

July 23, 2008

Chris Hart, President
Workforce Florida, Inc.
1580 Waldo Palmer Lane, Suite 1
Tallahassee, FL 32308-5430

Dear Mr. Hart,

With the passing of Senate Bill 428 which modifies Chapter 445 of the Florida Statutes, the Southwest Florida Workforce Development Board, Inc. (SFWDB) formally requests permission to be designated as a One-Stop operator and direct provider of certain workforce services (other than training services).

Upon approval of our request, please accept the following modifications to be incorporated into our 2007-2009 Workforce Services Plan. These modifications reflect changes to Chapter 445.007 (6), Florida Statutes and the change in our local service delivery.

- 1. A description of the revised “business model” that the Board has elected to follow and a description of the particular workforce service the regional workforce board wants to directly provide and how that service will be delivered. This will include a reference to those items in the two-year plan that would change if the request is approved, as well as revised Organization Chart reflecting the proposed new structure and delivery model (page numbers, etc).**

Beginning January 1, 2009, the SFWDB will directly provide Workforce Investment Act (WIA) Adult and Dislocated Worker services and Temporary Assistance for Needy Families (TANF) services through staff located in the Career and Service Centers of Southwest Florida. The Leadership Team will include the Executive Director, the Deputy Director, the Alliance of Educational Leaders Director, the Programs Division Director and the Planning and Grants Division Director. In the event that our contract with our existing service provider for Workforce Investment Act (WIA) Youth services is cancelled, we will also provide youth services directly as indicated above. However, the SFWDB plans to continue to use the contracted service provider through June 30, 2009. As this amendment to Region 24’s Workforce Services Plan will expire June 30, 2009 (same date as current two-year plan), we will address direct provision of services to youth at that time.

Our two-year Workforce Services Plan would change to reflect the new method of operations and staffing of the centers. The following sections will be revised:

- Section V., Part A., Page 15, Description of the Local One-Stop System
- Section V., Part D., The Memorandum of Understanding Process
- Section V., Part E., Selection Process of One-Stop Operator(s)
- Section IX., Part B., Fiscal Agent Design/Administrative Entity/One-Stop Operator

- Section IX., Part C., List of One-Stop Memorandum(s) of Understanding (Board and One-Stop Partners)
- Section IX., Part D., Local Operating Procedures Referenced in the Local Workforce Services Plan
- Section IX., Part E., Welfare Transition/TANF Standard Operating Procedures
- Attachment C.1., Memorandum of Understanding with the One-Stop Operator –
- Attachment G, Administrative Plan
 - Attachment XII., Cost Allocation Plan, Part II., Introduction, Page 75, Organizational Chart - The revised organizational chart is attached and will replace the current chart.
 - Section IV., Part F., Page 8, Selection of Service Providers - Indicates that the SFWDB uses a leasing agent to employ staff at the One-Stop centers. Once the new system is in place, the SFWDB will make plans to bring the employees in-house. This section also references the Memorandum of Understanding designating Florida Gulf Coast University as the One-Stop Operator. The two-year plan will be changed to reflect the new method of operations, the redefined role of the Management Team and staffing of the centers.

2. The effective date for when the regional workforce board will provide the service. Include a description of any transitional period needed to ensure continuity in the delivery of the service to the regions workforce customers.

If our request is approved, the SFWDB will begin operating as the One-Stop operator for the Career and Service Centers of Southwest Florida located in Charlotte, Collier, Glades, Hendry and Lee counties on January 1, 2009. This will allow a six-month period of transition. As indicated below, the SFWDB has recently moved from management by a consortium of partners to management through a One-Stop operator and is currently reorganizing. Much of the reorganization will be accomplished by October 2008. The timing of this change to our designation as One-Stop operator and provider of direct services will work well with our schedule.

3. A description of the reasons why the regional workforce board has decided to directly provide the workforce services.

Prior to last year, each of our One-Stop Centers was managed by a consortium of partners located within that Center. This initially worked well but lacked the regional structure needed to move forward with integration of services and other needed improvements. The SWFDB began examining strategies to **improve services to business and individual customers, reduce costs and better integrate services** provided through the One-Stop Centers. Our preference would have been to begin operating the Centers directly but at that time workforce boards were not authorized to operate One-Stops. So on May 1, 2007, the SFWDB entered into a Memorandum of Understanding (MOU) with Florida Gulf Coast University (FGCU), designating FGCU as the One-Stop operator for all of Region 24. A region-wide management team was created and includes Center Directors, the designated One-Stop Operator and other workforce board staff. Most workforce services, to include Workforce Investment Act (WIA) Adult and Dislocated Worker, Temporary Assistance for Needy Families (TANF) and some

WIA youth services are provided by One-Stop staff employed through a leasing agent and managed by the One-Stop Operator. This approach has moved us in the direction we want to go by establishing greater continuity of services provided to our business and individual customers, as well as, more consistent cross-training of staff. Although there are no costs associated with the MOU this year, it is expected that there would be costs if we continue to execute an agreement with FGCU to manage the One-Stop centers, due to the amount of time expended.

- 4. A description of how the regional workforce board will establish a “firewall” that clearly separates and defines their existing role as the oversight body for the workforce region’s workforce delivery system from their new role as the managing board of directors for those operational services that the Board has chosen to directly provide.**

Management - A Regional Centers Manager, Center Director and Supervisors will provide the direct supervision and be responsible for the day-to-day operations and performance outcomes of the One-Stop centers. The Regional Centers Manager will report to the Leadership Team monthly to review the system and make necessary changes to improve services to customers.

Oversight – The Leadership Team will include the Executive Director, the Deputy Director, the Alliance of Educational Leaders Director, the Programs Division Director and the Planning and Grants Division Director. Through this Leadership Team, the Board will set goals for the centers. A system of individual performance standards and objectives is being implemented to ensure organizational goals will be met. Members of the Leadership Team and any SFWDB staff involved in writing policy will not be involved in the delivery of One-Stop services. The Board will provide oversight of the local workforce system and ensure appropriate reviews and monitoring of One-Stop activities. Programs are also monitored three times per year by the Board’s monitoring contractor. In addition to the Monthly Management Reports, the Leadership Team will use the Regional Center Manager’s reports on local office peer reviews and data from Board staff-generated reports and other ad-hoc reports to analyze performance.

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

- Workforce Investment Act (WIA) Adult
- Workforce Investment Act (WIA) Dislocated Workers
- Workforce Investment Act (WIA) Youth
- Temporary Assistance for Needy Families (TANF)
- Disability Program Navigator

The Wagner-Peyser, Veterans and Unemployment Insurance (UI) program staff are employed by the Agency for Workforce Innovation (AWI). Locally, AWI staff is supervised through the One Stop Operator, as well.

- 6. 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 provided the service rather than contracting that service to another provider.**

The SFWDB will see a reduction in costs by providing services itself. Overhead and profit costs charged to the SFWDB by contracted WIA and TANF service providers can be estimated

by reviewing last year's expenses.

\$100,242 – profit

\$418,533 – overhead

Although there are no costs associated with the One-Stop Operator MOU this year, it is expected that there would be costs of \$50,000 if we continue to execute an agreement with FGCU to manage the One-Stop centers, due to the amount of time expended. Other reductions will include costs for the bidding process for selection of service providers for workforce programs and for employee leasing.

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

Improved business services – A single, region-wide approach to business, media and community outreach will result in greater coordination of services to employers and the business community. This will also help to reduce duplication of business services i.e. reduce the instances of multiple contracted providers contacting business and business organizations with same or similar objectives.

Improved continuity – With the SFWDB acting as the provider, staff development and training will be consistent. Pay structures will be the same for similar positions. Messages to staff, policies, and other communications will be distributed quickly and consistently. Case file management, electronic as well as hard-copy case files, will be consistent.

8. Documentation that the public was provided at least 30 days notice to review and comment on the proposed change in service delivery (include any submitted comments).

On June 27, 2008, a draft of this request for permission to be designated as a One-Stop operator and direct provider of certain workforce services was made available on our website at www.careerandservicecenter.org, under Board Information. A Notice for Public Comment was forwarded to all five county offices within our Region and the draft was emailed to our Board members. No public comments have been received.

9. Documentation that the Chief Elected Official has agreed to the planned change in service delivery. See enclosed Signature Page.

If any additional information is needed, please feel free to contact me at (239) 225-2500.

Sincerely,

Joe Paterno

Enclosures: Revised Organizational Chart
Signature Page