

**Workforce Development Board of Flagler and Volusia Counties, Inc.**

**d.b.a.**

**Center for Business Excellence**

**Workforce Services Recovery Action Plan**

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*Executive Summary*

The American Recovery and Reinvestment Act of 2009 (Recovery Act) is intended to preserve and create jobs, promote the nation's economic recovery, and assist those most impacted by the recession. The Recovery Act provides our workforce investment system with funding for employment and training programs to help Americans acquire new skills and get back to work and to provide services to businesses in a position to create or sustain jobs.

The Center for Business Excellence (CBE) is committed to working with the purposes and principles outlined by the Recovery Act, specifically that the funds will be spent expeditiously and effectively, with full transparency and accountability. Successful implementation of CBE's Recovery Action plan will include quick and effective provision of services to the unemployed, low-income, low-skilled, and dislocated workers.

CBE's Recovery Action Plan supplements, not supplants, our Workforce Investment Act Workforce Services Plan. In support of Workforce Florida, Inc.'s strategic vision, CBE supports the expanded use of our workforce services by businesses, unemployed and target populations, including veterans.

CBE and its partners have begun the process of developing effective responses to the current needs of our workforce and businesses and are building consensus on how to best strengthen Flagler/Volusia's economy and contain the rise in unemployment.

This Recovery Action Plan describes how our One-Stop Employment System partners contribute goods, services or funds to supplement the activities of the system. Accessibility to these services will be provided electronically, through referral or face-to-face. The CBE's One-Stop Employment System is professionally run and maintained to assist the existing and potential workforce 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 the service delivery and performance of the One-Stop Employment System.

The State of Florida received \$165 million in Recovery Act specifically for workforce development. CBE has received \$4.8 million to expand workforce solutions for our community. These expanded programs will last through December 31, 2010.

CBE has developed this plan in order to outline a blueprint for the development of:

- a. Strategically targeted employment and training programs that are designed to assist dislocated workers, disadvantaged job seekers and the region's current workforce to develop and/or enhance occupational skills to enter, re-enter and/or remain competitive in the current workforce environment. The goal of this approach is to bring more people into the workforce, particularly young adults and residents with particular barriers to employment.
- b. Strategically targeted business incentives and economic development initiatives that are intended to sustain and enhance growth opportunities within the small business sector by building and maintaining effective links with small businesses and their representative organizations. We believe that facilitating industry workforce development through industry and training partnerships will advance learning and make workplace and industry skills development less costly and more consistent, accessible and flexible.

It is important to note that the strategies outlined in our Recovery Plan will not be funded exclusively by the abovementioned stimulus training allocation. Instead, program implementation will be funded by a combination of Recovery Act dollars and our regular Workforce Investment Act (WIA) allocation.

### *Section I. Context, Vision and Strategy*

#### *I.A. Economic and Labor Market Context*

*Provide a detailed analysis of the local economy, the labor pool, and the labor market context. (§112(b)(4)).*

The 2008 population of the CBE workforce was estimated at 606,262. This represents a 28.9% increase from 1998.

The total civilian labor force in the CBE workforce for June 2009 was 287,125, of which 253,419 were employed and 33,706 were unemployed. The unemployment rate was 11.7%.

The average weekly wage for the CBE workforce in the 3rd Quarter 2008 was \$609. This would be equivalent to \$15.23 per hour or \$31,668 per year, assuming a 40-hour week worked the year around.

The total number of employees located in the CBE workforce in the 3rd Quarter 2008 was 175,434. The largest major industry sector was Health Care and Social Assistance (with 16 % of the employment), followed by Retail Trade (with 16%), and Accommodation and Food Services (with 11%).

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

The CBE will continue 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 business training needs and underemployment in our community.

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

- Volusia County, referred to in this report as the "labor shed", has a household population of approximately 485,200 and a civilian labor force of approximately 259,500.
- The labor shed has a pool of approximately 18,000 unemployed persons who are actively seeking work.
- A new employer will be able to attract employees from an additional pool of about 40,200 workers. These individuals are currently employed and have indicated an interest in changing jobs.
- These potentially available workers are referred to in this report as the "underemployed" because they appear to possess the skills, experience, and education to qualify them for the pay rates at which they would take a new job.
- The desired pay rates of these underemployed workers are reasonable when compared to their existing pay rates. The median current pay rate of the underemployed workers is \$15.07 per hour, and the median desired pay rate of the underemployed workers is \$17.19 per hour.
- About 25% of the underemployed workers would take a new job for \$12.33 per hour or less. At the upper end, the 25% most qualified and experienced will command more than \$22.73 per hour.
- In total, Volusia County has approximately 58,200 available workers for new or expanding businesses.

Meeting the human resources training needs is also a key directive of the CBE. In June 2009, the CBE hosted its fifth annual Business Summit. Over 350 members of the business community attended and participated in a variety of training workshops. Attendance of the event grew nearly 60% over the past two years. In 2008, a CEO track was introduced and is now a widely-anticipated event. Attendees were surveyed on topics of interest to gauge future planning needs. Feedback is incorporated into Business Services outreach/education as well as training efforts.

In addition to survey results, the CBE partners with the local chapter of the Society for Human Resources Management to ensure topics are on mark and to take advantage of the speaker resources this organization can provide.

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

### Overarching Local Strategies

- I.B. Describe the strategies that are in place to address the local strategic direction, local priorities, and workforce development issues identified through the local economy.*
- 1. How the local workforce investment system resources, both stimulus and regular formula funds, can and will be used to serve the increased numbers of workers in need.*

CBE understands Workforce Florida, Inc.'s vision to develop the State's 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 business and the entire State.

To accomplish this, CBE plans on expanding the capacity of our service delivery system and strengthening our overall One-Stop Employment System.

CBE will increase the access to our services and Employ Florida Marketplace by increasing the number of Mini Career Links (MCL) throughout the two-county region. It is expected to open up to five new MCLs and to train staff of all organizations whose mission includes employment as an expected outcome. These organizations will include, but are not limited to providers of the Agency for Persons with Disabilities and members of the Volusia/Flagler Homeless Coalition, as are faith-based and community-based organizations. Staff at these MCLs are fully qualified personnel capable of addressing customer needs and providing referrals to CBE's full-service centers as needed.

CBE will increase the number of employability workshops conducted outside the One-Stop Employment Centers to reach the workforce who have obstacles getting to our regularly scheduled employability workshops.

The CBE is expecting to hire up to ten (10) additional staff to handle the increased workload. These staff will provide core and intensive services and assist customers with applications for WIA Adult, Dislocated Worker and Youth programs. All three programs will use a combination of formula funds and Recovery Act funds to meet the customer's needs. Job training will focus on classroom training, Employed Worker Training and On-the-Job Training with business training as the top priority.

CBE will also strengthen its capacity through upgraded systems, greater accessibility to the community through web-based computer training and expanded services

available through our website, including but not limited to, résumé critiques, direct emails for questions and answers and customer advocacy. Our career zones provide computer access to assist in job searches and labor market information.

2. *How adults and dislocated workers, including low income adults, who need to acquire new skills will have increased access to education and training opportunities.*

CBE operates a wide-range of educational programs, including employability workshops and on-line prescriptive computer training. CBE is working with our local training providers for enrollments of adults, including dislocated workers, into vocational programs, with a focus on short-term certificate programs in order to enhance work skills to prepare for employment.

CBE believes it is imperative that a green jobs talent pool be developed to encourage green job growth within the region. This will be coordinated with businesses to enhance the skills of employed workers as well as area training providers for the unemployed.

To assist in moving these strategies forward, CBE will implement the following tactics to increase access to education and training opportunities:

- a. Staffing sessions will increase from three times a year to weekly.
  - b. Evening group sessions will be scheduled as needed to accommodate schedules.
  - c. More activities will be conducted in “group” settings, including a scholarship overview.
  - d. On-line orientation will be implemented with a printed certificate at the end of the session.
  - e. CBE will incorporate occupations from the state-wide Targeted Occupations List to increase training options and opportunities.
  - f. Needs Related Payments will be offered to eligible individuals to provide better support while in training. Support services will also be expanded to ensure successful completion of training.
  - g. CBE will work with local apprenticeship programs to increase the opportunities of learning while earning.
  - h. Aggressive outreach will be coordinated with school semesters.
3. *How the RWB will address a dual-customer approach, meeting the skill needs of existing and emerging employers and high-growth occupations, as well as the needs of under-skilled adults.*

CBE has held community meetings with area stakeholders and asked the question of our businesses “what do you need?” In addition, a great portion of outreach will be

conducted through Chambers of Commerce, local civic organizations, business associations and other business partners.

CBE Business Services Representatives will continue to work with local area employers to identify their training and hiring needs and create innovative approaches to training programs, including OJT and EWT, to address their specific needs.

To meet the needs identified by area business and stakeholders CBE will strengthen its focus on providing more training opportunities to low-income and low-skills adults who are unable to obtain or retain family-supporting employment that leads to self-sufficiency. To meet the needs of under-skilled adults, CBE will work with our community partners to fully align adult education, job training, postsecondary education, registered apprenticeship, career advancement activities and support services, including needs-related payments to low-income individuals.

Aggressive outreach will be conducted throughout the term of the Recovery Program.

4. *How workforce activities (e.g., adult education, job training, postsecondary education, registered apprenticeship, career advancement, needs based payments and supportive service activities) will be aligned in career pathways both now in implementing the Recovery Act and in the transformed workforce system of the future.*

CBE procedures and policies governing our workforce services are being evaluated to make services more conducive to current economic trends and the needs of our workforce. In addition, increases to support services are being implemented. These support services include traditional services, such as child care and transportation, and newly implemented support services, including, but not limited to “drop-in” child care for job interviews, mental health assistance specifically for dislocated workers. Other support services being considered are relocation assistance and assistance with emergency funding for rent and utilities for dislocated workers.

Needs-related payments have been implemented as of July 1, 2009. To date, no dislocated worker is eligible either due to the receipt of unemployment compensation or the timing of enrollment. CBE anticipates assisting fifty (50) dislocated workers through Recovery Act funded needs-related payments.

CBE will focus on developing career pathways in demand industries, including, but not limited to, healthcare, advanced manufacturing and green opportunities. All services are developed to support demand occupations that will lead to at least a living wage. Cross-occupational training is also being provided, including basic computer skills.

5. *How the RWB will partner to develop workforce solutions with community colleges, business and labor organizations, registered apprenticeship program sponsors, civic groups, and community organizations to align workforce*

*development strategies and align workforce strategies with strategies for regional development and shared prosperity.*

CBE will focus on developing education and employment solutions in demand industries, including, but not limited to, healthcare, advanced manufacturing and green opportunities.

CBE will develop these plans in collaboration with community stakeholders including:

- Daytona State College and other local training providers
- Don Morgan Electrical Apprenticeship program and other local apprenticeship programs
- Municipalities
- Volusia County Government
- Flagler County Government
- The Home Builder Associations of Volusia and Flagler Counties
- Businesses

To date, CBE has hosted two community meetings with area stakeholders including local government and municipalities, Department of Children and Families, labor, apprenticeship providers, training providers and businesses. CBE, in conjunction with Volusia and Flagler County Homebuilder's Associations met with area construction contractors to identify "green training" needs. This has assisted CBE and training providers to prioritize which green curriculum to either seek from outside the region or develop locally.

CBE hosts an annual meeting between businesses and training providers with the intent of listening to businesses discuss their current hiring and training trends. This opportunity offers training providers a direct pipeline from business on the needs for curriculum development.

CBE has maintained and will continue membership on local boards, including chambers of commerce to assist in identifying local trends and needs.

*I.C. Service Delivery Strategies, Support for Training*

*Describe innovative service delivery strategies the RWB has or is planning to undertake to maximize resources, increase service levels, improve service quality and achieve better integration.*

*In answering this question, the RWB should describe innovative strategies to accomplish its vision and achieve the goals of the Recovery Act, including how the RWB will:*

1. *Increase services to workers in need*

Workers in need are identified as those workers who lack the knowledge, skills, abilities or support mechanisms to rapidly acquire sustainable employment. CBE's

focus has altered to an “Are You Ready?” concept in assisting workers in need to prepare for their next job and/or career.

Now is the time for unemployed and employed workers in need to acquire the skills necessary to compete in the workforce. CBE has increased the number of staff to provide one-on-one services and is planning “career days” which will take our services out into the community. Our “career day” will be structured like a job fair with the focus on preparing for employment. On-site services will include assessment, career planning, employability workshops and in-depth training on how to use the tools available for job seekers, specifically Employ Florida Marketplace.

2. *Support the full range of One-Stop Career Center customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such support services, needs-based payments, basic skills remediation, English as a second language, and other supportive services.*

Despite the increasing unemployment numbers and various business closings, CBE will use Recovery Act funding to help customers acquire or improve skills that will assist them in obtaining employment in high-growth, high-wage sectors: medical/health, advanced manufacturing, green occupations and hospitality services. Training for these sectors is also readily available through the local state college and private training providers.

Support services are critical to the customers in CBE due to shortcomings in the public transportation system, the recent fuel price fluctuations, and living expenses. Support services are an integral part of the calculation when providing educational and training opportunities for our customers.

Recovery Act funds will be used to expand our self-service job search services to include additional in-depth employability workshops, including a workshop specific for veterans transitioning into the local workforce.

CBE will work with Daytona State College to improve the referral system for customers of the One-Stop who need English as a Second Language or GED courses. These courses are provided at no charge.

CBE has increased the amount of funding available for all services, including our caps on tuition, childcare, transportation and other support services needed to successfully complete a training program and obtain employment.

3. *Ensure education and training delivered through the workforce system results in education and workforce skills of demonstrated value, and focus assessments and certifications towards the next level of education and employment.*

Staff will use the Region’s Targeted Occupations List (TOL) to work with customers seeking advanced education and training. Our region’s TOL includes selected occupations from the statewide TOL to increase opportunities for customers. We will focus on medical/health, advanced manufacturing, green occupations and hospitality services. Each of these sectors is maintaining the best forecast in our

Region. Training for these sectors is also available through local training providers. Support services are critical for the customers of CBE due to shortcomings in the public transportation system, the recent fuel price fluctuations, and living expenses. Each of these sectors offer higher entry level wage considerations, but one offers a career ladder that will allow for promotion and growth.

4. *Strategically use youth, dislocated worker and adult funds to quickly deliver innovative services.*

CBE immediately used youth dollars to put over three hundred youth into summer work programs that involved work experience. The Summer Youth Program (SYP) is funded through Recovery Act and serves youth ages 16-24. The SYP period began May 1, 2009 and will run through September 30, 2009.

Recovery Act funds will enable CBE to stretch local formula dollars and combine them with grant dollars to expand our traditional year round youth program, serving both in and out-of-school youth.

WIA Adult and Dislocated Worker (DW) funds will be used for hiring additional staff dedicated to outreach and one-on-one interviews with prospective dislocated workers to explain the full extent of core and assisted services, and to help customers develop a career plan for quick return to employment. PREP classes have been expanded and are offered in multiple locations to make information available on a timelier basis and thereby accelerate the return to work process. PREP is provided to groups and then each customer is afforded the opportunity and encouraged to schedule an in-person staff assisted interview for more in-depth information and assistance.

Labor market information will be provided to both adult and DW customers with emphasis on those career fields (such as medical/health) that are continuing to expand despite the economic downturn. Career Scope will be used to determine if the customer has an interest and necessary level of aptitude for a chosen career field and TABE will be used to determine if they have the ability to benefit from training. Adult and Dislocated Workers will be given the opportunity to upgrade their job skills through participation in Job Search workshops.

5. *Provide targeted work experiences in order to prepare individuals for job opportunities in new industries or occupations, particularly using registered apprenticeship and on-the-job training for all jobseekers, and summer work experiences for youth.*

CBE has a partnership agreement with Don Morgan Electrical Academy, a local Joint Apprenticeship and Training Program. The Academy strives to improve the quality of the electrical industry in America and provides motivated individuals the opportunity to learn a trade by working under the supervision of a skilled craftsman and attending related classroom training. Apprentices receive wages, benefits, state-of-the-art training, college credits (through Daytona State College and the Advanced Technology College) and advancement opportunities.

The Academy presents opportunities for participants to become journeyman electricians and increase knowledge in preparation for a high paying position in construction, estimating, electronics, or electrical management. Graduates often are employed as general foremen, project managers, estimators, safety specialists, training directors or instructors. Formal training allows individuals to gain the academic knowledge needed to understand electrical construction theory and all other electrical facets not found in on-the-job training. In addition to 198 classroom/lab hours per year, apprentices receive a minimum of 8,000 on-the-job training hours while earning their certificate. Upon graduation participants are awarded certificates from Daytona State College and the Florida Department of Education and qualify to take the Journeyman Electrician State Licensing Board Examination.

CBE is working with Daytona State College on identifying additional pre-apprenticeship and apprenticeship programs to determine need and demand for our area.

CBE Business Services Representatives will work with local area businesses to identify their training and hiring needs and create innovative approaches to training programs, including OJT and EWT, to address their specific needs.

Innovative service delivery strategies include increased flexibility in eligibility for OJT, for example, regular formula funded OJT must meet the criteria that includes that the job is full time and at a particular wage. Our new service delivery for OJT will open eligibility for all jobs, regardless of the number of hours or wage.

If approved, CBE will implement service delivery strategies under the waiver of WIA Section 101(31)(b) to increase the reimbursement for OJT and the waiver of the require 50% employer contribution for customized training at WIA Section 101(8)(C).

CBE combined Recovery Act funds, local formula funds, and grant funding to provide a summer youth program for over three hundred and forty youth in the region. Currently we are targeting these students in order to gain valuable work readiness skills and meaningful work experience in both the public and private sectors. CBE will work with local businesses to move youth to employment success using new skills and experiences gained through this program. The first week of the program involved intensive classroom training related to life skills, financial skills including bank account and timesheet preparation, dressing for success, human resources requirements, resume building and actual employer interviews. The remaining six weeks will be used for actual work experience while on the job.

6. *Align workforce activities with education strategies and economic and community development strategies to meet skill needs of jobs and industries important to the local and regional economies and meet the needs of under-skilled adults.*

Upon receipt of the Recovery Act funds, CBE held community meetings with area stakeholders and asked the question of our businesses “what do you need?” In addition, a great portion of outreach was conducted through Chambers of

Commerce, local civic organizations, business associations and other business partners.

CBE Business Services Representatives will work with local area businesses to identify their training and hiring needs and create innovative approaches to employment and training solutions, including customized training, to address their specific needs.

To meet the needs identified by area business and stakeholders CBE will strengthen its focus on providing more training opportunities to low-income and low-skills adults who are unable to obtain or retain employment that leads to self-sufficiency. To meet the needs of under-skilled adults, CBE will work with our community partners to fully align adult education, job training, postsecondary education, registered apprenticeship, career advancement activities and support services.

CBE is providing training in accordance with the TOL for the Region and based upon the programs offered by the local training providers. These are primarily focused on medical/health, manufacturing, and hospitality services. These are high-demand occupations in the Region. The local training providers have excellent programs that prepare customers for entry level and for intermediate and advanced education in these fields. These career fields, along with the community's current economic structure coincide with the region's long range vision.

As opportunities arise for innovative service delivery, CBE will participate to the extent possible. Examples of projects being researched for implementation in Region #11 include subsidized employment, grant funded customized training for healthcare, and an initiative to provide more employment and training services to high school students, youth in foster care or under the jurisdiction of Department of Juvenile Justice.

## *Section II. Service Delivery*

### *Local Governance and Collaboration*

*II.A.1. Describe how the local partners involved in the workforce investment system interrelate on workforce, economic development, and education issues.*

This Recovery Plan is an addendum to CBE's extended Workforce Investment Act (WIA) Plan for workforce services. Services provided under Recovery Act are aligned with current services under the WIA Plan and, as with all CBE services, cross-agency and partner collaboration is the key to success.

One other entity thus far that has received Recovery Act funds outside workforce development in our region is Volusia County. The Memorandum of Understanding between CBE and Volusia County will be modified to reflect the County's focus of "creating and retaining" jobs. To assist with this, cross referrals are being strengthened and services are being provided in a more conjoined manner.

The United Way of Volusia-Flagler Counties received Recovery Act funds to assist with emergency housing; one staff of CBE serves on the local homeless coalition and another

serves on the United Way Board of Directors. These relationships helped us create a referral system for our customers who have faced foreclosures or are seeking permanent housing out of transitional housing.

These are two examples of CBE's approach to ensuring all Recovery Act funds received by our community serve those most in need without duplicating services. As other entities are identified as recipients of Recovery Act funds, CBE will coordinate services to best serve our community.

*II.A.2. Describe the steps the RWB will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(A) of WIA at the local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.).*

CBE is the entity responsible for the provision of services under WIA, Wagner-Peyser and the Trade Assistance Act (TAA); pass-through funds allow for the support of unemployment insurance in our One-Stop Employment Centers. The provision of these services is thoroughly explained in CBE's extended WIA Plan.

Agency for Workforce Innovation (AWI) staff provide the majority of labor exchange services in CBE's One-Stop Employment Centers. To provide more efficient services, OPS positions funded through Recovery Act have been added to assist job seekers gain access to Employ Florida Marketplace, labor market information, support services and referrals to intensive and training services.

CBE ensures collaboration of TAA and WIA for each individual identified. A single point of contact has been established for customers of TAA for our region. All TAA registrants that enter into new training will be dually enrolled in WIA dislocated worker services in order to gain access to support services and other funds to underwrite services necessary to successfully complete training.

With the focus on improving collaboration of workforce services, CBE now provides expanded support to unemployment insurance (UI). CBE's mission centers on "re-employment." With the major influx of individuals needing assistance with "unemployment" CBE implemented unemployment resource rooms. Qualified AWI personnel have been allowed access into the UI system in order to provide in-depth UI services. Rooms separate from CBE's career zones have been set up with computers specifically for individuals to use to file their UI claim or update their information. This has resulted in a higher customer satisfaction rate in our region.

CBE supports local apprenticeship programs through intensive service training. An obstacle identified by our local apprenticeship programs is the lack of youth interested in the programs. Although adults are always welcomed in apprenticeship programs, their contribution to the industry is time limited. The focus of the new program year will be on outreach to high school students through workshops geared to increase awareness of the ability to "learn & earn."

## *II.B. Reemployment Services and Wagner-Peyser Act Services*

*The ARRA makes funding available for reemployment services (RES). RES funding provides job search and other employment related services to UI customers. These funds are to be used to provide RES through the one-stop career centers, in addition to regular Wagner-Peyser Act funded employment services in order to accelerate UI customers' return to employment. Under the Wagner-Peyser Act, Section 7(a) through (c), allowable activities include job search and placement services to job seekers including counseling, testing, occupational skills, labor market information, assessment, referral to employers, and appropriate recruitment services and special technical assistance services for employers. These services may include:*

- Services provided to UI claimants identified through the UI profiling system;*
- In-person staff assisted services;*
- Initial claimant reemployment assessments;*
- Career guidance and group and individual counseling, including provision of materials, suggestions, or advice which are intended to assist the job seeker in making occupation or career decisions;*
- Provision of LMI, occupational, and skills transferability information that clarifies claimants' reemployment opportunities and skills used in related or other industries;*
- Referral to job banks, job portals, and job openings;*
- Referral to employers and registered apprenticeship sponsors;*
- Referral to training;*
- Assessment, including interviews, testing, individual and group counseling, or employability planning; and*
- Referral to training by WIA-funded or third party service providers.*

*II.B.1. Please describe the full array of reemployment services the RWB provides to Unemployment Insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act (§112(b)(17)(A)(iv).).*

In recent months, the unemployment rate for in Region #11 has averaged above the national and Florida's unemployment rates. Our purpose with RES is to improve the quality of service and make it more effective in achieving its ultimate goal, which is enabling dislocated workers to find new jobs as rapidly as possible at wages comparable or better than their earlier wages. Customer traffic has increased to over 7,000 customers on average per month. To address this increase CBE has hired additional staff to better serve the customers.

The full array of reemployment services Region #11 provides to UI claimants and the worker profiling services provided to claimants are outlined below:

### **RES Front-Line Claimants (Walk-Ins)**

Walk-in customers will be asked by the front desk staff upon arrival if they are receiving unemployment compensation (UC) benefits. Current UC customers will be encouraged to complete a short pre-assessment survey and to set up an appointment with the RES Specialist (designated AWI staff) at each One-Stop Employment Center location to review the results of the assessment survey. Customers will be assigned service tiers based on the needs indicated on the survey.

Tier I – Tier I claimants will be directed to the Career Zone to update their information in Employ Florida Marketplace (EFM) and their résumé. Customers in Tier I will be directed to begin job search and will be referred to ProNet<sup>1</sup> if appropriate. As assignments are complete; the RES Specialist will assign a new task and schedule an appointment for sixty days in the future. The RES Specialist will repeat follow-up process until entry into employment or customer is enrolled into more intensive WIA service.

Tier II - If the claimant is not job ready as indicated in the assessment survey and needs job search assistance, the claimant will schedule an appointment with a RES Specialist and develop an Employment Development Plan (EDP). Claimants will be directed to complete the EFM transferable skills analysis tool in EFM. The EDP will identify employment barriers, employment goals and an action plan. The RES Specialist will record the activity in EFM and follow up in five working days. As their assignments are complete a new task will be assigned and an appointment scheduled for sixty days in the future. The follow-up process will be repeated until the customer is entered into employment or enrolled in a more intensive WIA service.

Tier III – Claimants in Tier III will need a Transferable Skills Analysis. Claimants will start by scheduling an appointment with a RES Specialist and develop an EDP. Claimants will then be referred to the Career Planning unit for assessments. Claimants will be offered the opportunity to take the Career Scope. A meeting will be scheduled with a Career Planner to discuss the results of the assessment tools. The Career Planner will record the activity in EFM and follow up in five working days.

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<sup>1</sup> ProNet is CBE's local program that works with professionals to obtain employment.

Tier IV – Claimants in Tier IV require job training, further assessments or intensive services. Claimants will start by scheduling an appointment with a RES Specialist and develop an EDP. The RES Specialist will refer the claimant to the WIA program to continue. Staff will record the activity in EFM and follow up in five working days.

**RES Intensive Services Claimants-** Claimants in this group have been designated as most likely to exhaust their UC benefits. This group is identified through a local report that will use data from the EFM data warehouse. Claimants who are on extended benefits (more than 59 weeks of UC claims) will be targeted. The report will be run weekly.

Up to thirty individuals a week will be identified in the report and sent a letter advising them of a required appointment to attend an informational session. The assessment survey will be mailed with the letter for the participant to complete prior to the informational session.

General informational sessions will be held once a week at each of the One-Stop Employment Centers. At the session, the claimant will receive an overview of the services offered through the One-Stop Employment System. Following the session, the claimant will meet with an RES Specialist in a one-on-one session, or schedule an appointment at a later date to determine what level of service or tier, the claimant falls into.

Tier I – Tier I claimants will be directed to the Career Zone to update their information in Employ Florida Marketplace (EFM) and their résumé. Customers in Tier I will be directed to begin job search and will be referred to ProNet if appropriate. As assignments are complete, the RES Specialist will assign a new task and schedule an appointment for sixty days in the future. The RES Specialist will repeat follow-up process until entry into employment or customer is enrolled into more intensive WIA service.

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be repeated until the customer is entered into employment or enrolled in a more intensive WIA service.

Tier III – Claimants in Tier III will need a Transferable Skills Analysis. Claimants will start by scheduling an appointment with a RES Specialist and develop an EDP. Claimants will then be referred to the Career Planning unit for assessments. Claimants will be offered the opportunity to take the Career Scope. A meeting will be scheduled with a Career Planner to discuss the results of the assessment tools. The Career Planner will record the activity in EFM and follow up in five working days.

Tier IV – Claimants in Tier IV require job training, further assessments or intensive services. Claimants will start by scheduling an appointment with a RES Specialist and develop an EDP. The RES Specialist will refer the claimant to the WIA program to continue. Staff will record the activity in EFM and follow up in five working days. **Priority Reemployment Planning Program (PREP)** – This group is identified through OSMIS or EFM. Claimants who have been receiving UC benefits for 4-59 weeks will be targeted. Individuals identified in the report will be sent a letter advising them of a required appointment to attend an informational session. The assessment survey will be mailed with the letter for the participant to complete prior to their appointment.

General sessions will be held once a week at each of the One-Stop Employment Centers. At the session, the claimant will receive an overview of the services offered through the One-Stop Employment System. Following the session, the claimant will meet with an RES Specialist in a one-on-one session to determine what level of service or tier, the claimant falls into.

Tier I – Tier I claimants will be directed to the Career Zone to update their information in Employ Florida Marketplace (EFM) and their résumé. Customers in Tier I will be directed to begin job search and will be referred to ProNet if appropriate. As assignments are complete, the RES Specialist will assign a new task and schedule an appointment for sixty days in the future. The RES Specialist will repeat follow-up process until entry into employment or customer is enrolled into more intensive WIA service.

Tier II - If the claimant is not job ready as indicated in the assessment survey and needs job search assistance, the claimant will schedule an appointment with a RES Specialist and develop an Employment Development Plan (EDP). Claimants will be directed to complete the EFM transferable skills analysis tool in EFM. The EDP will identify employment barriers, employment goals and an action plan.

The RES Specialist will record the activity in EFM and follow up in five working days. As their assignments are complete, a new task will be assigned and an appointment scheduled for sixty days in the future. The follow-up process will be repeated until the customer is entered into employment or enrolled in a more intensive WIA service.

Tier III – Claimants in Tier III will need a Transferable Skills Analysis. Claimants will start by scheduling an appointment with a RES Specialist and develop an EDP. Claimants will then be referred to the Career Planning unit for assessments. Claimants will be offered the opportunity to take the Career Scope. A meeting will be scheduled with a Career Planner to discuss the results of the assessment tools. The Career Planner will record the activity in EFM and follow up in five working days.

Tier IV – Claimants in Tier IV require job training, further assessments or intensive services. Claimants will start by scheduling an appointment with a RES Specialist and develop an EDP. The RES Specialist will refer the claimant to the WIA program to continue. Staff will record the activity in EFM and follow up in five working days.

1. *How RES will be coordinated with other services provided at the One-Stop Career Center under WIA. Describe any changes to the reemployment services including the ARRA funded services that will be provided to unemployment insurance claimants and the Priority Reemployment Planning (PREP) services that are provided to include a discussion of the increased numbers of ARRA job seekers entering the One-Stop Career Centers. Also describe how PREP will advance the local ARRA funded RES efforts. For those RWBs participating in the Re-employment and Eligibility Assessment Program pilot please also describe how this effort will be coordinated with RES.*

The enhanced reemployment service delivery aims to prepare job seekers and educate them on the services available early on in the UI process. CBE selects claimants each week to attend orientation sessions on the services of our One-Stop Employment System. With an unemployment rate over 10% in Volusia County and over 15% in Flagler County, CBE does not have the physical capacity to invite all UI claimants to this session, therefore the approach described in the response to Section II.B.1. will be used. In addition, these customers will be targeted in our “Are You Ready” summit scheduled in January 2010.

As mentioned earlier in this plan, CBE now has three “unemployment resource rooms.” Though these added in-depth services, staff are more easily able to identify UI claimants and provide referrals to services within the employment services realm.

CBE will continue to use “Prep” sessions as a method of informing customers of available services.

CBE is developing a social networking strategy that will enable us to broadcast messages in an effective and efficient manner. Social networking technologies have emerged as the most attention-grabbing communication medium for customers and the hottest topic in media and marketing channels. Powered by user-generated content and increasing customer distrust of advertising and traditional outreach, social networking technologies create new channels for customers to connect with one another. People have an inherent desire to develop communities around common interest, geographic proximity, and countless other factors<sup>2</sup>.

According to Screen Digest, “By 2011, over half of all Americans will use a social network once a month.” CBE intends to use these sites to continue to grow our outreach capacity to all target populations, specifically UI claimants, youth, and low income adults.

Please see response to Section II.B.1.

- 2. How UI claimants will be identified quickly and RES provided as early as possible following initial receipt of UI benefits or referrals through UI profiling systems. What methods will be used to assess claimants to identify the mix of interventions and services for different groups of UI claimants?*

CBE will identify claimants as they walk in the One-Stop for services. The names are also being pulled from the EFM Data Warehouse and names are also provided by the State as part of the PREP program. Please see response under section II.B.1.

Recovery Act funds enable the CBE to have five staff provide RES. Over 70% of CBE’s Recovery Act Wagner-Peyser Program funds are spent on reemployment services.

Please see response to Section II.B.1 for additional information.

- 3. The model used to ensure that UI claimants receive the full array of services as indicated above, including an enhanced level of service in the one-stop career centers. The description should include all services that will be provided under RES, including the in-depth services such as skill assessment, career guidance, individual service plans, labor market information, job clubs, expanding the UI profiling systems for referring UI claimants through the one-stops, etc.*

CBE is using the four-tiered model described above to ensure that UI claimants receive the full array of services available through the One-Stop system. CBE offers core services of job search, résumé writing, and computer workshops to the universal customer which includes UI claimants.

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<sup>2</sup> 2008 Sitworx, Inc.

Please see response to Section II.B.1

4. *How the RWB will use information from the enhanced FLUID-EFM interface to provide enhanced services.*

The State of Florida has significantly improved the communication and transfer of data between FLUID and EFM. This data transfer allows information to transfer from a UI claimant's application in FLUID to EFM. One vital piece of information that is transferring is the claimant's email address.

CBE's Information Technology Department will develop a means of running reports on a regularly scheduled basis of new claimant's registrations in EFM. A prepared message will be sent to new claimants directing them to CBE's website, [www.onestops.com](http://www.onestops.com), Employ Florida, and, as it's developed, CBE's social networking sites (see section II.B.1.)

CBE uses trained personnel to provide guidance and assistance, if necessary, to customers seeking to file a claim for UC benefits using the internet at [www.fluidnow.com](http://www.fluidnow.com). Customers are advised that they may use our "unemployment resource room" with trained staff available to assist. Information on the call centers and website are also shared at REACT sessions.

5. *The specific population among UI claimants (including exhaustees and those most likely to exhaust benefits) that the RWB intends to target with Recovery Act money.*

CBE endeavors to shorten the claimants' unemployment duration, thereby also providing a savings to the State UI Trust Fund. CBE's AWI and WIA personnel, working together, are streamlining and accelerating the profiling and referral process to be certain that those individuals identified as likely to exhaust UI benefits and referred to reemployment services truly receive early intervention assistance. Staff will conduct screenings, group counseling and follow-ups to engage claimants as early as possible and not permit them to exhaust their benefits. Claimants identified as dislocated from targeted occupations are immediately interviewed to determine their education and skill levels and are matched to any job openings in their field and given referrals, as appropriate. Our Business Services Representatives are meeting with businesses to prevent layoffs or to capture workers at the earliest moment of their unemployment. Every claimant receives a detailed orientation focusing on our core and intensive services and are encouraged to schedule an appointment with an RES Specialist for an in-person staff assisted interview.

CBE hopes to shorten the duration UI is received; unfortunately that goal is much more difficult to reach in the current economic times. There is no longer one particular industry that is easily identifiable as unlikely to return or likely to return.

To prepare unemployed customers for the upturn in our economy, the focus has changed to “Are You Ready?” This focus is on all UI claimants and dislocated workers, partially to create expectations: where we may be unable to create a job today for a customer, we are positioned to help them prepare for their future.

CBE is planning a summit in January, 2010 called “Are You Ready?,” it is a version of a career fair focusing on dislocated workers including UI claimants.

Keynote topics will include “Survival Mindset in Chaos” and “The Ultimate Success Formula: Turning Your Passion into a Success Story.”

Workshops to be included in this summit are a “step up” from the workshops held in the One-Stop Employment Centers on a daily basis. Topics included are:

- How to look for a job in a recession
- From stranger to well-known – tips for using social events as employment tools
- Interviewing in an economic downturn: learn what employers are looking for
- Get them to pick your cover letter from 500 other applications
- Assess your Skills – you know more than you think you know!

A portion of the day will provide information from the Small Business Association, SCORE and other resources for individuals who are researching the option of opening their own business.

6. *How the RWB intends to integrate information technology into its RES program to better identify and serve UI claimants, including the percentage of funds that will be used for integrating ES and UI technology requirements to identify and serve the needs of UI claimants.*

How CBE intends to integrate information technology into our RES program is described in section II.B.1.4.

Up to 10% of the Recovery Act funds received is reserved to strengthen our One-Stop technology. Following the recommendation of the Recovery Act to upgrade systems to improve efficiency some of the areas being addressed are:

- CBE Network Infrastructure Remake: to provide a better network infrastructure.
- Presentations on Web: to better reach customers and provide staff development
- Deploy SharePoint Server for Internal and Public Documents; to provide public access to authorized staff working remotely

- Implement Content Management System: so authorized staff may maintain website in a timely and efficient manner
- Upgrade Laptops/Card Scanners combo for Remote Card Issuing: to enable remote distribution of support services
- Install Desktop Scanners for case management staff: to increase efficiency of service delivery
- Staff Equipment Upgrades and Office 2007: to increase efficiency of service delivery
- MCL PC Replacements: for individuals who cannot easily get to one of CBE's One-Stop Employment Centers

7. *Any labor market information tools that will be funded and integrated into RES.*

CBE uses the full array of labor market information provided by the State of Florida with the primary focus on using Employ Florida Marketplace.

8. *What type(s) of training will be provided to one-stop center staff on assessments, UI profiling, LMI, technology, etc., to help staff understand how to use and apply the tools to target RES and increase proficiency.*

CBE retains a Quality Assurance Team to provide in-depth training for all front-line staff. This team attends all training provided by AWI and other partner agencies and then is responsible for providing multiple training sessions to allow attendance of all front-line staff.

*II.B.2. Describe how the RWB will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff assisted service, and is accessible and available to all customers at the local level. (§112(b)(17)(a)(i).)*

*In order to ensure that jobs generated through the Recovery Act are accessible and available to all customers, describe how the RWB will facilitate the listing of such jobs on the State job bank.*

CBE will use on-line systems to promote self-service capacity of our workforce and businesses. CBE uses Employ Florida Marketplace, the state's job bank system, to provide the following self-service functions for our workforce:

- Labor exchange
- Labor market information
- Career exploration
- Skills set requirements
- Occupational information
- Education and training

CBE has several email addresses that have multiple recipients for our workforce to use to inquire about specific services and to receive personal replies in a timely manner.

Likewise, Employ Florida Marketplace is used by employers where they have full access to:

- Labor exchange
- Labor market information
- Training and recruitment information
- Tax credits
- Labor law links

Facilitated self-help is available by contacting CBE's One-Stop Employment Centers. Job seekers receive guidance through on-line Q&A, email or by phone. Types of services included in self-help include career planning, interest and aptitude assessments, ready-to-work assessment, and enhanced job search.

With Recovery Act funding our One-Stop Employment System has hired "Customer Advocates." One of the primary purposes of these positions is to assist in the transition of self-help services to staff-assisted intensive services. As Customer Service Representatives identify a return customer who has not been successful with self-service or facilitated self-help services, they will refer these customers to the Customer Advocates who will identify which intensive staff-assisted services best suit their needs.

CBE posts all job orders received from businesses into Employ Florida Marketplace. Job orders may be suppressed at the request of the businesses and based upon local procedures to ensure proper screening of a job seeker prior to a job referral.

### Adult and Dislocated Worker Services

*II.C.1. Describe local strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in (§ 134(d)(2).*

Within CBE's One-Stop Employment Centers, all customers are encouraged to attend the orientation of services either on-site or on-line. Staff are available to assist and answer questions regarding all services. Specific workshops are designed around the enhanced job search capabilities of Employ Florida Marketplace.

CBE's Career Zones offer access to computers with internet access and printing capability, phone banks, and books for loan. Palm cards are issued at the reception area with website addresses to inform customers of the availability of conducting their job search in the privacy of their home or in more convenient location, such as one of our MCLs. Information on employability workshops or other services is frequently displayed on bill boards or in the cubicles where the computers are housed. As staff identify return customers, they are directed to staff facilitated self-help services.

Due to the increased number of previously retired individuals becoming job seekers, CBE identified the need for very basic computer training. Workshops have been created

that provide a tiered approach to all adults seeking the very basics in computer training. This enables individuals to access more of the self-help services available.

CBE has adjusted local procedures for all populations, including low income adult, recipients of public assistance, veterans and eligible spouses, to ensure timely service and priority of services. Our provider of case management dually enrolls individuals as appropriate in the Welfare Transition Program and WIA.

*II.C.2. Describe how the RWB will integrate resources provided under Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs to deliver core services. (§112(b)(17)(a)(i).)*

All services for Wagner-Peyser, WIA and other required core services are located at CBE's One-Stop Employment Centers. As these programs have common components, such as career counseling, case management, assessment and labor market information, CBE's procedures are primarily the same regardless of funding stream. This allows for all customers to have access to all re-employment services offered. Integration of resources is fully described in CBE's extended workforce services plan. Recovery Act funds have increased access to self-directed core services and will substantially increase the number of individuals who will be able to receive support services and training.

Because of the nature of our changing economy, many adults will need training to increase their skills and gain employment. To this end CBE is focusing on providing green job training. Green jobs have the potential to be quality, family-sustaining jobs that also help to improve our environment. They are largely domestic jobs that cannot be off-shored. They tend to pay more than other jobs, even controlling for worker characteristics.<sup>3</sup>

In collaboration with our area stakeholders, including economic development departments and post-secondary education providers, CBE will provide opportunities through significant funding for our workforce, specifically low-income and low-skilled workers, to gain skills for employment that is family-supporting and career tracked.

An example of our collaborative efforts is our partnership with the United Way of Flagler and Volusia Counties. Our local United Way received a grant specifically to create Individual Development Accounts (IDA) to create a pathway for low-income individuals to homeownership. For every dollar earned by someone enrolled in this program they will earn a two-dollar match. CBE's role is to provide upgraded skills training for low-income individuals who reside in transitional housing so that they may take full advantage of this opportunity.

*II.C.3. Describe the RWB's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(a)(i).)*

All customers are provided universal and equal access to training opportunities offered through CBE's One-Stop Employment System. CBE has started an aggressive outreach

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<sup>3</sup> Middleclass Task Force

plan to inform our community of the expanded opportunities offered under Recovery Act.

CBE is working with the financial aid offices of our training providers to strengthen our cross-referrals.

In addition, to meet the demands of the increase in requests for training, CBE has adjusted local procedures to accommodate customers through:

- Increased staffing sessions
- Evening group sessions.
- Group activities
- On-line orientation
- Expanded TOL
- Increased support services, including Needs-Related Payments

*II.C.4. The RWB should describe its models/templates/approaches for service delivery in the One-Stop Career Centers, particularly whether it is adjusting its approach to deliver increased levels of services with funds received under the Recovery Act.*

1. *Describe the method of organizing service delivery for Business customers in the One-Stop Career Centers.*

CBE's Business Services Representatives are assigned territories and conduct outreach through memberships with local chambers of commerce. Business Services Representatives offer CBE business services, including:

- Recruitment assistance on-site or through Employment Centers
- Ready access to professional and executive-level job seekers through the Professional Network Group
- Mid-level and entry-level talent through our Career Zones
- Job Postings
- Candidate screening and matching
- On-the-Job Training
- Employed Worker Training
- Information on tax credits and other hiring incentives
- Assistance with lay-off

The focus of CBE's business services is to help our local businesses become and stay healthy in a personalized manner whether the business needs us to come in to advise newly laid off individuals of our services or to be there to meet the training needs of their new and existing employees.

2. *What assessment process will be utilized in the One-Stop Career Centers?*

CBE uses the following assessment tools for our job seekers:

- Test of Adult Basic Education (TABE) for all individuals seeking CBE sponsored classroom training
- Career Scope, a computer-based interest and aptitude assessment
- O\*Net, a paper/pencil interest and aptitude assessment used off-site
- Barriers to Employment Success Inventory (BESI) for specific hard-to-serve target populations
- OASYS, an assessment of transferable skills
- Ready-to-Work is open to anyone seeking this credential.

Interest and aptitude assessments are provided to any job seeker upon request or by referral of Customer Service Representatives.

CBE will assist with administering assessments requested by hiring businesses.

3. *What approaches will be used to ensure funds are targeted to those most in need, including low-income assistance recipients, persons with disabilities, etc.?*

CBE has implemented needs-related payments with Recovery Act funds. This is intended to provide support to low-income and recipients of Temporary Assistance for Needy Families (TANF). To increase customer choice of training opportunities, CBE has increased the cap of tuition assistance, transportation assistance and other support services provided to increase the success rate of adults, particularly those most in needs, to advance through progressive levels of education and job training as quickly as possible and gain education and workforce skills needed to gain family-supporting employment. In the event that funds become limited for intensive and/or training services, priority will be given to low-income individuals and TANF recipients for these funds.

Our One-Stop Employment System helping eligible customers take advantage of the significant increase in Pell Grant funds also included the Recovery Act by coordinating with the Pell Grant program.

CBE does not have a Disability Navigator position in our centers. CBE is a member of a local consortium, Work Opportunities Network (WON). This consortium is primarily made up of providers contracted with the Agency for People with Disabilities. All members of WON were invited to learn how to register their customers in Employ Florida Marketplace and access the on-line services of CBE. CBE is a Ticket to Work Employer Network. Recipients of Social Security and a ticket who wish to receive services from our One-Stop Employment System are seen one-on-one to determine if our services best meet their needs.

CBE has entered into a Memorandum of Understanding with the local Easter Seals organization. Easter Seals oversees services to the deaf and hard of

hearing. They will assess our workshops and provide training to our front-line staff on how to make our workshops, including computer training, more user-friendly for individuals who are deaf and hard of hearing.

CBE has a Memorandum of Understanding with the Division of Blind Services and enjoys a healthy relationship and cross-referrals.

Project Reconnect is CBE's program designed for ex-offenders. Regularly scheduled orientation sessions on services specific to ex-offenders provides a group setting where questions may be answered and proper referrals to community resources are conducted.

CBE works extensively with area homeless shelters to ensure access for individuals who need intensive services.

CBE has a multitude of Mini Career Links (MCL) throughout the region. The locations of the MCLs were based upon location in target neighborhoods, such as the Weed and Seed Neighborhood of Daytona Beach. Our MCLs include:

- Three food pantries
- An emergency homeless shelter
- A transitional housing shelter
- Two churches in neighborhoods where poverty is prevalent
- A HUD "Neighborhood Networks Center"

4. *How will the RWB streamline the sequence of services to facilitate individual access to needed services and training?*

CBE has streamlined the sequence of services by adding ten (10) additional staff across all tiers of services and by addressing the "normal" time frames surrounding services, i.e., required length of job search prior to receiving training services. In certain cases customers may have significant barriers to employment and may be required to participate in sequential services, but every attempt is made to provide services in a prescriptive manner.

CBE plans on providing more services via our website to accommodate those who prefer to conduct their job search from outside the One-Stop Employment Centers.

CBE will continue to research areas of need to create additional MCLs throughout the two-county area.

### Youth Services

*In preparing responses to the questions identified below, please consult the RWB's Summer Youth Plan submitted May 2009 and attach a copy of that plan. In your responses, you may also make reference to the Summer Youth Plan where appropriate rather than repeating the same language.*

*II.D. Describe the RWB's strategy for providing comprehensive, integrated services to eligible youth, including those most in need (§112(b)(18).)*

- 1. Describe the anticipated program design for the WIA youth funds provided under the ARRA. Include in the description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with ARRA funds).*

Reference the Plan, Section(s) 7 –Youth Programs

- 2. Will the RWB use Recovery Act funds to fund only a 2009 Summer youth program or some combination of 2009-2010? If using the funds over two summers, what percentage of funds does the RWB anticipate using for the first summer?*

CBE plans to use Recovery Act funds to pay for the summer program 2009 and does not plan on a second summer youth program.

- 3. If using the funds for summer employment opportunities, describe how the RWB will deliver summer youth employment opportunities. Will the RWB operate the program or allocate the funds?*

Reference the Summer Youth Plan Section F. (attached)

- 4. Describe the types of worksites that will be developed for summer employment, including a mix of public and private work sector work experiences, and how the RWB will ensure that meaningful work experiences will be developed.*

Reference the Summer Youth Plan Section F. (attached)

- 5. Describe the RWB's policy for developing the mix of classroom versus worksite time in a summer employment opportunity. Describe the RWB's policy for determining that summer employment opportunities are connected to academic and/or occupational learning and the types of connections that will be utilized.*

Reference the Summer Youth Plan Section F. (attached)

- 6. Describe any policies or strategies that the RWB is implementing to ensure that local areas implement activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.*

Reference the Summer Youth Plan, Section D., E., and F. (attached)

- 7. Provide the anticipated number of youth to be served with Recovery Act funds, including the anticipated number of summer employment opportunities created with Recovery Act funds.*

CBE anticipates serving 340 youth.

#### Veterans' Priority of Service

*II.E. What policies and strategies does the RWB have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215) priority of service is provided to veterans*

*(and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor*

1. *The RWB should describe the changes to its local policies for the delivery of priority of service by the One-Stop Career Centers for its qualified job training programs. The description must include how:*

*a) The local policies ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service.*

Veterans and eligible spouses have access to the full array of career development and advancement resources available through CBE's One-Stop Employment System. All One-Stop personnel will inform veterans of their right to priority of service for employment and training services. This may be done during orientation, assessment, or enrollment.

CBE's Veterans Employment Representative (LVER and Disabled Veterans Outreach Program (DVOP) are located in the One-Stop Employment Centers. All contractors must determine whether each person applying for or receiving assistance funded by an applicable program is covered by the veteran's priority provision. Documentation requirements demand the use of the DD-214 or comparable federally issued determination letter. Appropriate documentation is required to support entries into Employ Florida Marketplace.

For purposes of this policy, the term "veterans' priority of service" means that a covered person, who meets program eligibility requirements, shall be given priority over non-veterans for the receipt of all services provided under the program, notwithstanding any other provision of law. The term "veteran" is based on the definition in 38 U.S.C. 101(2) and is defined as "a person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable." As provided in Sec. 1010.330(c)(2)(I).

Eligible spouse as defined in section 2(a) of the JVA (38 U.S.C. 4215(a)) means the spouse of any of the following:

- Any veteran who died of a service connected disability;
- Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
  - i. Missing in action;
  - ii. Captured in line of duty by a hostile force; or
  - iii. Forcibly detained or interned in line of duty by a foreign government or power;
- Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Department of Veterans Affairs;

- Any veteran who died while a disability, as indicated in paragraph (3) of this definition, was in existence.

Contractors are not required to change their allocations among services to reserve funds for veterans, but are required to ensure that eligible veteran workers are given priority over non-veterans for all available services.

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:

- The first population to receive intensive and training services is public assistance and low-income veterans;
- The second priority is for public assistance and low-income non-veterans;
- The third priority is for veterans who are not low-income or receiving public assistance;
- The last priority is for 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 summer youth program funded through the Recovery Act is affected by the veterans' priority.

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 percent 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.

*b) That local policies ensure that covered persons are aware of:*

1. *Their entitlement to priority of service;*
2. *The full array of employment, training, and placement services available under priority of service; and*
3. *Any applicable eligibility requirements for those programs and/or services.*

In response to b1, b2, b3 above, CBE has signage in the resource room that advises VETS of their priority status and intake staff that will advise VETS of their priority status and the full array of employment, training, and placement services available. VETS or other Program staff will discuss applicable eligibility requirements for those programs and/or services either during the group orientation sessions or in-person staff assisted interviews.

### Service Delivery to Targeted Populations

*II.F. Describe the RWB's strategies to ensure that the full range of employment and training programs and services delivered through the One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)*

1. *Describe the strategy it will use to effectively implement the Recovery Act priority of service for low-income individuals and recipients of public assistance under the WIA adult program.*

All customers entering CBE's One-Stops receive equal access and opportunity to services. CBE has developed the following strategies to ensure that the full range of employment and training programs and services are delivered through the One-Stop delivery system and are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)

CBE's staff provides labor exchange services to job seekers and businesses through the workforce One-Stop System. There are three tiers of service:

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

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

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

2. *Indicate how the RWB will use Wagner-Peyser resources to support individuals with disabilities, such as funding disability program navigators in One-Stop Career Centers or assisting other targeted populations.*

All customers entering CBE's One-Stop Employment Centers receive equal access and opportunity to services.

CBE does not have a Disability Navigator position in our centers. CBE is a member of a local consortium, Work Opportunities Network (WON). This consortium is primarily made up of providers contracted with the Agency for People with Disabilities. All members of WON were invited to learn how to register their customers in Employ Florida Marketplace and access the on-line services of CBE. CBE is a Ticket to Work Employer Network. Recipients of Social Security and a ticket who wish to receive services from our One-Stop Employment System are seen one-on-one to determine if our services best meet their needs.

CBE has entered into a Memorandum of Understanding with the local Easter Seals organization. Easter Seals oversees services to the deaf and hard of hearing. They will assess our workshops and provide training to our front-line staff on how to make our workshops, including computer training, more user-friendly for individuals who are deaf and hard of hearing.

CBE has a Memorandum of Understanding with the Division of Blind Services and enjoys a healthy relationship and cross-referrals.

Project Reconnect is CBE's program designed for ex-offenders. Regularly scheduled orientation sessions on services specific to ex-offenders provides a group setting where questions may be answered and proper referrals to community resources are conducted.

### *Section III. Operations*

#### *Transparency and Public Comment*

*The Recovery Act places a high priority on transparency. The public, including partners, must have an opportunity for public comment and input into the development of the local Workforce Services Plan update prior to its submission to the State.*

*III.A. The RWB should provide a description of the process it used to make the Plan available to the public and the outcome of its review of the resulting public comments. (§§111(g) and 112(b)(9).)*

*1. Local efforts to promote transparency*

Upon notification of funds under the Recovery Act, CBE hosted community sessions with community stakeholders for two purposes. The first was to inform our partners and community stakeholders that CBE was in receipt of Recovery Act funds, the amount of the funding and the intent and purpose of the funding. The second purpose was to gather feedback from our stakeholders on how these funds could help our community without duplicating existing services and could complement what was being done in other sectors.

This presentation was presented to our board of directors and was posted on CBE's website for public viewing.

*2. The process used to make the Plan modification available to the public and the outcome of its review of the public comments received. The RWB should describe the updated process used to ensure public comment on and input into the development of the local Workforce Services Plan. Include as an attachment, all comments including those that express disagreement with the plan. Include a description of specific steps taken to include input from members of businesses and labor organizations. Comments received after submission of the local Workforce Services Plan modification that express disagreement with the plan should also be forwarded to WFI at the address previously indicated.*

A summary of CBE's plan modification and Workforce Services Recovery Action Plan was presented at community stakeholder meetings. Area businesses and labor organizations were invited to these stakeholder meetings.

Our complete plan modification and Workforce Services Recovery Action Plan was presented to our local elected officials, the Volusia County Council and the Flagler County Board of Commissioners.

Our complete plan modification and Workforce Services Recovery Action Plan was posted to CBE's website at [www.centerforbusinessexcellence.net](http://www.centerforbusinessexcellence.net) for 30 days starting August 7<sup>th</sup>. On the website was contact information for businesses, labor organization, stakeholders, the workforce or the general public to submit comments directly or through a web-based form that would be sent direct to staff.

Feedback and/or comments were requested no later than September 7, 2009 so that comments may be incorporated prior to the plan submission to AWI. No comments were received.

*Increasing Services for Universal Access*

*III.B. The RWB should describe what policies are in place to promote universal access and consistency of service. (§112(b)(2)).)*

In the spring of 2009 CBE hired two OPS positions to provide services in the Career Zones in the absence of the staff that are assisting in the unemployment resource rooms. Upon receipt of the Recovery Act funds, CBE has hired three more OPS positions to provide universal access to our re-employment services.

Three Customer Advocates will be hired to assist individuals in the transition of core services to intensive services as the need is identified by the Customer Service Representatives who work with the self-serve job seeker.

### Procurement

*III.C. The RWB should describe its competitive and non-competitive processes that will be used to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).) (Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.*

- 1. How providers of all youth services will be procured under the Recovery Act. If using funds for summer employment opportunities and the fiscal agent is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities. (Note: If this question was answered in the local Summer Youth Plan, please attach a copy.)*

Summer Youth Program service providers were procured as described in the CBE's procurement policy, included in CBE's extended workforce services plan.

- 2. How the RWB will implement the Recovery Act provision that it may award a contract to an institution of higher learning or other eligible training provider if the local board determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.*

CBE does not intend to contract to an institution of higher learning or any other training provider.

### Technical Assistance

*III.D. The RWB should describe how it identifies areas needing improvement and how technical assistance will be provided. (§112(b)(14).)*

CBE employs a Quality Assurance Team for internal reviews and training, an external monitor for file review and contract management is the responsibility of three staff.

The Quality Assurance Team provides training in areas identified as needing improvement and on new policies/procedures. This is conducted in a multitude of sessions to ensure all staff can attend regardless of their schedule or location.

New employees follow CBE's staff training policy that includes Tier I training, customer service training, etc.

CBE contracts with three service providers to provide a variety of services in our One-Stop Employment System. Each provider has a contracted deliverable of ensuring their staff complete required training. CBE management tracks training for One-Stop credentialing.

CBE conducts internal customer satisfaction surveys bi-annually to get feedback directly from front-line staff (anonymously). This allows us to monitor the effectiveness our training and technical assistance has had in identifying gaps in our system that need improvement.

### Monitoring and Oversight

*III.E. The RWB should describe the monitoring and oversight criteria and procedures it utilizes to move the system toward achieving the local vision and goals, such as the use of mystery shoppers, performance agreements, etc...*

CBE has an internal Quality Assurance Team that continuously reviews programs, plans, policies and performance to ensure compliance with all applicable Federal and State guidance. CBE also contracts with an outside firm to review program compliance on each funding stream. Recovery Act funded programs have been added to their list. CBE maintains an annual schedule to review each contract with a separate financial review conducted by our finance department.

For CBE's Summer Youth Program, additional temporary staff were hired to conduct on-site reviews on a frequent basis to ensure compliance with worksite agreements, child labor laws and overall program requirements.

### Accountability and Performance

*III.F. The RWB should describe its performance accountability system, including any system measures and any performance goals established. The RWB should identify the performance indicators being tracked to measure its progress toward meeting its strategic goals and vision. (§§112(b)(3) and 136(b)(3).)*

*1. The Recovery Act emphasizes the important of accountability. The RWB should describe its overall efforts to account for the results of activities funded by the Recovery Act, and how it will measure whether it has achieved its local implementation goals.*

CBE will use the same measures to evaluate the effectiveness of Recovery Act funded programs as are used to evaluate all its local programs.

Measures of success for all CBE programs will:

- Promote alignment to CBE's mission
- Require goals and targets
- Demand answers
- Demand ownership and collaboration
- Shape messages, including external communication

2. *The Recovery Act requires RWBs to report on work readiness to assess the effectiveness of summer employment opportunities for youth. The RWB should identify its methodology for determining whether a measurable increase in work readiness skills has occurred, and what tools will be used for this determination. (Note: If this question has been answered in the Summer Youth Plan, please refer that plan where appropriate.)*

The success of providers procured to provide Summer Youth Program services will be measured on the successful completion of work-readiness skills. These skills will be measured through pre and post testing with a CBE approved tool.

CBE plans to host work-readiness summits for the youth. CBE will cover the handbook each youth will receive and youth will attend workshops. The planned outline for the work-readiness summits is:

Required workshops:

- Assessment
- Conflict resolution
- Finance (payroll/timesheets)
- Social Behavior
- Professionalism

Electives

- Volunteerism
- Career Awareness (a variety of industries will participate)
- Green Jobs
- State College
- Junior Achievement

In addition to the testing tool and work-readiness summits, work-readiness skills will be evaluated on the completion of a work portfolio. This portfolio will include evaluations from the worksite supervisors.