

CENTER FOR BUSINESS EXCELLENCE

MEMORANDUM OF UNDERSTANDING

FLAGLER AND VOLUSIA COUNTIES'

INTEGRATED ONE-STOP EMPLOYMENT SYSTEM

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1. BACKGROUND

A, Philosophy

It is the goal of this Memorandum of Understanding (MOU) to reflect a mutual understanding between the Partners that will and assist the operation and ongoing development of a seamless, and customer-friendly One-Stop Employment System that operates from the following mission statement:

To provide innovative, customized employment and training solutions to support economic prosperity in collaboration with economic development, education, chambers of commerce, community-based organizations, local governments and active business partners.

The One-Stop Employment System, as developed, incorporates the following clear mutual goals:

1. A common vision based on the above Mission Statement.
2. The development of a flexible long-range vision of what this system should be, now and in the future.
3. The clear dissemination of that vision at all levels.
4. An established, ongoing, regular communication system that facilitates sharing of up-to-date and accurate information, concerns, resources and innovations.

The One-Stop Employment System operates with a flexible, entrepreneurial mindset that can and will adapt to changing conditions and resources including the following aspects:

- Commitment at all levels to the ongoing nature of change as a constant.
- Empowerment of frontline staff to look for innovative ways to solve problems.
- Actively seeking new ways to serve the workforce and businesses by building on all the system's potential services.

One-Stop Employment System members are expected to adhere to a mutually understood set of ground rules that guide the partnership in its work including:

- Heightened mutual respect among Partners.
- Understandings that allow and encourage development and implementation of effective cross relationships between all Partners.
- That the system seeks to operate as an integrated network.

One-Stop Employment System members commit to the measurement of progress and results on a regular basis including definition and tracking of predetermined outcome and performance measures that are consistent with the system's vision and goals.

One-Stop Employment System members accept the use of regular, systematic standardized customer satisfaction information and feedback to denote change and the involvement of customers in the process of change.

The One-Stop Employment System will meet the needs of the workforce of Flagler and Volusia Counties by:

1. Drawing on the strengths and contributions of all Partners.
2. Making the initiatives visible to the public and community at large.

3. Developing powerful champions (key supporters) in the community.
4. Ensuring the following attributes are prevalent in all services offered through the One-Stop Employment System:
 - ☑ Universality. The system will make available, to all businesses and job seekers, a range of services based on individual need
 - ☑ Customer Choice. Businesses and job seekers can go to any Center or access point to enter or use the One-Stop Employment System. The One-Stop Employment System must, therefore, be flexible and sensitive to customer satisfaction
 - ☑ Integration. Services and programs, now administered separately, are consolidated and coordinated
 - ☑ Performance-Driven Services. The One-Stop Employment System will be guided by clearly measurable outcomes, and future funding will be based on their success in meeting the system's vision and goals and their customers' expectations.

B. Purposes of Memorandum of Understanding

The purposes of the MOU are:

1. To define and reinforce (or establish) the relationship between the One-Stop Employment System and Partners.
2. To define the roles and responsibilities of these entities in the performance of their combined goal of establishing a cooperative, integrated and seamless workforce development system through a One-Stop method of service delivery.
3. To define a governance structure.
4. To describe resource sharing

2. GOVERNANCE

A. Community Partners

A Partner is defined as a contributing member of the One-Stop Employment System.

Through communication and collaboration among the cooperative entities, the CBE's One-Stop Employment System can most effectively and efficiently operate. It is the intention of this coalition of entities to further broaden participation in the One-Stop Employment System by:

- Integrating other mandated and interested participants and community groups into this workforce development system, as appropriate.
- Convincing appropriate individual service providers and vendors to adhere to the principles of the One Stop System to develop a more comprehensive and integrated scope of services.
- Seeking and developing additional access points and mutual referral mechanisms.

Each Partner has signed an agreement to their contribution to the One-Stop Employment System, which is part of and included with this MOU.

B. Governing Committee

The CBE's Workforce System Improvement Committee will:

1. Provide oversight for the coordinated operations and the One-Stop Manager.

2. Function as a committee of the CBE with members recommended by the Committee and appointed by the CBE
3. Play a role in advocating for and determining what programs and services are bid and selected by the CBE for the One-Stop Employment System.
4. Have overall responsibility for making recommendations to the CBE on issues regarding:
 - Oversight of the operations
 - Assurance of Partners' systemic commitment to the seamless coordination and operation of the One-Stop
 - Inter-agency coordination and cooperation
 - Provision of support and guidance to the One-Stop Manager

D. Structure of One-Stop Employment System

1. The One-Stop Employment System includes three full-service One-Stop Employment Centers along with several access points in the community, including Partner Agencies and other locations; in addition services are available to job seekers and businesses over the Internet.
2. The One-Stop Employment Centers include access all One-Stop System services.
3. Community access points will provide access to whatever specialized service is provided at that site.
4. Performance standards for the One-Stop Employment System will be reflected throughout the provider contracts. The standards, at a minimum, will reflect state and federal requirements and CBE's corporate goals.
5. The One-Stop Manager's role is to manage the service delivery throughout the One-Stop Employment System and to direct and monitor the system.
6. The One-Stop Manager is responsible for the supervision of staff and operations in the One-Stop Employment Centers.
7. All entities providing services through the One-Stop Employment System will coordinate those services through the One-Stop Manager.

3. SERVICES TO BE PROVIDED

A. Business Services

CBE will coordinate all job development services, and work closely with local economic development groups and efforts to be a major resource and part of the ongoing community development.

Within the scope of the overall mission of CBE, the Business Services Division is the employment and training information link, whose mission it is to provide workforce solutions that promote stability and growth for Flagler and Volusia area businesses.

The strategy of the Business Service Division is to function as a broker who listens, learns and assesses business needs and matches businesses with appropriate One-Stop and area services

Its goals are to:

- Develop quality business contacts

- Enhance business satisfaction
- Respond quickly to business service requests
- Provide a clearly defined menu of services, targeting four major employment areas: Hiring, Training, Retention, and Growth.

The Division will actively recruit new businesses through an assertive outreach campaign, be involved in area Chambers of Commerce or other business organization events, and economic development groups.

Business Services

- Business services including job development and marketing
- Dissemination of labor market information to businesses
- Rapid Response (Center for Business and Industry)
- Incumbent & Employed Worker Training
- Follow-up services

B. Tier I Core Services

Orientation/Eligibility

- Outreach and intake (which may include worker profiling)
- Orientation to the information and other services available through the One-Stop Employment System
- Job readiness determination
- Limited job readiness assistance
- Recruitment of participants for the Job Corps Program
- Eligibility determination to receive assistance
- Follow-up services
- Work registration for WTP participants

Information

- Provision of information on training vendors
- Provision of labor market information, including employment statistics, job vacancy listings, job skill requirements for job listing and information on demand occupations.
- Self-directed job search and placement
- Financial aid counseling
- Performance on the local One-Stop Employment System.
- Resource room usage
- Internet usage for job search and job matching
- Workshops
- Information on available supportive services

Specialized Services

- Veteran employment services on a priority basis
- Unemployment claims filing for the local area
- Operation of a local job bank for openings and job match services for those openings
- Initial development of employment plan
- Initial assessment of skill levels, aptitudes, abilities and need for supportive services

Staff-assisted Core services

- Staff-assisted job search and placement
- Follow-up services, including counseling regarding the workplace
- Staff-assisted job development
- Coordination of business services with staffing agencies
- Staff-assisted workshops

C. Tier II Intensive Services

Job Readiness

- Comprehensive assessment to include interpretation of automated career assessment tools, and specialized assessments.
- Case management
- Career planning to “targeted” individuals and development of individual service strategies
- Prescribed or required job readiness workshops
- Prescribed or required job search activity workshops
- Follow-up services

Job Placement and Job Retention

- Screening and referral of qualified job seekers to existing job orders of businesses
- Job matching
- Job development and placement services
- Employment counseling
- Follow-up services

Support/Transitional Services

- Substance abuse counseling/coordination
- Referral to counseling for specialized services
- Funding and placement in child care

Specialized Services

- Rehabilitative transportation, vehicle modifications, home modifications, supported employment
- Rehabilitative technology, interpreter services, telecommunication aides
- Rehabilitative treatment-medical/psychological
- Youth services referral and coordination

D. Tier III Training Services

- Job training programs
- Adult education
- Post secondary adult vocational training programs
- Rehabilitative training
- Employment and training services to local mandated Food Stamp Employment and Training participants
- Follow-up services

E. One-Stop Support Services

1. Marketing

CBE and the One-Stop Employment System will utilize a coordinated marketing plan in conjunction with the Communications Committee of the CBE.

2. Coordination

The One-Stop Employment System will provide referral to and coordination with other agencies/programs such as TANF, Youth services, Older Worker Programs, Migrant and Seasonal Farm worker programs, Health Departments, Community Block Grant, Employment and Training under HUD, as appropriate.

4. STAFFING

A. Staff Resources

The staff to be physically located in the One-Stop Employment Centers will include: Administrators, Workshop Facilitators, Career Planners, Career Specialists, Business Service Representatives, Trainers, Support and Technical Staff and other specialists from Partner and contracted providers.

B. Criteria for staff selection

The One-Stop Manager will be selected by criteria to be established by the CBE Board of Directors. Each agency has criteria for staff selection. As appropriate, those criteria may be modified by mutual agreement if in the best interest of the customers of the One-Stop Employment System.

C. Staff performance standards

Each agency has performance standards for each specific position as established by that agency. As appropriate, those standards may be modified by mutual agreement and if in the best interest of the customers of the One-Stop Employment System.

If at any time the performance of said staff does not meet those standards, each agency shall use its own personnel procedures to address those issues. As appropriate, those procedures may be modified by mutual agreement if in the best interest of the customers of the One-Stop Employment System.

D. Supervision and direction of One-Stop Employment Center staff

To ensure smooth and seamless services, all Center staff shall be under the day-to-day direction of the One-Stop Management Team. If related issues arise due to differences in agency policies, these will be brought to the CBE for resolution.

5. OPERATING ISSUES

A. Interagency Referrals

The referral process is based on the “assured linkage” concept. This involves three elements:

1. Providing the individual customer with access to the services
2. Providing the agency of referral with sufficient information so that the staff can provide appropriate services without requesting duplicate information from the customer. This must take into account whether this referral is a “handing off” of the customer or if the referral is to an agency that will be providing additional services to the customer in concert with the referring agency.
3. Follow-up to ensure that the customer has received the needed services.

Other issues related to ensuring timely and accurate referrals include:

- Regular opportunities for communication such as Center staff meetings, interagency meetings, “staffing” centered on a specific customer and his/her multi-agency needs
- Cross-training of staff, where feasible
- Participating entities will identify where duplicative information is gathered, and what information obtained by one entity can be shared or forwarded to another entity.
- The development of common Center/System goals.

B. Operational Schedule and Scheduled Meetings

Each agency currently has specific requirements for hours of operation and holidays. One-Stop Employment Centers operate on a 40-hour week from 8 a.m. to 5 p.m. or on approved flexible hours determined by customer need. It is expected that Centers will be open for operation regular business days. Meetings among all of the entities within the One-Stop Employment System will be scheduled at least once per quarter subsequently to facilitate coordination and solve any major problems that may arise during the course of business.

Hours of operation for each individual One-Stop Employment Center will be determined based on location of center and the needs of the customers. Contracted providers will work any necessary variable hours or days, in order to provide services to the universal customer.

C. Location

The One-Stop Employment Centers include:

- Daytona Beach, East Volusia County
- DeLand, West Volusia County
- Palm Coast, Flagler County

One-Stop Employment Center and Mini Career Link location determinations will be made by the CBE and are subject to change based on customer need.

The Partners understand that additional locations of One-Stop Employment Centers will need to be staffed and agree that it will be the responsibility of the One-Stop Manager to analyze needs and recommend the appropriate changes to the CBE.

D. Confidentiality

Participating entities agree to observe the confidentiality provisions of their respective programs and regulations. All appropriate information with respect to the operation of the One-Stop Employment Centers or provision of service to customers that can be shared will be shared. This will include the use of an electronic database system for sharing appropriate information among agencies.

E. How Operating Costs of the System will be funded

By and large costs of rent, utilities, phone systems, maintenance, reception and common areas will be prorated based on staff and usage.

F. Agreement Term, Amendment and Cancellation of MOU

Parties involved in this agreement may propose amendments to this MOU at any time by written notice to the CBE This agreement will continue until individual parties cancel their involvement in this MOU upon thirty days written notice.

G. No Joint Venture

The parties expressly agree that it is not intended in any way that this MOU be interpreted as a legal partnership or legal joint venture between the parties. Neither party hereto will make representations to outside parties that a legal partnership exists or that the other party is responsible for the debts or defaults of the other.