

**Workforce Development Board of Flagler and Volusia Counties, Inc.**  
**d.b.a. Center for Business Excellence**  
**Workforce Services Plan**

**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, amendments 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 plan of service delivery 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.

Our plan builds on and incorporates the visions of the Workforce Investment Act of 1998, and the State of Florida's Workforce Innovation Act of 2000.

The One-Stop Employment System concept of CBE allows for the streamlining of multiple services under one philosophy to promote a seamless delivery of services; 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 for job seekers:

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 and basic job skills training.

Tier III, training, will provide a choice of training programs to individuals based on their 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.

In accordance with the Federal Workforce Investment Act (WIA) and the Florida Workforce Innovation Act, the Workforce Development Board of Flagler and Volusia Counties, Inc. d/b/a the Center for Business Excellence, is designated as the One-Stop operator. This designation is provided with the agreement of the Chief Elected Official and the Governor. The Plan includes the specifics of the One-Stop system operation.

The CBE's One-Stop Employment System is professionally run and maintained to assist the existing and potential workforce to find employment, and to obtain and upgrade training and education. Partners and providers within the One-Stop Employment System will be accountable for continuous improvement in performance of the One-Stop Employment System.

**I. Local Plan Process**

WIA Section 118 requires that each local board, in partnership with the appropriate chief elected officials, develop and submit a comprehensive one year local plan to the Governor, which identifies and describes certain policies, procedures and activities that are carried out in the local area consistent with the State Workforce Investment Plan. The plan must be developed in collaboration with local partners.

The public, including partners, must have an opportunity for public comment and input into the development of the local Workforce Services Plan prior to its submission to the WFI. The opportunity for public comment must include the following:

- Make copies of the proposed local Workforce Services Plan available to the public (through such means as public hearings and local news media);
- Include an opportunity for comment by members of the local board and members of the public, including representatives of business and labor organizations;
- Provide at least a 30-day period for comment, beginning on the date the proposed plan is made available, prior to its submission to WFI (**Note: The comment period can extend beyond the due date of the plan.**);
- Be consistent with the requirement in WIA Section 117(c), which requires that the local board make information about the plan available to the public on a regular basis through open meetings (public hearings) and local news media; and
- Submit all comments received that express disagreement with the local Workforce Services Plan to the WFI, along with the local plan.

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

I.A1.	Describe the process used to ensure public comment on and input into the development of the local Workforce Services Plan. Include a description of specific steps taken to include input from members of the local board and members of businesses and labor organizations. 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.
<b>RWB RESPONSE</b>	
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 2005-2011.	

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.

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 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 2011, and presentations to the Volusia County Council, Flagler County Board of Commissioners, and CBE's Board of Directors.

I.A.2.	Describe how comments were considered in the local Workforce Services Plan development process.
<b>RWB RESPONSE</b>	
<p>In September 2011, 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 September 16, 2011 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. (ADD MORE UPON POSTING AND PUBLIC HEARING)</p>	

**B. Description of Process for Providing Public Comments**

I.B.	Summarize and include as an attachment 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 WFI at the address previously indicated in the introduction section above.
<b>RWB RESPONSE</b>	
TO BE COMPLETED AFTER PUBLIC REVIEW	

**II. Local Vision and Goals**

Florida's vision and strategic goals have been established in the State Workforce Investment Plan that was recently modified under the direction of Governor Scott. Florida's broad strategic economic and workforce development goals are also set forth in the Workforce Florida Act and Enterprise Florida's 2010-2015 Strategic Plan for Workforce Development and its January 1, 2011 Update. The vision and goals will continue to be refined by the Florida State Legislature and State Workforce Board.

<p>II.A.1. Review/Update Required</p>	<p>Describe the local workforce vision and goals reflecting all workforce programs including WT/TANF and FSET that were developed in response to the vision and goals expressed in Sections I and II of the <u>State Workforce Investment Plan</u>. The vision, goals and objectives of these programs should support and complement the vision, goals and objectives identified in the 2010-2015 Strategic Plan for Workforce Development.</p>
<p><b>RWB RESPONSE</b></p>	
<p>CBE's vision statement is 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.</p> <p><i>WFI's Vision</i></p> <p>Florida will develop a globally competitive workforce.</p> <p><i>WFI's Mission</i></p> <p>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.</p> <p><i>CBE's Vision</i></p> <p>To be the premier organization for employment and training solutions to the businesses and workforce of Volusia and Flagler Counties.</p> <p><i>CBE's Mission</i></p> <p>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.</p> <p><u>CBE's Committees:</u></p> <p><i>Development Committee</i></p> <p>The Development Committee is tasked with actively engaging our community partners in an effort to develop our workforce. The Development Committee is primarily responsible for collaboration and business intelligence and shares the responsibility for establishing the focus on our region's talent pool.</p> <p><i>Services Committee</i></p> <p>The Services Committee is responsible for the creation of our regional talent pool and serving as the steward of partnerships to</p>	

ensure a successful One-Stop System.

*Finance Committee*

The Finance Committee is primarily responsible to ensure that we spend our funds in a responsible and transparent manner. The Finance Committee also shares in oversight of the alignment of our funds with our vision to create the partnerships needed when we are seeking funds through grants.

*Executive Committee*

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 may create project-based ad-hoc committees and serves as the CBE's Nominating Committee.

*Youth Committee*

The Youth Committee designs CBE's programs provided to young adults in our community. The Committee is responsible for innovative training solutions to at-risk youth, engaging appropriate partners and aligning referral processes to those partners.

These Committees provide oversight to meeting CBE's strategic goals:

*Sustained & Valued Partnerships* (partnerships support economic growth; collaborative partners identified; collaborative partners engaged).

*Continuous & Accurate Business Intelligence* (effective business survey; resource gathering; sector-based information).

*Qualified Talent Pool for Today and Tomorrow* (reduce the number of underemployed; innovative training solutions; increased skill of workforce).

*Effective One-Stop System* (employment and training solutions; effective and efficient processes; brokering of information; customer surveys; employability/soft skills solutions).

*Effective Regional, State and Federal Partnerships* (collaborative partners identified; collaborative partners engaged; referral processes aligned).

*Effectively Guide Youth Towards Success* (business-valued certifications; support to at-risk; opportunities for development).

These updated strategic goals have assisted in realigning our board committee structure.

The CBE will continue to support Florida's vision to develop a globally competitive workforce through our local initiatives.

<p>II.A.2. Review/Update Required</p>	<p>Please describe the economic development goals for the RWB and how they will be aligned with the workforce system.</p>
<p><b>RWB RESPONSE</b></p>	
<p>The CBE will continue to work closely with Volusia County Economic Development, the newly formed Team Volusia economic development consortium and Enterprise Flagler as well as many local education and training entities to ensure local economic development goals are supported.</p> <p>These common economic development partner goals are supported by CBE’s relevant workforce expertise and efforts:</p> <ul style="list-style-type: none"> <li>• Identify and cultivate target markets and business prospects across the globe to attract high-value business; investment in talent in order to enhance the quality of life</li> <li>• Retain and expand existing businesses, institutions and assets</li> <li>• Develop the leadership necessary to sustain the journey toward increasing prosperity</li> </ul> <p>CBE, VCED, Team Volusia, Enterprise Flagler, Volusia County Public Schools, Flagler County Public Schools 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.</p> <p>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.</p> <p>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.</p> <p>Its goals are to:</p> <ul style="list-style-type: none"> <li>• Develop quality business contacts</li> <li>• Enhance business satisfaction</li> <li>• Respond quickly to business service requests</li> <li>• Provide a clearly defined menu of services, targeting four major employment areas: Hiring, Training, Retention, and Growth</li> <li>• The Division will actively recruit new businesses through an assertive outreach campaign, is involved in area Chambers of</li> </ul>	

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**

<p>II.B Review/Update Required</p>	<p>Describe the process used to attain the local board’s Workforce Service Plan, including 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.</p>
<p><b>RWB RESPONSE</b></p>	
<p>CBE’s latest Workforce Services Plan is the result of intensive work of our Board of Directors and staff, facilitated in part by Fairfield Index.</p> <p>CBE updated its Vision and Mission Statements:</p> <p>Vision: To be the premier organization for employment and training solutions to the businesses and workforce of Volusia and Flagler Counties.</p> <p>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.</p> <p>In April of 2010 CBE’s Board of Directors created the following <i>strategic goals</i> and (achievements):</p> <p><i>Sustained &amp; Valued Partnerships</i> (partnerships support economic growth; collaborative partners identified; collaborative partners engaged).</p>	

*Continuous & Accurate Business Intelligence* (effective business survey; resource gathering; sector-based information).

*Qualified Talent Pool for Today and Tomorrow* (reduce the number of underemployed; innovative training solutions; increased skill of workforce).

*Effective One-Stop System* (employment and training solutions; effective and efficient processes; brokering of information; customer surveys; employability/soft skills solutions).

*Effective Regional, State and Federal Partnerships* (collaborative partners identified; collaborative partners engaged; referral processes aligned).

*Effectively Guide Youth Towards Success* (business-valued certifications; support to at-risk; opportunities for development).

These updated strategic goals have assisted in realigning our board committee structure. In addition to our Executive Committee, these are CBE's governing committees:

#### **Development Committee**

The Development Committee is tasked with actively engaging our community partners in an effort to develop our workforce. The Development Committee is primarily responsible for collaboration and business intelligence and shares the responsibility for establishing the focus on our region's talent pool.

#### **Services Committee**

The Services Committee is responsible for the creation of our regional talent pool and serving as the steward of partnerships to ensure a successful One-Stop System.

#### **Youth Committee**

The Youth Committee designs CBE's programs provided to young adults in our community. The Committee is responsible for innovative training solutions to at-risk youth, engaging appropriate partners and aligning referral processes to those partners.

#### **Finance Committee**

The Finance Committee is primarily responsible to ensure that we spend our funds in a responsible and transparent manner. The Finance Committee also shares in oversight of the alignment of our funds with our vision to create the partnerships needed when we are seeking funds through grants.

Our strategic goals and guidance from our Committees will continue to define how to improve and deliver services for the WIA, TAA, Wagner-Peyser, Veteran, WTP/TANF and FSET programs. CBE does not operate Job Corps or MSFW programs.

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.

Contracted Providers will be responsible to CBE for meeting performance measures with the following guiding values.

*One-Stop Employment System's Values:*

- ✓ 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.

Staff of the CBE will review monthly and quarterly contractual and system performance for opportunities or continuous improvement in our WIA, TAA, Wagner-Peyser, Veteran, WTP/TANF and FSET programs.

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

The State of Florida is committed to focusing on those skill gaps identified by the needs of its employers, and this will continue to be a high priority. Under existing legislation, the RWBs have the policy and service design authority for all local services, including services to employers; and as such, they take the lead in working with the local employer community including determination of the needs of the community. It is anticipated that surveys and other forms of feedback will be conducted with employers who use the one-stop delivery system services to continually improve services, and with employers who do not use the one-stop delivery system services in order to identify needed services. Local input from chambers of commerce, economic development councils and other organizations will continue to shape the level and quality of services provided to employers.

**A. Identification of Workforce Needs of Area**

<p>III.A Review/Update Required</p>	<p>Describe the process used to identify the workforce needs of the businesses, job seekers and workers in the local area.</p>
<p><b>RWB RESPONSE</b></p>	
<p>CBE’s 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>CBE is the coordinating entity 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"> <li>• Identifying community training and education needs</li> <li>• Integrating economic development, education and training, and employment services for the area</li> <li>• Connecting new and existing employers to all the workforce resources available in Flagler and Volusia Counties</li> <li>• Addressing concerns through the One-Stop Employment System, Welfare Transition Program (WTP), Food Stamp Employment and Training Program (FSET) and our Youth Committee initiatives</li> <li>• Brokering economic development, business and educational alliances</li> </ul> <p>A private business sector majority consisting of our local 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>CBE restructured its committees in PY 2010-11 and charged the Services Committee with determining local labor market needs. This committee was a result of combining the previous Business Services and Workforce Services Committees with the intent of continuing to break down silos and enhance effective labor exchange. Here are the prescriptive achievements the Services Committee focuses on:</p> <ul style="list-style-type: none"> <li>• Effective business surveys</li> <li>• Resource gathering</li> </ul>	

- Reduction in the number of underemployed/unemployed
- Increased skill of workforce
- Employment and training solutions
- Effective and efficient processes
- Brokering of information
- Customer surveys
- Collaborative partners identified
- Collaborative referral processes
- Aligned partners engaged
- Funds aligned with CBE vision

CBE serves two related, but distinct, customer bases:

- Individuals seeking to improve their employment opportunities
- Business seeking to improve productivity through better-skilled employees

As the Nation moves forward in rebuilding its economy, both the workforce and business community experience changes the impact how of CBE will focus its efforts.

The CBE will consider a multi-pronged approach to meeting the 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 the unemployed in our community and their availability for business needs.

CBE commissioned a survey which was conducted by The Pathfinders in May 2011 to determine critical information about the unemployed 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 590,300 and a civilian labor force of approximately 284,100.
- The Flagler/Volusia County area has a pool of approximately 31,200 unemployed persons who are actively seeking work.
- Survey findings indicate that 57% of the unemployed, actively seeking work are individuals that were laid off from their most recent jobs or their jobs were eliminated.
- Survey results indicate that the median desired pay of these available workers is \$14.27 per hour, in contrast to their median most recent pay rate of \$15.35 per hour.
- Survey results show that the unemployed workers in the labor shed who are actively seeking work have high levels of experience and skills in customer service, office operations, logistics and business and professional services.
- The median number of miles these available workers are willing to commute is 25 miles.
- With regard to education, survey results indicate that 23% of unemployed, actively seeking work are individuals that have bachelor degrees or higher.
- Approximately 2,900 unemployed individuals in the labor shed who are not actively seeking work would consider entering or re-entering the workforce.
- The individuals who would consider entering or re-entering the workforce are willing to commute a median of 21 miles and have a median desired pay rate of \$18.13 per hour
- In total, the Flagler/Volusia County area has 34,100 available workers (not including underemployed) for new or expanding businesses.

Meeting the human resources training needs is also a key directive of CBE. In June 2011, CBE hosted its seventh annual Business Summit. Nearly 250 members of the business community attended and participated in a variety of training workshops. 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, 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, CBE 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**

III.B. Review/Update Required	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 and the Florida Education and Training Placement Information Program (FETPIP) website.
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**RWB RESPONSE**

According to the most recent employment projections produced by the Agency for Workforce Innovation, the following industry sectors will have the most growth by 2018:

- Ambulatory Health Care Services 13,670 projected jobs
- Administrative and Support Services 11,699 projected jobs
- Hospitals 9,745 projected jobs
- Nursing and Residential Care Facilities 8,387 projected jobs
- Professional, Scientific, and Technical Services 8,250 projected jobs
- Specialty Trade Contractors 7,956 projected jobs
- Amusement, Gambling, and Recreation Industries 3,314 projected jobs
- Merchant Wholesalers, Durable Goods 3,264 projected jobs
- Credit Intermediation and Related Activities 2,988 projected jobs
- Merchant Wholesalers, Nondurable Goods 2,455 projected jobs

According to the most recent Workforce Region #11 Occupational Highlights publication produced by the Agency for Workforce Innovation, the following occupations have the most average annual openings:

- Cashiers 365 openings
- Waiters and Waitresses 334 openings
- Retail Salesperson 327 openings

• Food Preparation and Serving Workers	207 openings
• Customer Service Representative	184 openings
• Registered Nurses	168 openings
• Secretaries, Except Legal, Medical and Executive	158 openings
• Stock Clerks and Order Fillers	150 openings
• Receptionists and Information Clerks	124 openings
• Office Clerks, General	122 openings

CBE will continue to use the Targeted Occupational List 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 CBE and its business partners. CBE will use the recently developed AWI report, "Supply/Demand for WIA Training Programs," to further hone in on viable employment training opportunities in the community.

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 Services Committee 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 earnings 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.

**C. Description of Necessary Job Skills**

III.C.	Describe the job skills necessary for participants to obtain employment based on current and projected job opportunities in the region.
<b>RWB RESPONSE</b>	
<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> <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, business feedback, and community interaction. This information is then shared with all customers so that informed decisions can be made regarding career opportunities.</p> <p>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</p>	

identified. Training is geared to filling higher skilled openings where job placement leads to a standard of living at self-sufficiency.

**D. Targeted Occupations**

<p>III.D. Review/Update Required</p>	<p>Describe the process used to identify local targeted occupations for providing occupational skills training. To ensure that your local process is consistent with State Targeted Occupation List Process, please refer to the Labor Market Statistics website at <a href="http://www.labormarketinfo.com/wec/0910/wec_tolprocess.pdf">http://www.labormarketinfo.com/wec/0910/wec_tolprocess.pdf</a></p>
<p><b>RWB RESPONSE</b></p>	
<p>The CBE reviews the preliminary Targeted Occupations List (TOL) each year as soon as it becomes available from WFI. Staff, businesses and training providers are provided with this information and invited to provide anecdotal data to support additions to the list. Any additions are gathered and submitted per WFI's instructions. Upon receipt of the updated list, the list is compared to the latest Supply and Demand List generated by AWI and past performance of training is review to further define the TOL. One-Stop personnel are supplied with the new list and old lists are rescinded.</p>	

**IV. Local System Infrastructure**

<p>IV.A. Review/Update Required</p>	<p>Please provide the following information for your local plan:</p> <ol style="list-style-type: none"> <li>1. Current Membership – Regional Workforce Board – Attachment 1</li> <li>2. Fiscal Agent Design/Administrative Entity/One-Stop Operator – Attachment 2</li> </ol>
<p><b>RWB RESPONSE</b></p>	
<p>Attachment 1 of this Workforce Services Plan shows the current membership of the Center for Business Excellence Board of Directors</p> <p>Attachment 2 of this Workforce Services Plan shows the fiscal agent design/administrative entity/One-Stop operator and local elected officials' contact information.</p>	
<p>IV.B.</p>	<p>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.</p>

## RWB RESPONSE

CBE does not operate a Job Corps or MSFW program

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.

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.

The CBE solicits entities to provide the services within the following framework of our One-Stop Employment System:

*Employability Skills Provider (serves all CBE's WIA, TAA, Wagner-Peyser, Veteran WTP/TANF and SNAP customers)*

The Employability Skills Unit will provide information on all available services of the One-Stop Employment System, including youth services and partner information, to the customers of the One-Stop Employment System. Additionally, this Unit is responsible for:

- All universal workshops and orientations.
- A variety of workshops dependent upon customer need and CBE approval.
- Initial employment assessments to all core service customers.
- Short-term hard skills training as requested by CBE, including, but not limited to basic computer skills.

*Career Guidance Services Provider (serves all CBE's WIA, TAA, Wagner-Peyser, Veteran WTP/TANF and SNAP customers)*

Career Guidance is responsible for:

- Professional resources coordination.
- 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 System 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.

- Reemployment Services.
- Providing assessments, including the Test of Adult Basic Education (TABE) and oversight of these services within the One-Stop System.

*Adult Program Services Providers (serves all CBE's WIA, WTP/TANF and SNAP customers)*

- Coordination of intake for WIA program eligibility.
- Certification of WIA eligibility.
- Program specific orientations.
- Follow-up to ensure completion of customer career plans.
- Case management to eligible participants in the One-Stop Employment System.
- Training and support services management for participants.
- Placement and retention of WIA and WTP customers.

For the Welfare Transition Program population, this Unit 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 Supplemental Nutrition Assistance Program (SNAP), Training Initiatives, Inc. will provide services at the designated access points throughout Flagler and Volusia Counties.

*Youth Providers (serves CBE's WIA youth customers)*

Competitively selected youth providers and CBE staff will make up CBE's Youth Unit. In addition to providing services to at-risk and out-of-school youth, providers and staff serve as points of contact in each One-Stop Employment Center; they are available to assist youth with accessing the appropriate services of the One-Stop Employment System.

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

**V. One-Stop Delivery System/Services**

Section 118(b)(2) of the WIA requires the following: a description of the one-stop delivery system to be established or designated in the local area including: (A) a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and that such providers meet the employment needs of local employers and participants; and (B) a list of each Memorandum of Understanding (MOU) described in Section 121(c) between the local board and each of the one-stop partners concerning the operation of the one-stop delivery system in the local area.

The description of the local one-stop system must include at least one comprehensive physical center that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners. The local system may include additional comprehensive centers, a network of affiliated one-stop sites, and specialized centers that address specific needs. Please refer to the Workforce Florida Act that mandates additional partners other than those mandated by the USDOL. Please provide the following information in the RWB's local Workforce Services Plan:

**A. Description of the Local One-Stop System**

V.A.1.	A brief description of the local one-stop system established for the region
<b>RWB RESPONSE</b>	

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.

Daytona Beach One-Stop Center

359 Bill France Boulevard

Daytona Beach, FL 32114

Tel: (386) 323-7001/Fax: (386) 323-7055

DeLand One-Stop Center

1382 South Woodland Blvd.

DeLand, FL 32720

Tel: (386) 740-3232/Fax: (386) 740-3244

Flagler County One-Stop Center

20 Airport Road, Suite E, Bunnell, Florida 32164

Tel: (386) 586-5169/Fax: (386) 586-5178

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 tornados 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.

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 full-service center in November, 2006. The new location, across from the Flagler Palm Coast 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.

Knowing that not all of our job seekers can easily get to our One-Stop Employment Centers, CBE created Mini Career Links (MCLs).

Our MCLs were created through partnerships with Faith-Based Community Organizations throughout our region. The services and locations of our community sites are listed on our website at [www.onestops.com](http://www.onestops.com).

V.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;

## **RWB RESPONSE**

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
- Information on 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 at 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 (FSET) Program. Although these services are offered within all three of our full-service centers for WTP and in two centers for FSET, we are co-located throughout the community to provide these services closer to home for our customers.

V.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
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**RWB RESPONSE**

In the past, the CBE had procured one-stop management services from a third party sub-contractor. In addition to creating an additional layer of management, no significant benefit had been gained in either quality of service or on cost saving. The indirect and/or profit paid to other organizations reduced the amount available for job seeker and business services.

Until the enactment of SB428, regional boards were not permitted to provide direct services. Since then, CBE has provided direct core services alongside AWI as well as One-Stop Management of our Centers.

CBE will maintain its role as a strategy, governing, and policy board with the President serving as the point of accountability to the Board of Directors. The President designated key staff for the administrative, operational, and fiscal oversight. Intensive, training and youth services were and will continue to be procured and sub-contracted out.

CBE providing One-Stop management has been approved by our Board of Directors and our local elected officials; the Volusia County Council and Flagler County Commission.

The partnerships that WFI and CBE have created have led 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 several 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 served on 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.

V.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.
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**RWB RESPONSE**

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 at 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.

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

Youth requesting information about the Job Corps Program are referred to the local contact for Job Corps

## **B. Process of Maintaining Eligible Training Provider List**

The State has compiled a list of all eligible providers based on the lists submitted by the RWBs. This list and the performance and cost information that accompanies the eligible provider identification will be disseminated to the one-stop systems throughout the State. At a minimum, the data and information specified in Section 122(d)(1) and (2)(A)(i)(iii) for each program on the eligible list must be made available to customers in a customer friendly format at every One-Stop Career Center throughout the one-stop delivery system. The statewide list and performance information will be maintained on the Internet, on local computer networks, and on computer terminals that will be accessible throughout the one-stop system. Hard copies will be printed and given broad distribution throughout the one-stop system and its partner agencies, as well as being available on request to the State agency.

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

The CBE has an extensive list of approved (eligible) training providers in Flagler and Volusia Counties. Training vendors interested in being on the list are encouraged to provide the required information.

Training providers are asked to provide the CBE with updated information about their programs and courses annually.

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.

The CBE will continue to follow the guidelines prescribed by the State, including FETPIP participation, 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 Strength and Opportunities, Use of Performance Incentives, Awarding Bonuses to Participants, Use of Individual Training Accounts (ITAs), and Achievement of Performance Goals**

Describe how the following processes will be performed in the local one-stop service system:

V.C.1.	Continuous education and training of eligible service providers through the system and to ensure that the providers meet the employment needs of local employers and participants
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**RWB RESPONSE**

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.

V.C.2.	Assessment of the strengths and opportunities of service providers available in the local one-stop service system;
<b>RWB RESPONSE</b>	
See Attachment I for CBE’s policy on staff development.	

V.C.3.	Performance incentives to service providers;
<b>RWB RESPONSE</b>	
CBE does not plan on using incentives for service providers.	

V.C.4.	Bonuses to participants; and
<b>RWB RESPONSE</b>	
The CBE uses incentives for particular outcomes in the WT Program. Please see policy in Attachment I “Participant Incentives”.	

V.C.5.	Use of ITAs.
<b>RWB RESPONSE</b>	
Please refer the attached procedure, “Individual Training Account (ITA) Procedure” under Attachment I.	

**D. The Memorandum of Understanding Process**

**Review/Update Required.** Provide a list of updated MOUs as described in Section 121(c) of WIA between the RWB and each of the mandatory and/or optional one-stop partners. Each MOU must address the following points:

- How services will be provided through the one-stop system;
- How the costs of the services and the costs of operating the system will be funded;
- Performance incentives to service providers;
- What is the duration of the MOU; and
- What are the procedures for amending the MOU.

**E.** The following is a list of mandatory and optional one-stop programs and activities as described in Section 121(b) of WIA and additional partners required by the Workforce Innovation Act of 2000:

**1. Mandatory Partner Programs**

- 1) Programs authorized under Title I of WIA, serving:
  - i. Adults;
  - ii. Dislocated Workers;
  - iii. Youth;
  - iv. Job Corps;
  - v. Native American Programs;
  - vi. Migrant and Seasonal Farmworkers Programs; and
  - vii. Veterans Workforce Programs;
- 2) Programs authorized under the Wagner Peyser Act;
- 3) Adult education and literacy activities authorized under title II of WIA;
- 4) Programs authorized under parts A and B of title I of the Rehabilitation Act;
- 5) Welfare to Work programs;
- 6) Senior Community Service employment activities;
- 7) Postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act;
- 8) Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974;
- 9) Activities authorized under chapter 41 of title 38, U.S.C. (local veterans' employment representatives and disabled veterans outreach programs);
- 10) Employment and Training activities carried out under the Community Services Block Grant;
- 11) Employment and training activities carried out by the Department of Housing and Urban Development;
- 12) Programs authorized under State unemployment compensation law in accordance with Federal law.

**2. Optional Partner Programs**

Other appropriate federal, State, or local programs providing services such as transportation, child care, services offered by community colleges and economic development boards.

### 3. Partnership Involvement

V.E.3.	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.
<b>RWB RESPONSE</b>	
<p>The CBE began outreach to FBCOs in August of 2003. Since then CBE has created 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 <a href="http://www.onestops.com">www.onestops.com</a>, under "Service Locations."</p> <p>CBE's MCLs include churches, food pantries, and community centers. CBE has also partnered with area agencies to assist in registering mutual customers into Employ Florida Marketplace. Agencies like the Agency for People with Disabilities and all of their supported employment contractors have expanded Employ Florida's network by assisting their clients with electronic One-Stop Services.</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, the Star Shelter (a homeless shelter for families and medically needy), Halifax Habitat for Humanity, Early Learning Coalition, American Red Cross, Volusia House (a local DJJ residential facility), Neighbor to Family (a foster care provider), PACE Center for Girls (A Department of Juvenile Justice provider), Volusia House (a Department of Juvenile Justice residential provider), Volusia Interfaith Agencies Networking in Disaster, and other Faith-Based and Community Organizations.</p> <p>In addition, CBE will continue to maintain active and healthy partnerships with a variety of community entities including:</p> <ul style="list-style-type: none"><li>• Abundant Life Ministries (a foster care provider)</li><li>• Children's Home Society (a foster care provider)</li><li>• Goodwill Industries of Central Florida</li></ul>	

- National Association of Women in Construction (for educational purposes)
  - Serenity House (a provider of substance abuse treatment)
  - Stewart-Marchman Act (A Department of Juvenile Justice residential provider)
  - The Salvation Army
  - The Volusia/Flagler Homeless Coalition
  - United Way of Volusia and Flagler Counties
  - Tomoka Correctional Facility
  - All area chambers of commerce
  - All local municipalities
- CBE will continue to maintain partnerships with organizations who serve the most-in-need in our community as well as our business community.

**F. Selection Process of One-Stop Operator(s)**

<p>V.F. Review/Update Required if RWB operates 1-Stop</p>	<p>Describe the process for selecting One-Stop Operator(s). Attach a copy of the selection process. If you are a direct service provider, describe your process for determining to become a direct service provider.</p>
<b>RWB RESPONSE</b>	
<p>The CBE will use a competitive designation process to select our One-Stop Providers. The CBE provides oversight to the One-Stop Employment System. 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>	

**G. Mandatory One-Stop Partners’ Employment and Training Program Activities and Services including Faith-Based and Community-Based Organization Initiatives.  
Workforce Programs**

Pursuant to Florida law and policy, the funding of one-stop core services and intensive services is to be determined by a local MOU between the one-stop partners, and no one partner is presumed to be the sole source of funding for any of the core services. Additionally, using youth formula funds at the local level is to fulfill the mandate of providing universal services through the network of One-Stop Career Centers. Providing services to youth ages 14–21 goes beyond the doors of the One-Stop Career Centers through partnerships with schools, adult education centers, post-secondary education providers, juvenile justice providers, community youth centers, health departments, and referrals from a host of other organizations that provide workforce development related services.

Provide a description of the one-stop partners’ processes for operating the following employment and training programs and for providing workforce activities and services. Attach a copy of local operating procedures when requested.

**1. Wagner-Peyser**

Wagner-Peyser is a labor exchange program that brings together individuals who are seeking employment and employers who are seeking employees. The State shall administer a labor exchange that has the capacity to assist job seekers to find employment; to assist employers in filling jobs; to facilitate the match between job seekers and employers; to participate in a system for clearing labor between the States, including the use of standardized classification systems issued by the Secretary of Labor under Section 15 of the Act; and to meet the work test requirement of the State Unemployment Compensation system.

Self-services are available to all job seekers and employers. Services may be accessed from computer workstations at One-Stop Career Centers and personal desktop computers through the Internet. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as printed material which will be available at One-Stop Career Centers. Attach a copy of the local operating procedure for the following processes.

V.G.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.
<b>RWB RESPONSE</b>	
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.

AWI Customer Service Representatives will assist job seekers with:

- Job search registration in EFM
- 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
- Provision of ancillary services to universal customers

V.G.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.
<b>RWB RESPONSE</b>	
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.	

V.G.1. c.	Describe the procedures to ensure that applicants referred to private employment agencies will not be charged a fee. The One-Stop Career Centers will not be prohibited from referring an applicant to the private employment agency as long as the applicant is not charged a fee by the private agency in accordance with the Wagner-Peyser Act, Section 13(b)(1).
<b>RWB RESPONSE</b>	

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.”

V.G.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).
<b>RWB RESPONSE</b>	
CBE does not use our Wagner-Peyser pass-through funds to advertise hard-to-fill openings which pay over \$50,000 per year.	

V.G.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.
<b>RWB RESPONSE</b>	
<p>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.</p> <p>During the public school winter break in December 2011, the CBE will be conducting a pilot employment program for youth currently enrolled in one of the youth WIA programs. This program will combine the current résumé writing and interviewing workshops with employment experience.</p> <p>Youth will work for two weeks at minimum wage. Youth will be selected by the youth provider with whom they are enrolled and will be matched to local businesses. Businesses that have previously been involved in the CBE youth programs will be used, as well as businesses that see an increase of holiday business and can provide valuable experience to our youth.</p> <p>Youth will be case managed by both the youth providers and the CBE’s youth advocate.</p>	

V.G.1. f.	Describe the reemployment services that will be provided to unemployment insurance claimants, the Priority Reemployment Planning and Reemployment and Eligibility Assessment (if applicable) services that are provided in the One-Stop Career Centers.
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**RWB RESPONSE**

“Prep” letters will be mailed to those identified in EFM, 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 through our orientation on-line.

V.G.1. g. Review/Update Required	Describe how the RWB will use the scores obtained from the initial skills review to provide employment and training services to unemployment compensation claimants.
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**RWB RESPONSE**

Any Claimant coming to a One-Stop Employment Center for work search assistance who scores four or higher will be referred to the appropriate reemployment workshops, assessments, career counseling, Labor Market Information or other prescriptive service to help them become job ready. If the Claimant scores three or less, he/she will be provided information on remedial reemployment assistance.

V.G.1.h. Review/Update Required	Describe how the RWB will administer the unemployment insurance work test and how feedback requirements (under Sec. 7(a)(3)(F) of the Wagner-Peyser Act) for all Unemployment Compensation claimants are met. Include how the RWB plans to serve claimants seeking to fulfill the weekly work search requirement by meeting with One-Stop Career Center staff.
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**RWB RESPONSE**

CBE will offer computers to file for Unemployment Compensation and to complete the work test as time and space permits. Claimants can job search in the Career Zone at any time during operating hours. If Claimants want/need more in-depth assistance on how to utilize EFM for job searching, resume writing, and how to use EFM’s virtual recruiter, they will be encouraged to attend a weekly UC workshop.

V.G.1. i.	Describe 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;
<b>RWB RESPONSE</b>	
<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"> <li>• One-on-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.</li> <li>• Group counseling sessions for target populations identified by CBE.</li> <li>• Coordination or provision of aptitude and interest surveys and assessments.</li> <li>• Brokering information on all available financial aid, including Pell Grants, scholarships, etc.</li> <li>• Building career plans with One-Stop Employment System customers.</li> <li>• Brokering educational information. This includes performance, cost and requirements of programs offered through local educational entities.</li> <li>• Priority for services will be given to the following customer groups: <ul style="list-style-type: none"> <li>○ Veterans &amp; Eligible Spouses</li> <li>○ Recipients of public assistance</li> <li>○ Dislocated workers</li> <li>○ Low income adults and youth</li> </ul> </li> </ul>	

V.G.1. j.	Identify the screening process for referrals to job openings on suppressed job orders; and
<b>RWB RESPONSE</b>	
<p>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.</p>	

V.G.1. k.	The process the One-Stop Career Center uses in conducting recruiting agreements and job fairs.
<b>RWB RESPONSE</b>	
CBE's procedures on recruiting and job fairs is included in Attachment I.	

**2. Veterans Program**

Provide a description of the process for the following Veteran program services and attach a copy of the local operating procedures:

V.G.2. a.	How the State Veterans Program Plan of Service will be implemented in the One-Stop Career Center(s);
<b>RWB RESPONSE</b>	
<p>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, résumé/cover letter assistance.</p> <p>Assessment and counseling will be available to all veterans who request this service or are required to participate due to VR&amp;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.</p> <p>New Veterans that register in EFM will be called on a daily basis to assess needs and give services available information.</p> <p>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.</p>	

V.G.2. b.	How outreach and organizational visits for veterans are conducted;
<b>RWB RESPONSE</b>	
<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-</p>	

based organizations for reference for needs of referrals in the community.

Vet staff will work closely with the Business Services Representatives in accordance with the local philosophy that staff jointly contacts 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.

V.G.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>;

**RWB RESPONSE**

Some of the specific tasks assigned to our Veteran Representatives to fulfill their requirements include, but are not limited to:

- 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 CBE's One-Stop Employment 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.

V.G.2.d	How technical assistance and best practices can be provided to improve services to veterans.
<b>RWB RESPONSE</b>	
<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 require technical assistance, CBE will contact the state representatives in the veterans' office for technical assistance.</p>	

### 3. Migrant and Seasonal Farm Workers

Review required for significant MSFW One-Stop Career Centers. Specific planning requirements for services to MSFWs are contained in 20 Code of Federal Regulations (CFR), Part IV 651, 653 and 658 Services for MSFWs. These regulations require each significant MSFW One-Stop Career Center to develop an Outreach Plan designed to contact MSFWs not reached by usual One-Stop Career Center intake. The Outreach Plan should reflect the policies contained in 20 CFR, Part 653, Subpart 3, Section 653.107 and its specific guidelines for completing the Outreach Plan.

a. List of significant bilingual One-Stop Career Centers

- Belle Glade One-Stop Career Center—RWB 21
- Bradenton One-Stop Career Center—RWB 18
- Port Saint Lucie One-Stop Career Center—RWB 20
- Homestead One-Stop Career Center—RWB 23
- Immokalee One-Stop Career Center—RWB 24
- Plant City One-Stop Career Center—RWB 15
- Quincy One-Stop Career Center—RWB 5
- Sebring/Wauchula One-Stop Career Centers—RWB 19
- Winter Haven One-Stop Career Center—RWB 17

b. MSFW Outreach Plan format

Using the format below, please develop the MSFW Outreach Plan. Attach copies of the local operating processes and or procedures for the MSFW program.

V.G.3. b. 1.	Assessment of Need;
<b>RWB RESPONSE</b>	
CBE does not operate a MSFW One-Stop Center or a MSFW program	

V.G.3. b. 2.	Assessment of Available Resources;
<b>RWB RESPONSE</b>	
CBE does not operate a MSFW One-Stop Center or a MSFW program	

V.G.3. b. 3.	<p>Proposed Outreach Activities</p> <p>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 requirement of five MSFW contacts per staff day applies only to the MSFW outreach specialists and not to other staff resources utilized.</p>
<b>RWB RESPONSE</b>	
CBE does not operate a MSFW One-Stop Center or a MSFW program	

V.G.3. b. 4. Review/Update Required	<p>Complete the MSFW Outreach Plan (following).</p> <p>The targeted number of MSFW outreach contacts per significant office will be forthcoming within the next week to allow you to complete your outreach plan.</p>
<b>RWB RESPONSE</b>	
CBE does not operate a MSFW One-Stop Center or a MSFW program	

V.G.3. b.5.	Affirmative Action Plan; <del>and</del>
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**RWB RESPONSE**

CBE does not operate a MSFW One-Stop Center

V.G.3.b.6.

~~Bilingual Office Plan.~~

V.G.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.

**RWB RESPONSE**

CBE does not operate a MSFW One-Stop Center or a MSFW program

V.G.3. d.  
Review/Update  
Required

Describe the process for meeting the Equity Ratio Indicators and Minimum Service Level Indicators (see the Employ Florida Marketplace System at <https://www.employflorida.com/>).

Equity Ratio Indicators:

- Referred to employment
- Referred to supportive services
- Received staff assisted services
- Job development contacts
- Career Guidance

Minimum Service Level Indicators:

- Placed in a job
- Placed \$0.50 above minimum wage
- Place in long term non-agricultural jobs

**RWB RESPONSE**

CBE does not operate a MSFW One-Stop Center or a MSFW program

#### 4. Rapid Response

The rapid response unit is the State's central point for identifying layoffs and plant closings. This includes receiving the Worker Adjustment Retraining Notification notices from employers as required by federal law. Key strategies in Florida's system are to provide occupational information and skills training to include incumbent workers who are at risk of losing their jobs and to provide immediate reemployment assistance for dislocated workers. These efforts are intended to enable workers to make the transition to new employment as quickly as possible and to lessen the period of unemployment, thereby decreasing the need for unemployment compensation and other supportive service benefits for workers.

##### **Rapid Response Dislocated Worker Unit Organizational Structure**

The WIA requires each State to establish a rapid response dislocated worker unit to carry out statewide rapid response activities. WIA 2000 authorizes Workforce Florida, Inc., to expend Title I WIA funds for rapid response and designates the AWI as the administrative entity for rapid response activities. The rapid response unit is the state's focal point in dealing with the dislocation of Florida's workers. The unit has the capacity and capability to carry out the specific rapid response duties and responsibilities mandated by the WIA.

- i. Describe the procedures for the following rapid response activities and attach a copy of the local operating procedures for the rapid response activities below.

V.G.4.a.	<p>Describe the process for meeting the minimum service level and Equity Ratio Indicators (see the Employ Florida Market Place System at <a href="https://www.employflorida.com/">https://www.employflorida.com/</a>).</p> <ol style="list-style-type: none"><li>1. Arranging on-site employer/employee visits and informational sessions;</li><li>2. Developing rapid response visit reports;</li><li>3. Administering employee surveys;</li><li>4. Developing event response plans;</li><li>5. Coordinating reemployment services with One-Stop Career Centers;</li><li>6. Reporting the employment situation of State employees;</li><li>7. Rapid response-related performance measures and goals;</li></ol>
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|  | <ul style="list-style-type: none"> <li>8. Rapid response dislocated worker unit staffing; and</li> <li>9. Public awareness.</li> </ul> |
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**RWB 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, CBE's One-Stop Employment System 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.

V.G.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.

#### **RWB 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 in assisting in the event of a layoff; this assistance starts with completing WIA applications and continues through the provision of post-employment follow up.

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 Business Services Manager
- 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
  - A copy of either “Protecting Pension and Health Care Benefits after Job Loss” copy of pamphlet, or “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 Assistance (TAA)**

The Trade Act program for workers was created in 1974. The Trade Act has been amended several times since its initial enactment. Recent changes expanded the program’s coverage and provided an opportunity to ensure that

effective strategies are utilized to help trade-affected workers obtain new employment. It is essential that the RWBs move trade-affected workers into new jobs as quickly and effectively as possible so that they continue to be productive members of the workforce. To this end, the intervention strategies used for program benefits and services will be aimed toward rapid, suitable and long-term reemployment for adversely affected workers. Under the Trade Act, the RWBs must:

- Increase the focus on early intervention, upfront assessment and reemployment services for adversely affected workers;
- Use One-Stop Career Centers as the main point of participant intake and delivery of benefits and services; and
- Maintain fiscal integrity and promote performance accountability.

V.G.5.a Review/Update Required	Describe the process for ensuring that the TAA program staff at the regional level are merit employees.
<b>RWB RESPONSE</b>	
<p>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.</p> <p>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 by AWI merit staff.</p> <p>Upon assessment of the individual’s needs, other appropriate core, intensive and training services are provided dependent upon the customer’s choice.</p>	

V.G.5.b Review/Update Required	Describe local procedures to ensure timely response to trade-affected dislocations, including coordination with Rapid Response, provision of technical assistance for the filing of Petitions, and provision of information sessions to affected employees.
<b>RWB RESPONSE</b>	
<p>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</p>	

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:

2. Writing rapid response visit reports

The local rapid response team is made up of:

4. REACT Coordinator
5. Business Services Representative of the geographical region
6. Others will be pulled into the team in the event of a substantial layoff.

This team is responsible for:

4. Coordinating all on-site employer visits with the regional Business Services Representative.
5. Administering employee services
6. 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:

- k. REACT Coordinator will serve as the point of contact for any information received from all sources regarding layoffs/plant closings.
- l. WARN notification received by CBE will be forwarded to REACT Coordinator.
- m. REACT Coordinator will contact the appropriate Business Services Representative based on area.
- n. Business Services Representative will approach business and assess needs and services to be provided to the business and employees involved.
- o. 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
- p. An Individual Action Plan (IAP) (Form WIA- 018) will be developed specifically for the needs of the business/dislocated workers.
- q. IAP will be implemented by the persons/partners identified in the plan as necessary to provide all services requested.
- r. 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
- s. Folders will be maintained in readiness, by the REACT Committee, for distribution to dislocated workers at time and point of service delivery.
- t. 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
- A copy of either “Protecting Pension and Health Care Benefits after Job Loss” copy of pamphlet or “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

V.G.5.c Review/Update Required	Describe local procedures to ensure timely service to trade-affected workers to ensure eligible workers receive all TAA services and benefits for which they qualify.
<b>RWB RESPONSE</b>	
<p>When a customer is identified as a TAA customer they are referred to the Local TAA Coordinator who interviews the applicant and determines the customer’s specific re-employment needs. The Local TAA Coordinator ensures the customer has filed a TRA application with the TRA Unit, coordinates any out of state services with the Liabile State TRA/TAA Coordinators, utilizes the <u>Enrolled in Training Deadline Worksheet</u>, which is used to determine the enrolled in training deadline dates of the affected worker and issues a TAA Waiver of Training if one is needed.</p> <p>A state merit system staff member is the Local TAA Coordinator who provides or refers the customer to Wagner-Peyser re-employment services that includes; ensuring the customer has a full Wagner-Peyser registration, is provided with an orientation to One-Stop services, skills assessment, skills matching, job matching, and receives labor market and training information, information regarding the Alternative Trade Adjustment Assistance (ATAA) program if applicable, is referred to workshops, is referred to Career Planners for testing and an individual employment development plan (Career Plan) is created. The staff member identifies remedial education and obtains approval of remedial training along with TAA approved training as needed.</p> <p>The Local TAA Coordinator provides flyers or information on federal and state HCTC for eligible TAA customers and information about training, Pell Grant assistance, income support, job search allowance, relocation allowance, and waiver of training. The Local</p>	

TAA Coordinator is responsible for determining and documenting costs in an effective manner, which occupations and training institutions offer, as well as provide a reasonable expectation of employment following training. If a TAA customer is interested in training, the Local TAA Coordinator makes a preliminary assessment based on the six criteria. When a customer is close to needing a TAA Waiver of training or it has been determined the customer is interested in training, in coordination with a WIA Career Specialist, the customer's TAA and WIA application are entered into EFM, a TAA and WIA Participation and enrollment in to the appropriate activity(s) is completed. The customer may receive both WIA and TAA services concurrently; if it is determined they are in need, while on a TAA Waiver of training or while enrolled into a TAA training program. Once a customer has completed training they may be assisted with both Wagner-Peyser and WIA services while in job search.

V.G.5.d Review/Update Required	Describe coordination with the Agency for Workforce Innovation's (AWI) Special Payment Unit, Wagner Peyser and WIA for the provision of job services and case management to trade-affected workers. Note how TAA funds will be used first for clients who qualify both as trade-affected workers and dislocated workers.
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**RWB RESPONSE**

The Local TAA Coordinator ensures the customer has filed a TRA application with the TRA Unit, coordinates any out of state services with the Liable State TRA/TAA Coordinators, utilizes the Enrolled in Training Deadline Worksheet , which is used to determine the enrolled in training deadline dates of the affected worker and issues a TAA Waiver of Training if one is needed. Provides or refers the customer to Wagner-Peyser re-employment services that includes; ensuring the customer has a full Wagner-Peyser registration, is provided with an orientation to One-Stop services, skills assessment, skills matching, job matching, receives labor market and training information, Pell Grant assistance if needed, information regarding the Alternative Trade Adjustment Assistance (ATAA) program if applicable, is referred to workshops, and to Career Planners for testing and individual employment development plan (Career Plan) is created. The staff member identifies remedial education and obtains approval of remedial training along with TAA approved training.

If a TAA customer is interested in training, the Local TAA Coordinator makes a preliminary assessment based on the six criteria. When a customer is close to needing a TAA Waiver of Training or it has been determined the customer is interested in training, in coordination with a WIA Career Specialist the customer's TAA and WIA application is entered into EFM, a TAA and WIA Participation and enrollment in to the appropriate activity(s) is done.

The customer may receive both WIA and TAA services con-currently; if it is determined they are in need, while on a TAA Waiver of training or while enrolled into a TAA training program. While on a TAA Waiver of Training the Waiver will be reviewed on a monthly basis and submitted to the TRA Special Payment Unit. Once the customer is no longer in need of a waiver of training it will be revoked and the TRA Special Payment Unit will be notified.

Once a customer has completed training a Deobligation Request will be submitted to the TRA Special payment Unit notifying them of the need to stop TRA payment. The customer may be assisted with both Wagner-Peyser and WIA services while in job search both prior to and following training. TAA funds are used for approved TAA training once the six criteria have been met and it has been determined the training is of reasonable cost. If transportation assistance is requested by the customer that cost will be added to the cost of TAA training prior to determining reasonable cost. If it is determined it would not be a reasonable cost, the customer may be assisted with WIA supportive transportation services while in training, contingent on funding availability. While dual enrolled, the TAA Coordinator will coordinate all efforts with the WIA Career Specialist assigned to the customer which include follow along monthly contacts, all grades and any changes in the customer's situation. All TAA funded training costs will be recorded in the TAA training enrollment activity.

V.G.5.e. Review/Update Required	Describe the process for using partner program funds to provide training services to trade-affected workers.
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**RWB RESPONSE**

A state merit system staff is the Local TAA Coordinator who provides or refers the customer to Wagner-Peyser re-employment services that include; ensuring the customer has a full Wagner-Peyser registration, is provided with an orientation to One-Stop services, skills assessment, skills matching, job matching, the provision labor market and training information, is referred to workshops, receives information regarding the Alternative Trade Adjustment Assistance (ATAA) program if applicable, referrals to Career Planners for testing and an individual employment development plan (Career Plan) is created, identifies remedial education and approval of remedial training along with TAA approved training. The customer may be assisted with both Wagner-Peyser and WIA services while in job search both prior to and following training. TAA funds are used for approved TAA training once the six criteria have been met and it has been determined the training is of reasonable cost, if available. If transportation assistance is requested by the customer the transportation cost will be added to the cost of TAA training prior to determining reasonable cost. If it is determined it would not be a reasonable cost, the customer may be assisted with WIA supportive transportation services while in training, contingent on funding availability. While dual enrolled the TAA Coordinator will coordinate all efforts with the WIA Career Specialist assigned to the customer which include follow along monthly contacts, all grades and any changes in the customer's situation. All TAA funded training costs will be recorded in the TAA training enrollment activity.

V.G.5.f Review/Update Required	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.
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**RWB RESPONSE**

All Trade affected customers are evaluated for appropriateness of training by applying for and meeting the six criteria along with determination of reasonable cost. If there are no TAA funds available to assist the customer with training they may be assisted with WIA Dislocated Worker funds contingent on funding availability. The customer will be dual enrolled and all funds used for training will be recorded under the WIA training enrollment.

All TAA/WIA customers must apply for the Pell grant or other applicable financial assistance. When payments of Veterans Educational Assistance, Pell Grants, and Supplemental Educational Opportunity Grants are made to the training provider, instead of the individual, and are used for training costs, such payments are taken into account as direct payment of the training costs and may not be duplicated. If any of the aforementioned funds go to the worker who is responsible for paying the costs of training and other related expenses, those funds are not categorized as a “direct payment of the costs” of training.

All costs of the approved training shall be paid by the One-Stop with TAA funds, if available. If a customer is assisted with either On-the-Job or Employed Worker Training funds, CBE’s OJT Assurances and EWT contract with employers will apply and follow the federal guidelines set forth by Section 236 of the Trade Act. TAA prohibits the customer from paying any costs associated with training. All of the TAA guidelines state, if training that is similar in quality, content and results is offered at more than one training provider, the lower cost training should be approved. No training costs will be paid or reimbursed which are not required by the training institution for any approved occupational training. No reimbursement will be authorized for any costs of training incurred for any period prior to the approval of training.

If a customer is already attending training not approved, he/she may make application for approval. If it is determined the worker and course of training meet all requirements and training is approved, the costs of such training incurred after such approval will be paid with TAA funds, if available.

While dual enrolled the TAA Coordinator will coordinate all efforts with the WIA Career Specialist assigned to the customer which include, follow along monthly contacts, all grades and any changes in the customer’s situation and to ensure there is no duplication of services. All TAA training approval is subject to the availability of funds. Training will be approved for an adversely affected worker only if the Local TAA Coordinator determines all of the criteria established by the Trade Act have been met.

A customer who is denied training under TAA criteria may still be eligible for Dislocated Worker Training, as well as other services provided by the One Stop.

**6. Job Corps**

Job Corps is the nation’s largest residential education and training program for low-income youth between the ages of 16 and 24 years of age. The Job Corps’ mission is to help low-income youth become responsible, employable and productive citizens by providing training that will assist students in accessing technology and developing skills needed for successful participation in the workplace.

V.G.6. Review/Update Required	Describe the relationship of the One-Stop Career Center with Job Corps and the manner in which referrals are made.
<b>RWB RESPONSE</b>	
<p>The state of Florida has eliminated the Job Corps state coordination function and recruitment activities formerly performed by One-Stop Center staff. Those functions are now performed by private companies. In Volusia and Flagler Counties that private company is Cornerstone Solutions, Inc. They provide recruitment as well as after care services and have relocated to a single office in Daytona Beach.</p> <p>CBE’s One-Stop personnel and Youth Providers are kept apprised of outreach efforts of Job Corps by Job Corps staff and provide referrals to Job Corps of youth ages 16 to 24 as appropriate.</p>	

**7. Youth Programs**

The Strengthening Youth Partnerships will continue to be the vehicle by which the federal Shared Youth Vision will be implemented in all participating state agencies and organizations. The following goals have been identified as being appropriate:

- To build consensus for a policy on the preparation of youth for employment in targeted demand occupations.
- To develop 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.
- To create a blueprint for state level stakeholders to facilitate the creation and growth of state/regional/local alliances.

- To provide 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.

V.G.7. a.	Describe how the above strategic goals for youth will be implemented in the region.
<b>RWB RESPONSE</b>	
<p>CBE will continue to work very closely with Volusia County Schools, Flagler County Schools, the local agencies who contract with the Volusia and Flagler County Juvenile Justice Councils or 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.</p> <p>CBE will continue our membership with One-Voice for Volusia, a community-driven team formed 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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 our 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.</li> <li>• Creating a blueprint for state level stakeholders to facilitate the creation and growth of state/regional/local alliances.</li> <li>• Increasing the number of high school graduates as well as completers. This will be accomplished through performance measures in our contracts with youth providers.</li> <li>• 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.</li> <li>• 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.</li> </ul>	

- 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 (locally it is Community Partnership for Children) 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.

V.G.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.
<b>RWB RESPONSE</b>	

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

- 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 remain an active member of the 7<sup>th</sup> Circuit Juvenile Justice Re-Entry Team.
- CBE will remain a member of both Volusia and Flagler County’s Juvenile Justice Councils.
- 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.

c. Provide the local definitions for the following youth programmatic elements:

<p>V.G.7. c.i Review/Update Required</p>	<p>Provide the local definition for youth requiring additional assistance to complete an educational program or to secure and hold employment.</p> <p>Definitions should be descriptive and verifiable. Terms such as “working poor,” “at-risk,” “dysfunctional,” etc. should be defined by the board. Operating procedures should further identify criteria that apply to each definition as well as appropriate verification sources.</p>
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**RWB 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, required attendance at summer school, discipline, suspension, expulsion, teen parent, substance abuse, and adjudication.)
- Youth who are basic skills deficient, including those who test below the 9<sup>th</sup> grade level in reading and/or math or test two or more grade levels below the standard for their age.

- 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, including mental, physical or learning disabilities.
- Youth who are residents of foster care or a Department of Juvenile Justice residential program or who have aged out of foster care.
- Youth offenders, including youth who fall under the jurisdiction of the Department of Juvenile Justice, are on probation or are on parole.
- Youth who have transportation barriers getting to employment, including lack of public transportation and or lack of funds to pay for carpooling or public transportation.

V.G.7. c.ii Review/Update Required	Provide the definition for locally identified “additional barriers to employment” for youth who are not low income as referenced in 20 CFR 664.220.  Definitions should be descriptive and verifiable. Operating procedures should further identify criteria that apply to each definition as well as appropriate verification sources.
<b>RWB RESPONSE</b>	
Youth will be considered on a first come-first serve basis and no more than 5% of local youth served will not be low income. To meet this criteria, youth must possess two or more of the barriers as defined above with lack of reliable and safe transportation being one of the barriers.	

**8. Welfare Transition Program/TANF**

For the WT/TANF section, please provide *short* narratives responding to the following informational requests. Where requested, please provide assurances and/or short explanations of local processes. If the RWB has a local operating procedure that meets all required elements of the section, the RWB may attach the document and simply refer to the local operating procedure.

**a. Applicant Services**

1. Please describe the regional WT/TANF work registration process. Please ensure that the process includes the following in your description:

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

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

2. Please describe the RWB's Up-Front Diversion review process:

V.G.8.a.2. Review/Update Required	<ul style="list-style-type: none"> <li>a. Describe how the Up-Front Diversion process is incorporated in the work registration process; and</li> <li>b. If the RWB provides Up-Front Diversion services to applicants through TANF formula funds, please describe the type of support services.</li> </ul>
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**RWB RESPONSE**

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

3. Does your region have a promising practice for the WT Work Registration process?

V.G.8.a.3.	<ul style="list-style-type: none"> <li>a. If yes, please describe the promising practice for serving applicants.</li> <li>b. Please describe how the Up-Front Diversion process is incorporated in the WT Work Registration process.</li> </ul>
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**RWB RESPONSE**

The CBE has followed guidance provided at the annual State training regarding the processing of applicants.

Upfront diversion is incorporated into the work registration process in the following manner:

**UPFRONT DIVERSION (UFD) SCREENING:** During the work registration process – UFD will be made available to two groups of Applicants:

- A. Applicants who secure full-time employment and need child care and/or cash services to retain it and;
- B. Applicants who indicate they have an immediate emergency need that requires diversion services. These services will eliminate the immediate emergency and allow customer to gain and maintain employment and/or other income.
- C. At the session, the OS will:
  - a. Screen all Applicants for appropriateness to receive UFD. If an Applicant appears appropriate to receive UFD they will be scheduled for a one-on-one appointment with the OC.
- D. Eligibility Determination
  - b. If they are determined appropriate the OS will process the UFD using the current UFD Procedure.
  - c. If they are not determined appropriate their DCF form 2096 will be signed for Cash Assistance.

**b. Mandatory Services**

- 1. Describe the RWB’s process for informing mandatory WT/TANF participants of their rights; how and when they are informed of the following:

<p>V.G.8.b.1. Review/Update Required</p>	<ul style="list-style-type: none"> <li>a. The right to receive domestic violence services, mental health counseling and/or substance abuse counseling if eligible;</li> <li>b. The right and the process to have their case reviewed by a supervisor;</li> <li>c. The right to be treated equitably under the anti-discrimination laws;</li> <li>d. The right and the process to file a grievance;</li> <li>e. The right and the process to report good cause for failing to participate in a required activity;</li> <li>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.</li> </ul>
<p><b>RWB RESPONSE</b></p>	
<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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</li> <li>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.</li> </ul>	

2. Describe the RWB's process for informing mandatory WT/TANF participants of their rights; how and when they are informed of the following:

V.G.8.b.2. Review/Update Required	<ul style="list-style-type: none"> <li>a. The responsibility to work with career center staff;</li> <li>b. The responsibility to participate in assigned activities;</li> <li>c. The responsibility to document and submit participation hours;</li> <li>d. The responsibility to report employment;</li> <li>e. The responsibility to accept suitable employment; and</li> <li>f. The responsibility to retain employment.</li> </ul>
<b>RWB RESPONSE</b>	
<ul style="list-style-type: none"> <li>a. Mandatory WT/TANF participants are informed of their responsibility to work with career center staff during the initial work registration/orientation.</li> <li>b. Mandatory WT/TANF participants are informed of their responsibility to participate in assigned activities during the initial work registration/orientation.</li> <li>c. Mandatory WT/TANF participants are informed of their responsibility to document and submit participation hours during the initial work registration/orientation.</li> <li>d. Mandatory WT/TANF participants are informed of their responsibility to report employment during the initial work registration/orientation.</li> <li>e. Mandatory WT/TANF participants are informed of their responsibility to accept suitable employment during the initial work registration/orientation.</li> <li>f. Mandatory WT/TANF participants are informed of their responsibility to retain employment during the initial work registration/orientation.</li> </ul> <p>Please refer the attached WTP WORK REGISTRATION/ORIENTATION PROCESS.</p>	

3. According to the Final Rule 45 CFR 261. et. al., Florida was required to list all activities and services offered under each of the 12 work categories. Based on federal law, the State is required to ensure that services and activities that the RWB receive credit for the participation hours must meet federal and State definitions. Please describe services and activities offered by the RWB and each provider to meet participation requirements under the following work categories:

<p>V.G.8.b.3 Review/Update Required</p>	<p>a. Unsubsidized employment;</p> <p>b. Subsidized employment:</p> <ol style="list-style-type: none"> <li>i. Describe how the RWB will ensure that participants engaged in subsidized employment activities will be supervised on a daily basis.</li> <li>ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation.</li> </ol>
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**RWB RESPONSE**

a. Unsubsidized employment

Unsubsidized employment is defined as full or part-time employment in the public or private sector that is not subsidized by TANF or any other publicly funded program, which includes the following:

- Recipients whose employers claim a tax credit for hiring economically disadvantaged workers;
- Labor exchange for services or other amounts (rent, utilities, etc.);
- Self-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

- ii. The participant's employer is responsible for daily supervision.
- iii. The RWB will document hours actually completed by using electronic timesheets where hours are entered by the customer's employer.

<p>V.G.8.b.3. Review/update required</p>	<p>c. Job Search and Job Readiness</p> <ul style="list-style-type: none"> <li>i. Job searches at the employer’s place of business (on-site job search) are supervised on a daily basis.</li> <li>ii. Describe how the daily supervision is documented for “on-site” job searches and how each hour is accounted for.</li> <li>iii. Describe how participants completing job readiness activities and job searches in the One-Stop Career Center are supervised on a daily basis.</li> </ul>
<p><b>RWB RESPONSE</b></p>	
<p>i. The participant must record each on-site job contact on a personal activities log. The log will serve as documentation of participant’s actual hours of job searching plus the time it takes to get from job site to job site. The participant must submit the log of the daily job contacts in accordance with a schedule established by the CBE or no less than monthly. A representative of the employer or a CBE provider staff member may certify the validity of the log by initialing each entry. Participants conducting job searches via telephone and via internet must record their activities of the job search report form and must record their activities on the job search report and must include detailed, specific information to allow for follow-up and verification by CBE provider staff. The timesheet entries will serve as the basis for recording countable hours or participation.</p> <p>ii. On-site job search includes making contact with potential employers to learn of suitable job openings via telephone; via the internet and/or in person; applying for those jobs; and interviewing for jobs. Participants will be required to complete the job search report form, which must include specific information on all contacts completed via telephone and via the internet. All in-person visits to an employer, all applications submitted and all interviews for job openings must be documented and signed by the employer or the employer-designated supervisor. A contact number must be provided unless the CBE provider verifies the completion of on-site activities through another procedure, such as random contacts or receipt of copies of applications.</p> <p>iii. The CBE provider staff will supervise in-house job search and job readiness assistance on a daily basis with documentation of attendance by the appropriate CBE provider staff.</p>	

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

<p>i. Assure the State that the community service worksites are conducted at not-for-profit agencies and for the benefit of the community.</p> <p>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 <u>useful community purpose</u> 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.”</p> <p>ii. Describe the worksite agreement process</p> <p>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.</p> <p>iii. Describe the information included in the worksite agreement.</p>
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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.

Hours are submitted bi-weekly by the customer's supervisor using the new electronic time sheet system developed by the CBE. Hours are then entered into the workforce data entry system. Because a community service program is a structured program, workforce staff communicate with the worksite supervisor and verify attendance and progress on a regular basis.

vii. 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."

V.G.8.b.3. Review/update required	e. Job Skills Training  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.
<b>RWB RESPONSE</b>	
i. Time logs documenting hours of participation will be electronically submitted by a designated party into a new electronic time sheet system developed by the CBE. 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.	

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

i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis.

Documentation of attendance by the instructor, along with regular communication between the Career Specialist and instructor will demonstrate daily supervision.

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. Documentation of actual hours completed demonstrates daily supervision.

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.

Staff will retain verification of satisfactory progress in the case file.

In addition to actual classroom hours, countable hours may include supervised time spent in curriculum-required labs and clinical settings and supervised study halls. With supporting documentation from a course instructor or the institution as the expectations for homework or study time required, one hour of unsupervised study/homework time for each hour of classroom time may also become countable hours.

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

<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ul> <p>Staff will retain verification of satisfactory progress in the case file.</p>	
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V.G.8.b.3. Review/update required	<ul style="list-style-type: none"> <li>h. Providing childcare services <ul style="list-style-type: none"> <li>iv Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis.</li> <li>ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation.</li> </ul> </li> </ul>
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**RWB RESPONSE**

The CBE does not plan on using *provision of child care* as a work activity.

**4. Provide the following assurances regarding work activity engagement:**

V.G.8.b.4.

Review/update  
required

- a. Individuals will not be assigned more than 40 hours per week;
- 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;
- c. The RWB will record hours on the JPR screen for the activity completed. Hours will not be attributed to an activity unless the services or engagement meet the activity's definition;
- d. The RWB will ensure that unpaid work activities are supervised no less than daily by a responsible party outlined in local operating procedures.

**RWB RESPONSE**

a. Individuals will not be assigned more than 40 hours per week;

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.

Individuals will not be assigned more than 40 hours a week.

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:

One-Stop Employment System procedures for Community Work Experience include:

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.

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:

- 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.

c. Hours will be recorded on the Job Participation Rate screen as follows:

DATA ENTRY: JPR hours should be entered, at a minimum, on a bi-weekly basis.

- 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.
- 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 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.

V.G.8.b.5. Review/update required	Provide the assurances of documentation of work participation.
<b>RWB RESPONSE</b>	
The CBE provider personnel verify hours of actual participation from documentation that includes verification of employment, wage	

rate and hours, or from pay stubs, electronic timesheets completed by the employer, copies of checks, money orders or other payment forms submitted by the work-eligible individual. The CBE will also use automated confirmation/documentation of employment as maintained in recognized databases such as the Work Number (TALX) to verify hours. The Work Number provides the following information reported by more than 1000 participating employers: employee name and SSN, employment status, most recent start date and termination date (if applicable), total time with employer, job title, rate of pay, average hours per pay period, total pay for past two years, and the most recent 12 pay periods of gross earnings. The information is available in three ways: instantly via telephone verification; on-line to be printed; or a fax to the provider to serve as written documentation in the file. The most efficient way of verification for provider staff will be to receive the information by telephone and document the call for the files.

Staff may also verify employment hours by contacting the employer directly and documenting employment, wage rate and hours. Verification of employment hours or other employment information through employer contact must include the employer's name, date contacted, person talked with and the name of the staff who obtained the verification. Written verification is scanned and included in the customer's file.

The DCF verifies hours via employer statement or pay stubs submitted by the work-eligible individual, enters the information in FLORIDA and maintains the information in the customer record.

Participation hours submitted in the federal reports are from either agency's automated system according to which agency receives and records the documented employment information.

V.G.8.b.6. Review/update required	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, OJTs and self-employment.
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**RWB 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 are required to submit information at least monthly.

V.G.8.b.7. Review/update required	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 Job Participation Rate (JPR) data in the workforce system.
<b>RWB RESPONSE</b>	
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.	

V.G.8.b.8. Review/update required	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.
<b>RWB RESPONSE</b>	
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.	

V.G.8.b.9. Review/update required	<p>Deferrals:</p> <ol style="list-style-type: none"> <li>a. If a participant reports limited abilities, what is the process of putting the participant in deferral status?</li> <li>b. What alternative requirements are included in the IRP?</li> <li>c. Is the individual required to complete vocational or other assessments?</li> <li>d. How are learning disabilities identified?</li> <li>e. If a participant has a learning disability, what other services are they offered?</li> </ol>
<b>RWB RESPONSE</b>	
<p>a. If a participant reports limited abilities, what is the process of putting the participant in deferral status?</p> <p>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</p>	

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.

**c. Other**

V.G.8.c.1. Review/update required	Provide the relocation maximum allowable payment.
<b>RWB RESPONSE</b>	
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.	

V.G.8.c.2. Review/update required	Describe how the RWB ensures the confidentiality of program participants. a. Include assurances that domestic violence files are kept in a locked and separate location.
<b>RWB RESPONSE</b>	
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:	
<ul style="list-style-type: none"> <li>• Customers will be given private space within the One Stop Employment Center to contact the Domestic Abuse Council if they choose to do so.</li> <li>• Information concerning the customer's domestic abuse issues will be marked as confidential before scanning into the participant's electronic file. 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."</li> <li>• Case notes regarding the domestic violence situation will not be written into the electronic records.</li> </ul>	

- 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.

<p>V.G.8.c.3. Review/update required</p>	<p>Other than Work Registration, describe when participants are notified of the opportunity to receive support services, counseling, etc. related to domestic violence.</p> <ol style="list-style-type: none"> <li>Briefly describe how applicants and participants who disclose a domestic violence issue are provided services specific to their needs.</li> <li>Describe how the RWB ensures that all domestic violence providers are trained and competent to provide such services.</li> </ol>
<b>RWB RESPONSE</b>	
<p>a. – b. Please refer to the attached local operating procedure for domestic violence: DOMESTIC VIOLENCE</p>	

<p>V.G.8.c.4. Review/update required</p>	<p>Describe the local Fair Hearing preparation and attendance process.</p> <ol style="list-style-type: none"> <li>Who attends DCF administrative fair hearings related to the WT/TANF program?</li> <li>Describe the process of a supervisory review.</li> <li>Describe the process for preparing documentation for the Fair Hearing.</li> <li>Include the type of documentation the RWB traditionally presents.</li> </ol>
<b>RWB RESPONSE</b>	
<p>a. The lead Career Specialist and the Career Specialist working with the case attend the administrative hearings.</p> <p>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.</p> <p>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.</p>	

V.G.8.c.5. Review/update required	<p>Does the RWB use TANF funds for a locally developed special project?</p> <p>a. If yes, what population does the project serve?</p> <p>b. What TANF purpose does the project serve?</p> <p>c. Describe the eligibility requirements and documentation retained in the case file to support eligibility. Briefly describe the program.</p>
<b>RWB RESPONSE</b>	
CBE does not have plans for using TANF funds for locally developed special projects.	

V.G.8.c.6. Review/update required	<p>Does the RWB have an Individual Development Account (IDA) program?</p> <p>a. If yes, what population does the IDA project serve?</p> <p>b. Briefly describe the program.</p>
<b>RWB RESPONSE</b>	
CBE does not plan to operate an IDA program.	

**9. Food Stamp Employment and Training Program**

For the FSET section, please provide short narratives responding to the following informational requests. If the RWB has a local operating procedure that meets all required elements of the section, the RWB may attach the document and simply refer to the local operating procedure. **If the RWB does not implement an FSET program, indicate “does not operate an FSET program.”**

**Local Operating Procedures**

Please refer to the recently approved SNAP Program State Plan as a reference to assist in the preparation of the local plan (see the reference to the appropriate page number(s) in the State Plan). If a local policy exists which addresses any of the items below, refer to that local policy and include it as an attachment.

**a. Program Operation**

V.G.9.a.1 Review/update required	Describe the local staffing (case management) model used to serve participants.
<b>RWB RESPONSE</b>	
<p>The CBE has contracted with an outside provider for the provision of FSET services. This contracted provider will utilize a case manager and clerical support for the FSET program.</p> <p>In addition to a full-time case manager, other staff members are trained to provide support as the need arises.</p>	

V.G.9.a.2 Review/update required	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.
<b>RWB RESPONSE</b>	
When an alert is received from DCF, AWI's automated system contacts the FSET customer.	

V.G.9.a.3 Review/update required	Describe procedures for notifying the participants of their rights and opportunities while participating in the FSET Program.
<b>RWB RESPONSE</b>	
Participants are notified of their opportunities and obligations through AWI's on-line orientation.	

**b. Program Activities and Components**

**1. Orientation and Assessment**

V.G.9.b.1 Review/update required	i. Describe the local approach for providing <b>orientation and assessment</b> in the FSET Program. Describe assessment tools that are used and when assessment is conducted. ii. Describe the local approach to integrate services for FSET clients with WIA, Wagner-Peyser, and other workforce programs available through the One-Stop Career Center.
<b>RWB RESPONSE</b>	
Orientation – Orientation is provided by AWI on-line. This web-based orientation is available 24/7. 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.	

## 2. Job Search and Job Search Training Component

V.G.9.b.2 Review/update required	Describe the local approach for determining when to assign a program volunteer to <b>Job Search</b> and when to assign a volunteer to <b>Job Search Training</b> .
<b>RWB RESPONSE</b>	
Job Search is always encouraged for new and reopened referrals, including 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: <ul style="list-style-type: none"> <li>• 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".</li> </ul>	

- **Job Applications:** A review of information frequently requested on job applications and help in developing appropriate responses.
- **Interviewing Skills:** Reviewing 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.

**Résumé Writing:** Hands-on assistance with creating a résumé that clearly presents knowledge, skills and abilities. Focuses on format, content, and style, and how to use résumé-writing software to produce a professional product.

### 3. Work Experience Component

V.G.9.b.3 Review/update required	Describe the local approach for developing <b>Work Experience</b> sites, including the procedure for securing signed worksite agreements.
<b>RWB RESPONSE</b>	
<p>The CBE has an extensive database of Work Experience sites in existence. New worksites are developed in the following manner:</p> <p>The potential worksite is identified by CBE’s contracted provider of the FSET program. The potential worksite is contacted and an appointment is made. During the appointment the Work Experience program and agreement are discussed. The FSET case manager 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.</p> <p>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>	

V.G.9.b.3.a Review/update required	Describe the local approach for ensuring that participants are assigned to Work Experience for the appropriated and allowable number of hours in this component each month.
<b>RWB RESPONSE</b>	

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 at the participant's 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.

V.G.9.b.3.b  
Review/update  
required

Describe the procedures for verifying and documenting participant engagement in **Work Experience**, including how the region will ensure that hours recorded for engagement in this component do not exceed the permissible hours based on the worksite calculation.

**RWB RESPONSE**

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 at 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. FSET Case Managers are responsible for ensuring that the hours recorded do not exceed the permissible hours based on the worksite calculation.

**4. Self-Initiated Work Experience Component**

V.G.9.b.4  
Review/update  
required

Describe the local approach for providing the **Self-Initiated Work Experience (SIWE)** component.

- a. Include in the description the process and criteria given to the participants for developing their own worksites.
- b. Describe procedures for obtaining signed contracts with the worksites.

**RWB RESPONSE**

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:

- 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.

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.

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 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.

V.G.9.b.4.a Review/update required	Describe the procedures for verifying and documenting participant engagement in <b>SIWE</b> , including how the region will ensure that hours recorded for engagement in this component do not exceed the permissible hours based on the worksite calculation.
<b>RWB RESPONSE</b>	
<p>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. The hours are entered into the JPR screen in OSST and the timesheet is scanned into the participant’s electronic file.</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>	

V.G.9.c.4.b Review/update required	Describe the local approach for ensuring that participants are engaged in <b>SIWE</b> for the required number of hours each month (worksite calculation, documentation, etc.).
<b>RWB RESPONSE</b>	
<p>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 at the participants 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>	

**5. Vocational Training and Education**

V.G.9.b.5 Review/update required	Describe the local approach for providing the <b>Vocational Training</b> component (when it is assigned, documentation, etc.).
<b>RWB RESPONSE</b>	
<p>CBE has active partners in the system who provide vocational training. FSET participants are provided services and referrals to vocational training as needs are identified.</p> <p>FSET participants are provided services and referrals to vocational training as needs are identified. The needs are identified and documented in a case note, and they are referred to the “Next Steps to Success Workshop.” Next Steps to Success familiarizes the participant with all the information on training opportunities, workshops, job placement information, etc. available through the One-Stop Employment Centers.</p>	

V.G.9.b.5.a Review/update required	Describe the local approach for providing the <b>Education</b> component (when it is assigned, documentation, etc.).
<b>RWB RESPONSE</b>	
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.

**6. Workforce Investment Act (WIA) and Trade Adjustment Act (TAA) Component**

V.G.9.b.6 Review/update required	Describe the local approach for assigning program volunteers to the WIA and/or TAA component, including documenting enrollment into WIA/TAA program(s) and when to assign to this component.
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**RWB RESPONSE**

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, TAA, 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.

### 7. Serving Employed Participants

V.G.9.b.7 Review/update required	Describe the local approach for referring employed participants to activities.
<b>RWB RESPONSE</b>	
<p>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 of hours 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.</p>	

#### c. Program Outreach

V.G.9.c. Review/update required	Describe the local approach for informing food stamp recipients who are not referred by the Department of Children and Families (DCF) via the FLORIDA/OSST system interface of the FSET program and their ability to volunteer in the program.
<b>RWB RESPONSE</b>	
<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 a seamless program.</p> <p>The CBE maintains an active, positive relationship with the local DCF staff. Information is shared as it received from the state on FSET program compliance and services.</p> <p>Staff and supervisors of the contracted provider and front line staff with DCF meet on a regular basis to ensure that information is communicated and interpreted in a meaningful manner, additionally, the meeting focuses on any performance issues such as Entered</p>	

Employment Rate and Participation Rate.

**d. Program Monitoring**

V.G.9.d.  
Review/update  
required

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

**RWB RESPONSE**

FSET files are monitored by CBE Quality Unit. This unit 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.

**e. Participant Reimbursement**

V.G.9.e.1.  
Review/update  
required

Describe the local procedures for requesting Food Stamp Reimbursements (FSRs) for eligible participants. Describe under what circumstances and for which activities FSRs are requested.

**RWB 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 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.

V.G.9.e.2. Review/update required	Describe the local procedures for ensuring that FSRs are requested for program volunteers engaged in components and expressed a need for transportation reimbursement.
<b>RWB RESPONSE</b>	
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.	

**f. Other**

V.G.9.f.1. Review/update required	Describe local procedures for linking participants to other services and funding streams as appropriate.
<b>RWB RESPONSE</b>	
<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 use 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 used 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>	

V.G.9.f.2. Review/update required	Describe local procedures for ensuring that FSET Program staff are represented and proper documentation is provided at the DCF Administrative Fair Hearings.
<b>RWB RESPONSE</b>	
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:	

- 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

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:

- 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

V.G.9.f.3. Review/update required	Describe local efforts relative to developing jobs for FSET Program participants, assisting them with securing unsubsidized employment, and helping them become self-sufficient.
<b>RWB RESPONSE</b>	
<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 Board of</p>	

Directors oversees our outreach plan which achieves the following goals:

- 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.

There are several training programs provided through the One-Stop System that focus on developing job skills that lead to success in the workplace.

- 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**

V.G.10.	Describe the process for administering the Senior Community Services Employment Program (SCSEP), provided SCSEP funds are received.
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**11. Workforce Activities and Services**

**a. Core and Intensive Services**

V.G.11.a.	Describe the process for providing core and intensive services to job seekers in the One-Stop Career Centers.
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**RWB 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](http://www.onestops.com).

The One-Stop Employment 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 along with 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**

V.G.11.a.1.a.	Describe the testing and assessment process(es) for the WIA, TAA, MSFW, Veterans, Wagner-Peyser, FSET and WT/TANF participants.
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**.RWB RESPONSE**

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.

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:

- 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.

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.

V.G.11.a.1.b.	Describe the process and type of tools used to assess youth for assignment to the WIA mandated youth activities and services
<b>RWB RESPONSE</b>	
<p>Youth assessments are conducted at the time of enrollment and continue on-going throughout the time the youth is involved in youth programs. The initial objective assessment is conducted to determine the youth’s eligibility and the best services to fit their needs. At this time the youth is administered the Test of Adult Basic Education for assessment of all youth literacy needs. If this test has been administered within six months previous to the youth’s initial assessment it may be used.</p> <p>An Individualized Educational Plan is developed with the youth at the time of the initial assessment. This plan is an ongoing tool that adjusts with the needs and input of the youth. For younger youth, attainable goals are created by the youth and case manager to be attained within each year of involvement. At the time of completion, a new goal is created.</p>	

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

V.G.11.a.1.c.i	<p>What tool does the RWB use to conduct the initial assessment of the participant’s employability, skills, and prior work history?</p> <p>Describe the elements that meet the “employability” component of the initial assessment (i.e., what information does the RWB collect to secure employability information).</p>
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**RWB 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.

CBE also has a locally developed assessment designed to gather information about a participant’s employability, skills, and prior work history. (attach form)

V.G.11.a.1.c.ii	<p>When is the initial assessment conducted?</p> <p>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?</p>
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**RWB RESPONSE**

CBE’s procedures on initial assessment are described in our attached procedures. Please refer to the local policy: “Assessing WTP Participants.”

V.G.11.a.1.c.iii	<p>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.</p>
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**RWB 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.

V.G.11.a.1c.iv	<p>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)?</p>
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**RWB RESPONSE**

CBE may conduct other assessments on a case-by-case basis as prescribed by the need of the individual. These assessments may include, but are not limited to, interest and aptitude tests, vocational evaluations, mental health assessments, etc.

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

V.G.11.a.2.a

Describe the procedure for developing IRPs/EDPs/ISSs for participants of the workforce service programs.

**RWB RESPONSE**

CBE contracts with a provider for career planning. Employment plans are developed by staff and the customer as customers request the service or have requested training services.

Employment Plans will include, but are not limited to, the following information:

- Customer's barriers to employment
- Customer's 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.**

V.G.11.a.2.b	<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>
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**RWB 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**

The Governor's vision in Florida for increasing training access and opportunities for individuals consists of a state policy requiring that 50 percent of the funds for adults and dislocated workers be allocated to ITA unless the local board obtains a waiver from WFI. Attach a copy of the local operating procedures for the following processes.

V.G.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.
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**RWB 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.

Also, please see the LOP: Individual Training Account Procedure.

V.G.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.
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**RWB RESPONSE**

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:

- (1) Individuals with substantial language or cultural barriers
- (2) Offenders
- (3) Homeless individuals
- (4) Other hard-to-serve populations as defined by the Governor

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 population to be served.

V.G.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.

**RWB 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.

~~V.G.11.b.4.~~

Moved to TAA section

~~Describe the process for using WIA funds to provide training services to trade-affected workers.~~

~~V.G.11.b.5.~~

Moved to TAA section

~~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.~~

## 12. Work Experience

V.G.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.
<b>RWB RESPONSE</b>	
<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"><li>✓ a job title</li><li>✓ description of the duties</li><li>✓ notate the length of the training</li><li>✓ state any employer expectations</li><li>✓ specify the weekly work schedule, site name, address and telephone number</li><li>✓ 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</li></ul> <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:**

V.G.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>
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**RWB RESPONSE**

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.

The Case Management Provider of the One Stop Employment System 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.

The 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 by the Site Coordinator employed by the Case Management Provider.

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.

**13. On-the-Job Training**

On-the-Job Training (OJT) is defined as training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance on the job. Reimbursement is provided to the employer of up to 50 percent of the wage rate of the participant for the extraordinary

costs of providing the training and additional supervision related to the training, unless a waiver allows an increase of the reimbursement. The training is limited in duration as appropriate to the occupation for which the participant is being trained. Attach a copy of the local operating procedures for the following processes.

V.G.13.	Provide a description of the process for developing OJT sites and OJT agreements for all participants enrolled in workforce programs.
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**RWB RESPONSE**

CBE is committed to increasing training opportunities to individuals through the specific delivery vehicle of On-the-Job Training. CBE has put forth an aggressive effort to use OJTs as a method of training individuals, even layering OJT on top of classroom training so that the job seeker gains both classroom and practical experience.

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.

- 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 unless the job seeker can benefit from the use of the waiver and the business qualifies under the guidelines established by approved Waivers where employers with 50 or fewer employees contribute at least 10% of the training costs or employers with 51 to 250 employees contribute at least 25% of the training costs.
- OJT agreements will be approved by the CBE's President or Vice President. A complete list of OJT agreements will be presented to CBE's Board of Directors, including OJT agreements with companies represented on CBE's Board of Directors.

Exceptions to any of these guidelines must be reviewed and approved by the CBE's President or Vice President.

There are three ways an OJT may be initiated:

1. *Independent OJT Candidate:* A job seeker is identified by CBE Employment System Staff as a possible OJT candidate. CBE Employment System 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 System Staff will complete a WIA application and submit to the Case Manager for eligibility certification.

2. *Business and Business Services Representative (BSR)*: An OJT is developed between a qualified participating business and a BSR. The BSR will send an e-mail to all CBE Employment System staff that a business has an open job order and the business is interested in an OJT for that position.
3. *Business Selected Candidate*: 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:

V.G13.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>
<b>RWB RESPONSE</b>	
<p>The WT/TANF participants are supervised on a daily basis by the employer who entered into the OJT agreement.</p> <p>Customers will document their hours as required by their employer, e.g. timesheet, timecard.</p> <p>Customers will also complete a timesheet signed by their employer and bring the timesheet to their case manager bi-weekly.</p>	

**14. Customized Training**

Customized training is defined as training that is designed to meet the special requirements of an employer that is conducted with a commitment by the employer to employ an individual on successful completion of the training and for which the employer pays for not less than 50 percent of the training, unless a waiver allows a lesser employer contribution. Attach a copy of the local operating procedures for the following process(s).

V.G.14.	Provide a description of the process for developing customized training sites and agreements for all workforce participants enrolled in WIA, Welfare Transition, FSET, etc.
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## **RWB RESPONSE**

The CBE's primary focus is to promote On-the-Job Training and Employed Worker Training programs. Customized training is a vehicle through which CBE may expend training funds from a variety of funding streams.

CBE's customized training is training:

- That is designed to meet the special requirements of an employer (including a group of employers);
- That is conducted with a commitment by the employer to employ, or in the case of employed workers, continue to employ, an individual upon successful completion of the training; and
- For which the employer pays for not less than 50 percent of the cost of training (WIA Sec 101 (8).)

Customized training of an eligible individual may be provided for an employer or group employers when:

- The employee is not earning a self-sufficient wage, as defined in this plan;
- The requirements in WIA Sec. 663.715 are met; and
- The customized training relates to the purposes described in WIA Sec. 663.705(c), including, but not limited to:
  - The introduction of new technologies,
  - New production or service procedures,
  - Upgrading to new jobs that require additional skills
  - Workplace literacy,
  - Or other appropriate purposes identified by CBE.

### **15.A Employed Worker Training Program**

Workforce Florida's policy established in 2003 required all RWBs in the State to specify how the region would provide for skills upgrade training using local funds, including the establishment of a local Employed Worker Training Program (EWT) program. Since the majority of workforce funds are allocated to the RWBs and all businesses and jobs are local, this strategy would allow for more skills upgrade training to take place statewide. In doing so, many regions have developed strong business and industry champions for the workforce system, leading to additional usage of other tools available through their respective one-stop network.

Provide a description of the process for the EWT program aimed at upgrading the skills of existing workers in the region. The description should include the following and attach a copy of the local operating procedures for the following process(s).

V.G.15.A.1. Review/Update Required	Describe how skills upgrade training will be provided to workers who need training to obtain or retain self-sufficient wages.
<b>RWB RESPONSE</b>	
<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>	

WIA law and regulations operationalizes the term self-sufficiency in different contexts:

- Section 134(d)(3)(A)(ii) limits the provision of intensive (and consequently training) services to individuals who are employed but are determined by a one-stop operator to be in need of such intensive (and training) services *to obtain or retain employment that allows for self-sufficiency*.
- 20 CFR 663.220(b) further discusses the needs of dislocated workers who are employed to receive intensive (and training) services *to obtain or retain employment that leads to self-sufficiency*. Please note: A worker who has received a notice of termination or layoff from his/her current employer is not considered employed.
- The preamble to the Final Regulations, Federal Register, Vol, 65, No. 156, Friday, August 11, 2000, p. 49294, et seq. recognizes that for individuals who receive public assistance, programs should work to transition these low-income working families from welfare to self-sufficiency. (page 49319)
- 20 CFR 663.705 mandates that employed workers may not receive on-the-job training or customized training if they are *earning a self-sufficient wage*.

<p>V.G.15.A.2. Review/Update Required</p>	<p>Provide the local definition(s) of “self-sufficiency” for:</p> <ul style="list-style-type: none"> <li>• Adult employed workers</li> <li>• Dislocated workers who are working in an income maintenance job.</li> <li>• Recipients of public assistance, and people with disabilities and other barriers to employment</li> </ul> <p>Self-sufficiency may be based on the Lower Living Standard Income Level (LLSIL) or wages.</p> <p>If the self-sufficiency level for employed workers is over 250% of the LLSIL and above the average wage in the region, the board must provide acceptable justification that the level is required for an individual to provide for him/herself and family.</p> <p>Does this self-sufficiency definition apply to the WT/TANF program? If not, please provide the self-sufficiency definition for these programs.</p>
<p><b>RWB RESPONSE</b></p>	
<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 will maintain the following policy on self-sufficiency:</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>	

V.G.15.A.3.	<p>Provide a description of the process for the EWT program aimed at upgrading the skills of existing workers in the region. The description should include the following:</p> <ul style="list-style-type: none"> <li>• Identify those industries in the region whose workers will be targeted specifically for skills upgrade training and how those industries were identified</li> <li>• Address both those working part-time and full-time, the working poor, and across all earning levels</li> <li>• Identify how additional funds will be leveraged to accomplish skills upgrade training within the region</li> </ul>
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**RWB RESPONSE**

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.

- 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.

EWT will result in one of the following outcomes:

- Training supports a high-growth industry or occupation.
- Documented aversion of layoff of the employee receiving the training.
- Promotion of small and mid-size business growth and/or survival.

EWT agreements will be approved by the CBE’s President or Vice President. A complete list of EWT agreements will be presented to CBE’s Board of Directors, including EWT agreements with companies represented on CBE’s Board of Directors.

Exceptions to any of these guidelines must be reviewed and approved by the CBE’s President or Vice President.

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 on a limited basis.

Funding for EWTs is diverse and is dependent upon receipt from various sources. The base of the funds comes from WIA Adult. Further, the CBE utilizes funds received from alternative funding sources as appropriate. The match we have leveraged from employers continues to increase; in PY 08-09 it was a 2.16 to 1 match, in 09-10 it increased to a 2.28 to 1 match and last PY we witnessed the highest match of 3.49 to every one 1 dollar we invested.

**15.B Layoff-Aversion Incumbent Worker Training Program (LAIWT)**

Workforce Florida has received a Waiver Modification from the USDOL that would allow RWBs to use up to 20% of their dislocated worker formula funds to provide incumbent worker training. The USDOL has provided definitions and guidance on the appropriate use of this waiver in TEGLs 26-09 and 30-09.

Describe the process to be used by the RWB to provide LAIWT through the use of the waiver. If the RWB does not intend to use the LAIWT program, please indicate: “Does not operate a LAIWT program.”

<p>V.G.15.B.1 Review/Update Required</p>	<p>Describe the RWBs layoff aversion strategy, including a description of how the potential for layoff aversion will be determined, such as:</p> <ul style="list-style-type: none"> <li>• The likelihood of future layoffs without training</li> <li>• The business circumstances surrounding the probable layoff and how the training will prevent or reduce the magnitude of the layoff</li> <li>• The specific skills to be provided to the workers that will help avert the layoff</li> <li>• How employers will be identified, and how local partners will contribute to this process</li> <li>• Targeted industries and economic sectors</li> <li>• Other local criteria</li> </ul> <p>(See TEGL 26-09, 7.A.i.)</p>
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**RWB RESPONSE**

Plant closings and mass layoffs can occur for a variety of reasons in periods of both economic expansion and decline. These may include financial difficult, mergers and acquisitions, loss of markets, consolidations, foreign competition, product or service obsolescence, shift in parent company focus, or other factors.

Once a company announces its intention to close or substantially downsize, the decision is usually final and irreversible. However,

there are occasions when the decision can be changed. Here are examples of companies that were scheduled to close, but were kept in operation because of a response initiated by one or more interest groups such as employees, management representatives, government and community groups, and labor organizations.

CBE maintains healthy relationships with our local economic development offices whose responsibility is to not only attract new business, but to retain and build existing businesses. Because averting layoffs is one of the functions of the public workforce investment system and because of our close ties, upon notification from our economic development partner, CBE will join forces to avert business closing or mass layoffs.

Aversion strategies will be prescriptive, based upon the company’s needs and in-line with guidance prescribed TEGL 30-09.

<p>V.G.15.B.2 Review/Update Required</p>	<p>Describe how the RWB will operationalize “Layoff Aversion” as defined in TEGL 30-09.</p>
<p><b>RWB RESPONSE</b></p>	
<p>CBE’s contribution to a collaborative layoff aversion will be training. As noted in TEGL 30-09, Training, including IWT, is a tactic that, when appropriately deployed, can effectively avert layoffs either by saving the job with the existing employer through skills upgrades or by providing the worker with skills to transfer to a new job.</p>	

<p>V.G.15.B.3 Review/Update Required</p>	<p>Describe how the RWB will determine the eligibility of workers to participate in LAIWT. (See TEGL 26-09, 7.A.ii.)</p>
<p><b>RWB RESPONSE</b></p>	
<p>Workers who receive skills upgrades through CBE’s layoff aversion training will either be dislocated workers or low income adults. This will be certified through completion of full WIA application in Employ Florida Marketplace.</p>	

V.G.15.B.4 Review/Update Required	Describe how the skills training will contribute either to the maintenance of employment or increased employment security. (See TEGL 26-09, 7.A.iii.)
<b>RWB RESPONSE</b>	
<p>All training delivered under layoff aversion will be restricted to skills attainment activities.</p> <p>As outlined in TEGL 26-09, the training will result in development of skills that directly benefit the workers receiving the training by making them more qualified in their field of employment and/or provide new skills for product lines or processes. Therefore, when before providing training, CBE will consider how, besides averting layoff, the skills attained contribute either to the maintenance of employment or increase employment security.</p> <p>This consideration will include a complete review as to whether the skills attained through the training could help to qualify participants for a job with changing skill requirements or for higher paying jobs with their existing employer or other companies in the area or if the skills attained enable the participants to perform work that is at a higher level than their current positions or the training leads to certification or other industry-recognized credentials or provides a significant step towards achieving such credentials that increase the workers' overall employability. In other words, the training will benefit the participants beyond layoff aversion.</p>	

**16. Business Services**

Business partnerships are essential to training Florida's workforce to meet the current and future needs of diverse business sectors. The workforce system has successfully partnered with business and industry. Current employer penetration data indicate a tremendous opportunity exists to develop additional business partnerships. Both business and workforce have a vested interest in partnering. Ease of access to Florida's workforce services via the Employ Florida Marketplace is just a start. Provide a description of the processes for implementing the following business services strategies in the region. Attach a copy of the local operating procedures for the following process(s).

V.G.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);
<b>RWB RESPONSE</b>	
Upfront business partnerships are essential to training our workforce to meet the current and future needs of diverse business sectors. CBE has successfully partnered with business and industry; both business and workforce have a vested interest in partnering, but the	

onus is on us to effectively communicate and market the value of the partnership.

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). This may be conducted through the following methods:

- Advertisements will be included in local chamber directories, major phone books and local economic development publications
- CBE and One-Stop Employment System representation will continue to be present 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](http://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 may be 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
- Presentation of an 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

V.G.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;
<b>RWB RESPONSE</b>	
The CBE’s Business Services Division delivers and coordinates services to businesses by taking annual to bi-annual snapshots of Labor Market Information and anecdotal/research information from business visits, economic development partnerships, and	

chambers of commerce and other professional associations. This includes surveys of area businesses in collaboration with local municipalities and chambers of commerce. This business intelligence allows for better service targeting of industries and service delivery planning.

In stable economic times, the Business Services Representatives are responsible for a minimum amount of job orders from both large and small companies throughout the region. These orders are accomplished primarily through site visits. MSFW and agricultural positions are not a large focus for the Region but are accepted from any employer who wishes to use our services.

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 System.

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.

V.G.16.c.	How the region will identify and evaluate the most effective local Business Services team;
<b>RWB RESPONSE</b>	
<p>The CBE will evaluate our Business Services efforts continuously; quantifiable goals and objectives are established. Standing objectives, during a stable economic climate, include:</p> <ul style="list-style-type: none"> <li>• Maintaining an average wage after training of the lowest High Skills entry point on the EWT training policy</li> <li>• Maintaining a minimum number of job orders (including job orders from new companies) from small and large businesses in targeted industries</li> <li>• Propelling effort forward to increase EFM usage from area businesses</li> </ul> <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>	

V.G.16.d.	How the region will institutionalize and replicate proven outreach tactics, core processes and performance matrices;
<b>RWB RESPONSE</b>	
<p>CBE will maintain a culture that is receptive to proven outreach tactics, core processes and performance measures. To accomplish this matrix CBE will:</p> <ul style="list-style-type: none"> <li>• As outlined in a cross-regional Memorandum of Understanding, continue to share promising practices with neighboring regions where information is shared on a regular basis</li> <li>• Provide for the opportunity for staff development in attending critical trainings, such as Florida’s Workforce Summit</li> <li>• Hold regular conversations with our partners to determine the effectiveness of our outreach, processes and performance measures.</li> </ul>	

V.G.16.e.	<p>How the region will expand outreach and availability of the following value added, business focused training programs:</p> <p>Incumbent Worker Training;  Quick Response Training; and  Employed Worker Training.</p>
<b>RWB RESPONSE</b>	
<p>CBE has earned a lot of exposure through our strong partnerships with economic development organizations, local government, industry-specific organizations and chambers of commerce. We have become the data purveyors of business intelligence for local media and our partners. This is due in part to our aggressive networking, active participation on chamber of commerce boards and engagement of local municipalities. CBE brings added value to the table when we can provide specific data not available elsewhere.</p> <p>The CBE will continue to increase the number of individuals trained by businesses that access OJT and EWT training assistance by use of advertisement in chambers of commerce 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>CBE will continue to increase workforce awareness via visibility at target industry specific events and participate in local economic</p>	

development presentations.

Employed Worker Training and Quick Response Training information will be shared with businesses primarily through BSR visits and coordination with local economic development and education/training partners.

CBE will continue to apply for available funds through Workforce Florida, Inc. for innovative service delivery strategies with local business partners.

V.G.16.f.

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

**RWB RESPONSE**

CBE's Mission statement: To provide innovative, customized employment and training solutions to support economic prosperity in **collaboration with economic development**, education, chambers of commerce, community-based organization, local governments and active business partners.

As it is our mission, CBE will continue its role as an active and valued partner with our local economic development organizations and business consortiums, including our Chambers of Commerce.

The CBE will continue to work closely with Volusia County Economic Department (VCED), Team Volusia and Enterprise Flagler (EF) as well as many local education and training entities to ensure local economic development goals are supported. A representative from CBE's management team sits on most of the local economic development's boards.

On a quarterly basis, the CBE, Team Volusia VCED, EF and educational partners 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.

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, Home Builders Association, 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.

V.G.16.g

How the region will prioritize target industry clusters by One-Stop Career Center;

**RWB RESPONSE**

A primary objective of the Development and Services Committees of CBE’s Board of Directors is to maintain current business intelligence.

CBE’s partnership with economic development organizations keeps us apprised of specifically targeted industries.

To fully integrate labor exchange activities and services between job seekers accessing services via the One-Stop Employment System 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.

V.G.16.h.	How the region will provide platform for creation or technical input of industry specific training programs—leverage expertise of strategic partners (Education, Training Providers);
<b>RWB RESPONSE</b>	
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.	

V.G.16.i.	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);
<b>RWB RESPONSE</b>	
<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 CBE’s Services Committee 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>The CBE utilizes its 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>	

- 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

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.

V.G.16.j.

How the region will increase workforce awareness via visibility at target industry specific events; and

**RWB RESPONSE**

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 System along with table top advertising. Tours of the Daytona 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 220 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.

V.G.16.k.	Showcase successful workforce/business partnerships at local economic development business events.
<b>RWB RESPONSE</b>	
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.	

**17. Services to Targeted Populations**

V.G.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.
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## **RWB RESPONSE**

With the creation of our Mini Career Links, our outreach has been able to gain access to 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

Through these associations 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 has 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~~ moved to section related to Employed Worker Training
  - b. Dislocated Worker Eligibility Standards**

V.G.18.b.1.	Provide the local definition of a substantial layoff for determining dislocated worker status, as referenced in WIA section 101(9)(B)(i).
<b>RWB RESPONSE</b>	
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 for dislocated worker status.	

V.G.18.b.2. Review/Update Required	Provide the local definition for "underemployed" for determining displaced homemaker status, as referenced in WIA section 101(10).
<b>RWB RESPONSE</b>	
CBE's definition of "underemployed" for any an individual who is currently employed and willing to take another job at a pay rate commensurate with personal skills, education and experience.	

V.G.18.b.3. Review/Update Required	Provide the local definition for "income maintenance" for dislocated workers who take an income maintenance job (wages may not exceed self-sufficiency standard for dislocated workers).
<b>RWB RESPONSE</b>	
Income maintenance, referred to as stop-gap employment in Region #11 is defined as interim employment undertaken by a dislocated worker prior to initiation of training, involving work of a lower skill level than the participant's last adversely affected employment,	

and paying average weekly wages no greater than 80% of the average weekly wages received from the participant's last adversely affected employment.

**c. Priority Services**

<p>V.G.18.c.1 Review/Update Required</p>	<p>Describe the criteria to be used for providing priority of services in employment and training to veterans in all workforce programs.</p>
<p><b>RWB RESPONSE</b></p>	
<p>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&amp;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.</p> <p>New Veterans that register in EFM are called on a daily basis to assess their needs and provide information on services available.</p>	

<p>V.G.18.c.2 Review/Update Required</p>	<p>Describe the strategies used to provide priority of service under the WIA Adult program.</p> <ul style="list-style-type: none"> <li>i. How will priority of service be provided to low-income individuals and public assistance recipients?</li> <li>ii. How is the availability of other funds taken into account in establishing these strategies?</li> <li>iii. How are the needs of special client groups addressed?</li> <li>iv. How do employed workers fit in the priority of service strategies?</li> <li>v. What other factors does the RWB consider?</li> </ul>
<p><b>RWB RESPONSE</b></p>	
<p>The WIA Title I Adult program has a mandatory priority provision established by law requiring priority of service for intensive and training services to low income and public assistance individuals. Veterans meeting program eligibility requirements are to be served within the context of this existing statutory priority to public assistance and low-income persons for intensive and training services. This will be done as follows:</p>	

- The first population to receive intensive and training services is public assistance and low-income veterans
- The second priority will be given to individuals receiving public assistance and low-income non-veterans
- The third priority is given to veterans who are not low-income or receiving public assistance
- The last priority is given to adults who are non-veterans who are not low-income or receiving public assistance.

Dislocated workers who are veterans will receive priority over non-veterans. Veterans who are not dislocated workers may not be served with dislocated worker funds.

Trade-impacted workers determined to be eligible for Trade Adjustment Assistance (TAA) who are veterans will receive priority over non-veterans. Veterans who are not eligible for TAA may not be served with TAA funds.

Eligibility for the WIA Title I Youth program is not affected by the veterans' priority. The Jobs for Veterans Act provides priority service only to veterans who meet the program's eligibility requirements. The priority provision at WIA sec. 129 (c) (4) requires, with limited exceptions, that program operators ensure that at least 30% of local area funds be used to serve out-of-school youth. The veterans' priority does not change these requirements.

Contractors are not required to create special procedures for registration or apply different criteria for suitability of a veteran customer for any service. The same assessment procedures and criteria for determining appropriate service interventions should apply to veterans and non-veterans. In service contexts in which there are more customers qualified and available for service than resources allow to be served, priority for service must be given to those eligible veterans in the group of those awaiting service, subject to the statutory targeting provisions discussed above.

If other funds become available to readily serve most potential WIA Adult Program customers, the CBE will do so based on their ability to benefit from training.

The needs of other special client groups are addressed as stated above.

Priority of service affects employed workers if the CBE is in most in need status. Unless the training prevents layoff aversion or position loss, only employed workers earning a household income of 250% or less of the poverty level will be considered for assistance.

No other factors are considered at this time.

V.G.18.c.3 Review/Update Required	<p>i. Explain the process used by the board for determining whether adult formula funds are <i>not</i> limited, and therefore, priority of services is not required to apply. <u>Note Any change to this process as well as deactivation and reactivation of priority of services require a modification of the local plan with submission to WFI.</u></p> <p>ii. Are adult formula funds currently limited so that priority of services does not apply in the region?</p>
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**RWB RESPONSE**

CBE will review funding availability upon receipt of planning allocations each spring. Criteria used during this review will include current and projected obligations for WIA services and other funds available locally. The review will consider whether or not enough funds are available to cover current and projected obligations of low-income individuals possibly seeking training services.

Adult funds are currently limited so priority of services does apply in Region #11. Client access and training services are funded on a first come, first served basis.

**19. Services to Targeted Populations**

V.G.19	Describe the process for providing workforce services to target populations such as the homeless, ex-offender, migrant farmworkers, individuals with disabilities, older workers, limited English speakers, and other target groups.
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**RWB RESPONSE**

With the creation of our Mini Career Links, our outreach has been able to gain access to 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
- 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

Through these relationships 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 skills training and hard skills 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.

**20. Supportive Services**

Supportive services should include transportation (gas cards, bus passes and vehicle repairs), childcare, clothing, etc. The description of the supportive services may include a general description of the supportive services to be provided for all programs or a description of the services to be provided to participants of each of the programs. Attach a copy of the local operating procedures for the following process(s).

V.G.20.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, migrant farmworkers, individuals with disabilities, older workers, limited English speakers, and other target groups.
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**RWB RESPONSE**

In the event that the following two conditions are met, any participant of our program may receive support services:

Support services are not provided through any other program.

Support services are necessary in order to participate in an employment and training program.

This determination will be made by the career specialist working with the customer.

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.

**For the WT/TANF, please add additional information:**

V.G.20.b.	Describe when participants are notified of the opportunity to receive support services, including but not limited to, transportation services, counseling, childcare, etc.
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**RWB RESPONSE**

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

V.G.20.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"><li>• Transportation;</li><li>• Childcare;</li><li>• Clothing;</li><li>• Training; and</li></ul> <p>Other-if the RWB provides other support services not listed above, please describe the services and prioritization for such services.</p>
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**RWB RESPONSE**

The CBE will create budgets for training, ancillary (which includes clothing), 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.

V.G.20.d	When and how are customers, including applicants for cash assistance, provided information about One-Stop Career Center services?
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**RWB RESPONSE**

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

V.G.20.e.	When and how are applicants and recipients of cash assistance advised of domestic violence services; Briefly describe how applicants and participants of the WT program who disclose a domestic violence issue are provided services specific to their needs; and Describe how the RWB ensures that all domestic violence providers are trained and competent to provide such services.
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**RWB 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.

V.G.20.f	Describe the type of support services the RWB provides to applicants of cash assistance.
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**RWB RESPONSE**

The CBE provides transportation, child care, and ancillary services to qualifying recipients of cash assistance.

V.G.20.g	<p>Transitional support services:</p> <ul style="list-style-type: none"> <li>• Describe the type of services offered to participants whose cash assistance closes with earned income.</li> <li>• Describe when and how program participants are informed about transitional benefits and services when they first leave cash assistance.</li> <li>• How long does the RWB authorize a childcare referral for transitional customers?</li> <li>• How often does the RWB require a participant receiving transitional childcare to document employment?</li> <li>• How often are transitional participants receiving support services reviewed for eligibility (family size, income, household composition, etc.)?</li> <li>• If the RWB has a program to encourage employment retention and advancement using support services and/or incentives, please describe it.</li> <li>• Describe the RWB’s local operating procedure designed to offer education or training to transitional participants.</li> </ul>
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**RWB RESPONSE**

Transitional support services offered to participants whose cash assistance closes with earned income include transportation and child care.

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.

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.

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.

Transitional participants receiving child care are required to submit documentation of employment monthly.

Please refer to local operating procedure “WTP Incentive” and CBE policy “Participant Incentives” for details on CBE’s employment retention incentives.

V.G.20.h	Describe how career center staff link participants of the WT Program to other services and funding streams.
<b>RWB RESPONSE</b>	
<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 informed of our local United Way's "211" information and referral resource.</p>	