



LWDB 11 – CareerSource Flagler Volusia

Direct Services Provider – Request

Date: June 28th, 2023
To: Florida Department of Economic Opportunity and CareerSource Florida
From: CareerSource Flagler Volusia, Local Workforce Development Board 11
RE: Request to serve as a Direct Provider of Workforce Services

1. Business Model:

The Workforce Development Board of Flagler and Volusia Counties, Inc. d.b.a CareerSource Flagler Volusia (CareerSourceFV) is requesting that all job seeker and business services for adults and dislocated workers are to be provided directly by CareerSourceFV to reduce overhead costs created through the procurement of service providers. Additionally, CareerSourceFV is making this request in order to quickly pivot during the merger with CareerSource Brevard to ensure that no services are disrupted.

CareerSourceFV is responsible for constant improvement of the organizational structure to efficiently and effectively manage the day-to-day operations to ensure CareerSourceFV's Local Plan is carried out and provides excellent customer service, achieving State and Federal required performance measures, completing all reports and meeting all deadlines.

By providing direct services to businesses, CareerSourceFV is better able to align with the structure of services provided by CareerSource Brevard. The Request for Proposal (RFP) schedule requires selection of new contractors with a contract start date of July 1st, 2024 in LWDB 11, while the RFP schedule for LWDB 13 requires selection of new contractors with a contract start date of July 1st, 2025. With this overlap in procurement schedule and the unknown timeline of merger of the two regions, CareerSourceFV would like to be positioned to step in quickly to ensure that there is no disruption of services in the three-county area while new providers of services are procured.

Currently CareerSourceFV has two contracted providers who have provided services to adult and dislocated workers since July 1, 2016 in the three Career Centers and throughout the two county area through community partnerships. However, by eliminating the two Career Center providers and making all staff CareerSourceFV board employees, there will be a significant cost savings that will allow CareerSourceFV to provide for additional services to the residents in the two-county area. In addition, the management structure will become streamlined without redundant overhead and will provide direct supervision without the additional layer of provider management.

Under this structure CareerSourceFV will continue to provide the full menu of workforce services in each of the three brick and mortar facilities, community locations in the county area, as well as services provided virtually under the following programs:

- Workforce Innovation and Opportunity Act Title III (Wagner-Peyser)
- Workforce Innovation and Opportunity Act Title I
- Welfare Transition Program/ Temporary Assistance for Needy Families
- Supplemental Nutrition Assistance Employment & Training Program
- UC/Unemployment Compensation (Reemployment Assistance)
- Jobs for Veterans State Grant

A description of the proposed new organizational structure is discussed more at length in section 5. – Firewall.

2. Effective Dates:

The effective date of this request will begin October 1st, 2023 for business services and potentially July 1st, 2024 for all direct adult and dislocated worker career services if needed due to the merger with CareerSource Brevard.

3. Period of Time:

The request period of time is for at a minimum of 9 months (until the end of PY23-24) and for up to three years dependent on the timeline of consolidation with CareerSource Brevard and the ability to procure training and career services for the three-county area.

4. Reasoning for Request:

This new structure allows for direct communication between the board of directors, executive leadership, management, and frontline staff, creating cohesive practices across all levels of the organization. This direct communication eliminates a 'middle-man' and provides a clean, consistent, and unfiltered conduit of information to staff ensuring quick turn around on directives and changes in business. It will also allow CareerSourceFV to be more proactive to dynamic changes in the labor market, economy, business environment, funding fluctuations and regional changes as a result of the merger with CareerSource Brevard by being a more lean and nimble organization.

As the implementation of the REACH Act moves forward with the merger between CareerSourceFV and CareerSource Brevard the request for direct service provider allows for the ability to ensure that there are no disruption of services to job seekers and businesses. With the timeline of operational consolidation between the two regions undetermined at this time, CareerSourceFV wants to align its operations as closely as possible for CareerSource Brevard and to ensure that there will be no disruption of services to the communities that both regions serve.

Additionally, providing more consistent messaging to frontline staff will eliminate most perceived communication issues within the organization. Since administrative and Career Center staff closely plan and implement any changes to the organization, the

consistency of messaging provides a clear and concise vision to all staff. All CareerSourceFV staff will receive the same messaging, so all expectations and service delivery requirements are managed and delivered to the same high standard across all programs of the organization.

The structure of business service staff becoming CareerSourceFV Board staff will create some cost savings in payroll and financial processing services.

5. Firewall:

The Workforce Innovation and Opportunity Act (WIOA) requires that workforce boards that provide direct services are required to provide adequate internal firewalls to ensure the integrity of public funding.

CareerSourceFV policies define the role of the Board of Directors, President & CEO, executive leadership and staff. Through continued communication from the CareerSourceFV President & CEO to the CareerSourceFV Board of Directors, the message is clearly delivered that the Board's primary mission is for design, oversight and policymaking. This includes identifying and proactively dealing with emerging issues, interpreting the organization's mission to the public, selecting and evaluating the performance of the President & CEO, and establishing and maintaining programs and systems designed to ensure compliance with the terms of charter, contracts, and grants.

The CareerSourceFV Board of Directors hires the President & CEO to perform the operational and administrative functions of the Board. The President & CEO has been designated as the sole person accountable to the CareerSourceFV Board of Directors. The Vice President of Innovative Workforce Solutions, the Vice President of Business Development and Technology, the Chief Administrative Officer, and the Chief Financial Officer, support the Career Center operations but report directly to and take direction from the President & CEO. Board members and Committee members are keenly aware of the distinction between the roles of Board oversight and the staff's role in managing the day-to-day operations.

The new operation's organizational structure will show that the President & CEO has delegated authority for day-to-day operations management to the Vice President of Innovative Workforce Solutions. The Vice President of Innovative Workforce Solutions is responsible for all programs and services provided through the CareerSource Flagler Volusia system. The Vice President of Innovative Workforce Solutions will direct the Managing Director of Operations (MDOO) who is accountable for all CareerSourceFV and partner staff within the Career Center or affiliated sites. The Vice President of Innovative Workforce Solutions acts as the liaison between the MDOO and executive leadership. The MDOO provides programmatic support and continuous improvement, ensuring that all partner programs within the One Stop 'system' are performing at maximum efficiency. The MDOO will also directly supervise the Department of Economic Opportunity (DEO) Program Administrator, who is responsible for all DEO veteran staff in the Career Centers.

CareerSourceFV administrative staff consists of EO/Human Resources, Information Technology, Finance and Quality Assurance/MIS. The staff members within these departments are not directly involved in the daily execution of services within the Career Centers, but act as support to general operations of the organization.

- All finance and human resources staff report directly to the Chief Financial Officer who in turn reports to the President & CEO and functions between finance and operations are clearly delineated. Financial monitoring will continue to be contracted to an external independent contracted monitor/auditor.
- All information technology staff report directly to the Vice President of Business Development and Technology who in turn reports directly to the President & CEO. These staff manage all facets of technology and communications to the organization. These support staff members provide support to staff in all departments and monitors activities within the system to provide a secure network for customers and staff. Information being transmitted through the network is routinely monitored to ensure that all activities fall within the requirements of applicable State and Federal laws.
- All programmatic monitoring staff report to the Vice President of Innovative Workforce Solutions, who in turn reports directly to the President & CEO. Internal programmatic monitor staff are not individuals delivering direct services to customers in order to maintain the necessary separation and checks and balances. A Quality Assurance plan is currently in place which requires peer monitoring on an ongoing basis by Career Center staff, to ensure that programmatic compliance is imbedded into daily operations. Monitoring staff also complete monthly file reviews based upon guidance from the Florida Department of Economic Opportunity (DEO) and work with management staff to provide any needed staff training based on the results. Programmatic monitoring staff also take the lead to work with DEO for their annual monitoring review, complete any required Corrective Action Plan (CAP) and ensure that any required training is completed with all frontline staff.

6. Identification of Grant Program(s) that fund the Workforce Service Delivery Model:

Funding for the Workforce Services Delivery Model may come from the following sources:

- Workforce Innovation and Opportunity Act Adult
- Workforce Innovation and Opportunity Act Dislocated Worker
- Workforce Innovation and Opportunity Act Youth
- Trade Readjustment Allowances/ Trade Adjustment Assistance
- Temporary Assistance for Needy Families
- Supplemental Nutrition Assistance Program
- UC/Unemployment Compensation (Reemployment Assistance)
- Wagner-Peyser
- Jobs for Veterans State Grant, which funds:
 - Disabled Veterans Outreach Program

Local Veteran Employment Representative

7. Analysis of Cost Savings:

The initial cost savings within the first year (9 months) is estimated to be \$110,000 due to the decrease of the 10% profit of the current contractor who provides business services and fringe costs. While the cost savings is not high, it is difficult to do a cost analysis of the benefits of aligning with CareerSource Brevard's organizational structure.

Should all adult and dislocated worker training and career services (including business services) become Board staff due to the merger, the increase in cost savings would be closer to \$450,000 due to the elimination of staff that serve to support the requirements of contract(s) instead of job seekers and businesses which would result in an increase in direct client contact and services. In addition, as local workforce trends change, CareerSourceFV would have the agility to combine job duties in areas that current contracts do not allow. This flexibility of job duties would result in more efficient services and/or a reduction in cost to CareerSourceFV.

While this request for providing direct services' priority is for providing only business services, CareerSourceFV will continue to analyze and revise the organizational structure as needed in order to provide services in an effective and efficient manner as the merger moves forward.

8. Improvements to Service Delivery and Performance Outcomes:

CareerSourceFV will continue to leverage technology to improve service efficiency and effectiveness by leveraging the technology afforded through the state's online labor exchange and case management systems, Employ Florida and OSST. Innovative use of data dashboards will continue to be used to monitor real time performance of services to both job seekers and businesses. These dashboards are used by frontline staff, management, executive leadership and the CareerSourceFV's Board of Directors and Committee members to inform its mission, track not only the performance tied to the federal indicators, but the demographics, barriers and priority populations of those they serve. The utilization of Microsoft Business Intelligence software to track outcomes and set goals for the region to achieve not only the requirements of the REACH Act, but the intent.

While difficult to measure but generally recognized as a valuable practice is the opportunity for more direct staff involvement in planning and decision-making that affect the individual service delivery locations and the regional workforce system. The participation of program staff in decision-making, including front-line, mid-management and support staff will result in a better decision-making when implementing operating policies and procedures. The clear channel of reporting and accountability permits more effective staff training and development for both new and existing staff.

Greater efficiencies will also be realized in allowing more flexibility in training and support services to customers and timely payments to training vendors because of expediting payment documentation directly from the applicable staff. Real-time tracking of

expenditures, encumbrances and projections for training costs will allow for better management of funds, ensuring a maximum number of clients receive training resources.

WIOA INDICATORS OF PERFORMANCE

CareerSource Flagler Volusia

July 1ST, 2022 – March 31ST, 2023

Measures	PY2021-2022	PY2021-2022	PY2021-2022	PY2022-2023	PY2022-2023	PY2022-2023	PY2022-2023	PY2022-2023	PY2022-2023	PY2022-2023
	4th Quarter Performance	% of Performance Goal Met For Q4	Performance Goals	1st Quarter Performance	% of Performance Goal Met For Q1	2nd Quarter Performance	% of Performance Goal Met For Q2	3rd Quarter Performance	% of Performance Goal Met For Q3	Performance Goals
Employed 4th Qtr After Exit	84.20	99.64	84.50	86.30	107.88	73.40	91.75	79.60	99.50	80.00
Credential Attainment Rate	69.60	89.23	78.00	68.40	95.00	69.80	96.94	69.20	96.11	72.00
Measurable Skill Gains	93.30	133.29	70.00	83.70	107.31	81.40	104.36	81.00	103.85	78.00
Dislocated Workers:										
Employed 2nd Qtr After Exit	74.50	87.44	85.20	73.30	92.67	75.50	95.45	73.50	92.92	79.10
Median Wage 2nd Quarter After Exit	\$8,840	124.51	\$7,100	\$10,146.00	166.44	\$9,704.00	159.19	\$9,131	149.79	\$6,096
Employed 4th Qtr After Exit	82.10	101.99	80.50	88.00	113.26	80.90	104.12	84.40	108.62	77.70
Credential Attainment Rate	100.00	142.86	70.00	100.00	155.28	87.50	135.87	90.00	139.75	64.40
Measurable Skill Gains	90.60	129.43	70.00	76.70	107.72	69.20	97.19	74.30	104.35	71.20
Youth:										
Employed 2nd Qtr After Exit	93.80	117.99	79.50	90.70	112.81	87.00	108.21	86.90	108.08	80.40
Median Wage 2nd Quarter After Exit	\$3,783	135.11	\$2,800	\$3,810.00	136.12	\$3,783	135.16	\$3,860	137.91	\$2,799
Employed 4th Qtr After Exit	90.80	122.70	74.00	91.50	116.86	88.90	113.54	87.20	111.37	78.30
Credential Attainment Rate	98.80	109.78	90.00	98.80	105.89	100.00	107.18	98.80	105.89	93.30
Measurable Skill Gains	86.10	113.29	76.00	84.60	98.37	86.60	100.70	80.80	93.95	86.00
Wagner Peysers:										
Employed 2nd Qtr After Exit	60.80	93.54	65.00	62.40	96.00	61.60	94.77	66.00	101.54	65.00
Median Wage 2nd Quarter After Exit	\$6,664	130.67	\$5,100	\$6,887.00	123.03	\$6,877.00	122.85	\$7,065	126.21	\$5,598
Employed 4th Qtr After Exit	62.00	95.38	65.00	64.90	99.85	61.60	94.77	66.40	102.15	65.00
Not Met (less than 90% of negotiated)										
Met (90-100% of negotiated)										
Exceeded (greater than 100% of negotiated)										

As seen in the chart above, CareerSourceFV has met or exceeded every WIOA measure for the first three quarters of the current program year.

9. Public Comment:

The draft of the “Request to serve as a Direct Provider of Workforce Services” is available on the CareerSource Flagler Volusia website at [Doing Business With Us Archives - CareerSource Flagler Volusia \(careersourcefv.com\)](https://careersourcefv.com). Any public comments will be submitted to DEO and will be posted on CareerSourceFV’s website during the 30-day comment period.

10. Approval of the Chief Elected Official:

The current document has been submitted to the Volusia County Council and the Flagler County Commissioners for approval. Upon approval the Chief Elected Official of both counties will formally sign the “Statement of Intent”.

11. Completed Statement of Intent to Serve as a Direct Provider of Workforce Services:

The “Statement of Intent to Serve as a Direct Provider of Workforce Services” is attached to this document.