

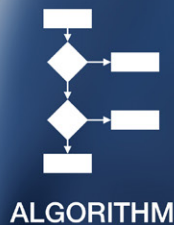
U.S. CONFERENCE OF MAYORS WORKFORCE DEVELOPMENT COUNCIL

# BEST PRACTICES

FEATURED BEST PRACTICES PUBLICATION: LEVERAGING BOARDS AS LEADERS IN  
REAUTHORIZATION OF THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)



**MACHINE  
LEARNING**



JANUARY 2020



## FEATURED BEST PRACTICES QUARTERLY UPDATE: LEVERAGING BOARDS AS LEADERS IN REAUTHORIZATION OF THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

Automation, artificial intelligence, machine learning, and other disruptive technologies will make the future workplace look and function significantly differently than it does today. In order for people to keep up, adapt and work effectively alongside highly efficient machines, they will require a different set of skills, and the skill transitions will be quite significant. As mayors and business leaders strive to address the transitions and challenges, local workforce development boards, which connect employer needs with a supply of skilled workers, will be more important to America's future than ever before. The system is already in place, with proven best practices on how to connect displaced workers with new opportunities, equip people with the skills they need to succeed, revitalize distressed areas, and support workers in transition in the evolving workplace.

*Leveraging Boards as Leaders in Reauthorization of the Workforce Innovation and Opportunity Act (WIOA)*, showcases how America's workforce boards have leveraged the Workforce Innovation and Opportunity Act (WIOA) to improve operations and better serve businesses and participants. The publication highlights best practice cities where mayors and workforce development leaders have successfully collaborated with officials in local, state, and federal agencies to advocate for and implement effective workforce development policies to prepare cities for the future of work.

This volume was prepared under the leadership of the USCM Workforce Development Council (WDC) Best Practices Committee, co-chaired by Frank Avery, Executive Director of CareerSource North Central Florida; Dr. Lisa Morris-Hibbler, Director of Youth Development and Social Innovation Department for the City of Las Vegas; and Nick Schultz, Executive Director of Pacific Gateway WIN.

For more information on the USCM WDC, please visit our website at: [www.uscmwdc.org](http://www.uscmwdc.org). If you have any questions regarding the WDC Best Practices Committee, please contact Megan Judge, [mjudge@usmayors.org](mailto:mjudge@usmayors.org), (202) 861-6735.



### LEVERAGING WIOA

Workforce Solutions Capital Area (WFSCA) in Austin, Texas, has successfully leveraged WIOA funds to connect businesses and workers in many growing industries, especially healthcare, IT, skilled trades and advanced manufacturing. WFSCA serve many residents of the Austin region who have participated in earn-while-you-learn experiences while receiving support services through WIOA funding.

### DATA POINTS

In 2018, WFSCA applied WIOA funding to serve:

- 350 youth
- 260 adults
- 231 dislocated workers

### RESULTS, KEY TAKEAWAYS, AND LESSONS

The TRIO Electric pre-apprenticeship program at Navarro High School provides high school juniors and seniors from economically disadvantaged households with two years of electrical training, including a paid summer internship. WFSCA partnered with TRIO and Austin Independent School District to launch this program in 2018.

In the program's first year, TRIO trained 29 pre-apprentices from Navarro. 72% of the students completed summer internships with TRIO and will be eligible for full-time employment after graduation.



Almost all of the interns said their pre-apprenticeship experience has made them feel prepared to enter the workforce and feel more responsible and confident in planning their futures. Stephanie Neri Perez participated in the program and KLRU-TV, Austin PBS, featured Stephanie in a video as part of their *American Graduate: Getting to Work* series.

WFSCA also partnered with the Austin Regional Manufacturing Association (ARMA) and Austin Community College (ACC) to launch a new pilot training Certified Production Training (CPT) program to prepare residents for high demand technical manufacturing jobs.

In February 2019, 14 students began a new production assistant training through ACC to become certified in manufacturing production through the Manufacturing Skills Standards Council. The students graduated in March after completing training and a paid internship. After graduation, 13 students received offers of full-time employment from local businesses, including offers from some of the employers who had offered internships.

The graduates included Tony Gayles, a hard-of-hearing resident who now works full time at Community Impact Printing. After graduation, Tony worked part-time for six months, and WFSCA funded his placement 100% under our Subsidized Employment program, which



WFSCA designed to meet both business and job seeker needs. WFSCA provide background checks, drug screens, or additional employer-specific assessments for eligible participants. After employers enroll in the program, WFSCA provide 100% of the funding for wages, transportation and/or support services needed to assist the business and the worker.

Another resource WFSCA offer is the On-the-Job Training program (OJT), which benefits businesses and workers alike. Participating employers sign a training agreement with WFSCA and hire eligible OJT candidates. Participating employers may receive a 50 percent reimbursement on a 40-hour work week for full-time employment opportunities for three months. Mechanical and Process Systems LLC (MPS) participates in the program and has hired four full-time workers.

Providing wraparound services for residents helps to increase their chances of success. In the TRIO Electric program, 31% of the students enrolled in our WIOA Youth program, allowing us to provide support services through Goodwill Central Texas, our WIOA Youth contractor. Students in the CPT program received wraparound services from us, supported by WIOA funding.

### ADDITIONAL INFORMATION

Additional Links:

American Graduate: Stephanie

New Manufacturing Partnership Shows Promise for Local Businesses and Career-Seekers

Tony Gayles Faced His Challenges and Found Success  
Employers Can Find the Skilled Workforce They Need with the On-the-Job Training Program

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LEVERAGING WIOA

The MassHire Career Centers in Boston successfully leveraged WIOA funds to expand services to hard-to-reach populations through the creation of new access points in 2017. These access points were embedded within nonprofits that have long served these communities:

- WORK, Inc. provides skills training and support services for people with disabilities. As an access point, the organization also reaches the wider Dorchester community via monthly workshops at local libraries.
- St. Francis House provides housing and related services to Boston’s homeless.

These access points also represent partnerships with related government agencies, such as the Massachusetts Commission for the Blind and the Massachusetts Rehabilitation Commission. Each access point has designated staff to explain career center services to their communities, enroll new members, and set up office hours at publicly accessible locations outside their nonprofit bases. They’re able to help jobseekers determine fields of interest, eligibility for job training, and necessary documentation before they ever walk through the career center doors.

DATA POINTS

The WORK, Inc. access point has enrolled 260 individuals and referred 134 job-seekers to MassHire Career Centers. The St. Francis House access point has enrolled 305 job-seekers as members and tracked 125 who attended career center events. Because of easier data collection at this location, the access point has also documented 76 individuals who have gained employment as a result of the relationship with the MassHire Career Centers.

RESULTS, KEY TAKEAWAYS, AND LESSONS

One of the St. Francis House clients who was able to make the most of career center services is a man named Ernesto. For years, he struggled with addiction and housing insecurity, but started gaining work experience with the help of St. Francis House. Ultimately, St. Francis House was able to refer him to the MassHire Downtown Career Center for individualized services. At a job fair, he connected with Blue Bikes (a bike share system) and secured a full-time position transferring bikes and fixing parts as needed, building on the maintenance skills he had previously identified as a talent and interest. Ernesto was recently promoted to the lead tech maintenance position.

ADDITIONAL INFORMATION

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### LEVERAGING WIOA

As the workforce development board for Mecklenburg County in North Carolina, Charlotte Works has leveraged WIOA and worked with local, state, and federal agencies to better serve businesses and participants in the community.

In the fall of 2018, Charlotte Works and the Mecklenburg County Sheriff's Office (MCSO), Division of Inmate Programs, formed a partnership to offer NCWorks programming, services, and vocational training resources afforded by WIOA to incarcerated individuals, pre- and post-release. Two full time NCWorks Career Advisors are assigned to the MCSO to work with young adults and adults who are incarcerated at the Mecklenburg County Detention Center. The partnership helps provide high-level employer engagement to increase employment outcomes once individuals are released from jail.

### DATA POINTS

The impact from this partnership includes 67 job offers for 55 residents that have participated in two MCSO Hiring Fair events, and 196 youth and adults served through Charlotte Works programs. In partnership with Queens College's Digital Literacy Charlotte Program, 34 detention center residents have received training on basic computer skills, email, and online safety. Upon completion, and release, they receive a laptop.

The Healthcare Career Pathway Initiative is a Charlotte Works collaborative effort with other workforce development partners, including WIOA representatives, NCWorks Career Center, Mecklenburg County Department of Social Services, Goodwill Industries of the Southern Piedmont, Renaissance West, and Central Piedmont Community College. The goal of the initiative is to provide a talent pipeline for Atrium Health in positions such as Certified Nurse Aides, Certified Medical Assistants and Registered Nurses. Since the initiative's 2017 inception, 73 referrals have been sent to Atrium Health, 23 candidates have been hired and 15 are currently in the pipeline. The initiative includes advocating for individuals who are incarcerated (a population that faces many barriers to employment), assisting jobseekers as they navigate the Atrium Health hiring system and providing feedback through career advisement.

### RESULTS, KEY TAKEAWAYS, AND LESSONS

Career advisors have been deployed in high unemployment zones, including the County's Community Resource Center, Goodwill Opportunity Campus, Mecklenburg County Detention Center, and Renaissance West. This has helped to leverage resources to train more individuals in Mecklenburg County. Charlotte Works' approach is to leverage WIOA funds and serve people by meeting them where they

are, rather than expecting them to navigate our programs. Target populations include individuals who are incarcerated, individuals who receive public assistance and individuals who face other barriers to employment.

The MCSO partnership has evolved into one of the most innovative workforce development partnerships in the state, as Charlotte Works is the only workforce board providing in-depth services to residents during incarceration. The partnership is an unconventional service to employers in Mecklenburg County as it provides them access to a more highly skilled talent pipeline than if this population weren't receiving services or support during incarceration.

The Atrium Health partnership allows us to work closely with a company's hiring manager to get jobseekers through the pipeline when they traditionally may have encountered obstacles.

It has been impactful to develop strategic partnerships in nontraditional ways to serve individuals seamlessly.

### ADDITIONAL INFORMATION

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### LEVERAGING WIOA

The mission of the Pikes Peak Workforce Center (PPWFC) is to connect vital businesses with work-ready jobseekers and employer-driven services.

In Program Year 2015 (PY15), WIOA law changed, creating a new requirement that 20% of funds must be spent on the development and management of paid work experience opportunities. PPWFC struggled the first year to meet this requirement; 13% of funds were spent, 71 participants enrolled, and 51 successfully completed work experience programs. In Program Year 2016 (PY16), PPWFC used a different approach and analyzed our process, considering the number of participants placed into work experience programs and the success rates. PPWFC found that 28% of our young adults were not successfully completing the program. PPWFC considered the work ethic of these young adults and discovered many have never had a job. PPWFC developed a curriculum based on the Center for Work Ethic Development's "Bring Your 'A' Game to Work" and "Work Ethic and Job Readiness Workshops" to improve and prepare our participants for a work experience. Our goal was to increase work experience completion rates and improve job retention.



### DATA POINTS

The Work Readiness Series focuses on the "Bring Your 'A' Game to Work" has seven attributes:

1. Attitude
2. Attendance
3. Appreciation
4. Accountability
5. Acceptance
6. Ambition
7. Appearance

Bring Your "A" Game Assessment and Certification:

All participants are required to take the Adult Certification Assessment provided by The Center for Work Ethic Development and pass with a 90% or better.

PPWFC hosts a graduation that provides an opportunity for the participants to share their experience and takeaways of the series.

Since the inception of the Work Readiness Series, in PY16, our expenditures have increased to 28%, and 111 individuals have enrolled in the program.



### RESULTS, KEY TAKEAWAYS, AND LESSONS

This program was a response to our young adults completing on average only 43% of their paid work experiences.

After reviewing their exit evaluations, PPWFC identified the need to spend more time on employability and retention skills. This helped them to identify appropriate workplace behaviors and develop the tools needed to handle tough situations and maintain employment. The young adults no longer "flamed out," but instead completed over 90% of their hours. PPWFC saw an increase in companies hiring the interns that were placed with them.

The most significant and most impactful takeaway of the three-day event is the impressive transformation in these young adults. Participants become social, communicative and proud of their accomplishments. In addition, PPWFC hired a Job Coach, the role of which is to work closely with the young adults and employers to anticipate any potential work situations

and coach the young adult participants through real-life work experiences. As PPWFC continues to experience success with the Work Readiness Series, PPWFC has presented the series at national levels, such as the 2017 NAWDP Symposium in Chicago and 2018 NAJA (National Association of Job Training Assistance) Conference in Los Angeles.

### ADDITIONAL INFORMATION

Before and after WRS video.

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LEVERAGING WIOA

As allowed by WIOA to develop additional priority populations, Workforce Solutions Borderplex (WSB) developed definitions for “underemployed,” individuals that have allowed us to serve persons not previously eligible because of income.

WSB has a large population of individuals who fall outside of the basic WIOA Adult and Youth Program Federal Income Guideline parameters, but who have a demonstrated need for assistance to become self-sufficient. WSB added additional groups to the Local Workforce Development Board (LWDB) priority populations, which allows WSB to serve a larger talent pool and meet the demands of regional employers. These groups include:

- Below “Living Wage” - individuals whose income is above WIOA’s low-income threshold but is below the Board’s Living Wage.
- “Underpaid - individuals who are currently employed and whose wage compensation is not commensurate with their experience and/or education.
- “Underemployed” – individuals employed less than full-time who are seeking full-time employment; individuals who are employed in a position that is inadequate with respect to their skills and training in an occupation not related to their education, or individuals who are employed who meet the definition of a low-income individual in WIOA sec. 3 (36), and individuals who are employed, but whose current job earnings are not at least 75% of previous employment wages, which qualified them for WIOA Dislocated Worker status.

Additionally, WIOA provides that statewide funds may be used for discretionary employment and training activities and provide a greater level of flexibility than formula funds. Historically in Texas, statewide funds have been made available through an application or competitive process. TWC is streamlining the process so Boards can focus efforts on innovative and effective services.



This summer TWC distributed WIOA statewide funds to implement innovative initiatives. With that funding, Workforce Solutions Borderplex developed these projects launching Fall 2019:

- High school teacher Google Suite Certifications that allow them to certify their students
- Federal justice system aversion program; Federal Judge mandated 20 participants to enroll into customized manufacturing training courses at Community College
- University teacher residency program; half-day work assignments for student-teachers in local classrooms mentored by full-time veteran teacher

DATA POINTS

WSB noticed a decline in traditional WIOA caseloads and ITA enrollments as fewer people are interested in skills training during a strong economy. However, after these policies and definitions went into effect, WSB has been able to serve 47% more WIOA participants than the previous year. WSB has also enrolled 85 participants through the statewide and “below living wage” local definitions.

RESULTS, KEY TAKEAWAYS, AND LESSONS

WSB has experienced an 82% and 92% employment rate for statewide and local definition participants, all placed at wages higher than the WSB living wage.

ADDITIONAL INFORMATION

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LEVERAGING WIOA

In Texas, the Boards receive Health and Human Services Commission (HHSC) funding for childcare that is based on working parents’ income levels. We place a portion of our WIOA Youth, Adult, and Dislocated Worker funding in a line-item for childcare. The leveraging of these funds ensures our WIOA customers priority on the childcare “wait-list.” This small investment of WIOA funds leverages the larger HHSC funds for the benefit of our customers’ who gain childcare in a system instilled with tangible processes for quality benefitting not only our WIOA and TANF customers, but low-income parents everywhere in our region.

Our customers and workforce benefit from a strong commitment to quality childcare that is two-fold in approach:

- Current childcare workers are encouraged through multiple strategies to approach their occupation as a career with a pathway that leads to teaching.
- The children in care receive far more preparation for entering school helping to ensure greater success for our future workforce.

Our workforce system leverages workforce funds to partner with non-profits and childcare facilities to do the following:

- Build more “quality” care into area childcare facilities that invests in the childcare worker and helps them pursue a career pathway as a teacher. This means higher wages as they “progress along a certification, and academic pathway.
- Creation of a system for collecting the certification and education obtainment for the childcare teachers called the “Early Learning Childcare Registry,” so that certifications follow the childcare professional. This is a web-based program that also allows any potential childcare facility to quickly see the individual’s certifications and qualifications.

- Incentivizing parents to choose “quality” over economics by reducing the parent fee if they choose a quality facility. This has had a profound effect on low-income parents inquiring and looking into quality care.
- Local governmental leaders committed to supporting early quality learning programs preparing the child for school.

DATA POINTS

- \$500,000 additional private grant dollars brought into the region to develop “educational” opportunities for childcare workers that impacted quality level of 47 facilities bringing them into Texas’ standard for quality care.
- Childcare teachers are on the certification tracking system: 2,316.
- 1 new DOL apprenticeship program for childcare workers.
- In 2019, Tarrant County quality childcare facilities, as measured by Texas Rising Star, increase from 120 to 167 (39%).

RESULTS, KEY TAKEAWAYS, AND LESSONS

Parents who have switched their children to facilities operating under the qualitative measures report the difference in their children’s knowledge and skill attainments.

- No one organization can provide it all; look for partners with common customers and common community needs.
- Be willing to think out of the box, such as lowering the cost of quality childcare - making it affordable for low-income parents.
- Local governmental support is key to change in systems such as childcare.

ADDITIONAL INFORMATION

Childcare Data Information Sheet  
Newsletter Articles on Childcare Initiatives  
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**LEVERAGING WIOA**

With the passing of WIOA in the spring of 2014, emphasis shifted to require EmployIndy to spend 75% of WIOA Youth funds on out-of-school (OSY) services. This newly charged priority was a driving force in the creation of EmployIndy’s five-year strategic plan, comprised of three goals including, to create a positive trajectory for young adults to actively participate in the workforce. To reach this goal, EmployIndy committed to the following objectives:

- 1. Provide young adults with opportunities to prepare for sustainable employment; and
- 2. Develop a robust network of providers focused on re-engaging and supporting young adults who have disconnected from school.

Since 2003, EmployIndy has received Lilly Endowment Inc. funding to issue general operations support to Indianapolis young adult-serving community-based organizations (CBOs). Now known as Youth Employment Services (YES) providers, these CBOs offer participants career counseling and career development services.

In 2016, EmployIndy began administering a similar award to youth providers using WIOA OSY funds to provide career services to young adults. This community of practice approach strengthens EmployIndy’s proficiency to serve jobseekers through pioneering methods of engagement. This concept also was conceived to braid various funding streams and ensure direct-service organizations had available as many financial resources as possible.

Additionally, EmployIndy has a history of leveraging city, state, and philanthropic resources and partnerships to boost services to their full potential while also dually identifying strong service providers to be involved in multiple EmployIndy programming for various funding streams, such as Community Development Block Grants (CDBG), WIOA, and WorkINdiana.

**DATA POINTS**

- Number of youth and young adults served in PY2017: 7,276
- Number of active grants dedicated to serving youth: 10
- Number of OSY partners in the Youth Employment System: 20

**RESULTS, KEY TAKEAWAYS, AND LESSONS**

Through the investment of braided federal, state, local, and philanthropic funds, EmployIndy doubled its PY2017 goal by reaching 7,276 youth and young adults through a mix of intervention, prevention, and connection programs for youth. To further this reach, EmployIndy identified the necessity to build a system for youth employment that provides participants access to a continuum of integrated and scalable quality services. EmployIndy was awarded a grant from the Lilly Endowment to build the necessary infrastructure and system-wide partnerships to serve more young adults and foster better outcomes for clients, creating the Youth Employment System.



The momentum didn’t stop there, EmployIndy also developed a re-engagement center model coined the YES Indy Re-Engagement Center (REC). The purpose of the REC centers is to recruit disconnected youth by providing an initial hook, such as basketball, to then create trusting relationships to get youth enrolled in Youth Employment Services and education. While the implementation of this model was supported in part by WIOA OSY funds, EmployIndy has also fundraised over \$500,000 since the REC’s inception.

When serving a diverse population, it is important to leverage a diverse set of funding sources to serve a variety of needs and barriers. Each funding source comes with its own spending restrictions, creating the need to weave together resources to ensure participants are given every opportunity possible.

**ADDITIONAL INFORMATION**

Strategic Plan  
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The Long Beach College Promise has been a foundational success for students in Long Beach – the innovative partnership sparked more than a decade ago among the City’s school district, State University and community college has been instrumental in helping public school students access higher education without cost and seamlessly graduate from one institution to the next. It has also seeded similar programs across the state and nation. In 2017, the city joined Long Beach Unified School District, California State University Long Beach and Long Beach City College leadership to strengthen the Promise and extend its impact as part of a deep commitment to serve students from preschool through college graduation. In 2018, this work was further extended by the creation of the College Promise Fellows, a philanthropically funded pilot program among the education partners, the Long Beach Community Foundation, and Pacific Gateway Workforce Innovation Network.

The purpose of the Career Fellows pilot was to introduce new ideas to tackle stubborn talent pipeline issues many cities face: How does Long Beach keep its talent local after graduation?



How do businesses access and utilize the skills of such diverse and talented pools as career technical education certificate holders and new liberal arts college graduates?

And, how does this project help graduates find more meaningful employment, advance faster, and stay in the City to build their careers and families?

### LEVERAGING WIOA

Pacific Gateway, the regional workforce board, provided the labor market expertise, program design, staffing and resources, using external support from the Foundation and WIOA funding. Resources from WIOA provided workforce intelligence, employer engagement, additional services for participants that were suitable for enrollment in WIOA.

### DATA POINTS

The following are brief data points on the Long Beach College Promise:

- Forty-five students participated in the pilot, 43 CSU Long Beach, 2 Long Beach City College.
- Fourteen, thus far, have participated in intensive career counseling/job placement; 7 have been hired in positions specifically developed by Pacific Gateway with the remainder considering offers.



- Approximately 318 hours of career development, through 1:1 recruitment, resume development, full-day career development experiences and employer site visits has been generated for these college graduates, an in-kind value of over \$100,000.
- Through the pilot’s 2019 success, in 2020 the colleges and Pacific Gateway have committed to an expansion to include as many as 250 graduates and committed to a variety of campus-wide programming.

### RESULTS, KEY TAKEAWAYS, AND LESSONS

Early data indicates that graduates are earning more and were employed faster after graduation through the program. The larger benefit of the program has been the systems alignment and collaboration among the institutions and employers. The Foundation and Workforce Board have committed to expanding the program. Data results are expected in Spring 2020.



Key takeaways:

- Investment in partnership activities.
- Value of iteration – the program evolved carefully from its launch in Fall 2018 to be more responsive to employer needs.
- Understanding of needs of students, gaps in career preparedness and the development of a feedback and program improvement loop to help institutions continually align their programs.

### ADDITIONAL INFORMATION

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LEVERAGING WIOA

In accordance with the WIOA mandate to align workforce development programs strategically, the Merced County Workforce Development Board, known locally as Worknet Merced County, has collaborated with Human Services Agency (HSA) to provide subsidized employment services to individuals receiving benefits such as Temporary Assistance to Needy Families (TANF). Services provided under the Expanded Subsidized Employment (ESE) program, ensure that employment and training services are coordinated and complementary so that job seekers acquire skills and credentials that meet employers’ needs.

The WIOA objective of improving services to employers and promoting work-based training is met through Worknet by incentivizing employers with a 100% reimbursement of wages up to 4 months, reimbursed by HSA, in exchange for the training of individuals placed at the work site. Individuals placed with employers obtain specific skills and experiences relevant for unsubsidized employment after the training period. Both employers and individuals are monitored at the work site for performance and compliance.

Collaboration between HSA and Worknet Merced County implementing the ESE program also meets the WIOA objective of enhancing workforce services for the unemployed. Job seekers, who are basic skills deficient, in addition to those who are low-income individuals, have a priority for services from the program.

DATA POINTS

- 98 individual placements in 2018
- 44 distinct employers assisted in 2018
- \$768,325 allocated budget for fiscal year 2018-2019
- 93% of allocated budget reimbursed for fiscal year 2018-2019

RESULTS, KEY TAKEAWAYS, AND LESSONS

The four components of this successful program consist of Worknet Merced County, Human Services Agency, Employers, and TANF recipients.

A full-time job developer engages with businesses/employers to develop positive working relationships to meet employer needs. The ESE program is marketed actively to local employers and a preliminary screening is conducted to ensure employers are able to meet program goals.

The partnership approach between Worknet Merced County and HSA has directly benefited both individuals and local businesses in the community. Participants receiving TANF assistance are provided with the opportunity to earn a living wage and provide for their families, while enhancing their job skills and developing an employment history. Employers benefit from the available pool of employees to meet the labor needs of the business while being reimbursed wages to offset the training provided.

As a collaborative effort between Worknet Merced County and HSA, both entities have utilized the strengths of the respective departments to develop a partnership program of inherent value to the community. By creating a comprehensive approach to ascertain employer needs in the community, Worknet Merced County develops a relationship to meet the labor needs of businesses while coaching them on effective ways to train their staff. HSA develops a pool of candidates that are educated on employer expectations and proper workplace etiquette in order to become a successful member of the workforce. This approach has been effective in matching employer needs with participants needing to enhance their skill set.

ADDITIONAL INFORMATION

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LEVERAGING WIOA

Within the last year, the organization has had a strategic focus in driving impactful effort through:

- The CareerSource Central Florida (CSCF ) is strategic and hyper-focused in analyzing the business environment – shaping strategic partnerships with businesses – and engaging the talent pool to create career pathways with sustainable wages.
- Introducing the use of the scorecard to help drive organizational efforts by smart navigation of employment data and unique intelligence.
- Partnerships with educational institutions that deliver training programs to meet the growing demands of the six high-growth industries. If there is not a program in place, CareerSource Central Florida collaborates with premier educational partners to build new curriculum to help create additional career pathways for students.

DATA POINTS

CareerSource Central Florida (CSCF) has a highly engaged, invested, and diverse Board of Directors that helps drive the organizational goals through launching strategies that have a strong impact and build meaningful relationships between businesses and career seekers. Priority one is meeting the demands of Central Florida’s six high-growth industries - healthcare, IT/finance, trade and logistics, construction and utilities, hospitality/tourism, and advanced manufacturing - through a unique and focused approach. Enacting change begins with gathering data, analyzing trends of the labor market, and collaborating with educational partners to ensure career seekers receive training to elevate their skills and overall enriching the available talent pool. Last year, CSCF served nearly 47,000 individuals with career development services that foster advance skills training for almost 2,500 career seekers and recruitment initiatives for nearly 4,000 business across the region.

In the late 2018-2019 Program Year, CSCF instituted the use of a monthly scorecard. It began as a basic measurement tool to evaluate the overall impact of the organization on individuals served. It has evolved in a very short time to become ‘the’ resource and lens that guides our daily operations and larger strategies with weekly data updates on career seekers served, individuals engaged with comprehensive services, those in training, businesses by industry served, average wages and, now includes, a deeper dive look into those numbers by county. The CSCF Board and numerous subcommittees regularly review the scorecard to examine what’s working or not – and why – to drive larger strategies and understand the impact of investments. The scorecard allows CSCF to be more agile and able to respond quickly to changing trends. Evaluation is a critical tool to look inward, as well as outward, through that lens. Although the use of scorecards is not a unique idea, it is seen as an innovation within the workforce development industry.

RESULTS, KEY TAKEAWAYS, AND LESSONS

Data helps drive the collaboration, but relationships and partnerships help cultivate it. By collaborating with local businesses, CSCF’s business consultants are able to identify skill-set needs and fill targeted employment gaps with trained career seekers. Selection of in-need businesses relies on a combination of several factors; the size of the organization, industry served, and type of occupations offered. Once those needs are identified and career seekers are enrolled into educational programs that reflect the talent gap and training is completed, CSCF works diligently with the career seeker to place them into a career with sustainable wages and further growth opportunities.



CSCF has been asked to present on data and process development at the 2019 Florida Workforce Development Summit in Orlando in September. Internally, our organization has expanded the use of the scorecard to measure the impact of efforts in every department. This metric helps drive the Board’s vision and goals for the organization to cascade through to every department and individual staff goals. This is a direct result of the more tactical and laser focused approach guided by the Board.

It engages each staff member to participate in helping the organization to reach the demands of the high growth industries. Externally, CSCF anticipates that more regional workforce boards will choose to adopt the CSCF scorecard model to take a deeper dive look at their impact to the state of Florida.

ADDITIONAL INFORMATION

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LEVERAGING WIOA

In the past few years, CareerSource Brevard (CSB) has engaged in sector strategy initiatives in multiple industries. Through convenings, surveys, and personal interactions with industry leaders, they have identified a large and growing “soft skills gap” that is negatively impacting both job placements and retention rates. CSB was compelled to address this concern by proposing a soft skills pilot grant to focus on Brevard County’s workforce.

On 11/22/2017, CSB was awarded a grant from the State of Florida’s Department of Economic Opportunity. CSB engaged in a one-year soft skills pilot training program focused on competency based and credentialed training to improve overall customer satisfaction, produce better hiring results, and increase employee retention rates.

DATA POINTS

CSB dedicated their efforts on providing this training to eligible career seekers with barriers, with the anticipation of enrolling and training 500 and credentialing 425 unemployed or underemployed WIOA Adult and Dislocated Worker participants.

While collaborating with community partners, a panel of HR professionals from both local HR society chapters (Space Coast HR Association and South Brevard Society for HR Management) was formed to help in the process of selecting the best soft skills training for WIOA customers in Brevard. The SHRM panelists were instrumental in the selection process and their responses lead to the final choice -WIN Learning Soft Skills Training. The courseware concentrated on four modules: Professionalism, Communicating, Teamwork, and Thinking Critically.

The training program was launched on April 2, 2018 with the option for jobseekers to either do the courseware all online at their own pace, which can be accessed from any computer anywhere, or complete the blended instruction at their local One-Stop Center. After completing the courseware and a proctored assessment, the candidate earns a soft skills credential. In addition to the training and as a follow-up tool, online surveys were circulated to both the soft skills participant after they were employed and to their employer at the 90-day mark in order to monitor their performance on the job and improve retention rates.

As of June 30, 2019, a total of 518 CSB participants enrolled in the soft skills training and 453 of them completed the program and received a credential.

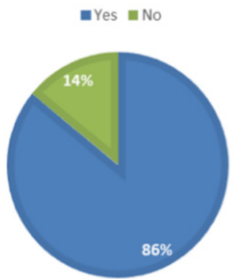
RESULTS, KEY TAKEAWAYS, AND LESSONS

Although enrolling over 84% career seekers with barriers into a training program is a good start, CSB went one step farther, by following up with committed companies for program feedback to monitor retention rates after 90-days or more of employment during the pilot program timeframe.

After collecting this data, a clear trend evolved. Employers indicated seeing a difference with employees they previously hired pre-soft skills training, and the employees they hired post soft skills training. 86% said they saw a difference with their performance on the job, while 14% did not (Figure 2).

Figure 2

Compared to previous employees that you have hired, do you see a difference in this employee with regards to his/her soft skills?



In this past year, CareerSource Brevard was the starting point and deliberately made soft skills actionable at the employee level as a means to improve their performance at the workplace. In just a year with collective action and solutions, it undoubtedly shows that softs skills are deemed important by both the employer and the employee.

ADDITIONAL INFORMATION

Soft Skills Training Information.  
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**LEVERAGING WIOA**

As Broward County's unemployment rate continues to be between 3% – 4%, CSBD has expanded its outreach about our programs to individuals in distressed communities. CSBD is a part of the Prosperity Broward Initiative, partnering with the Greater Ft. Lauderdale Alliance, Broward College, Broward County Office of Economic and Small Business Development, and OIC of South Florida to increase awareness of workforce and education services to individuals that reside in the zip codes (33023, 33069, 33309, 33311, 33313, and 33319) with the highest unemployment rates in the county. CSBD has taken the lead in researching technology options for a centralized portal where the partner agencies can share information and communicate. A portal has been implemented with the group and is now used to share each agency's information and maintain a centralized calendar for presentation dates to various community groups and associations in the targeted zip codes.

**DATA POINTS**

In the past year CSBD has:

- Provided outreach to over 100 organizations in the targeted communities consisting of businesses, churches, homeowner's associations, libraries, and community centers;
- Attained 535 job placements for individuals from the targeted zip codes;
- Provided WIOA scholarships or work-based training, such as OJT and Work Experience, to 122 individuals; and
- Conducted 6 job readiness workshops in the targeted communities with additional workshops being scheduled.

**RESULTS, KEY TAKEAWAYS, AND LESSONS**

CSBD expects to continue and to expand this initiative to assure that the individuals targeted by WIOA are served.

**ADDITIONAL INFORMATION**

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**LEVERAGING WIOA**

Bridges to Careers is a collaboration between Rochester Community & Technical College (RCTC), Workforce Development, Inc. (WDI), and Rochester Adult & Family Literacy (ABE). The goal of Bridges to Careers is to prepare adult learners to become a part of the highly skilled workforce that meets the needs of SE Minnesota employers, today and in the future. What began as a single healthcare career pathway has expanded to include a variety of healthcare pathways as well as training and employment opportunities in public sector and maintenance.

WDI board members have seen the success of these career pathways and have encouraged WDI staff to expand into other sectors. Currently there is a similar career pathway that leads students into careers in the trades, namely as carpenters, operating engineers, laborers or cement masons, with most being hired by union contractors. Administrative office professional is a new track and, in January, a maintenance technician track will be added. These pathways have all been chosen because of both student and employer demand, along with the fact they provide living wages and benefits.

**DATA POINTS**

Employees from RCTC, ABE, and Mayo Clinic serve as WDI board members and representatives to the pathway core planning group. From the beginning the partners realized it would take all entities to provide the expertise, support, and financial contributions to make this career pathway model successful. This model started under the Workforce Investment Act (WIA) legislation and utilized funding from a multi-state grant. The collaboration among key WIOA partners was deepened a year later when the Workforce Innovation and Opportunity Act (WIOA) was introduced.

WIOA legislation requires partners to work together to serve the clients in our region and the quality of our program offerings is strengthened because of it. In addition, whenever eligible,

students are co-enrolled into WIOA funding streams. This co-enrollment provides additional opportunities for resources and student success.

**RESULTS, KEY TAKEAWAYS, AND LESSONS**

Measurable Success since 2013

- 506 people have been enrolled
- 440+ industry-recognized credentials earned
- Certified Nursing Assistants
- Customer Service Certification
- Hemodialysis Technicians
- Home Health Aides
- Patient Care Associates
- Phlebotomists
- 481 employed at 50 area employers, including Olmsted County
- ROI for Healthcare: 160%

Mao Doung, a previous English as a Second Language student who is now a Patient Care Associate (PCA) recalls creating a portfolio with a resume and references with her career navigators and preparing for job interviews in her Career Pathways class. "Students came to school dressed in their best business attire and we had mock interviews with local employers. I was nervous at first, but I remembered what I had learned, to be confident, make eye-contact, and how to shake hands, then I calmed down."

Employment and Self-sufficiency

From 2013:

- 78 students have co-enrolled in the Bridges program and MFIP
- 59% have since closed their MFIP cases with unsubsidized employment
- Average wage is \$12.84 with the highest wage recorded of \$19.07

Corrine Erickson, Olmsted County Director of Family Support and Assistance, shared, "This partnership has been a valuable investment in the future of Family Support and Assistance. Not only are we generating a diverse, qualified pool of candidates for county employment, we may also be supporting people on a path out of poverty. It's a win-win for us, every way we look at it."





Meeting Workforce Gaps

*Mayo Clinic*

- 196 individuals have been hired since 2013
- 79% ethnically diversified workforce
- 100% hired in departments experiencing workforce gaps

*Rochester Public Schools and Surrounding Communities*

- 26 individuals hired as paraprofessionals since 2017

Guy Finne, Director, Workforce Development, Mayo Clinic said, “The Bridges to Career program has provided Mayo Clinic a way to connect with talent that we previously identified as being in our applicant pool but struggling to move forward. We learned from students that they were dealing with a wide range of barriers, so it was important for Mayo Clinic to help remove those barriers by connecting with students throughout their journey and talking about our institutional values. But, Bridges to Careers is so much more...I have gotten to see first-hand how the program helps students to believe in themselves, and there is nothing more powerful than that.”

One reason students are finding success is because of the support and guidance of Career Navigators. Career Navigators work with

students from application through employment, helping them identify and address any barriers to their success in either education or employment. An RCTC Academic Advisor provides intense academic advising and financial aid assistance.

Another reason the program is successful is because of the articulation agreements between ABE and RCTC. ABE students can earn college credits for some of the classes they take at ABE, giving them the opportunity to be successful in college coursework at no cost.

There are also multiple entry and exit points in the training pathway. Within the healthcare career pathway, for example, it is common for students to start with English Language Learner (ELL) coursework, complete their CNA certification, and then move into employment. Students often return for additional coursework into the phlebotomy or LPN pathways as they realize they can and want to do more with their skills and talents.

**ADDITIONAL INFORMATION**

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**LEVERAGING WIOA**

At the core of the Workforce Innovation and Opportunity Act (WIOA) is the concept of an integrated service delivery model where all workforce system partners act in concert to leverage their respective resource in support of achieving better outcomes for our many shared customers. With the inception of WIOA, the Spokane Workforce Council operationalized this concept by designing and implementing a customer-centered service model across their local workforce system.

Each of their four facilities – WorkSource Spokane (American Job Center focused on adults), Next Generation Zone (opportunity youth), Spokane Resource Center (barriered populations), and Talent Solutions Center (business customers) – blend an array of funding streams including the four WIOA Title partners and TANF as well as other agencies, programs, and grants, into a single customer flow model and utilize a functional team-based approach to align services and resources to meet the needs of their diverse customers.

Staff from each partner organization serve on functional teams that include career coaching, workshop, and assessment, and provide services to all customers to help them reach their career goals. All job seeker customers are enrolled in WIOA Titles I & III, as well as any other programs for which they are eligible, upon entering the Center and then access the services they need based upon their individual career plan.

Also vital to this model as envisioned by WIOA is the role of the One-Stop Operator. This leader serves as the functional supervisor for all the managers within each center and ensures that focusing upon understanding and meeting customer needs drive operational decision-making rather than individual programs.

**DATA POINTS**

Since implementing an integrated service delivery strategy, the impact of co-enrolling customers in the WIOA Adult program has led to

an increase from 373 individuals enrolled in PY16 to 5847 in PY18. Likewise, the WIOA Dislocated Worker program has experienced an increase from 301 in PY16 to 1205 in PY18. Blending services from the various funding streams – Title I, II, III, IV, TANF, private grants, etc. – has resulted in all of these customers obtaining access to high quality career services and reduced the median duration of their job search. New partnerships with TANF, ABE and Perkins providers as well as justice-involved, homeless, and SNAP agencies continue to grow as partners in the community see the value in further integrating their services within this framework. In addition, the Talent Solutions Team is leading the state in the number of businesses served via their outreach efforts.

**RESULTS, KEY TAKEAWAYS, AND LESSONS**

Underpinning our success is the strength of the workforce system staff who serve our job seekers and businesses every day. Spokane Workforce Council is committed to their professional development and to equip them with the most current skills and information they need to do their jobs. Every day from 8:00-9:00 a.m. the Spokane Workforce Council closes its centers in order to deliver training and convene staff meetings. This also ensures that during business hours, our customers have consistent access to staff and the services they need to advance toward their goals.

WIOA has provided the foundation for a transformation of our local workforce system and resulted in stronger linkages with partners across our community and better outcomes for our customers.

**ADDITIONAL INFORMATION**

<https://spokaneworkforce.org/human-centered-design/>  
<https://nextgenzone.org/>  
<https://spokaneworkforce.org/thriving-businesses/>  
<https://spokaneresourcecenter.org/>

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### LEVERAGING WIOA

Since 2016, the South Bay Workforce Investment Board (SBWIB) has provided enhanced transition services and employment assistance to active duty personnel and their spouses who are separating from the military into civilian life. The SBWIB provides a staff member to meet with military and civilian personnel once a week at Los Angeles Air Force Base at the Family Readiness Center. Using its Blueprint for Success career coaching workshops, the SBWIB helps prepare resumes, teach interviewing skills and assist personnel in their job searches.

The SBWIB also utilizes its workforce partnerships to provide support services including training and education for veterans and spouses as well as Experiential Learning Opportunities for younger family members ages 16-24. Paid internships at participating South Bay area businesses are also available for eligible members of the military during their final six months of active duty. Veteran job fairs are also presented at the base and various South Bay locations.

### DATA POINTS

The SBWIB, in partnership with the Los Angeles County Central Parole District, provides a weeklong Job Preparation Academy for formerly incarcerated men and women that helps them to reintegrate into the community. They receive job readiness training through the SBWIB's Blueprint for Workplace Success curriculum, workshops on resume writing and interviewing skills, job search assistance and career pathway strategies. At the end of the Academy, the graduates attend a ceremony followed by a job fair where they meet potential employers. More than 150 individuals have gone through the Academy since 2017.

### RESULTS, KEY TAKEAWAYS, AND LESSONS

Partnering with the Los Angeles Homeless Services Authority, Partners Assisting The Homeless (PATH) of Greater Los Angeles, Los Angeles County Department of Public Social Services and area food banks, the SBWIB provides a variety of services to homeless individuals, veterans and families seeking housing and employment opportunities in the SBWIB's 11 – city service area. Among the services provided for individuals are: job search resources and job fairs, classes on interview techniques, computer training and access to computers, resume preparation, hands-on work experience and job placement. The no cost services are offered through the four OneStop Business & Career Centers that are part of the America's Job Center network.

### ADDITIONAL INFORMATION

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