



CareerSource Central Florida

Direct Provider of Workforce Services Extension Request

For Program Year 2023-2024

1. ***A review of how the provision of direct services during the prior period fit the business model that the local workforce development board (LWDB) proposed in its original request, and any proposed changes in the business model or the particular workforce services the LWDB intends to provide during the extension period.***

CareerSource Central Florida (CSCF) requests an extension of its designation as a workforce services provider for Lake, Orange, Osceola, Seminole, and Sumter counties. As the provider of services for Region 12, CSCF can adapt services to meet the talent needs of local businesses and support emerging talent solutions. Additionally, directly delivering services allows CSCF to manage fiscal resources, performance, and staffing with minimal delays.

During this period of designation, CSCF’s operations, like the rest of the world, were impacted by the pandemic, and its teams were called to continue providing services to residents who were furloughed or laid off. The organization’s business model as a direct provider of workforce services allowed CSCF to quickly respond to these emerging and ever-changing needs, remain open, provide staff with equipment to serve customers virtually and support the communities it serves.

Over the last three years, CSCF has implemented strategies that have resulted in meeting performance and positioned the organization to effectively move forward to meet the intent of the Workforce Innovation and Opportunity Act legislation, federal indicators of performance, and the new letter grade system established through the 2021 Reimagining Education and Career Help (REACH) Act. CSCF has successfully implemented and will continue to implement the following changes to its service delivery over the last few years:

- **Aligning Training Resources with Local Demand** in the region’s selected high-growth industries: CSCF identified Hospitality/Tourism; Manufacturing; IT/Finance; Construction and Utilities; Transportation and Logistics; and Healthcare as its high-growth industries and has aligned all services to supporting talent development, recruitment, hiring, and retention services to these sectors. CSCF has provided training opportunities to more than 10,000 individuals through a variety of Department of Economic Opportunity (DEO) and non-DEO programs from PY 20-21 to current.



Table 1-A – Training Enrollments

- Collaborating and Supporting Economic and Community Development Efforts** in the five-county region to increase talent recruitment and training efforts. CSCF has partnered with economic development partners to continue to support regional efforts to attract new businesses and assist in their initial hiring efforts. CSCF collaborates with the Orlando Economic Partnership through its “Investor Level” support and participation in work groups. Additionally, CSCF is a member of more than ten local chambers in the region to continually gather insights and support business needs. CSCF also engages with its community development partners to understand community interests, needs, and future goals to align efforts and resources.

- Implementing strategies to increase the engagement of career seekers** visiting locations to improve assessment of needs and engage quickly in job search and/or job preparation activities. Although overall the number of customers served has decreased, staff continue to focus on building relationships resulting in the engagement of 46% of all customers who seek basic services or information in PY 22-23. CSCF has

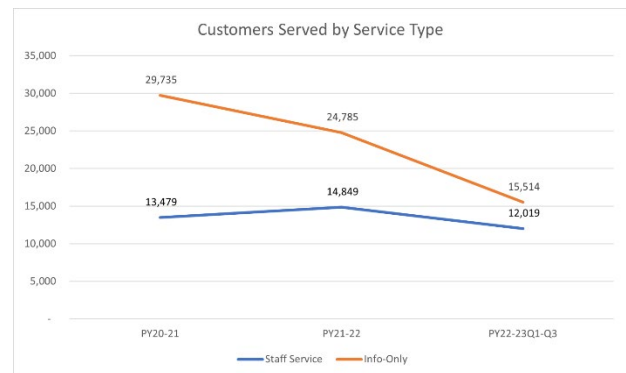


Table 1-B– Individuals Served

established approximately ten community hubs that are staffed to deliver basic workforce services and increase access to employment and training opportunities within specific neighborhoods or communities. The flexibility of CSCF’s current business model allows the organization to quickly respond to emerging needs.

- Increasing youth engagement and training:** Over the last three program years, the organization has focused on increasing the use of ITAs for youth and supporting enrollment into training programs that were one year or less in length and allowed for credentials to be earned. In 2016-2017, approximately 75 youth received ITAs for training, as compared to 2022-2023Q3 334 youth have been supported in training. CSCF consistently serves approximately 1000 youth and young adults within a program year. In light of the approved waiver from USDOL and the new Training and Employment Guidance Letter 9-22, CSCF is reviewing its strategies to include increased efforts to support at-risk, in-school youth, address mental health needs, and increase work experience opportunities.

- Increase collaboration and coordination with its WIOA Core Partners:** Supported by a One Stop Operator, CSCF engages with its required and core WIOA Partners (Vocational Rehabilitation, Division of Blind Services, Adult and Family Literacy, Migrant Seasonal Farmworkers, Senior Community Employment Program) through regularly scheduled meetings to review progress on activities and services outlined in established MOUs, confirmation of Infrastructure Agreement contributions that support the region’s full-service American Jobs Center (AJC).



Moving forward: Over the next year, CSCF is focused on delivering high-quality, customer-focused services and continued excellence in fiscal stewardship. The Board’s priorities continue to focus on building an organization of excellence and meeting the needs of the region by:

- Delivering talent solutions that ignite the potential of all career seekers through intentional relationships that focus on results.
- Delivering talent acquisition strategies for businesses in high growth industries; and
- Diversifying revenue streams to adjust for variables in funding and resource talent solutions for targeted populations (ex. Youth, individuals with disabilities, older workers).

Details of these efforts and others are articulated in CSCF’s Strategic Plan Four-year Plan submitted and approved by CareerSource Florida and the FL Department of Economic Opportunity.

2. ***The effective date for the extension:*** July 1, 2023
3. ***The period of time for when the extension would be in effect:*** CSCF’s Request for Direct Service Provider is for a one-year period, July 1, 2023- June 30, 2024.
4. ***A review of the LWDB’s stated reasons in its previous request why the LWDB has decided to directly provide the workforce services, and an explanation of how it is still in the best interest of the LWDB’s customers that the LWDB continue to provide these services.***

As a direct service provider, CSCF is positioned to directly impact its delivery of service via staff and a service delivery model that allows for flexibility in addressing local needs and increases the organization’s ability to be nimble in response to changes in legislation, local/regional needs, and emergency situations (natural disaster, COVID-19). CSCF has continued to maintain and, in most cases, increase services to its customers by leveraging all program funds and attracting local resources to support employment and training activities, such as the American Rescue Plan resources, to offer consistent levels of service. CSCF is positioned to mitigate additional costs, such as profit, overhead, and administrative fees, as a direct service provider. CSCF has been fiscally prudent, and customer services have seen minimal disruption or limitation, despite reductions in funding.

CSCF serves as an effective convener, partner, and decision maker without a third party, direct service provider, to negotiate on its behalf. CSCF has created effective relationships with Vocational Rehabilitation, Adult Education and Family Literacy, Division of Blind Services, Community Action Agencies, YouthBuild, Job Corps, United Way, Housing and Urban Development, and other community-based organizations to leverage resources and refer customers and businesses to complimentary services. Consistently, CSCF partners with community, education, and business partners to support workforce development efforts to address needs as demonstrated by the investment of approximately \$17 million in National Disaster Dislocated Worker Grant funds that allowed the organization to serve 1,815 customers over three years and achieve an 88% placement rate with the average wage of those placed reaching \$18.11 per hour.

In providing direct workforce services to adults, dislocated workers, youth, and universal customers (Wagner Peyser), CareerSource Central Florida consistently exceeds or meets its federal performance measures. As the second largest region in the state, much of the state’s performance rests on how

well the organization can perform, and CSCF takes its impact very seriously. As a direct provider, CSCF is positioned to quickly adjust its strategy to engage customers to meet its training and employment outcomes, including Measurable Skills Gains which was identified as an area of improvement. Currently, CSCF has been challenged to consistently meet its youth measures post-common exit implementation and will be analyzing opportunities to improve its training and employment placement strategies to position participants to gain employment six months after completing WIOA services. Processes for engagement and follow-up protocols have been adjusted to ensure more engagement in shorter intervals. As a direct provider of services, CSCF is positioned to realize improvements at a faster pace than it would if it had contracted providers.

In this current program year, the new letter grade system established through the 2021 Reimagining Education and Career Help (REACH) Act, was implemented. In the initial baseline report, CSCF earned an A for the first quarter, and in the subsequent quarter earned an A at 97%, the highest in the state. CSCF continues to work with the diverse populations in our region and focuses on delivering personal, high-quality services to support residents' desire to enter sustainable employment.

5. ***A review of the effectiveness of the firewall established by the LWDB to clearly separate existing roles as oversight body for the region's workforce delivery system and its role as the operational services directly provided by the LWDB, and an explanation of changes to be made to the firewall.***

The CSCF Board of Directors' Career Services Committee is charged with oversight of all program services. The Committee, which meets up to six times a year, reviews program performance and strategy development and offers industry insight on how programs support the Board's identified high-growth industries. CSCF's Chief Operating Officer presents action items to the Committee for discussion and recommended action, which is then presented to the Board of Directors for final approval.

CSCF's organizational structure allows for clear delineation between administration and operations. Career center operations are managed by the Vice President of Service Delivery. Programmatic support and continuous improvement are driven by the Sr. Director of Planning and Policy with implementation support provided by the Director of Service Delivery and the Director of Community Initiatives. These directors ensure that all partner programs within the One Stop 'system' are performing at maximum efficiency and work with third party consultants to support internal programmatic reviews and monitoring on a quarterly basis. The Chief Operations Officers oversees the work of the One Stop Operator and CSCF senior management. Financial staff report to the Chief Finance Officer and functions between finance and operations are clearly delineated. The Vice President of Human Resources oversees all human resource functions including payroll, benefits, FMLA, and worker's compensation.

As local workforce boards are required to define the role of the One Stop Operator and determine how to competitively procure the entity or entities (§678.600 -678.635) per requirements outlined under WIOA, the Board of Directors, with review and approval by the Career Services Committee, adopted a definition of One Stop Operator as required by the Act, in December 2016 and is as follows:



One Stop Operator: A consultant or contractor whose function is to coordinate the service delivery of all One Stop required partners including Adult Education, Vocational Rehabilitation, and the Division of Blind Services across our five-county region.

Career Service Provider: An entity to directly deliver career services for Title I WIOA, Wagner Peyser, Veterans, Trade, Welfare Transition, and Supplemental Nutrition Assistance Program that aligns with the local area's four-year plan and is responsible for the management of programs to ensure state and federal requirements are met.

CSCF selected and contracted with One Stop Operator whose role is to work with CSCF's Chief Operating Officer to coordinate all required partners and develop strategies for increased resource and service coordination. Recommendations are presented to the Board's Career Services Committee for discussion and consideration. Any action needing full Board approval is presented as appropriate. If the Board approves an action and directs the President & CEO to begin implementation, appropriate Board staff will be engaged to implement the approved strategy. CSCF is mindful of the necessary separation of the One Stop Operator and Career Services Provider and will continue to have these firewalls in place.

6. ***An identification of the grant program(s) that funds the workforce service delivery model.***

The following grant programs fund CareerSource Central Florida's service delivery model:

- Wagner Peyser
- Re-employment and Eligibility (RESEA)
- J VSG
- Workforce Innovation & Opportunity Act – Title I: Adult, Dislocated Worker and Youth (WIOA)
- Temporary Assistance to Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Specialized Grants/Awards – National Emergency Grant, Trade Adjustment Assistance, YouthBuild(USDOL), Get There Faster – At-Risk Floridians Grant, Single Mothers Employment Support Grant, Support to Communities: Fostering Opioid Recovery through Workforce Development (USDOL)
- Non-Department of Labor programs funded through CARES and ARPA.

7. ***An analysis of the costs of the services that documents the actual reduction in costs with the LWDB providing the services rather than contracting that service to another provider, and an estimate of such costs and savings for the upcoming period.***

As a direct operator of services, CSCF has demonstrated the ability to strategically plan and adjust administrative costs, and establish a reasonable cost allocation methodology, allowing more resources to support business and career services. CSCF is able to control costs based on volume, ensure all programs share infrastructure costs, and does not incur additional administrative, profit or overhead fees.

CSCF continues to effectively manage its administrative costs as a designated direct service provider. CareerSource Central ended the 2021-2022 program year with administrative costs at 8.56% lower

than the state requirement of 10%, representing an annual savings of approximately \$530,000 subsequently allocated to direct services. CSCF consistently is below the administrative cap of 10% and develops its budgets with direct client services (program costs) as a priority. Within program services, Region 12 spent 92% on direct client services, with 52.46% on intensive training activities exceeding the state requirement of 30.0% of its WIOA expenditures on training. CareerSource Central Florida's intentional focus on directing program funds to training activities, allows Region 12 to consistently meet or exceed the state goal. CSCF has not requested a waiver lowering the ITA investment requirement since its inception.

8. ***A review of any other realized improvement to service delivery and performance outcomes, and description of anticipated improvements.***

CSCF has implemented various strategies to improve service delivery and improve outcomes:

Implementation of Organizational Excellence Model: CSCF has worked to adopt and implement a management framework consistent with Malcolm Baldrige Criteria that will assist the organization in aligning its leadership and strategies to its workforce, operations, and results. Through its work with the Florida Sterling Council, the organization has focused on continuous improvement, strategic planning, market research, workforce capacity building, and data-driven decision making. Integration of efforts will result in clear processes that lead to better management practices and sustained performance. CSCF continues to evolve its organizational excellence model and is learning more about Jobs for the Future's approach to future-focused workforce boards and the characteristics to strengthen the system's ability to lead ([How Workforce Boards Show the Way Toward the Future of Work | Jobs for the Future \(JFF\)](#)).

Call Center and Virtual Service: CSCF created an innovative call center in 2018 to provide frontline services including customer scheduling, state system account support for customers, SNAP and TANF case status support, and information on key services and resources to both career seekers and businesses in the region. The call center is evolving into a Customer Care Center that provides basic Wagner Peyser services, schedules appointments, initial support to veterans if remote connections are needed, and supports pin resets for the Connect system.

9. ***Documentation that the public was provided a meaningful opportunity for review and comment on the proposed extension for a period not less than 10 days. Any submitted comments must be included.***

CSCF's Request for Direct Service Provider status is consistent with the region's strategic plan that was posted for comment on CSCF's website in October 2022 as required under CareerSource Florida's WIOA Strategic Plan Instructions. Additionally, this was shared with our Career Services Committee and the Board of Directors. CSCF has this submission posted on its website under the "About Us" tab (www.careersourcecf.com). The organization will file an addendum to this submission if there are substantive comments that affect its response.



10. ***Documentation that the Chief Elected Official has agreed to the planned extension.***

CareerSource Central Florida's Consortium of Chief Elected officials will meet jointly with the CSCF Board of Directors in June 2023 when this action item will be presented. After the Consortium's approval, the request will be presented to the Board of Directors for their final action. Signatures affirming the approval of this request will be submitted to DEO at that time.

Submitted by:

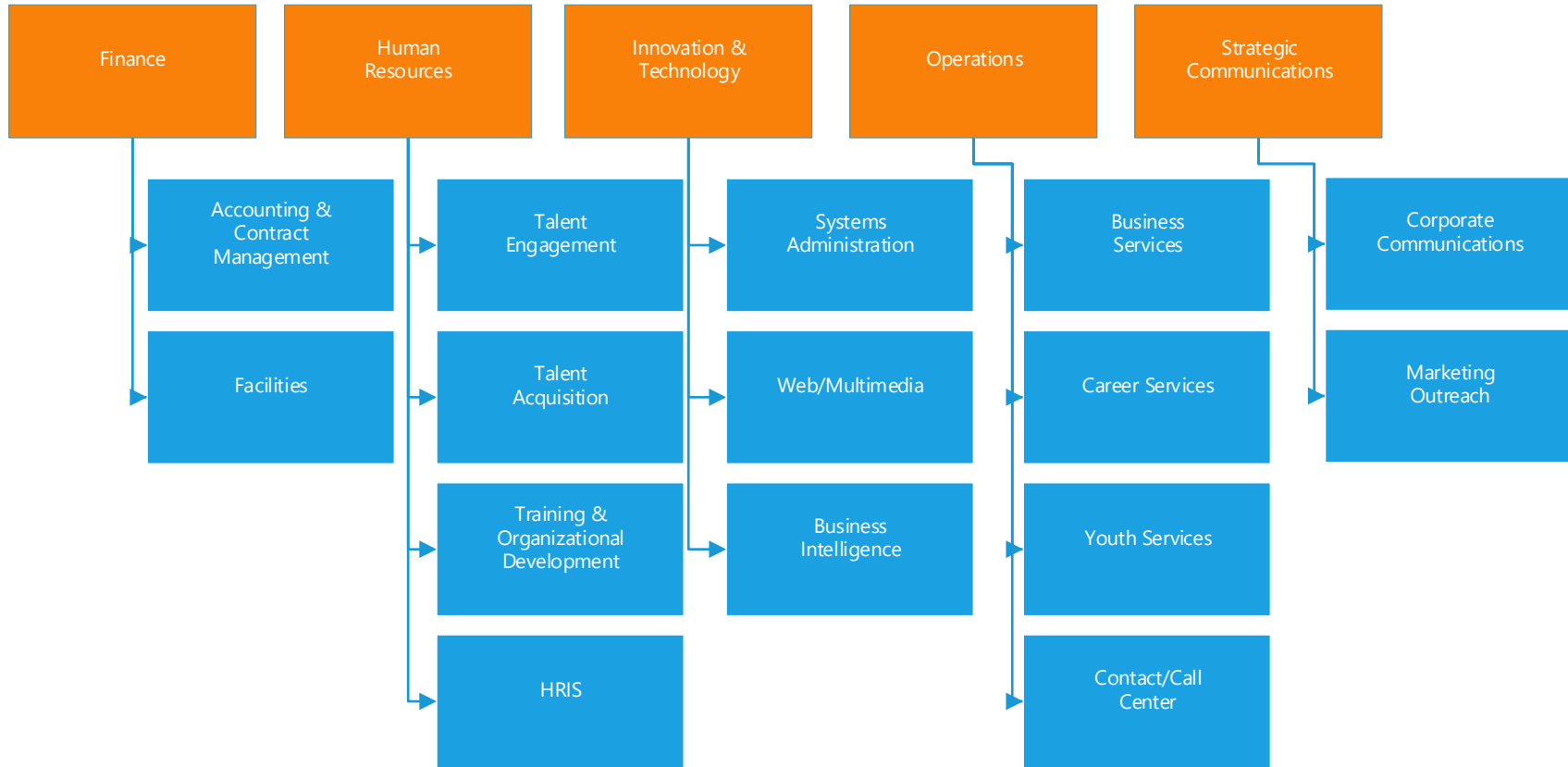
CareerSource Central Florida, Region 12

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Functional



AREA(S) OF REPRESENTATION CODES

BU – Business

WOLO – Workforce-Labor Organization

WOJ – Workforce-Joint labor-management Apprenticeship Program

WOD – Workforce-Community-based Organizations representing Individuals with Disabilities (optional)

WOV – Workforce-Community-based Organizations representing Veterans (optional)

WOY – Workforce-Community-based Organizations representing Youth (optional)

ETPA – Education and Training Provider-Adult Education and Literacy

ETPC – Education and Training Provider-Institution of Higher Education

ETPO – Education and Training Provider-Other Providers (optional)

GRED – Government Representative-Economic Development

GRES – Government Representative-Employment Service

GRVRD – Government Representative-Vocational Rehabilitation

GRO – Government Representative-Other (optional)

OTHER – Other (please specific group/program being represented) (optional)

DEMOGRAPHICS CODES

GENDER CODES

M – Male

F – Female

RACE/ETHNIC CODES

W – White (not Hispanic)

B – Black/African American (not Hispanic)

W/H – White and Hispanic

B/H – Black and Hispanic

O – Other

OTHER CODES

D – Disabled individual

OI – Older individual

V – Veteran

