



SOUTH FLORIDA WORKFORCE INVESTMENT BOARD

WORKFORCE SYSTEMS IMPROVEMENT (WSI) COMMITTEE

**Monday, September 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
 - A. April 24, 2008
 - B. June 13, 2008
3. Recommendation as to the Renewal of Current Refugee Employment and Training Contractors and Allocations for Program year 2008-2009
4. Recommendation to Approve the Allocation of Florida Rebuilds Funds
5. Recommendation to Allocate Food Stamp Employment and Training Funds Funding
6. Recommendation as to the Accept and Allocate Food Stamp Employment and Training (FSET) Funds
7. Recommendation to Approve the Workforce Services RFP
8. Programmatic Monitoring Report

2.A

SFWIB – Workforce Systems Improvement Committee

September 15, 2008

Minutes of SFWIB Workforce Systems Improvement Committee Meeting April 24, 2008

South Florida Workforce Investment Board
Workforce Systems Improvement Committee Meeting
April 24, 2008, at 9:30 A.M.
South Florida Workforce Investment Board Headquarters
7300 Corporate Center Drive, 5th Floor - Conference Room 3

COMMITTEE MEMBERS IN ATTENDANCE <ol style="list-style-type: none">1. Daniel Fils-Aime, Sr.2. Jose Acosta3. Victoria DuBois4. Cynthia Gaber5. Jackie Harder6. Ivonne Socorro	Additional SFWIBIB Members <p>Margolis, Edward, <i>SFWIB Chairperson</i></p> SFWIB STAFF <p>Rick Beasley Anne Glancy Juan Hernandez Ken Kistner Linda Pierre Marian Smith</p>	OTHER ATTENDEES <p>Alexis, Carl-<i>Youth Co-op, Inc.</i> Battle, Jorge-<i>Arbor</i> Cepeda-Leonard, Margarita-<i>Unidad</i> Costas, Jorge-<i>Youth Co-op, Inc.</i> Cruz, Teresa-<i>Youth Co-op, Inc.</i> Gaviria-Lopez, Beatrice-<i>SER Jobs for Progress</i> Marti, Sergio-<i>Miami-Dade County Public Schools</i> Menendez, Mirizza-<i>Unidad</i> Milian, Delia-<i>City of Hialeah</i> Mitchell, Carlene-<i>Miami-Dade County Public Schools</i> Nunez, Guadalupe-<i>Community Coalition</i> Rodriguez, Maria-<i>Youth Co-Op, Inc.</i> Sante, Alicia-<i>Youth Co-Op, Inc.</i> Santiago, Helga-<i>Transition, Inc.</i> Simpkins, Ted-<i>Arbor</i> Someillan, Ana-<i>AMO</i> Valdes, Roberto-<i>CANC</i> Ventura, Lilliam-<i>Arbor</i></p>
COMMITTEE MEMBERS NOT IN ATTENDANCE <ol style="list-style-type: none">7. Al Huston, Jr.8. Anne Manning9. Obdulio Piedra10. Alvin Roberts		

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 9:45 A.M., and noted that a quorum had been achieved.

2. Approval of Workforce Systems Improvement Meeting Minutes for February 15, 2008, and April 1, 2008

Cynthia Gaber moved to approve the minutes of February 15, 2008 and the motion was seconded by Jackie Harder and approved.

Cynthia Gaber moved to approve the minutes of April 1, 2008, and the motion was seconded by Jose Acosta and approved.

3. Presentation of Proposed Redesign of Workforce Delivery System

Mr. Rick Beasley, SFWIB Executive Director, reminded the Committee that as per instructions given at the April 1, 2008 Committee meeting SFWIB staff and Service Partners staff met on several occasions to develop different options as recommendations for the committee to review. Mr. Beasley asked Ms. Marian Smith, SFWIB Assistant Director for Administration and Maria Rodriguez, Executive Director of Youth Co-Op to present the different options/recommendations to the Committee for its consideration and approval.

Marian Smith informed the Committee that recommendations were made by two teams composed of Service Partner staff and SFWIB staff after meeting over a five week period. The 1st team was charged with determining the number of service delivery centers. The 2nd Team was charged with reviewing the service delivery process. The teams came up with three different options as follows:

Career Center Design Proposal:

The first option contemplates the creation of eight (8) Customer Service Areas (CSAs) with a fully functioning Career Center within each designated CSA. This option contemplates closing Carol City, Hialeah Gardens and Miami Downtown Career Centers. The savings to be realized by closing the aforementioned Career Centers would be \$1,548,324. An additional \$427,090 may be realized by transferring impacted Refugee Welfare Transition participants to any one of the eight CSAs in order to continue to receive TANF services. This cost will offset the facility savings and enhances the facility budget. Programmatic savings, anticipated attrition and reductions in office supply spending would account for the remaining \$375,000 in savings. Overall the savings to be realized under this option is \$1,923,324.

Ms. Smith indicated that with every option considered, the critical mass or customer flow of each Career Center considered for closure/consolidation will be disrupted to some extent. In order to minimize disruption, the Team recommended: a) that current customers of the Hialeah Gardens Career Center be absorbed by the Hialeah Downtown center; b) that customers of the Miami Downtown center be absorbed by Northside and Little Havana and c) that customers of the Carol City Career Center be absorbed by North Miami Beach. There will be no adverse impact for lease terminations in both the Carol City and Miami Downtown.

The second option considered by the Team contemplates the closure of three (3) Career Centers: North Miami Beach, Hialeah Gardens and Miami Downtown and the establishment of eight CSAs. The savings to be realized by closing these Career Centers would be \$1,346,730.

This option also includes moving the Refugee Welfare Transition participants cost of \$427,090 to the facility budget to offset the facility cost. There would be an estimated savings in programmatic costs of approximately \$125,000. There would be an additional \$180,000 in savings from probable attrition and another \$20,000 in savings from a reduction in spending for office supplies. Additionally, another \$220,258 would be realized in the re-allocation of refugee dollars by shifting refugee participant services inside the Career Center. The total savings of this option would be \$1,674,730.

In order to minimize disruption to the affected Career Centers, the Team recommends: a) that current customers of the Miami Downtown Career Center be absorbed by the Northside and Little Havana

Career Centers; b) that customers of the Hialeah Gardens Career Center be absorbed by Hialeah Downtown and c) that current customers of North Miami Beach be absorbed by Carol City. If exercised, the lease termination penalty for Hialeah Gardens would cost of \$115,078 and an additional \$60,000 if lease termination provisions are exercised for North Miami Beach.

The third and final option presented contemplates the closure of only two Career Centers: Miami Downtown and Hialeah Gardens. The savings to be realized by these closures would be \$918,604, and attrition would account for \$120,000. An additional \$100,000 in programmatic costs could be achieved and another \$20,000 if office supply spending was reduced.

Like Option two, the third option contemplates a reallocation of refugee dollars. An additional \$679,206 would be realized in the cost allocation of refugee dollars. Finally, the relocation of the Refugee Welfare Transition participants would offset the facility savings and enhance the facility budget by \$427,090.00. The total savings realized under the third and final option is \$1,837,810.

In order to minimize disruption to the affected Career Centers, the Team recommended: a) that current customers of the Hialeah Gardens Career Center be absorbed by the Hialeah Downtown Career Center and b) that customers of the Miami Downtown Career Center be absorbed by Northside and Little Havana. If exercised, the lease termination penalty for Hialeah Gardens would cost \$115,078.

While the closure and/or consolidation of the centers would meet the savings targets, some degree of service disruption and performance would inherently be part of this exercise and would represent the largest downside to the process. Also, in instances where SFWIB is currently engaged in month to month leases, cancellation clauses that incur penalties would put additional downward pressure on savings. However, these costs could be averted if applied cancellation clause penalties were to be paid in the current program year. In spite of this however, the positives outweigh the negatives.

Ms. Jackie Harder asked if the Committee would be voting to recommend one of the options. Staff responded in the affirmative. Ms. Harder asked if all three options fit the quality assurance issues, the business services and the staffing. Staff responded in the affirmative.

Ms. Harder commended the staff and providers for all their hard work that went into compiling all the information presented.

Mr. Jose Acosta stated that he had concerns, because none of the options presented carried the necessary reductions to achieve the \$2.1 million dollars in savings. Staff responded that the combined savings of all the options should help achieve that level.

Mr. Acosta requested that staff indicate in writing exactly where the other savings would come from that would achieve the required \$2.1 million.

Mr. Edward Margolis, SFWIB Chairperson, asked when the Request for Proposals (RFP) would be released, and would the process be open to all providers. Staff responded that an (RFP) would be issued and it would be completely open to everyone.

Ivonne Socorro asked staff how many customers would be moved from the Carol City Career Center to the North Miami Beach Career Center. Staff responded that approximately 11,000 customers would be affected.

Ms. Harder asked how many customers are currently enrolled in the North Miami Beach Career Center. Staff responded that the number would be approximately 10,000 customers.

The Committee had a lengthy discussion on the different options presented.

Staff noted that SFWIB is currently partnering with Community Based Organizations (CBO) and Faith Based Organizations (FBO) to establish Access Points at their sites to provide limited SFWIB services.

Ms. Jackie Harder moved to approve option 1 for Career Center Design, as described in the agenda item and the attachments. The motion was seconded by Ivonne Socorro and approved.

Mr. Fils-Aime, Sr. commended the Committee, staff and Partners for a job well done.

Career Center Process Improvement Recommendations for Quality Assurance

Mr. Beasley asked Mr. Juan Hernandez, SFWIB Programs Manager and Alicia Sante of Youth Co-Op, Inc. to present their team's recommendations.

Mr. Hernandez informed the Committee that a Career Center Process Improvement Team consisted of SFWIB staff and current service providers' staff was convened to study and provide recommendations to improve the Career Center service delivery system and identify cost savings for Program Years 08/09 and 09/10. The Team was charged to: a) provide recommendations for Career Center staff to continue to provide adequate delivery of services to our primary and secondary customers and b) to do so without radically impacting the current staffing levels of existing career centers.

The Team met over a five week period to review and discuss the current Career Center service delivery system and to consider a variety of models. Mr. Hernandez summarized the Quality Assurance options that could potentially improve the Career Center service delivery system and realize a cost savings. Mr. Hernandez added that the desired cost savings would only be realized in one of the two options recommended by the Team.

The first option contemplates the savings to be realized by consolidating four (4) Quality Assurance staff currently assigned to the Career Centers/Service Providers with the current SFWIB Programs staff. As a result, this would enhance the Quality Assurance process at no additional administrative cost. In addition, this would allow additional file and system reviews, as well as providing more technical assistance/training. Furthermore, the staff would have the flexibility to provide Quality Assurance not only at the Career Centers but across all SFWIB programs. This option results in a cost savings ranging from \$208,308 to \$313,908 for PY08/09.

The second option considered by the Team contemplates implementing a peer to peer Quality Assurance process at no cost savings. This simply means modifying the Quality Assurance process to have the current staff from one Career Center/Service Partner provide Quality Assurance to another Career Center/Service Provider. Therefore, there is no cost savings. A process would need to be developed in order to minimize any disruption.

The Committee had several questions in reference to Quality Assurance staffs' responsibilities that were addressed by staff.

Ms. Jackie Harder moved to approve Quality Assurance Option One, as described in the agenda item and the attachments. The motion was seconded by Mr. Jose Acosta and approved.

Career Center Process Improvement Recommendations for Business Services

Mr. Beasley requested that Mr. Hernandez and Alicia Sante of Youth Co-Op, Inc. present recommendations.

Mr. Hernandez estimated that the Business Services options could potentially save from \$208,308 to \$313,908 for PY08/09 as well as improve the Career Center service delivery system. The desired cost savings would only be realized in two of the three options recommended by the Team.

The first option contemplates the savings to be realized by having one (1) agency operate and provide the Business Services unit consisting of four (5) Business Consultants staff. The agency would not be a Career Center operator/service partner. As a result, this could potentially enhance Business Services for the Region; however there is no cost savings.

The second option considered is to increase the number of SFWIB Business Services staff at SFWIB headquarters with the addition of four (4) Business Consultants at no additional administrative cost. This would allow additional staff for the coordination of Business Services for the Region, and the flexibility to provide Business Services not only for the Career Centers but for all South Florida Workforce programs. This option results in a cost savings of at least \$61,489.

The third option considered by the work Team is to maintain the current Career Centers/service partners Business Services collaboration, which does not provide any cost savings. This simply means improving the current Business Services Unit process to provide Business Services to the Region's business community. A process would be developed to assure that one message is being delivered to the business community.

Mr. Acosta and Ms. DuBois announced they had to leave the meeting.

Mr. Fils-Aime requested a motion before the quorum was lost.

Ms. Harder stated she was not ready to make a motion, since she had additional questions.

Mr. Beasley requested that before a quorum was lost, the Committee provide consensus to staff authorizing the draft of a Request for Proposal for Career Center Services. The Committee provided consensus and the recommendations that the item to be forwarded to the full board for action.

Mr. Acosta and Ms. DuBois left the meeting, and Mr. Fils-Aime announced that the quorum was lost.

The Committee continued discussing several issues in reference to the Business Services options. Mr. Margolis emphasized the importance of including services to small businesses, which were an important job source in our communities. In addition, the Committee discussed the possibility of job developers and business consultants working more directly with employers in an effort to expand the services provided to employers.

Regarding Business Services, there was no action taken and the item would be brought back to the Committee with additional information at the next meeting.

Mr. Fils-Aime was joined by the Committee in acknowledging the effort, hard work and dedication of Partners' staff and SFWIB staff who worked together to develop the options presented.

The meeting adjourned at 11:17 A.M.



2.B

SFWIB – Workforce Improvement Systems Committee

August 6, 2008

Minutes of SFWIB Workforce Systems Improvement (WSI) Committee Meeting June 13, 2008

South Florida Workforce Investment Board
 Committee Meeting
 June 13, 2008, at 9:30 A.M.
 South Florida Workforce Investment Board Headquarters
 7300 Corporate Center Drive, 5th Floor - Conference Room 3

COMMITTEE MEMBERS IN ATTENDANCE	SFWIB STAFF	OTHER ATTENDEES
1. Daniel Fils-Aime Sr, <i>Chairperson</i> 2. Jackie Harder 3. Albert “AL” Houston 4. Obdulio Piedra 5. Ivonne Socorro COMMITTEE MEMBERS NOT IN ATTENDANCE 6. Jose Acosta 7. Victoria DuBois 8. Cynthia Gaber 9. Anne Manning 10. Alvin Roberts	Beasley, Rick Alonso, Gustavo Anne, Glancy Kistner, Ken Pierre, Linda Quiñones, Dulce Hernnadez, Juan Davis, Mary Thompson, Bruce Cedena, Maritza Clarke, Richard ADDITIONAL SFWIB MEMBERS Margolis, Edward, <i>SFWIB Chairperson</i> Manrique, Carlos	Milian, Delia- <i>City of Hialeah</i> Rodriguez, Maria- <i>Youth Co-Op, Inc.</i> Battle, Jorge – <i>Arbor</i> Cepeda-Leonardo, Margarita - <i>Unidad of Miami Beach</i> Costas, Jorge - <i>Youth Co-Op, Inc.</i> Sante, Alicia- <i>Youth Co-Op, Inc.</i> Zeno, Miriam- <i>SER- Jobs</i> Pichardo, Jorge- <i>Youth Co-Op</i> Mizzi, Gernard- <i>Unidad of Miami Beach</i> Lopez-Gaviria, Beatriz – <i>SER Jobs</i> Marti, Sergio – <i>MDCPS</i> Oller, Virama – <i>Transition, Inc.</i> Rodriguez, Maria - <i>Youth Co-Op, Inc.</i> Simpkins, Ted – <i>Arbor E & T</i>

Agenda items are displayed in the order they were discussed.

2. Call to Order and Introductions

Mr. Daniel Fils-Aime, WSI Committee Chair, called the meeting to order at 9:47 A.M., and noted that a quorum had not been achieved.

3. Approval of Workforce Systems Improvement (WSI) Committee Meeting Minutes of April 24, 2008, and June 13, 2008

Due to the lack of a quorum the minutes were not approved.

4. Proposed Redesign of Workforce Delivery System-Discussion

Ms. Harder commented that the Proposed Redesign of Workforce Delivery System for the Business Services option looked exactly the same, and asked if there were-any changes made within the report.

Mr. Hernandez responded that there were no changes made. In addition, Mr. Hernandez stated that he had contacted the Beacon Council to see how SFWIB can align staff with the targeted industries that the Beacon Council have identified.

Ms. Harder asked do we have to wait to add the Beacon Councils recommendation before we move on with this recommendation. The Committee members asked to defer the item until the questions raised by the Committee are answered.

5. Career Center Location

Mr. Beasley reported that at the last committee meeting, members discussed the possibility of consolidating square footage in several of our Career Centers. Mr. Beasley reported that by reducing the space of three Career Centers, and by creating Access Points, we will be able to ~~have~~ generated enough cost savings in order to keep all Career Centers open. In addition, Mr. Beasley asked that the committee move the item to the full Board, and get it approved in order to retain the cost savings.

Ms. Harder reiterated that all Miami-Dade and Monroe County Career Centers will remain open. Mr. Beasley agreed that by reducing square footage we will be able to have cost savings that will enable SFWIB to keep all Career Centers open and operate services. Mr. Beasley added that the only center that will close is Miami Downtown because the landlord asked SFWIB to vacant the building since the lease was up.

Mr. Piedra asked going forward, do we foresee or project any additional cost saving for the future.

Mr. Beasley commented that staff is actively looking reduce the size of headquarters in order to reduce cost and get savings during the fiscal year.

Mr. Manrique commented that the major piece to this issue is that we will not be ripping anyone out of their jobs; in essence, no one will be losing their jobs. In addition, Mr. Manrique suggested that when we submit the plan to the full board, we should include a statement that states that although we will be reducing square footage in the Career Centers, everyone will be keeping their jobs.

Ms. Harder asked, currently, how many Access Points are up and running? Mr. Beasley commented that three Access Points were currently up and running and nine pending.

The committee reached a consensus and agreed to move the item to the full board for approval.

6. Allocation of Welfare Transitions Non-Custodial Funds

Mr. Beasley reported that Gulf Coast Community Care is a direct allocation that we receive from the State to provide non-custodial parent employment services. In addition, Mr. Beasley reported that we currently have \$47,057.00 in unobligated TANF dollars and if we do not obligate these dollars we will lose them.

Ms. Harder recommended that the Committee forward the item to the full board for approval. The committee reached a consensus and agreed to forward this to the full Board for approval.

7. Request for Additional Funds for the City of Hialeah

Mr. Beasley reported that the City of Hialeah had submitted a request to receive additional funds to allow them to continue to operate its Career center at its current level of services. Mr. Beasley stated that staff recommends the approval of an allocation not to exceed \$94,433.00 to the City of Hialeah.

Mr. Fils-Aime asked for clarification on the amount the City of Hialeah originally requested. Mr. Alonso, SFWIB Comptroller advised that the City of Hialeah had originally requested \$186,000 in additional resources.

Mr. Piedra asked whether the City of Hialeah was performing to the standard of SFWIB. Mr. Beasley referred to the Balance Score card and reported that in terms of performance, the City of Hialeah was meeting their performance.

Ms. Harder recommended that the committee move the item to the full board for approval. The committee reached a consensus and agreed to forward this to the full Board for approval.

8. Balanced Scorecard- Discussion

Mr. Beasley provided an update on the Balanced Scorecard. Mr. Beasley commented on placements and noted that professionals that are placed into employment help increase the wage rates. Mr. Beasley added that staff sees improvements in terms some of the partner agencies, however, there are concerns regarding documentation and the error rate. He added that in terms of the regional performance there are areas in which we can improve.

Mr. Beasley also provided an update on the State's Balanced Scorecard and identified where Region 23 fell compared to the other regions. We decreased in the in terms of welfare participation and in the other categories we have improved. Mr. Beasley added that over all, we are not at the bottom; and we are getting better in performance.

9. Workforce Services RFP Actions

Mr. Beasley reported that we had released the Workforce Services RFP and SFWIB received in total nine responses. He added that out of the nine, four failed the due diligence process and five did not meet the historical threshold of a score of at least 80% or higher for funding consideration. Mr. Beasley recommended that the committee consider the process a failed RFP. In addition, Mr. Beasley suggested that the committee authorize give staff the authority to draft a new RFP-and extend contracts for no less than three months.

Mr. Beasley explained; that the technical component of the RFP was worth 65 points and that the respondent with the highest score scored 49 points out of 65 points.

Mr. Beasley briefly read some of the RFP respondent's responses to the committee.

Ms. Harder commented that the RFP item was forwarded to her work email at a quarter to six last night. She suggested that staff send agenda items at least a week in advance so that board members will have enough time to review the information.

Mr. Beasley explained that the RFP and the review process were done in a short time, which the committee had agreed upon. He added that there was a rush because our program year begins on July 1, 2008.

Ms. Harder suggested that staff should talk to the providers who are not adhering to the process, and advise them that they need to fill out the application properly.

Mr. Manrique commented that we should look at where we are today and where we were 10 years ago. He added that we shouldn't lose the perspective of going forward. Mr. Manrique explained that the committee did not give the Mr. Beasley a clear direction on where he should go with the RFP.

Ms. Harder asked that staff provide a narrative to go along with the charts in the agenda packets.

Mr. Manrique added that members who miss three board meetings or more should not be on the board.

Mr. Beasley asked the committee for sponsorship for the U.S. Conference of Mayors.

Meeting adjourned at 10:55 am.



3.

SFWIB – Workforce Systems Improvement Committee

September 15, 2008

Recommendation as to the Renewal of Current Refugee Services Contractors and Funding Allocations for PY 2008-2009

RECOMMENDATION

SFWIB staff recommends that the Workforce Systems Improvement Committee authorize the approval for the renewal of current Refugee Employment and Training (RET) contractors and the funding allocations for Program Year 2008-2009, as set forth below.

BACKGROUND

In 2006, the SFWIB approved the awarding of the current RET contracts. The RET contracts allow for renewal of these contracts based on availability of funds. Listed below are the current contractors for renewal.

Note: Renewal of Jobs for Miami (JFM) is contingent upon satisfactory compliance with fiscal monitoring report.

Service Providers	Total Allocations
AMO	\$ 1,262,318.50
ARBOR	\$ 467,399.02
CANC	\$ 870,691.15
Community Coalition	\$ 357,742.05
Hialeah, City of	\$ 335,954.65
Jobs For Miami	\$ 1,743,681.71
JFM2	\$ 167,233.20
Lutheran Ministries	\$ 1,537,599.36
Miami Beach Latin Chamber	\$ 189,657.50
Miami Dade Human Ser	\$ 1,092,889.25
Unidad of Miami Beach	\$ 154,820.25
Youth Co-Op	\$ 2,394,195.36
Total	\$ 10,574,182.00



3.

SFWIB – Workforce Systems Improvement Committee

September 15, 2008

Recommendation to Approve the Allocation of Florida Rebuilds Funds

RECOMMENDATION

SFWIB staff recommends that the Workforce Systems Improvement Committee authorize the allocation of \$43,200 into the Northside Career Center, Florida reBuilds Training Project.

BACKGROUND

The Agency for Workforce Innovation notified SFWIB The Florida reBuilds project was extended until September 30, 2008. Currently, SFWIB has a total of \$37,000 of available funds, which needs to be allocated by the end of the month. SFWIB staff recommends using the available funds to aid the Northside Career Center, in their Florida reBuilds On-the-Job (OJT) Project which is in partnership with Youth Co-Op, Palmetto Homes, Inc. and Miami-Dade Affordable Housing Foundation, Inc. Thus far, a total of twenty (20) participants have been served and placed in a job with an average wage of \$15.00 per hour.

Florida reBuilds OJT Project Youth Co-Op Northside SAMS

- Florida rebuilds \$37,000
- WIA Adult \$6,200
- Total \$43,200



4.

SFWIB – Workforce Systems Improvement Committee

September 15, 2008

Recommendation as to Accept and Allocate Food Stamp Employment and Training (FSET) Funds

RECOMMENDATION

SFWIB staff recommends that the Workforce Systems Committee to authorize staff to accept and allocate Food Stamp Employment and Training (FSET) funding to Career Centers.

BACKGROUND

The Food Stamp Employment and Training Program (FSET) emphasize work, self-sufficiency and personal responsibility. The program strives to meet the needs of participants in gaining skills, training, work, and experience that will increase the programs participants’ ability to obtain total self-sufficiency.

The Workforce Florida Inc. has authorized the allocation of FSET funds to the 24 workforce regions. The FSET funding period is from October 1, 2008- June 30, 2009. At this time, SFWIB staff has not received the Notice of Funding Availability (NFA); however, the NFA is expected to be released in the next couple of weeks. SFWIB staff is recommending the authorization to allocate the funding to Career Centers based on the attached chart minus facility and headquarter cost.

CAREER CENTER	OPEN CASES	Caseload %
Perrine	907	9.9%
North Miami Beach	635	6.9%
Northside	2,548	27.7%
West Dade	607	6.6%
Hialeah Downtown	390	4.2%
Homestead	694	7.5%
Miami Beach	342	3.7%
Hialeah Gardens	492	5.3%
Carol City	1,129	12.3%
Little Havana	930	10.1%
Transition Inc.	531	5.8%
Regional Total	9,205	100.0%



5.

SFWIB – Workforce Systems Improvement Committee

September 15, 2008

Recommendation as to Accept and Approve the Food Stamp Employment and Training (FSET) Allocation

RECOMMENDATION

SFWIB staff recommends that the Workforce Systems Committee to accept and approve the Food Stamp Employment and Training (FSET) Allocations, as set below

BACKGROUND

The Agency for Workforce Innovation (AWI) has allocated an additional \$ 175,000 of FSET funding for the purchase of equipment for the FSET program. The Notice of Funding Availability (NFA) for these funds will expire on September 30, 2008. SFWIB will utilize the funds for the following improvements:

- The expansion of employment and training opportunity resources for FSET participants through the SFWIB Access Points.
- The purchase of 110 computers and 15 lazer printers - \$129,963
- The purchase of Crystal Reports Server Software - \$7,535
- The purchase of “Work Number”. The Work Number is a service of TALX, which will help verify employment verifications on FSET customers. - \$37,500



6.

**SFWIB– Workforce Systems Improvement
Committee**

September 15, 2008

**Recommendation as to Approval of Workforce
Services RFP**

RECOMMENDATION

SFWIB staff recommends authorizing staff to negotiate for the Workforce Services RFP with Service Providers with scores of 70 points and higher as set forth in Table 1, based on available funds.

BACKGROUND

On August 13, 2008, a Request for Proposals (RFP) was released to the community, soliciting proposals from organizations capable of providing workforce services and youth services within Region 23. A total of ten (10) agencies responded to the Workforce Services RFP.

Staff reviewed the submissions based on the criteria detailed in the RFP. A publicly noticed Proposal Review Session was held on September 12, 2008. The reviewers provided their scores per respondent. Table 1 displays the results of the public review session.

SFWIB staff recommends authorizing staff to negotiate for the Workforce Services RFP with Service Providers with scores of 70 points and higher as set forth in Table 1, based on available funds.

Attachments

Workforce Services

Requesting Organization	Workforce Services Carol City Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance _ Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Arbor E&T LLC	4.525	53.313	1.000	9.500	9.250	77.588	
Better Family Life - Miami LLC	4.275	47.875	9.000	5.500	8.500	75.150	

Workforce Services

Requesting Organization	Workforce Services North Miami Beach Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance _ Budget & Cost Allocation Plan	Comments
		Average Score Across Raters					
Arbor E&T	4.525	53.313	0.000	9.500	9.250	76.588	
SER-Jobs for Progress, Inc.	4.275	54.500	10.000	9.500	8.500	87.775	Proposal disqualified. The Respondent did not meet Due Diligence.

Workforce Services

Requesting Organization	Workforce Services Hialeah Gardens Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance _ Budget & Cost Allocation Plan	Comments
		Average Score Across Raters					
Arbor E&T LLC	4.525	53.313	1.000	9.500	9.250	77.588	
Adults Mankind Organization, Inc.	4.125	43.313	7.000	8.600	9.000	72.038	

Workforce Services

Requesting Organization	Workforce Services Hialeah Downtown Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
City of Hialeah	4.525	52.313	9.000	9.100	9.000	83.933	

Workforce Services

Requesting Organization	Workforce Services Northside Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Arbor E&T LLC	4.525	53.313	0.000	9.500	9.250	76.588	
Better Family Life - Miami LLC	4.275	47.875	9.000	5.500	8.500	75.150	
Youth Co-Op, Inc.	4.800	53.813	6.000	8.600	10.000	83.213	

Workforce Services

Requesting Organization	Workforce Services Miami Beach Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
UNIDAD of Miami Beach	4.050	42.500	10.000	8.600	8.500	73.650	

Workforce Services

Requesting Organization	Workforce Services West Dade Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance _ Budget & Cost Allocation Plan	Comments
		Average Score Across Raters					
Adults Mankind Organization, Inc.	4.125	43.313	5.000	8.600	9.000	70.038	
Youth Co-Op, Inc.	4.800	53.813	7.000	8.600	10.000	84.213	

Workforce Services

Requesting Organization	Workforce Services Little Havana Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance _ Budget & Cost Allocation Plan	Comments
		Average Score Across Raters					
Arbor E&T LLC	4.525	53.313	0.000	9.500	9.250	76.588	
Youth Co-Op, Inc.	4.800	53.813	9.000	8.900	10.000	86.513	

Workforce Services

Requesting Organization	Workforce Services Perrine Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Youth Co-Op, Inc.	4.800	53.813	7.000	8.600	10.000	84.213	

Workforce Services

Requesting Organization	Workforce Services Homestead Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance _ Budget & Cost Allocation Plan	Comments
		Average Score Across Raters					
Arbor E&T LLC	4.525	53.313	0.000	9.500	9.250	76.588	
Adults Mankind Organization, Inc.	4.125	43.313	7.000	8.600	9.000	72.038	
Career T.E.A.M LLC	2.250	10.750	7.000	9.500	7.000	36.500	Proposal disqualified. The Respondent did not meet Due Diligence.
Youth Co-Op, Inc.	4.800	53.813	7.000	8.600	10.000	84.213	

Workforce Services

Requesting Organization	Workforce Services Key Largo Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Youth Co-Op, Inc.	4.800	53.813	8.000	8.600	10.000	85.213	

Workforce Services

Requesting Organization	Workforce Services Key West Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Youth Co-Op, Inc.	4.800	53.813	8.000	8.600	10.000	85.213	

Workforce Services

Requesting Organization	Workforce Services Overtown/Culmer Neighborhood Center Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Transition, Inc.	4.025	43.063	10.000	7.900	9.500	74.488	

Workforce Services

Requesting Organization	Workforce Services REG Courthouse Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Transition, Inc.	4.025	43.063	10.000	8.500	9.500	75.088	

Workforce Services

Requesting Organization	Workforce Services 5000 Biscayne Blvd, Ste 110 Location						
	Organizational Experience/Capabilities and Staffing Qualifications (5 points)	Proposed Service Strategies/Scope of Services (65 Points)	Proposed Performance/Cost Effectiveness (10 points)	Proposed Budget (10 Points)	Cost Allocation Plan (10 points)	Final Rating Score (Organizational Cap + Average Score of Raters (Technical) + Proposed Performance - Budget & Cost Allocation Plan)	Comments
		Average Score Across Raters					
Haitian Neighborhood Center Sant La	2.250	31.750	0.000	8.200	3.500	45.700	



7.

**SFWIB – Workforce Systems Improvement
Committee**

September 15, 2008

Programmatic Monitoring Reports

RECOMMENDATION

SFWIB staff recommends the termination of the Arbor E&T, LLC contract to operate the Homestead Career Center.

BACKGROUND

The SFWIB staff conducts monitoring reviews of the Region’s Service Partners.

The Homestead Career Center, operated by Arbor E &T, LLC, was placed on a Performance Improvement Plan (PIP) in April 2007. The Center did not demonstrate a systematic approach in adequately and effectively managing the Career Advancement Program (CAP). A recent follow-up review of the Homestead Career Center raised programmatic and fiscal compliance issues. The issues raised include, but are not limited, to the following:

- Arbor did not consistently maintain documentation to support the issuance of support services,
- Arbor consistently failed to update the Blank Job Participation Rate, and
- Review of daily reports and on-site technical assistance identified critical deficiencies, lack of overall program oversight and weak processes.

Attached for the Committee members review are the Career Advancement Program (CAP) Performance Improvement Plan Follow-up Review and Arbors E&T response.

SFWIB Program staff based on the compliance issues recommends that Arbor E&T’s contract to operate the Homestead Career Center be terminated.

Attachments



Adult Programs

Career Advancement Program (CAP) Performance Improvement Plan Follow-up Review Report

Arbor E & T, LLC. (Arbor)
July 18, 2008

Contract Number: WDS-CC-PY'07-01-01-00
Contract Amount: \$3,392,712.00
Contract Period: July 1, 2007 – June 30, 2008
Index Code: 107001

Contract Staff: Madalyn Uptgrow, Contracts Administrator

Program Staff: Theresa Chester, WT Program Lead
Ana McKee, WTR Program Lead
Maria Castro, Data Entry Clerk

Monitoring Staff: Lizzie Dawkins, Quality Assurance Specialist
Toni Muñoz, Quality Assurance Specialist
Mary Davis, Quality Assurance Specialist

Distribution: Paul Dunn, President, Arbor
Nancy Thompson, Florida Regional Vice President, Arbor
Brian P. McCaffrey, Florida Finance Manager, Arbor
Ted Simpkins, Senior Director, Arbor
Yvonne Kobrin, Florida Projects Supervisor, Arbor
Rick Beasley, Executive Director, SFW
Gustavo Alonso, Assistant Director of Finance, SFW
Madalyn Uptgrow, Contracts Administrator, SFW
Dulce Quiñones, Contracts Compliance Supervisor, SFW

Prior Audit Dates: July 1, 2007 thru December 31, 2007 and March 31, 2008

Executive Summary

The following deficiencies were identified during the review, as summarized below:

- Arbor Homestead Career Center failed to maintain the CAP file maintenance error rate threshold of three (3) percent as stipulated in the contract.
- Arbor consistently failed to update the Blank Job Participation Rate.
- Arbor did not consistently maintain documentation to support the issuance of support services.
- Ninety-seven (97) participants were scheduled to complete work activities such as Job Skills Training, Job Search/Job Readiness and Community Services/Work Experience at the Homestead Career Center the day SFW staff started the review. However, the participants were not at the Center upon SFW's staff arrival. Because the participants were not present as scheduled, SFW staff raised concerns about the integrity of the documentation. Management and frontline staff were immediately made aware of the situation. The ninety-seven (97) participants have yet to be accounted for as participating at the Center.
- Review of the daily reports and the on-site technical assistance identified critical program deficiencies, lack of overall program oversight and weak processes or lack thereof, related to case management and the internal quality assurance reviews, encompassing, but not limited to, daily program management, participants flow, the issuance of support services to non-compliant participants, and time management. As a result, SFW staff initiated the development and implementation of new work registration, case alerts and orientation processes.
- Arbor's Center management used the staff inappropriately.
- Deficiencies noted and the lack of adequate oversight of the program is negatively impacting upon the state and local performances, specifically, the federal Participation Rate Measure.

DETAIL REPORT

Introduction

South Florida Workforce Adult Programs Unit in conjunction with the Quality Assurance Monitors has performed a performance improvement plan follow-up review of the Career Advancement Program (CAP) at the Homestead Career Center (Center) operated by Arbor E & T, LLC (Arbor). The Center was placed on a Performance Improvement Plan (PIP) in April 2007 because it did not demonstrate a systematic approach to adequately and effectively manage the CAP program. Due to the severity of deficiencies identified, SFW Adult Programs and Quality Assurance staff was temporarily assigned to provide hands on technical assistance at the Center. Details of the outcome of the review are outlined herein.

Purpose and Scope of the Review

The purpose of the follow-up review was to ascertain processes and corrective actions were implemented in compliance with the PIP, conformity with the stipulations of the contract as well as with federal, state, local guidelines and established policies and procedures. The Adult Programs Unit reviewed the funded services, activities and practices supporting the CAP for the period covering from April 1, 2007 to May 31, 2008. Systems data and data validity were reviewed to ensure the accuracy of the data being reported and collected by the Center. Participant files were reviewed to ascertain data integrity and supporting documentation was maintained in the files. In addition to the case file and system assessments reviews, South Florida Workforce (SFW) Adult Programs and Quality Assurance Monitoring Staff provided technical assistance, policy guidance and processes implementation to Arbor Homestead Career Center's management staff and program supervisory personnel.

Methodology

SFW's Adult Programs Staff evaluated the overall program performance, the participation and involvement of the CAP participants, and the reliability of the documentation maintained. The SFW's Adult Programs CAP Career Advancement Desk Review Monitoring Tool was utilized to conduct the review as well as the data obtained from the One Stop Service Tracking System (OSST). The tool is designed to provide a comprehensive review of specific program data elements. Desk reviews were conducted by reviewing the information entered into the OSST for accuracy and validity, including identifying participants with blank Job Participation Rates (JPR's) for 5 weeks or more, and assessing/ascertaining the quality of the supporting documentation maintained in the participants' files.

The following tasks were completed to identify and document the issues presented in this report:

- A review and analysis of participants' records based on the selected sample.
- A review, examination, and assessment of qualitative and quantitative participants' system data.
- A review of the monitoring reports issued by the Office of Continuous Improvement (OCI) to ascertain the previously cited deficiencies had been corrected and the extent to which the concerns were adequately addressed.
- An evaluation of Arbor's monthly quality assurance reports to determine if SFW's mandatory internal quality assurance processes were being followed.

Selection Methodology and Sample Size

The population was based on data entered into and captured by the OSST, which is the Agency for Workforce Innovation's (AWI) automated reporting system. The sample was derived using all records where the participants received services from the Center during the period being reviewed. The participants' sample size was extracted from the total population served by the Center's CAP program. A sample of ten (10) cases for each career advisor, totaling fifty (50) participants' files were selected and reviewed in detail. The sample files reviewed were participants categorized as "mandatory" and "transitional."

Work Performed

SFW began an immediate assessment of the total CAP caseload and the distribution of the caseload to career advisors; which included the assigning of work activities, non-compliance/re-engagement procedures, work registration process, and the orientation process. SFW staff reviewed OSST system's countable activities daily reports and compiled weekly reports to track the program performance in the following areas:

- The total number of cases with blank or zero JPR's
- Cases with five (5) weeks or more showing blank JPR'S
- Cases with sanctions requested
- Cases closed due to assistance cancelled
- Pre-penalties that were initiated
- Cases closed due to employment
- Cases closed for other reasons
- Cases closed due to transfer to another unit
- Cases closed due to exempt status, and various work activities assigned to the Center

General Observations

Since Arbor's placement in the Performance Improvement Plan, the Center had shown improvements in the areas related to the development of community service worksites with additional slots, and the implementation of new processes such as work registration, up-front diversion, childcare, orientation, welfare transition supervisory functions and career advisor management functions. However, the Center's overall program oversight continues to be unsuccessful. The CAP participation rate was not met in April or May, and is not expected to be met in June 2008.

It should also be noted during the week of June 23 through June 27, 2008, Arbor did not provide additional support staff to assist with the program's improvement as agreed upon. During this time, the Center still had repeat findings on JPR's that are being updated without supporting documentation, blank JPR's for more than 5 weeks, and they provided support services to one participant who did not comply with work activity requirements.

Through observations and inquiries with Arbor's management and staff, Arbor's current organizational structure limits the abilities to effectively manage the CAP Program.

Detail Findings

- 1. Arbor Homestead Career Center failed to maintain the CAP file maintenance error rate threshold of three (3) percent as stipulated in the contract.**
 - According to monitoring reports obtained from the South Florida Workforce (SFW) Office of Continuous Improvement, the error rate trends for the Homestead Career Center consistently ranked above three percent (3%).

- 2. Arbor consistently failed to update the Blank Job Participation Rate.**
 - OSST cases contained five or more weeks with blank JPR's.
 - JPR'S were updated without supporting documentation.

- 3. Ninety-seven participants assigned to participate in the following activities were not present at the Career Center's site.**
 - Forty seven was assigned to participate in Work Experience and Community Services.
 - Twenty six was assigned to participate in Job Search and Job Readiness.
 - Twenty four was assigned to participate in Job Skills Training.

4. **During a system desk review the Participation Rate was not met for a sampling of ten (10) case files reviewed for each of the five (5) career advisors.**

Recommendations

The recommendations listed below are informative statements regarding program processes and are provided to promote positive practices.

- Career Advisors must systematically perform weekly reviews of the data entered into the OSST system, to ensure the quality of the data being entered into the reporting system.
- Case status must be changed from mandatory to transitional after the last month assistance is received, or if assistance is closed due to employment.
- Strengthen the Centers' internal quality assurance process by ensuring that SFW's mandatory monthly reviews are performed properly, and feedback regarding deficiencies noted is provided to the front line staff.

Place staff members that continue to fail to follow established procedures and/or correct deficiencies noted on probation status, and ultimately dismiss them if they fail to perform or correct deficiencies.

Strengthen the supervision at all levels.

Conclusion

The follow-up performance improvement review of the Homestead Career Center's CAP program indicated Arbor staff is not monitoring the work activities of participants and ensuring the participants follow guidelines in accordance with the executed contract, and the federal, state and local policies. These deficiencies and lack of oversight is negatively impacting state and local performances, specifically, the federal Participation Rate Measure.

The internal processes of monitoring activities at the Center were found to be inadequate. Arbor has not shown improvement since April 2007 when they were placed on a Performance Improvement Plan. As a result, the Center's program compliance error rate significantly exceeded the three percent (3%) file maintenance threshold stipulated in the contract.

All deficiencies noted have been brought to the attention of Arbor Center Director Lilliam Ventura, management staff, and CAP supervisory personnel. Arbor staff was provided an opportunity to discuss and review all findings with SFW to ensure the accuracy of deficiencies reported.

SFW Adults Program and Quality Assurance staff recommendation to the Executive Director and the Board of Directors of South Florida Workforce Investment Board are not to extend the contract for Arbor's Homestead Career Center.

Respectfully submitted,

Lizzie Dawkins
Quality Assurance - Adult Programs
South Florida Workforce Investment Board

Approved by:

Juan Hernandez
Adult Programs, Manager
South Florida Workforce Investment Board



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July 29, 2008

Mr. Rick Beasley, Executive Director
South Florida Workforce

Dear Mr. Beasley, *Beasley*

Thank-you for the opportunity to respond to concerns expressed by your staff in their report of July 18, 2008 related to CAP performance improvement at the Homestead Career Center. We appreciate your taking time to discuss that report with management on July 21 and have prepared a response, which we are submitting with this letter, to address each of your organization's observations, findings, and recommendations.

We hope you will agree that the actions Arbor has taken are indicative of our commitment to correcting deficiencies and our interest in continuing operation of the Homestead Career Center. We have taken a number of serious actions and, as you will see in our response, are prepared to take further actions as needed to achieve continuous improvement in the CAP program.

Please do not hesitate to contact me if I can be of further assistance. If you do plan to take a recommendation about our ability to continue operation in Homestead to the South Florida Workforce Board, we would welcome the opportunity to demonstrate our commitment to those board members as well.

Regards,

A handwritten signature in cursive script that reads "Diane".

Diane Rath
Chief Operating Officer

cc: Paul Dunn
Nancy Thompson
Juan Hernandez
Ted Simpkins

JUL 31 2008 PM 12:49

ARBOR E&T
RESPONSE TO SOUTH FLORIDA WORKFORCE
CAREER ADVANCEMENT PROGRAM (CAP)
Performance Improvement Plan Follow-Up Review Report
July 28, 2008

GENERAL OBSERVATIONS

In the report, South Florida Workforce (SFW) observes that since the implementation of the performance improvement plan, Arbor has shown improvement in most areas. However, overall program oversight continues to be unsuccessful. Further, the report observes that the current organizational structure limits Arbor's abilities to effectively manage the CAP program.

Actions:

1. On July 1, 2008, Ed Rosario was contracted by Arbor to manage the CAP program in Homestead. Ed formerly managed the Central Career Center in Broward county and in that capacity, had recently achieved 50% all family participation in the TANF program.
2. The former Arbor CAP program supervisor was demoted to case manager after having been placed on a final written warning corrective action and her performance, as with all career advisors, continues to be monitored weekly.
3. 2 Career Advisors have resigned after realizing they did not want to meet program requirements. Both will be replaced this week.
4. On July 21, the Homestead Quality Assurance Specialist was terminated for failure to adequately carry out her duties, part of which were to monitor files and assist staff in improving actions related to CAP program performance. Oscar Flores was transferred from the Hialeah Gardens center to assume those duties and will remain in that capacity until further notice. We anticipate filling his position in Hialeah Gardens by 7/31/08.
5. On July 28, 2009, the Center Director was terminated for her failure to provide adequate management and oversight to the program and the center. Regional Vice-President Nancy Thompson will be on site until either a new manager is identified and trained, pending South Florida Workforce decisions about Arbor operations in Homestead. Oscar Flores will be designated as back-up for Ms. Thompson when she cannot be on site.

DETAIL FINDINGS

1. **Failure to maintain CAP error rate of 3% as required in the contract**
 - a. Implementation of daily and weekly supervisory and quality assurance reviews of samples from each case manager, coupled with verbal instruction, training and corrective action as needed to ensure case managers are completing all required documentation and system entries as required by SFW.
 - b. Transfer of Quality Assurance personnel to Homestead to conduct more vigilant review and training.
2. **Consistently failed to update blank JPR's**
 - a. Internal review conducted by Arbor Senior Program Director and TANF Supervisor from another region found no blank JPR's in excess of 5 weeks. Review period was from 7/1/08 to date of review (7/23-7/24). Details attached to this report. All blank JPR's noted were within the week of or the immediate week

following participation. Since JPR's are updated weekly in SFW region, this was within expectations.

- b. In all but 3 of 58 cases reviewed, JPR data matched data in OSST . Details of the three are as follows:
 - i. Hard copy data showed 25 hours, system reported 30 hours. Although incorrect, this case would meet the definition for federal participation reporting purposes,
 - ii. Incorrect deeming to 30 hours when it should have been 25. This case also would meet the federal definition for participation.
 - iii. Missing participation documentation.

3. **97 participants assigned to activities at the Homestead Career Center were not present at the center.**

- a. Work Experience and Community Services - 36 new community work experience sites have been developed, with 72 slots, since the beginning of the PIP and currently there are 51 participants assigned to these activities at these sites, none of which are assigned to the Homestead Career Center. The remaining 46 customers were incorrectly coded as being assigned to the Center which has been corrected. As of this date no customers are assigned to the Center for Work Experience or Community Services.
- b. Job Search and Job Readiness – unlike in the other Arbor Centers, Homestead had not established a formal series of job search and job readiness workshops for participants. On July 7, these workshops began. Staff have been hired or assigned to run the workshops and Arbor trainer Susan Johnson came to Homestead for 2 days to train the trainers and mentor the first few days of the initial class. Using the Arbor VanTage curriculum, the classes are structured such that any CAP participant can begin any day and gain the full benefit of the program by attending each day for 4 weeks. Each day, an average of 15 Customers are engaged in six hours of class room instructions in the VanTage curriculum together with two hours of supervised Job Search Activities. That amounts to eight hours a day, for five days a week, of potential countable activities, which significantly increases likelihood of meeting participation program requirement.
- c. Job Skills Training – Arbor does not operate any specific Job Skills training programs. All participants in these activities have been reassessed and, where appropriate, reassigned to other countable work activities.

4. **Participation rate not being met**

- a. Caseloads have been reassigned for efficiency and to play to each case manager's strengths. Caseloads are assigned based on the activity in which the customer is participating. This management structure has been used effectively in other regions where Arbor is performing at a much higher rate than in Homestead.
- b. Operating procedures have been updated and implemented to increase the likelihood of achieving participation. Unfortunately, the lack of program oversight and strict management in Homestead has led TANF recipients to believe that participation is optional. We are now experiencing a learning curve for customers, as well as staff, that will lead to higher participation once the

caseload is either fully engaged in countable work activities or sanctioned for failure to participate.

- c. Activities have been put into place and/or strengthened to give customers a broader array of opportunities to participate. Having on-site job search workshops, an expanded list of worksites and types of jobs, and renewed focus on job placement will all lead to improved participation.
- d. Improvement in data collection and reporting will affect participation. Even in cases where customers were participating, we were not adequately documenting and entering that information to OSST. Our internal review attached to this report shows marked improvement in this area. More improvement is needed to ensure 100% accuracy.

RECOMMENDATIONS

1. Career Advisors must systemically perform weekly reviews of data entered into the system to ensure the quality of data entered.
 - a. Improved QA activities assisting Career Advisors in identifying deficiencies and management in conducting adequate staff correction
 - b. Each career advisor required to review $\frac{1}{4}$ of all cases each week to ensure that, within any given month, 100% of cases have been vetted for complete accuracy.
 - c. Program manager/supervisor systemically reviewing data in OSST against program requirements.
 - d. Career advisors who consistently fail to correctly enter data are receiving formal corrective up to and including termination where necessary.
2. Case status must be changed from mandatory to transitional after the last month of assistance is received or if assistance is closed due to employment.
 - a. In the sample we reviewed, cases affected by this requirement were being treated properly per SFW policy.
3. Strengthen the center's internal Quality Assurance process by ensuring that SFW's mandatory monthly reviews are performed properly, and feedback regarding deficiencies noted is provided to frontline staff.
 - a. Quality Assurance staff person has been replaced
 - b. Current process includes doing the review in a timeframe such that each career advisor receives feedback on their reviewed cases and is required to make corrections prior to the final report being issued. This serves as a learning tool for the career advisors who meet individually with the QA staff person to understand the reasoning behind the actions needed.
 - c. Weekly CAP program staff meetings focus on common errors and deficiencies. Continued failure to manage caseloads so as to avoid errors will result in formal corrective action up to termination.
4. Place staff members that continue to fail to follow established procedures and/or correct deficiencies noted on probation status, and ultimately dismiss them if they fail to perform or correct deficiencies.

- a. See information provided earlier re: terminations and resignations Arbor has implemented since the beginning of this PIP.
- b. Going forward, timely action will be taken in all cases for staff failure to perform.

HOMESTEAD MONITORING REVIEW

July 23-25, 2008

Purpose: Determine data integrity of system and hard case documentation for data July 1st, 2008 to present

Determine if support services were given to ineligible individuals who were not fully participating during this time period.

Sample size: 22% of 258 active cases – total of 58 cases

Monitoring Protocol:

Data Integrity - 58 active cases were reviewed to determine if system data was consistent with participation data contained in the hard case record file and if TANF policy was correctly applied. Findings are contained on Attachment 1 and include recommendations for case correction.

Eligibility for Support Services - Cases receiving support services were reviewed to insure that individuals were complying fully in order to be eligible to receive support service benefits. Support service findings are contained on Attachment 2.

Findings:

Data integrity:

System data was matched to the hard copy documentation in order to establish consistency of the data. Three out of 58 cases contained data discrepancies. Findings are reflected on Attachment 1. In three of 58 cases reviewed, the documentation in the case record did not match the data entered on the JPR screens. In one case, the documentation in the hard case file for the week of 7/14 reflected 25 hours while the JPR screen showed 30 hours. A second case had incorrect deeming policy applied with the customer completing 25 hours of community service/work experience and the case manager in-correctly deeming participation to 30 hours. The third case did not include documentation of hours entered into OSST in the hard case file. It should be noted however that the first two cases would still meet the federal participation rate based on the federal reporting requirements.

Two additional cases showed the customer was assigned to vocational training as an activity; however the training activity did not meet the definition of vocational training based on the current federal guidelines and current state work verification plan. In October, when the changes to the federal regulations are

made and the state's work verification plan is updated, these cases will be accurate.

These findings represent marked improvement from prior reviews.

Support Services

All cases with support services were reviewed to determine if customers were eligible during the time frame of 7/1/08 through the week of July 14th. Policy requires customers to be fully engaged in order to receive support services.

Transportation: Five of the 58 cases reviewed indicated transportation assistance was provided when customers were ineligible to receive support services due to lack of full participation. One of the five cases met federal participation requirements but did not meet the assigned number of hours. Another case was ineligible due to the fact the customer was assigned to a vocational education activity which did not meet the federal definition of vocational education (customer was assigned to a Bachelors Degree program. This definition will be changed by the state verification plan in October)

Child Care: Three of the 58 cases were provided child care and the child care should have been closed due to sanction requests.

These findings also represent improvement from prior reviews, although continue to be of concern to us.

**Review Conducted by: Judith Moon, Senior Program Director, Arbor E&T
Dan Goss, TANF Program Supervisor, Arbor E&T**

Attachment 1 - System Data & Hard Case Documentation

Parker, Casandra

Customer assigned to vocational training as activity, incorrect, does not meet definition of vocational training. If not meeting core hours, not eligible for support services.

Wilburn, Carrie

Can project hours of employment, have documented hours.
Sanction lift with good cause should have been date sanction was requested,
Community Service not opened and prepenalty not sent

Rahming

Second pre-penalty should not be done, customer is sanctioned, child care should have been closed when sanctioned and another referral made when customer stated she would comply

Pagan, Romaily

Medical form states unable to work, what about GED prep

Morales, Milagros

In job search past 4 consecutive weeks, still not meeting participation rate

Pittman, Shakena

Customer can participate 21-30 hrs per medical form. Pregnancy is not a disability

Gonzalez, Virginia

Grandparent case, can be encouraged to have needs removed from cash.

Duncan, Travis

Case should have been sanctioned no later than 7/7/08 as customer did not establish good cause, second failure in 30 Days

Rodriguez, Odette

Sanction needs to be imposed

Cordero, Mislahyidin

Case opened on 7/23

Jones, Sharhonda

Did not meet participation, not eligible for transportation assistance

Jones, Brady

Cannot assign more than 24 hrs of CS or WE or combined

Harris, Sherly

Exceeded hours of job search

Melvin, Karnari

Documentation for week of 7/14 shows 25 hrs, not 30

Stodard, Heather

Why are we providing child care, customer is deferred from participation

Watson, Timothy

Assigned to more hours than he can be, assigned to 35 and he can only be assigned to 31

Dye, April

Deeming is incorrect, only deem to 20 hours, not 30. Customer was completing 25 hrs, actual hours should have been entered.

Carter, Delbert

Case closed due to sanctions and sanctions are not in effect until 9/1/08

Dominique, Shekina

Two parent participation rate, if no child care, they are assigning to Benchmark 1 for one parent and the parent is not meeting individual participation rate requirements.

Gonzalez, Ana

No signed IRP

Lee, Egypt

Need to contact DCF to change AGPI to exempt

Tubbs, Ronald

Customer is eligible for cash severance if he has never received it before

Cruzval, Alina

Bachelors degree does not meet definition of vocational training

Knowles, Marcus

Start date on OSST for WE does not match IRP