



CareerSource Okaloosa Walton WIOA: Direct Provider of Workforce Services - Request for Extension

BACKGROUND

As outlined in [Administrative Policy 083](#), Local Workforce Development Boards (LWDBs) must submit a request for an extension when serving as a Direct Provider of Workforce Services in their local area. To operate as a Direct Provider of Workforce Services (other than training services), the LWDB must state they wish to extend their permission to be a direct provider of workforce services.

CareerSource Okaloosa Walton is submitting this request to officially announce that it wishes to extend its operations as a **WIOA: Direct Provider of Workforce Services through June 30, 2026**. The responses below are provided to support this request for an extension.

RESPONSES

1. A REVIEW OF HOW THE DIRECT PROVISION OF WORKFORCE SERVICES DURING THE PRIOR PERIOD FIT THE BUSINESS MODEL THAT THE 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.

As promulgated in state legislation, SB428, in June 2008, the Workforce Development Board of Okaloosa and Walton Counties (now known as CareerSource Okaloosa Walton) requested a waiver to adopt the business model of Direct Services Provider. The waiver was approved by Workforce Florida, Inc. (now known as CareerSource Florida, Inc.). And on July 1, 2008, the Workforce Development Board of Okaloosa and Walton Counties (now known as CareerSource Okaloosa Walton) began providing services under the Direct Services Provider Model for the Workforce Investment Act (WIA) Adult and Dislocated Worker Programs.

Due to the model's success with the WIA Adult and Dislocated Worker Programs, the Workforce Development Board requested and was approved to incorporate the WIA Youth Program under the Direct Services Provider Model. The Workforce Development Board implemented direct services for the WIA Youth Program on July 1, 2009.

CareerSource Okaloosa Walton has not made any further changes to the model since July 1, 2009. CareerSource Okaloosa Walton requests approval to continue directly providing workforce services (other than training services).

Under the current approval, CareerSource Okaloosa Walton operates as the WIOA Youth Program services provider and One-Stop Operator. The Request for Proposal (RFP) for the WIOA Youth Program has already been released, and CareerSource Okaloosa Walton is developing the RFP for the One-Stop Operator.

2. THE EFFECTIVE DATE FOR WHEN THE EXTENSION WILL BEGIN.

The extension will begin July 1, 2023.

3. THE PERIOD OF TIME, NOT TO EXCEED THREE YEARS FOR WHEN THE EXTENSION WILL BE IN EFFECT.

The extension will be effective from 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 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.

CareerSource Okaloosa Walton elected to implement the Direct Services Provider Model for primarily four reasons:

- Streamline service delivery by eliminating management layers and focusing more resources on the delivery of services.
- Cost Savings that eliminated duplicative costs for senior management, audit costs, financial processing services for participants, procurement costs, dual software licenses fees, insurance, and other overhead costs.
- Respond more quickly and effectively to dynamic changes in the labor market and funding fluctuations.
- Finally, the Direct Services Provider Model allows maximum decision-making at the operations level while delineating expectations for performance and accountability.

5. A REVIEW OF THE EFFECTIVENESS OF THE FIREWALL ESTABLISHED BY THE LWDB TO CLEARLY SEPARATE EXISTING ROLES AS OVERSIGHT BODY FOR THE LWDB'S WORKFORCE DELIVERY SYSTEM AND ITS ROLE AS THE DIRECT PROVIDER OF WORKFORCE SERVICES, AND AN EXPLANATION OF CHANGES TO BE MADE TO THE FIREWALL.

FIREWALL

CareerSource Okaloosa Walton Policies define the role of the Board, Executive Director, and staff. The Board of Directors is responsible for oversight and establishing Board policies. This includes identifying and proactively dealing with emerging issues, interpreting the organization's mission to the public, selecting and evaluating the performance of the Executive Director, and establishing and maintaining programs and systems designed to ensure compliance with the terms of charter, contracts, and grants; and selecting service providers if direct services are not provided. With the recommendation of the Youth Committee, the Board approves the WIOA Youth Services Provider. The Board is also responsible for choosing the One-Stop Operator as outlined in sec 121 (d) (2) (A) of the Innovation and Opportunity Act (WIOA).



The Board hires the Executive Director to perform the operational and administrative functions of the Board. The Executive Director has been designated as the sole person accountable to the Workforce Board. The Board's Chief Operating Officer, Administrative, Fiscal, and Quality Assurance staff support the career center operations but report to and take directions from the Executive Director.

The Operations Organizational Structure shows the Executive Director has delegated authority for day-to-day operations management to the Chief Operating Officer (COO). The Chief Operating Officer is responsible for all programs and services provided through the CareerSource Okaloosa Walton system. The Chief Operating Officer directs the Career Center Coordinator and Program Managers/Coordinators, accountable for all CSOW and partner staff within the Career Center or affiliated sites. The COO also directly supervises the Department of Economic Opportunity (DEO) Senior Manager, who is responsible for all other DEO staff in the Career Center.

Through continued communication from the CSOW Executive Director to the CSOW Board of Directors, the message is clearly delivered that the Board's primary mission is design, oversight, and policymaking, not the management of day-to-day operations. Board members and Committees are keenly aware of the distinction between the roles of Board oversight and the staff's role in managing the operations. The Executive Director has been designated as the sole person accountable to the Workforce Board. All other Board staff report to and take direction from the Executive Director.

CONFLICT OF INTEREST STATEMENTS

Board members are asked to sign an overall Conflict of Interest Statement acknowledging the CareerSource Policy when elected. Staff members must sign a like Conflict of Interest Statement as part of their New Hire packet acknowledging the CareerSource Conflict of Interest Policy for staff members.

OVERSIGHT, MONITORING, AND EVALUATION OF PERFORMANCE (FISCAL AND PROGRAM)

CareerSource Okaloosa Walton measures fiscal performance based on several requirements. These include an annual independent audit conducted by an outside accounting firm, ongoing fiscal monitoring conducted by DEO, and internal monitoring for compliance with requirements outlined by the State and as reported in the State One Stop Management Information System (OSMIS). The Finance Committee appointed by the Board of Directors meets at least four times yearly to review the budget, expenditures, reporting requirements, and internal financial statements. The Finance Committee Chair speaks to the entire Board at regularly scheduled meetings. The independent audit is presented annually to the Executive Committee or the whole Board of Directors when completed.

CareerSource Okaloosa Walton's staffing structure allows for a full-time Quality Assurance position in addition to the COO and Program Specific Managers. Quality Assurance is a high priority, with quarterly monitoring of all programs and processes. Historically, CSOW has been a high-performing board and expects to continue this high level of performance under WIOA. CareerSource Okaloosa Walton's Quality Assurance Manager annually reviews management processes, services, and performance for continuous improvement. The Executive Director reviews all CSOW monitoring-related activities, and if warranted, immediate monitoring action plans are implemented for any concerns identified.

6. IDENTIFICATION OF THE GRANT PROGRAM(S) THAT FUND THE WORKFORCE SERVICE DELIVERY MODEL.

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

- WIOA Adult (CFDA 17.258).
- WIOA Dislocated Worker (CFDA 17.278).
- WIOA Youth (CFDA 17.259).
- Temporary Assistance for Needy Families (TANF) (CFDA 93.558).
- Supplemental Nutrition Assistance Program (SNAP) (CFDA 10.561).
- Re-employment Assistance (CFDA 17.225).
- Wagner-Peyser, as available (CFDA 17.207).
- Disabled Veterans Outreach Program (DVOP) (CFDA 17.801).
- Local Veteran Employment Representative (LVER) (CFDA 17.801).
- Military Family Advocacy Program (MFEA) (CFDA 17.207).

7. A COST ANALYSIS THAT DOCUMENTS THE ACTUAL REDUCTION IN COSTS WITH THE LWDB PROVIDING WORKFORCE SERVICES RATHER THAN CONTRACTING THOSE SERVICES TO ANOTHER PROVIDER AND AN ESTIMATE OF SUCH COSTS AND SAVINGS FOR THE UPCOMING THREE-YEAR PERIOD.

The cost savings annually are estimated at approximately \$120,000. The cost savings are primarily the result of the elimination of the following:

- An extra layer of management salaries (and associated costs, i.e., travel, insurance, and cell phones) for an Executive Director, Fiscal Director, and support staff for the service provider;
- Costs for duplicate accounting and procurement systems.
- Overhead costs for operations and management of a service provider.
- A Single Audit Act requirement by the service provider; and
- Allowable costs related to supporting the Governing Board of the service provider.

8. A REVIEW OF ANY OTHER REALIZED IMPROVEMENT TO SERVICE DELIVERY AND PERFORMANCE OUTCOMES AND DESCRIPTION OF ANTICIPATED IMPROVEMENTS.

STREAMLINING SERVICE DELIVERY

CareerSource Okaloosa Walton has found that one of the most significant benefits of continuing the Direct Services Model is its flexibility in day-to-day operations. It allows the region to react more quickly to changing conditions in the workforce environment. **A value-added benefit ensures more resources are allocated to serve more people and provide more services to meet each customer's needs.**

Eliminating a management layer has permitted the service delivery system to respond more quickly to rapid changes in the labor market. Also, 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, has resulted in better decision-making when designing and implementing operating policies and procedures. The clear channel of reporting and accountability has permitted more effective staff training and development for both new and existing staff.

Greater efficiencies have also been realized in allowing more flexibility in support services 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 allows for better management of funds, ensuring a maximum number of clients receiving training resources.

PERFORMANCE OUTCOMES

Managing for Performance – A Successful Performance Model

<Training + Compliance + Monitoring + Corrective Actions = Performance Improvement.>

CareerSource Okaloosa Walton emphasizes individual accountability and the importance of training, compliance, monitoring, corrective actions, and performance improvement. **To that end, Program Managers and program staff are encouraged to take proactive approaches toward improving performance and ensuring the integrity of the CareerSource Quality Assurance Program.**

CareerSource Okaloosa Walton's primary goal is high performance in all program areas. However, the staff is reminded of the **importance of not letting the desire for high performance override the requirements for compliance or eligibility.**

Under the Direct Service Model, CareerSource Okaloosa Walton has been able to focus more on improvements in performance outcomes. The chart below displays the CSOW **WIOA Primary Indicators of Performance** outcomes for the *Program Year 2021-2022*.

PY 2021 - 2022 FLORIDA WORKFORCE PERFORMANCE MEASURES

Measures	PY2021-2022 1st Quarter Performance	PY2021-2022 % of Performance Goal Met For Q1	PY2021-2022 2nd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q2	PY2021-2022 3rd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q3	PY2021-2022 4th Quarter Performance	PY2021-2022 % of Performance Goal Met For Q4	PY2021-2022 Performance Goals
Adults:									
Employed 2nd Qtr After Exit	96.20	101.69	98.50	104.12	96.40	101.90	89.90	95.03	94.60
Median Wage 2nd Quarter After Exit	\$8,343	96.79	\$8,342	96.77	\$8,064	93.55	\$7,800	90.49	\$8,620
Employed 4th Qtr After Exit	98.80	105.11	96.70	102.87	98.10	104.36	97.00	103.19	94.00
Credential Attainment Rate	98.60	108.35	95.00	104.40	94.30	103.63	92.30	101.43	91.00
Measurable Skill Gains	67.20	89.60	54.20	72.27	76.50	102.00	92.50	123.33	75.00
Dislocated Workers:									
Employed 2nd Qtr After Exit	100.00	117.65	100.00	117.65	100.00	117.65	100.00	117.65	85.00
Median Wage 2nd Quarter After Exit	\$5,589	75.53	\$7,906	106.84	\$10,405	140.61	\$10,405	140.61	\$7,400
Employed 4th Qtr After Exit	100.00	124.22	100.00	124.22	100.00	124.22	100.00	124.22	80.50
Credential Attainment Rate	100.00	132.28	100.00	132.28	100.00	132.28	100.00	132.28	75.60
Measurable Skill Gains	66.70	94.48	80.00	113.31	100.00	141.64	80.00	113.31	70.60
Youth:									
Employed 2nd Qtr After Exit	77.80	94.19	83.30	100.85	90.90	110.05	54.10	65.50	82.60
Median Wage 2nd Quarter After Exit	\$5,206	148.74	\$5,207	148.77	\$5,207	148.77	\$3,108	88.80	\$3,500
Employed 4th Qtr After Exit	81.80	102.25	77.80	97.25	77.80	97.25	75.00	93.75	80.00
Credential Attainment Rate	0.00	0.00	85.70	108.48	75.00	94.94	80.00	101.27	79.00
Measurable Skill Gains	80.00	172.04	66.70	143.44	50.00	107.53	33.30	71.61	46.50
Wagner Peyser:									
Employed 2nd Qtr After Exit	66.20	98.51	65.80	97.92	67.70	100.74	66.50	98.96	67.20
Median Wage 2nd Quarter After Exit	\$6,723	128.30	\$7,309	139.48	\$7,705	147.04	\$7,713	147.19	\$5,240
Employed 4th Qtr After Exit	63.90	98.01	63.80	97.85	62.60	96.01	65.10	99.85	65.20
Not Met (less than 90% of negotiated)									
Met (90-100% of negotiated)									

1. CSOW **exceeded** 56% (10 out of 18) of the metrics for PY 2021-2022.
2. CSOW **met** 28% (5 out of 18) of the metrics.
3. CSOW **met** or **exceeded** 83% (15 out of 18) of the metrics.
4. CSOW did not meet 17% (3 out of 18) of the metrics.
5. The primary reason CareerSource Okaloosa Walton did not meet the three youth measures can be attributed to the lack of youth participants enrolled in the WIOA Youth Program. The staff has been given new guidance on how to conduct effective outreach to youth, and CSOW does not see this concern being repeated during the current program year. Improvements in enrollments have already occurred. But a more significant effort is still needed by the youth staff.
6. The lack of youth enrollments also contributed to CareerSource Okaloosa Walton not meeting the WIOA Work Experience expenditure rate. CSOW believes the added emphasis on youth enrollment will also benefit and contribute to CSOW meeting the Work Experience Expenditure Rate for the current Program Year.
7. CareerSource Okaloosa Walton's Workforce Plan now includes providing services for in-school youth. Serving a limited number of in-school youth is a new initiative and will increase youth enrollment. *Positive improvements from this initiative will improve the youth and overall performance outcomes and help the region meet its WIOA Work Experience expenditure rate.*

9. DOCUMENTATION THAT THE PUBLIC WAS PROVIDED AT LEAST A 10 DAYS' NOTICE TO REVIEW AND COMMENT ON THE PROPOSED EXTENSION. ANY SUBMITTED COMMENTS MUST BE INCLUDED.

The "Request for Extension to Serve as A Direct Provider of Workforce Services" is available on the CareerSource Okaloosa Walton website at www.careersourceokaloosawalton.com. The Agreement was emailed to the Boards of County Commissioners and CareerSource Okaloosa Walton's Board members. The Agreement was also briefed at the Board of Directors Meeting on March 8, 2023. If any comments are submitted, they will be considered and attached to this request for an extension.

10. DOCUMENTATION THAT THE CHIEF ELECTED OFFICIAL HAS AGREED TO THE PLANNED EXTENSION.

The Chief Elected Official will sign the attached signature page.

11. COMPLETED REQUEST FOR EXTENSION TO SERVE AS A DIRECT PROVIDER OF WORKFORCE SERVICES.

The Request for Extension form is attached to this document.

ATTACHMENTS

Request for Extension to Serve as a Direct Provider of Workforce Services