



CareerSource Central Florida

Direct Provider of Workforce Services Extension Request

For Program Years 2020-2023

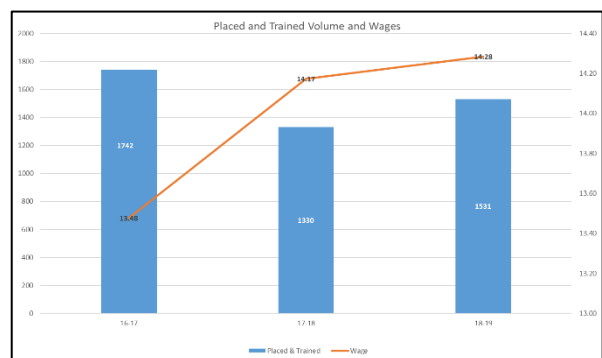
1. ***A review of how the provision of direct services during the prior period fit the business model that the local workforce development board (LWDB) proposed in its original request, and any proposed changes in the business model or the particular workforce services the LWDB intends to provide during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

In 2014 and in 2016, CSCF commissioned a study to examine its effectiveness as a direct service provider. The study concluded that the organizations' performance was on par with other boards that deliver services via contractors, offered suggestions for improved focus on outcomes, business engagement, and organizational structure. The organization has continued and enhanced some of those practices and has been utilizing the Baldrige organizational excellence model since 2017 through its collaboration with the Florida Sterling Council to continue improving its business model.

CSCF has implemented strategies that has resulted in improved performance and positioned the organization to effectively move forward to meet the intent of the Workforce Innovation and Opportunity Act legislation and indicators of performance. CSCF has successfully implemented the following changes to its service delivery:

- **Aligned Business Services and Career Services teams** and financial resources to the region's selected high growth industries: CSCF identified Hospitality/Tourism; Manufacturing; IT/Finance; Construction and Utilities; Trade, 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 trained opportunities to approximately 7,000 individuals through a variety of programs from PY 17-18 to current and has placed 5,800 individuals in careers within these growing sectors. In PY 18-19, CSCF made a strategic priority to increase wages of those who complete training and has seen an improvement of average wages from \$14.28/hr. to \$15.20/hr. in PY 19-20Q3.



- Collaborated and supported economic development efforts** in the five-county region to increase support of talent recruitment and hiring. CSCF has partnered with economic development partners to support regional companies such as Deloitte, Amazon Distribution Center, and Kroger in their initial hiring efforts. CSCF is closely aligned with the Orlando Economic Partnership through its “Investor Level” support and participation in work groups. CSCF has partnered with Sumter County, one of its more rural counties, to align staff support to the county’s economic development efforts; while in Lake County, the organization regularly collaborates with Elevate Lake. The organization’s business team members, who are organized by industry focus, also actively participate in the various local chamber and economic development agencies.

- Implemented 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 customers served has decreased, staff has increased the percentage of customers engaged in staff-delivered services by 41% from PY 16-17 to PY 18-19 (Table 1-A). As of April 1, 2020, staff had engaged 71% of the 57,700 individuals served year-to-date.

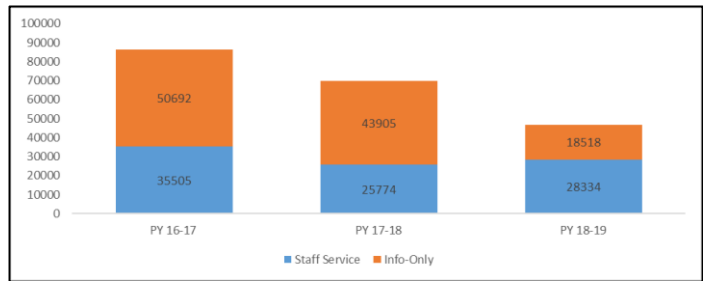
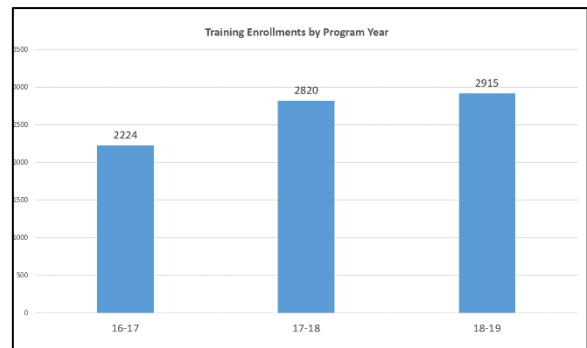


Table 1-A

- Aligned training services to the skills needs of employers** in the region: CSCF has been able to expand its training options to include short-term training options and community –based training opportunities that lead to employment and engage specialized populations. Over the last three years, although unemployment in our region has been low, CSCF has increased the number of individuals engaged in training activities from PY 16-17 to PY 18-19 by almost 700 individuals (*Note: local definition includes internship/work experience*). In PY 19-20 Q3, more than 1,780 individuals have engaged in training activities.



- Increased youth engagement and training:** Over the last two 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 credential to be earned. In 2016-2017, approximately 75 youth received ITAs for training; in 2018-2019 that number more than tripled with now 241 young adults engaged in training with ITA support. In PY 18-19, CSCF served 989 youth, with 571 completing services and entering employment, military, or post-secondary school. More than 600 youth received an industry-recognized credential to support their efforts to enter the



workforce. Currently, CSCF is serving 1,006 youth and has supported 386 youth in entering employment, education, military, or apprenticeship.

- **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 three years (PYs 2020-2023), CSCF is focused on delivery 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 (2020-2024) submitted to CareerSource Florida and the FL Department of Economic Opportunity.

2. ***The effective date for the extension:*** July 1, 2020
3. ***The period of time for when the extension would be in effect:*** CSCF's Request for Direct Service Provider is for a three -year period, July 1, 2020- June 30, 2023.
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) . As resources for the workforce system have declined (5-7% per year), CSCF has continued to maintain and, in most cases, increase services to its customers by leveraging all program funds, managing costs in "real time" and not as cost reimbursement practice with sub-contractors, and coordinating with other community resources. CSCF is positioned to mitigate additional costs, such as profit, overhead, and administrative fees, as a direct service provider. The organization has realized cost savings in infrastructure, facilities, and staffing over the last three years. Through these efforts, 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. In 2019, CSCF was able to quickly partner with DEO and Second Harvest, a community-based organization, to pilot the use of SNAP employment and training resources to increase the organization's capacity to deliver culinary skills training to individuals who qualified for SNAP but were not mandatory participants. Through this effort, 16 individuals are participating in programming with Second Harvest. Other community-based efforts include the Integrated Service Pilot Project with Lake Community Action Agency in Lake County that has supported 85 individuals in healthcare-related training, with 63 individuals placed in employment – 71% in healthcare-related jobs. This project has exceeded its initial goals of serving 50 residents and placing 35 of those residents in 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 present action items to the Committee for discussion and recommended action, which are then ultimately presented to the Board of Directors for final approval.

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 will 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 are 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 have these firewalls in place.

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

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

- Wagner Peyser
- Unemployment Compensation
- Re-employment and Eligibility
- 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), America's Promise (USDOL), Integrated Service Strategy Pilot.

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 cost as a designated direct service provider. The 2018-2019 program year ended with administrative costs at 9.6%, lower than the federal cap of 10%, representing an annual savings of approximately \$128,000 dollars that is subsequently allocated to direct services. Within program services, Region 12 spent approximately 90.4% on direct client services, with intensive training activities reaching 51%, exceeding the state threshold of 30% and exceeding the local goal of 50%. Despite a reduction in training resources, CSCF has never requested a waiver of the state's ITA/training investment requirement. As of PY19-20Q3, CSCF's administrative costs are at 9% and 50% of Workforce Innovation and Opportunity Act resources for adults has been invested in intensive training, which is well above the state's threshold.

CSCF has realized cost and service delivery efficiencies by consolidating one-stop centers to high-traffic locations while decreasing facilities expenses. Over the last three years, the organization has continued to negotiate terms for better locations at lower costs, saving the organization about \$93,000. Moving to new facilities has also allowed the organization to increase access to public transportation, improve safety conditions, and support a customer's journey to employment. CSCF has continued to create additional efficiencies to reduce costs in other areas of the organization that include reduced cell phone costs, software costs, health care benefits, and staffing costs due to



restructuring of several positions. Additionally, all systems and processes are regularly evaluated to ensure the highest level of efficiency and cost savings.

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 Baldrige Criteria over the last four years 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.

***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. As of PY 19-20 Q3, the call center supported about 67,000 unique calls. CSCF continues to seek technology solutions to increase efficiency, improve process cycle time, and add value to the customer experience. Online chat features will be added in PY 19-20 to support increased customer engagement efforts.

***Youth Services:*** CareerSource Central Florida expanded its 2019 summer youth employment program to programming in every county in the region and increased from 481 participants in 2018 to 883 participants in 2019. Youth ages 16-19 were given the opportunity to acquire work readiness skills and experience work in a real-world business environment while earning a wage for eight weeks. Two additional programming tracks were added in 2019 to engage youth during the summer – Career Exploration and Accelerated Skills Training in Information Technology or Construction.

As the Direct Service Provider, CSCF is positioned to partner with community leaders to plan and execute a structured summer work experience program that is consistently delivered and managed. Planning has already begun for summer 2020 with the goal of serving 1,500 youth across the region's five counties. The coordination of workforce and local resources is a model that can be replicated across the state and could not be achieved without the nimbleness of being a direct service provider.

In 2018, CSCF launched the use of "Youth Navigators" to support the recruitment and engagement of special youth populations - foster youth, justice involved youth, urban youth, homeless youth, and youth with disabilities. These community agencies identify youth who may need additional supports to enter the workforce or navigate systems to enter post-secondary training opportunities and collaborate with dedicated CSCF staff to ensure they are able to connect to services and a dedicated career coach / consultant. In PY 19-20, CSCF expanded its Youth Navigators efforts to include five community organizations and is currently evaluating the effectiveness of this model.



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 Extension of its Direct Service Provider status is consistent with the region's strategic plan that was posted for comment on CSCF's website in January 2020 as required under CareerSource Florida's WIOA Strategic Plan Instructions. Additionally, this request is posted on the region's website for public comment in the "About Us" section ([www.careersourcecf.com/aboutus](http://www.careersourcecf.com/aboutus)). The organization will file an addendum to this submission if there is substantive comment that affects 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 on June 25, 2020 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:*

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