

**Request to Extend Designation as Direct Provider of Workforce Services
November 17, 2022**

CareerSource Polk has been operating as the Direct Provider of Workforce services (except for training services) since July 1, 2017, with the approval of the Polk County Board of County Commissioners and CareerSource Florida as required. The most recently re-authorized designation was for the period July 1, 2020 through June 30, 2023. This document is our request to extend our Designation as Director Provider of Workforce Services for the period of July 1, 2023 through June 30, 2026. The information provided below substantiates our request.

- 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 Polk continues to provide services for all programs including Workforce Innovation and Opportunity Act (WIOA) Adult, WIOA Dislocated Worker, Temporary Assistance for Needy Families (TANF) services and Supplemental Nutrition Assistance Program (SNAP) services and Youth Services. CSP currently delivers direct services in Polk County and provides case management for participants in training.

- 2. The effective date for when the extension would begin.**

The effective date for this extension will be July 1, 2023.

- 3. The period of time, not to exceed three years, for when the extension will be in effect.**

This extension is requested for the period of July 1, 2023 through June 30, 2026.

- 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 in the best interest of the LWDB's customers that the LWDB continue to provide these services.**

CareerSource Polk continues to streamline services, refine processes, and analyze the organizational structure, in effort to ensure more funding is directed to provide services and support to clients. We continue to reinforce training based on workforce tools and guidance and encourage staff to understand the rules to improve and expedite our customer service experience. Our focus is to ensure accountability for the work we do and the services we provide, while monitoring progress and performance, operating with integrity, and implementing service delivery strategies that ensure the success of our workforce.

We continue to see a reduced number of findings and have been operating efficiently, expediting services, and minimizing administrative costs. CareerSource Polk develops and maintains an effective budget to sustain programs and ensure staffing levels to deliver quality services. By extending the direct provision of services, we will continue improving the services we provide, reduce costs and train/integrate staff consistently. See an analysis of cost savings in item 7 below.

- 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.**



Firewall: CareerSource Polk's Board Chair, along with the President & CEO, reports to the Polk County Board of County Commissioners on a scheduled biannual basis during the months of December or January and May or June. Additional presentations during the Board of County Commissioners meeting occur, at the very least, when new Board member appointments and current Board member reappointments are on the agenda for approval; during the months of May or June to approve CareerSource Polk's Preliminary Budget for the next program year; during the month of August or September to approve CareerSource Polk's Final Budget; during any month when an required partner MOU and IFA are on the agenda for approval; and any other times as requested by the commission.

Oversight: The CSP Board of Directors ensures compliance with responsibility and authority as outlined in the Agreement with the Polk County Board of County Commissioners, by reviewing the One-Stop Operator and Direct Provider of Services activities and responsibilities. The Board sets the strategies and governance and holds the President/CEO accountable to translate those items into operational policies, procedures, and implementation.

The CSP Board of Directors provides overall policy that staff release as guidance to our career center staff delivering direct services. The Board also provides oversight of the local workforce system and ensures appropriate reviews and monitoring of One-Stop services.

Career Source Polk's Board of Directors engages the programmatic and fiscal monitoring services of the CPA firm of Taylor Hall Miller Parker, P.A. to conduct programmatic and financial monitoring on a quarterly basis.

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

- ✓ Workforce Innovation and Opportunity Act (WIOA) Adult
- ✓ Workforce Innovation and Opportunity Act (WIOA) Dislocated Workers
- ✓ Workforce Innovation and Opportunity Act (WIOA) Youth
- ✓ Temporary Assistance for Needy Families (TANF)
- ✓ Supplemental Nutrition Assistance Program (SNAP)
- ✓ Wagner Peyser
- ✓ UC/RA
- ✓ RESEA

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.

CareerSource Polk develops and maintains an effective budget to sustain programs and ensure staffing levels are adequate to deliver quality and seamless services. Having been a direct provider of services for the past five and a half years, moving away from a service provider to deliver such service, we have been able to minimize overhead costs, reduce levels of management that have, in the past, lengthened the response time in addressing the critical needs of our workforce. While our operational costs have been tremendously reduced over the past several years, we have managed to maintain a high level of quality services, redirect funding from administrative to direct client services and increase levels of much needed support to our clients.

By providing services directly, CareerSource Polk realized savings of by eliminating duplicated or unnecessary positions included in the service provider contract, i.e. Project Director, Finance Analyst and Project Support Specialist and by eliminating annual profit charged by contracted service providers. Other reductions include costs for the bidding process for selection of service providers for workforce programs. Additional savings include:

- Sub-lease agreement with Rebuild Florida at the Winter Haven career center, monthly fee of \$2,563.38. This action allows CareerSource Polk's annual savings of \$30,760.56.
- Sub-lease agreement with Job Corps, ALPI, and AARP who have either occupied office space in the Lakeland or Winter Haven career center resulting in savings on our annual lease payment to the DEO.

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

CareerSource Polk successfully met or exceeded most of our performance measures during the COVID-19 years as indicated the table below:

Primary Indicators of Performance Results					
LWDB 17 Program Year (PY) 2020 Performance for July 1, 2020 – June 30, 2021	PY2020-2021 1st Quarter Performance	PY2020-2021 2nd Quarter Performance	PY2020-2021 3rd Quarter Performance	PY2020-2021 4th Quarter Performance	PY2020-2021 Performance Goals
Adult Programs:					
Employed 2nd Quarter After Exit	86.2%	84.5%	84.0%	86.8%	86.0%
Median Wage 2nd Quarter After Exit	\$7,142.00	\$6,924.00	\$7,063.00	\$7,219.00	\$7,000.00
Employed 4th Quarter After Exit	83.9%	82.3%	82.1%	79.4%	84.0%
Credential Attainment Rate	70.7%	69.9%	71.9%	71.2%	65.0%
Measurable Skill Gains	59.4%	60.5%	66.2%	65.5%	55.0%
Dislocated Workers Programs:					
Employed 2nd Quarter After Exit	80.5%	80.5%	76.9%	79.2%	84.0%
Median Wage 2nd Quarter After Exit	\$5,538.00	\$5,947.00	\$7,664.00	\$8,390.00	\$7,000.00
Employed 4th Quarter After Exit	83.7%	75.6%	70.7%	65.9%	84.0%
Credential Attainment Rate	68.4%	66.7%	63.9%	66.7%	68.0%
Measurable Skill Gains	46.3%	60.2%	69.1%	76.9%	55.0%
Youth Programs:					
Employed 2nd Quarter After Exit	74.7%	74.7%	75.0%	71.9%	77.0%
Median Wage 2nd Quarter After Exit	\$3,662.00	\$3,923.00	\$3,510.00	\$3,510.00	\$3,200.00
Employed 4th Quarter After Exit	75.8%	74.8%	74.7%	77.1%	73.0%
Credential Attainment Rate	78.3%	78.7%	83.8%	83.5%	75.0%
Measurable Skill Gains	55.3%	46.2%	25.0%	21.4%	45.5%
Wagner Peyser Programs:					
Employed 2nd Quarter After Exit	66.5%	69.4%	67.6%	66.6%	65.0%
Median Wage 2nd Quarter After Exit	\$5,168.00	\$5,270.00	\$5,210.00	\$5,280.00	\$5,000.00
Employed 4th Quarter After Exit	64.3%	68.7%	68.0%	65.9%	65.0%

■ Not Met (less than 90% of negotiated)
 ■ Met (90 - 100% of negotiated)
 ■ Exceeded (greater than 100% of negotiated)

CareerSource Polk promotes continuous professional development that starts on the first day of employment. All new hires receive an intensive onboarding session starting with the Tier 1 Certification. This training allows them to have a better understanding of the intricacies of the workforce system. Tier 1 is followed by EF training applicable to Wagner Peyser, WIOA and SNAP according to the position. Additional training including shadowing continues according to the employee's position. Every month management circulates a series of "Refresher courses" for continuous improvement, as well as quarterly and semi-annual in-service training for all staff. All levels of staff are required to review and understand the rules governing our performance. This process has already resulted in minimizing unnecessary work, processes or documents collected from our customers.

Information flows quickly and consistently, which provides greater continuity of services to our businesses and individual customers. All staff receives the same message whether training is program specific (Welfare Transition Best Practices, SNAP Sanction Process, WP Job Order Process Training, WIOA Youth) or beneficial to multiple groups (Case Notes, DMS [Paperless system], LOP reviews, etc.)

Our career laddering system, implemented several years ago, allows front-line staff to progress through Career Development Specialist levels I through IV. Levels are based on workforce program knowledge, and number of programs served. The system has proven to be an effective means of promoting staff from within.

During the past year CareerSource Polk has:

- ✓ Met or exceeded the majority of negotiated performance measures.
- ✓ Expended 93% of our funding on direct client services.
- ✓ Minimized number of findings during monitoring.
- ✓ Received clean audit, unqualified opinion, no findings, material weaknesses or significant deficiencies.
- ✓ Far exceeded Individual Training Account expenditure rate at 72% for WIOA Adults and Dislocated Workers without the use of the automatic waiver requirement of 35.5%.
- ✓ Exceeded target of funds expended in the youth program where 99% was spent on out-of-school youth and 1% on in-school-youth.

As indicated in the Regional Workforce Services Plan, our strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- ✓ Enhancing alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- ✓ Promoting accountable, transparent, and data-driven workforce investment through performance measures, ongoing monitoring, and evaluation to that inform strategies, and driving operational excellence that leads to the identification and replication of best practices to empower an effective and efficient workforce delivery system.
- ✓ Improving career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth which lead to enhanced employment, career development, credentialing, and post-secondary education opportunities.