



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

Tuesday, April 1, 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
 - A. February 15, 2008
3. Service Delivery Discussion

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SFWIB – Workforce Systems Improvement Committee

April 1, 2008

Minutes of SFWIB Workforce Systems Improvement Committee Meeting February 15, 2008

South Florida Workforce Investment Board
 Workforce Systems Improvement Committee Meeting
 February 15, 2008 at 9:30 A.M.
 South Florida Workforce Investment Board Headquarters
 7300 Corporate Center Drive, 5th Floor - Conference Room 3

<p>COMMITTEE MEMBERS IN ATTENDANCE</p> <ol style="list-style-type: none"> 1. Daniel Fils-Aime, Sr. 2. Victoria DuBois 3. Cynthia Gaber 4. Jackie Harder 5. Al Huston, Jr. 6. Obdulio Piedra <p>COMMITTEE MEMBERS NOT IN ATTENDANCE</p> <ol style="list-style-type: none"> 7. Jose Acosta 8. Anne Manning 9. Alvin Roberts 10. Ivonne Socorro 	<p>OTHER SFWIB MEMBERS IN ATTENDANCE</p> <p>Edwards Margolis</p> <p>SFW STAFF</p> <p>Rick Beasley Teresa Grant Juan Hernandez Ken Kistner Linda Pierre</p>	<p>OTHER ATTENDEES</p> <p>Cedeno, Maritza-<i>Youth Cop-Op, Inc.</i></p> <p>Cela, Jose-<i>Ser Jobs for Progress</i></p> <p>Cepeda-Leonard-Margarita-<i>Unidad</i></p> <p>Gaviria-Lopez-<i>Beatriz-Ser Jobs</i></p> <p>Menendez, Mirizza-<i>UNIDAD of Miami Beach, Inc.</i></p> <p>Milian, Delia-<i>City of Hialeah</i></p> <p>Rodriguez, Maria-<i>Youth Co-Op, Inc.</i></p> <p>Sante, Alicia-<i>Youth Co-Op, Inc.</i></p> <p>Zeno, Miriam-<i>Ser Jobs-North Miami Beach</i></p>
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Agenda items are displayed in the order they were discussed.

1. Call to Order and Introductions

Mr. Daniel Fils-Aime, Sr., WSI Committee Chair, called the meeting to order at 9:44 A.M., and noted that a quorum had not been achieved.

Mr. Rick Beasley introduced Mrs. Mayra Buttacavoli, a past member of the South Florida Workforce Investment Board representing the City of Miami Beach.

Mr. Fils-Aime thanked Mrs. Buttacavoli and presented her with a plaque thanking her for her valued participation on the Board.

3. Assets for Independence Program Grant

Mr. Beasley noted that the SFWIB was approached by Miami-Dade County to take over the Assets for Independence (AFI) Program, Individual Development Accounts (IDA) Project Initiative as described in the item.

He added this is not an action item, but the Board would need to approve or disapprove and Miami-Dade County would be informed of the decision.

He also added that the grant is unique because it includes housing, education and micro-enterprise components and it would allow for the leveraging of resources.

Ms. Harder asked if funding would be required from SFW. Mr. Beasley responded that SFW would be the administrative entity.

Mr. Obdulio Piedra asked if it is a savings initiative.

Mr. Beasley explained that an individual must put money aside and the grant would match those funds, and SFW would match the funds as well.

Mr. Piedra noted that as a part of the Miami Saves campaign run by the Cuban National Council (CNC) there is a national America Saves campaign and he is the chair of the Florida Financial Literacy Council which supports the initiative.

Ms. Jackie Harder moved approval to send to the full Board for approval.

It was the consensus of the Committee members present to move this item to the full Board for its acceptance.

4. Balanced Scorecard Discussion

Mr. Beasley asked Mr. Juan Hernandez to present the regional performance figures for July 1, 2007 through January 31, 2008.

Mr. Hernandez reported on the standards and available performance figures as follows:

<u>Measure</u>	<u>Standard</u>	<u>Performance Met</u>
CAP Training.....	60%	79%
Employment.....	12,364	11,853
Professional Placements	1,855	1,506
Self-Sufficiency	2,473	1,690
Employment Wage Rate	\$12 per hour	\$11.58 per hour
WIA Employment Gateway.....	1,556	1,262
Job Development Index	7,835	9,236
Job Development Index Over \$12 an Hour	2,742	3,714

Mr. Beasley explained that the last two measures apply to the job developers who go out and create jobs and enter them into the system, and we exceeded the standard for both measures. However, the job placement numbers are below the set standards.

Mr. Hernandez continued to report the standards and the level achieved for additional program areas.

Mr. Beasley referred to page five (5) of the attachment for the 2006-2007 performance. He added that the information included a breakdown by Career Center and this information would help to design ways to improve performance.

He added that the Partners have been asked to look at policy changes that might have contributed to the lower performance.

Mr. Piedra asked how staff would develop strategies to assure that those numbers are reached.

Mr. Beasley responded that Mr. Hernandez would be involved in the committee process to review policies and offer recommendations.

This region needs to focus on how we are doing and how we are serving those individuals.

Ms. Harder commented on the large differences on the November chart and asked why there are such differences, and was it possibly due to a funding issue or staff on vacation.

Mr. Beasley responded that those questions would be asked by the staff of the Service Partners when we meet.

At the mid-year reviews, some Partners had information to explain the data, and others needed to go back and investigate the reasons that caused the spike.

Mr. Fils-Aime welcomed Mr. Edward Margolis, SFWIB Chair, who joined the meeting.

Mr. Margolis commented that he had attended the Workforce Florida Inc. Board of Director's meeting in Tallahassee and added that Maria Rodriguez, Executive Director of Youth Co-Op, Inc., was also in attendance.

He noted comments from the Florida Chamber of Commerce regarding the lack of qualified candidates for open positions in Florida and that developing talent is the goal we should strive for. The level of education is slowly increasing across the State, but in comparison to other states, and other countries, we must increase by 10%-15% per year to compete.

He added that by the year 2030 it is expected that 70% of the Florida population would be Hispanic. The Career and Professional Education Act (CAPE) program that builds a conversation between education and businesses is a beginning to train and increase the talent level of students.-

Mr. Piedra asked if the space coast was discussed and Mr. Margolis responded that yes and the State of Florida is willing to invest \$54M in programs that would develop the highest skills, keeping those with higher education in those programs, such as the space programs at Kennedy Space Center.

Mr. Beasley commented that a number of states have "Come Back Home" programs to have people return to their states.

5. Service Delivery Discussion

Mr. Beasley explained that at the last meeting the conversation centered around the Career Centers and the partner agencies were asked to submit their thoughts.

He noted that Ms. Harder requested for a breakdown of a number of different items by Career Center, and that this information was included in the agenda item.

Mr. Beasley brought to their attention some highlights of the report.

Mr. Piedra asked what lessons were learned from this analysis by staff. Mr. Beasley responded that the funding allocation is not by program, and there is no scientific measure set. In addition, the proposals from the Partners had suggestions such as looking at areas of poverty.

Mr. Beasley noted that a proposal that included the involvement of the Partners would be presented to the Board, which would include the request for the three models made by the Finance Committee.

Ms. Harder noted that Monroe County does not appear in this report, and Mr. Beasley responded that Monroe County is a little different because of the Interlocal Agreement which stipulates that Monroe County is to receive 6.7% of the funding regardless. Ms. Harder asked that Monroe County be referenced in the report.

She added that this report was an instructive and informative tool. Mr. Beasley responded that the report is informative for staff as well.

[Mr. Al Huston, Jr. arrived.]

Mr. Beasley began introducing the Partners for their reports. He noted that there was no one at the meeting from Arbor.

City of Hialeah

Ms. Delia Milian, Program Director, City of Hialeah, presented, and expressed appreciation for the opportunity to report. She noted that the information presented was not as thorough as possible given the short deadline. She added the important requirements include easy access to public transportation, ample free accessible parking, the number of square feet, the cost per square foot as well as the lease expiration, and sufficient room for recruitment activities and professional placement seminars to be held.

In the north end of the County she suggested merging the Carol City and the North Miami Beach Career Centers and to provide a satellite or an access point in the nearby neighborhood of Opa-Locka. These changes could save approximately \$300,000.

In the central area she suggested that Northside should remain where it is, Miami Beach should remain a full service center where it is, but close the Miami Downtown center and merge it with Northside and Little Havana. She added that Transition, Inc., which serves the offender population, and should remain in the Culmer site. These changes could also save \$300,000.

She had considered that the both Hialeah centers should be merged into a more central location, but the cost per square foot of property at the new location would be \$17 to \$25 per square foot versus the \$10.00 currently. Therefore the suggestion was to leave the Hialeah Downtown facility open. It was also suggested that an access point could be provided in the western section of Hialeah.

Ms. Milian closed her presentation requesting that if closures do take place that staff be affected as little as possible.

Mr. Margolis asked if with the increase in internet access, and additional access points would there be the same amount of traffic. Ms. Milian responded that she expects it to remain the same because of the number of welfare cases that are assigned, the mandatory orientation and mass recruitment that needs to take place would all be at these centers. In addition, many employers perform recruitment activities at the career center. She commented that more access points would help, although mandatory case management activities require large rooms, and even larger if consolidation occurs.

Mr. Beasley directed the members' attention to a map of the locations of the centers.

SER-Jobs for Progress, Inc.

Mr. Jose Cela distributed a document and explained that the Food Stamp Employment and Training population has been found to live in areas where rental housing is most available. Therefore, centers located in areas such as Kendall would not be easily accessible to that population.

He added that the facility costs may be higher than others depending on the size. We have not been in favor of having large centers and he suggested that some of these centers could be reduced in size, considering that some leases would be expiring.

Another suggestion was to look at the option of locating inside some schools.

He added that TANF is the largest funding source for SFW. He noted that seven (7) of our centers are very near seven (7) of the Department of Children and Families (DCF) offices. He suggested that some Career Center staff work from those DCF offices. In addition, he pointed out that four (4) of our centers do not map to DCF offices and those centers were: Hialeah Gardens and Carol City centers

run by the same operator, and Miami Downtown and Little Havana centers run by the same operator. He suggested that SFW could combine these centers or come up with something creative.

He suggested using the model of the Apple Stores that are light and bright and inviting, or use the banking model.

Mr. Piedra commented that often it is not just cost savings, but re-engineering, process improvements.

Ms. Harder asked if the 3,000 sq. foot area adequately provides privacy for the customers and if the conference rooms are adequate for our mandated services. She asked if the model would be appropriate for all mandated services, and would it work for large as well as small centers.

Mr. Beasley responded that each center is different.

UNIDAD of Miami Beach, Inc.

Ms. Mirizza Menendez, Center Director, Miami Beach Career Center, read from a prepared report.

The recommendations presented included the following:

- Close the Miami Downtown center and open a state-of-the-art business center in the El Portal area. The cases and staff at the Miami Downtown center could be transferred to the Northside and Little Havana centers.
- The Little Havana center should be moved to another site in the area but into a location at a lower lease amount with parking provided.
- Maintain Transition, Inc. as the ex offender service hub with some staff relocated to centers such as Little Havana. It had been recommended before that Transition, Inc. could provide staff to all centers, or could cross train current Career Center staff.
- Merge the North Miami Beach and Carol City centers into a larger center managed by a provider to be selected by South Florida Workforce.
- Merge the Hialeah Gardens center into Hialeah Downtown preferably in a City of Hialeah space with staff to be absorbed.
- Open new access points in areas such as Little Haiti, Opa-Locka and West Hialeah, possibly with organizations not currently working with SFW.

Keep the prototype as is; revisit all lease agreements; all centers and access points must be easily accessible by public transportation; a cap on administrative costs of 10% for all providers; hire a consultant to facilitate recommendations of centers across the nation and give us analyses.

Ms. Margarita Cepeda-Leonardo, Executive Director, UNIDAD of Miami Beach, Inc., reported that she has a concern regarding changing the service delivery prototype. She recommends seeking professional advice before making substantial changes. She added that she is concerned that the welfare transition customer might be segregated. She continued to comment that the welfare transition customer should have the benefit of an environment that includes other customers.

Mr. Margolis asked Ms. Cepeda-Leonardo how she visualized using the access points. Ms. Cepeda-Leonardo responded that the access points should be directed by the Career Centers as an arm of the Career Centers, and there should be three (3) computers and a professional on-site at all times, although there might be different professional staff persons assigned on a rotating basis.

Mr. Margolis asked Ms. Cepeda-Leonardo in her opinion, what services could be moved from the Career Centers to the access points. She responded that that must be decided.

Mr. Huston asked Ms. Cepeda-Leonardo whether the savings in her report were based on the access points primarily or on other areas. She responded that the data was received from SFW but the savings projected in the report are considering only the consolidation of the Career Centers.

Ms. Harder asked Ms. Cepeda-Leonardo about her concern about the prototypes, and segregation of customers, and if that been proposed by anyone in this Region. Ms. Cepeda-Leonardo responded no, but it had been discussed. Ms. Harder inquired whether that was occurring anywhere in our Region, and Ms. Cepeda-Leonardo responded in the negative, but added that there are cases in some other Regions.

Youth Co-Op, Inc.

Ms. Maria Rodriguez, President, Youth Co-Op, Inc., informed the Committee members that there is a need to reduce the infrastructure in order to maintain the current level of services considering the expected funding cuts. She added that the subject of a Career Center being run by a single provider has not been addressed here.

She noted that Mr. Beasley had commented that his preference was to keep all staff employed and that was included as part of their assumptions when preparing this proposal.

Ms. Rodriguez recommended the following:

- The consolidation of the city of Hialeah and Hialeah Gardens centers into City of Hialeah center because of their proximity to transportation, community services, etc. as well as the cost effectiveness.
- The opening of an access point in the Westland area that would be linked to one of the refugee services offices already in that area.
- Merge the Carol City Career Center with the North Miami Beach Center at a new location that would meet the criteria for more professionalism.
- Open an access point or a satellite center within the city of Opa Locka.
- Consolidation of the Miami Downtown center into the Northside center, to incorporate as well a business center.
- Keep the Perrine center as is because it is 12 miles away from the nearest center which is West Dade
- Keep the Homestead center in its current location, and the West Dade center should also remain as it is in a central location.
- Relocate the Little Havana center to a new location which would include free parking, and the new site must include space for the Youth Services program.
- Maintain an Offender hub, and each center should have a representative to serve offenders as well.
- Keep open the Miami Beach center, which does not charge SFW for the facility.
- Keep the two centers in Monroe County and at least once a month use the mobile units in Marathon
- The Temporary Assistance for Needy Families (TANF) cases should be served through the centers, rather than the access points.

- Partnering with more non-profit organizations which would keep the funds within the State of Florida as some for-profit companies are outside the State of Florida.

She recommended that before any decisions are made that the committee take time to visit the centers to decide for themselves.

Mr. Margolis asked what the Refugee centers do, what they look like, and how do they really function.

Ms. Rodriguez responded that there are multiple small offices, which offer core services, assessment, case management, and job placement. The Refugee program is performance based, which is different from the other services offered.

Mr. Margolis asked for an explanation of the services included in "Core Services." Ms. Rodriguez responded that the law requires all participants go through core services. Everything should be geared towards toward employment, so that if the participant could be employed right away, that is the action to be taken.

Next is the needs assessment of interests and ability and then address the needs by possibly offering training, or other services.

Mr. Margolis asked which services must be offered at Career Center and which could be offered at an access point or possibly a school.

Ms. Rodriguez responded that currently the services provided at the access points are those services that could be completed at home if one has a computer. In Coconut Grove access is provided to a community that might not have computers, and the access point is staffed with a person who could refer the customer to the Career Center. She added that the State rates the Region on a number of factors above and beyond the services offered by an access point.

Mr. Margolis asked which services must take place in a Career Center.

Ms. Alicia Sante, Program Director, ~~for~~ Youth Co-op, Inc., responded those services could be case management, assessment, testing, and those services requiring personal involvement of staff. She added that the banking model would not be the first choice because of the complicated system of services to be assessed.

Ms. Rodriguez added that many customers may not have the basic skills to become ready to work.

2. Approval of Workforce Systems Improvement Meeting Minutes, for November 27, 2007, and January 25, 2008

Jackie Harder moved to approve the minutes of the November 27, 2007, and January 25, 2008 Workforce Systems Improvement Committee meetings. The motion was seconded by Al Huston, Jr. and approved.

Mr. Fils-Aime announced that the agenda was complete and requested that the members of the committee consider the information provided and submit their recommendations to staff.

Mr. Piedra suggested that the providers meet with staff to provide recommendations, and Mr. Margolis responded that those meetings are already happening.

Mr. Margolis asked which of the funding streams require the services to be performed through the Career Centers, and which do not.

Juan Hernandez replied that the case management and intensive services would most likely be provided in the Career Centers.

Ms. Harder noted that she was amazed by the similarities. She asked that staff could compile a list of similarities in the presentations. She added that she would like to see the use of technology in as many different areas as possible in the proposals.

Mr. Piedra recommended that staff work with the providers and compile recommendations including a matrix which could be considered by the Committee, at the next meeting in preparation to submit a recommendation to the full Board.

Mr. Fils-Aime thanked the Board, Chairman and staff for providing the mobile unit in the Haitian community for the HALO event.

Mr. Piedra noted that he was the sponsor the Mayor's job fair at the Martin Luther King Center, at which 2,000 persons came through. He added that there would be additional events in the future.

The meeting adjourned at 11:50 A.M.



3.

SFWIB – Workforce Systems Improvement Committee – Task Force Meeting

April 1, 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

At the February 15, 2008 Committee meeting, the Service Partners provided their vision of the Region’s service delivery system. The Committee members requested that staff work with the Service Partners to develop specific recommendations for the Committee review.

The Service Partners and SFW staff having been working in partnership to develop recommendations for the Region’s service delivery system.