



Workforce Development Board of Okaloosa and Walton Counties

Modification #2 to the Two-Year Plan

June 1, 2011

The Workforce Development Board of Okaloosa and Walton Counties modified its Two-Year Workforce Plan (Modification #1) effective July 1, 2008 to designate the Workforce Board as the One Stop Operator and provider of Direct Core and Intensive Services. Senate Bill 428 authorized the Governor to approve waivers to allow local workforce boards to serve as the One Stop Operator. The public was invited to comment on the Modification. Any comments received were included as an Attachment to the Modification. Workforce Florida Board of Directors, acting on behalf of the Governor approved this request for a three year period from July 1, 2008 through June 30, 2011.

The Workforce Development Board of Okaloosa and Walton Counties is requesting renewal of the waiver from the Governor to continue to implement the "Direct Services Model" which authorizes the Board to provide core and intensive services as the Workforce Region's One Stop Operator. Effective date of the renewal request is July 1, 2011 through June 30, 2014.

The Modification revised:

- A Description of the revised "Business Model."
- Section IV. B. Process for Selecting Service Provider(s) and
- Section V. A: Description of the Local One Stop System

A description of the revised "Business Model:"

The Workforce Development Board of Okaloosa and Walton Counties has selected a Business Model that will streamline the delivery of services through elimination of duplicate management layers. The Organizational Structure of the management staff shows that the Executive Director is the sole person responsible and accountable to the Board of Directors for the delivery of services. The Executive Director reports to the Workforce Development Board who has delegated authority to the Board Chair and the Executive Committee to act on their behalf. The Chair and/or Executive Committee have the option of bringing any topic to the attention of the full Board of Directors.

The Operations Organizational Structure shows the Executive Director has delegated authority for day-to-day operations management to the Assistant Director who will also function as the Chief of Operations. The Chief of Operations has authority and responsibility for all programs and services provided through the JobsPlus One Stop System. The Chief of Operations will provide direct supervision to the Center Managers. All staff located within a One Stop Center, including Agency for Workforce Innovation staff, and any other contracted Service Providers, will report to the JobsPlus One Stop Center Manager for day to day operations.

Support services for the Operations and Management of the One Stop Centers will be provided by the Administrative Assistant, Manager of Quality Assurance and Technical Assistance, Chief Financial Officer, Procurement and Security Officer, MIS, and the Communications Coordinator.

Section IV B: Process for Selecting Service Providers: As provided in the Florida state legislation, SB 428, the Workforce Development Board of Okaloosa and Walton Counties unanimously chose to request a waiver from the Governor to allow the Board to serve as the One Stop Operator and to provide Core and Intensive services. In lieu of procuring Service Providers, the Board has elected to operate its three JobsPlus One Stop Centers located in Okaloosa County in Crestview and Ft. Walton Beach and in Walton County DeFuniak Springs. Additionally, the Workforce Board will operate the JobsPlus Mobile Unit to deliver off-site services to the residents and businesses of Workforce Region II, Okaloosa and Walton Counties. The Workforce Board will continue to make its JobsPlus One Stop Mobile Unit available to Workforce Florida Inc. Board and the Agency for Workforce Innovation in the event of a national or state emergency.

The Workforce Development Board may elect to competitively procure component/s of services or special projects if the Board deems it to be in the best interests of effective and efficient delivery of services.

Section V. A Description of the Local One Stop System: Modification #1 to the Two-Year Plan amended the Description of the Local One Stop System. The Workforce Development Board operates three full service One Stop Centers in the two-county workforce region. Management of the delivery of services in the One Stop System will be under the direction of the Executive Director who will designate a Chief of Operations to manage the day to day operations of the Centers. A Center Manager will be selected for each Center with the authority and responsibility for the delivery of all services in the One Stop Center to include the services that are provided by staff of the Workforce Board, Agency for Workforce Innovation, other contracted Service Providers, and other One Stop partners. The Workforce Development Board will continue to seek additional One Stop partners to offer expanded services and to help share costs associated with providing One Stop facilities and amenities.

The JobsPlus One Stop System will continue to have multiple access points such as Okaloosa Schools District, Walton County Schools District, Northwest Florida State College, University of West Florida, Goodwill and Easter Seals Community Center, Eglin AFB, Hurlburt Field, and Sylvania Heights Front Porch Community Center.

Outreach and recruitment of businesses, job seekers, and community partners will be in accordance with the Communications Plan developed by the Board's Communications and Outreach Committee. All outreach will be conducted under the direction of the Chief of Operations.

The JobsPlus One Stop System includes both full-time and part-time co-located services by One Stop partners such as: Vocational Rehabilitation, Early Learning Council services, Senior Employment Services, Small Business Development, Veterans Affairs, Pensacola Vet Center, Consumer Credit Counseling, Okaloosa Saves, VA Work Studies, and University of Florida's Extension Services.

1. Relevant dates for adoption of the Direct Services Model

Because the current Service Provider's contract ended on June 30, 2008 with no provision for any renewal or extension, the Workforce Development Board of Okaloosa and Walton Counties elected to implement the direct provisions of services on July 1, 2008. The period of July 1, 2008 through September 30 was designated as the Transition Period. Key timelines for the Board serving as the One Stop Operator and the Board's providing Direct Provision of Services are as follows:

June 6, 2008	Board voted to request Waiver to provide Direct Services
June 6, 2008	Letter delivered to President of Workforce Florida stating intent to request Waiver.
June 13, 2008	Recruiting and presentation of offers of employment to selected staff from current Service Provider
June 30, 2008	Orientation and Training for Newly Hired Staff to deliver One Stop Services; recruited from currently employed One Stop staff
July 1, 2008	Board begins to provide Direct Services
July 6, 2008	Begin selection process for additional hires to provide Direct Services
July 23, 2008	Walton County Board of County Commissioners approved Modification to the Two-Year Plan to request Waiver for Board to serve as One Stop Operator and to provide Direct Services
July 31, 2008	Submit Modification to the Two Year Plan to Workforce Florida

Aug 5, 2008	Okaloosa County Board of County Commissioners Agenda to approve Modification #1 to the Two Year Plan
Aug 30, 2008	Workforce Florida Board to approved Modification #1 to Two-Year Plan granting Waiver for Direct Services
June 1, 2011	Workforce Development Board requests renewal of waiver
June 14, 2011	Request Approval of Walton County Board of County Commissioners to Renew Waiver
June 15, 2011	Workforce Board of Directors Approval of Modification #2 to Renew the Waiver to provide Direct Services
June 21, 2011	Request Approval of Okaloosa Board of County Commissioners to Renew Waiver

2. Description of the reasons why the regional workforce board selected the Direct Services Model and to serve as the One Stop Operator.

The Workforce Development Board chose to provide Direct Services for primarily three reasons: To Streamline Service Delivery by eliminating management layers and focusing more resources on delivery of services, Cost Savings, and to be able to respond more quickly and effectively r to dynamic changes in the labor market and funding fluctuations.

Core funding from Workforce Investment Act (WIA) and Temporary Assistance for Needy Families (TANF) has been steadily declining for the past ten years. The Workforce Development Board was faced with a critical need for cost savings to avoid having to close one of the three JobsPlus One Stop Centers and/or to reduce staff, which would reduce the number of persons who could be provided core, intensive, training and support services. By providing the services directly, the Board could eliminate duplicative costs for senior management, audit costs, financial processing services for participants, procurement costs, dual software licenses fee, insurance and other overhead costs.

Streamlined services are possible through elimination of layers of communication and supervision of direct services staffing. With the Board providing Direct Services, more staff resources can be dedicated to the provision of services through locating program managers and quality assurance staff directly in the One Stops as part of delivery of services as working Subject Matter Experts.

In the three years of providing Direct Services from 2008-2011, the Workforce Board has been able to respond much more quickly to changing labor market conditions. The Board was able to respond quickly and effectively to the recession, increased ARRA funding, and to take advantage of other funding

opportunities. The Direct Services Model also allowed the Board staff to implement new policies and new special projects in a minimum amount of time. The Board has also been able to “gear up” and “gear down” staffing to accommodate the time- limited, one-time ARRA funding opportunities for businesses and unemployed workers.

The Business Model selected by the Board is clear, well defined, and allows maximum decision making at the Center level while clearly delineating expectations for performance and accountability.

Staff training and professional development will be on-going; any needed corrective actions will be customized to meet the identified inadequacies of the system and/or specific delivery staff. New staff will be required to complete a specific “New Hire Training Plan” with a required sign off by the Chief of Operations. Probationary periods will be effectively used to provide training, supervision, and evaluations to ensure only trained, qualified and competent staff will be retained.

A QATA (Quality Assurance Technical Assistance) team will provide initial training, refresher updates, monitoring for compliance and performance, and to recommend any needed Corrective Actions.

3. A description of how the regional workforce board will establish a “firewall” that clearly separates and defines the board’s existing role as the oversight body:

The Direct Services model adopted will separate the continuing role of the Board of Directors as a policy making and oversight governing body. The Board of Directors will not be involved in day to day operations. Separating the oversight role from Operations will be assured by the tasking of the Executive Director to oversee operations through an organizational operating structure. The attached Organizational Chart illustrates the separation of Board and Operations and ensures that the Board members are not involved in day to day operations.

In its deliberations on whether to request a waiver to provide One Stop Operator and Direct Services, key points were made to remind all members that the Board’s primary mission is one of design, oversight, and policy making and not management of day to day operations. Board members and Councils are keenly aware of the distinction in the roles of Board Oversight and role of staff to manage the operations. The Executive Director has been clearly designated as the sole person accountable to the Workforce Board. All other Board staff take direction from the Executive Director.

The organizational structure of the Service Delivery Model shows the Executive Director as ultimately responsible for the delivery of services. The Executive Director has appointed a Chief of Operations who supervises and manages the day to day delivery of services through the three One-Stop Centers throughout the workforce region as well as the Mobile JobsPlus Center. Supporting the

Chief of Operations is the Manager of a Team of Quality Assurance and Technical Assistance composed of Subject Matter Experts (SME) including Business Services and each major Program area such as Veterans Services, Universal Services (Wagner Peyser), WIA Adult and Dislocated, WIA Youth, Welfare Transition, SNAP, and Military Spouse Programs. This Team of Experts will be responsible for staff training (both on-going and new staff) monitoring, providing technical assistance, identifying areas of performance or compliance concern, and recommending corrective action, needed local policies or modification of existing policies.

The Executive Directors of the Workforce Boards of the Northwest Florida Workforce Consortium will continue to explore opportunities for sharing scarce resources among the six workforce regions. The foundation and precedence for sharing resources among workforce regions 1-6 have been in place for approximately ten years. Peer to Peer training and monitoring are ideal areas for sharing resources among the workforce regions, especially for those regions that have elected to provide Direct Services. This option will be considered at the next regularly scheduled future meeting of the Executive Directors of Workforce Regions 1-6.

To ensure the Board of Directors remain focused on strategic thinking and planning, the agendas of the meetings will be carefully developed around educational, workforce, and economic development issues and those that relate directly to business competitiveness. The organizational structure of the Workforce Development Board provides for three specific Councils as the proper forums for solving workforce issues and promoting the concept of Education, Employment, and Economic Development partnerships.

The JobsPlus Council will establish performance expectations and provide oversight for meeting/exceeding Board performance standards including customer satisfaction for all programs and services provided through the One Stop System. Special projects will be integrated into the One Stop System as appropriate. The JobsPlus Council will spearhead the networking of all federal, State, and community-based organizations that provide education, employment and training related services for residents of the workforce region.

The Business Competitiveness Council will identify opportunities for increasing the competitiveness of the businesses in the workforce region through focusing on solutions such as providing better educated and trained applicants and employees, information on tax and other incentives, and regulatory assistance. The Business Council will collaborate with the Policy Councils of the Economic Development Councils, TeCMEN, Florida's Great Northwest and other business groups on strategies for promoting ideal business climates for encouraging economic development through business growth and expansions.

The Youth Development Council's mission is to increase access to and expand the offerings of services to all youth, particularly youth at risk. Partnerships are established, developed, and expanded through shared goals, joint projects and

leveraging of multiple resources. Academic achievement, high school graduation, completion of post secondary education, acquiring earned credentials and certifications, and employment at a self-sufficiency rate are shared goals of persons and organizations who are members of the Youth Development Council.

The Youth Development Council and its partnerships with the two School Districts will promote and support the Career and Professional Academies Education and Florida's Ready to Work for youth. Higher education including both community college, post secondary, State College, and the Universities are also represented on the Youth Council as well as community-based organizations who provide services to youth.

The Youth Development Council will continue to provide oversight of the in-school and out of school youth services. These services are funded through a combination of WIA Youth and TANF funds.

In addition to the three Councils, the Board's organizational structure also includes the Executive Committee, Finance Committee, Communications and Outreach Committee, and Ad-Hoc Committees as appointed by the Board Chair.

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

Currently, the Workforce Delivery Model is funded by Wagner Peyser, Veterans Programs, Workforce Investment Act, Temporary Assistance for Needy Families, Department of Children and Families (ACCESS), Florida's Military Spouse Program, Heroes at Home Career Advancement Accounts Program, earned Performance Incentive Funds, Ticket to Work, Navigator, and other Supplemental funds. The Workforce Development Board aggressively seeks supplemental funding through competitive grants, teaming on grant proposals with other One Stop partners, and shared cost arrangements with One Stop partners. BRAC planning grants have supplemented planning efforts for military transfers. The Board is also exploring other revenue generating activities such as fee for services.

5. The estimated cost of the service and the results of a cost analysis that documents the expected reduction in costs if the regional workforce board provides Direct Services in lieu of contracting:

Expected annual savings that will result in the Board's provision of Direct Services include:

Salaries and Benefits for Senior Management	\$70,000
Salaries and Benefits for Fiscal Director	\$42,000
Directors and Officers Liability Insurance	\$ 2,100
Liability Insurance	\$ 2,000
Performance Incentive Payments	\$14,000
Audit Costs	\$10,000
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Total Direct Savings	\$140,100

Additional costs that are more difficult to establish a cost factor include Service Provider staff time for preparation for and attendance at Service Provider Board meetings.

6. A description of any other anticipated improvement to service delivery and performance outcomes.

Delivery of services is expected to be improved as a result of a very clear reporting channel with clear statements of expectations of the Workforce Board. The wishes and expectations of the Board of Directors can more effectively be conveyed directly to the staff without having to be re-stated or interpreted by Service Provider management of another organization.

New staff will be provided timely training and enunciation of standards of expectation and will be supervised and evaluated accordingly. Low-performing staff will be provided retraining, counseling, and other remedial assistance to bring performance up to the standards. The Board's Human Resources policy provides for initial probationary period for all new employees. Having the direct authority to terminate employment of any non-performing staff is expected to result in better performance.

The Board will establish annual professional development requirements and provide the resources and means to participate, beginning with internal cross-training of staff across programmatic lines. Training will also extend to webinars and on-line training with Dynamic Works, USDOL offerings, and other on-line training. Additionally, shared training opportunities will be scheduled with surrounding regions who are members of the Northwest Florida Workforce Consortium (Regions 1-6) to include training that is either provided by Board staff, other neighboring workforce regions, or by paid training vendors. Based on funding availability, staff will be scheduled to attend state-wide training and/or conferences suitable for front line direct services staff.

The emphasis will be placed on hiring the best qualified, providing frequent training, establishing professional development as a priority, and instilling the concept of life-long learning.

Having the same Policies and Procedures throughout the organization for both direct service delivery staff and other board support staff will ensure uniformity and consistency.

7. Public Notice:

Announcements have been made at public Board and Council meetings of the Board's intent to extend the provision of Direct Services. Notification of the intent to modify and to offer copies or access to the Modification has been placed on the Board's website at www.jobstoponestop.com and in the local newspaper.

Comments have also been solicited from One Stop partners and the community at large. A summary of comments received is attached.

8. Documentation that the Chief Elected Official has agreed to the planned change in service delivery (Signature Page, Attachment II).

Signature Page/s for approval of the renewal request for both Okaloosa and Walton Counties will be forwarded. to WFI. A Request has been submitted to each County Commission for the Executive Director to be on the agenda of a June meeting of the Boards of County Commissions of both counties for the purpose of requesting approval and signature.

9. ANNUAL REPORT:

At the direction of Workforce Florida, Inc. The Workforce Development Board will submit reports to Workforce Florida, Inc. and/or the Agency for Workforce Innovation. As a minimum, the Annual Report will include the following information:

- a. Analysis of the actual cost savings realized as a result of the regional workforce board providing the services
- b. Description of any realized improvement to the local service delivery system and any realized improvement in performance outcomes
- c. Description of "Best Practices" developed through the provision of Direct Core and Intensive Services

The Workforce Development Board stands ready to provide additional information that may be required for renewal of full implementation of Senate Bill 428 which amends Florida Statute Chapter 445 to Workforce Florida, Inc. (WFI) or the Agency for Workforce Innovation (AWI).

Signature Page

Okaloosa County Board of County Commissioners

Chairman or Designee

Signature

Date

(Will forward signed copies following approval by Board of County Commission in June)

Signature Page

Walton County Board of County Commissioners

Chairman or Designee

Signature

Date

(Will forward signed copies following approval by Board of County Commission in June)