

Center for Business Excellence
Extended Workforce Services Plan, 2009-2011

Executive Summary

The Workforce Development Board of Flagler and Volusia Counties, Inc. d.b.a. Center for Business Excellence (CBE) implemented the Workforce Investment Act of 1998 on July 1, 1999. This Act made some major changes in the delivery of employment and training services. In 2003, President Bush put forth a proposal to enhance and simplify the workforce investment system's ability to deliver services and training. Each state was required to submit a plan outlining how it would create a demand-driven workforce investment system that was, as a result, in compliance with the legislation and the national direction for service delivery. In turn, the regional workforce investment boards are required to submit a workforce services plan to their states.

The purpose of the Workforce Investment Act (WIA) is to provide workforce investment activities through a statewide and local workforce system that increases the employment, retention, and earnings of participants, and as a result, improves the quality of the workforce, reduces welfare dependency, and enhances the productivity and competitiveness of the nation.

This workforce services plan builds on the Workforce Investment Act of 1998, and the State of Florida's Workforce Innovation Act of 2000. Florida was ahead of many states in formalizing and implementing the delivery of employment and training services through One-Stop Systems. This visionary thinking benefited Volusia and Flagler Counties as we began development of a renewed system of universal access to workforce activities.

The One-Stop Employment System concept of the CBE allows for the streamlining of multiple services under one philosophy to promote a seamless delivery of services to the universal customer. The goal is to make the recruitment, training and hiring process easier for the business community and the job seeker in developing the skills necessary to build a mutually beneficial working relationship.

The CBE's One-Stop Employment System is comprised of three One-Stop Employment Centers and multiple access points throughout Volusia and Flagler Counties that provide services to any job seeker, youth or business, with streamlined access to a wide range of high quality information and services about jobs and careers, labor markets, skill standards, education and training programs and financing options.

The CBE's One-Stop Employment System is:

Comprehensive

The One-Stop Employment System offers a vast array of employment and training services to job-seekers and businesses.

Coordinated

The One-Stop Employment System is built upon public/private relationships of employment and training agencies, departments of economic development, businesses and social services providers.

Convenient

The One-Stop Employment System may be accessed through three One-Stop Employment Centers, access points throughout the two-county area and a multi-function web site.

Customer Focused

The One-Stop Employment System provides accurate and timely information and services to the customer so they can make informed choices.

The CBE's One-Stop Employment System is based on a three-tier delivery of services.

Tier I, core services, will be offered to all job seekers. These services will include outreach, intake, and orientation to information and services available through the One-Stop Employment System and access to employment statistics, performance, and program costs for training vendors and information on filing for unemployment compensation claims.

Tier II, intensive services, will target customers who need more assistance to become employed or maintain/upgrade employment. Services at this level will include comprehensive and specialized assessments of the skill levels and needs of adults and dislocated workers, development of individual employment plans, individual and group counseling and basic job skills training.

Tier III, training, will provide a choice of training programs to individuals based on skill assessments and occupational demand in the area and business' needs.

All workforce and business services related activities will be integrated into the One-Stop Employment System.

This Plan will describe how our One-Stop Employment System partners contribute goods, services or funds to supplement the activities of the system. Accessibility to these services will be provided electronically, through referral or face to face. The CBE's One-Stop Employment system is professionally run and maintained to assist the existing and potential workforce prepare for and find employment and to obtain and upgrade training and education. Partners and providers will be accountable for continuous improvement.

I. Local Plan Process

A. Description of Workforce Plan Development Process: Collaboration with Partners for WIA, Wagner-Peyser, WT/TANF, and FSET Programs

SECTION	INSTRUCTION
A. 1.	Describe the process used to ensure public comment on and input into the development of the local Workforce Services Plan (include as an attachment all comments including those that express disagreement with the plan). Include a description of specific steps taken to include input from members of the local board and members of businesses and labor organizations. The RWBs that are designated as significant MSFW areas must ensure individuals/organizations serving the MSFWs are informed of the plan and are provided the opportunity to comment on the local Workforce Services Plan.

CBE RESPONSE
<p>CBE's workforce services plan is the product of a continuous improvement and refinement process building on its initial five-year plan and past plans of 2005-2009.</p> <p>For our initial five-year plan, with the understanding that Florida would be an early implantation state for WIA, a Labor Market Task Force was convened in Volusia and Flagler Counties to look at the implications of this new federal law. The Task Force was made up of CBE Board Members, community leaders and business people interested in the economic and workforce development of this region.</p> <p>In the fall of 1998, the CBE organized informational and communication meetings with the mandatory and optional partners of the One-Stop Employment System. These early meetings centered on an overview of the WIA and the services that were required under the Act. The purpose of the overview was to provide the</p>

partners/vendors with an overall sense of the Act as well as how the vision developed by the Task Force and the vision still to be developed through these meetings would eventually tie into the requirements and goals of WIA. Subsequent meetings focused on the development of the key considerations/principles in the creation of a highly effective One-Stop Employment System.

The goal of these meetings was to produce a plan for economic development and to integrate these goals with pending requirements of WIA. A workshop providing important information about WIA and its effects on the local workforce region was held for all the members of the CBE in January 1999. The vision statement that was developed by the Labor Market Task Force and the strategic goals to achieve this vision were voted on and approved by the full Board.

Notification of meetings was posted on CBE web site and published in *The Board Source*, CBE’s newsletter. This publication was distributed to all board members as well as members of Volusia and Flagler County Government. This publication has supplied Board members with important information relating to the onset of WIA and the new responsibilities it entailed for CBE.

The core guiding principles shaping this plan are:

- Providing *value added* services and partnerships to our community for WIA, Wagner-Peyser, WTP, and FSET. We know that when we “come to the table” we bring our business-led board, our partners, as well Workforce Florida, Inc. (WFI) and its partners. CBE takes that responsibility very seriously and this plan reflects our efforts to provide those *value added* services and partnerships.
- Keeping *Customer First*. CBE has a multitude of customers including our businesses, job seekers, low-income youth, WFI and the US Department of Labor. This plan reflects how we provide quality services (quality being services you would select for yourself, your family members, and your friends) to our customers.
- Do we do what we say we do! Updating our plan allows us to confirm that we are following good business practices and applying accepted industry standards, validating that our policies are in-line with WFI’s mission.

This plan revision is based upon community meetings, held in April, and presentations to the Volusia County Council, Flagler County Board of Commissioners, and CBE’s Board of Directors.

SECTION	INSTRUCTION
A.2.	Describe how comments were considered in the local Workforce Services Plan development process.

CBE RESPONSE
<p>In August 2009, CBE published an announcement on our websites of the availability of the CBE’s proposed workforce services plan for public review and comment. The plan was available electronically.</p> <p>This plan was posted on the CBE’s website (www.centerforbusinessexcellence.net) on August 7, 2009 for thirty days. A comment section was provided on the website for public comment. Comments received are included in Attachment E.</p> <p>All activities of the Board of Directors and our Board Committees are noticed so that the public, on a regular basis, may be aware of the implementation of this plan.</p>

B. Description of Process for Providing Public Comments

SECTION	INSTRUCTION
B.	Summarize and include as an attachment all comments, including any comments that express disagreement with the plan. Comments received after submission of the local Workforce Services Plan that express disagreement with the plan should also be forwarded to the WFI at the address previously indicated in the introduction section above.

CBE RESPONSE
INSERT ANY COMMENTS RECEIVED AFTER AUGUST 7.

II. Local Vision and Goals

A. Description of Local Board’s Unique Vision and Strategic Goals

SECTION	INSTRUCTION
A.1.	Describe the region’s economic development goals, how the workforce system is aligned with those goals, local education and training opportunities that were created/enhanced to support those goals, enhancement gains through technology (i.e., Employ Florida Marketplace, etc.), and how the region is enhancing employment opportunities for youth. If applicable, elaborate on any special regional initiatives that correspond with the State’s key workforce priorities located in Section II of the State Plan. The description should also include the goals and visions for WT/TANF and FSET programs. The vision, goals and objectives of these programs should support and complement the vision, goals and objectives identified in the Workforce Florida Strategic Plan 2005-2010. The Workforce Florida Strategic Plan is available on the Internet at: http://www.workforceflorida.com/wages/wfi/news/docs/WFI_2005-2010_Strategic_Plan.pdf .

CBE RESPONSE
<p>CBE’s vision statements are multifaceted and based on four components that shape the framework of the local workforce investment system, youth, existing and potential workers, economic and workforce development. All of CBE’s statements are made to follow the vision and mission statements of WFI:</p> <p><i>WFI’s Vision</i></p> <p>Florida will develop a globally competitive workforce.</p>

WFI's Mission

Florida will develop the state business climate by designing and implementing strategies that help Floridians enter, remain and advance in the workforce, becoming more highly skilled and successful, benefiting Florida businesses and the entire state.

CBE's Vision

To be the premier organization for employment and training solutions to the businesses and workforce of Volusia and Flagler Counties.

CBE's Mission

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.

Committees and Divisions of the CBE

Economic Development Mission Statement

On the premise that good jobs equate to strong communities, the Center for Business Excellence will strive to create synergy between government, educational institutions and the business communities to attract and maintain good employees.

Business Services Committee

Within the scope of the overall mission of the One-Stop Employment Center, the Business Services Unit is the employment and training information link, which provides workforce solutions that promote stability and growth for Flagler and Volusia area businesses. The Business Services Committee align education and training programs with high-paying, high-demand occupations by analyzing the local job market

Workforce Services Council

The mission of the Workforce Services Council is to develop strategies that enable adult workers to succeed in the workforce and to align education and training programs with high-demand occupations.

Committee For Youthful Independence

The mission of the Committee For Youthful Independence is that, "our community will have a highly qualified workforce with a seamless continuum of services specific to age and stage of development and will integrate work and life long learning."

Workforce System Improvement Committee

The mission of the Workforce System Improvement Committee is to "preserve and enrich an accountable workforce investment system by defining, and evaluating standards of success."

The principles that guide our committees and services to meet our goals include:

- Customers include businesses, individuals and all community partners seeking workforce information and/or services.
- The system will provide services and information to all customers based on their informed choice and need.
- The system will include many service access points and methods, with services tailored to meet the needs of individual communities.

- The customer defines service quality; customer feedback will be obtained and used in a timely manner.
- Staff will provide quality services in a well-timed and positive manner.
- Policy, operations and procedures will support flexibility in the local design of service delivery, use of staff and use of facilities, while adhering to applicable laws and regulations.

The Workforce System Improvement Committee is responsible for the development of the success strategies and measures for the CBE and the One-Stop Employment System.

All committees work toward meeting the CBE's success strategies as defined by the Workforce System Improvement Committee. Our success strategies are to:

1. *Promote* active participation of major employment sectors, business and economic development entities, education providers and service offices/agencies of Volusia and Flagler Counties in the creation of a workforce vision, the development of "Success" Strategies and the achievement of supporting goals.
2. *Provide* a cohesive and functional service delivery system with the capability to meet the counseling, training, placement and retention needs of both the workforce and the business community.
3. *Refine* communication processes and links throughout the workforce investment system to ensure effective coordination of all services and resources between the One-Stop Employment System, job seekers and businesses.
4. *Enhance* the business services plan that will strengthen the economic vitality and employment potential of our community.

Gains Through Technology

The CBE utilizes Employ Florida Marketplace (EFM) as an economic development tool through many avenues. The CBE garners information from EFM on a regular basis to research, plan, implement and evaluate efforts to align its resources with targeted industries.

On the frontline, the Business Services Division will ensure employers understand this valuable resource and assist in training them to maximize usage. This will be accomplished through workshops and one-on-one and community outreach.

In particular, the LMI feature is of great economic development importance in assisting Volusia County Economic Department (VCED), Enterprise Flagler and other education and training entities with information needed to focus goals on current and future targeted industries for Volusia and Flagler Counties.

The One-Stop Employment Division will ensure job seekers have prompt access to EFM and assist in educating how to utilize the system. Staff will also educate the community about EFM through outreach efforts and assistance with Mini Career Links.

Additionally, the CBE utilizes other forms of technology to advance economic development in the region. With the support of the Volusia/Flagler Higher Education Consortium, the alumni offices of Stetson University, Bethune Cookman University, Embry-Riddle Aeronautical University, Daytona State College & the University of Central Florida have joined with the CBE, VCED and Enterprise Flagler to entice alumni that have left the area, to relocate back to the region.

This project was facilitated as the result of a shrinking pool of skilled workers in the area and a need for known available skills when businesses are looking to relocate into the area. Alumni offices have agreed to

place ads in their alumni newsletters and links in email communications to drive former graduates to a Web site hosted by CBE to register for additional information and available jobs.

The CBE recognizes the importance of engaging youth as they enter the workforce. For this reason, the CBE formed three important groups to address these needs.

For Youthful Independence Committee (FYI)

- Promotes the successful entry into the workforce through education and workforce experience that lead to self-sufficiency and career advancement for youth
- Enlists business, education and community support for students to achieve long-term career goals ensuring young people have the skills required to succeed in the workplace
- Makes recommendations on implementing programs and expending funds in support of program goals

One-Stop Employment Youth Unit

- Works on issues such as enhancing employment opportunities
- Increases community awareness of youth services available through the One-Stop Employment System
- Incorporates youth services into the One Stop Employment System
- Facilitates involvement of businesses
- Ensures all corporate goals and youth measurements are met as established by the CBE

Additionally, the CBE has formed a community *Youth Consortium* that focuses on collaboration and maximizing funding opportunities for services for youth among all entities serving youth.

Special Regional Initiatives

The Business Services Division takes six-month snapshots of Labor Market Information and anecdotal/research information from business visits, economic development partnerships, and Chamber and other professional associations. These snapshots allow for better service delivery planning and implementation to include addressing employer training needs.

The CBE works to support Florida's vision to develop a globally competitive workforce through many initiatives.

CBE's Workforce Services Council provides oversight to the services provided through our One-Stop Employment System to insure our job seeking customers will have a competitive edge. Its priorities are to:

- Create and implement strategies to provide more services to the Universal Customer
- Develop strategies to integrate funding streams to help eliminate "silos"
- Augment welfare prevention strategies with economic self-sufficiency strategies
- Help families transition from public assistance to self-sufficiency by developing a comprehensive self-sufficiency plan that includes developing work-related goals and objectives
- Provide and promote redirection/diversion/ prevention strategies as alternatives to welfare
- Strategies and funding for inclusion of Faith- Based Community Organizations
- Develop strategies and marketing for the non-traditional pool of applicants such as seniors and

persons with special needs

- Align education and training programs with high-demand occupations
- Promote Adult Basic Education
- Evaluate non-traditional training methods
- Evaluate number of trainees, completers, and job placements in current training programs
- Increase number of individuals with industry recognized credentials/degrees at all education levels

The CBE established a High Skills/High Wages Committee in the spring of 2000 that was charged with determining local labor market needs. This committee was combined with the Business Services Committee in the summer of 2006 and its mission is aligned with WFI's Business Competitiveness Council. The committee comprised of top level executives in business, education, and economic development, identified the following critical local labor market needs:

- Development of a skilled workforce; educate about the importance of being prompt, present and ready to work
- Workforce education, especially the basics; math, spelling and grammar
- The need for linkages between education and employment communities, especially in the areas regarding technical needs
- A method to fill in the gaps in the workforce as employment grows so we can backfill, as entry-level jobs become available
- Prepare non-college bound youth for the future
- Provide niche services for professional-level job seekers to better assist businesses in identifying the necessary talent pool
- Provide appropriate training and match skills with jobs
- Attract companies that pay a sustainable living wage
- Ensure that training funds are spent on programs that accurately reflect employment needs
- Create a vision that can be accomplished in accountable, measurable action

Working with its partners, the CBE will identify potential classroom, On-the-Job Training and Employed Worker Training opportunities that can be coordinated into programming. These opportunities are frequently formed into grant proposals and submitted to various funding sources for consideration and support.

One example was the BEST II grant received by the CBE in FY 2006-07 that crossed all three Workforce Councils. In addition to training in occupations in several targeted industries, customers were also able to receive assistance through the *Campaign for Working Families Initiative*. The CBE just finished our fifth year in partnership with its local *Campaign for Working Families*. Since the beginning, CBE's three One-Stop Employment Centers participated as local, IRS approved Volunteer Income Tax Assistance (VITA) sites. 2,602 returns have been completed at our three locations and bringing \$3,509,353 in returns to the community, \$1,298,461(37%), represents EITC and Child Tax Credit returns.

CBE also realizes that the more people know about credit and banking services, the more likely they are to increase savings, buy homes, and improve their financial health and well being. The Money Smart training

program helps individuals build financial knowledge, develop financial confidence, and use banking services effectively.

This effort, initially funded through the BEST II grant, is just one example of successful collaboration to insure the Region is fostering a talent pipeline that will serve the community well for many years to come.

SECTION	INSTRUCTION
A.2.	Please describe the economic development goals for the RWB and how they will be aligned with the workforce system.

CBE RESPONSE

The CBE will continue to work closely with Volusia County Economic Department and Enterprise Flagler as well as many local education and training entities to ensure local economic development goals are supported.

CBE, VCED, Enterprise Flagler and Daytona State College will continue to meet quarterly to share information on current and future efforts as well as to ensure that all parties are aligned where needed. Representatives from these economic development entities serve on the CBE Board of Directors.

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, is involved in area Chambers of Commerce or other business organization events and economic development groups.

Throughout the year, the CBE Business Services Division frequently collaborates with economic development and education/training partners to:

- Follow up on business referrals for hiring, human resources, LMI, or training assistance
- Refer businesses to economic development and education/training entities for assistance in their areas of expertise
- Present LMI and training funds information to site locators and prospective businesses wishing to expand to the Volusia-Flagler County market
- Assist in business retention, expansion and layoff avoidance efforts

B. Provide a Brief Overview of the Process for Attaining the Local Board’s Workforce Goals

SECTION	INSTRUCTION
B.1	Describe the process used to implement the local board’s Workforce Service Plan. Include a brief overview of the process used in developing strategies that describe current and future plans to improve and deliver services for the WIA, TAA, Wagner-Peyser, Job Corps, MSFW, Veteran, WT/TANF, and FSET programs, as well as enable the region to ascertain performance objectives toward local goals and State negotiated performance metrics.

CBE RESPONSE
<p>CBE’s Workforce System Improvement Committee will be responsible for reviewing the “performance dashboard.”</p> <p>Each committee of the CBE will meet during the first part of the calendar year to review their priorities for the year and to establish goals and tasks for the year.</p> <p>Contracted Providers will be responsible to the CBE and specifically to the Workforce System Improvement Committee. Staff of the CBE will report on system improvements and status of contracts and projects. As a result of direction from the CBE, on February 4, 2005 One-Stop Management facilitated a meeting of all One-Stop Employment System staff. Staff developed the following statements based upon the vision of the CBE:</p> <p><i>One-Stop Employment System’s Vision</i></p> <p>Committed to developing a diverse, competitive, qualified workforce to meet the needs of the business community.</p> <p><i>One-Stop Employment System’s Mission</i></p> <p>The mission of the One-Stop System is to contribute to the economic success of Flagler and Volusia Counties by providing quality employment and training services to both the business community and the job seeker.</p> <p><i>One-Stop Employment System’s Values</i></p> <ul style="list-style-type: none"> ✓ All customers (internal, job seeker and business) deserve a meaningful, timely response to their needs. ✓ The One-Stop Employment System is committed to quality service. ✓ Economic self-sufficiency is possible in Flagler and Volusia Counties. ✓ One-Stop Employment System staff strive to gain and maintain knowledge about all One-Stop Employment System services. ✓ The One-Stop Employment System is committed to increasing community awareness of the One-Stop Employment System Services. <p>Upon completion of the vision, mission and value statements, each front-line staff member was assigned to work on a committee to review the organization of the CBE’s One-Stop Employment System. Workgroups were created to address the infrastructure of the One-Stop Employment System. The workgroups reviewed:</p> <ol style="list-style-type: none"> 1) Defining The Business

- 2) Locations, Facilities, Operations
- 3) Financial Plan
- 4) Technology Plan
- 5) Marketing Plan
- 6) Management Plan
- 7) Service Delivery Plan
- 8) Process Management Plan/Measuring Success

Each workgroup was responsible for conducting research to draft a plan that addressed issues within the One-Stop Employment System infrastructure. Each workgroup then presented their plan to all staff of the One-Stop Employment System and presented the plan to the staff of the CBE. This has resulted in staff having a greater knowledge of how our business is run rather than just their immediate job duties.

All of the CBE and its One-Stop Employment System goals are in line with the State of Florida's recommendations and critical areas of focus for economic development, maximizing and leveraging resources, and continuum of education and training opportunities, bringing together our stakeholders and the State's vision for youth opportunities.

SECTION	INSTRUCTION
B.2	Describe the process if the region is utilizing any of the waivers identified in the State Plan from the USDOL to enable full implementation of a business-driven model. Provide information on whether any laws, regulations, or policies impede the region from full attainment of local workforce system goals.

CBE RESPONSE
<p>Region #11 will use waivers 2, 3, 4, 5, 6, and 8. In the event that CBE wishes to implement waiver #7, we will amend our plan.</p> <p>CBE will use the flexibility provided under waiver #2 with the ability to transfer up to 100 percent of a program year allocation for adult funds and up to 100 percent of a program year of dislocated worker funds between the two funding streams. This flexibility allows us to respond to rapid response or a large number of low income customers. There is no local statutory or regulatory barrier to implementing this waiver.</p> <p>Under waiver #3, CBE will use the opportunity to directly hire the staff that are currently state employees. This would allow more accountability for one of the most critical services in our system. There is no local statutory or regulatory barrier to implementing this waiver.</p> <p>CBE will use waiver #4 to better serve our Employed Worker Training customers, both the employee and their employer. This waiver would help CBE meet our goal of providing a more customer friendly system by eliminating excessive data capture. There is no local statutory or regulatory barrier to implementing this waiver.</p> <p>CBE will use the flexibility provided under waiver #5 with the ability to use up to 20 percent of our local adult and dislocated worker funds on Employed Worker Training. This flexibility would allow us to respond to an ever growing need to provide development opportunities for our workforce. There</p>

is no local statutory or regulatory barrier to implementing this waiver.

In an effort to better serve youth ages 18 to 21, CBE will use waiver #6. This waiver will allow us to model our programs after the innovation of our high schools – allowing youth enrolled in school (or out-of-school youth programs) to be dual enrolled in vocational training, so upon completion, the youth has more skills as they enter the workforce. There is no local statutory or regulatory barrier to implementing this waiver.

CBE will use waiver #8 to provide seamless services to our job seeking customers. The foundation of CBE’s “shared fate” philosophy is the ability for any staff to provide services to anyone who walks through the door. Having staff funded under WIA or Wagner-Peyser to perform intake and eligibility determination supports our philosophy. There is no local statutory or regulatory barrier to implementing this waiver.

III. Assessment of Labor Market Needs (Emphasis on a “Demand-Driven” System)

A. Identification of Workforce Needs of Area

SECTION	INSTRUCTION
A	Describe the process used to identify the workforce needs of the businesses, job seekers, and workers in the local area.

CBE RESPONSE
<p>The CBE Board of Directors is made up of a majority of business owners and executives. These members represent the major industries found in our region. Along with other private and public sector members, the local workforce investment system keeps up to date on the immediate needs and concerns of the key industry sectors.</p> <p>The CBE is the coordinating agency for workforce development activities in the Deltona-Daytona Beach-Ormond Beach Metropolitan Area (Volusia County) and the Palm Coast Metropolitan Area (Flagler County). It designs and oversees the entire workforce investment system. Its responsibilities include:</p> <ul style="list-style-type: none"> • Identifying community training and education needs. • Integrating economic development, education and training, and employment services for the area. • Connecting new and existing employers to all the workforce resources available in Flagler and Volusia Counties. • Addressing youth concerns through the Career Connection, One-Stop Employment System, Welfare Transition Program (WTP), Food Stamp Employment and Training Program (FSET) and High Skills/High Wage initiatives. • Brokering economic development, business and educational alliances. <p>A private business sector majority consisting of top executives leads the CBE’s Board of Directors. Other top-level professionals on the Board include representatives of education, organized labor, community-based organizations, economic development, and human resources.</p> <p>The CBE established a High Skills/High Wages Committee in the spring of 2000 that was charged with determining local labor market needs. This committee was combined with the Business Services</p>

Committee in the summer of 2006 and serves as the local Business Competitiveness Council. The committee comprised of top level executives in business, education, and economic development, identified the following critical local labor market needs:

- Development of a skilled workforce; educate about the importance of being prompt, present and ready to work.
- Workforce education, especially the basics; math, spelling and grammar.
- The need for linkages between education and employment communities, especially in the areas regarding technical needs.
- A method to fill in the gaps in the workforce as employment grows so we can backfill, as entry-level jobs become available.
- Prepare non-college bound youth for the future.
- Provide niche services for professional-level job seekers to better assist businesses in identifying the necessary talent pool.
- Provide appropriate training and match skills with jobs.
- Attract companies that pay a sustainable living wage.
- Ensure that training funds are spent on programs that accurately reflect employment needs.
- Create a vision that can be accomplished in accountable, measurable action.

The CBE serves two related, but distinct, customer bases:

- 1) Individuals seeking to improve their career opportunities
- 2) Business seeking to improve productivity through better-skilled employees

Both the workforce and our business community are experiencing changes that impact how the CBE will focus its efforts.

The CBE will consider a multi-pronged approach to meeting needs of our customers by:

- Training for occupations most in demand that pay a wage at self-sufficiency.
- Targeting business clusters that have been identified as strategically important for Volusia and Flagler Counties' economic development
- Continuing our strong relations with local economic development groups and employer associations.

The latest information gathered by the CBE focuses on business training needs and underemployment in our community.

The CBE commissioned a survey which was conducted by The Pathfinders in October 2008 to determine the rate of underemployment in the Deltona-Daytona Beach-Ormond Beach Metropolitan Area (Volusia County) and the Palm Coast Metropolitan Area (Flagler County), the survey provided the following observations:

- The Flagler/Volusia County area has a household population of approximately 573,100 and a civilian labor force of approximately 291,400.

- The Flagler/Volusia County area has a pool of approximately 21,400 unemployed persons who are actively seeking work.
- A new employer will be able to attract employees from an additional pool of about 45,700 workers. These individuals are currently employed and have indicated an interest in changing jobs.
- These potentially valuable workers are underemployed because they appear to possess the skills, experience and education to qualify them for the pay rates at which they would take a job.
- The desired pay rates of these underemployed workers are reasonable when compared to their existing pay rates. The median current pay rate of the underemployed workers is \$15.19 per hour in Flagler County and \$15.07 in Volusia County, and the median desired pay rate of the underemployed workers is \$15.99 per hour in Flagler County and \$17.19 per hour in Volusia County.
- About 25 percent of the underemployed workers would take a new job for \$12.47 per hour or less in Flagler County and \$12.33 per hour or less in Volusia County. At the upper end, the 25 percent most qualified and experienced will command more than \$20.70 per hour in Flagler County and \$22.73 per hour in Volusia County.
- In total, the Flagler/Volusia County area has 67,100 available workers for new or expanding businesses.

Meeting the human resources training needs is also a key directive of the CBE. In June 2009, the CBE hosted its fifth annual Business Summit. Over 350 members of the business community attended and participated in a variety of training workshops. Attendance of the event grew nearly 60 percent over the past two years. In 2008, a CEO track was introduced and is now a widely-anticipated event. Attendees were surveyed on topics of interest to gauge future planning needs. Feedback is incorporated into Business Services outreach/education as well as training efforts. In addition to survey results, the CBE partners with the local chapter of the Society for Human Resources Management to ensure topics are on mark and to take advantage of speaker resources this organization can provide.

To attract additional business customers and to improve placement and employment outcomes, the Center for Business Excellence will resume regional job fairs as the market shifts to demonstrate a need. Collaboration with community partners will prove a key component to success as it has in the past.

B. Identification of Current and Projected Employment Opportunities

SECTION	INSTRUCTION
B.1.	Identify the current and projected employment opportunities in the local area. For assistance in obtaining this information, please refer to the Labor Market Statistics website at http://www.labormarketinfo.com/ and the Florida Education and Training Placement Information Program (FETPIP) web site at

CBE RESPONSE

According to the most recent Workforce Region #11 Occupational Highlights publication produced by the Agency for Workforce Innovation, occupations in the information technology, healthcare and professional sectors (in particular, the legal profession) are the fastest growing.

Attachment G of this plan reflects The CBE's current targeted occupations. This list is used to identify training needs in our community. The list of demand occupations is based on our history of training, data collected from our Business Service Representatives, data from the AWI and LMI. Criterion for occupations to be selected as demand occupations may include growth rate, wages at entry, opportunity for advancement, retention and other items identified by the CBE and its business partners.

In terms of employment opportunities in the future, the Agency for Workforce Innovation reports the following non-agricultural projections by the year 2016 for the Flagler-Volusia County area:

Healthcare & Social Assistance	28,456 jobs
Retail/Trade	27,388 jobs
Accommodation & Food Services	19,867 jobs
Education Services	14,466 jobs
Construction	12,648 jobs
Public Administration	11,194 jobs
Admin. Support, Waste Mgt., Remediation	9,949 jobs
Manufacturing	9,814 jobs
Other Services (except Pub. Admin.)	6,443 jobs
Professional, Scientific & Technical Services	6,220 jobs

Developing a pool of qualified workers to meet the needs at all skill levels is tantamount to ensuring the projected human resources needs are met.

The CBE works closely with education and economic development partners to ensure training offered pre and post employment is relevant to what the business community wants and needs.

The CBE Workforce Services Council regularly reviews Labor Market Information and moves forward with recommendations to address Regional needs.

Based on the information attained from the State of Florida LMI, individual training accounts (ITAs) will be used accordingly creating linkage to occupations in demand. As directed by the WIA, training services provided under this paragraph shall be directly linked to occupations that are in demand in the local area. Attachment H of this plan describes the CBE's ITA (scholarship) system including the application process.

The CBE has listened to our business community. We see:

- ✓ The demand for lifelong learning to maintain skills in the world of constantly evolving technology.
- ✓ Business is reinventing methods and functions that require high performance teams, flatter organizational structures and front-line employee decision making.

- ✓ Workplace success depends on communication skills, teamwork and problem solving.
- ✓ A widening gap between earning of skilled workers and those unskilled.
- ✓ Job seeker, youth and incumbent workers must all be serviced by a dynamic learning system.
- ✓ In a skills-based workforce, seamless linkages between economic development and training resources are a must.

B.2.	Describe if the information in B.1. above has been supplemented using other special analyses, surveys or studies. Given the State's low unemployment rate and specific unemployment rates in the region, describe how the region is dealing with the workforce shortages in key targeted areas identified in the region's workforce goals.
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CBE RESPONSE	
CBE has had a labor market availability survey conducted every two years, the last one in 2008 Though this survey did not show unemployment, it did provide indicators of who is available in the workforce or may become available for businesses seeking to expand their workforce.	

C. Description of Necessary Job Skills

SECTION	INSTRUCTION
C.	Describe the job skills necessary for participants to obtain or upgrade employment based on current and projected job opportunities in the region and what skill gaps exist in the region, including how the region will address these skill gaps.

CBE RESPONSE	
<p>Job skills necessary for the above described employment opportunities are detailed in the on-line resource, the Occupational Information Network... The Occupational Information Network (O*NET) and O*NET On-Line were developed for the US Department of Labor by the National O*NET Consortium.</p> <p>The CBE works closely with area educational entities, including Daytona State College, Bethune-Cookman University, Keiser University and the Independent Florida Colleges to provide the job skills training necessary for gaining and maintaining employment.</p> <p>These educational entities, in collaboration with other schools, partners and local businesses will continue to utilize the programs offered through Employed Worker Training and Incumbent Worker Training Programs.</p> <p>The CBE will continue to work with local entities and pursue available State and Federal funding that will assist the customers of the One-Stop Employment System.</p>	

This information is shared among partners both public and private and staff is kept up to date on the most recent labor market information through meetings, The CBE's Board Source, business feedback, and community interaction. This information is then shared with all customers so that informed decisions can be made regarding career opportunities.

Coordination of services benefits customers, including businesses, by providing seamless service delivery which benefits the region. For example, by taking into account the larger regional goals of economic development and higher wages, those using One-Stop Employment System core services can be directed to areas of growth within the community and appropriate career ladders identified. Training is geared to filling higher skilled openings where job placement leads to a standard of living at self-sufficiency.

IV. Local System Infrastructure

A. Description of Functions and Completion of Tables

SECTION	INSTRUCTION
A.	Please complete the following tables for your local plan (see Attachment I): <ol style="list-style-type: none"> 1. Regional Workforce Development Board Structure Describe the role of the local board and provide documentation from the organization nominating the member <ol style="list-style-type: none"> 2. Administrative Entity 3. Grant Recipient 4. Fiscal Agent 5. Chief Elected Official (s)

CBE RESPONSE
<p>An Interlocal Agreement by the Volusia County Council and the Flagler County Commission delegate the role of fiscal agent, grant recipient and administrative entity to the CBE. Attachment B of this plan is our inter-local agreement.</p> <p>Regional Workforce Development Board Structure</p> <p>The CBE's Board of Directors has the following committees:</p> <p><i>Workforce System Improvement</i></p> <p>The mission of Workforce System Improvement Committee includes strengthening One-Stop partnerships, front-line staff and teams, and building a truly integrated, seamless system to best serve all of our customers. The Workforce System Improvement Committee is committed to continuous improvement of the CBE's workforce system.</p> <p><i>Business Services</i></p> <p>The Business Services Committee's function is to reflect what the business community thinks and needs; to identify services that the CBE and its partners can provide to businesses and to link with regional and local economic development efforts. The Business Services Committee also aligns</p>

education and training programs with high-paying, high-demand occupations that advance individual careers, build a more skilled workforce, and enhance the state's efforts to attract and expand job-creating businesses. The committee links industry to the design and ownership of workforce programs and services, and identifies occupations critical to business expansion, retention and recruitment activities.

For Youthful Independence

The Committee For Youthful Independence is responsible for providing policy guidance and oversight with respect to the CBE's workforce investment youth system.

Workforce Services Council

The mission of the Workforce Services Council is to develop strategies that enable adult workers to succeed in the workforce and to align education and training programs with high-demand occupations.

Communications

The Communications Committee's purpose is to advise on strategies to communicate information about the CBE, its initiatives and workforce system services to potential customers and the public. They also establish methods of communicating and educating fellow Board members regarding programs, legislation and Board responsibilities.

Finance

The Finance Committee reviews and recommends budget allocation to the Executive Committee and Board and oversees various expenditures.

Executive

The Executive Committee consists of the officers, the past Chairs, and Chairs of the Board committees. The Chairman of the Board will preside. The Executive Committee exercises, in the intervals between meetings of the Board, all of the powers that may legally be delegated in the management of the affairs of the organization. The Executive Committee reports any and all actions taken to the full Board of Directors at the next regularly scheduled meeting.

The overall responsibilities of the Committees include:

- Identifying community training and education needs
- Defining local workforce development strategies
- Integrating the economic development, education and workforce services of the area
- Connecting new and existing resources available in Flagler and Volusia Counties

Administrative Entity

Workforce Development Board of Flagler and Volusia Counties, Inc.
d.b.a. Center for Business Excellence
Richard Fraser, President
329 Bill France Boulevard
Daytona Beach, Florida 32114

Grant Recipient

Workforce Development Board of Flagler and Volusia Counties, Inc.

d.b.a. Center for Business Excellence
Richard Fraser, President
329 Bill France Boulevard
Daytona Beach, Florida 32114

Fiscal Agent

Workforce Development Board of Flagler and Volusia Counties, Inc.
d.b.a. Center for Business Excellence
Richard Fraser, President
329 Bill France Boulevard
Daytona Beach, Florida 32114

Chief Elected Officials(s)

Mr. Frank Bruno, County Chair
Volusia County Council

Milissa Holland, Chair
Flagler County Board of Commissioners

B. Process for Selecting Service Providers

SECTION	INSTRUCTION
IV.B.	Describe the process for selecting service providers for all workforce programs, including but not limited to WIA, TAA, Wagner-Peyser, Job Corps, Veteran, MSFW, WT/TANF, and FSET.

CBE RESPONSE
<p>Ordinarily, selecting a sub grantee or contractor is done on a competitive basis to the extent practicable when a sufficient number of qualified bidders exist in the area.</p> <p>The CBE Procurement Policy, included in CBE’s Administrative Plan, Attachment G, is followed when soliciting service providers for services through CBE’s One-Stop Employment System and youth programs.</p> <p>The CBE solicits entities to provide the services within the following framework of our One-Stop Employment System:</p> <p><i>Employability Skills Provider</i></p> <p>The Employability Skills Unit will provide information on all available services of the One-Stop Employment Division, including youth services and partner information, to the customers of the One-Stop Employment Division. Additionally, this Unit is responsible for:</p> <ul style="list-style-type: none"> • Providing all universal workshops and orientations. • Providing a variety of workshops dependent upon customer need and CBE approval. • Providing initial employment assessments to all core service customers. <p><i>Career Guidance Services Provider</i></p> <p>Career Guidance is responsible for:</p> <ul style="list-style-type: none"> • Professional placement services • Coordination or provision of aptitude and interest surveys and assessments. • Brokering information on all available financial aid available, including Pell Grants, scholarships, etc. • Building career plans with One-Stop Employment Division customers. • Brokering educational information. This includes performance, cost and requirements of programs offered through local educational entities. • Recommending training options to the customer and to the Adult and Youth Program Services Units based upon surveys and assessments. <p><i>Adult Program Services Providers</i></p> <p>The Adult Program Services provides:</p> <ul style="list-style-type: none"> • Program specific orientation. • Follow-up to assist customers to ensure completion of their career plans.

- Case management to eligible participants in the One-Stop Employment Division.
- Training and support services management for participants.
- Placement and retention of WIA and WTP customers.

For the Welfare Transition Program population, this provider has several functions, including:

- Creation and supervision of Community Work Experience Sites.
- Up-Front Diversion. A concerted effort will be made to divert new TANF applicants into employment before they receive cash benefits.
- Transitional and relocation services.

For the Food Stamp Training & Employment Program this provider will offer services at the designated access points throughout Volusia Counties.

Youth Providers

Competitively selected youth providers make up CBE's Youth Unit. In addition to providing services to at-risk and out-of-school youth, the Youth providers provide points of contact at each One-Stop Employment Center who are available to assist youth with accessing the appropriate services of the One-Stop Employment Division.

The Youth Program Unit is responsible for developing and maintaining user-friendly access to the youth population of our Region.

For a more detailed description of CBE's current providers, please see Attachment C of this plan which includes our *Contract Reference Guide*.

V. One-Stop Delivery System/Services

A. Description of the Local One-Stop System

SECTION	INSTRUCTION
A.1.	A brief description of the local one-stop system established for the region;
A.2.	A description of how available resources (WIA, TAA, Wagner-Peyser, and others) will be pooled within the one-stop system to provide core and intensive services;
A.3.	Identify whether the designated comprehensive one-stop center(s) was a result of a competitive selection or an agreement between the local board and a consortium of at least three or more of the mandatory one-stop partners. Identify whether this designation is the result of a prior decision made by the local board and the chief elected official. Any designation must meet the requirements of WIA Section 121(e); and
A.4.	The process for integrating the Job Corps, MSFW, TAA, WT/TANF, FSET (if applicable), Veterans, and Wagner-Peyser programs, in the one-stop system.

CBE RESPONSE		
<p>CBE’s One-Stop Employment System is made up of two full-service Centers in Volusia County and one full-service center in Flagler County.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none; vertical-align: top;"> <p style="text-align: center;">Daytona Beach One-Stop Center 359 Bill France Boulevard Daytona Beach, FL 32114 Tel: (386) 323-7001/Fax: (386) 323-7055</p> </td> <td style="width: 50%; border: none; vertical-align: top;"> <p style="text-align: center;">DeLand One-Stop Center 1382 South Woodland Blvd. DeLand, FL 32720, Tel: (386) 740-3232/Fax: (386) 740-3244</p> </td> </tr> </table> <p style="text-align: center;">Flagler County One-Stop Center 20 Airport Road, Suite E, Bunnell, Florida 32164 Tel: (386) 586-5169/Fax: (386) 586-5178</p> <p>In Daytona Beach, the One-Stop Employment Center is centrally located on a bus line for residents on the east side of the County. Located in the same plaza as the administrative offices of CBE, our Daytona Beach One-Stop was our first One-Stop Center. Our DeLand One-Stop Center, located in our county seat, was in the same plaza as many other community services, including Department of Children and Families, the Volusia County Health Department and Vocational Rehabilitation. As a result of the storms in February 2007, the majority of the plaza was destroyed. Our DeLand office sustained minor damage and was able to continue to provide services, the Department of Children and Families reopened an office in the plaza in 2008.</p> <p>Our latest full-service center is in Palm Coast, Flagler County. CBE has operated a satellite office in Flagler County since 2000 on the Flagler Campus of Daytona State College. In the fall of 2006, the Flagler County Chamber of Commerce completed a new office building where we opened our Center in November, 2006. The new location, across from the Flagler County High School and in the same plaza as Flagler County’s Chamber of Commerce and economic development group, gives our Center greater exposure and has seen a great increase in the number of businesses and job seekers using our services.</p> <p>Knowing that not all of our job seekers can easily get to our One-Stop Employment Centers, CBE created</p>	<p style="text-align: center;">Daytona Beach One-Stop Center 359 Bill France Boulevard Daytona Beach, FL 32114 Tel: (386) 323-7001/Fax: (386) 323-7055</p>	<p style="text-align: center;">DeLand One-Stop Center 1382 South Woodland Blvd. DeLand, FL 32720, Tel: (386) 740-3232/Fax: (386) 740-3244</p>
<p style="text-align: center;">Daytona Beach One-Stop Center 359 Bill France Boulevard Daytona Beach, FL 32114 Tel: (386) 323-7001/Fax: (386) 323-7055</p>	<p style="text-align: center;">DeLand One-Stop Center 1382 South Woodland Blvd. DeLand, FL 32720, Tel: (386) 740-3232/Fax: (386) 740-3244</p>	

Access Points and Mini Career Links (MCLs).

One-Stop staff are scheduled at our access points to assist customers. Our MCLs were created through partnerships with Faith-Based Community Organizations throughout our region. The services and locations of our community sites are:

ACCESS POINTS

<i>Location</i>	<i>service provided</i>	<i>Address & phone</i>
DSC South Campus	WTP case management services	940 10th St., NSB 386-427-3472

MINI CAREER LINKS

Hope Fellowship Church	Job search assistance	Daytona Beach
Family Renew Community	Job search assistance/ FRC RESIDENTS ONLY	Holly Hill
Agriculture & Labor Program, Inc. (ALPI)	Job search assistance, DCF registration	DeLand
Family Crisis Center	Job search assistance	Oak Hill
Gideon Center for Men	Job search assistance, DCF registration FOR EX-OFFENDERS ONLY	Daytona Beach
Community Resource Center	Job search assistance	DeLand
Neighborhood Network Center – Hope VI	Workshops/computer training/job search assistance	Daytona Beach
Community Life Center	Job search assistance	Deltona
Society of St. Vincent de Paul	Job search assistance, DCF registration	Daytona Beach
Trinity Methodist Church	Job search assistance	Seville

All points of entry into our One-Stop Employment System provide basic core services, including:

- Instruction on Employ Florida
- Community referrals and information on services available
- Initial assessments, including support needs
- Provision of labor market statistics
- Job vacancy listings

- Information on skill requirements for occupations
- Local occupations in demand, earnings and skills requirements for jobs
- Performance and cost information on training providers of the area
- Information on the availability of support services

Staff-assisted core and intensive services, including aptitude and interest assessment, test of adult basic skills, screening for suppressed job orders, and ancillary items needed for employment are provided through Wagner-Peyser, WIA, TAA and our Professional Job Seeker Divisions. Customers do not see funding streams.

Customers are provided service by the staff they are working with at the Resource Room, in Orientation or in Pro-Net meetings or by the career specialist (case manager) they are working with. Attachment C of this Plan outlines the specific responsibilities of each division within the One-Stop Employment System.

The intent of the Divisions is to create accountability for each Division on their responsibilities to our job seeking and business customers. Each of these Divisions provides staff to cross-sectional teams who have the responsibility of providing seamless services to our customers in the most efficient manner possible.

Our One-Stop Employment System is the combination of competitively selected providers and state sponsored programs, including our Job Seeker Division staffed by AWI Customer Service Representatives. Our Trade Adjustment Assistance Program is housed out of our Daytona Beach One-Stop Employment Center and is very active in all REACT services to our two-county region.

Two of our largest target populations are the customers of the Welfare Transition Program and Food Stamp Employment and Training Program. Although these services are offered within all three of our full-service centers, we are co-located throughout the community to provide these services closer to home for our customers.

Currently, Deltona is the fastest growing and largest community in our region. Being primarily a bedroom community for the west side of the St. Johns, space is at a premium for any social service agency. We have very successfully partnered with a Faith-Based Community Organization in Deltona, Community Outreach Center. Our successful partnership resulted in the opportunity to expand with the assistance of a US Department of Labor grant for grassroots organization. Community Outreach Center was awarded a \$50,000 grant to better connect with our One-Stop Employment System. Through this grant, workforce services have been strengthened in our fastest growing city.

DeLand, Volusia County is home to our Migrant and Seasonal Farmworker (MSFW) program. The Agriculture and Labor Program (ALPI) provides Project Achieve to the residents in their community. Their services include:

- CNA - Certified Nurse Assistant Training
- VITA - Income Tax Assistance
- Small Engine Repair
- Computer Job Search
- Emergency Assistance
- ESOL-English as a Second Language
- GED - High School Equivalency Diploma
- Citizenship Classes

- Translation Assistance
- Job Training, Work Experience, On-the-Job Training
- One Stop Information and Referral Assistance
- Youth Opportunity Programs

APLI is one of our Mini Career Link’s and we provide on-site services including workshops and computer access.

The partnerships WFI and CBE have created have lead to our success. As gaps in services to our community are identified, we will continue to forge partnerships with community agencies in providing joint services. For example, over the last couple of years an emphasis has been placed on serving youth aging out of foster care. One of the difficulties in providing services to this group is that any funding that has been available is only for youth who are already 18 years old. To truly assist in the transition of subsidized housing and care to complete independence, services need to start at an earlier age.

CBE has had discussions with local providers of foster care and has started providing One-Stop services on site to foster youth. These services have included career planning, financial literacy, exposure to Labor Market Statistics and Employ Florida Marketplace. In addition, as a result of these discussions, CBE implemented Project SELF, which incorporated in 2008 and was granted non-profit status by IRS in 2009.

In the spring of 2007 CBE partnered with the City of Daytona Beach and area churches in the creation of a faith initiative to provide services to youth who have an incarcerated parent. Since the fall of 2005 CBE staff has chaired an advisory board for a foster care agency, Neighbor to Family and serves on its national board of directors. The founder of this organization has been awarded the nationally renowned “Purpose Prize.”

These are just some of the ways that CBE provides support and services in our two-county region. CBE is committed to providing quality services to all of our community and will continue to open discussion wherever there is a need.

B. Process of Maintaining Eligible Provider Training List

SECTION	INSTRUCTION
B.1.	Please describe the process for maintaining/updating an eligible training provider list and attach a copy of the local operation procedures.

CBE RESPONSE
<p>The CBE will invite training providers in and surrounding the Deltona-Daytona Beach-Ormond Beach Metropolitan Area (Volusia County) and the Palm Coast Metropolitan Area (Flagler County) to provide required information to become or remain an approved training provider for the region. Training providers will be asked to complete/update an on-line application containing information about the institution’s programs and courses. This is done on an annual basis.</p> <p>All educational entities will be considered for the statewide training provider registration as long as they meet the requirements and are providing training in demand occupations as determined by the local demand occupational listing.</p> <p>The CBE will continue to follow the guidelines prescribed by the State, including FETPIP participation,</p>

licensure, etc.

Included in Attachment J is the template that will be used by the CBE with its educational vendors.

Customers of our One-Stop Employment System are provided as much information as is available on our list of approved providers, their training options and outcomes of previous training.

Information on all schools, regardless of their partnership with CBE, is brokered by our career planners and is available in our resource rooms. All schools are invited to send us literature and information on their schools and training programs.

C. Process for Ensuring Continuous Education/Training of Eligible Service Providers, Assessment of Strengths and Opportunities, Use of Performance Incentives, Awarding Bonuses to Participants, Use of Individual Training Accounts (ITAs), and Achievement of Performance Goals

SECTION	INSTRUCTION
C.1.	Continuous education and training of eligible service provider staff, including State staff, to ensure completion of Tier I requirements and provision of 15 hours of continuous education annually;
C.2.	Assessment of the strengths and opportunities of service providers available in the local one-stop service system;
C.3.	Service providers meet the employment needs of local employers and participants;
C.4.	Performance incentives to service providers; and
C.5.	Bonuses to participants.

CBE RESPONSE

Staff Development

It will be the responsibility of CBE management to review and track the status of staff development, including all Tier I requirements and continuous education of a minimum of fifteen hours.

See Attachment I for CBE's policy on staff development.

The CBE has established systems to provide feedback on a monthly basis on the corporate goals approved by the CBE Board of Directors, critical measures identified by committees of the CBE and various contract performance measures. In addition, CBE management monitors service providers annually.

Based upon those corporate goals that are viewed as the most critical to the success of CBE, a system has been established to reward the staff of the One-Stop Employment System in meeting these goals. Priority is given each year to performance indicators including, but not limited to customer satisfaction, corporate goals and success of all contracts.

Performance incentives are not paid to service providers or to participants of our WIA training programs.

D. The Memorandum of Understanding Process

SECTION	INSTRUCTION
D.4.1.	Describe the partnership/involvement that the RWB will have or has with faith-based and community-based initiatives and how these entities will be integrated into the one-stop system.

CBE RESPONSE	
<p>The CBE began outreach to FBCOs in August of 2003. Since then CBE has created nine Mini Career Links (MCL), played a role in coalition meetings focused on the needs of the working needy poor, participated in national conferences on building partnerships with FBCOs and developed a working relationship with key figures within the US Department of Labor’s (USDOL) Community and Faith Based Initiative team.</p> <p>Our MCLs demonstrate the benefits of partnering with FBCOs, the sharing of available space, staff and technology in order to reach out to the economically disadvantaged in our community. Our MCLs contain state-of-the art computers, furnished by the CBE, that are connected to Employ Florida Marketplace via internet connection and volunteers trained by our staff to assist customers accessing the system. The location of our access points can be found on our web site www.onestops.com, under “Service Locations.”</p> <p>CBE will continue its commitment of expanding its network of financial and non-financial partnerships within the FBCO community by building on the experience gained. CBE staff will continue to share with local FBCOs information on our One-Stop System, governmental procurement and accountability.</p> <p>CBE’s administrative staff will continue to be active participants on many local boards, including, the United Way and it’s Women’s Initiative Board, the Volusia/Flagler Coalition for the Homeless, the Star Shelter (a homeless shelter for families and medically needy), Family Renew Community (faith-based transitional housing for families), Habitat for Humanity, Project Safe Neighborhood, Volusia Interfaith Agencies Networking in Disaster, and other Faith-Based Community Organizations.</p>	

SECTION	INSTRUCTION
D.4.2.	Describe the partnership/involvement that the RWB will have or has with other optional partner programs noted in D.3. Optional Partners Programs above.

CBE RESPONSE	
<p>CBE will continue to maintain active and healthy partnerships with a variety of community entities including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Abundant Life Ministries (a foster care provider) <input type="checkbox"/> Children’s Home Society (a foster care provider) <input type="checkbox"/> Early Learning Coalition <input type="checkbox"/> Goodwill Industries of Central Florida <input type="checkbox"/> Halifax Habitat for Humanity <input type="checkbox"/> National Association of Women in Construction (for educational purposes) <input type="checkbox"/> Neighbor to Family (a foster care provider) 	

<ul style="list-style-type: none"> <input type="checkbox"/> PACE Center for Girls (A Department of Juvenile Justice provider) <input type="checkbox"/> Serenity House (a provider of substance abuse treatment) <input type="checkbox"/> Stewart-Marchman Act (A Department of Juvenile Justice residential provider) <input type="checkbox"/> The Salvation Army <input type="checkbox"/> The STAR Shelter (a provider of emergency shelter for homeless families) <input type="checkbox"/> The Volusia/Flagler Homeless Coalition <input type="checkbox"/> Three Springs (a Department of Juvenile Justice residential provider) <input type="checkbox"/> Tomoka Correctional Facility <input type="checkbox"/> United Way of Flagler and Volusia Counties <input type="checkbox"/> Volusia House (a Department of Juvenile Justice residential provider) • All area chambers of commerce • All local municipalities <p>CBE will continue to maintain partnerships with organizations who serve the most-in-need in our community as well as our business community.</p>

E. Selection Process of One-Stop Operator(s)

SECTION	INSTRUCTION
E.	Describe the process for selecting One-Stop Operator(s). Attach a copy of the selection process.

CBE RESPONSE
<p>The CBE will use a competitive designation process to select our One-Stop Providers. The CBE provides oversight to the One-Stop Employment Division. CBE will competitively select providers of direct client services, including, but not limited to case management, career planning, employability skills and youth services.</p> <p>CBE’s procurement process is described in Attachment G, CBE’s Administrative Plan, to this workforce services plan.</p>

F. Mandatory One-Stop Partners’ Employment and Training Program Activities and Services including Faith-Based and Community-Based Organization Initiatives

Workforce Programs

1. Wagner-Peyser

SECTION	INSTRUCTION
F.1.a.	Describe how Section 7(a) of the WIA will be implemented in the local One-Stop Career Centers. The description must include job search and placement services to job seekers, including counseling, testing, occupational and labor market information, and referral to employers; recruitment services and special technical services for employers, including on-site employer visits; and One-Stop Career

	Center plans for meeting the requirement of the basic labor exchange system, including a narrative of how the local center will match job seekers and employers.
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CBE RESPONSE	
<p>AWI staff will comprise CBE’s Job Seeker Unit within our One-Stop Employment System. This Unit will serve the Universal customer who may receive Tier I, Tier II and/or Tier III services through our One-Stop Employment System. The primary responsibility of this Unit is to match the job seeker, who has either completed training or does not need training, to job opportunities through the Business Services Division.</p> <p>AWI Customer Service Representatives will assist job seekers with:</p> <ul style="list-style-type: none"> • job registration, • labor market information identifying occupation projections (skills training/education needed and projected wages), • resumes, • cover letters, • job search and referral. • enhanced job search for targeted population. • Unemployment Compensation filing assistance through use of our resource room and • use of electronic job search web sites. Provide ancillary services to universal customers. 	

SECTION	INSTRUCTION
F.1.b.	Describe the One-Stop Career Centers’ procedures to ensure that applicants will not be referred to a job at a company that is on strike or lockout status for a particular position. Notice of the strike or lockout is required for applicants who are referred to positions that are not affected by the strike.

CBE RESPONSE	
<p>CBE will follow the guidance of AWI’s memo “Labor Dispute Procedures” to ensure that applicants will not be referred to a job at a company that is on strike or lockout status for a particular position.</p>	

SECTION	INSTRUCTION
F.1.c.	Describe the procedures to ensure that applicants who are referred to private employment agencies will not be charged a fee.

CBE RESPONSE	

CBE will follow the guidance of AWI’s memo “Job Orders from Private Employment Agencies.” In order to comply with Wagner-Peyser Act, a staff member who inputs a private employment agency job order assures that no fee is being charged to the job seeker. Each private employment agency job order will have the requested statement included in the job order description” Position offered by no-fee agency.”

SECTION	INSTRUCTION
F.1.d.	Describe the procedures to ensure that the One-Stop Career Center will seek prior approval from the AWI to advertise hard-to-fill job openings which pay over \$50,000 per year. The One-Stop Career Centers may, from time-to-time, advertise in the newspaper for hard-to-fill job openings which pay up to \$50,000 per year as part of the overall economic development effort of the State of Florida. For jobs above this level, the One-Stop Career Center will seek prior approval in accordance with the Wagner-Peyser Act, Section 13(b)(2).

CBE RESPONSE
CBE does not use our Wagner-Peyser pass-through funds to advertise hard-to-fill openings which pay over \$50,000 per year.

SECTION	INSTRUCTION
F.1.e.	Describe the placement services planned through the One-Stop Career Center summer youth program. Include private sector involvement planned and identify the types of services to be provided.

CBE RESPONSE
CBE generally does not operate a separate summer youth employment program. All youth served by CBE are served in year-round programs that may or may not have a summer employment component. CBE’s Recovery Act summer youth plan is an addendum to this plan

SECTION	INSTRUCTION
F.1.f.	Describe the reemployment services that will be provided to unemployment insurance claimants and the Priority Reemployment Planning services that are provided in the One-Stop Career Centers.

CBE RESPONSE
“Prep” letters will be mailed to those identified in OSMIS, or any other designated state system, two weeks prior to CBE’s orientation. CBE’s orientation, Next Steps to Success, includes information on all services available through our One-Stop Employment System. In the event an individual is unable to attend the normally scheduled Prep session, arrangements may be made for the individual to receive this information through a one-on-one session or view our orientation on-line.

SECTION	INSTRUCTION
F.1.g.	Describe how the RWB will administer the unemployment insurance work test and how feedback requirements (under Section 7(a)(3)(F) of the Wagner-Peyser Act) for all Unemployment Compensation claimants are met.

CBE RESPONSE
<p>UI claimants are registered in EFM through the interface with Fluid.</p> <p>CBE will provide UI Claimants the full range of labor exchange services available to facilitate their earliest return to work. Those claimants requiring assistance in seeking work will receive the necessary guidance and counseling to ensure they make a meaningful and realistic work search.</p> <p>Through AWI designated communication methods local AWI staff will communicate to UI staff if staff become aware that a UI claimant:</p> <ul style="list-style-type: none"> • Is not able to, or available for, work • Refused work or a job referral • Is not actively seeking work or • Returns to full time employment <p>Regional staff only inform State UI staff, who then will make any proper determinations.</p>

SECTION	INSTRUCTION
F.1.h.	How counseling services (under Section 7(a)(1) and Section 8(b) in the WIA of 1998) will be delivered to Wagner-Peyser program job seekers;

CBE RESPONSE
<p>The CBE will continue to provide career and employment counseling through qualified One-Stop personnel. CBE's counseling will include:</p> <ul style="list-style-type: none"> • One-to-one counseling in private face to face sessions to explore their situation in relation to choosing/changing jobs, providing assistance in reaching a decision on a current job or other employment-related issues. • Group counseling sessions for target populations identified by CBE. • Coordination or provision of aptitude and interest surveys and assessments. • Brokering information on all available financial aid, including Pell Grants, scholarships, etc. • Building career plans with One-Stop Employment Division customers. • Brokering educational information. This includes performance, cost and requirements of programs offered through local educational entities. <p>Priority for services will be given to the following customer groups:</p>

- Dislocated workers
- Ex-offenders
- Welfare Transition Program participants
- Food Stamp Employment and Training Program participants
- Dislocated workers
- Veterans & Eligible Spouses
- Individuals with disabilities
- Youth
- Other target populations as selected by AWI and CBE.

SECTION	INSTRUCTION
F.1.i.	The screening process for referrals to job openings on suppressed job orders; and

CBE RESPONSE
Job seekers will be referred to AWI Customer Service Representatives for screening for suppressed job orders. Our AWI Customer Service Representatives will screen based upon the qualifications of the job order. This will be conducted via the phone or one-on-one.

SECTION	INSTRUCTION
F.1.j.	The process the One-Stop Career Center uses in conducting recruiting agreements and job fairs.

CBE RESPONSE
CBE's in-depth procedures on recruiting and job fairs is included in Attachment I.

2. Veterans Program

SECTION	INSTRUCTION
F.2. a.	How the State Veterans Program Plan of Service will be implemented in the One-Stop Career Center(s);

CBE RESPONSE
Veterans will be identified by personnel at the front desk check in and will be referred first to the DVOP or LVER for initial assessment and orientation on services available to them. The veteran's staff will offer one-on-one registration, job search assistance, labor market information, resume/cover letter assistance.

Assessment and counseling will be available to all veterans who request this service or are required to participate due to VR&E employment phase training. This service will be entered into EFM. Veterans meeting the professional guidelines are referred to a Professional Resource Coordinator for more intense assistance.

New Veterans that register in EFM will be called on a daily basis to assess needs and give services available information.

CBE will continue to work closely with Volusia and Flagler Counties' economic development programs, with the County Veterans Service Officers and with local agencies in the community that provide assistance to individuals in need to include veterans. Veteran staff will also participate in job fairs sponsored by CBE.

SECTION	INSTRUCTION
F.2. b.	How outreach and organizational visits for veterans are conducted;

CBE RESPONSE
<p>The LVER will oversee the day-to-day functions of the veteran staff; inform the DVOPs of upcoming meetings, new procedures and new employer information for follow-up visits. LVER and DVOPs will be required to maintain a close relation with businesses in the community. On a weekly basis LVER/DVOP will maintain close contact by visiting and or calling faith-based, non-profit organizations, homeless shelters, state and county Veterans Service officers, the VA Outpatient clinic in Daytona Beach and faith-based organizations for reference for needs of referrals in the community.</p> <p>Vet staff will work closely with the Business Services Representatives in accordance with the local philosophy that staff jointly contact local employers in the area to avoid overlap, promote teamwork and allow veteran's staff and Business Services Representatives to share marketing ideas. This will enable our Veteran Representatives to promote hiring veterans first.</p>

SECTION	INSTRUCTION
F.2.c.	How the Disabled Veterans Outreach Program specialists and Local Veterans Employment Representatives staff are fulfilling their required roles and responsibilities as indicated in the State Veterans plan at: http://www.floridajobs.org/pdg/vets/Fy07StVetsSrvPlan080706.pdf ;

CBE RESPONSE
<p>Some of the specific tasks assigned to our Veteran Representatives to fulfill their requirements include, but are not limited to:</p> <ul style="list-style-type: none"> • DVOP staff will focus on providing intensive case management services to veterans with barriers to employment; disabled veterans. • DVOP will closely manage Chapter 31 cases to ensure that after school completion the customer is able to successfully obtain suitable employment. • LVER will conduct outreach to employers, in conjunction with CBE's Business Services Division, and engage in advocacy efforts with hiring executives and managers to increase

employment opportunities for veterans.

- LVER staff will be responsible for ensuring that veterans are provided the full range of priority workforce services in CBE’s One-Stop Employment System, providing functional oversight over the One-Stop Veteran's Program and service delivery strategies and services targeting veterans. Veterans entering the One-Stop System will be registered and screened to determine immediate needs. If the customer is determined to be work ready then an intense work search activity is conducted. If the customer is determine to be in need of more intensive services then he or she will be provided case management services and be referred to the appropriate service.
- Each Veteran is registered in EFM system to include services/case notes. Those determined to require more intensive services are referred to appropriate agency for follow up.

SECTION	INSTRUCTION
F.2.d	How technical assistance and best practices can be provided to improve services to veterans.

CBE RESPONSE
<p>As best practices are identified by regional organizations and the state, the Veteran Representatives will be given the opportunity to review the best practices that may be implemented in Region #11 to provide better service to our veterans.</p> <p>As new staff are hired or as staff need technical assistance, CBE will contact the state representatives in the veterans office for technical assistance.</p>

3. Migrant and Seasonal Farm Workers

SECTION	INSTRUCTION
F.3. b.1.	Assessment of Need;

CBE RESPONSE
<p>CBE does not directly operate a MSFW program. Our MSFW operator is The Agriculture and Labor Program, Inc. (APLI). Based upon the need in our region, APLI operates in Pierson, where many migrant workers work on the fern farms.</p>

SECTION	INSTRUCTION
F.3. b.2.	Assessment of Available Resources;

CBE RESPONSE
<p>CBE maintains an active MOU with APLI for their “Project Achieve” program in Pierson. The services provided by Project Achieve include, but are not limited to:</p> <ul style="list-style-type: none"> • CNA - Certified Nurse Assistant Training

- VITA - Income Tax Assistance
- Small Engine Repair
- Computer Job Search
- Emergency Assistance
- ESOL-English as a Second Language
- GED - High School Equivalency Diploma
- Citizenship Classes
- Translation Assistance
- Job Training, Work Experience, On the Job Training
- One Stop Information and Referral Assistance
- Youth Opportunity Programs

CBE supports APLI in their efforts to reach migrant farm workers and to provide these services.

SECTION	INSTRUCTION
F.3. b.3.	Proposed Outreach Activities Note: Each MSFW outreach specialist is required to have a minimum of five "quality" contacts of MSFWs per staff day. A quality contact is defined as a contact with an MSFW where a reportable supportive service is provided and documented with the MSFW's name and social security number. The five MSFW contacts per staff day requirement apply only to the MSFW outreach specialists and not to other staff resources utilized.

CBE RESPONSE
This is a responsibility of APLI and is not part of CBE's workforce services plan.

SECTION	INSTRUCTION
F.3. b.4.	Worksheet ETA 5173;

CBE RESPONSE
This is a responsibility of APLI and is not part of CBE's workforce services plan.

SECTION	INSTRUCTION
F.3. b.5.	Affirmative Action Plan; and

CBE RESPONSE

This is a responsibility of APLI and is not part of CBE's workforce services plan.

SECTION	INSTRUCTION
F.3.b.6.	Bilingual Office Plan.

CBE RESPONSE

This is a responsibility of APLI and is not part of CBE's workforce services plan. However, CBE will make every effort to employ bilingual staff for our Centers that work closely with our MSFW program.

SECTION	INSTRUCTION
F.3.c.	Describe the process for providing the required services and activities, such as employer job orders, outreach to the Agricultural Employers, and the MSFWs.

CBE RESPONSE

This is a responsibility of APLI and is not part of CBE's workforce services plan.

SECTION	INSTRUCTION
F.3. d.	Describe the process for meeting the minimum service level and Equity Ratio Indicators (see the Employ Florida Market Place System at https://www.employflorida.com/).

CBE RESPONSE

This is a responsibility of APLI and is not part of CBE's workforce services plan.

4. Rapid Response

SECTION	INSTRUCTION
F.4.a.	Describe the process for meeting the following minimum service level and Equity Ratio Indicators (see the Employ Florida Market Place System at https://www.employflorida.com/). a. Arranging on-site employer/employee visits and informational sessions; a. Developing rapid response visit reports; b. Administering employee surveys; c. Developing event response plans; d. Coordinating reemployment services with One-Stop Career Centers; e. Reporting the employment situation of State employees; f. Rapid response-related performance measures and goals; g. Rapid response dislocated worker unit staffing; and h. Public awareness.

CBE RESPONSE

In an effort to respond to Rapid Response needs, the CBE established a Reemployment and Emergency Assistance Coordination Team (REACT). REACT serves as the State’s dislocated worker unit. The team responds to plant closings and mass layoffs and is alerted to these closings and layoffs by notices received under Worker Adjustment and Retraining Notification Act. When REACT obtains information about a major layoff, it responds with on-site services to assist workers facing job losses. The team may also help to set up a labor management committee at the worksite and/or assist in efforts to avert worker dislocations.

Arranging on-site employer/employee visits and informational sessions

The Business Services Representative (BSR) contacts a business to try to set up a visit. The BSR assesses the needs and services to be provided to the business and employees involved. This is accomplished preferably by a site visit, but is also handled by telephone or e-mail as a last resort.

Developing rapid response visit reports

The BSR will fill out appropriate reports and turn in to the REACT Coordinator for submission to AWI. Additionally, the REACT Coordinator will log information on a spreadsheet on a monthly basis.

Administering employee surveys

All efforts will be made to meet the needs of businesses and affected employees. Local surveys will be conducted for both job seekers and businesses twice a year to take a “pulse” on customer satisfaction. Additionally, AWI commissions surveys quarterly. In this random sample, affected businesses and employees may be part of the mix.

Developing event response plans

The BSR will bring information to the REACT team for plan development based on the needs of the employer and employees.

- Identify services needed
- Identify person responsible for providing service

Time frame for completion of services and coordinating reemployment services with One-Stop Centers

As part of the REACT plan, coordination of services and a time frame for completion of services will be developed. However, the One-Stop Employment Division and Business Services Division will continue to assist for as long as needed with the resources it has.

In the event of layoffs of state employees, CBE staff will work with the AWI Rapid Response team. AWI will notify CBE administrative staff of individuals who have been laid off and CBE will respond with follow up results on a weekly or monthly basis, depending upon what is requested by AWI.

The Business Services Division will list layoff and re-employment services in its collateral materials. Additionally, these services will be referenced in community presentations.

SECTION	INSTRUCTION
F.4. b.	Describe the process used to ensure that rapid response assistance and appropriate core and intensive services as described in Section 134 of the WIA are made available to the workers for whom a petition for TAA has been filed.

CBE RESPONSE

It is the commitment of CBE to provide services to every business that is forced into laying off employees and those employees who lose their employment due to a layoff. Our Business Services Representatives inform every business customer of our services to assist in a transition so we may be part of any transition an employee may face.

In an effort to manage Rapid Response needs, the CBE established a Reemployment and Emergency Assistance Coordination Team (REACT). REACT serves as the State's dislocated worker unit. The team responds to plant closings and mass layoffs and is alerted to these closings and layoffs by notices received under Worker Adjustment and Retraining Notification Act. When REACT obtains information about a major layoff, it responds with on-site services to assist workers facing job losses. The team may also help to set up a labor management committee at the worksite and/or assist in efforts to avert worker dislocations.

To assist this process, CBE has one designated point of contact for TAA activities. This position is supervised by CBE's provider of WIA case management services.

This point of contact is responsible for:

1. Writing rapid response visit reports

The local rapid response team is made up of:

1. REACT Coordinator
2. Business Services Representative of the geographical region
3. Others will be pulled into the team in the event of a substantial layoff.

This team is responsible for:

1. Coordinating all on-site employer visits with the regional Business Services Representative.
2. Administering employee services
3. Developing event response plan

In the event of a State layoff, CBE works closely with AWI's rapid response unit and provides follow-up on individuals identified by the state. This has been as frequent as weekly follow ups when other State Departments, such as Department of Children and Families, has layoffs.

Our One-Stop Employment System has a shared fate philosophy with regard to performance. All Divisions are held accountable to assist in the event of a layoff and they are all held accountable for assisting in the event from assistance to completing WIA applications to providing follow up post employment.

CBE's process of Rapid Response is outlined below:

Process:

- a. REACT Coordinator will serve as the point of contact for any information received from all sources regarding layoffs/plant closings.
- b. WARN notification received by CBE will be forwarded to REACT Coordinator.
- c. REACT Coordinator will contact the appropriate Business Services Representative based on area.
- d. Business Services Representative will approach business and assess needs and services to be provided to the business and employees involved.
- e. Business Services Representative will bring information to REACT team for plan development based

on the needs of the employer and employees.

- Identify services needed
 - Identify person responsible for providing service
 - Time frame for completion of services
- f. An Individual Action Plan (IAP) (Form WIA- 018) will be developed specifically for the needs of the business/dislocated workers.
- g. IAP will be implemented by the persons/partners identified in the plan as necessary to provide all services requested.
- h. Completed IAPs will be kept on record by the REACT Coordinator. A monthly REACT report will be maintained by the REACT Coordinator and sent to the following:
- State TAA Coordinator
 - CBE Director of Business Operations & Communications
- i. Folders will be maintained in readiness, by the REACT Committee, for distribution to dislocated workers at time and point of service delivery.
- j. Folders will consist of the following materials:
- “IRS “Tax Impact of Job Loss Fact” Sheet
 - “Getting Started” Services Guide booklet
 - Florida KidCare application packet
 - Unemployment claim Web site flyer
 - Menu of Services flyer
 - Next Step to Success flyer
 - Staffing Services flyer
 - “Protecting Pension and Health Care Benefits after Job Loss” copy of pamphlet, (or if unavailable may use: pamphlet, or red booklet “Pension and Health Care Coverage...Questions and Answers for Dislocated Workers”)
 - U.S. Department of Labor Job Loss Fact Sheet
 - United Way First Call for Help Pamphlet
 - One-Stop Employment Center workshop schedule

5. Trade Adjustment Act

SECTION	INSTRUCTION
F.5.	Describe the process for ensuring that the TAA program staff, at the regional level, are not merit employees.

CBE RESPONSE

CBE is committed to serving all workers who lose their employment. The service specifically designed and provided to TAA participants is reported on a monthly basis by our One-Stop Manager to the State of Florida and to CBE's administrative office. CBE contracts with a provider of case management that is the employer of TAA program staff.

Our Daytona Beach One-Stop Employment Center is our main point of participant intake if intake is not done on site with the employer. All other services, including assessment of individual needs and reemployment services are conducted at our Daytona Beach location.

Upon assessment of the individual's needs, other appropriate core, intensive and training services are provided dependent upon the customer's choice.

6. Job Corps

SECTION	INSTRUCTION
F.6.	<ul style="list-style-type: none"> a. How the Job Corps territory will be divided when there is more than one Admission Counselor; b. How referral sources such as the local school system and community-based or faith-based organizations will be contacted and communicated; c. The process for outreach and marketing services, ensuring and tracking referrals from other youth programs to Job Corps and from Job Corps to other youth programs; d. The process for tracking Admission Counselors' success in recruiting and retaining participants for the program; e. The process for providing services to applicants when the Admission Counselors are out; f. Cross training of Job Corps and other staff on Job Corps policies and procedures, workforce service programs, and resources available within the one-stop system.

CBE RESPONSE

As of November of 2008, Job Corps is no longer a state operated program. And although job corps is a partner, CBE no longer provides support for this private program.

7. Youth Programs

SECTION	INSTRUCTION
F.7.a.	Describe how the above strategic goals for youth will be implemented in the region.

CBE RESPONSE

CBE will continue to work very closely with Volusia County Schools, Flagler County Schools, the local agencies who contract with the Department of Juvenile Justice, foster care agencies, including our community-based care organizations and others who serve the youth of Volusia and Flagler Counties.

CBE will continue our membership with One-Voice for Volusia, a community-driven team of representatives from over 60 Volusia County government, community and grassroots groups working together to create a data-driven, outcome-focused, research-based community plan.

CBE will continue to participate on The Strengthening Youth Partnerships, the state's designated vehicle by which the federal Shared Youth Vision will be implemented in all participating state agencies and organizations. CBE shares the goals of the Strengthening Youth Partnerships, including:

- Building consensus for a policy on the preparation of youth for employment in targeted demand occupations. This will be accomplished through collaboration with our youth providers, youth partners and local training providers.
- Developing regional alliances among workforce, education, state agencies serving the most at-risk youth, economic development, housing, faith and community-based organizations, and transportation stakeholders to better meet the needs of businesses within a region by creating a pipeline of youth who have the hard and soft skills to enter targeted demand occupations. This will be accomplished through our consortium.
- Creating a blueprint for state level stakeholders to facilitate the creation and growth of state/regional/local alliances.
- Increasing the number of high school graduates as well as completers. This will be accomplished through performance measures in our contracts with youth providers.
- Increasing the number of youth who obtain a job that provides a living wage. This will be accomplished through performance measures in our contracts with youth providers.
- Encouraging statewide employer/employee associations and chambers of commerce to work together with CBE, school districts, and post-secondary institutions to help first-time workers enter and advance in the workplace. This will be accomplished through active collaboration with the local community college, their Advanced Technology Center and the two school boards in Volusia and Flagler Counties.
- Providing a forum for local, regional, and state level stakeholders to exchange information and ideas on new initiatives, cross-agency planning, promising practices, and data-based decision making. CBE created a Youth Consortium in 2005 to address shared goals and financial need to serve youth through vocational, educational and workforce programs. Members of our Youth Consortium include:

- Boys and Girls Clubs of Volusia/ Flagler Counties
- Center for Business Excellence
- Children's Advocacy Center
- Children's Home Society
- Community Based Care and many of their providers
- Daytona Beach Housing Authority
- Daytona Beach YMCA
- Department of Children and Families
- Department of Juvenile Justice Providers
- Flagler County Schools
- Job Corps
- Local WIA Youth Providers
- Mental Health Providers
- Neighbor to Family

Volusia County Schools

All organizations serving youth will be invited to participate.

SECTION	INSTRUCTION
F.7.b.	Describe the procedures that will be implemented to target and provide workforce services to youth with the following barriers: aged out of foster care; youthful offenders; out-of-school youth; basic skills deficient, etc.

CBE RESPONSE

CBE is committed to specific tasks to carry out our strategies to serve most-in-need youth. Some of these tasks include:

- CBE will be responsible for maintaining CBE’s youth consortium and providing oversight to our youth division within our One-Stop Employment System.
- CBE’s President and staff will continue to actively participate on One-Voice for Volusia’s board and youth committees.
- CBE will maintain active relationships with the two school districts in our region, including sharing of resources for industry specific career awareness and training
- CBE will contract with service providers, that are competitively selected, for programs to assist youth to achieve increases in literacy, employability skills, job-specific skills, and combine remedial education with employability-skills training.
- Focus will remain on serving out-of-school youth.
- Youth may be provided with incentives, support services and other ancillary items to assist in achieving their success.

SECTION	INSTRUCTION
F.7.c.1	Provide the local definition for those youth requiring additional assistance to complete an educational program or to secure and hold employment; and

CBE RESPONSE

CBE’s definition of a youth requiring additional assistance to complete an educational program or to secure and hold employment is a youth “most-in-need.” These youth include:

- At-risk students (The criteria used to identify an at-risk student include; absences, age, Stanine scores, GPA, HSCT, ability/grade level, personal/family problems, must attend summer school, discipline, suspension, expulsion, teen parent, substance abuse, and adjudication.)
- Youth who are basic skills deficient
- Youth who have dropped out of high school or who will earn a special diploma as defined by the State of Florida’s Department of Education
- Youth who have an incarcerated parent

- Youth with a disability
- Youth who are residents of foster care or a Department of Juvenile Justice residential program or who have aged out of foster care
- Youth who fall under the jurisdiction of the Department of Juvenile Justice, are on probation or are on parole
- Youth who have transportation barriers
- Youthful offenders

SECTION	INSTRUCTION
F.7.c.2	Provide the local definition for locally identified “additional” barriers to employment for youth served under the “five percent window” (for youth who are not low income), as referenced in 20 CFR 664.220. (Note: The additional barrier is only applicable to youth served under the “window.” The list of allowable barriers for low-income youth does not provide for a locally established additional barrier).

CBE RESPONSE
CBE has identified lack of transportation as an additional barrier for youth served under the five percent window.

8. Welfare Transition Program/TANF

SECTION	INSTRUCTION
F.8.a.1.	a. When and how applicants are advised of WT/TANF program rights and responsibilities; <ul style="list-style-type: none"> i. Including grievance processes ii. Including application of anti-discrimination laws b. When and how applicants are engaged in a work activity; c. When and how applicants with limited abilities are provided exceptions to the work activity requirements; d. How applicants are assessed for diversions to cash assistance during work registration; e. When participation in the work registration process and program engagement is entered in the data entry system.

CBE RESPONSE
a. - e. Please see attached local operating procedures: WTP WORK REGISTRATION/ORIENTATION PROCESS

CBE Grievance Procedures

SECTION	INSTRUCTION
F.8.a.2	Describe how the Up-Front Diversion process is incorporated in the work registration process. If RWB provides Up-Front Diversion services to applicants through TANF formula funds, please describe the type of supportive services.

CBE RESPONSE

Please see attached local operating procedures:
WTP WORK REGISTRATION/ORIENTATION PROCESS
 Up-Front Diversion OSCCAP 05.04.05

SECTION	INSTRUCTION
F.8.a.3.	a. If yes, please describe the promising practice for serving applicants. b. Please describe how the Up-Front Diversion process is incorporated in the WT Work Registration process.

CBE RESPONSE

b. The Work Registration process for WT includes an initial assessment to determine if the customer is a good candidate for Up-Front Diversion. See attached Local Operating Procedure **WTP WORK REGISTRATION/ORIENTATION PROCESS**

b. Mandatory Services

SECTION	INSTRUCTION
F.8.b.1.	a. The right to receive domestic violence services, mental health counseling and/or substance abuse counseling if eligible; b. The right and the process to have their case reviewed by a supervisor; c. The right to be treated equitably under the anti-discrimination laws; d. The right and the process to file a grievance; e. The right and the process to report good cause for failing to participate in a required activity; f. The ability to be excused from or rescheduled for an activity and the process to do so. If the RWB requires documentation to support missing activities or good cause, please describe what type of documentation is required, what failures require documentation to support good cause and when documentation is required to be submitted to the RWB/provider.

CBE RESPONSE	
	<p>a. All WTP participants are informed of available resources, referrals, and possible options under WTP for domestic violence victims at the initial work registration orientation. Career Specialists also have materials to share with participants on an individual basis.</p> <p>b. The right and process to have their case reviewed by a supervisor is covered during the initial work registration. Please refer to the attached WTP WORK REGISTRATION/ORIENTATION PROCESS.</p> <p>c. The right and process to be treated equitably under the anti-discrimination laws are outlined in the initial work registration. Please refer to the attached WTP WORK REGISTRATION/ORIENTATION PROCESS.</p> <p>d. The right and process to file a grievance is outlined in the initial work registration. Please refer to the attached WTP WORK REGISTRATION/ORIENTATION PROCESS and the attached CBE policy: Grievance Procedures.</p> <p>e. The right and process to report good cause for failing to participate in a required activity is covered in the initial work registration. Please refer to the attached WTP WORK REGISTRATION/ORIENTATION PROCESS and the attached WTP Sanctions</p> <p>f. The ability to be excused from or rescheduled for an activity and the process to do so is covered in the initial work registration. Please refer to the attached WTP WORK REGISTRATION/ORIENTATION PROCESS.</p>

SECTION	INSTRUCTION
F.8.b.2.	<p>a. The responsibility to work with career center staff;</p> <p>b. The responsibility to participate in assigned activities;</p> <p>c. The responsibility to document and submit participation hours;</p> <p>d. The responsibility to report employment;</p> <p>e. The responsibility to accept suitable employment; and</p> <p>f. The responsibility to retain employment.</p>

CBE RESPONSE	
Items a.-f. are addressed in the initial work registration. Please refer the attached WTP WORK REGISTRATION/ORIENTATION PROCESS.	

SECTION	INSTRUCTION
F.8.b.3	<p>a. Unsubsidized employment Describe the documentation accepted to support self-employment expenditures and earnings, which must be used to determine the hours completed.</p> <p>b. Subsidized employment:</p> <p style="padding-left: 20px;">i. Describe how the RWB will ensure that participants engaged in subsidized employment activities will be supervised on a daily basis.</p> <p style="padding-left: 20px;">ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of</p>

	participation.
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CBE RESPONSE

- a. Unsubsidized employment**
 For self employed individuals, documentation must be provided that details gross income minus business expenditures as substantiated by copies of money orders, checks, and other forms of proof of income or expenditures.
- b. Subsidized employment**
- i. The customer’s employer is responsible for daily supervision
 - ii. The customer will complete a time-sheet that is signed by the employer

SECTION	INSTRUCTION
F.8.b.3.	c. Job Search and Job Readiness <ul style="list-style-type: none"> i. Describe how job searches at the employer’s place of business (on-site job search) are supervised on a daily basis. ii. Describe how the daily supervision is documented for “on-site” job searches and how each hour is accounted for. iii. Describe how participants completing job readiness activities and job searches in the One-Stop Career Center are supervised on a daily basis.

CBE RESPONSE

- Items i-iii:
- All WT customers assigned to Job Search will be required to complete supervised job search in order to be in compliance. In addition to job search being supervised, all hours completed are actual hours.
- Listed below is the process for supervised job search in the One Stop Centers:
1. All WT customers coming in for job search in the One Stop must sign in on the WT Sign-In Sheet that is located at the Front Desk. There will be a binder with a section for each Career Specialist for the customers to utilize. Each Career Specialist will check their sections daily and schedule appointments for customers to return documentation weekly.
 2. Copies of faxes sent for resume and/or applications must be attached to the job search form (see attached updated job search form.)
 3. Since job search can be tracked in EFM, the Career Specialist will copy the screen showing job search activities while in EFM. This will be attached to the job search form. This must be tracked weekly.
 4. Our workshop provider will facilitate workshops that will count for job readiness. The customer will have their job search form signed off by the workshop provider staff showing they were in attendance. In addition, certificates will be provided for some of the workshops. A copy of the certificate provided to the customer must be maintained in the file.
 5. For individuals who want to claim interviews as part of their job search, they must have appropriate

documentation showing they were there and how long. Credit for time will be as allowed by the State's Work Plan.

SECTION	INSTRUCTION
F.8.b.3.	<p>d. Community Service</p> <ul style="list-style-type: none"> i. Describe the local processes that are followed to ensure the State that the community service worksites are conducted at not-for-profit agencies and for the benefit of the community. ii. Describe the worksite agreement process implemented by the RWB/provider. iii. Describe the information included in the worksite agreement. iv. Describe how the participants of the WT/TANF program are referred to the worksite provider to begin engagement. v. Describe how the RWB ensures that participants are supervised on a daily basis during worksite engagement. vi. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation. vii. Describe the steps the RWB has taken to protect employees of the community service provider against displacement.

CBE RESPONSE

i. Describe the local processes that are followed to ensure the State that the community service worksites are conducted at not-for-profit agencies and for the benefit of the community.

The CBE has contracted with Case Management, Inc. (CMI) to develop and supervise worksites for the participants who need community work experience. According to local procedures, "CWE can be conducted at public or private non-profit entities that are structured and able to provide intensive supervision. Sites chosen for Region 11 CWE customers must serve a useful community purpose in a health, social services, environmental protection, education, urban and rural redevelopment, welfare, recreation, public facilities, public safety or childcare field. In addition, the site chosen must be designed to improve employability, which will help customers reach their employment goals."

ii. Describe the worksite agreement process

The Case Management Provider of the One Stop Employment Division is responsible for arranging CWE agreements with all worksites and must enter into a worksite agreement prior to negotiating individual participating agreements. Copies of all worksite agreements must be submitted to the Adult Services Program Manager or designee for maintenance upon execution.

iii. Describe the information included in the worksite agreement.

The CWE Worksite Agreement shall contain:

- ✓ a job title
- ✓ description of the duties
- ✓ notate the length of the training

- ✓ state any employer expectations
- ✓ specify the weekly work schedule, site name, address and telephone number
- ✓ Identify party(ies) responsible for supervising the participant on a daily basis and party(ies) responsible for signing time sheets and documentation of completed hours

Copies of Worksite Agreements shall be maintained in the each customer's case file.

Prior to placing the customer, the worksite will be evaluated with them so that the placement matches their goals as outlined in the Individual Responsibility Plan.

iv. How participants of WT/TANF program are referred to worksite provider to begin engagement.

During the completion of the IRP, the Career Specialist provides the customer with a general overview of all of the work activities. Those that express an interest in CWEP are provided with specific details of the positions and job sites available. From this review, possible placement sites are further determined based on the customer's education and/or employment goals.

Once a match is made, the Career Specialist contacts the provider to determine if they have positions available. If they do, a Community Services Referral form is given to the customer to take to the provider on the date and time agreed upon. The Community Services Referral form has a section for the provider to complete indicating whether the customer has been accepted into the identified position.

The Community Services Referral form shall be returned to the Career Specialist in one of the methods listed below:

1. If the employer has chosen not to accept the customer, the employer returns the completed Community Services Referral form to the Career Specialist, or
2. If the provider has chosen to accept the customer for the position, the provider will give the completed Community Services Referral form to the customer, which is to be returned to the Career Specialist.

If the Community Services Referral form is not returned within three days following the date the customer was to meet with the provider, the Career Specialist will contact the provider to determine the outcome i.e. accepted for the position, not accepted for the position or was a no show.

If the customer was not accepted, the Career Specialist will attempt another placement.

If the customer was a no show, the Career Specialist will initiate a 2290.

v. Describe how the RWB ensures that participants are supervised on a daily basis during worksite engagement Participants are supervised daily by their on-site supervisors. This is also addressed in the above work-site agreement.

vi. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation.

Clients complete the Community service Work Experience Time sheet to document their hours. The sheets are signed by the site supervisor.

Describe the steps the RWB has taken to protect employees of the community service provider against displacement. The worksite agreement specifically states: "No currently employed worker shall be displaced by a participant. This includes partial displacement such as reduction in the hours of non-overtime work, wages or employment benefits."

SECTION	INSTRUCTION
F.8.b.3.	e. Job Skills Training <ul style="list-style-type: none"> i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis. ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation.

CBE RESPONSE
i. Documentation of attendance by worksite staff, along with regular communication between the Career Specialist and training instructor will demonstrate daily supervision. ii. Participants fill in time sheets documenting the actual hours completed and the time sheet is signed by the instructor.

SECTION	INSTRUCTION
F.8.b.3.	f. Education directly related to employment <ul style="list-style-type: none"> i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis. ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation. iii. Describe how the RWB/provider will verify the participant’s satisfactory progress.

CBE RESPONSE
<p>i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis.</p> <p>Documentation of attendance by worksite staff, along with regular communication between the Career Specialist and instructor will demonstrate daily supervision.</p> <p>ii. Describe how the RWB will document actual hours completed and the party responsible for signing documentation to support hours of participation. Participants complete a time sheet and the time sheets are signed by the class instructor.</p> <p>iii. Describe how the RWB/provider will verify the participant’s satisfactory progress.</p> <p>The institute or training facility will determine “good or satisfactory progress,” document it by assessment or instructor observation records and report it to the workforce provider. Prior to entry in a basic education or GED program required for employment, the individual must have a complete assessment through one of the state approved standardized tests, such as the Test for Adult Basic Education (TABE). The individual will be retested periodically and scores compared and recorded as part of the “good or satisfactory progress” determination.</p> <p>Staff will retain verification of satisfactory progress in the case file.</p>

SECTION	INSTRUCTION
F.8.b.3.	<ul style="list-style-type: none"> g Satisfactory attendance at a secondary school or in a course of study leading to a General Equivalency Diploma) <ul style="list-style-type: none"> i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis. ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation. iii. Describe how the RWB/provider will verify the participant’s satisfactory progress.

CBE RESPONSE
<p>i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis. Participants complete a time sheet and the time sheet is signed by the class instructor. The signed timesheet or attendance record will serve as documentation of daily supervision.</p> <p>ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation. Actual hours are documented on the time sheet previously mentioned. The responsible party is the class instructor.</p> <p>iii. Describe how the RWB/provider will verify the participant’s satisfactory progress. The institute or training facility will determine “good or satisfactory progress,” document it by assessment or instructor observation records and report it to the workforce provider. Prior to entry in a basic education or GED program required for employment, the individual must have a complete assessment through one of the state approved standardized tests, such as the Test for Adult Basic Education (TABE). The individual will be retested periodically and scores compared and recorded as part of the “good or satisfactory progress” determination.</p> <p>Staff will retain verification of satisfactory progress in the case file.</p>

SECTION	INSTRUCTION
F.8.b.3.	<ul style="list-style-type: none"> h. Providing childcare services <ul style="list-style-type: none"> i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis. ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation.

CBE RESPONSE
The CBE does not plan on using <i>provision of child care</i> as a work activity.

SECTION	INSTRUCTION
F.8.b.4.	a. Individuals will not be assigned more than 40 hours per week;

	<p>b. Individuals will not be assigned for the month to a community service or work experience work site greater than the hours calculated based on cash assistance combined with food stamps divided by the state minimum wage;</p> <p>c. The RWB will record hours on the Job Participation Rate (JPR) screen for the activity completed. Hours will not be attributed to an activity unless the services or engagement meet the activity's definition;</p> <p>d. The RWB will ensure that unpaid work activities are supervised no less than daily by a responsible party outlined in local operating procedures.</p>
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CBE RESPONSE
<p>a. Individuals will not be assigned more than 40 hours per week;</p> <p>The CBE and its external monitor will use AWI's monitoring tool to ensure proper assignment of hours. Please see attached local procedure: REQUIRED HOURS OF PARTICIPATION OSCCAP 05.03.03.</p> <p>Individuals will not be assigned more than 40 hours a week.</p> <p>b. Individuals will not be assigned for the month to a community service or work experience work site greater than the hours calculated based on cash assistance combined with food stamps divided by the minimum wage:</p> <p>One-Stop Employment System procedures for Community Work Experience include:</p> <p>Community service work experience is a job-training experience at a supervised public or private not-for-profit agency. A participant will receive temporary cash assistance in the form of wages, which when combined with the value of food stamps awarded to the participant, is proportional to the amount of time worked.</p> <p>Community service work experience may be selected as an activity for a participant who needs to increase employability skills by improving his or her interpersonal skills, job-retention skills, stress management, and job problem solving and by learning to attain a balance between job and personal responsibilities. Community service is intended to:</p> <ul style="list-style-type: none"> ▪ Assess Welfare Transition Program compliance before referral of the participant to costly services such as career education; ▪ Maintain work activity status while the participant awaits placement into paid employment or training; and ▪ Fulfill a clinical practicum or internship requirement related to employment; and/or provide work-based learning. ▪ The number of hours a participant should be assigned to Community Service Work Experience per week is determined by adding the Temporary Cash Assistance plus the Food Stamp allotment and dividing this figure by the federal minimum wage, then dividing the resulting figure by 4.3 weeks. <p>c. Hours will be recorded on the Job Participation Rate screen as follows:</p> <p>DATA ENTRY: JPR hours should be entered, at a minimum, on a bi-weekly basis.</p> <p>a. If the hours of participation provided by a participant are not full hours, i.e., 34.5 hours, the Case Manager will round up for .50 and higher, and round down for .01 to .49 hours. Example of Data: JPR hours of 35.75 hours would be rounded up to 36 hours. JPR hours of 32.25 hours would be rounded down to 32 hours.</p> <p>b. The hours of participation in a countable activity are recorded in the OSST System, on the Skill screen in the Job Participation Rate section. The information needed for the Participation Rate is</p>

pulled by the State of Florida on the 10th of the month following the month to be calculated

c. For every JPR hour entered into the OSST system, there must be a corresponding document in the participant file verifying those hours. The hours shown on the JPR documentation must match exactly the hours entered into the OSST system.

d. Additionally, the requirement of completing 40 hours per week must be included in the Individual Responsibility Plan (IRP) in OSST.

d. The local process to ensure that unpaid work activities are supervised no less than daily by a responsible party outlined in the local procedure.

Unpaid work activities are supervised by the on-site supervisor.

SECTION	INSTRUCTION
F.8.b.5.	Describe local processes for documentation of work participation. Describe local QA/QC processes for ensuring the documentation of work participation is being followed.

CBE RESPONSE

Describe local processes for documentation of work participation:

CBE personnel verify hours of actual participation through documentation that includes (but is not limited to) a verification of employment signed by the employer, and/or pay stubs, time sheets, a copy of a check, money order or other payment forms submitted by the individual. If documents do not indicate “wage per hour” or “actual hours completed,” staff divide salary by the applicable minimum wage to calculate the total hours worked for the time period. Please see attached local operating procedure **HARD COPY DOCUMENTATION IN CASE FILE**

CBE personnel may also verify employment hours directly by contacting the employer; however this is usually done as a last resort when no other means of verification exist.

Describe local QA/QC processes for ensuring the documentation of work participation is being followed:

CBE’s Quality Assurance Unit conducts periodic reviews of randomly selected hard copy and electronic Welfare Transition Program case files to ensure accuracy and compliance with all federal and state requirements. The items used to ensure accuracy and compliance include the state’s recent monitoring tool, local and state Welfare Transition Program policies, procedures, the local workforce plan and the provider’s contract. This is done in addition to external reviews conducted by a contracted monitoring provider.

The results of all reviews are shared with the provider and corrective action plans are requested as dictated by the monitoring review.

CBE’s Quality Unit also conducts periodic training to address systemic and training related issues.

In addition to the review by the quality assurance unit, the local provider of case management conducts periodic spot checks to review the consistency and accuracy of data recorded by staff.

SECTION	INSTRUCTION
F.8.b.6.	Describe how the RWB will ensure that documentation to support hours in unpaid

	work activities is collected at minimum every two weeks. This includes participation in the TANF funded subsidized employment, On-the-Job Training (OJT) and self-employment.
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CBE RESPONSE	
The majority of WTP customers will be scheduled to submit their documentation weekly; if a customer is unable to meet this requirement due to scheduling conflicts, they may submit their documentation bi-weekly, however this must be agreed to by both the customer and the Career Specialist.	
Once they become Transitional they a required to submit information at least monthly.	

SECTION	INSTRUCTION
F.8.b.7.	Describe how the RWB will inform front-line staff that documentation to support hours in unpaid work activities, OJTs, TANF funded subsidized employment and self-employment must be collected before entering JPR data in the workforce system.

CBE RESPONSE	
Staff will be informed of the documentation requirements during their initial orientation and in subsequent staff meetings. Files are also periodically and randomly reviewed by the Quality Assurance Team; as discrepancies are caught they are corrected. See attached local operating procedure: Required Hours of Participation.	

SECTION	INSTRUCTION
F.8.b.8.	Describe how the RWB will ensure that front-line staff do not enter hours of participation for unpaid work activities, OJTs, TANF funded subsidized employment and self-employment until documentation is received.

CBE RESPONSE	
Staff will be informed of the documentation requirements during their initial orientation and in subsequent staff meetings. Files are also periodically and randomly reviewed by the Quality Assurance Team; as discrepancies are caught they corrected. See attached local operating procedure: Required Hours of Participation.	
Staff are informed of the documentation requirements during their initial orientation and in subsequent staff meetings. Files are also reviewed by the Quality Assurance Team every other week, and discrepancies are caught and corrected. See attached local operating procedure: Required Hours of Participation.	

SECTION	INSTRUCTION
F.8.b.9.	Deferrals: <ul style="list-style-type: none"> a. If a participant reports limited abilities, what is the process of putting the participant in deferral status?

	<ul style="list-style-type: none"> b. What alternative requirements are included in the Individual Responsibility Plan (IRP)? c. Is the individual required to complete vocational or other assessments? d. How are learning disabilities identified? e. If a participant has a learning disability, what other services are they offered?
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CBE RESPONSE

a. If a participant reports limited abilities, what is the process of putting the participant in deferral status?

When a WTP customer claims he or she is unable to participate for the total 40 hours per week due to medical issues, the Career Specialist will provide a Medical Verification Form (AWI-WTP 2288(a)). The Career Specialist will request that the customer have the form completed and returned to the Career Specialist in order for a deferral to be granted.

1. The Medical Verification Form (MVF), AWI-WTP 2288(a), is a three-page form that includes:
 - a) A letter to the physician requesting the release of the client’s information;
 - b) A page disclosing the WT customer’s rights and responsibilities regarding compliance;
 - c) A page disclosing the WT customer’s rights and responsibilities regarding the release of medical information;
 - d) A request for the physician to provide information regarding restrictions on participation in both work and classroom activities; and
 - e) A place for the physician to provide an estimated duration of the condition and the therapy or treatment plan prescribed for the customer.
2. The Medical Verification Form was developed to include provisions of the Health Insurance Portability and Accountability Act (HIPAA).
3. The Medical Verification Form must be completed and signed by a **physician licensed under Chapter 458 or 459, F.S.**
 - a) Physicians licensed under 458 have license numbers that begin with the **pre-fix “MD,”** and physicians licensed under 459 have license numbers that begin with the **prefix “DO.”**
 - b) Customers may submit a letter or document from the physician rather than the medical verification forms provided for regional use by AWI. The documentation must be signed by a physician licensed under Chapter 458 or 459, F.S., and must specify the nature of the disability or incapacity, the duration of the disability or incapacity, the number of hours per week the individual can participate in activities, the percentage of the individual’s disability and any other limitations on participation in work activities.

B. Until the Medical Verification Form (MVF) is received, the Career Specialist will assign the customer to an activity that is sensitive to his or her self-described limitations.

C. When the Medical Verification Form or other documentation is received, the Career Specialist will review it for accuracy and the possibility of fraud and determine whether or not the customer is 100% medically deferred. If the documentation appears to be authentic, the Career

Specialist will enter the deferral on the Alternate Plan Screen in OSST as “Medical Deferral (Less than 90 Days)” or “Medical Deferral (90 Days or More),” depending on the duration estimated by the physician.

If the physician has declared the customer to be 100% disabled, the Career Specialist may counsel the customer as to the possibility of applying for SSI/SSDI via the local Social Security Administration (SSA) if appropriate).

b. What alternative requirements are included in the Individual Responsibility Plan (IRP)?

The Career Specialist will develop an Alternative Requirement Plan (ARP) with the customer with the following elements:

- a) The plan will include the requirement that the customer make at least monthly contact with the Career Specialist.
- b) The plan will specify how often the MVF must be updated.
 - 1) If the original MVF estimated the duration of the disability to be 90 days or more, the MVF must be updated every six months to continue the deferral.
 - 2) If the original MVF estimated the duration of the disability to be less than 90 days, the MVF must be updated every 90 days to continue the deferral.
- c) The plan will include steps to Self Sufficiency related to the disability, such as the requirement that the customer keeps all medical appointments and that the customer keeps the Career Specialist apprised of any change in his or her medical condition.
- d) The plan will address what needs to be done for the customer to be able to re-join the workforce.

c. Is the individual required to complete vocational or other assessments?

If the physician has indicated the customer is less than 100% disabled, the Career Specialist may refer the customer for a vocational evaluation to determine the customer’s ability to participate in work activities. The Career Specialist will develop an *Alternative Requirement Plan (ARP)* with the customer, that in addition to the above elements included for customers who are 100% deferred, will include the following elements:

- e) The ARP will include the requirement that the customer participate in a work activity. The work activity assigned will be consistent with the customer’s limitations based on the physician’s statement.
- f) Upon completion of the vocational rehabilitation evaluation, the plan will incorporate elements from the evaluation.
- g) The ARP activities shall be assigned based on both limitations and the course of action necessary to resume participation.

D. The Career Specialist will update the IRP or ARP with the customer to reflect any new vocational assessments, treatment plan progress, and subsequent medical documentation detailing the individual’s limited abilities or inability to participate.

d. How are learning disabilities identified? Customers are asked during assessment whether they have a learning disability. If they verbally indicate they have a disability they are asked to document it. WTP participants with learning disabilities are identified through self-attestation, assessments, and educational records.

e. If a participant has a learning disability, what other services are they offered? Services offered to

individuals with learning disabilities may include referrals to vocational rehabilitation services and educational services as deemed appropriate for the individual's ability level.

SECTION	INSTRUCTION
F.8.c.1.	Provide the relocation maximum allowable payment

CBE RESPONSE

The CBE has not allocated any local funding for Relocation. All approved Relocations will be funded through the Department of Children and Families using the attached RELOCATION SERVICES procedure.

SECTION	INSTRUCTION
F.8.c.2.	Describe how the RWB ensures the confidentiality of program participants. a. Describe how and where domestic violence files are kept. b. Describe local process for communicating how to process and store domestic violence files.

CBE RESPONSE

- a. Any and all information obtained on those WTP customers claiming to be a victim of domestic abuse or violence or at risk of further domestic abuse or violence will be treated in the following manner:
- Customers will be given private space within the One Stop Employment Center to contact the Domestic Abuse Council if they choose to do so.
 - Information concerning the customer's domestic abuse issues will be kept in a desk file separate from main case file, in the possession of the Career Specialist. The information will be used for the purposes of referral to domestic violence services, for determining the eligibility for exceptions or exemptions from WTP activities, and for placement in alternative work activities. All files pertaining to Domestic Violence will be marked "Confidential."
 - Case notes regarding the domestic violence situation will not be written into the electronic records.
 - Information concerning the customer and children will not be released to anyone except for the purpose of referral for services, where necessary by law or where the customer has requested and agreed in writing to disclose information. CBE Operations/Programmatic staff must be consulted prior to releasing any information to a law enforcement agency.
- b. Career specialists are advised of the confidentiality procedures for Domestic Violence cases during their initial orientation and in subsequent training.

SECTION	INSTRUCTION
F.8.c.3.	Other than Work Registration, describe when participants are notified of the opportunity to receive support services, counseling, etc. related to domestic violence. a. Briefly describe how applicants and participants who disclose a domestic violence issue are provided services specific to their needs.

	b. Describe how the RWB ensures that all domestic violence providers are trained and competent to provide such services.
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CBE RESPONSE	
a. – b. Please refer to the attached local operating procedure for domestic violence: DOMESTIC VIOLENCE	

SECTION	INSTRUCTION
F.8.c.4.	Describe the local Fair Hearing preparation and attendance process. a. Who attends the Department of Children and Families (DCF) administrative fair hearings related to the WT/TANF program? b. Describe the process of a supervisory review. c. Describe the process for preparing documentation for the Fair Hearing. d. Include the type of documentation the RWB traditionally presents.

CBE RESPONSE	
a. The lead Career Specialist and the Career Specialist working with the case attend the administrative hearings. b. The Program Manager reviews the case prior to the Fair Hearing date to determine if an error was made. If an error was made, steps are taken to correct the oversight. c.-d. A packet is prepared that contains Florida Statutes, local policies, Signed Opportunities and Obligations forms, case notes pertinent to the case and any other forms/documentation that may assist the Fair Hearings officer. Five copies of the packet are put together for each person in the Fair Hearing.	

SECTION	INSTRUCTION
F.8.c.5.	Does the RWB use TANF funds for a locally developed special project? a. If yes, what population does the project serve? b. What TANF purpose does the project serve? c. Describe the eligibility requirements and documentation retained in the case file to support eligibility. Briefly describe the program.

CBE RESPONSE	
CBE does not have plans for using TANF funds for locally developed special projects.	

SECTION	INSTRUCTION
F.8.b.6.	Does the RWB have an Individual Development Account (IDA) program? a. If yes, what population does the IDA project serve? b. Briefly describe the program.

CBE RESPONSE
CBE does not plan to operate an IDA program.

9. Food Stamp Employment and Training Program
Local Operating Procedures
a. Program Operation

SECTION	INSTRUCTION
F.9.a.1	Describe the local staffing (case management) model used to serve participants.

CBE RESPONSE
The CBE has contracted with Training Initiatives, Inc. for the provision of FSET services. This contracted provider will utilize a case manager and clerical support for the FSET program. In addition to a full-time case manager, other staff members are trained to provide support as the need arises.

SECTION	INSTRUCTION
F.9.a.2	Describe the local procedures for contacting participants after the referral has been received from DCF (through the overnight interface). Include the time frame involved and how this process is documented.

CBE RESPONSE
When an alert is received from DCF, AWI’s automated system contacts the FSET customer.

SECTION	INSTRUCTION
F.9.a.3	Describe procedures for notifying the participants of their opportunities and obligations while participating in the FSET Program.

CBE RESPONSE
Participants are notified of their opportunities and obligations through AWI’s on-line orientation.

b. “Work First” Approach

SECTION	INSTRUCTION
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F.9.b	Provide a description of the local procedures for ensuring the “work first approach” is utilized in serving participants in the FSET Program.
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CBE RESPONSE
<p>If a participant wishes to volunteer for the FSET program, the work first approach will be emphasized; participants will be sent a job search form and requested to begin conducting job search prior to attending orientation. Participants are requested to complete six contacts with employers. <i>The participant will not be penalized if they do not complete the job search. (This approach was approved as long as the customer was not penalized for not completing the job search activity. It is also not listed as an activity.)</i> During orientation the importance of work, self-sufficiency and personal responsibility are among the many topics covered and emphasized. If the participant remains unemployed after orientation, FSET case managers refer participants to Employability Workshops as needed to enhance skills and work readiness. Employability Workshops provide information on all available services of the One-Stop Employment System and provide participants with:</p> <ul style="list-style-type: none"> ✓ A monthly schedule of all workshops and orientations. ✓ Variety of workshops dependent upon participant need. ✓ Initial assessment of participant’s employment and training needs. <p>Referral of participants to internal and external services as needed.</p>

c. Program Activities and Components

1. Orientation, Assessment, and Upfront Job Search/WE-SIWE

SECTION	INSTRUCTION
F.9.c.1.a.	Describe the local approach for providing orientation and assessment in the FSET Program. Describe the assessment of the tools that are utilized and when the assessment is conducted.

CBE RESPONSE
<p>Orientation – Orientation is provided by AWI on-line. This web-based orientation is available 24/7.</p> <p>Assessment – Assessment is conducted on-line by AWI. The follow up appointment will be scheduled to occur within fourteen days of the completed assessment interview. Proof of employment or enrollment in an education or training program or a signed job description form from the work experience site may be given to the FSET case manager by the follow up appointment date.</p>

SECTION	INSTRUCTION
F.9.c.1.b.	Describe the local procedures used to refer participants to Upfront Job Search/Work Experience (WE) or Self-Initiated Work Experience (SIWE) when it is anticipated that the participant will be referred to Work Experience or Self-Initiated Work Experience.

CBE RESPONSE

Upfront Job Search (UJS) is always encouraged for new and reopened referrals, including Upfront Job Search/Work Experience referrals. If the participant is not successful in obtaining employment during UJS, Assisted Job Search may be assigned after orientation depending on the activity scheduled.

Assisted Job Search Activities – Region #11 has “enhanced job search” for FSET individuals. Enhanced job search includes regularly scheduled meetings with FSET participants and One-Stop Staff who provide job matching and referrals based upon the participant’s needs.

Job Search Workshops – Workshops to assist in job preparedness are provided on a weekly schedule for participants. Workshops are provided in the One-Stop Employment Centers as well as in off-site community-based organizations including the local homeless assistance center. These workshops include:

- **Business Etiquette:** This workshop explores the relationship between hard skills, soft skills, transferable skills and more. The workshop then relates being "Job Ready" and having the right "Attitude".
- **Job Applications:** A review of information frequently requested on job applications and help in developing appropriate responses.
- **Interviewing Skills:** Review what questions to anticipate and how to respond to questions during job interviews. Teaches how to identify appropriate questions and how to respond to inappropriate questions.
- **Letter Writing:** Writing professional business letters that are clear, concise and correctly formatted. Grammar, vocabulary and appropriate content are emphasized.
- **Resume Writing:** Hands-on assistance with creating a resume that clearly presents knowledge, skills and abilities. Focuses on format, content, and style, and how to use resume-writing software to produce a professional product.

SECTION	INSTRUCTION
F.9.c.1.c.	Describe the local procedures for ensuring that participants are assigned to WE, SIWE or Education and Training by the 31st day after the initial referral from the (DCF).

CBE RESPONSE

When a participant attends their follow-up appointment following the on-line orientaion, if he/she does not provide proof of employment they are given a choice of Work Experience or Education/Training. The individual does not leave the office until a choice is made and a follow up appointment is given. The participant has to provide the FSET case manager with proof of employment or enrollment in an educational or training program or return a signed job description form from the work experience provider by the follow up appointment date. The activity chosen at orientation is entered into OSST through AWI’s automated system with an anticipated start date being the same date as the orientation-completed date.

In the event of a remote participant, services may start later to assist the participant to meet their requirements. FSET case managers will assess each participant’s situation and document it in the cases notes accordingly. For the purposes of identifying remote participants, the CBE has designated the following townships to be “rural”:

All of Flagler County.

Within Volusia County:

Alamana

Allandale

Ariel

Bakerstown

Barberville	Benson Junction	Beresford	Blake
Bluffton	Bumcomb Hill	Cassadega	Connersville
Conrad	Cow Creek	Creighton	Crows Bluff
Daisy Lake	Daytona Highridge Est.	DeLeon Springs	DeLeon Springs Heights
Edgewater	Edgewater Junction	Eldora	Eldridge
Emporia	Farmton	Fatio	Forest Hills
Ft. Florida	Fullerville	Glencoe	Glenwood
Hammond	Harbor Oaks	High Banks	Hucomer
Kalamazoo	Lake Ashby Shores	Lake Helen	Lake Kathryn Heights
Maytown	Mission City	Mound Grove	National Gardens
Oak Hill	Orange City Hills	Osteen	Packwood Place
Pennichaw	Pierson	River Forest	Saint Francis
Samsula	Senyah	Seville	Valdez

Rural Township = township with less than 75,000 population, or less than 100,000 if contiguous to a county with less than 75,000.

2. Work Experience Component

SECTION	INSTRUCTION
F.9.c.2.a.	Describe the local approach for providing the Work Experience component, including the three activities that comprise the component. Refer to Section C (1) (b) if a description of Upfront Job Search/WE-SIWE was addressed. Include in the description the process and criteria for developing worksites.

CBE RESPONSE
<p>Work Experience will be used as a work activity for those individuals who have little work experience; this gives the participant the opportunity to learn soft skills and a job reference for job search. Priority will be given to those sites that anticipate hiring. Work experience is a job-training experience at a supervised public or private not-for-profit agency.</p> <p>Participants who have completed orientation have to choose a countable activity. Work experience is one of those choices. The FSET case manager maintains a list of worksites that have already been developed with approved agencies. Participants are given a choice where they want to do their work experience hours or are assigned to a location.</p> <p>The CBE has ongoing working relationships with faith-based and community-based organizations. These</p>

relationships result in cross referrals and establishment of community service work experience sites.

The CBE contracts with Training Initiatives, Inc. to develop and supervise worksites for the participants who need work experience. Training Initiatives, Inc. follows the One-Stop Employment System procedures using case management services to ensure program compliance and that individuals engage in assigned activities.

These staff members are responsible for the development of worksites at public and non-profit agencies. Each worksite enters into an agreement with the One-Stop Employment System.

Priority will be given to those sites that anticipate hiring. Staff is also responsible for working with the jobsites to document attendance and complete progress reports.

Prior to entering agreements, employers are advised that they must develop a job description and may not replace the employment of regularly employed individuals with those in Work Experience assignments. They must provide the same benefits and working conditions provided to regularly employed individuals performing comparable work for comparable hours. Food stamp recipients perform work in a public service capacity as a condition of eligibility.

In lieu of wages, participants receive compensation in the form of their assistance group's monthly food stamp allotment. Assessment, Job Search, and Job Search Training may be included in this activity, CBE will use the calculations provided by AWI to determine the required hours of work participation is the household allotment of food stamps divided by the minimum wage, divided by the number of FSET participants in the household.

Assessment of participants is ongoing and the FSET Case Manager will document the required hours of participation in the case notes. Actual documentation is collected no less than monthly and entered into the appropriate data base systems.

CBE will follow AWI's guidance as the FSET program progresses into the Voluntary program.

SECTION	INSTRUCTION
F.9.c.2.b.	Describe the procedures for supervising the worksites and communicating with worksite supervisors.

CBE RESPONSE
<p>The FSET case manager contacts the site supervisor by telephone or personal visit. Introductions are made and the work experience program is explained more fully to the site supervisor. The FSET case manager also discusses the work experience agreement and encourages the organization or agency to enter into an agreement with the contracted provider. Workers compensation coverage is provided through the Agency for Workforce Innovation only when there is a signed work experience agreement. The work experience site supervisor provides the supervision of the participant. At a minimum, monthly contacts are made between the site supervisor and the FSET case manager when the work experience time sheets are due. The site supervisor is encouraged to contact the FSET case manager immediately if there are problems of any kind with the participant.</p>

SECTION	INSTRUCTION
F.9.c.2.c.	Describe the local approach for ensuring that participants are engaged in WE for the required number of hours each month (documentation, etc.).

CBE RESPONSE
<p>Once a participant is determined to begin the activity of Work Experience, they are given a locally approved form to have the worksite supervisor document the actual hours the participant worked. This document must be returned on the participant's next appointment which is scheduled within the month to ensure the participant is complying with FSET program activities.</p> <p>To ensure compliance, FSET Case Managers provide comprehensive case management and on-going assessment to all FSET participants to ensure that they are meeting their required work activities.</p>

3. Self-Initiated Work Experience Component

SECTION	INSTRUCTION
F.9.c.3.a.	<p>Describe the local approach for providing the SIWE component, including the three activities that comprise the component. Refer to the Section C (1) (b) if a description of Upfront Job Search/WE-SIWE was addressed.</p> <p>a. Include in the description the process and criteria given to the participants for developing their own worksites.</p>

CBE RESPONSE
<p>Self-Initiated Work Experience (SIWE) may be selected as an activity for a participant who needs to increase employability skills by improving his or her interpersonal skills, job-retention skills, stress management, and job problem solving and by learning to attain a balance between job and personal responsibilities. Self-Initiated service is intended to:</p> <ul style="list-style-type: none"> • Assess FSET Program compliance before referral of the participant to costly services such as career education; • Maintain work activity status while the participant awaits placement into paid employment or training; • Fulfill a clinical practicum or internship requirement related to employment; and/or provide work-based learning. • Assist in breaking down transportation barriers that Work Experience sites might cause. <p>When work experience sites are not developed or are full, the participant is told to find his/her own work experience site. The rules about being in a nonprofit organization or a state, federal or local governmental agency are explained. Suggestions for sites such as the Salvation Army, churches, Red Cross, organizations to assist the homeless and food banks are made. A job description form is given to the participant to take with him/her. The participant is given fourteen days to bring the completed form back to the case manager.</p> <p>Once the job description and information on the SIWE site is received, the case manager will follow up to develop the site following the same procedures in C (2) (a). Once the completed job description form is returned the FSET case manager contacts the site supervisor by telephone or personal visit. Introductions are made and the work experience program is explained more fully to the site supervisor. The FSET case manager also discusses the work experience agreement and encourages the organization or agency to enter</p>

into an agreement with the contracted provider. Workers compensation coverage is provided by Agency for Workforce Innovation only when there is a signed work experience agreement.

SECTION	INSTRUCTION
F.9.c.3.b.	Describe the procedures for supervising the worksites and communicating with worksite supervisors.

CBE RESPONSE

The FSET case manager contacts the site supervisor by telephone or personal visit. Introductions are made and the work experience program is explained more fully to the site supervisor. The FSET case manager also discusses the work experience agreement and encourages the organization or agency to enter into an agreement with the contracted provider. Workers compensation coverage is provided through the Agency for Workforce Innovation only when there is a signed work experience agreement. The work experience site supervisor provides the supervision of the participant. At a minimum, monthly contacts are made between the site supervisor and the FSET case manager when the work experience time sheets are due. The site supervisor is encouraged to contact the FSET case manager immediately if there are problems of any kind with the participant.

The Self-Initiated Work Experience site supervisor provides the supervision of the participant. At a minimum, monthly contacts are made between the site supervisor and the FSET case manager when the work experience time sheets are due. The site supervisor is encouraged to contact the FSET case manager immediately if there are problems of any kind with the participant.

SECTION	INSTRUCTION
F.9.c.3.c.	Describe the local approach for ensuring that participants are engaged in SIWE for the required number of hours each month (documentation, etc.).

CBE RESPONSE

Once a participant is determined to begin the activity of Self-Initiated Work Experience, they are given a locally approved form to have the worksite supervisor document the actual hours the participant worked. This document must be returned on the participants next appointment which is scheduled within the month to ensure the participant is complying with FSET program activities.

To ensure compliance, FSET Case Managers provide comprehensive case management and on-going assessment to all FSET participants to ensure that they are meeting their required work activities.

4. Education and Training Component

SECTION	INSTRUCTION
F.9.c.4.a.	Describe the local approach for providing the Education and Training component, including all activities that comprise the component.

CBE RESPONSE

CBE has active partners in the system who provide vocational training, ESOL, high school education, adult basic education and GED preparation. FSET participants are provided services and referrals to services as needs are identified.

The FSET program will work in close collaboration with the CBE’s provider of case management to facilitate the enrollment of eligible participants into training programs funded through WIA; WTP or other available funding. When participants are identified as needing training, the staff will refer the participants to the One-Stop Employment System’s career planners for assessment, career planning, information on training programs/courses and locations and financial aid assistance.

After all financial aid applications are completed and processed by the case manager, all information will be staffed with the participant’s assigned One-Stop Employment System Staff. The participant’s assigned Case Manager will be responsible for tracking the participant’s progress and requesting expenditures through the CBE’s Finance Department until training or services are complete.

It is the responsibility of the FSET provider to provide a cohesive and integrated system for the participants. Should the Education and Training activity be less than the 20 hours required weekly, the FSET case manager will work with the FSET participant to assign additional approved countable activities such as Work Experience (WE) or Self-Initiated Work Experience (SIWE) and Job Search to reach the required 20 hours per week.

SECTION	INSTRUCTION
F.9.c.4.b.	Describe the local approach for ensuring that participants are participating in Education and Training for the required number of hours each month (documentation, etc).

CBE RESPONSE

The Training and Educational programs to Improve Employability Component include assessment, high school completion or general education development, post secondary education, vocational training, english as a second language, Workforce Investment Act (WIA) training activities and a training program under section 236 of the Trade Act of 1974. Participants may engage in this activity to improve basic skills or otherwise improve employability. Participants that engage in this activity must participate for a total of eighty hours a month in combination with other allowable activities in order for the activity to qualify. Allowable activities include:

- Job search training and support, including orientation, upfront and assisted job search, job club, workshops and assessment
- Employment
- Work Experience
- Self Initiated Work Experience
- Training and Education activities as described by the State of Florida’s FSET activities quick reference guide.

Educational expenses will not be paid when it is normally available to the public at no cost, will not be in excess of what the general public pays and will be necessary and reasonable.

FSET Case Managers provide comprehensive case management to all FSET participants to ensure that they

are meeting their required work activities each month.

5. Serving Employed Participants

SECTION	INSTRUCTION
F.9.c.5.	Describe the local approach for referring employed participants to activities.

CBE RESPONSE
The local approach to referring employed participants to activities is to document the number of employed hours and determine through assessment the best countable activity to assign and the number required so as not to exceed the state maximum of 120 hours of employment and activity per month. Through assessment, it may also be determined that the participant would most benefit from education and training to upgrade skills or acquire skills needed to find full time, unsubsidized employment. It is the case manager's responsibility to ensure that the participant is assigned to an approved countable activity that would most benefit the participant.

d. Program Coordination

SECTION	INSTRUCTION
F.9.d.	Describe the local approach for coordinating with DCF regarding the FSET Program (i.e., interagency meetings, problem resolution procedures, etc.). Include a description of the process used to request exemptions/exceptions from DCF for certain participants.

CBE RESPONSE
<p>The Department of Children and Families will determine the participant's eligibility for ongoing Food Stamps; appropriate referrals are based upon both the CBE's contracted provider and DCF working together to ensure that both sides serving the participant have the same information from the state and work together to provide as seamless a program as possible.</p> <p>The CBE maintains an active relationship with the local DCF staff. Information is shared as it received from the state on FSET program compliance and services.</p> <p>Staff of the contracted provider and supervisors and front line staff with DCF meet on a regular basis to ensure that information is communicated and interpreted in a meaningful manner for staff and participants as well as work on any performance issues such as Entered Employment Rate and Participation Rate.</p>

e. Conciliation, Good Cause and Sanctioning Procedures

SECTION	INSTRUCTION
F.9.e.1.	Describe the local approach for the conciliation process in the FSET Program.

	Include the time frame involved and how this process is documented.
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CBE RESPONSE

While the FSET program is voluntary, conciliation will not be conducted

SECTION	INSTRUCTION
F.9.e.2.	Describe the local approach for temporarily deferring participation due to good cause using the good cause reasons listed on page 15 of the State Plan. Include the time frame involved and how this process is documented. NOTE: Please ensure that when describing the local approach, the term “good cause” is used instead of “deferrals” since only DCF can grant deferrals.

CBE RESPONSE

In anticipation of FSET becoming mandatory in the future, CBE will continue to document “good cause” to assist in determining any future “levels” to be imposed.

Examples of “Good Cause” include, but are not limited to:

- ✓ Lack of transportation
- ✓ Illness
- ✓ Illness of another household member requiring the presence of the participant
- ✓ A household emergency
- ✓ Lack of adequate child care for children who have reached age six but are under age twelve
- ✓ Pregnancy

When an FSET participant has failed or refuses to comply with FSET requirements, refuses employment, reduces earnings, or voluntarily quits employment, the FSET case manager must make a preliminary effort to determine if good cause exists prior to notifying the DCF of the failure to comply with FSET Program requirements.

During orientation, examples of good cause must be communicated to participants both verbally and in writing. In addition, DCF staff must notify FSET staff of any information that could effect a determination of good cause. A determination that good cause exists may be made by the FSET case manager during the conciliation period.

If a determination of good cause is made by the FSET case manager and good cause continues to exist beyond 21 days, the FSET case manager should seek review and approval from their Supervisor. When it has been determined that good cause no longer exists, the participant must be required to begin participation in appropriate FSET activities.

If documentation is not provided within the time frame given to the participant or within 21 days and there is no contact from the participant, the FSET case manager must notify the DCF of the participant’s failure to follow FSET program requirements. Upon notification DCF staff will take the appropriate actions to impose a sanction.

FSET case managers must document all attempts to contact the participants. In addition, documentation of

the participant's failure or refusal to comply with FSET requirements must be included in the case notes of the participant's case file or on the Case Notes Screen in the OSST. Any documentation that supports the determination of good cause must be retained in the case file.

Participant Establishes Good Cause: If, at any time, good cause can be established, the conciliation and sanction process will end and the participant will be rescheduled or assigned to an appropriate activity.

If a barrier to participation is determined to exist, assistance must be provided to overcome the barrier. If the barrier cannot be overcome or if support services cannot be provided, good cause is determined to exist and the participant cannot be sanctioned.

If good cause is not established, the initiation of conciliation must be noted on the Case Notes Screen.

SECTION	INSTRUCTION
F.9.e.3.	Describe the local approach for the sanctioning process for the FSET Program. Include the time frame involved and how this process is documented.

CBE RESPONSE
While the FSET program is voluntary, sanctioning will not be conducted

SECTION	INSTRUCTION
F.9.e.4	Describe the process for notifying DCF when the Able Bodied Adults Without Dependents have met the requirements to end a sanction.

CBE RESPONSE
When the participant contacts FSET program staff indicating a desire to participate in a program activity and it has been determined that the sanction time has been completed, the participant should immediately be scheduled to participate in an activity. Upon satisfactory completion of the activity, the sanction must be lifted. Sanctions are lifted by recording compliance on the Alternative Plan Screen in OSST. This process is also referred to as a sanction lift. The FSET case manager should record the lift in OSST within five working days after compliance. In addition to recording the data in OSST, staff may also complete and fax a sanction lift form to the DCF.
Should the participant enter into a complying activity prior to DCF actually imposing the sanction, the FSET case manager will document the activity in a case note and in the Alternate Plan Screen and end the sanction as "Sanction Not Imposed" in accordance with state guidance. They will then notify DCF of the "sanction not imposed."

f. Program Monitoring

SECTION	INSTRUCTION
F.9.f.	Describe the local approach for monitoring the FSET Program. Include information about reports or tools that are used to monitor the program.

CBE RESPONSE

Local approach for monitoring the FSET program

FSET files are monitored by CBE program staff and an external monitoring provider. The staff uses the state's monitoring tool and all monitoring results are compiled into a formal report which summarizes the information reviewed. Results are communicated to the service provider along with any suggested corrective actions and the required response. A final report of the review is submitted to management.

g. Participant Reimbursement

SECTION	INSTRUCTION
F.9.g.1.	Describe the local procedures for requesting Food Stamp Reimbursements (FSRs) for eligible participants. Describe under what circumstances and for which activities FSRs are requested. NOTE: Since employment is not an FSET Program component, participants cannot be given the FSR for employment.

CBE RESPONSE

Reimbursement to FSET participants is based on participation in the required hours of FSET activities and need. Once a case manager has determined the need and that the participant has completed the required number of activity hours with hard copy documentation or system documentation and case notes, the request is keyed directly into the automated information system (FSR) screen. This is then transmitted to a payroll computer tape, which is then transmitted to the state's Office of the Comptroller.

Participants who complete an assigned activity and provide documentation to the case manager, will be issued a \$20.00/\$40.00 food stamp reimbursement (FSR) to help defray the cost of transportation or other allowed related expenses, unrelated to employment, once a month, in accordance with State and Federal rules. The FSR will be requested within five working days of receiving the documentation on the Benefit Information page in OSST. Every time a FSR is requested, a case note will be made about the activity completed and the month for which the FSR was earned.

The first time the FSR is requested, a case note will also be made regarding the need for the reimbursement. Future FSR requests will reference the original documented need unless the need changes.

CBE will follow AWI's established guidelines for FSR.

SECTION	INSTRUCTION
F.9.g.2.	Describe the local procedures for documenting the need for each FSR that is requested.

CBE RESPONSE

The first time the FSR is requested, a case note will also be made regarding the need for the reimbursement. Future FSR requests will reference the original documented need unless the need changes.

h. Other

SECTION	INSTRUCTION
F.9.h.1.	Describe local procedures for linking participants to other services and funding streams as appropriate.

CBE RESPONSE
<p>Our FSET Program case managers are familiar with the many resources available by working in the community and utilizing the knowledge gained by the Work Experience and Self-Initiated Work Sites. In addition, the case managers greatly utilize the resources and the funding streams available through the CBE by referral, including, but not limited to local grants and WIA adult funds.</p> <p>FSET participants will be assessed at the time of orientation, as necessary, to determine community supports that can be utilized to assist the participant in gaining self-sufficiency and meeting the participation requirements of the program. The CBE’s contracted provider will utilize local assessment processes to analyze needs of the participant and then make appropriate referrals to partners and community-based support agencies as needed.</p>

SECTION	INSTRUCTION
F.9.h.2.	Describe local procedures for ensuring that FSET Program staff are represented and proper documentation is provided at the DCF Administrative Fair Hearings.

CBE RESPONSE
<p>Before a Fair Hearing is even required, FSET case managers must ensure that at all times the proper documentation is in the case file. This has been established by a local “Hard Copy Documentation” Procedure. This will assist in the supervisory review prior to a fair hearing and ensure that sanction requests are justified. This documentation may be, but is not limited to:</p> <ul style="list-style-type: none"> ▪ Appointment letters ▪ Time Sheets ▪ Case notes ▪ Conciliation/Pre-penalty and Sanction letters ▪ Copy of the signed “Opportunities and Obligations” ▪ Any other documentation that initiated the sanction process ▪ Sanction Information <p>Region #11 has a single contact for notification of Fair Hearings. When a participant requests a hearing through DCF because of an unresolved dispute with the FSET requirements, this contact will notify the appropriate case manager of the Fair Hearing to ensure that the appropriate person attends. The appropriate person will bring all documentation to the fair hearing which may include, but is not limited to:</p>

- Printing of case notes
- Printing screens from the OSST system
- Copy of information such as statutes, guidance or local operating procedures. Florida Administrative Code, etc.
- Supporting documentation

SECTION	INSTRUCTION
F.9.h.3.	Describe local efforts relative to developing jobs for FSET Program participants, assisting them with securing unsubsidized employment, and helping them become self-sufficient.

CBE RESPONSE
<p>In 2000 Wagner-Peyser became the universal access component of the CBE’s One-Stop Delivery. Changes in Employment Service planning, coordination and funding have occurred as a result of amendments to the Wagner-Peyser Act, but Labor Exchange (bringing together individuals who are seeking employment and employers who are seeking workers) continues as the basic purpose and mandate of the Wagner-Peyser Programs.</p> <p>Outreach and recruitment efforts are essential to engage job seekers and businesses in using the services of CBE. CBE’s Communications Committee has developed a highly effective marketing plan that achieves the following goals:</p> <ul style="list-style-type: none"> ▪ Increase the involvement of the business community in recruitment, placement and retention of jobs that provide a win-win solution for both job seekers and job providers. ▪ Create awareness of CBE ▪ Increase community involvement and awareness of the federal and state employment websites. ▪ Increase community involvement and awareness of employer incentives including Work Supplementation incentives and the Work Opportunity Tax Credit. <p>There are several training programs provided through the One-Stop System that focus on developing job skills that lead to success in the workplace.</p> <ul style="list-style-type: none"> ▪ Employability skills training, including soft-skills identified by local businesses. ▪ Customized, short term training. ▪ Hands-on occupational training. ▪ Intensive skills development and enhancement to qualify participants for employment in clerical and secretarial occupations. ▪ Basic skill training is provided, designed to upgrade basic skills and prepare the individual for further training or employment. Training includes remedial reading, writing, math, literacy training, ESL, and GED preparation. The CBE and its contracted service providers will utilize those systems already established within the community and will not duplicate efforts in providing basic-skills training.

- On-the-Job Training (OJT); the focus of OJT is to provide individuals the opportunity to obtain employment that would otherwise not have been available to them. OJT positions will promote economic self-sufficiency and future career advancement.
- Employed Worker Training (EWT) are provided to those businesses whose employees need upgraded skills to enhance their employment opportunities within the business.

FSET is integrated into the CBE'S system; FSET staff will use all appropriate services to assist FSET participants secure employment.

10. Senior Community Services Employment Program

SECTION	INSTRUCTION
F.10.	Describe the process for administering the Senior Community Services Employment Program (SCSEP), provided SCSEP funds are received.

CBE RESPONSE

Although CBE will not receive funds for the Senior Community Services Employment Program, we will continue to support and partner with Experience Works, our regional provider of the Senior Community Services Employment Program.

11. Workforce Activities and Services

a. Core and Intensive Services

SECTION	INSTRUCTION
F.11.a.	Describe the process for providing core and intensive services to job seekers in the One-Stop Career Centers.

CBE RESPONSE

Core and intensive services will be provided on a prescriptive basis to job seeking customers of our One-Stop Employment System. All core and intensive services will be provided in our three full-service centers and some core services are available through our website at www.onestops.com.

The One-Stop System will offer Tier I, core services, to all job seekers. These services will include outreach, intake, and orientation to information and services available through the One-Stop System and access to employment statistics, performance, and program costs for training vendors and information on filing for unemployment compensation claims. These services are provided primarily through teams comprised of AWI Customer Service Representatives, CBE personnel and contracted providers.

Tier II, intensive services, will target customers who need more assistance to become employed or maintain/upgrade employment. Services at this level will include comprehensive and specialized assessments of the skill levels and needs of adults and dislocated workers, development of individual employment plans, individual and group counseling and basic job skills training. These services are provided primarily through teams comprised of AWI Customer Service Representatives, CBE personnel and

contracted providers.

1. Assessment

SECTION	INSTRUCTION
F.11.a.1.a.	Describe the testing and assessment process(es) for the WIA, TAA, MSFW, Veterans, Wagner-Peyser, FSET and WT/TANF participants.

CBE RESPONSE
<p>Assessment shall be an on-going systematic process of gathering and evaluating a variety of information on the skills, abilities, interest/values, physical capabilities, work experiences, education and training needs, work attitudes, life situations, family issues, financial status of the customer.</p> <p>CBE will offer a variety of assessment services to fit the prescriptive needs of our customers regardless of the funding stream that may be serving the customer. These assessments include:</p> <ul style="list-style-type: none">• Objective assessment (triage) –CBE will conduct one-on-one interviews to determine which services of the One-Stop Employment System best fit their needs, including assessment of support needs.• Interest and aptitude assessments –CBE will use these assessments to assist customers to match their interest and aptitude to occupations.• Employment barrier assessments –CBE will deploy comprehensive assessments for customers who may be first time employees or customers who have not had a successful work history.• Academic assessments – CBE will conduct academic assessments for all customers who have not found employment through Tier I or Tier II services and are requesting ITAs.• Transferable skills assessments – CBE will provide assessments for customers to show how past job skills may be transferred to new occupations. <p>In addition to the in-house assessments CBE conducts, CBE will maintain relationships with the Vocational Rehabilitation and local entities that provide assessments such as substance abuse assessment, vocational evaluations for individuals with disabilities, etc. to provide quality services to our most in need customers.</p>

SECTION	INSTRUCTION
F.11.a.1.b.	Describe the assessment tools used to assess youth for the federal WIA literacy and gains measure.

CBE RESPONSE
CBE uses the Test of Adult Basic Education (TABE) for assessment of all youth literacy and gains measures.

For the Welfare/TANF program, please respond to the following items regarding assessments:

SECTION	INSTRUCTION
F.11.a.1.c.	What tool does the RWB use to conduct the initial assessment of the participant's employability, skills, and prior work history? Describe the elements that meet the "employability" component of the initial assessment (i.e., what information does the RWB collect to secure employability information).

CBE RESPONSE
The CBE uses Barriers to Employment Success Inventory "BESI." The BESI assessment records past job history which the CBE uses as a gauge of employability. Results of this assessment are used to supplement the objective assessment conducted by case management staff as they meet with each customer individually.

SECTION	INSTRUCTION
F.11.a.1.c.	When is the initial assessment conducted? If the initial assessment is conducted during the work registration process, describe how the information is reviewed, updated and used once the participant becomes mandatory?

CBE RESPONSE
CBE's procedures on initial assessment are described in our attached procedures. Please refer to the local policy: "Assessing WTP Participants."

SECTION	INSTRUCTION
F.11.a.1.c.	At what point does the RWB require the participant to complete other assessments? Attach an example of an initial assessment tool that is used by the RWB.

CBE RESPONSE
CBE will conduct other assessments on a case-by-case basis as prescribed. These may include interest and aptitude tests, vocational evaluations, mental health assessments, etc.

SECTION	INSTRUCTION
F.11.a.1.c.	At what point does the RWB require the participant to complete other assessments (e.g., prior to entry into a work experience or vocational training)?

CBE RESPONSE
CBE will conduct other assessments on a case-by-case basis as prescribed. These may include interest and aptitude tests, vocational assessments, mental health assessments, etc.

2. Individual Responsibility Plan (IRP)/Employability Development Plan (EDP)/ Individual Service Strategies (ISS)

SECTION	INSTRUCTION
F.11.a.2.	Describe the procedure for developing IRPs/EDPs/ISSs for participants of the workforce service programs.

CBE RESPONSE
<p>CBE contracts with a provider for career counseling. Employment plans are developed by staff and the customer as customers request the service or have requested training services.</p> <p>Employment Plans will include the following information:</p> <ul style="list-style-type: none"> • Customers barriers to employment • Customers current education level • Needed services to address those barriers • Assessment results for customers, both formal and informal • Employment goals, both short term and long term • Local labor market information on chosen occupation • Steps to obtaining employment • An employment plan may include information regarding training if it is needed for the customer to reach their employment goals.

In addition, for the WT/TANF program, please respond to the following and attach a copy of all applicable local operating procedures.

SECTION	INSTRUCTION
F.11.a.2	<p>When is the IRP initiated?</p> <p>Describe the process of developing the IRP in conjunction with the program participant;</p> <p>Describe how often the steps to self-sufficiency are updated and signed by the program participant and program staff; and</p> <p>Describe the IRP tool that the RWB uses. If the RWB uses a locally developed tool, please attach it to the Workforce Services Plan.</p>

CBE RESPONSE

The IRP is introduced during the WTP Work Registration Process. Please see the local operating procedure: WTP WORK REGISTRATION/ORIENTATION PROCESS

Please refer to the local policy: Individual and Alternative Responsibility Plans for information on the CBE's local procedure on IRP.

Steps to self-sufficiency are completed during the initial IRP and are updated when activities change and when the customer becomes transitional.

The CBE will continue to use the IRP tool in OSST, until that tool is replaced with another system by the State.

b. Occupational Skills Training

SECTION	INSTRUCTION
F.11.b.1.	Provide a description of the locally developed ITA system including any limitation (e.g., the dollar amount and/or duration of the ITA) to be placed on the ITA in accordance with 20 CFR 663.440, 663.420, 663.430 and AWI Guidance Paper AWI FG - 00-002a.

CBE RESPONSE
Under Attachment I of this workforce services plan are CBE's policies for providing guidance on our Individual Training Account procedures, including the dollar amount allowed for each level of our Individual Training Accounts.

SECTION	INSTRUCTION
F.11.b.2.	Provide a description of local policy and /or procedures established to ensure that any exceptions to the use of ITAs are consistent with the exceptions contained in WIA.

CBE RESPONSE
<p>In the event of special circumstances provided under Sec. 663.430, CBE's President may authorize services to be provided to special participant populations that face multiple barriers to employment including low-income individuals that are included in one or more of the following categories:</p> <ul style="list-style-type: none"> (1) Individuals with substantial language or cultural barriers; (2) Offenders; (3) Homeless individuals; and (4) Other hard-to-serve populations as defined by the Governor. <p>As required by WIA, if CBE determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization (CBO) or another private organization to serve special participant populations that face multiple barriers to employment, CBE will develop criteria to be used in determining demonstrated effectiveness, particularly as it applies to the special participant</p>

population to be served.

SECTION	INSTRUCTION
F.11.b.3.	Provide a description of the local policy and procedures to competitively award grants and contracts for activities and services not funded with ITAs.

CBE RESPONSE	
All competitively awarded contracts are procured in accordance with CBE's procurement policy as described in CBE's administrative plan. CBE's administrative plan is Attachment G of this workforce services plan.	

SECTION	INSTRUCTION
F.11.b.4.	Indicate if the region is using the State's waiver to allow the provision of ITAs for Older Youth. If so, describe the local policies and procedures.

CBE RESPONSE	
CBE will dual enroll older youth into adult or dislocated worker status in the event that the youth is enrolled in a youth program and will receive an ITA for classroom training. CBE will follow the guidance provided by WFI and AWI for these dual enrollments.	

SECTION	INSTRUCTION
F.11.b.5.	Describe the process for using WIA funds to provide training services to trade-affected workers.

CBE RESPONSE	
CBE will request annually from the State of Florida supplemental TAA funds for eligible trade-affected workers. All customers receiving TAA training funds will be dual enrolled into WIA dislocated worker. Allowed expenditures under TAA shall be paid out of TAA training funds. Other training related expenditures, including support services are paid out of local regional funds. In the event that TAA training funds are unavailable from the State of Florida, trade-affected workers will be served through regional dislocated worker funds and would therefore be subject to the limitations of regional policy as described in Attachment I.	

SECTION	INSTRUCTION
F.11.b.6.	Describe the process for ensuring that the WIA-funded training activities provided for trade-affected workers are those that are stipulated in Section 236 of the Trade Act and related federal policies and procedures.

CBE RESPONSE

If a TAA customer is interested in training, the Local TAA Coordinator will make a preliminary assessment based on the following criteria:

- Is there suitable employment available in worker's present skill? If they are working, this is defined by the law as work of a substantially equal or higher skill level, paying not less than 80% of the worker's average weekly wage, which does not include self-employment or employment as an independent contractor.
- Is the desired occupation on the TOL?
- Would worker benefit from appropriate training?
- Is there a reasonable expectation of employment following completion of the training?
- Is the training approved by the local OSCC, reasonably available?
- Is the worker qualified to undertake and complete such training?
- Is such training suitable for the worker and available at a reasonable cost?
 - Reasonable cost means that training should not be approved at one institution when, all costs being considered, the same training can be obtained at another institution at a lower total cost.
- No approved training program shall exceed 104 weeks (130 weeks if remedial training is approved).

Also for out-of-state TAA training: We may approve the training, but we also must have the other state concur with our decision to fund training, if they don't the customer's TRA could stop.

A. **Referral for out-of-state customers:** A customer may contact the One-Stop Employment System for service and indicate coverage under an appropriate petition in another state. In this event, staff will obtain the following information:

1. Customer's name and social security number;
2. Name and address of employer covered by the petition;
3. City and state where customer filed TRA claim;
4. Documentation possessed by customer; and,
5. The petition number, if known.

The Local TAA Coordinator will furnish the above information to the State TRA Coordinator for assistance in confirming the customer's eligibility prior to offering TAA funded services. (Note: In these instances, the state of current residence is responsible for paying training costs. The state in which the petition was filed is also responsible for job search and relocation allowances.)

12. Work Experience

SECTION	INSTRUCTION
F.12.	Provide a description of the process for developing work experience sites and worksite agreements for all participants enrolled in workforce programs. Attach a copy of local operating procedures.

CBE RESPONSE
<p>Work experience sites are developed by contacting potential providers and arranging an on-site visit. During the on-site visit, details of the agreements are discussed. Once a provider signs on as a worksite, the Case Management staff is notified.</p> <p>The Case Management Provider of the One Stop Employment Division is responsible for arranging worksite agreements and must enter into a worksite agreement prior to negotiating individual participating agreements. Copies of all worksite agreements must be submitted to the Adult Services Program Manager or designee for maintenance upon execution.</p> <p>The <u>Worksite Agreement</u> shall contain:</p> <ul style="list-style-type: none"> ✓ a job title ✓ description of the duties ✓ notate the length of the training ✓ state any employer expectations ✓ specify the weekly work schedule, site name, address and telephone number ✓ Identify party(ies) responsible for supervising the participant on a daily basis and party(ies) responsible for signing time sheets and documentation of completed hours <p>Copies of Worksite Agreements shall be maintained in the each customer's case file.</p> <p>Prior to placing the customer, the worksite will be evaluated with them so that the placement matches their goals as outlined in the Individual Responsibility Plan.</p>

In addition, describe the following for the WT/TANF program:

SECTION	INSTRUCTION
F.12.a.	<p>How the participants of the WT program are referred to the worksite provider to begin engagement;</p> <p>How the RWB ensures that participants are supervised on a daily basis during worksite engagement;</p> <p>How the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation; and</p> <p>The steps the RWB has taken to protect employees of the worksite employer against displacement.</p>

CBE RESPONSE
<p>Customers will be referred to worksites by their Career Specialist (Case Manager). Participants will be supervised by their on-site supervisors as agreed upon in the worksite agreement.</p>

Customers will complete the Community Work Experience Time sheet to document their hours.
 Displacement issues are covered in the worksite agreement.
 Additional information on CBE's WTP work experience program is under the WTP attachments to this plan.

13. On-the-Job Training

SECTION	INSTRUCTION
F.13.	Provide a description of the process for developing OJT sites and agreements for all participants enrolled in workforce programs.

CBE RESPONSE
<p>The following are guidelines established by the CBE for the parameters of On-the-Job Training (OJT) authorized through the One-Stop System in Flagler and Volusia Counties.</p> <ul style="list-style-type: none"> • The length of OJT agreements will be determined by the skills associated for the occupation as described in the O*Net database (version 3.1 or higher), job zones listed on O*Net and the Specific Vocational Preparation (SVP). • Proposed training that exceeds these time frames must have prior approval from the President of the CBE and be justified through skills associated for the occupation as described in the O*Net database. • Wage earnings for OJT will fall into two categories: High Skill/High Wage and Basic Entry to maximum funding available to a business per OJT will be based on a beginning wage and a maximum overall annual cap per company. These criteria will be reviewed annually. • The maximum amount of wage reimbursed to the employer of record is up to 50% of the total wage. • OJT agreements will be approved by the CBE's Business Services Manager. <p>Exceptions to any of these guidelines must be reviewed and approved by the CBE's Director of Business Operations.</p> <p>There are three ways an OJT may be initiated:</p> <ol style="list-style-type: none"> 1. <i>Independent OJT Candidate:</i> A job seeker is identified by CBE Employment Division Staff as a possible OJT candidate. CBE Employment Division Staff will verify in EFM if the individual has a prior determination of eligibility. If there is no current certification of eligibility the CBE Employment Division Staff will complete a WIA application and submit to the Case Manager for eligibility certification. 2. <i>Business and Business Services Representative (BSR):</i> An OJT is developed between a qualified participating business and a BSR. The BSR will send an e-mail to all CBE Employment Division staff that a business has an open job order and the business is interested in an OJT for that position. 3. <i>Business Selected Candidate:</i> A business identifies an individual for an OJT opportunity and notifies the BSR. The BSR will verify in EFM if the individual has a prior determination of eligibility. If there is no prior eligibility determination the individual will be instructed to go to the One-Stop to complete a WIA application. If the customer is determined eligible, the BSR will be notified and will develop an OJT agreement with the business.

For WT/TANF, please describe the following:

SECTION	INSTRUCTION
F.13.a	<p>How the RWB will ensure that participants engaged in the OJT activity will be supervised on a daily basis;</p> <p>How the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation; and</p> <p>How often (at minimum) documentation to support hours of participation will be collected.</p>

CBE RESPONSE

Monitoring OJT Activity will be conducted as written below:

- The BSR obtains signature and returns to the CBE Business Services Manager.
- An e-mail, with an attachment, is sent by the Business Services Manager or Administrative Support to the appropriate BSR and the Adult Services Unit. The attachment includes the signed OJT contract scanned into a PDF file. The original OJT contract remains with the BSD. NOTE: This process may modify as laser scanning process becomes more fully deployed throughout the One-Stop Employment System.
- The Career Specialist will print out the signed contract for placement in the Adult Services Unit file for their customer(s).
- The Career Specialist will enter case notes for Tier I, II, and III, and justification for enrollment.
- Enrollment occurs when the Career Specialist completes Tier I, II and III enrollment.
- The customer will complete a credential prior to the end of the OJT contract. The BSR will ensure that a copy of the credential is brought to the Career Specialist prior to case activities closure. In the case of WTP customers, the Career Specialist may be responsible for this step.
- The BSR will make contact with the OJT business on OJT customer's progress and notify the Career Specialist by email, no less frequently than monthly.
- In addition, the BSR will immediately notify the Career Specialist, CBE Business Services Manager and the Adult Services Manager upon notification of any changes in the employee customer's status during the OJT contract period.
- The Career Specialist will enter OJT customer's progress case notes into EFM, no less frequently than monthly. This includes any credential information.
- The BSR confirms completion of the OJT.
- BSR will notify the CBE Business Services Manager, Adult Services Manager and Career Specialist with completion information and all required documentation [copy of signed invoice and credential (if applicable)].
- The Career Specialist will record the credential in EFM and place in file.
- The Career Specialist will enter case notes, close activities and send appropriate closure notification to the assigned Adult Services Unit staff for processing the case closure in EFM.
- The BSR monitors the OJT, delivers invoices from the business to the CBE Finance Department for payment.
- The BSR delivers payment and completes follow-up.
 - The Career Specialist or appropriate CBE Employment System Staff will complete WIA follow-up with the customer as required in the CBE WIA Follow-Up Policy.

14. Customized Training

SECTION	INSTRUCTION
F.14.a.	Provide a description of the process for developing customized training sites and agreements for all workforce participants enrolled in WIA, Welfare Transition, FSET, etc.

CBE RESPONSE
The CBE's primary focus is to promote On-the-Job Training and Employed Worker Training programs. However, if a business is interested in a Customized Training program, the CBE would consider the opportunity.

SECTION	INSTRUCTION
F.14.b.	Describe if businesses in your region have accessed training grants from the QRT program. If so, are these businesses posting job orders through the local one-stop system, consistent with the QRT application process?

CBE RESPONSE
The CBE has not assisted a business with a QRT in recent years. However, if such an opportunity arises, the CBE partners with local economic development and education/training partners to assist the business.

15. Employed Worker Training Program

SECTION	INSTRUCTION
F.15.a.	Identify when the region's EWT program was established and what changes have been made to the program since implementation and why.

CBE RESPONSE
<p>Within the scope of the overall mission of the One-Stop Employment System, the Business Services Division is the employment and training information link, which provides workforce solutions that promote stability and growth for Flagler and Volusia area businesses.</p> <p>The EWT program was implemented locally in the spring of 2001. It was administered by CBE program staff on a pilot basis with a small budget. In 2004, funding for business training, including EWTs, increased and a bigger push began. This was due, in large part, to bringing Business Services staff in-house at the CBE level. Part of overhauling the role of Business Services was to augment EWT efforts to meet the demands of the business community in a time of a shrinking labor pool.</p>

SECTION	INSTRUCTION
F.15.b.	Identify those industries in the region whose workers will be targeted specifically for skills upgrade training and how those industries were identified;

CBE RESPONSE	
<p>As part of the Business Services’s strategic plan, a snapshot of the Region’s labor activity will be conducted every six months. This will help align outreach efforts to improve labor exchange and provide the business community what it needs. Industries/occupations are also targeted for EWT outreach.</p> <p>The most effective means of pushing training efforts forward is going to where the targeted business customers are (on-site visits, professional association meetings, chamber meetings, etc.).</p>	

SECTION	INSTRUCTION
F.15.c.	<p>Provide a description of the process for the EWT program aimed at upgrading the occupational skills of existing workers in the region. The description should include the following:</p> <p>Identify those industries in the region whose workers will be targeted specifically for occupational skills upgrade training and how those industries were identified;</p> <p>Provide a description of the process for the EWT program aimed at upgrading the occupational skills of existing workers in the region. The description should include the following:</p> <p>Address both those working part-time and full-time, the working poor, and across all earning levels; and</p> <p>Identify what funds (e.g., WIA and TANF) are used for this purpose in the region as well as how additional funds will be leveraged to accomplish skills upgrade training within the region.</p>

CBE RESPONSE	
<p>The following are guidelines established by the CBE for the parameters of Employed Worker Training (EWT) authorized through the One-Stop System in Flagler and Volusia Counties.</p> <ul style="list-style-type: none"> • EWT is provided to companies within the Deltona, Daytona Beach Palm Coast Combined Statistical Area (CSA). • Businesses who receive EWT must match the amount paid through the CBE’s funds. This match may be in the way of wages paid to the employee. • Wage earnings for EWT will fall into two categories: High Skill/High Wage and Basic Entry to maximum funding available to a business per EWT will be based on beginning wage and a maximum overall annual cap per company. These criteria will be reviewed annually. <p>EWT must result in one of the following outcomes:</p> <ul style="list-style-type: none"> • Training supports a high-growth industry or occupation. • Documented aversion of layoff of the employee receiving the training. • Promotes small and mid-size business growth and/or survival. • EWT agreements will be approved by the CBE’s Business Services Manager. <p>Exceptions to any of these guidelines must be reviewed and approved by the CBE’s Director of Business Operations & Communications.</p>	

The following outlines the EWT process:

1. Upon determining a business is interested in EWT for an employee or group of employees, the Business completes the first two pages of a EWT contract which serves as a preliminary request for EWT funding and returns it to the BSR.
2. The BSR submits the request listed above to the Business Services Manager for review.
3. Upon preliminary approval of the EWT, the BSR and the Business will complete the application and the BSR submits the application to administration for final review.
4. Upon approval of the EWT, an agreement is prepared by the Business Services Manger or Administrative Support.
5. The Business Services Manger or Administrative Support will notify the BSR that the agreement has been prepared.
6. The BSR will deliver the completed agreement to the Business for signature from the business.
7. The BSR obtains the Business signature and returns the agreement for signature of the Business Services Manager.
8. An approval letter is created by Administration and sent to the Business.
9. Upon approval of the agreement, an e-mail with attachment (scanned approval letter and signed EWT agreement in PDF formant) is sent by the Business Services Manger or Administrative Support to the appropriate BSR and Adult Services Unit. NOTE: This process may modify as laser scanning process becomes more fully deployed throughout the One-Stop Employment System.
10. If the training starts and/or end dates, training activity or customers change, a new agreement may be necessary and will be sent back through the above steps. The BSR will notify the Adult Services Unit of the changes via email.
11. If an application for EWT is not approved, the appropriate BSR is notified to make a business contact and a letter is sent to the business by the Business Services Manager or Administrative Support if necessary.

B. WIA Applications and Data Entry:

1. The designated One-Stop Employment System staff will complete the WIA applications with employees and obtain required documentation. The WIA applications will be entered into EFM and supporting documentation will be provided to the Adult Services Unit for certification.
2. The Adult Services Unit will assign the application to a designated Career Specialist per the direction of the Adult Services Manager.
3. The Career Specialist will enter case notes for Tier I, II, and III, justification and complete enrollment into Tier I, II and III.
4. The BSR will make contact with the EWT business regarding the EWT customer(s) progress and notify the Career Specialist by email, no less frequently than monthly.
5. Career Specialist will enter EWT customer's progress case notes into EFM, no less frequently than monthly.
6. The BSR will follow-up with the business prior to the contract completion date and notify the CBE Director of Business Development & Corporate Communications and the Adult Services Unit of any changes or completion information.

C. Outcome:

1. Upon completion of training the BSR will collect the invoice included in the back of the EWT application and all supporting documentation (certification, etc.) for submission to the CBE Finance Department.
2. The CBE Business Services Manager or Administrative Support will send a PDF of the signed invoice via e-mail to the BSR and Adult Services Unit.
3. The Adult Services Unit will ensure proper files are kept, enter case notes, close all activities and process the case closure in EFM.

FOLLOW UP

- A. The BSR monitors the EWT, delivers timesheets/invoices from the business to the CBE Finance Department for payment.
- B. The BSR delivers payment and completes follow-up.
- C. The Adult Services Unit will complete follow-up with customer as listed in the CBE follow-up policy and One-Stop Employment System follow-up procedure.

The guidelines previously mentioned are a framework for all EWTs, but primarily serve as the guidepost for WIA Adult EWTs. The CBE realizes that training for part-time workers, especially the working poor, often leads to higher wages and promotions. Therefore, EWTs are also executed for such opportunities.

Funding for EWTs is diverse and is dependent upon receipt from various sources. The base of the funds comes from WIA Adult. In addition, WTP funds can be used in appropriate training scenarios. Further, the CBE utilizes funds received from alternative funding sources as appropriate

16. Business Services

SECTION	INSTRUCTION
F.16a.	How the region will aggressively market/communicate, internally and externally, the workforce business value proposition to significantly increase awareness and stimulate workforce system usage (including the Employ Florida Marketplace);

CBE RESPONSE
<p>The CBE will aggressively market/communicate, internally and externally, the workforce business value proposition to significantly increase awareness and stimulate workforce system usage (including Employ Florida Marketplace) through the following methods:</p> <ul style="list-style-type: none"> • Advertising and business packet inserts have been created with the following messages: <ul style="list-style-type: none"> ▪ “Expand recruitment Efforts and Reduce Recruitment Costs” ▪ “Need Help Locating Applicants? - Broaden your horizons without leaving the comfort of your own office.” • Advertisements will be included in local chamber directories, major phone books and local economic development publications

- Weekly outreach of available jobs, via display ads, will be included in two local newspapers with greatest saturation/distribution in Volusia/Flagler market to entice job seekers to access the system
- CBE and One-Stop Employment Division representation will continue at local business, economic development and education-related events and forums
- CBE has conducted Employ Florida Marketplace Training for business customers and provides new businesses with an EFM rack card to enhance usage
- The “Member Employ Florida” logo has been added to all outreach materials and a direct link to EFM is located on our www.onestops.com Web site
- Business Services Representatives are geographically assigned. Our representatives visit and make phone calls to businesses in high growth industries that are not current customers to stimulate new businesses to access services
- Radio advertisements, at a cut rate, have been acquired to increase brand recognition and access to the local workforce system
- Annual reports feature testimonials and photos of local business customers
- Press Releases and customer emails are utilized to increase awareness of CBE activities
- Coordination of area business summit to provide employment-related information to over 220 local human resource representatives, business owners and supervisors from multiple industries
- Direct mail, as appropriate, to increase awareness of services and event-related activities

SECTION	INSTRUCTION
F.16.b.	How employer services will be delivered/conducted to employers, including employer visits to obtain job orders for veterans, MSFWs, Agricultural Employers, and other job seekers;

CBE RESPONSE

The CBE’s Business Services Division delivers and coordinates services to businesses by taking six-month snapshots of Labor Market Information and anecdotal/research information from business visits, economic development partnerships, and Chamber and other professional associations. These snapshots allow for better service delivery planning and implementation.

In stable economic times, the Business Services Representatives are responsible for a minimum amount of job orders from both large and small companies from targeted industries during the six-month time frames. Additionally, the BSR’s are responsible for a minimum amount of job orders from new companies each month. These orders are accomplished primarily through site visits. MSFW and agricultural positions are not a large focus for the Region.

Job order management for veterans is primarily handled through Veteran Representatives. The Veteran Representatives check EFM several times per day to look for job orders from federal contractors and other job orders paying a minimum of \$11 per hour to start. Once these job orders are identified, the Veteran Representatives conduct a veterans search on those listings to find appropriate matches and provide assistance.

Additionally, the Veterans Representatives respond to USDOL requests to verify whether or not federal contractors list positions with the One-Stop Employment Division.

The Veteran Representatives also makes a certain amount of visits per month to businesses to help augment job orders with veteran’s preference status. In the future, the Veteran Representatives will collaborate more closely with the Business Services Division to increase outreach and results.

SECTION	INSTRUCTION
F.16.c.	How does the region evaluate its Business Services (i.e., outreach tactics, core processes, and performance metrics):

CBE RESPONSE
<p>The CBE will evaluate our Business Services efforts every six months. Quantifiable goals and objectives are set at six-moth intervals. Standing objectives, during a stable economic climate, include:</p> <ul style="list-style-type: none"> ✓ Maintaining an average wage after training of the lowest High Skills entry point on the EWT training policy ✓ Maintaining a minimum number of job orders (including job orders from new companies) from small and large businesses in targeted industries ✓ Propelling effort forward to increase EFM usage from area businesses <p>Additionally, special projects are included in the plan. If there is a need to extend the due date or abandon the effort, decisions are made during group analysis. Data from EFM and anecdotal information are utilized to evaluate the effort. All goals and objectives are developed in concert with overall CBE performance goals and measures.</p>

SECTION	INSTRUCTION
F.16.d.	How the region will expand outreach and availability of the following value added, business focused training programs: Incumbent Worker Training; Quick Response Training; and Employed Worker Training.

CBE RESPONSE
<p>The CBE continues to increase the number of individuals trained by businesses that access OJT and EWT training assistance by use of advertisement in Chamber directories, e-mail communications, attendance at local business forums, Chamber and business association newsletter blurbs, presentations to business groups, coordination with local economic development partners and direct visits.</p> <p>Employed Worker Training and Quick Response Training information is also shared with businesses primarily through BSR visits and coordination with local economic development and education/training partners.</p>

SECTION	INSTRUCTION
F.16.e.	In partnership with economic development organizations, how will the region build on existing or establish local, industry-specific workforce business consortiums;

CBE RESPONSE	
<p>The CBE will continue to work closely with Volusia County Economic Department (VCED) and Enterprise Flagler (EF) as well as many local education and training entities to ensure local economic development goals are supported.</p> <p>On a quarterly basis, the CBE, Business Development Partnership (BDP).VCED, EF and Daytona State College (DSC) will meet to share information on current and future efforts as well as to ensure that all parties are aligned where needed. Representatives from the above entities serve on the CBE board as well.</p> <p>Representation from one or all of the partners can be found in local consortiums (i.e. the Volusia Manufacturers Association, Society for Human Resources Management, Hotel/Lodging Association, Florida High Tech Corridor Consortium, etc.) Where a gap occurs in bringing emerging industries together, all partners participate in closing the gap and meeting the needs of the business community.</p>	

SECTION	INSTRUCTION
F.16.f	How the region will prioritize target industry clusters and why;

CBE RESPONSE	
<p>To fully integrate labor exchange activities and services between job seekers accessing services via the One-Stop Employment Division and the needs of the business community, a steady flow of incoming job orders representing the spectrum of skills and industries must be provided. To maximize job order numbers, the CBE will maintain relationships with the area’s largest employers and high growth industries in our area, as determined by Labor Market Information released by the Agency for Workforce Innovation, due to their on-going recruitment needs.</p>	

SECTION	INSTRUCTION
F.16.g.	How the region will provide platform for creation or technical input of industry specific training programs—leverage expertise of strategic partners (Education, Training Providers, Employ Florida Banner Centers);

CBE RESPONSE	
<p>The CBE collaborates with economic development and training/education partners when all find it critical to convene a group of businesses together to discuss specific training needs. In the past, manufacturers and hospitality industry businesses were convened separately to assess and design special training programs. The CBE anticipates coordinating more of these efforts in the years to come.</p>	

SECTION	INSTRUCTION
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F.16.h.	How the region will institutionalize local, regional and statewide “voice of the customer” business forums to keep abreast of current and emerging workforce needs (e.g., through all Employ Florida Banner Centers and other similar business-led initiatives);
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CBE RESPONSE
<p>The CBE will use a variety of tactics to institutionalize a local, regional and state “voice of the customer” business focus. One important vehicle is the Workforce Services Council whose mission includes developing methods that promote the ability of adult workers to succeed in the workforce and to align education and training programs with high-paying, high-demand occupations by analyzing the local job market. The Committee will promote a number of programs with the primary initiative of redirection, retention and reliance.</p> <p>Additionally the CBE utilizes its Business Services Committee to promote this focus. The committee comprised of top level executives in business, education, and economic development, identified the following critical local labor market needs:</p> <ul style="list-style-type: none"> • Development of a skilled workforce; educate about the importance of being prompt, present and ready to work • Workforce education, especially the basics; math, spelling and grammar • The need for linkages between education and employment communities, especially in the areas regarding technical needs • A method to fill in the gaps in the workforce as employment grows so we can backfill, as entry-level jobs become available • Prepare non-college bound youth for the future • Provide niche services for professional-level job seekers to better assist businesses in identifying the necessary talent pool • Provide appropriate training and match skills with jobs • Attract companies that pay a sustainable living wage <p>Further, the CBE will continue to actively participate with the Florida High Tech Corridor Consortium. Members of the Consortium are currently putting in a bid to operate a Digital Media Banner Center. The CBE fully endorses this effort.</p>

SECTION	INSTRUCTION
F.16.i	How the region will increase workforce awareness via visibility at target industry specific events; and

CBE RESPONSE
<p>The CBE will increase workforce awareness via visibility at target industry-specific events through various means. The CBE has increased visibility to the local business community by opening its board room to local businesses and associations to utilize the CBE board room for offsite meetings and events. To increase awareness and visibility to the industries that visit, the board room displays posters highlighting CBE One-Stop Employment Division and Business Services Division services and table top advertising. Tours of the Daytona</p>

Beach One-Stop Center are often included during meetings. Business groups of specific industries that utilize the Board room regularly for meetings include:

- Hotel Lodging Association
- Volusia Manufacturing Association
- Volusia/Flagler Chapter of the Society for Human Resource Management
- SunTrust Bank
- Hudson Technologies
- Volusia County Emergency Management
- Electrical Contractors Meeting
- Volusia and Flagler Economic Development Organizations
- Volusia County Schools
- Chambers of Commerce
- Various Community-Based Organizations

Additionally, CBE will continue to sponsor business events off-site that provide education and workshop event opportunities to industries in our community such as the Strategic Non-Profit Alliance Partnership, VMA and local Home Builders Associations and participate in radio talk shows that focus on small business assistance.

The CBE will commit staff and resources annually to organize large job fair events to support the regional health services and the professional and business services industries as well as coordinating an annual business summit event to increase business awareness of workforce services that provide employment-related training to over 350 business owners, supervisors and human resource representatives

Industry-based e-mail distribution lists and direct mail are often utilized to invite our business community to participate in regional activities such as the targeted industry focus groups recently coordinated to demonstrate the Ready to Work testing and credentialing systems to determine value for future use of the product in our region and a gathering of local businesses and educational partners to determine future training needs in our region.

SECTION	INSTRUCTION
F.16.j.	Showcase successful workforce/business partnerships at local economic development business events.

CBE RESPONSE
The CBE showcases successful workforce/business partnerships at local economic development business events on a regular basis. The signature effort is the Business Summit previously cited. Additionally, the CBE works with economic development and education/training partners to support appropriate events spearheaded by these entities.

SECTION	INSTRUCTION
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F.16.k.	Describe any other innovative service delivery strategies implemented in the region, as well as the region's success, to date, in competing for state-level funds through WFI's Policy Councils.
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CBE RESPONSE
<p>In recent years, the CBE has been successful in delivering services through competitive funds obtained from WFI's Policy Councils. One example was the BEST II grant received by the CBE in FY 2006 -07 that crossed all three Workforce Councils.</p>
<p>In addition to training in occupations in several targeted industries, customers were able to receive assistance through the <i>Campaign for Working Families Initiative</i>. The CBE just finished a second year in partnership with its local <i>Campaign for Working Families</i>. In 2009, CBE's three One-Stop Employment Centers participated as local, IRS approved Volunteer Income Tax Assistance (VITA) sites. Since beginning this service in 2005, CBE's three One-Stop Employment Centers participated as local, IRS approved Volunteer Income Tax Assistance (VITA) sites. 2,602 returns have been completed at our three locations and bringing \$3,509,353 in returns to the community, \$1,298,461(37%), represents EITC and Child Tax Credit returns.</p>
<p>CBE also realizes that the more people know about credit and banking services, the more likely they are to increase savings, buy homes, and improve their financial health and well being. The <i>Money Smart</i> training program helps individuals build financial knowledge, develop financial confidence, and use banking services effectively.</p>
<p>This effort, initially funded through the BEST II grant, is just one example of successful collaboration to ensure the Region is fostering a talent pipeline that will serve the community well for many years to come.</p>

SECTION	INSTRUCTION
F.16.l.	Describe the region's strategies for implementing the entrepreneurial training initiatives for small business development in the one-stop service system.

CBE RESPONSE
<p>The CBE will continue to rely on our education/training partners as well as Chamber affiliates to broker and leverage resources to promote entrepreneurial training and small business development. The BSD has been trained in the offerings of Daytona State College's Small Business Development Center and makes referrals on a regular basis. Additionally, the BSD works closely with SCORE to provide assistance to entrepreneurs and small businesses. When these entrepreneurs and small businesses are at a point of expansion, the BSD works with them with training needs.</p>

17. Services to Targeted Populations

SECTION	INSTRUCTION
F.17.	Describe the process for providing workforce services to target populations such as the homeless, ex-offender, farmers, hard-to-serve, individuals with disabilities and other target groups.

CBE RESPONSE

With the creation of our Access Points and Mini Career Links, our outreach has been able to reach into communities where targeted populations reside and may have barriers in getting to our One-Stop Employment Centers.

To maintain awareness of needs in the community, CBE administrative staff serve on a number of community boards including, but not limited to:

- American Red Cross
- Campaign for Working Families
- Early Learning Coalition
- Family Renew Community, a faith-based transitional housing program
- Habitat for Humanity
- Neighbor to Family, a foster care agency
- One Voice for Volusia
- The STAR Shelter, emergency shelter for families
- Local chambers of commerce
- United Way of Volusia and Flagler Counties
- Volusia Interfaith Agencies Networking in Disaster (VIND)
- Volusia/Flagler County Homeless Coalition
- Women’s Initiative of United Way

Through these relations we maintain relationships within our community to determine where our resources can best be used and leveraged. Each target population has unique needs and by serving in our community in volunteer roles we are better equipped to identify those needs.

Some examples include:

In a joint venture with Habitat for Humanity, CBE was able to provide construction training to individuals who provide work on Habitat Homes. These individuals reside in our local correctional facility. We learned that inmates do not have access to vocational training through the Department of Correction and with Habitat’s assistance, we have worked with the Department of Correction to provide workshops, employability skill training and hard skill training to the inmates in preparation for their transition into the labor force prior to and upon their release.

Our relationship with the American Red Cross and Volusia Interfaith Agencies Networking in Disaster helped us place dislocated workers through past National Emergency Grant programs.

Working with area foster care and DJJ agencies have let us identify their needs so that we can support their missions through providing workforce services.

CBE will continue to build our relationships with our community to provide services to the most in need in our community as well as the job seeker who is at the professional level.

18. Workforce Program-Specific Definitions

Attach a copy of the local operating procedures for the following process(s).

a. Self-Sufficiency

SECTION	INSTRUCTION
F.18.	Provide the local definition of economic self-sufficiency; if different, then individual the definitions for the employed worker and the dislocated worker. The self-sufficiency definitions must be developed in accordance with WIA 20 CFR

	663.230. Does this self-sufficiency definition apply to the WT/TANF program? If not, please provide the self-sufficiency definition.
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CBE RESPONSE
<p>All individuals we serve are striving for self-sufficiency. Regardless of background or current status (i.e. Temporary Cash Assistance recipient or previously high level income dislocated worker or employed worker) CBE assists all individuals to gain the same level self-sufficiency.</p> <p>CBE implemented the following policy on self-sufficiency July 1, 2003:</p> <p><i>Background</i></p> <p>Section 663.200 of the Workforce Investment Act of 1998 rules and regulations requires a definition of economic self-sufficiency as a condition for providing training or re-training services to <i>employed adults</i> and <i>dislocated workers</i>.</p> <p>CBE has embraced the One-Stop System philosophy, which means that the definition of self-sufficiency will be used for all individuals served through the One-Stop System.</p> <p>The definition of self-sufficiency has been developed from input from staff of CBE and partner agencies. See Attachment I for CBE's self-sufficiency regional definition.</p>

b. Substantial Layoff

SECTION	INSTRUCTION
F.18	Provide the local definition of a substantial layoff for determining dislocated worker status, as referenced in WIA section 101(9)(B)(i).

CBE RESPONSE
CBE's definition of a substantial layoff is any event that results in the temporary or permanent reduction in workforce by 20% of employees either by department or total company, but not necessarily resulting in permanent closure. See Attachment I for full policy.

c. Priority Services

SECTION	INSTRUCTION
F.18	Describe the criteria to be used for providing priority of services in employment and training to veterans in all workforce programs. Please explain the process for determining whether funds allocated to the region for adult participant employment and training activities under WIA Section 134 (d)(4)(E) are limited, and describe the process by which any priority for services will be applied.

CBE RESPONSE
Veterans identified at front desk check in are sent to the DVOP or LVER for initial assessment and orientation on services available to them. The veteran's staff offers one-on-one registration, job search assistance, labor

market information, resume/cover letter assistance. Assessment and counseling are available to all veterans who request this service or are required to receive this service due to VR&E employment phase training. This service is now being entered into EFM as recommended by the Veteran’s assistance visit during last quarter. Veterans meeting the professional guidelines are referred to a Professional Resource Coordinator for more intense assistance.

New Veterans that register in EFM are called on a daily basis to assess their needs and provide information on services available.

Job orders that pay \$11.00 an hour or higher have a veteran job seeker match run and qualified veterans are called and/or sent an EFM message with job information.

CBE will employ a most-in-need procedure in the event of limited WIA training funds. Within CBE’s policies is our “most-in-need” procedure. This is under Attachment I.

19. Supportive Services

SECTION	INSTRUCTION
F.19.a.	Describe the process for providing support services including the type, dollar amount, conditions, and duration under which these services will be made available to participants enrolled in workforce service programs. Describe the process for providing workforce services to target populations such as the homeless, ex-offender, farmers, hard-to-serve, individuals with disabilities and other target groups.

CBE RESPONSE
<p>In the event that the following two conditions are met, any participant of our program may receive support services:</p> <ul style="list-style-type: none"> • Support services provided are not provided through any other program. • Support services are necessary in order to participate in an employment and training program. <p>This determination will be made by the career specialist working with the customer.</p> <p>Support services will include, but are not limited to, transportation and child care. The amount each participant may receive is prescriptive and based on need. The same process is applied to any customer, regardless of target population so long as need is determined.</p>

For the WT/TANF, please add additional information:

SECTION	INSTRUCTION
F.19.b.	Describe when participants are notified of the opportunity to receive support services, including but not limited to, transportation services, counseling, childcare, etc.

CBE RESPONSE
Participants are informed of the available resources during their initial orientation. Please see local

operating procedure: WTP WORK REGISTRATION/ORIENTATION PROCESS

SECTION	INSTRUCTION
F.19.c.	<p>WT/TANF funds for support services may be prioritized due to limited funding. Please describe how services are limited by type and by amount. Please include a description for all of the following (at minimum);</p> <ul style="list-style-type: none"> ○ Transportation; ○ Childcare; ○ Clothing; ○ Training; and <p>Other: If the RWB provides other support services not listed above; please describe the services and prioritization for such services.</p>

CBE RESPONSE

The CBE will create a support services budget for each ancillary, transportation and child care service at the beginning of the year based on available funds. The services are then tracked by CBE finance department and program managers to ensure the budgeted amount is not exceeded.

SECTION	INSTRUCTION
F.19.d	When and how are customers, including applicants for cash assistance, provided information about One-Stop Career Center services?

CBE RESPONSE

Participants re informed of the available resources during their initial orientation. Please see local operating procedure: WTP WORK REGISTRATION/ORIENTATION PROCESS

SECTION	INSTRUCTION
F.19.e.	<p>When and how are applicants and recipients of cash assistance advised of domestic violence services;</p> <p>Briefly describe how applicants and participants of the WT program who disclose a domestic violence issue are provided services specific to their needs; and</p> <p>Describe how the RWB ensures that all domestic violence providers are trained and competent to provide such services.</p>

CBE RESPONSE

Please refer to the attached local operating procedure: DOMESTIC VIOLENCE

The CBE will only work with those organizations who are affiliated with the Florida Coalition Against Domestic Violence to ensure quality services for our customers.

SECTION	INSTRUCTION
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F.19.f	Describe the type of support services the RWB provides to applicants of cash assistance.
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CBE RESPONSE
The CBE provides transportation, child care, and ancillary services to qualifying recipients of cash assistance.

SECTION	INSTRUCTION
F.19.g.	<p>Transitional support services:</p> <ul style="list-style-type: none"> ○ Describe the type of services offered to participants whose cash assistance closes with earned income. ○ Describe when and how program participants are informed about transitional benefits and services when they first leave cash assistance. ○ How long does the RWB authorize a childcare referral for transitional customers? ○ How often does the RWB require a participant receiving transitional childcare to document employment? ○ How often are transitional participants receiving support services reviewed for eligibility (family size, income, household composition, etc.)? ○ If the RWB has a program to encourage employment retention and advancement using support services and/or incentives, please describe it. ○ Describe the RWB's local operating procedure designed to offer education or training to transitional participants.

CBE RESPONSE
<p>Transitional support services offered to participants whose cash assistance closes with earned income include transportation and child care.</p> <p>Transitional transportation support exists to assist former WTP participants in maintaining and sustaining employment. Transitional Transportation assistance may be provided, if funds are available for up to two years after the participant is no longer receiving Temporary Cash Assistance for any reason other than sanctions.</p> <p>Transitional transportation assistance must be job related and it includes bus tokens and gas vouchers. Gas vouchers are intended for participants without access to public transportation and who are not receiving supportive services from any other organization.</p> <p>Transitional child care may be available for up to two years after being determined ineligible for Temporary Cash Assistance due to earned income if resources permit. Transitional Child Care benefits are also extended to former WTP participants.</p> <p>Transitional participants receiving child care are required to submit documentation of employment monthly.</p> <p>Please refer to local operating procedure "WTP Incentive" and CBE policy "Participant Incentives" for details on CBE's employment retention incentives.</p>

SECTION	INSTRUCTION
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F.19.h	Describe how career center staff link participants of the WT Program to other services and funding streams.
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CBE RESPONSE
<p>Career Specialists working with participants of the WT program will refer WT customers to workshops offered by the service provider contracted to offer soft skills training, resume writing, dress for success etc.</p> <p>The Career Specialist may also refer customers to Career Planners to determine if additional assessments for services are needed. In addition, participants are referred to vocational rehabilitation if it is deemed appropriate. All customers of the One-Stop System are given United Way’s “211” information through palm cards provided by United Way.</p>

VI. Description of Performance Goals and Levels

CBE’s Workforce System Improvement Committee sets goals for continuous improvement basing results on a previous year’s outcomes and negotiated measures with AWI. This provides the oversight needed to maintain high quality of services for the entire One-Stop Employment System.

All contracts of the CBE earn a minimum of fifty percent through performance. Each contracted provider of the CBE is responsible for performance measures established by CBE, AWI or WFI. In addition to measures, the WDB establishes “shared fate” through deliverables.

Attachment H of this plan includes CBE’s corporate goals.