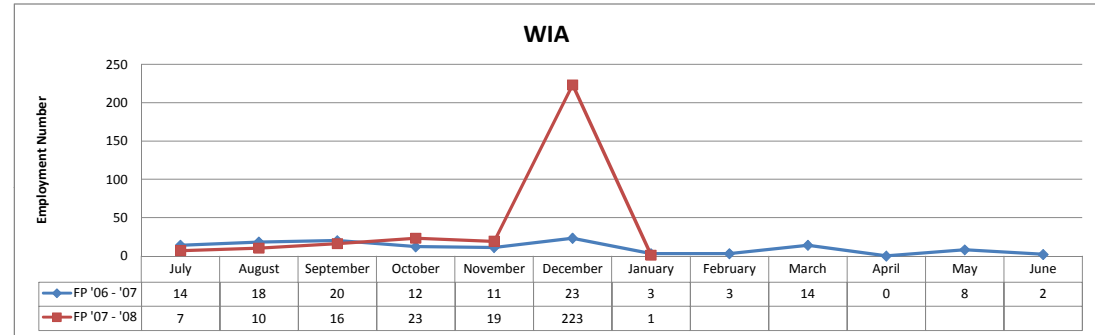
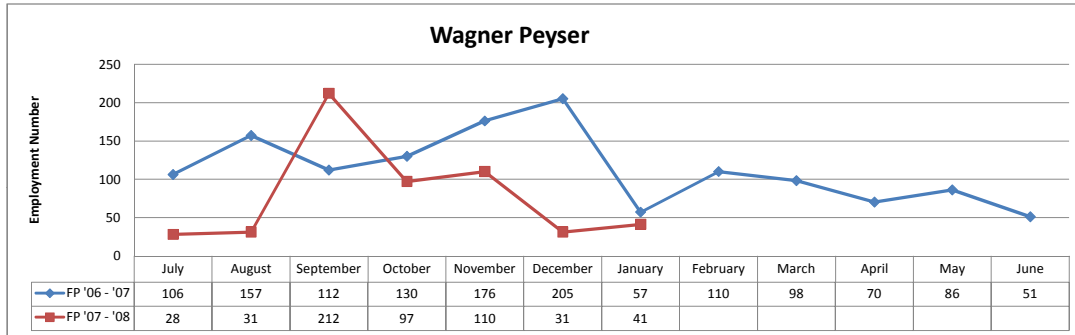


**(DRAFT) Balanced Scorecard Analysis - City of Hialeah**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06 - '07 --- 7/1/2006 - 1/31/2007							FP '07 - '08 --- 7/1/2007 - 1/31/2008								
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
City of Hialeah	Hialeah Downtown	1122	931	12	140	59	186	\$9.59	\$ 12.00	894	931	60	140	73	186	\$ 13.02	\$ 12.00

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

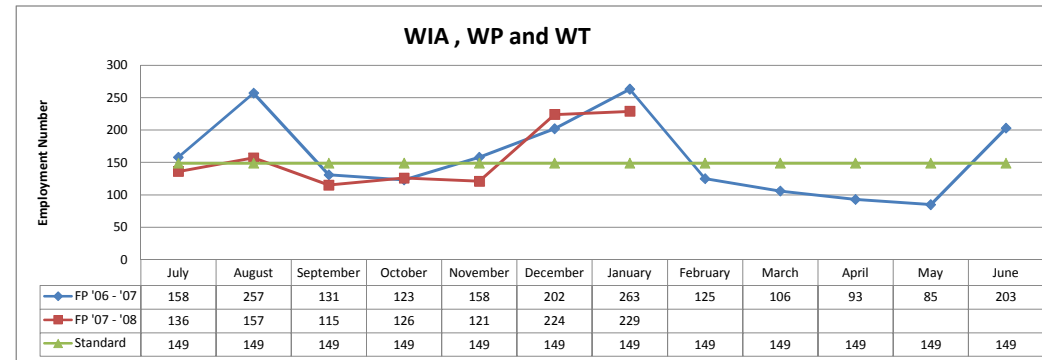
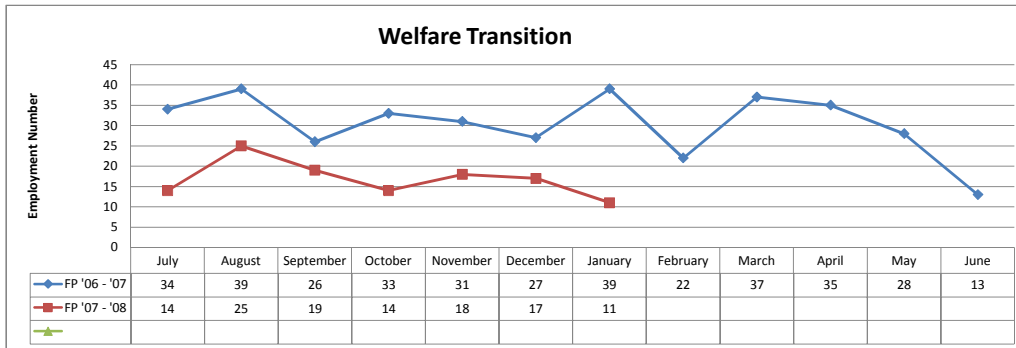
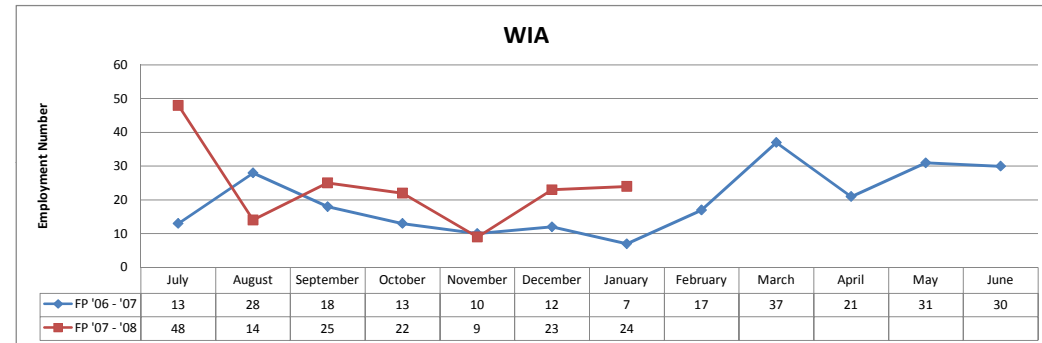
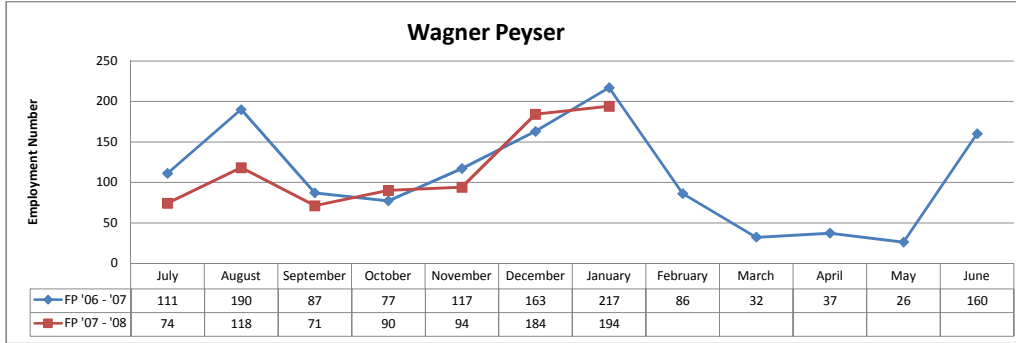


**(DRAFT) Balanced Scorecard Analysis - Ser Jobs -- North Miami Beach**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 -- 7/1/2006 - 1/31/2007								FP '07-'08 -- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Ser Jobs	Norht Miami Beach	1314	1041	45	156	119	208	\$10.30	\$ 12.00	1107	1041	110	156	114	208	\$ 11.72	\$ 12.00

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

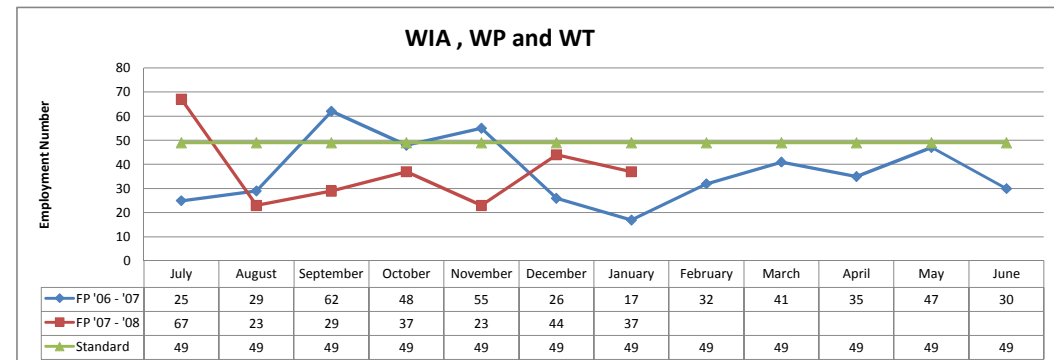
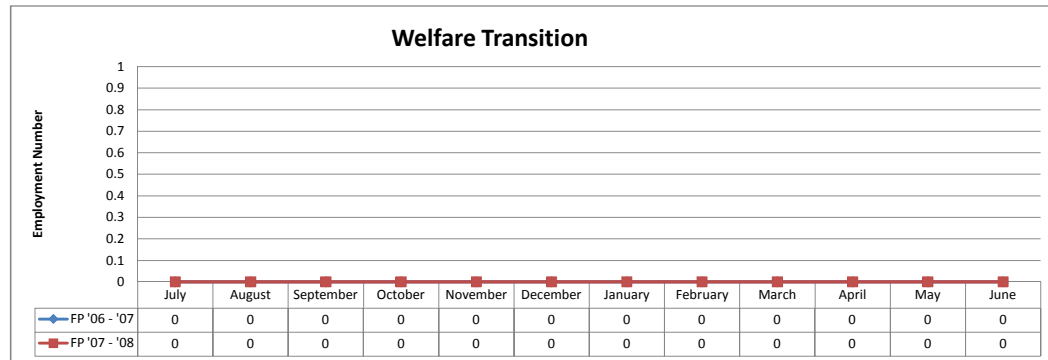
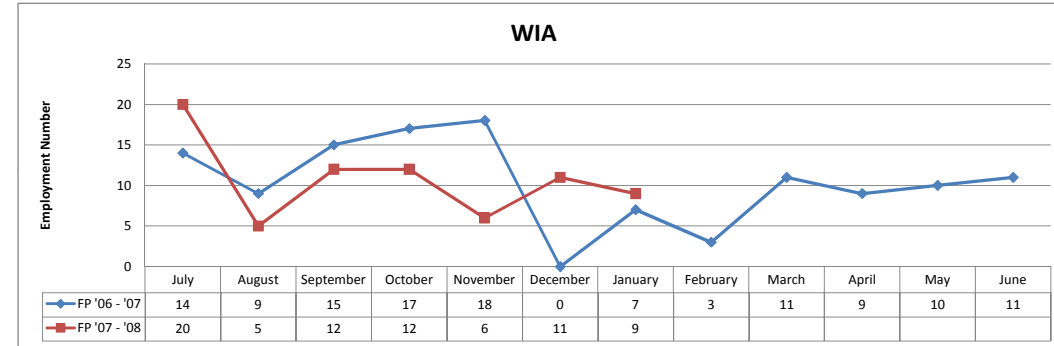
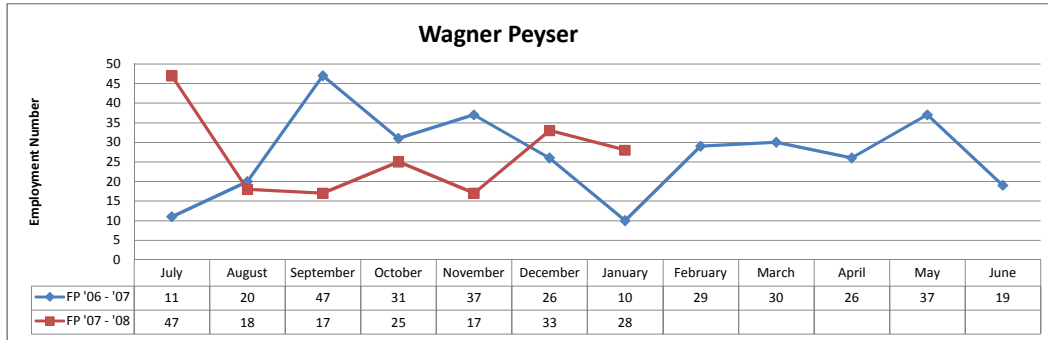


**(DRAFT) Balanced Scorecard Analysis - Transition**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06 - '07 --- 7/1/2006 - 1/31/2007								FP '07 - '08 --- 7/1/2007 - 1/31/2008							
Centers	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	
Transition	258	341	4	51	8	68	\$9.33	\$ 12.00	258	341	8	51	5	68	\$ 9.31	\$ 9.95	

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

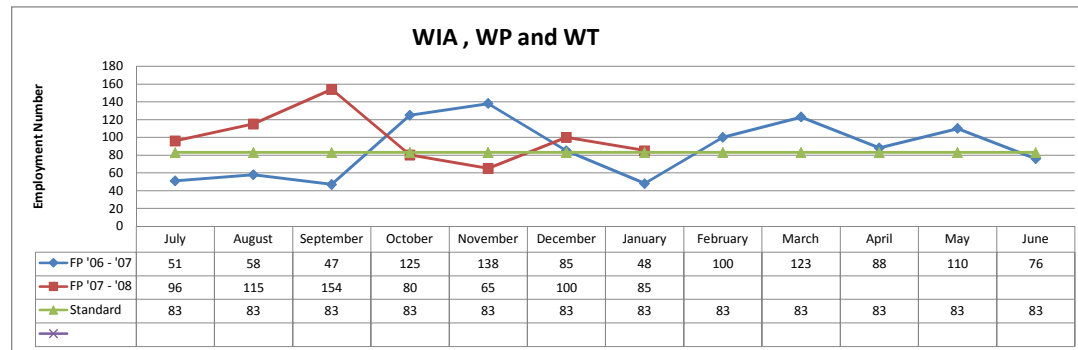
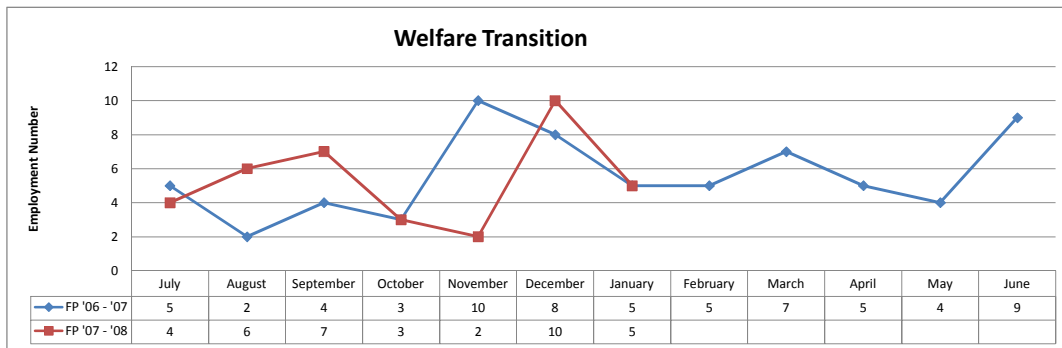
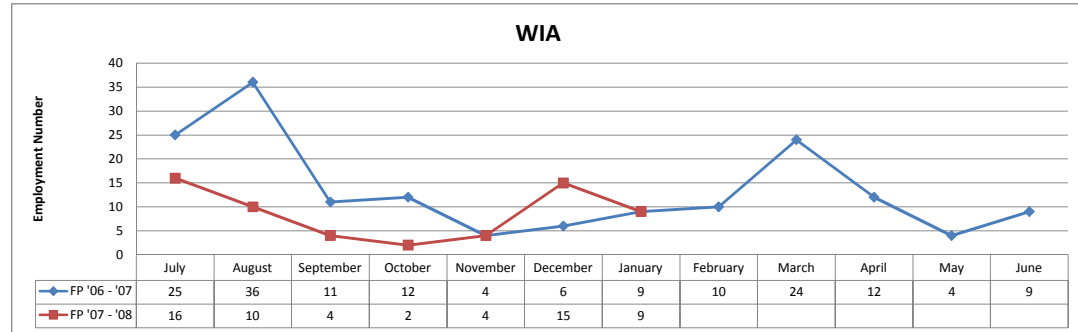
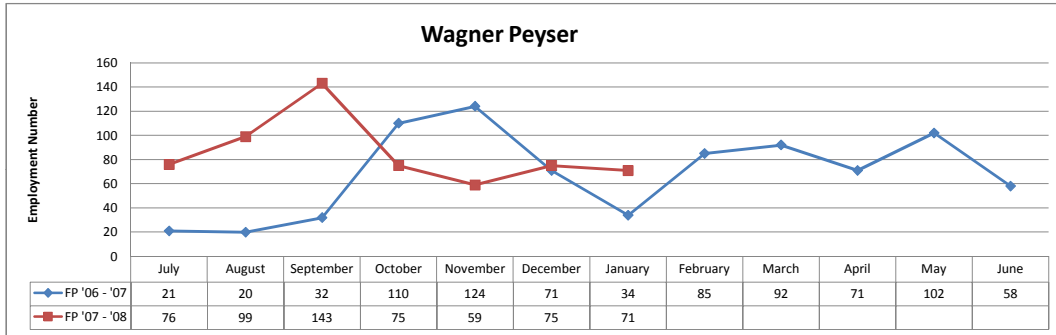


**(DRAFT) Balanced Scorecard Analysis - Unidat of Miami Beach**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 -- 7/1/2006 - 1/31/2007								FP '07-'08 -- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Unidat of Miami Beach	Miami Beach	643	581	26	87	59	116	\$10.20	\$ 12.00	687	581	89	87	116	116	\$ 11.65	\$ 12.00

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs



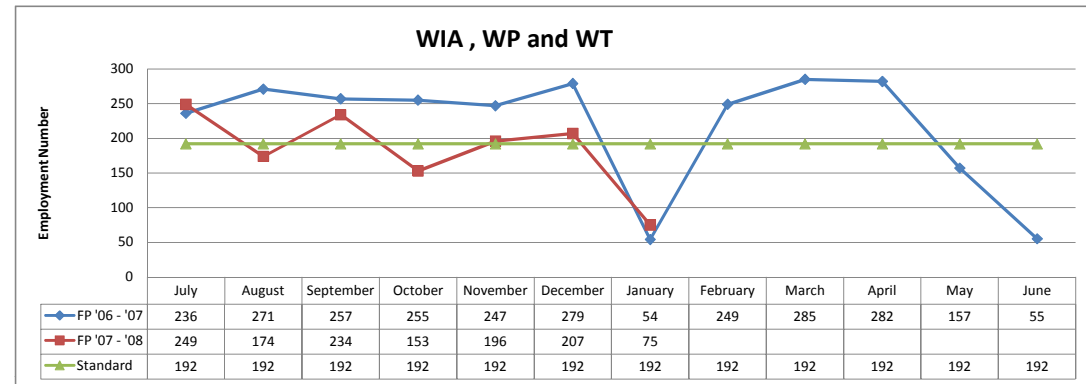
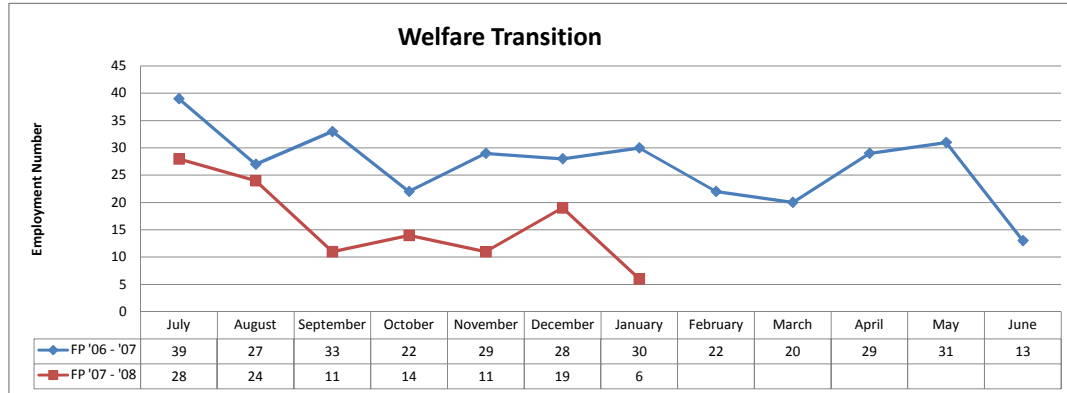
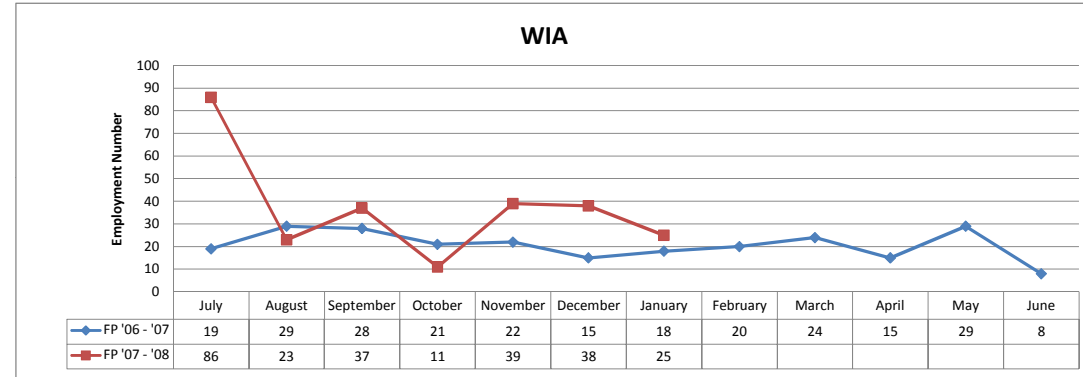
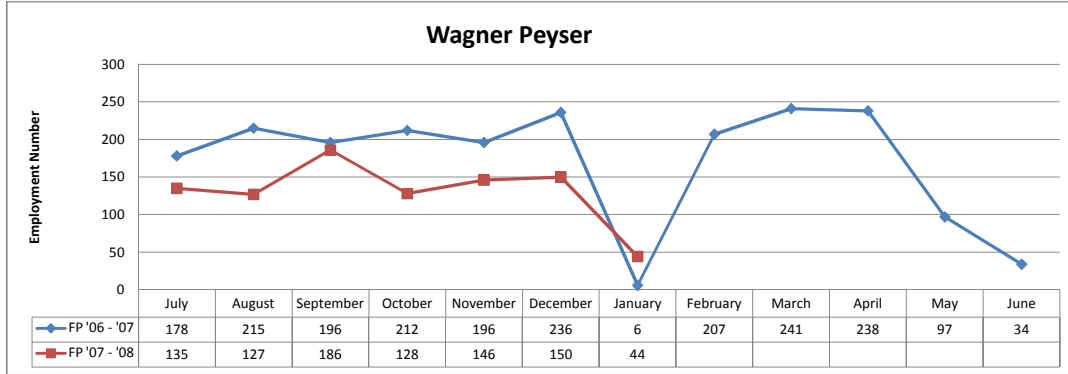


**(DRAFT) Balanced Scorecard Analysis - Youth Co-Op -- West Dade**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 --- 7/1/2006 - 1/31/2007								FP '07-'08 --- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Youth Co-Op	West Dade	1678	1346	64	202	144	269	\$10.09	\$ 12.00	1263	1346	256	202	356	269	\$ 12.98	\$ 12.00

\* Note: In FP '06-'07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

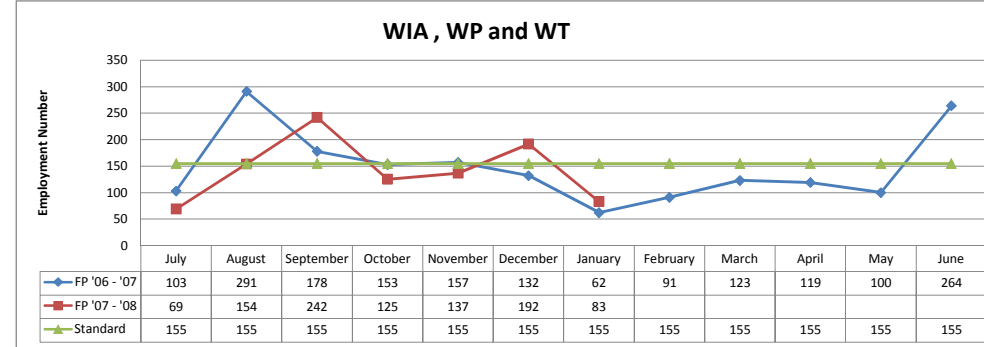
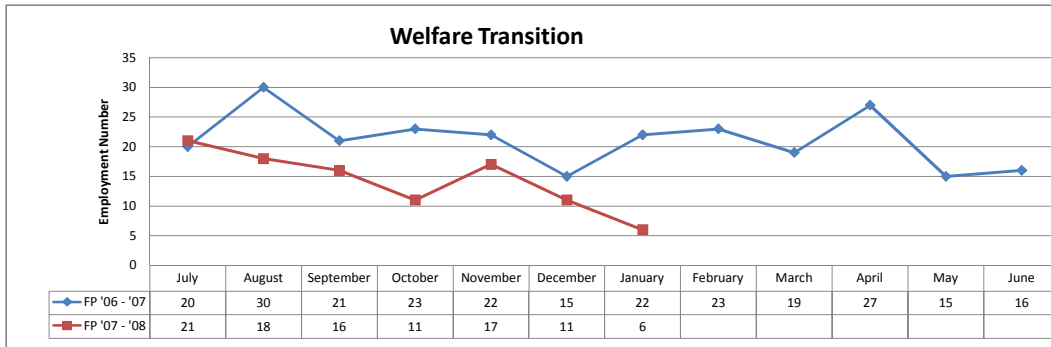
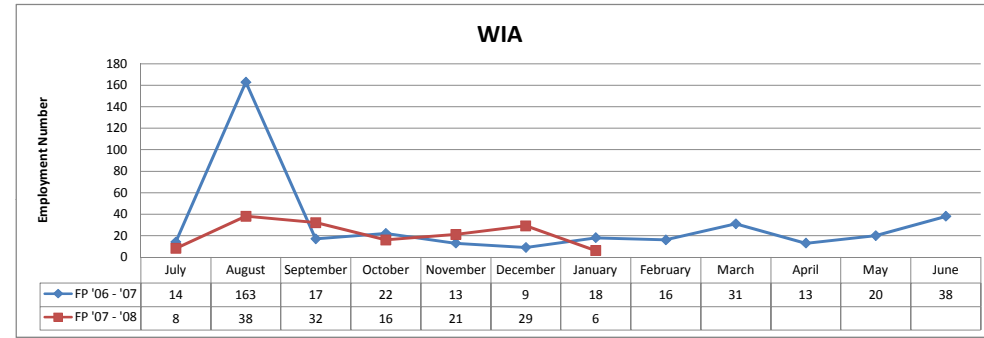
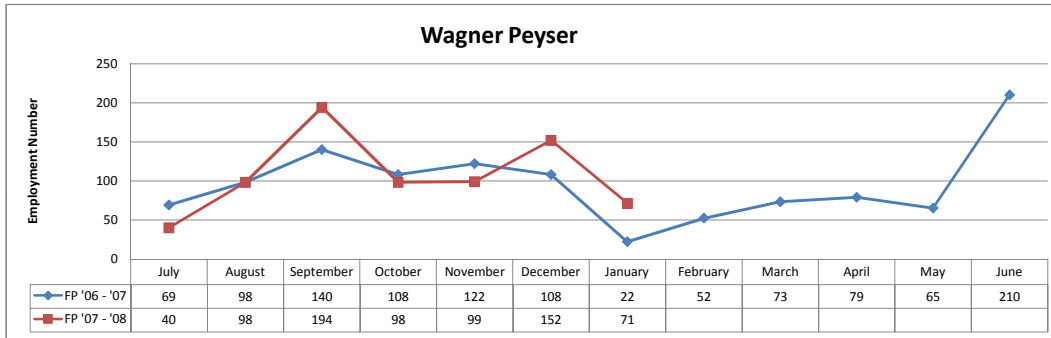


**(DRAFT) Balanced Scorecard Analysis -Youth Co-op -- Little Havana**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 -- 7/1/2006 - 1/31/2007								FP '07-'08 -- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Youth Co-Op	Little Havana	1154	1085	42	163	199	217	\$11.77	\$ 12.00	1009	1085	164	163	179	217	\$ 11.73	\$ 12.00

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

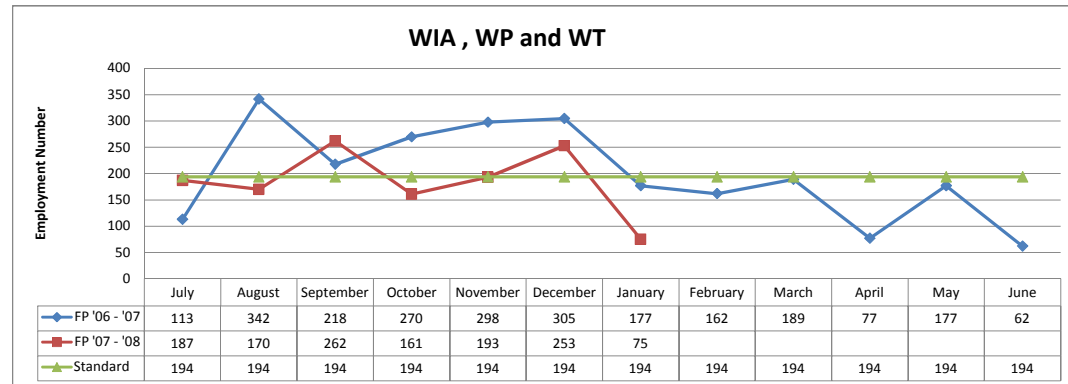
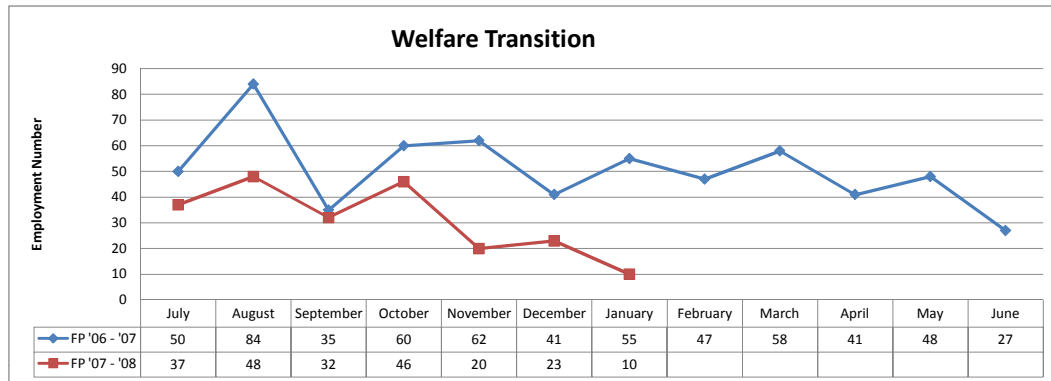
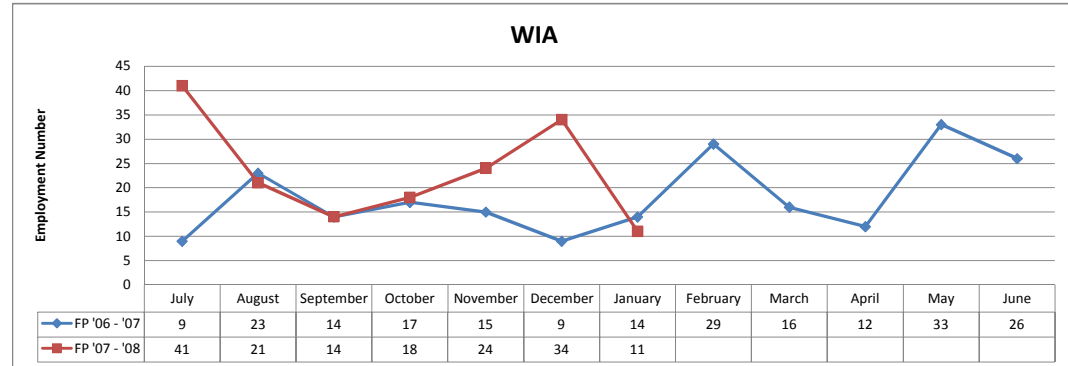
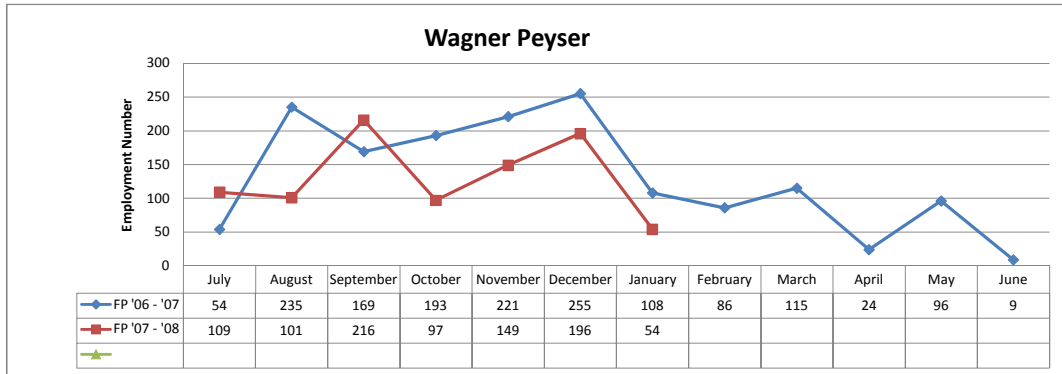


**(DRAFT) Balanced Scorecard Analysis - Youth Co-Op -- Perrine**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 --- 7/1/2006 - 1/31/2007								FP '07-'08 --- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Youth Co-Op	Perrine	1741	1360	94	204	264	272	\$10.43	\$ 12.00	1285	1360	241	204	378	272	\$ 12.62	\$ 12.00

\* Note: In FP '06-'07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

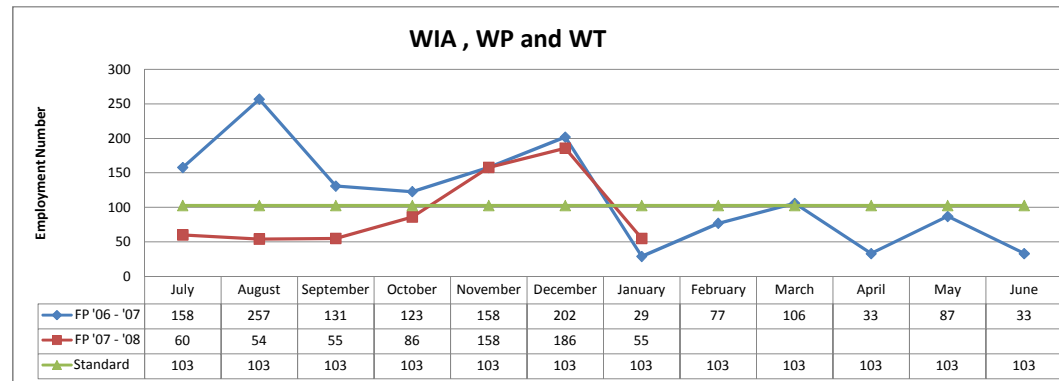
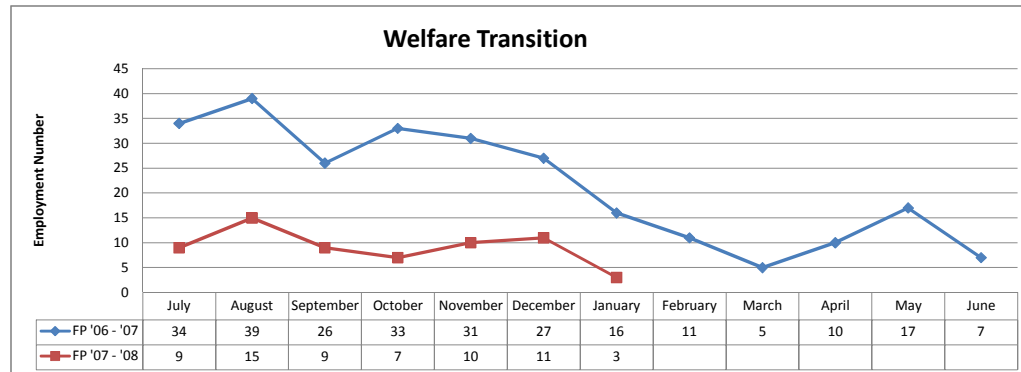
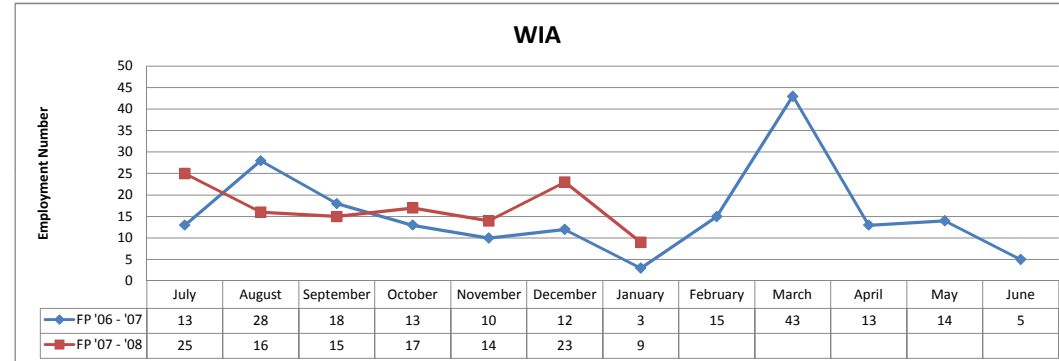
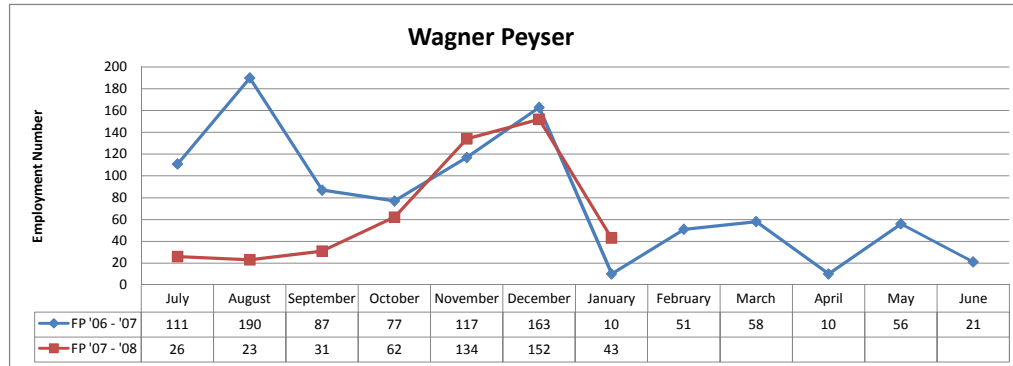


**(DRAFT) Balanced Scorecard Analysis - Youth Co-Op -- Miami Downtown**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 --- 7/1/2006 - 1/31/2007								FP '07-'08 --- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Youth Co-Op	Miami Downtown	720	721	23	108	69	144	\$9.81	\$ 12.00	652	721	142	108	109	144	\$ 12.31	\$ 12.00

\* Note: In FP '06-'07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

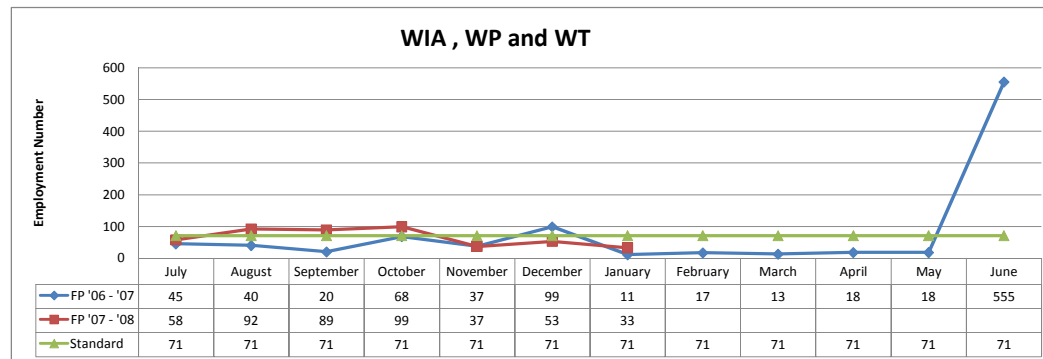
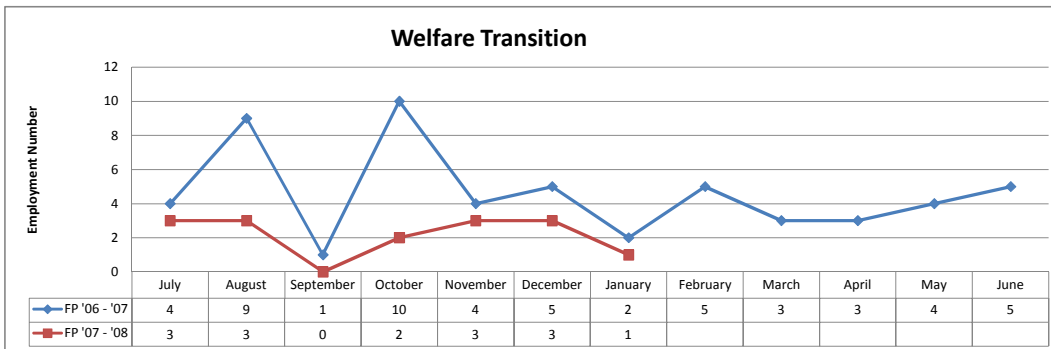
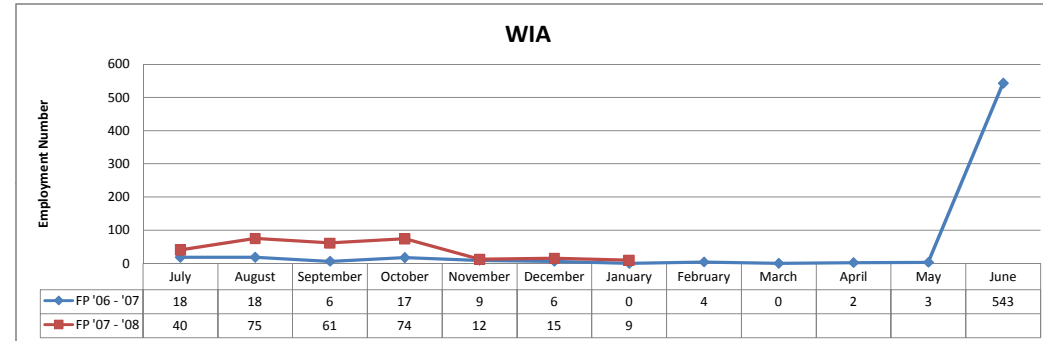
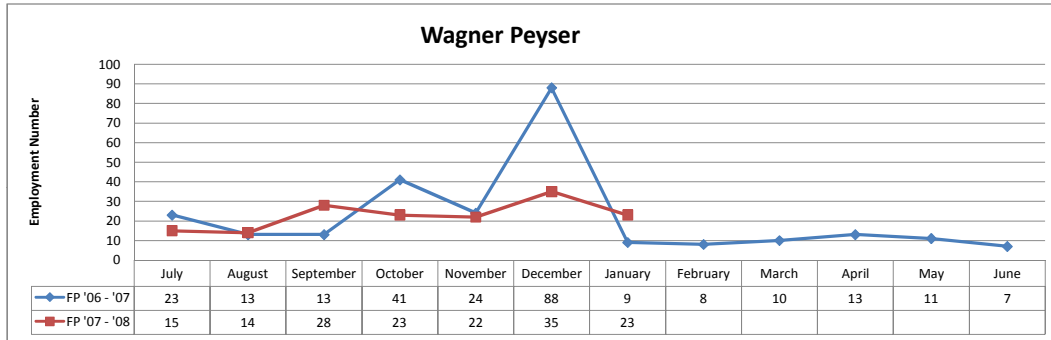


**(DRAFT) Balanced Scorecard Analysis - Youth Co-Op -- Florida Keys**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 --- 7/1/2006 - 1/31/2007								FP '07-'08 --- 7/1/2007 - 1/31/2008							
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Youth Co-Op	Florida Keys	331	495	20	74	78	99	\$11.78	\$ 12.05	458	495	33	74	43	99	\$ 18.75	\$ 12.00

\* Note: In FP '06-'07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs

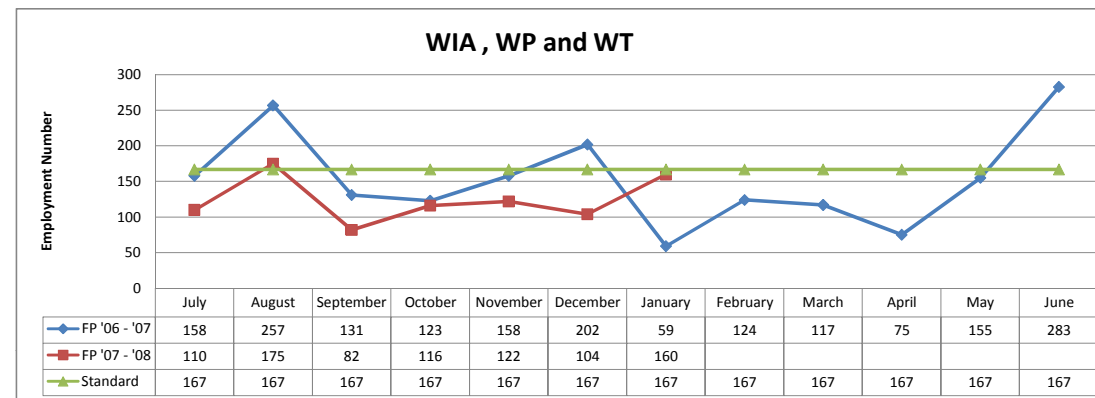
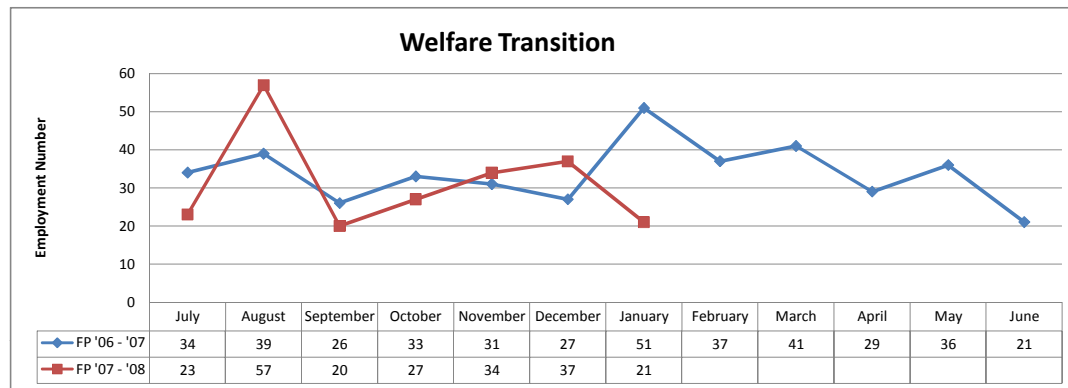
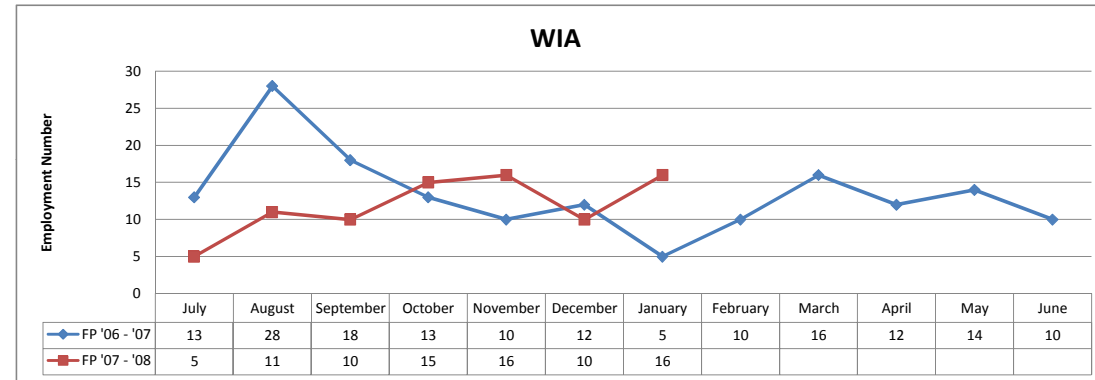
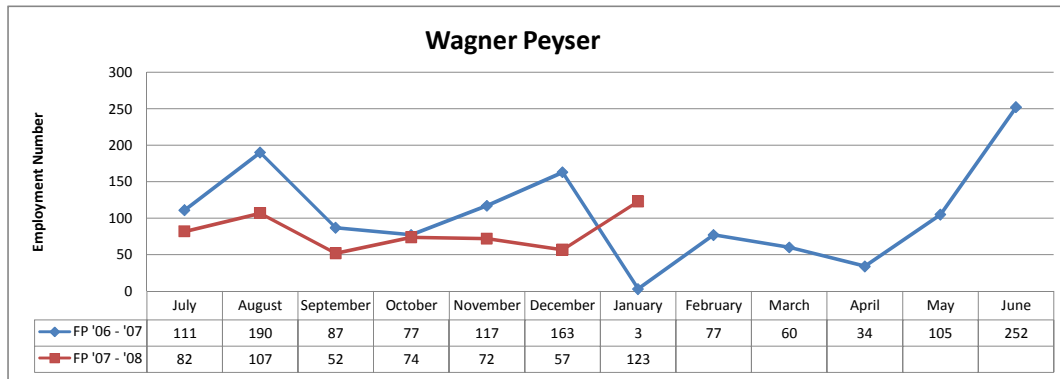


**(DRAFT) Balanced Scorecard Analysis - Youth Co-Op -- Northside**

Report date: 2/7/2008 @ 8:00 a.m.  
Report date range: 7/1 - 1/31

		FP '06-'07 --- 7/1/2006 - 1/31/2007							FP '07-'08 --- 7/1/2007 - 1/31/2008								
Centers		Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard	Employment	Standard	Professional Placements	Standard	Self-Sufficiency	Standard	Employment Wage Rate	Standard
Youth Co-Op	Northside	1481	1167	33	175	87	233	\$9.37	\$ 12.05	832	1167	84	175	75	233	\$ 10.36	\$ 12.00

\* Note: In FP '06 - '07 - Northside was managed by Arbor and Miami Downtown was managed by Ser Jobs



**Welfare Transition/WIA Adult-Dislocated Workers  
Program Compliance Review Error Rates**

Service Contractor/Career Center	WT		WIA	
	4th Qt PY'06 Error Rate	2nd QT PY'07 Error Rate	4th Qt PY'06 Error Rate	2nd QT PY' 07 Error Rate
Arbor/Carol City	3.05%	<b>26.77%</b>	4.00%	2.80%
Arbor/Hialeah Gardens	2.45%	<b>13.92%</b>	2.35%	2.68%
Arbor/Homestead	7.08%	<b>26.14%</b>	5.71%	2.68%
City of Hialeah/Hialeah Downtown	0.60%	<b>19.05%</b>	1.81%	2.65%
Jobs for Miami/Northside	4.30%	<b>21.18%</b>	3.53%	<b>3.06%</b>
Ser Jobs/North Miami Beach	3.80%	<b>25.38%</b>	2.18%	2.01%
Transition/Miami Downtown Offender	No Data	No Data	0.00%	2.16%
Unidad/Miami Beach	14.10%	<b>39.00%</b>	2.88%	<b>8.31%</b>
Youth Co-Op/Little Havana	3.14%	<b>31.54%</b>	2.38%	2.51%
Youth Co-Op/Miami Downtown	Not Applicable*	<b>26.62%</b>	Not Applicable*	0.82%
Youth Co-Op/Florida Keys	16.81%	<b>58.93%</b>	1.84%	<b>4.88%</b>
Youth Co-Op/Perrine	1.68%	<b>30.16%</b>	1.07%	1.64%
Youth Co-Op/West Dade	4.20%	<b>21.82%</b>	1.13%	0.68%

**\*Career Center operated by SER**



5.

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

*February 15, 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.

The discussions have also focused on the following:

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

Each Service Partner and SFW major section drafted their vision of the Region's Service Delivery system for the Committee's review.

*Attachments*



Detailed Career Center Cost	Career Centers											
	Perrine	Little Havana	West Dade	North Miami Beach	Miami Downtown	Carol City	Hialeah Garden	Homestead	Miami Beach	City of Hialeah	Transition, Inc	Northside
Facility Size (Square Ft.)	16,000	19,887	17,772	8,136	10,000	10,800	11,090	13,022	3,250	17,971	4,400	20,000
Facility Allocation	485,785.07	584,653.79	632,737.88	261,207.08	328,107.61	492,636.78	367,878.38	464,012.52	71,108.61	340,791.04	9,060.14	525,318.69
Building Rental	252,744.29	443,317.99	308,599.68	187,195.80	186,120.00	198,122.40	221,304.00	192,589.80	-	186,120.00	-	410,400.00
Electricity	42,306.29	-	33,241.64	-	-	37,822.54	30,558.45	33,559.27	-	43,797.00	-	-
Water & Sewer	1,033.72	-	-	-	-	-	-	1,934.65	-	-	-	-
Programs Allocation	\$ 1,792,322	\$ 1,562,181	\$ 1,617,433	\$ 1,839,833	\$ 1,176,443	\$ 1,498,070	\$ 1,336,442	\$ 1,118,719	\$ 1,186,724	\$ 1,199,146	\$ 571,567	\$ 2,201,605
WIA Adult	\$ 150,718	\$ 151,628	\$ 128,639	\$ 471,359	\$ 203,481	\$ 154,682	\$ 111,909	\$ 81,245	\$ 119,805	\$ 146,153	\$ 332,325	\$ 210,084
WIA DW	\$ 80,686	\$ 129,223	\$ 210,009	\$ 43,466	\$ 23,085	\$ 65,491	\$ 68,942	\$ 34,000	\$ 119,244	\$ 161,340	\$ -	\$ 50,382
TANF	\$ 1,365,259	\$ 1,085,670	\$ 1,083,126	\$ 1,332,831	\$ 754,219	\$ 1,082,238	\$ 959,932	\$ 807,817	\$ 752,016	\$ 695,995	\$ 94,540	\$ 1,745,482
FSET	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703	\$ 144,703
UC	\$ 25,639	\$ 25,639	\$ 25,639	\$ 25,639	\$ 25,639	\$ 25,639	\$ 25,639	\$ 25,639	\$ 25,639	\$ 25,639	\$ -	\$ 25,639
REA	\$ 25,317	\$ 25,317	\$ 25,317	\$ 25,317	\$ 25,317	\$ 25,317	\$ 25,317	\$ 25,317	\$ 25,317	\$ 25,317	\$ -	\$ 25,317

Detailed Career Center Cost	Career Centers											
	Perrine	Little Havana	West Dade	North Miami Beach	Miami Downtown	Carol City	Hialeah Garden	Homestead	Miami Beach	City of Hialeah	Transition, Inc	Northside
Training & SS Allocation	\$ 743,402	\$ 750,215	\$ 820,288	\$ 902,995	\$ 643,395	\$ 665,473	\$ 562,624	\$ 421,676	\$ 601,196	\$ 697,087	\$ 80,562	\$ 897,813
Wagner-Peyser Allocation	\$ 160,373	\$ 151,234	\$ 424,117	\$ 264,991	\$ 85,908	\$ 141,525	\$ 179,739	\$ 177,300	\$ 49,605	\$ 263,560	\$ 24,803	\$ 214,382
Wagner-Peyser Registrations (July 07-Dec 08)	4,104	3,322	5,695	3,225	1,280	2,281	3,514	2,229	1,706	3,576	361	2,947
AWI Staff (Dec. 07)	7	5	11	6	3	5	6	5	2	7	1	7
Wagner Peyser Avg. Registration by AWI Staff	586	664	518	538	427	456	586	446	853	511	361	421
Veterans Allocation	\$ 27,799	\$ 22,678	\$ 26,931	\$ 26,821	\$ 24,547	\$ 31,881	\$ 7,970	\$ 18,532	\$ 16,364	\$ 17,880		\$ 35,422
Veterans Registrations (July 07- Dec. 07)	71	40	82	69	40	49	36	55	17	20	3	43
Veterans Staff (Dec. 07)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.0	0.5
Job Corps Allocation			\$ 59,899					\$ 35,250		\$ 53,323		\$ 54,586
Total Career Center Staff as per the Staffing Roster for December 2007	41	30	40	32	25	25	27	21	29	31	15	46

Detailed Career Center Cost	Career Centers											
	Perrine	Little Havana	West Dade	North Miami Beach	Miami Downtown	Carol City	Hialeah Garden	Homestead	Miami Beach	City of Hialeah	Transition, Inc	Northside
Budget for Fringe Benefits	\$ 375,224.25	\$ 289,514.88	\$ 293,586.38	\$ 397,442.74	\$ 27,699.74	\$ 198,326.00	\$ 158,383.00	\$ 150,056.00	\$ 173,821.00	\$ 59,547.00	\$ 69,218.00	\$ 62,857.00
Budget for WIA	\$ 151,858.56	\$ 183,043.08	\$ 215,976.53	\$ 195,012.28	150,600.49	\$ 135,941.00	\$ 109,905.00	\$96,965.00	\$ 106,646.00	\$ 175,545.00	215,598.00	74,853.00
TOTAL Budget WIA FTE	3.61	6.04	5.42	6.05	3.57	3.39	2.92	2.21	6.82	4.5	8.4	4.31
Budget - AVERAGE SALARY	\$ 42,066.08	\$ 30,369.33	\$ 39,848.06	\$ 32,251.70	\$ 42,185.01	\$40,100.60	\$ 37,638.70	\$ 31,658.37	\$ 23,555.13	\$ 39,010.00	\$ 25,666.42	17367.28-6 months
WIA Caseload (Jan. 08)	293	302	455	491	329	442	421	142	685	641	43	461
WIA Adult (Jan. 08)	186	134	211	229	178	282	178	81	326	132	42	240
WIA Dislocated Worker (Jan. 08)	72	98	208	67	40	105	130	46	235	229	0	63
WIA Employed Worker (Jan. 08)	35	70	36	195	111	55	113	15	124	280	1	158
Avg WIA Caseload by FTE	81	50	84	81	92	130	144	64	100	142	5	107
TOTAL Budget TANF - WT/CAP FTE	19.88	22.27	15.03	32.73	12.73	15.81	14.84	14.72	21.67	10.8	2.2	31.07

Detailed Career Center Cost	Career Centers											
	Perrine	Little Havana	West Dade	North Miami Beach	Miami Downtown	Carol City	Hialeah Garden	Homestead	Miami Beach	City of Hialeah	Transition, Inc	Northside
Budget for TANF/CAP	\$ 853,925.69	\$ 668,818.71	\$ 669,973.40	\$ 786,500.86	\$ 472,985.89	\$ 634,000.46	\$ 557,294.00	\$ 465,984.00	\$ 489,714.00	\$ 408,024.00	55,896.00	496,024.00
Budget Average Salary	\$ 42,954.00	\$ 30,032.27	\$ 44,575.74	\$ 24,029.96	\$ 37,155.21	\$ 40,104.11	\$ 37,553.50	\$ 31,656.52	\$ 22,598.70	\$ 37,780.00	25,407.27	15,964.72
TANF - CAP Caseload Mandatory (Jan. 08)	434	224	213	244	160	246	143	300	55	78	8	408
TANF - CAP Caseload - Transitional (Jan. 08)	305	185	262	194	146	244	114	153	86	87	0	238
Total TANF - CAP Caseload (Jan. 08)	739	409	475	438	306	490	257	453	141	165	8	646
Avg CAP Total Caseload by Budget FTE	37.17	18.37	31.60	13.38	24.04	30.99	17.32	30.77	6.51	15.28	3.64	20.79

**SERVICE PARTNER CAREER CENTER DESIGNS**



TO: Rick Beasely, Executive Director

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

DATE: February 1, 2008

Re: Recommendations related to Career System ReDesign

Once again, we are grateful for the continuing opportunity to participate in the ongoing deliberations on how to adjust the South Florida Workforce One Stop Career Service System to accommodate for assuredly impending resource reductions.

The attached document admittedly goes beyond limiting consideration to "Center Consolidation". It is purposely intended to propose consideration of substantial system reorganization. We believe that this proposed reDesign has the authentic potential for producing significant savings, while enhancing the efficiency and effectiveness of the existing delivery system.

Attached to the descriptive document is a proposed Organizational Chart of the recommended redesigned service delivery system.

As always we look forward to the opportunity to provide any required better clarity or additional information as part of our mutual commitment to assisting in building the very best workforce development system for the South Florida Community.

## **South Florida Workforce Regional Service System Redesign Recommendations**

### BACKGROUND

We are submitting these recommendations in response to a direct request to do so from Mr. Rick Beasley, South Florida Workforce Executive Director. We appreciate the opportunity to provide such input and have attempted to do so in as objective a manner as possible.

We were given the assumption that the budget for 2008-09 for the system services will be 10% less than the funding for the current program year. We were asked to address each of the following areas: Potential Locations, Staffing Configurations, and Operational Modifications/Redesign.

### **Operational Modifications/Redesign**

We have chosen to address this first because we believe the operational model drives staffing and locations.

Currently and in the recent past, South Florida Workforce has established and overseen a decentralized system of One-Stop service delivery, managed from a “one size fits all” policy and procedure mentality. The system is decentralized in that each center operates as an independent entity from the others: each has its own budget, staff, location(s) and performance requirements. There is very little flexibility outside each center for organizations operating those centers, even when it is the same organization, to share resources.

Over time, we have also seen that some providers perform better than others in the different functional service areas that are provided via the One-Stop Centers. However, because all providers are providing all services, performance in some areas has not improved as rapidly as desired by SFW.

Therefore, we are recommending that South Florida Workforce consider reorganization around services and not centers. Of course locations have to be a key consideration (which we will discuss later). However, we are suggesting that in the continuum of things for which SFW has responsibility, there are areas for which it may make sense to organize functionally rather than geographically.

- Business Services – can be functionally organized into one regional business services unit with *specific performance deliverables* related to job order development, OJT contracts written, employed worker agreements developed, business seminars held, Job Fairs organized and conducted etc. This team can operate out of one location with high mobility and visibility throughout the region.

- Core Services – constitutes the majority of work done by the One-Stop Centers, but to which only a fraction of the staff are dedicated (primarily job order matching, work registration, labor exchange etc.) Wagner-Peyser has evolved to a largely self-directed system and the performance measures have changed to give regions “credit” only for those registrants who are (a). unemployed at registration and (b). receive a reportable service. However, the delivery system looks much the same as it did...with every person receiving the same minimal level of service. This opportunity can be used to explore innovative ways to deliver unassisted services (i.e. through marketing and advertising directing job seekers to Internet options) so that limited resources can focus on job seeker “points of entry” where those in need of more service can receive it. This process segments the market, since the majority of job seekers don’t want, need, or qualify for WIA or TANF services.

Core services could possibly even be, for a region the size of SFW, provided through a call center rather than a physical location. A work registration “hotline” could be established for the region, manned by the same staff that currently runs core services in the Career Centers. Job seekers would call to get registered in EFM (if they were unable to do so themselves on the computer) and be assessed as to their need for additional services. Those in need of additional services beyond work registration would be referred to a center near them (see below). This same call center could do all job matching of EFM registrants to job orders in the system.

Because the processes of job registration, job-order taking and job matching have become much more technology and data-driven than people driven, there may be merit in making the delivery system align with the tools.

- WIA and TANF Case Management (Intensive) Services are the most labor-demanding of the services provided through SFW and serve those with the greatest need. They include ensuring that TANF participants are meeting work participation requirements, that they have and are following a self-sufficiency plan, the management of WIA participants who are enrolled in ITA activities, the maintenance and distribution of support services, and counseling throughout participation to ensure a positive outcome.

These services are obviously best delivered from physical locations, but knowing that they constitute a smaller contingent of total number served allows us to analyze service data in a different way – based on where THESE particular populations reside rather than overall service levels. Strategic locations could be established with a smaller contingent of highly-trained case management staff. Facilities could not only be smaller, but would not contain the large “resource” rooms currently using up a great deal of space and technological resource.

Some regions have located WIA case managers at school locations, rather than in separate offices. In this model, once a WIA adult or dislocated worker is eligible



for and receives an ITA to an approved educational program, they are handed off to the case manager housed at that institution (i.e. Miami-Dade Schools or Community College) rather than continuing to be assigned to a case manager at the center. This is a greater convenience to both the trainee and the educational provider as it significantly improves opportunities for communication. In many cases, the educational institutions can provide office space gratis. Smaller ITA providers can be grouped and assigned a case manager to be there on a “roving” but scheduled basis with a laptop and cell phone to stay in touch with their customers.

- Other Considerations – current law still requires regional workforce boards, through their One-Stop Operators, to establish memorandums of Understanding with required One-Stop Partners. The nature of those agreements would be affected by this functional organization to the extent that the ways partner organizations will interface with the One-Stop system will change.

Providers could be contracted to deliver services based on their functional area of expertise. The combined contracts awarded would constitute the One-Stop System and a One-Stop Operator could be engaged to “manage”, under guidance from SFW, the system. This could reduce overhead and administration costs, as all other contractors would be strictly providers of services.

### **Potential Locations**

Business Services – possibilities include operating from the SFW offices, converting one of the smaller centers into a business services “hub”, or partnering with the Chambers and Economic Development organizations to house business services team members in a decentralized but geographically specific manner.

Core Services – could convert one of the existing centers into a call center. The location would not be material since no customers would be seen at the location. Therefore, facilities cost could drive this decision so that a less expensive facility could be converted.

Intensive Services – base decisions relative to locations on TANF and WIA case loads by location rather than total service level by location. Pick the number of locations needed on this basis and then attempt to downsize them to meet the new workload requirements through lease renegotiations.

*NOTE – one critical component of this is to make sure that, during the 2008 legislative appropriations process, there is language in the workforce appropriations bill that allows regional workforce boards to end leases without penalty due to budget cuts. This has been done numerous times in past years and would be of great assistance to SFW in implementing any restructuring.*

In this model, a good deal of the cost savings to the needed 10% would be achieved through facility costs. Without complete data on TANF and WIA caseloads by location, we cannot presume to guess where those locations might be but can estimate as follows:

Current number of Centers = 11 (not including Transitions, Inc.)  
Total Facility-related cost = \$4,483,130  
Average per Center = \$ 448,313 (excluded Miami Beach - minimal facility cost)

If, after analysis, it was determined to have 7 centers (1 for the call center and 6 intensive services locations) the average first year savings in facility costs would be \$1,793,252 (representing the average cost times 4 fewer centers. Depending on which locations were selected, this could be slightly more or less).

To achieve a 10% savings of current costs in Miami-Dade County, the system costs must be reduced by \$3,204,793. The remaining amount needed to achieve a 10% savings for Miami-Dade county operations is \$1,411,541, which could be made up from service-provider reductions (non direct staffing) and negotiating remaining leases, wherever possible, to smaller space and cost.

### **Staffing Configuration**

Without information on current staffing for all providers, it is very difficult to anticipate the number of personnel available to carry out the functions described. However, we do know that in each functional area, there is staff currently assigned to and carrying out those functions. Their work locations would change based on the location of their function. A functional organization chart is attached to illustrate the system configuration being envisioned.

**South Florida  
Workforce**

**One Stop Manager**

**Business Services**

*1 location or co-located  
With business orgs.  
Throughout the region*

**Core Services  
(Job Search Assistance)**

*Provided through Internet  
and 1 call center*

**Intensive Services  
WIA/TANF**

*Provided through centers (# TBD)  
and on-site at training  
locations*



02/01/2008

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

Dear Mr. Beasley,

As per your request, the following is our recommendation of how the Region's One-Stop System should be comprised and what criteria was used to arrive at this suggestion.

*It should be noted that great thought was given when preparing this recommendation to ensure that all segments of the community received adequate level of services and that current staff be impacted as little as possible.*

We recognize the need to make many decisions as it relates to service delivery, consolidation and perhaps integration of programmatic operations due to the impending funding reduction. However, our recommendation tries to keep the same level of services not only to our job seekers but to our employer community as well.

Furthermore, it is difficult to make suggestions about possible system wide changes, when much of the information that should be considered when making these decisions is not available. Thus, our recommendation is based on the information that was available and our experience with previous consolidation efforts.

We hope the information provided herein is helpful and we truly appreciate the opportunity given us to provide input.

Sincerely,  
City of Hialeah

Delia Milian  
Program Director

**Hialeah Downtown One Stop Career Center • Operated by City of Hialeah**  
**240 East 1 Ave #222, Hialeah, FL 33010**  
**Phone 305-883 8070 • Fax 305-863-8350 • TTY 305-805-5191**  
**The South Florida Workforce is an equal opportunity employer/program.**  
**Auxiliary aids & services are available upon request to individuals with disabilities**

## City of Hialeah Proposed Consolidation Recommendations

Due to the impending funding reductions expected to impact this region next year, the following is our analysis on how some of the funding for facility cost can be curtailed.

Our suggestions for the consolidation of the region's one stop system will cover three main areas; Potential Service Locations, Staff Design and Operational Design.

*Given that we have been providing services in the Hialeah area for a very long time; most of the information available to us when preparing this recommendation pertains to the Hialeah area. Thus, our most detail information on our proposed consolidation process will pertain to the central (Hialeah) area. Nonetheless, we are cognizant of the fact that every area of the county is important and we believe every community will be well served by our recommendations.*

### **Proposed Changes to Existing One-Stop System by City of Hialeah**

All our recommendations that discuss merging existing centers refers to potential savings in facility cost and not the displacement of current staff.

Several components should be considered when selecting a One-Stop.

One of the most important requirements for the selection of a One Stop is its **location**. The One Stop should be easily accessible not only by customers looking for services but also by employers.

One-Stop Locations should include among others:

\_Accessibility to **public transportation** (easy to get to)

In some of our programs client participation is mandated and many depend on public transportation to comply with this requirement.

\_They should be **ample free parking** and **accessibility** for those with disabilities

We often serve hard to serve populations that cannot afford to pay parking. Also we serve clients with disabilities that should be able to access all services at each facility.

\_Sufficient **square footage** available to handle an increase in services

The locations selected should be able to absorb the additional traffic flow as well as have sufficient space to accommodate the additional staff. Furthermore, those centers that remain open will have a greater demand for Employer Recruitments, Trainings, Orientations, etc. all requiring large rooms.

Cost by square footage, Lease Expiration space rental, Center Size  
Consideration should be given to the cost per square feet and any lease penalties.

Must include rooms for Employer Recruitments, Professional Placement Network, Seminars, Orientations, Computer trainings, etc.  
Many programs require that we hold Orientations as well as trainings that require ample space. Also employers often like to hold recruitments, where they conduct interviews on site and have applicants apply on-line. All these services require the facility have ample space.

Must include a Resource Room  
One-Stop contracts require that we have a Resource Room available to the public.

### Potential Service Locations

**North Area-** merge the **Carol City** One Stop with the **North Miami Beach** One Stop and Offer full level of One Stop Services at whichever location is most cost effective to keep open. This includes reviewing lease expiration information, square footage availability, accessibility to public transportation, cost per sq ft, Also, open a Satellite (access point) in a nearby neighborhood, for example the **Opa-Locka** area, preferably in an office space that will not require SFWIB to pay rent.

*Savings-* space rental for facility (approximately \$300,000)

**Central Area-**the **Northside** One-stop and the **Miami Beach** One Stop would remain as full service one stops in their respective locations.

Close the **Miami Downtown One-Stop** (facility) and merge most of the staff with **the Northside One-Stop** and some staff with **Little Havana One-Stop**.

**Transition** should remain as Satellite Center serving the special population of ex-offenders and other services for the **Culmer Area** residents.

*Savings-* space rental for facility cost (approximately \$300,000)

In the Hialeah area there are currently two centers, one serving the North/West Hialeah area and one serving the South/East Hialeah area.

At first we looked into the possibility of merging both centers into a location in the Center of Hialeah. However, when we solicited the help of Hialeah Dade Development Inc. and began to receive some of the available lease property information, we soon discarded that possibility.

Currently the **Hialeah Downtown facility** has nearly 20,000 sq ft and pays \$10.00 per square ft. All of the information provided to us about potential sites ranged from \$17 to \$25 per sq ft. These prices plus the cost of moving both centers to a new location **will not be** cost effective.

Thus, we recommend the **Hialeah Gardens** One-Stop merge with the **Hialeah Downtown** One-Stop and offer full level of One-Stop Services at the Hialeah Downtown location. The HD facility currently **does** have space to add additional staff. Furthermore, we understand that the HG One Stop is on a Month to Month Lease Agreement, thus no penalties will be incurred. Also, the HD One-Stop currently operates their Youth and Refugee Programs from the same facility. The closing of the One-Stop will affect those program services as well.

Additionally, we believe that a Satellite (access point) office should be opened in the West Hialeah area, preferably in an office space that will not require SFWIB to pay rent. Such as an existing Refugee Services Provider or Public Sector office **not** funded by SFWIB. This will allow a staff member to provide core services and assist with supportive service distribution at a location in the West Hialeah area.

Normally this type of consolidation will have the greatest impact on the hard to serve population, however, currently both One Stops serve the Welfare Transition/ CAP populations in the Hialeah area that originate from the Children's and Family located at NW 57 St and 37 Ave; this is a very short distance from the Hialeah Downtown location, and very easily accessible by several public transportation routes.

*Savings-* space rental for the facility (approximately \$360,000)

**South Area-** the **West Dade, Perrine** and **Homestead One Stops** will remain in their current locations and continue to provide full level of One-Stop services. We believe that closing any of these centers will require the residents to travel long distances.

We recommend looking into the possibility of moving the **Little Havana One-Stop** into a more cost effective location; preferably a location where they can provide free parking. The new facility however should be in the Little Havana area and the level of services to that community should **not** be diminished.

*Savings-* if a location is found with adequate square footage and similar cost per square foot, but with no parking fee; then a one time moving expense can be justified by the savings that will be gained in the parking fees in subsequent years.

Overall our recommendations to consolidate these One-Stops will save close to a million dollars. This is a 12% cut from the current Facility Cost Allocations. Although it is less than the overall 10% across the board cut needed to offset the impending reductions, it is a good beginning.

### **Staff Design**

Services should be provided by staff professionals who are well trained and experienced in employment and training fields and meet the State's Tier 1 requirements. The **Staff Makeup should mirror each respective centers population's needs.**

Each individual Center should, depending on the level of services, maintain an adequate staffing ratio to ensure service quality is good and that performance requirements are satisfactorily met. Furthermore, each individual program/service (WIA, CAP, FSET, Employer Services, etc.) should have a **Supervisor** or **Lead Case Manager** that assists the **Center Manager** with monitoring each individual program's performance. Center Managers and Supervisors know how to assess the staff's skills and assigns staff accordingly. They know to place high caliber staff in program-critical functions.

Full Service level One-Stop staffing should include:

**Center Manager-** oversees the day to day operations of the Center and handles all staff related issues and reports.

**Program Supervisors-** assists the Center Manger with monitoring program performance and quality assurance issues.

**Career Advisors/Case Managers-**assesses client's needs, provides those services and monitors their progress.

**Job Placement Specialist-** job matches and refers potential candidates to existing job orders.

**Employer Consultant-** cultivates employer contacts and works to meet those employer's needs.

**Trainer-** ensures that all current and new staff is cross trained and knowledgeable in program and system policies.



***FSET (Food Stamp Program) Coordinator-*** monitors participation of FSET recipient to ensure compliance.

***Veteran Services Representative-*** assesses veteran client's needs, provides those services and monitors their participation.

***Disability coordinator*** assesses Disabled client's needs, provides those services and monitors their participation.

***Resource Room Attendant-*** instructs clients on Resource Room operations and links available, also disseminates Labor Market Information.

***Greeter-*** Assesses client's service needs upon arrival at the Center and conducts an initial assessment to determine which services need to be rendered.

***Intake Specialist-*** conducts eligibility determination on potential clients.

***Follow-up/Clerk-*** performs follow-up duties to measure retention and customer satisfaction.

***AWI staff*** (State Employees) are also part of the one-stop staff and mostly perform job placement services.

Mandated Partners that provide additional services such as Mental Health Counseling, Childcare, Vocational Rehabilitation, etc. broaden the level of services provided by staff at all centers.

As stated earlier well educated staff, including Bi-lingual staff members, needs to be available for each respective program.

Staff at all level of services should be familiar with program services and transmit a customer friendly One-Stop Environment.

## *Operational Design*

Historically the One Stop delivery system has been comprised of a large range of services not only for WIA, TANF, Wagner-Peyser and Unemployment Compensation but also for having access to all employment and training services of all mandated partners.

The ideal One Stop should continue to provide this same level of services with streamlining access as much as possible. **Multiple employment and training programs should be integrated through out the workforce system and provide access to job seekers as well as employers.** Customers should be able to conveniently access the employment, education, training and information services they need.

But most importantly each Center should design service delivery strategies based upon their specific center's needs, this includes not only job seekers and employers but the hard to serve population as well.

**Each Center should make available the latest state of the art technology and informational resources, however, we need to ensure that we do not loose the one on one service that often times is what is mostly needed by the hard to serve population.**

While computers and other state of the art equipment is useful and necessary, just as important is that the Centers appear inviting, organized and professional. At times the hard to serve individual might feel intimidated and uncomfortable by the use of computers, it then becomes the staff's responsibility to make the customer feel welcomed and comfortable while they access our services.

Customer flow needs to be efficient, enabling customers to get their needs met quickly by courteous and friendly staff. Patterns of heavy traffic flow or peak loads are identified so as to properly prepare staff accordingly.

**Employer Services** in the One-Stops should be responsive to the needs of each respective business community. Each individual One Stop needs to identify its employer's workforce needs and assist the employers by providing pre-screening and recruitment services of qualified workers. Our recent efforts to increase services to Professionals and Employed Workers should continue.

At times this is difficult because much of our contracts measure our ability to serve the job seeker rather than our ability to serve the employer. Nonetheless, we believe Employer Services should continue to be a major part of the One-Stop services.

# SEI-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**

January 31, 2008

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

Dear Mr. Beasley,

As requested here are some ideas on revamping our region's career centers. We attached a copy of our previous letter on this topic.

While the map provided to the committee is useful, it is not the only data that the Region should consider. The enclosed maps show that FSET population density mirrors the availability of rental housing. The County's zoning plans dictate the communities where FSET customers reside and therefore the centers that serve them. The handouts showing center costs and numbers served reveal that the centers with the lowest facilities costs also have significantly lower facility cost per customer served, e.g. Transition \$12, Miami Beach \$30 and North Miami Beach \$38.

As you requested, we have tried to secure free rent. Just as you have met challenges with your efforts, most organizations are unable to offer space comparable to existing centers. The Region should consider smaller smarter centers which should be managed by current center directors. For example, we would still have our center director in the North Miami Beach area but she would manage a smaller, perhaps free site, in North Miami or Opa-Locka. This will improve community outreach while maintaining quality and service standards.

We have never liked the idea of mega centers, over 10,000 square feet. Based on projected funding, it is highly unlikely that these centers will have enough customers or staff to be efficient. When these leases expire, the Region should consider moving to smaller sites or breaking the centers into two or more locations within that geographic area again supporting the above idea.

We enclosed drawings of a prototype career center based on modular buildings used by banks. They are hurricane resistant and can be built and installed in less than 90 days. Based on funding projections, the Region should consider investing current funds to dramatically reduce facilities costs in the future. The prototype is based on 3,000 sq. ft. and can house over 30 staff, a resource room for over 20 and two multi-purpose rooms.

The Region should consider creative ways to bring partners to the centers that are willing and able to pay rent. The Region needs to consider a public RFQ or other process to elicit plans from potential partners to move in and pay rent. For example, a school might offer to move into a career center and pay rent or they may offer to bring workforce services into their campus at no cost. As you suggested, similar to Youth programs, the Region might consider moving Refugee and other programs into the centers and allocate facilities costs. Finally, should the budget become really tight, the Region might consider additional steps to reduce expenses not directly tied to services, such as profit and indirect cost rates.

The Region's largest funding stream is TANF. The Region might consider matching centers and out stationing staff at DCF centers. According to the attached document from DCF, if one matches the zip-codes of career centers to DCF centers, there is almost an exact mapping. This approach will resolve long-standing misalignment of centers and caseloads. This will also improve participation rates.

<u>Career Center</u>	<u>Zip-Code</u>	<u>DCF Center</u>	<u>Career Center</u>	<u>Zip-Code</u>	<u>DCF Center</u>
Northside	33147	Caleb	Hialeah Gardens	33016	Hialeah North
Homestead	33030	Florida City	Carol City	33055	Hialeah North
Hialeah Downtown	33010	Hialeah South	Miami Downtown	33137	Central
Miami Beach	33139	Miami Beach	Little Havana	33135	Coconut Grove
North Miami Beach	33162	Opa-Locka			
Perrine	33157	Perrine			
West Dade	33165	University			

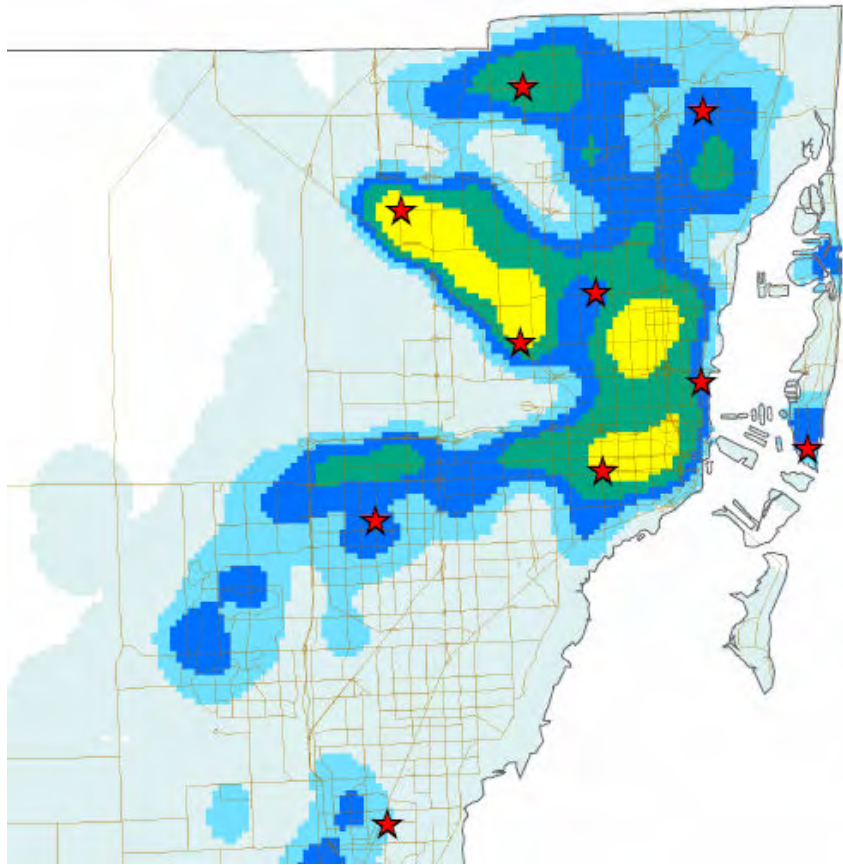
The first seven career centers map out directly to the DCF centers. The remaining four career centers pose some issues since two centers map out to one DCF center and Little Havana is 1.5 miles from the Central DCF center and serves much of that community. We are confident that since each center pair is operated by the same organizations, the Region should be able to work things out through consolidation or some other approach.

We hope that these ideas are helpful.

Sincerely,

*Jose L. Cela*

Jose L. Cela  
President



Food Stamps Recipient Population Density vs. Owner Occupied Housing Availability

**Legend**

**Data Classes**

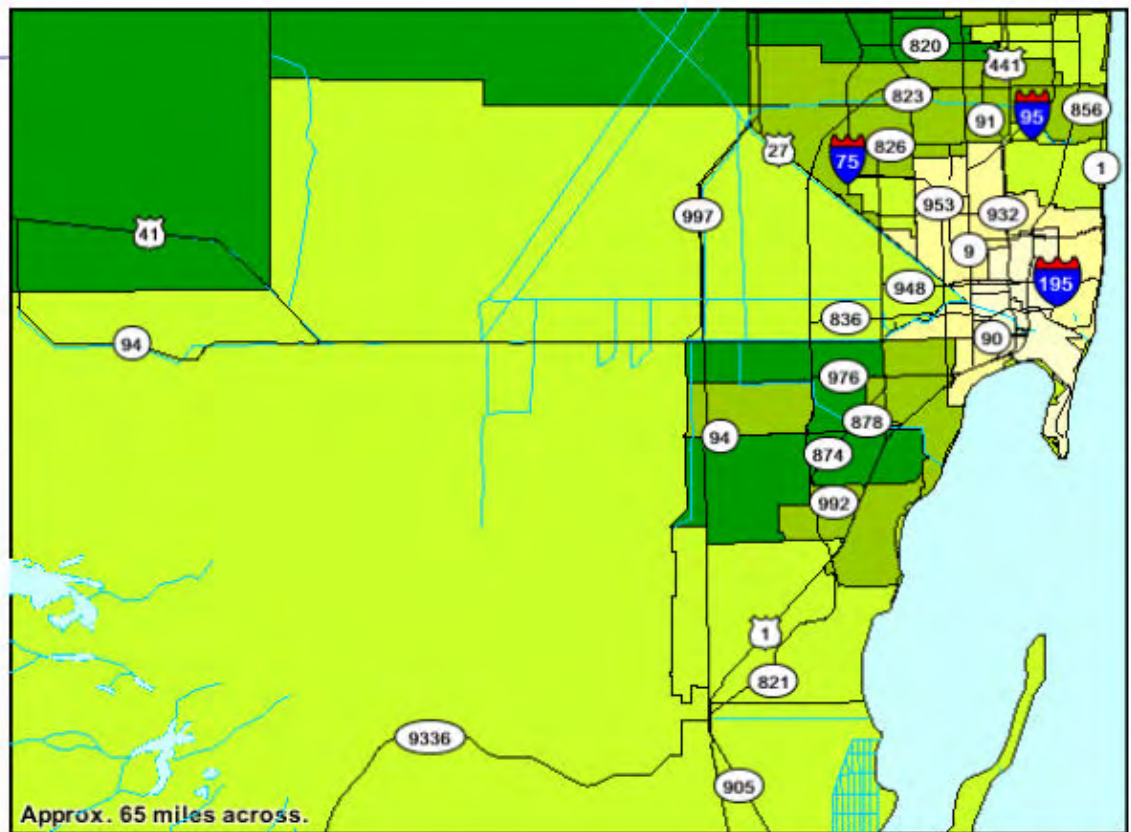
Percent

- 4.0 - 33.9
- 34.7 - 52.1
- 52.2 - 65.3
- 65.4 - 75.5
- 75.6 - 96.2

**Features**

- Major Road
- Street
- Stream/Waterbody
- Stream/Waterbody

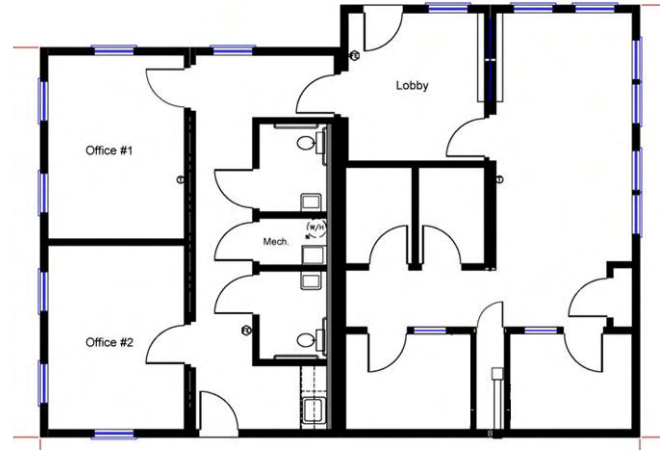
Items in gray text are not visible at this zoom level



Here are some examples of smaller career centers using modular or prototype approaches.

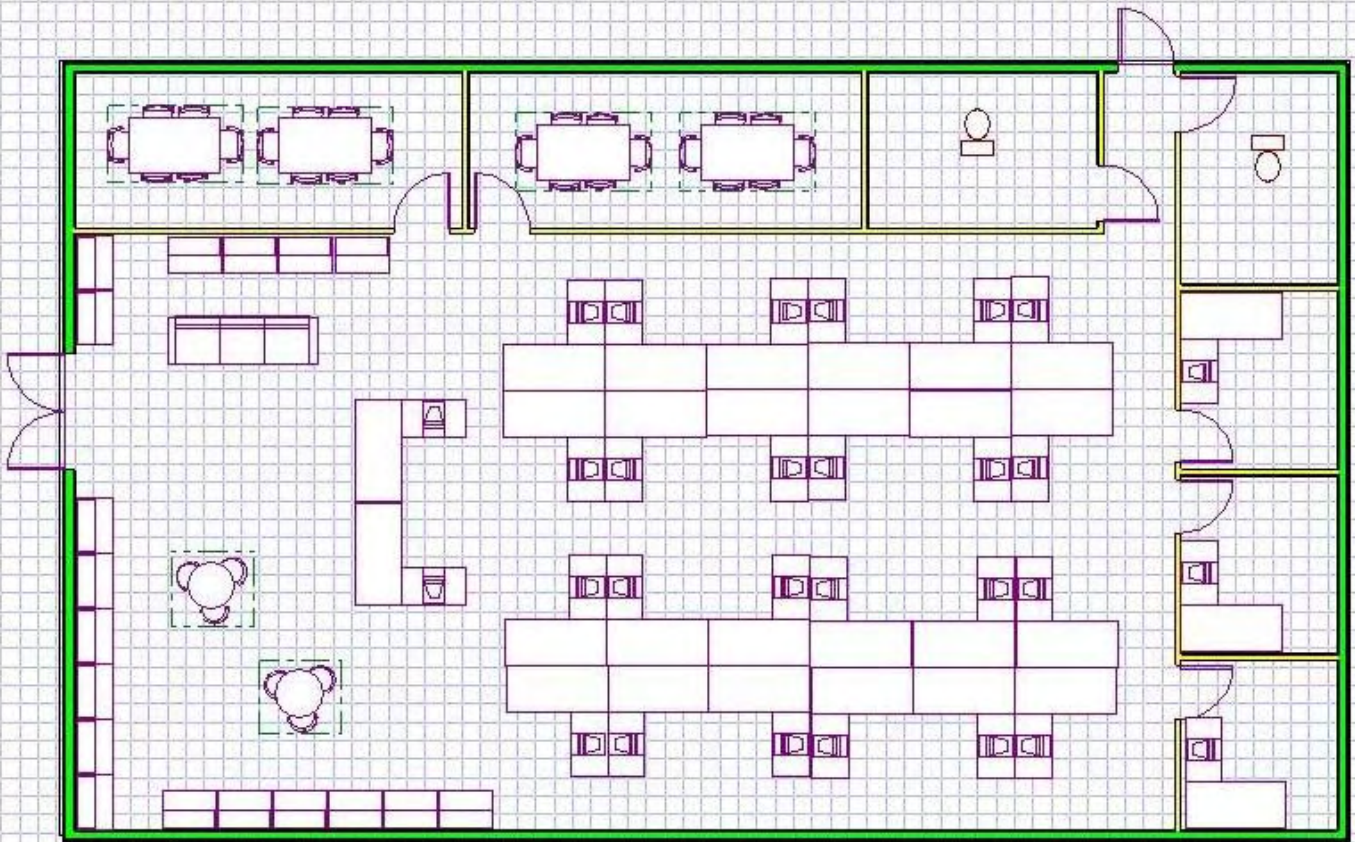


This is an example of an attractive modular building used by government.



Here is how Apple makes great use of a small space without windows yet it is open, well lit and inviting.





ACCESS FLORIDA Miami-Dade and Monroe Counties Public Assistance Boundaries by Zip Code

Zip Code	Address	Service Center	Zip Code	Address	Service Center
33001	2796 Overseas Hwy. S-201	Marathon	33140	945 Pennsylvania Ave.	Miami Beach
33010	5700 NW 37 Avenue	Hialeah South	33141	945 Pennsylvania Ave.	Miami Beach
33012	7925 W 2 Court	Hialeah North	33142	5400 NW 22 Avenue	Caleb
33013	5700 NW 37 Avenue	Hialeah South	33143	3750 South Dixie Hwy	Coconut Grove
33014	7925 W 2 Court	Hialeah North	33144	3750 South Dixie Hwy	Coconut Grove
33015	7925 W 2 Court	Hialeah North	33145	3750 South Dixie Hwy	Coconut Grove
33016	7925 W 2 Court	Hialeah North	33146	3750 South Dixie Hwy	Coconut Grove
33018	7925 W 2 Court	Hialeah North	33147	5400 NW 22 Avenue	Caleb
33030	11241 SW 184 Street	Florida City	33149	3750 South Dixie Hwy	Coconut Grove
33031	11241 SW 184 Street	Perrine	33150	5400 NW 22 Avenue	Caleb
33032	11241 SW 184 Street	Perrine	33154	945 Pennsylvania Ave.	Miami Beach
33033	11241 SW 184 Street	Florida City	33155	3750 South Dixie Hwy	Coconut Grove
33034	11241 SW 184 Street	Florida City	33156	11241 SW 184 Street	Perrine
33035	11241 SW 184 Street	Florida City	33157	11241 SW 184 Street	Perrine
33036	88539 Overseas Hwy	Tavernier	33158	11241 SW 184 Street	Perrine
33037	88539 Overseas Hwy	Tavernier	33160	200 Opa-locka Blvd. South	Opa Locka
33039	11241 SW 184 Street	Florida City	33161	200 Opa-locka Blvd. South	Opa Locka
33040	2706 Flagler Avenue	Key West	33162	200 Opa-locka Blvd. South	Opa Locka
33042	2706 Flagler Avenue	Key West	33165	1605 SW 107 Ave. #202A	University
33043	2796 Overseas Hwy. S-201	Marathon	33166	5700 NW 37 Avenue	Hialeah South
33050	2796 Overseas Hwy. S-201	Marathon	33167	200 Opa-locka Blvd. South	Opa Locka
33051	2796 Overseas Hwy. S-201	Marathon	33168	200 Opa-locka Blvd. South	Opa Locka
33052	2796 Overseas Hwy. S-201	Marathon	33169	200 Opa-locka Blvd. South	Opa Locka
33054	200 Opa-locka Blvd. South Bldg.	Opa Locka	33170	11241 SW 184 Street	Perrine
33055	7925 W 2 Court	Hialeah North	33172	1605 SW 107 Ave #202A	University
33070	88539 Overseas Hwy	Tavernier	33173	1605 SW 107 Ave. #202A	University
33056	200 Opa-locka Blvd. South Bldg.	Opa Locka	33174	1605 SW 107 Ave. #202A	University
33109	1490 NW 27 Avenue	Central	33175	1605 SW 107 Ave. #202A	University
33122	1490 NW 27 Avenue	Central	33176	11241 SW 184 Street	Perrine
33125	1490 NW 27 Avenue	Central	33177	11241 SW 184 Street	Perrine
33126	1605 SW 107 Ave. #202A	University	33178	5700 NW 37 Avenue	Hialeah South
33127	5400 NW 22 Avenue	Caleb	33179	200 Opa-locka Blvd. South Bldg.	Opa Locka
33128	1490 NW 27 Avenue	Central	33180	200 Opa-locka Blvd. South Bldg.	Opa Locka
33129	3750 South Dixie Hwy	Coconut Grove	33181	200 Opa-locka Blvd. South Bldg.	Opa Locka
33130	1490 NW 27 Avenue	Central	33182	1605 SW 107 Ave. #202A	University
33131	1490 NW 27 Avenue	Central	33183	1605 SW 107 Ave. #202A	University
33132	1490 NW 27 Avenue	Central	33184	1605 SW 107 Ave. #202A	University
33133	3750 South Dixie Hwy	Coconut Grove	33185	1605 SW 107 Ave. #202A	University
33134	1490 NW 27 Avenue	Central	33186	11241 SW 184 Street	Perrine
33135	1490 NW 27 Avenue	Central	33187	11241 SW 184 Street	Perrine
33136	1490 NW 27 Avenue	Central	33189	11241 SW 184 Street	Perrine
33137	1490 NW 27 Avenue	Central	33190	11241 SW 184 Street	Perrine
33138	5400 NW 22 Avenue	Caleb	33192	1605 SW 107 Ave. #202A	University
33139	945 Pennsylvania Ave.	Miami Beach	33193	1605 SW 107 Ave. #202A	University
33194		1605 SW 107 Ave. #202A		University	
OSS/ICP/Waiver	3750 South Dixie Hwy	Coconut Grove	33196	11241 SW 184 Street	Perrine

## 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.

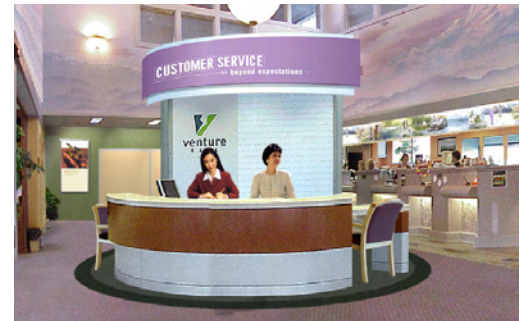
Banking	Career Centers
On-line Banking	E.F.M.
ATM's	Resource Room self-serve
Bank Tellers	Assisted Core Services
Bank Officers	Deep-end Services, Counseling, etc.

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.



# 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:** February 4, 2008

**SUBJECT: Career Centers in Region 23**

As SFWF plans the restructuring of the Career Centers to assure all needed services are provided to this Region , please take into consideration that as an organization that has been exclusively providing job placement services to ex-offenders for the past 37 years, I believe continuing the concept of having an Ex-Offender Service Center or of having “Specialized Service Centers” is extremely important for this region. Transition, Inc. understands that the significant barrier to employment of having a criminal record often is not the only problem for offenders in finding, getting, and keeping a job at a living wage. The lack of pre-release planning, transitional housing, and of post-release supervision are factors recognized by the National Institute of Corrections and the Bureau of Justice Statistics as significant factors for ex-offenders contributing to the low level of employment and long-term job retention, and to the corresponding high rate of recidivism. Also, many offenders have untreated addiction to alcohol and/or drugs, are basic academic skills deficient and/or are not proficient in English, have anti-social thinking and behavioral patterns, and have limited work readiness and no marketable job skills as a result of their backgrounds. These issues are not mitigated by their incarceration, given the current lack of rehabilitative services in the jails and prisons.

Through our specialized program design, all these factors are addressed. This approach involves significant departures from the standard operational plan for a Career Center. Beginning in PY’03, the then Region 23 South Florida Workforce Board first contracted Transition, Inc. to operate a model design for an Offender Service Center targeting the special population of offenders with a structured process, specialized procedures, and innovative resources not associated with the operation of a regular One-Stop Career Center. The key to this approach is first and foremost that Transition, Inc. has an employer base which is willing to give offenders a second chance. Transition, Inc. has an interactive database of over 3,500 employers in Miami-Dade County, all of which have hired at least one of its clients, and many of whom hire exclusively through the Offender Service Center. These employers, mostly small and medium size companies, choose to do business with Transition, Inc. because they have found that they can get reliable, motivated, hard-working employees matched exactly by job skills to their needs.

With the anticipated cuts in funding, the approach of consolidating Career Centers especially to reduce the cost of “Brick and Mortar” is understandable. Therefore in analyzing the information provided to us, i.e., “Career Center Analysis”, “Density Map” and “Entry”, my suggestions would correlate with the Adult Services program proposal of , having three major career centers, one in the NORTH (North Dade / 163 Street

Biscayne area), another in the CENTRAL (Northside/Caleb) - near metro rail and a third in the SOUTH (Cutler Ridge area). These facilities would be located next to or within walking distance of public transportation, i.e., major bus route, metrorail, etc... and have ample parking and building access to accommodate individuals with disabilities. The major centers should have spacious conference/meeting rooms for various uses: Employer interviews; recruitments; training; special events and furnished with technological resources, such as internet connectivity, videoconferencing, etc...

According to the Density of Miami-Dade the areas with the highest need of services are located in the following zipcodes: 33018, 33012, 33010, 33147, 33150, 33142, 33127, 33137, 33125, 33136, 33135, 33128, 33130, therefore, smaller centers, i.e., "Career Network Access Centers" including the "Specialized Service Center" should be located in those areas which include Carol City, Opa-Locka, Hialeah Gardens, Little Haiti, Miami Downtown/Overtown, Little Havana, Coconut Grove, Florida City, West Kendall, Key Largo, Marathon.

The design layout suggested by SER Jobs of having an open courtyard surrounded by offices is attractive and customer friendly.

The two Mobile Units will provide additional services throughout Miami-Dade County where the Career Centers are not located.



February 1, 2008

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

Dear Mr. Beasley:

The following letter is to review and expand upon our previous communication regarding review of the Career Center prototype concept. A summary of our previous recommendations and additional suggestions are provided below. We stand ready to assume additional responsibilities in the delivery of service in a consolidated and more effective local service delivery model.

#### **Executive Summary**

UNIDAD of Miami Beach, Inc. successfully operates the Miami Beach Career Center on the basis of South Florida Workforce Investment Board's "**Standards for Service, Facilities and Personnel**". We recommend no specific changes for the core service delivery prototype but can suggest some service and facility/location enhancements. Details are described below, including consolidation of some centers and conversion/addition of business center and access point delivery mechanisms. UNIDAD recommends that it operate an access point in the North Beach area and a mini resource center in Little Haiti and also recommends the consolidation of the e-room and employer suite at its 6<sup>th</sup> Street offices in Miami Beach.

#### **Region 23 Recommendations**

- UNIDAD of Miami Beach recommends an integrated four (4) provider Career Center system to manage Region 23. The existing community based organizations that have been delivering workforce services know best the surroundings and the cultural needs of each area as demonstrated through the consistency in the performance delivered by each.
- In line with the SFWIB's new concept of a Business Center it is recommended to close the Downtown Career Center and open a new-state-of-the-art Business Center near the area of El Portal. Current cases and staff from the Downtown Career Center can be transferred to existing providers at the Northside and Little Havana Career Centers where the capacity exists to accommodate them.

**1701 Normandy Drive- Miami Beach, Florida 33141- Tel: 305.867.0051- Fax: 305.867.0052**

Equal Opportunity- Employer Auxiliary aids and services are available upon request to individuals with disabilities

- Little Havana Career Center should be relocated near to its existing location in a lower cost facility with parking included, taking into consideration the merger stated above.
- Maintain Transition Inc. as an ex-offender service hub with some staff relocated to an extended branch of service or satellite at the Little Havana Career Center.
- Merge the North Miami Beach Career Center with the Carol City Career Center into a larger center in a central location suitable to serve both areas, managed by a provider selected by SFWIB.
- Merge the Hialeah Gardens Career Center into Hialeah Downtown. Existing staff would be absorbed at a new lower or no cost location, preferably city space, to service the central area of Hialeah.
- Open new access points in areas such as Little Haiti, Opa-Locka and West Hialeah where the map displays high concentrations of need using facilities to co-exist with providers that are currently not funded by SFWIB.
- As for the service delivery and facility prototype for each center, this should remain as is with some minor changes to update all centers to look uniform in their interiors with more open space. Why change a prototype that has been working successfully?
- Re-visit expiration of all lease agreements for all centers.
- All Career Centers and access points should require public transportation accessibility.
- A cap of Administrative Cost at 10% for all providers.
- Hiring of a consultant with expertise in this type of workforce service delivery and facility planning to work with Region 23 providers would greatly facilitate objective recommendations and allow for incorporation of best practice concepts from other areas of the country.
- Please note other enhancements below that were originally identified in the first draft provided to SFWIB.

**Approximate estimates of savings:**

- Approximate savings of Downtown closure and new Business Center.....\$0.00
- Approximate savings of Little Havana to new location.....\$500,000.00
- Approximate savings of merge of North Miami Beach and Carol City into new larger central facility.....\$1,625,432.00
- Approximate savings of merge of Hialeah Gardens and Hialeah Downtown into existing center and additional city space or low cost preferred .....\$2,454,653.00
- **Total** .....\$4,580,085.00



## **Career Center Prototype Concept**

A 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:**

We recommend maintaining the existing service prototype concept as per South Florida Workforce Investment Board's "**Standards for Service, Facilities and Personnel**". We also recommend continuing to operate the Miami Beach Career Center in its current mode of service delivery and recommend enhancements to the Region 23 infrastructure, 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 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 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 the opportunity to connect to the day care and Head Start services for young children, on-site. Also available to clients at our facility are the senior transportation and senior meals program. Another service provided in this facility is 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.

**1701 Normandy Drive- Miami Beach, Florida 33141- Tel: 305.867.0051- Fax: 305.867.0052**

Equal Opportunity- Employer Auxiliary aids and services are available upon request to individuals with disabilities

**c) Personnel**

The staff of UNIDAD speaks several languages including Portuguese, Spanish, French, Creole, Russian, and English. Staff members speak up to six 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 traveling this distance 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 with the capacity to serve customers from anywhere in Miami-Dade county should this be their service location preference. 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 once again 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*

January 31, 2008

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

Dear Mr. Beasley

As per your request, the following is Youth Co-Op's criteria for deciding the sites for the career centers and a prototype of a career center.

**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'.

The region should have no more than four career center providers to operate within the region. Having less service providers will:

- Facilitate the training, communication, and sharing of information.
- Allow for cost savings and efficiency by pro-ration of administrative costs, management costs, and fixed operating costs (such as general liability, bonding, office costs).
- More uniformity in the way centers are operated.
- Bring to job security to direct service staff.
- Reduce the amount of work for SFWIB with respect to monitoring; allowing the SFWIB staff more time to work on clear policies and technical assistance when needed.
- Increase cooperation in working towards the regional goals.
- Same messages delivered to all the community.

A maximum of 10% administrative cost requirement for all providers. With few providers within the system, and who have multiple funding sources/centers,

**3525 Northwest 7<sup>th</sup> Street - Miami - Florida 33125 (305) 643-6730**

Equal Opportunity Employer

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

Funded by





Mr. Rick Beasley  
January 31, 2008  
Page 2 of 10

this percentage will be feasible since many administrative salaries and costs will be cost allocated. No center will bear 100% of these costs.

Not-for-profit organizations are most qualified as service providers. Having a track record of serving this region for multiple decades, the experience, understanding and dedication to this community becomes invaluable. As a non-profit, all the funding received is 100% invested within this region and towards the promotion of this community's well-being.

**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.

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.



Mr. Rick Beasley  
January 31, 2008  
Page 3 of 10

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.

**Number of Career Centers:** Career centers are strategically located in areas accessible to the diverse communities comprising Region 23. Maintaining all these centers would be ideal; however, understanding that the region plans to suffer a significant loss of funding, we have designed the following plan to reduce expenses and try to address the needs of all communities within Miami-Dade and Monroe Counties.

In consideration of the volume of individuals accessing services within this region, the transportation issues and diversity of this community, we recommend the following:

- Consolidation of the Hialeah Gardens Career Center and City of Hialeah Career Center by expanding the services at the current City of Hialeah offices. Although this center is relatively close to Northside, Hialeah serves a densely populated area as well as Northside.



Mr. Rick Beasley  
January 31, 2008  
Page 4 of 10

- Opening an access center within the Westland area to serve the needs of those in North Hialeah and neighboring areas. The access center should be linked to the City of Hialeah Career Center. This access center could be collocated within a Refugee Services Office in Hialeah at no or minimal cost to South Florida Workforce.
- Consolidation of the Carol City Career Center with the North Miami Beach Career Center. A new location for this center should be sought to accommodate the large number of customers to be served in an operable design that is professional and customer friendly.
- Opening an access center within Opa-locka, which is one of the poorest communities within Miami-Dade and is underserved. This access center could be collocated within the existing Youth Co-Op facilities at Opa-locka at minimal cost (about \$60,000 per year). This access center should be linked to the Northside Career Center.
- Consolidation of the Miami Downtown Career Center into the Northside Career Center. The Miami Downtown Career Center has few cases and the new location that is being considered is only 4.5 miles from the Northside Career Center. See attached data. A Business Center should be incorporated and the resource room should be re-designed at the Northside Career Center. This center can accommodate the direct service staff resulting from the consolidation of the Miami Downtown. The Northside Career Center is located in a very high density area where many needy individuals reside. Consolidating the staff (including management) from Miami Downtown Career Center staff into Northside will provide more expertise and lower caseload ratios which will increase good customer satisfaction and quality services. The need for increased oversight is demonstrated by the results of the first six months performance (per balance scorecard). This will allow the current center manager to focus more extensively on special projects and community issues, and at the same time, have sufficient management staff and direct staff to carry on the daily delivery of services.
- Keep the Perrine Career Center at the current location. This center is in an area accessible to diverse communities and it is 12 miles away from the nearest center to the north (West Dade) and 14.5 miles away from the nearest center to the south (Homestead). It has the largest number of Welfare Transition (CAP) customers, and achieves high performance outcomes. Disrupting the service delivery of this center will result in significant loss of performance
- Keep the Homestead Career Center at the current location. The center is large and can accommodate the Youth Services Program.



Mr. Rick Beasley  
January 31, 2008  
Page 5 of 10

- Maintain West Dade Career Center and create a Business Service area within the center. This center is centrally located, covers a very large region of customers, is well designed and it achieves high performance outcomes. Disrupting the service delivery of this center will also result in significant loss of performance.
- Relocate Little Havana Career Center to a less expensive site where parking is available without a charge. The new site must be able accommodate the Youth Services Program and the Career Center services.
- Maintain the Offender Hub as a specialized service center.
- Keep the Miami Beach Career Center.
- Maintain the two centers within Monroe County. The SFWIB Mobile Units should be utilized at least once per month for special events (job fairs, recruitment, CAP services, etc.) in Marathon. This is a busy community that is 50 miles away from the Key West Career Center, and 50 miles away from the Key Largo Career Center.

**The Refugee Program** needs to operate in areas where large concentration of the target population resides due to their lack of transportation, lack of familiarity of their new environment, etc. The Florida Dept. of Children and Families put great emphasis on locating services to refugees in Little Havana, West Dade and Hialeah. There are multiple refugee providers, including providers who do not operate career centers, and all are located within close proximity of each other. Some providers are located within the same building complexes.

Some of the communities served by the centers are highly impacted by the number of refugee clients that, if added to the career center client population, the centers would be extremely crowded and would lose their professional appearance to look more like a "social services office." Therefore, only the Welfare Transition Refugee cases are recommended to be handled by the career center staff within the Hialeah, West Dade, Little Havana, Northside and Perrine Career Centers.

By adding the Refugee TANF cases to the career centers, we would accomplish:

- Cases will be worked on by experienced WT case managers.
- SFWIB would be able to use Refugee Program funding to partially fund facility costs at these career center sites.
- Part of the unit fee for the placement of these customers under the Refugee Program may be used to defray the costs of facilities or other program needs not currently funded. For example, 400 billable placements





Mr. Rick Beasley  
January 31, 2008  
Page 6 of 10

a year (which is a very conservative amount, taking into account the current performance) at \$200\*\* each placement would generate \$80,000 for facilities costs.

*\*\*The \$200 is a portion of the unit fee for placement which in total ranges from \$400 to \$800, dependent upon the wage rate at placement. \$200 was used as a basis which will allow the service provider to access the difference.*

### **Career Center Design Layout**

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 ideal location size is 15,000 to 20,000 square feet.
- The facilities are attractive to all employers and job seekers and all customers feel safe and welcomed.
- A Business Service Center equipped with private office, wireless internet, copier, and telecommunication services.
- 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.

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



Mr. Rick Beasley  
January 31, 2008  
Page 7 of 10

### **Staffing:**

When staff is respected and provided with good working conditions, they value their jobs, the quality of work improves, work attitudes are positive. Displaying a good

work disposition is most important in dealing with the public and obtaining good customer service. When customers need career development and employment services, they need to be served with enthusiasm and in a caring and professional manner; staff needs to feel good about the place and conditions of their employment to project to others that they are in the right place. Career center staff should be

adequately compensated to be able to attract qualified staff and maintain them interested in being part of the workforce system. Ten to fifteen percent of the staff's salary should be tied to the performance of the center, as a cash bonus at certain intervals where performance of the center is measured, to motivate and reward good work and not as a punitive means. This allows the staff to have a true vested interest in achieving the goals of the region/program. The percentage of earnings will be dependent upon the score on their work evaluation and the center's achievement of goals (quarterly or semi-annually). Like in other professions in human services, there should be opportunities for professional growth through conferences and events to share best practices, to foster a work environment that is responsive to the changing needs of our community, for continuous improvement, and to give the staff a feeling of belonging to a profession.

The staffing of the center should reflect the service needs and customer flow of the center. (Include the same information previously sent about staffing) (Add caseload to staff ratios, where applicable). By having fewer service providers the staffing plans should be more uniform for the region. Service providers should be empowered to manage their centers in a way that it is responsive to the population it serves (as opposed to cookie cutter method), keeping the same work ethics, and a more unified image.

The staffing of a career center also 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



Mr. Rick Beasley  
January 31, 2008  
Page 8 of 10

that customers are satisfactorily served and program goals are met (error rates, countable activities, tracking of services, and support services).

- Employer Consultants should 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.
- Employer Consultant should engage in promotion and coordination of fee for services to employers. Services may include meeting rooms, testing, assessment (WorkKeys) and background checks (criminal, drug screening) for job applicants.
- 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.
- Access point can be specialized centers in fill in gaps of services and should be linked to a career center.

### **Budget Analysis:**

Based on the last two years' funding allocations, the career centers' operational funding has been a maximum of 29 to 30% of the total available funds for the region, prior to deductions for any pay points due to lack of performance. The recent estimate of funding changes (per worksheet prepared by SFWIB staff) shows this region losing about \$2,163,930. However, Mr. Beasley announced the state had cautioned this estimated was low, and that the loss may be larger. Assuming that this loss will need to be absorbed by the operations and facilities of the career centers, this would represent a reduction of about 10%.

Included in the SFWIB staff's calculations is an estimated loss of \$802,863 in Youth Programs funding for the coming year (consisting of WIA Youth and The Children's Trust funding changes). This figure was derived from estimating that The Children's Trust funding for 2008 would be only \$1,000,000. However, this figure needs to be updated in accordance with the new funding estimates from the TCT. The TCT funding is substantially higher at \$3,695,000 (per SFWIB RFP # YS200708-01, page 7). A large part of this revenue will be spent during the months of July 2008 and on. This will cover the deficits in youth funding of \$802,863.



Mr. Rick Beasley  
January 31, 2008  
Page 9 of 10

Another consideration is TCT funds may be used for facilities cost since some projects are operated from the career centers.

Included in this loss are the funding for Florida Rebuilds and Monroe County's FSET. These dollars were discontinued some time ago and the workforce system has already adjusted itself; therefore, no present or future changes need to be made as a result of not receiving these funds next year.

Other cost savings may be derived from the reduction in the SFWIB headquarter's facility expenses. This amount should be significantly lower due to the subleasing of a large percentage of the total space to the Miami-Dade Housing.

This year the FSET program for Miami-Dade County was funded for only nine months (Oct. thru June). For the next fiscal year, the program will operate for twelve months. The estimated funding in the SFWIB worksheet is equal to the nine month budget for this year. At this time it is not sure what the allocation to this region will be. The amount included is a conservative figure.

With the proposed consolidation of centers, there would be considerable savings in facility costs. The operational savings should be available for the rehiring of displaced career center staff as a result of the consolidation of centers, and to address limitations in staffing of the workforce system as a whole. Based on the limited information and time restriction for more in-depth analysis, this and the above mentioned will show this region's funding change to be significantly less than the 10% estimated.

In order to optimize the use of the funding available, special attention should be given to assigning to each center allocations that reflect the composition of the clients to be served. For example, in one area there may be a higher concentration of TANF eligible clients, whereas, in another there may be more WIA eligible clients, or may have a higher concentration of FSET clients. In addition, each partner agency should be given the flexibility to use the funding awarded as needed in the centers operated by that agency. Each partner agency should be able to make staff changes as needed to address performance issues, client needs, etc. In so doing, clients will be able to receive the full impact of the service dollars available, and the staffing in each center will be representative of the needs of the community it serves.



Mr. Rick Beasley  
January 31, 2008  
Page 9 of 10

This plan was designed based on the limited information available to us at this time. We have attached some of the data used to derive at the plan. The plan takes into consideration the density of the population, the economic characteristics, and the diversity within each area.

As in the past, we continue to work to make improvements to this region's service delivery that has already shown steps toward excellence in performance. Please contact me if I may be of additional assistance.

Sincerely

Maria Rodriguez  
President

Attachments



Current Career Center Caseloads (July 1, 2007 to January 29, 2008)

Center	Total Registrations **	UC	Intensive Services						Total Intensive Services	
			Welfare Transition	%	Food Stamp Program	%	WIA **	%		
Refugee			1628				—			
Northside	7179	3077	646	17%	2639	68%	619	16%	3904	
Perrine	7246	3644	739	32%	1051	46%	511	22%	2301	
Miami Downtown	2909	1180	306	15%	1095	52%	709	34%	2110	
Carol City	5066	2249	490	26%	791	41%	637	33%	1918	
North Miami Beach	5862	2841	438	28%	358	23%	761	49%	1557	
Homestead	5380	1703	453	34%	641	48%	254	19%	1348	
Miami Beach	2225	1023	141	11%	251	20%	875	69%	1267	
Little Havana	5760	2808	409	27%	569	38%	512	34%	1490	
West Dade	7307	3892	475	31%	348	22%	726	47%	1549	
Offender Hub***	462	105	8	2%	335	87%	40	10%	383	
Hialeah Downtown	5242	2210	165	13%	342	27%	767	60%	1274	
Hialeah Gardens	5238	2206	257	21%	447	36%	537	43%	1241	
Monroe	1398	580	20	2%	0	0%	899	98%	919	
		61274							7847	21261

\*\*Estimated numbers based on data from EFM and OSMIS

The data used in these reports comes from Employ Florida Marketplace (EFM) and the State is still in the process of verifying data conversion and reports. The percentages are included to compare the current allocation by funding stream to the actual services.

\*\*\*The Offender Hub was assigned Welfare Transition and FSET cases who may not be offenders.



# YOUTH CO-OP INC.

Serving South Florida since 1973

## INITIAL ASSESSMENT APPLICATION (Data for 2007)

DATA	WEST DADE	PERRINE	LITTLE HAVANA	MIAMI DOWN TOWN	NORTH SIDE	HIALEAH DOWN-TOWN	NORTH MIAMI BEACH	MIAMI BEACH	HOMES TEAD	CAROL CITY	HIALEAH GARDENS	MONROE
JANUARY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FEBRAURY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MARCH	2468	1065	886	1641	185	656	1150	1	0	266	211	1
APRIL	1987	887	1687	1317	224	536	2154	86	0	1206	1477	78
MAY	2651	1912	1475	862	1318	408	2344	571	1124	1289	1411	83
JUNE	1767	2119	907	679	1152	249	2076	477	1027	952	1208	62
JULY	2623	2461	1810	1067	1552	446	2286	705	1352	1246	1768	111
AUGUST	3060	2425	1846	1566	2397	316	2576	868	1667	1341	2845	475
SEPTEMBER	3237	2067	1654	1572	2009	357	2523	1135	1579	1810	2039	323
OCTOBER	3280	2199	1573	1709	2247	166	2661	728	1260	1695	2324	358
NOVEMBER	2813	1509	1288	1371	2294	94	2600	253	1392	937	1336	287
DECEMBER	2419	2787	1226	1315	1842	87	2540	313	1373	908	1318	313
<b>Total 2007</b>	<b>26305</b>	<b>19431</b>	<b>14352</b>	<b>13099</b>	<b>15220</b>	<b>3315</b>	<b>22910</b>	<b>5137</b>	<b>10774</b>	<b>11650</b>	<b>15937</b>	<b>2091</b>

3525 Northwest 7<sup>th</sup> Street - Miami - Florida 33125 (305) 643-6730

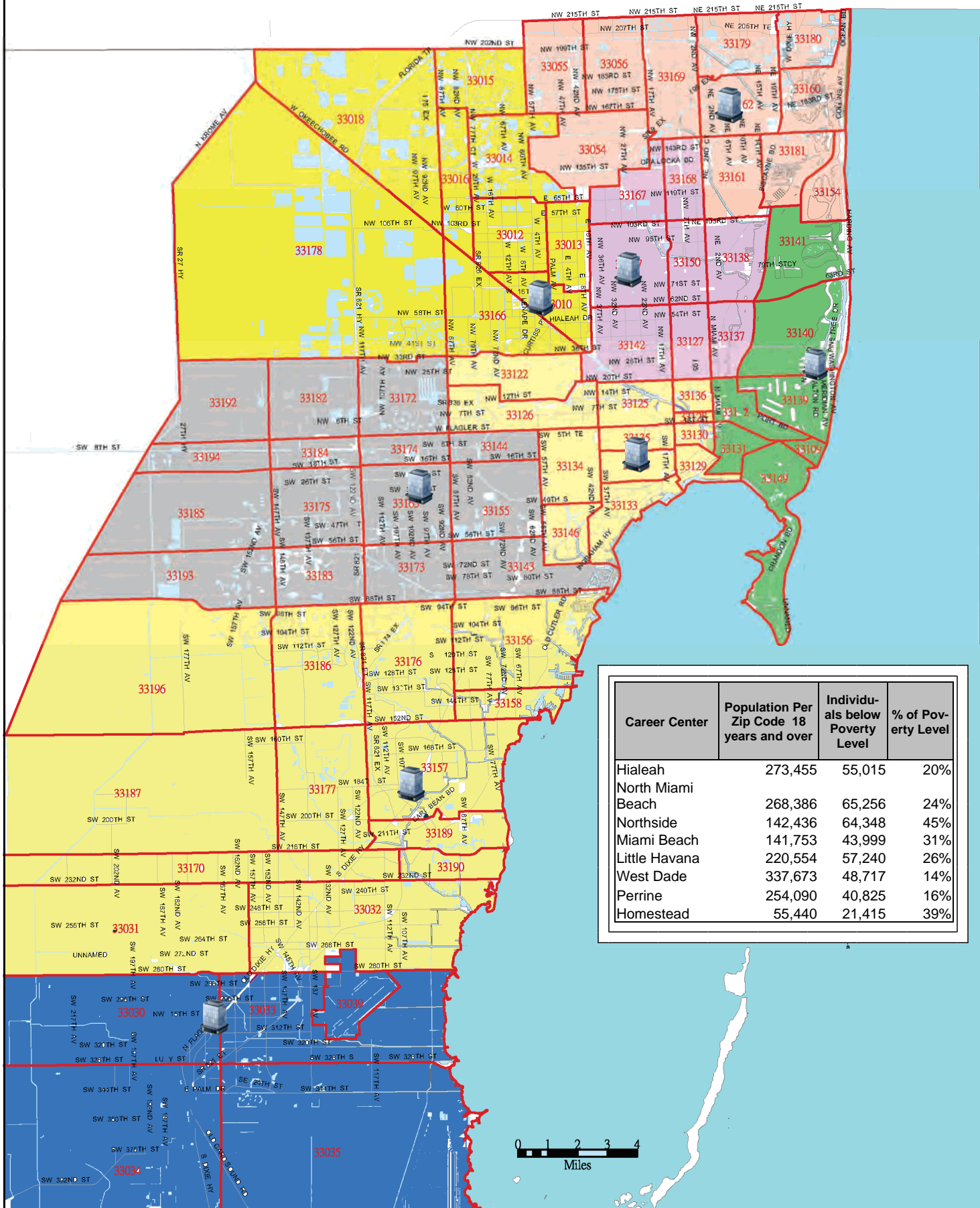
Equal Opportunity Employer

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

Funded by



# Career Center Proposed Locations



Career Center	Population Per Zip Code 18 years and over	Individuals below Poverty Level	% of Poverty Level
Hialeah	273,455	55,015	20%
North Miami Beach	268,386	65,256	24%
Northside	142,436	64,348	45%
Miami Beach	141,753	43,999	31%
Little Havana	220,554	57,240	26%
West Dade	337,673	48,717	14%
Perrine	254,090	40,825	16%
Homestead	55,440	21,415	39%





**SFWIB STAFF CAREER CENTER DESIGNS**

# **DRAFT**

## **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

# DRAFT

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

# DRAFT

- 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

# DRAFT

## 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

# DRAFT

- 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

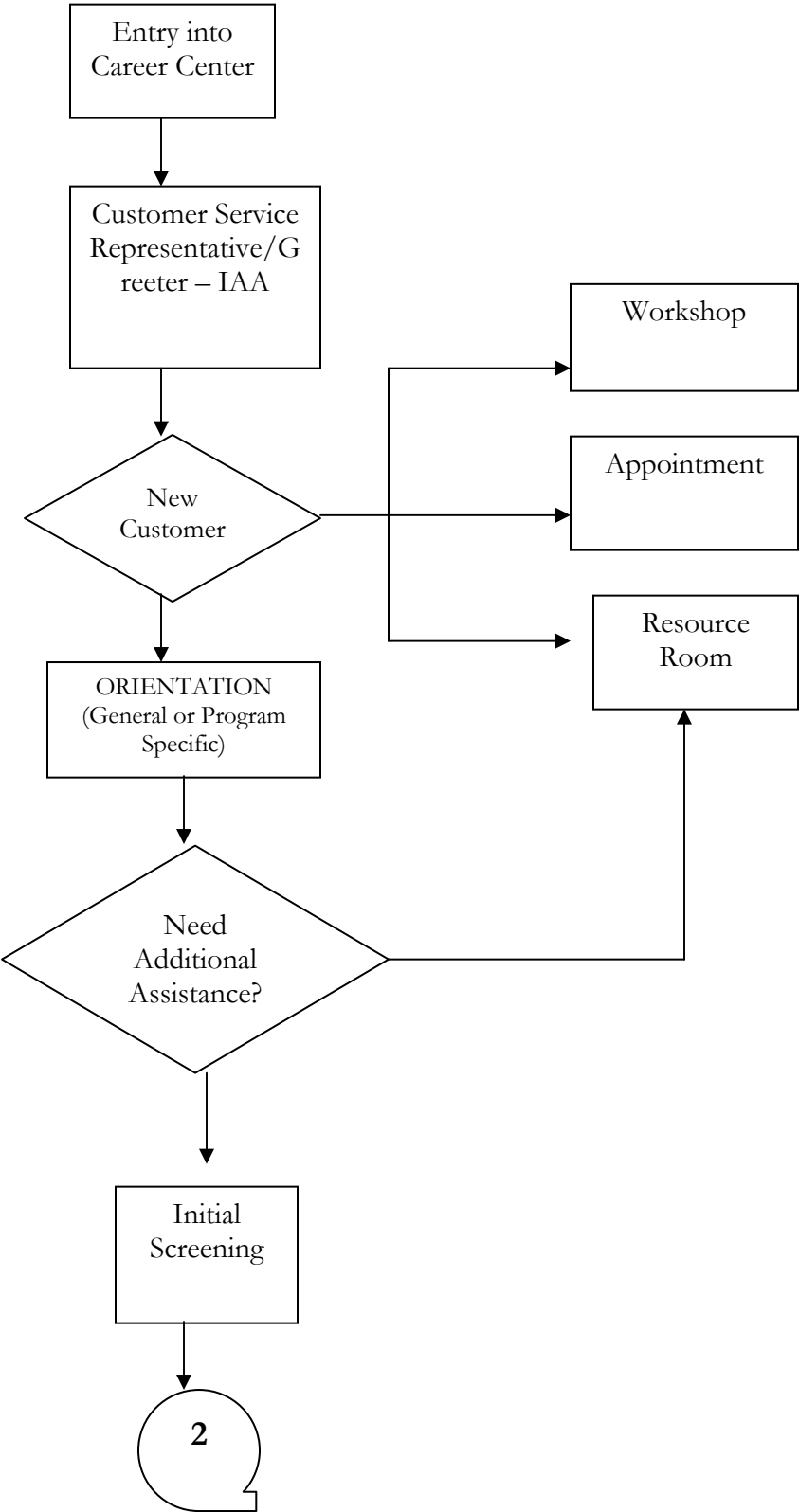
# DRAFT

## 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)

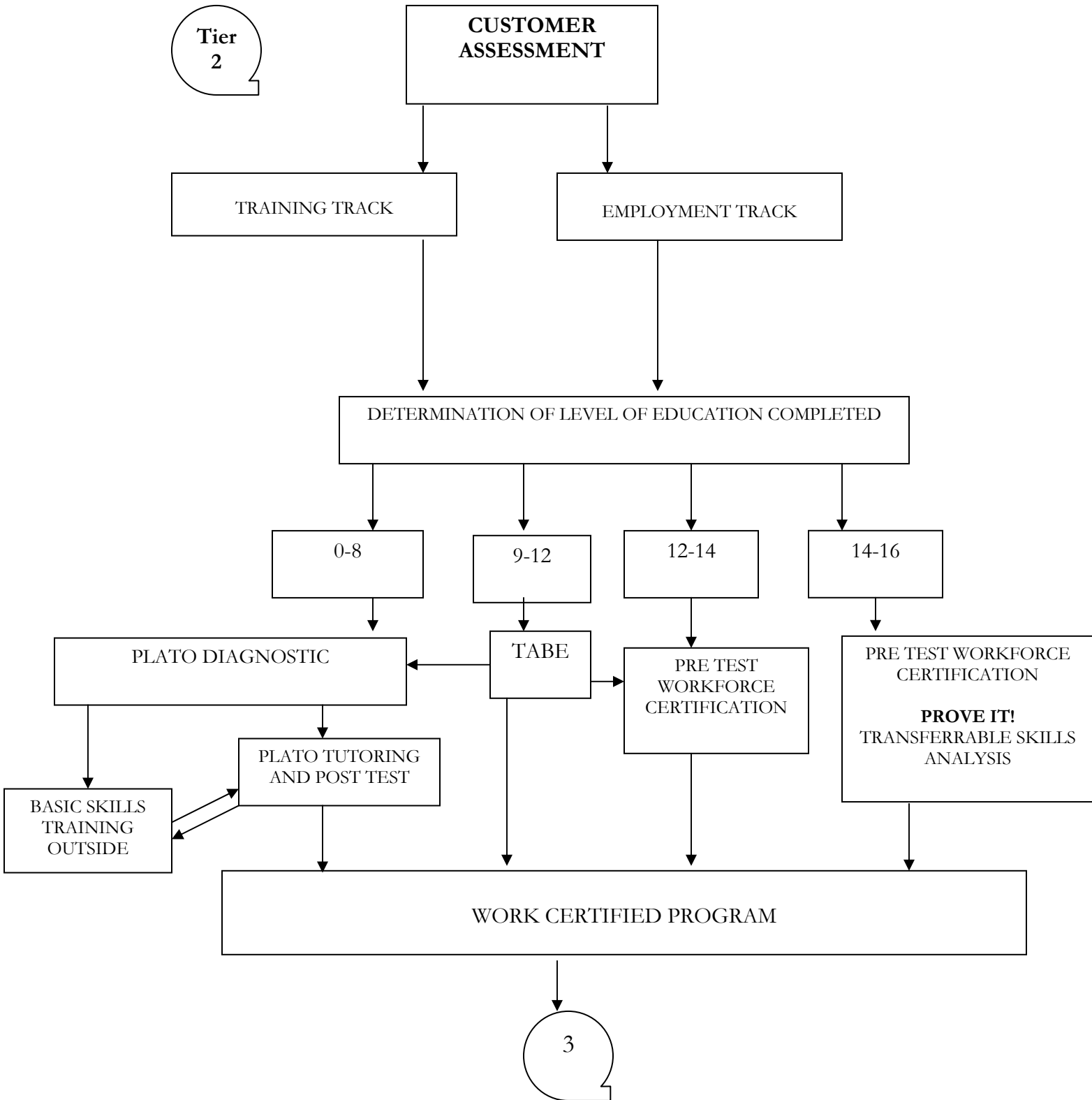
**CUSTOMER FLOW AT THE CAREER CENTER**

Tier  
1

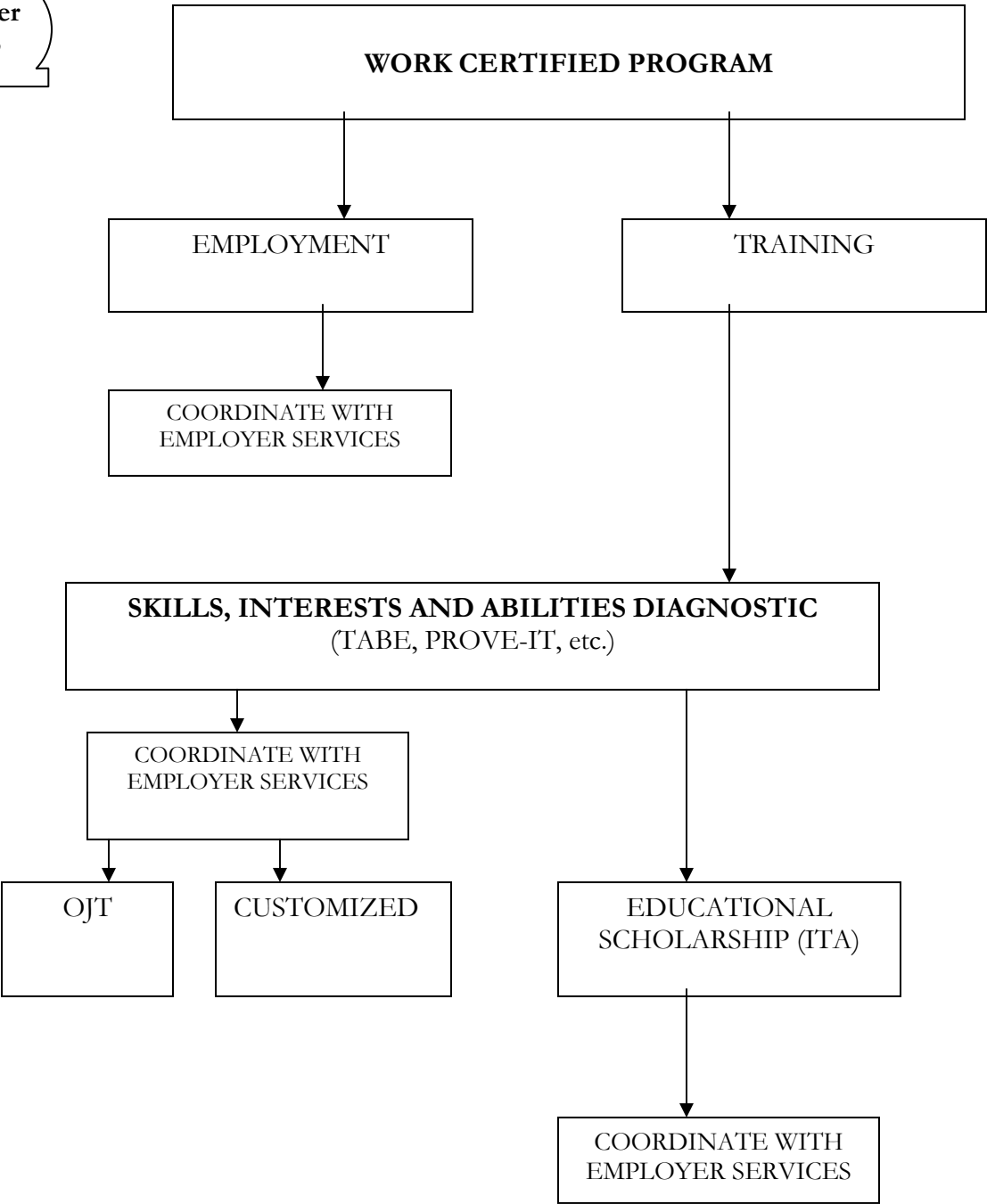




# DRAFT



Tier  
3



# DRAFT

## 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. 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.

# DRAFT

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

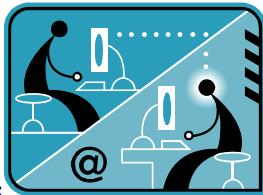
Mobile Units marketing/scheduling and other logistics to accommodate the above

## **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

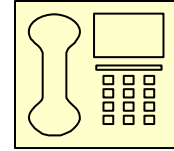
- If the IAA determines the job seeker is employment ready, then it will ask the job seeker to complete the Employ Florida (EF) application online
- Most job seekers will be contacted via telephone, e-mail, or mail and have their first visit scheduled to report to the Career Center by appointment, i.e., 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.**

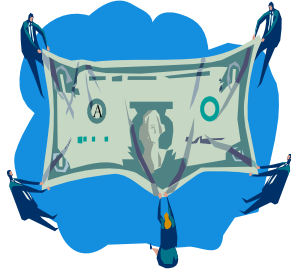
## Adult Program Career Center Design

### **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

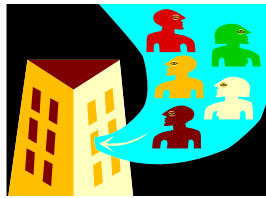


### Workforce Centers:

- **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.

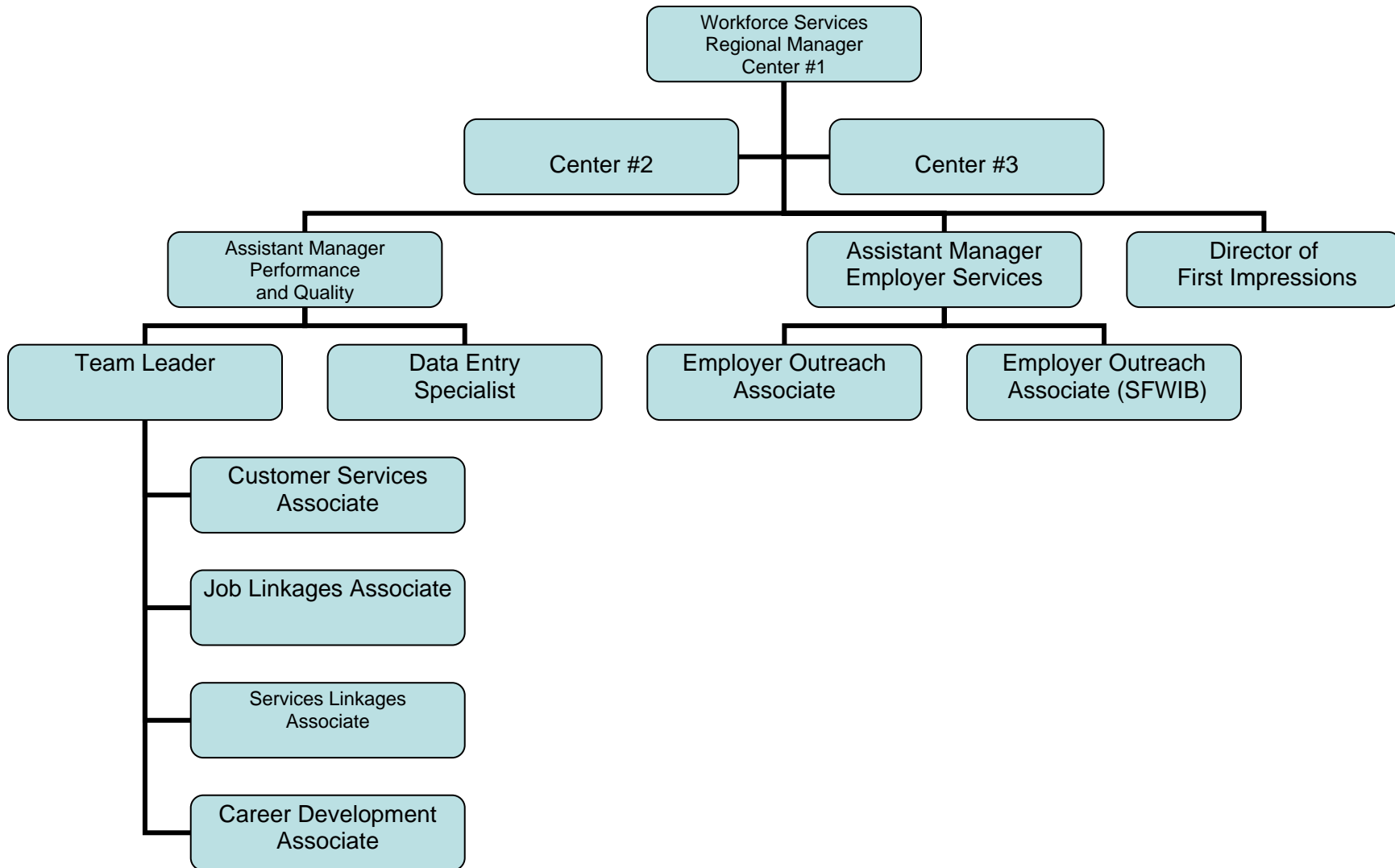
**6) Would it be by funding silo or integrated?**

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 24<sup>th</sup> and 8<sup>th</sup> and Between 67<sup>th</sup> and 87<sup>th</sup> 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
<b>SUBTOTAL PROVIDER BUDGET</b>	<b>\$ 65,214</b>	<b>33.3</b>	<b>\$ 2,173,582</b>
FACILITY COSTS	\$ 20,345	33.3	\$ 528,961
<b>TOTAL BUDGET</b>	<b>\$ 81,084</b>	<b>33.3</b>	<b>\$ 2,702,543</b>

## PROVIDER PROGRAMMATIC COSTS

### Annual Budget

	\$ PER FTE	FTEs	TOTAL
--	------------	------	-------

#### 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
			\$ -
			\$ -
<b>TOTAL SALARIES</b>	<b>\$ 42,647</b>	<b>33.3</b>	<b>\$ 1,421,415</b>

#### 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
<b>TOTAL BENEFITS</b>			<b>484,326.64</b>

#### 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
<b>TOTAL OPERATING EXPENSES</b>	<b>1,515</b>	<b>33.3</b>	<b>50,482.00</b>

<b>TOTAL PROGRAMMATIC COSTS</b>	<b>\$ 58,693</b>	<b>33.3</b>	<b>\$ 1,956,224</b>
---------------------------------	------------------	-------------	---------------------

## FACILITY COSTS Annual Budget

\$ AMOUNT	FTE	\$ PER FTE
-----------	-----	------------

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
<b>TOTAL</b>	<b>\$ 528,961</b>	<b>33.3</b>	<b>20,345</b>

## 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 27<sup>th</sup> 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**

