2012-2016
REGIONAL WORKFORCE BOARD
STRATEGIC AND OPERATING PLAN

REGION 5
GADSDEN, LEON & WAKULLA COUNTIES

EXECUTIVE SUMMARY 4
Introductory Overview 4
Analysis of Local Economic and Labor Market (Emphasis on a "Demand-Driven" System) 4
Plan Development 18
Organization 20
Local Vision, Goals, and Priorities 30
WAGNER-PEYSER 57
A. Reemployment Services 62
B. Rapid Response 72
C. Business Services 74
MIGRANT AND SEASONAL FARMWORKERS (MSFW) OUTREACH AND SERVICES 80
MSFW Outreach 80
TRADE ADJUSTMENT ASSISTANCE (TAA) 86
Performance Measures and Goals 89
WELFARE TRANSITION PROGRAM/TANF 92
Customer Notifications (V.G.8.b.1) (b, c, d, and e) 92
Grievances and Hearings (V.G.8.c.4 a, b, and d) 93
Applicant Services 95
Mandatory Services (V.G.11.a.1.c i and ii) (V.G.11.a.2 a and b) 100
Special Populations (V.G.17) (V.G.20.e) 116
Transitional Services (V.G.20.g) 118
Special Projects (V.G.8.c.5) & (V.G.8.c.5.b) 121
Oversight and Safeguards 121
Individual Developmental Accounts (V.G.8.c.6)(a and b) 123
SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EMPLOYMENT AND TRAINING (SNAP E&T) 124
WORKFORCE INVESTMENT ACT PROGRAMS (WIA) 136
A. Definitions 136
B. Eligible Training Providers 137
C. Individual Training Accounts 140
D. Training Employed Workers 142
E. Local Level Layoff Aversion Incumbent Worker Training (LAIWT) 143
Youth Programs 145
Youth Council 149
VETERANS PROGRAM 154
ATTACHMENT A: CURRENT MEMBERSHIP – REGIONAL WORKFORCE BOARD 157

ATTACHMENT B: FISCAL AGENT DESIGN/ADMINSTRATIVE ENTITY/ONE STOP OPERATOR 158
ATTACHMENT C: LIST OF ONE-STOP MOU'S (BOARD AND ONE-STOP PARTNERS)..... 159
ATTACHMENT D: INTER-LOCAL AGREEMENTS 160
APPENDIX A: EXECUTIVE SUMMARY REFERENCE ATTACHMENTS 161
APPENDIX B: WAGNER PEYSER REFERENCE ATTACHMENTS 162
APPENDIX C: MIGRANT AND SEASONAL FARMWORKERS REFERENCE ATTACHMENTS 163
APPENDIX D: WELFARE TRANSITION PROGRAM/TANF REFERENCE ATTACHMENTS 164
APPENDIX E: SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EMPLOYMENT AND TRAINING (SNAP E&T) REFERENCE ATTACHMENTS 165
APPENDIX F: WORKFORCE INVESTMENT ACT PROGRAMS (WIA) REFERENCE ATTACHMENTS 166
APPENDIX G: VETERANS PROGRAM REFERENCE ATTACHMENTS..... 167

EXECUTIVE SUMMARY

Introductory Overview

Each local plan should begin by providing a brief introduction of the local workforce investment area highlighting the geographical workforce investment area, population, diversity of the population, area strengths, and opportunities for improvement. It would be appropriate to address how the local workforce investment system has improved and changed since the enactment of the Workforce Investment Act of 1998 and the expectations for further transformation anticipated in the next few years. Also, include a detailed description of PY 2012 performance goals identified by the region.

Analysis of Local Economic and Labor Market (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. Each plan must:

1. Describe the characteristics of the local area's population.

   Response: Tallahassee MSA - Jobs Data

   Current Jobs Available

   There are 5,490 job openings advertised online in Tallahassee MSA, Florida on September 16, 2012 (Jobs De-duplication Level1).

   Wage Data - Employment Wage Statistics

   The average weekly wage for Tallahassee MSA, Florida in 4th quarter, 2011 was $783. This would be equivalent to $19.58 per hour or $40,716 per year, assuming a 40-hour week worked the year around.

   Employment Wage Statistics Distribution

   The total civilian labor force (not seasonally adjusted) for Tallahassee MSA, Florida in July, 2012 was 189,487, of which 173,878 were employed and 15,609 were unemployed. The unemployment rate was 8.2% percent.

Industries - Industry Employment Distribution

The total number of employees located in Tallahassee MSA, Florida in 4th quarter, 2011 was 158,979. The largest major industry sector was Public Administration with 21% of the employment, followed by Health Care and Social Assistance with 12.9% of the employment, and Education Services with 12.8% of the employment.

Current Employment Statistics

Current employment by industry for Tallahassee MSA, Florida on July, 2012 were Total Nonagricultural Employment (164,900).

Occupational Employment Distribution

The 2011 total estimated number of employed in Tallahassee MSA, Florida was 120,650. The largest major occupational group was Office and Administrative Support Occupations with 23.2% of the estimated employed, followed by Business and Financial Operations Occupations with 15.5% of the estimated employed, and Sales and Related Occupations with 12.9% of the estimated employed.

Occupations by Employment Wage

The occupations with the highest paying 2012 estimated mean (annual) wages in Tallahassee MSA, Florida were Engineering Managers ($124,941) , Business Teachers, Postsecondary ($119,454) , Chief Executives ($188,239) , Dentists, General ($146,816) , Sales Managers ($121,769) , Administrative Services Managers ($109,363) , Public Relations Managers ($107,691) , Family and General Practitioners ($136,455) , Education Administrators, Postsecondary ($107,881) and Physicians and Surgeons, All Other ($226,666) .

Occupations by Projected Growth

The highest 2011 - 2019 projected growth rate for Florida (no data available for Tallahassee MSA, Florida) was Cashiers (1.0%) , Waiters and Waitresses (1.0%) , Retail Salespersons (1.6%) , Customer Service Representatives (2.8%) , Combined Food Preparation and Serving Workers, Including Fast Food (2.1%) , Registered Nurses (2.4%) , Stock Clerks and Order Fillers (1.6%) , Office Clerks, General (1.8%) , Secretaries, Except Legal, Medical, and Executive (1.3%) and Landscaping and Groundskeeping Workers (2.5%) .

Population Totals

The 2000 population of Tallahassee MSA, Florida was estimated at 320,304. The 2010 population of Tallahassee MSA, Florida was estimated at 367,413. This represents a 14.71 percent increase from 2000.

Income Totals

According to the U.S. Census Bureau the Median family income in Tallahassee MSA, Florida in 1999 was $42,957. According to the U.S. Census Bureau the Median household income in Tallahassee MSA, Florida in 2010 was $41,194. According to the Housing & Urban Development/Fannie Mae the Median HUD income in Tallahassee MSA, Florida in 2008 was $62,100. According to the Bureau of Economic Analysis the Per capita income in Tallahassee MSA, Florida in 2010 was $33,345. According to the Bureau of Economic Analysis the Total personal income in Tallahassee MSA, Florida in 2010 was $12,268,227,000.

Leon County, Florida - Leon County is a county located in the state of Florida. Its population in July 2008 was estimated to be about 264,000. The principal place in Leon County is Tallahassee, the county seat and state capital. The county seat is home to two of Florida's major public universities, Florida A&M University and Florida State University. Leon County residents have the highest average level of education among Florida's 67 counties. The county forms the nucleus of the Tallahassee, Florida Metropolitan Statistical Area.

Current Jobs Available

There are 4,900 job openings advertised online in Leon County, Florida on August 29, 2012 (Jobs De-duplication Level1).

Wage Data

Employment Wage Statistics

The average weekly wage for Leon County, Florida in 4th quarter, 2011 was $807. This would be equivalent to $20.18 per hour or $41,964 per year, assuming a 40-hour week worked the year around.

Employment Wage Statistics Distribution

The counties with the highest estimated average weekly wages in Florida for the 4th quarter, 2011 are Miami-Dade County, Florida ($939) , Palm Beach County, Florida ($930) , Hillsborough County, Florida ($921) , Duval County, Florida ($901) , Broward County, Florida ($892) , Pinellas County, Florida ($885) , Brevard County, Florida ($863), Orange County, Florida ($828) , Alachua County, Florida ($825) and Collier County, Florida ($808) .

Unemployment Rates

Area Labor Force, Employment and Unemployment Data

The total civilian labor force (not seasonally adjusted) for Leon County, Florida in July, 2012 was 147,877, of which 135,929 were employed and 11,948 were unemployed. The unemployment rate was 8.1% percent.

Industry Employment Distribution

The total number of employees located in Leon County, Florida in 4th quarter, 2011 was 138,687. The largest major industry sector was Public Administration with 21.9% of the employment, followed by Education Services with 12.9% of the employment, and Health Care and Social Assistance with 12.5% of the employment.

Occupational Employment Distribution

The 2011 total estimated number of employed in Leon County, Florida was 120,650. The largest major occupational group was Office and Administrative Support Occupations with 23.2% of the estimated employed, followed by Business and Financial Operations Occupations with 15.5% of the estimated employed, and Sales and Related Occupations with 12.9% of the estimated employed.

Occupations by Employment Wage

The occupations with the highest paying 2012 estimated mean (annual) wages in Leon County, Florida were General and Operations Managers ($107,144) , Engineering Managers ($124,941) , Business Teachers, Postsecondary ($119,454) , Dentists, General ($147,838) , Sales Engineers ($127,450) , Sales Managers ($121,769) , Public Relations Managers ($107,691) , Family and General Practitioners ($136,066) , Education Administrators, Postsecondary ($107,881) and Physicians and Surgeons, All Other ($226,666) .

Occupations by Projected Growth

The highest 2011 - 2019 projected growth rate for Leon County, Florida was Waiters and Waitresses (2.3%) , Cashiers (1.5%) , Retail Salespersons (1.9%) , Combined Food Preparation and Serving Workers, Including Fast Food (2.2%) , Management Analysts (0.2%) , Janitors and Cleaners, Except Maids and Housekeeping Cleaners (1.5%) , Stock Clerks and Order Fillers (1.9%) , Accountants and Auditors (1.4%) , Registered Nurses (1.6%) and Business Operations Specialists, All Other (1.0%) .

Population Totals

The 2000 population of Leon County, Florida was estimated at 239,452. The 2010 population of Leon County, Florida was estimated at 275,487. This represents a 15.05 percent increase from 2000.

Income Totals

According to the U.S. Census Bureau the Median family income in Leon County, Florida in 1999 was $52,962 . According to the U.S. Census Bureau the Median household income in Leon County, Florida in 2010 was $42,393.

According to the Housing & Urban Development/Fannie Mae the Median HUD income in Leon County, Florida in 2008 was $62,100 . According to the Bureau of Economic Analysis the Per capita income in Leon County, Florida in 2010 was $35,129 . According to the Bureau of Economic Analysis the Total personal income in Leon County, Florida in 2010 was $9,691,296,000 .

Gadsden County, Florida - Gadsden County is a county located in the panhandle of the U.S. state of Florida. As of the 2000 census, the population was 45,087. The U.S. Census Bureau 2005 estimate for the county is 46,428 . Its county seat is Quincy, Florida. Gadsden County is the only predominantly African-American county in Florida. Gadsden county is home to two high schools - West Gadsden High School (merged from the former Chattahoochee High and Greensboro High) located on the western outskirts of Quincy near Greensboro, and East Gadsden High School (merged from the former James A. Shanks High and Havana Northside High) located on Hwy 90 East of Quincy. The county is part of the Tallahassee, Florida, Metropolitan Statistical Area.

Jobs Data

Current Jobs Available

There are 221 job openings advertised online in Gadsden County, Florida on August 29, 2012 (Jobs De-duplication Level1).

Employment Wage Statistics

The average weekly wage for Gadsden County, Florida in 4th quarter, 2011 was $634. This would be equivalent to $15.85 per hour or $32,968 per year, assuming a 40-hour week worked the year around.

Area Labor Force, Employment and Unemployment Data

The total civilian labor force (not seasonally adjusted) for Gadsden County, Florida in July, 2012 was 19,835, of which 17,889 were employed and 1,946 were unemployed. The unemployment rate was 9.8% percent.

Industry Employment Distribution

The total number of employees located in Gadsden County, Florida in 4th quarter, 2011 was 12,612. The largest major industry sector was Health Care and Social Assistance with 21.7% of the employment, followed by Public Administration with 10.2% of the employment, and Retail Trade (44 & 45) with 9.7% of the employment.

Occupational Employment Distribution

The 2011 total estimated number of employed in Florida (no data available for Gadsden County, Florida) was 5,915,087. The largest major occupational group was Office and Administrative Support Occupations with 24.7% of the estimated employed, followed by Sales and Related Occupations with 17.3% of the estimated employed, and Food Preparation and Serving Related Occupations with 12.4% of the estimated employed.

Occupations by Employment Wage

The occupations with the highest paying 2012 estimated mean (annual) wages in Florida (no data available for Gadsden County, Florida) were Chief Executives ($191,746) , Surgeons ($230,862) , Anesthesiologists ($261,571) , Obstetricians and Gynecologists ($233,327) , Oral and Maxillofacial Surgeons ($182,465) , Psychiatrists ($179,989) , Family and General Practitioners ($174,499) , Orthodontists ($213,257) , Physicians and Surgeons, All Other ($205,216) and Internists, General ($217,857) .

Occupations by Projected Growth

The highest 2011 - 2019 projected growth rate for Florida (no data available for Gadsden County, Florida) was Cashiers (1.0%) , Waiters and Waitresses (1.0%) , Retail Salespersons (1.6%) , Customer Service Representatives (2.8%) , Combined Food Preparation and Serving Workers, Including Fast Food (2.1%) , Registered Nurses (2.4%), Stock Clerks and Order Fillers (1.6%) , Office Clerks, General (1.8%) , Secretaries, Except Legal, Medical, and Executive (1.3%) and Landscaping and Groundskeeping Workers (2.5%) .

Population Totals

The 2000 population of Gadsden County, Florida was estimated at 45,087. The 2010 population of Gadsden County, Florida was estimated at 46,389. This represents a 2.89 percent increase from 2000.

Income Totals

According to the U.S. Census Bureau the Median family income in Gadsden County, Florida in 1999 was $36,238 . According to the U.S. Census Bureau the Median household income in Gadsden County, Florida in 2010 was $35,704 . According to the Housing & Urban Development/Fannie Mae the Median HUD income in Gadsden County, Florida in 2008 was $62,100 . According to the Bureau of Economic Analysis the Per capita income in Gadsden County, Florida in 2010 was $27,454 . According to the Bureau of Economic Analysis the Total personal income in Gadsden County, Florida in 2010 was $1,274,455,000 .

Wakulla County, Florida - Wakulla County is a county located in the U.S. state of Florida. As of 2000, the population was 22,863. The U.S. Census Bureau 2005 estimate for the county was 28,212 people. . Its county seat is Crawfordville. Wakulla County is part of the Tallahassee, Florida Metropolitan Statistical Area.

Current Jobs Available

There are 88 job openings advertised online in Wakulla County, Florida on August 29, 2012 (Jobs De-duplication Level1).

Employment Wage Statistics

The average weekly wage for Wakulla County, Florida in 4th quarter, 2011 was $598. This would be equivalent to $14.95 per hour or $31,096 per year, assuming a 40-hour week worked the year around.

Area Labor Force, Employment and Unemployment Data

The total civilian labor force (not seasonally adjusted) for Wakulla County, Florida in July, 2012 was 15,074, of which 13,940 were employed and 1,134 were unemployed. The unemployment rate was 7.5% percent.

Industry Employment Distribution

The total number of employees located in Wakulla County, Florida in 4th quarter, 2011 was 5,159. The largest major industry sector was Public Administration with 20.3% of the employment, followed by Retail Trade (44 & 45) with 14.3% of the employment, and Manufacturing (31-33) with 10.8% of the employment.

Occupational Employment Distribution

The 2011 total estimated number of employed in Florida (no data available for Wakulla County, Florida) was 5,915,087. The largest major occupational group was Office and Administrative Support Occupations with 24.7% of the estimated employed, followed by Sales and Related Occupations with 17.3% of the estimated employed, and Food Preparation and Serving Related Occupations with 12.4% of the estimated employed.

Occupations by Employment Wage

The occupations with the highest paying 2012 estimated mean (annual) wages in Florida (no data available for Wakulla County, Florida) were Chief Executives ($191,746) , Surgeons ($230,862) , Anesthesiologists ($261,571) , Obstetricians and Gynecologists ($233,327) , Oral and Maxillofacial Surgeons ($182,465) , Psychiatrists ($179,989) , Family and General Practitioners ($174,499) , Orthodontists ($213,257) , Physicians and Surgeons, All Other ($205,216) and Internists, General ($217,857) .

Occupations by Projected Growth

The highest 2011 - 2019 projected growth rate for Florida (no data available for Wakulla County, Florida) was Cashiers (1.0%) , Waiters and Waitresses (1.0%) , Retail Salespersons (1.6%) , Customer Service Representatives (2.8%) , Combined Food Preparation and Serving Workers, Including Fast Food (2.1%) , Registered Nurses (2.4%) , Stock Clerks and Order Fillers (1.6%) , Office Clerks, General (1.8%) , Secretaries, Except Legal, Medical, and Executive (1.3%) and Landscaping and Groundskeeping Workers (2.5%) .

Population Totals

The 2000 population of Wakulla County, Florida was estimated at 22,863. The 2010 population of Wakulla County, Florida was estimated at 30,776. This represents a 34.61 percent increase from 2000.

Income Totals

According to the U.S. Census Bureau the Median family income in Wakulla County, Florida in 1999 was $42,222. According to the U.S. Census Bureau the Median household income in Wakulla County, Florida in 2010 was $47,566 . According to the Housing & Urban Development/Fannie Mae the Median HUD income in Wakulla County, Florida in 2008 was $62,100 . According to the Bureau of Economic Analysis the Per capita income in Wakulla County, Florida in 2010 was $28,711 . According to the Bureau of Economic Analysis the Total personal income in Wakulla County, Florida in 2010 was $885,897,000 .

2. Describe specific needs of diverse sub-populations including those from racial ethnic, linguistic groups, older persons, and individuals with disabilities.

Response: Within Region 5's operating area there are diverse populations including homeless, ex-offenders, migrant farm workers, individuals with disabilities, older workers, limited English speakers, and other target groups. Needs of these sub-populations include among others; ESOL classes, programs for older persons, Federal Bonding, and case management for individuals with disabilities and referrals to partnering agencies to assist with overcoming barriers. Programs such as Experience Works assist older workers to learn new skills or to upgrade current skills to reenter the workforce. Gadsden County is a rural agricultural county that employs migrant and seasonal farm workers. The primary language of the migrant and seasonal workers is Spanish. **WORK**FORCE *plus* employs bilingual staff in key roles such as MSFW Outreach and office staff to assist our Spanish speaking customers. **WORK**FORCE *plus* information pamphlets and signage are available in Spanish as well to assist to assist limited English speakers. Individuals with disabilities are served by their program specific career specialist in conjunction with the services of the Disability Navigator. The role of the Disability Navigator is to ensure that individuals with disabilities are referred to all available services for which they are in need. The overall approach taken by the region is to identify the needs of the customers served using a variety of methods which include the collection of intake data at the point of service and through program case management along with utilizing satisfaction surveys which capture demographic related data. The data collected is used to identify the specific needs of the group served and to create service strategies that support meeting the needs either expressed or recognized. Note, this may include specialize services, creating resource material/tools and a determination of appropriate outreach models. Through the combined efforts of the workforce board and the service provider, we work to ensure that the customer is on a pathway to self-sufficiency with all possible resources at their disposal.

3. Provide an analysis of the challenges associated with the local area's population attaining the education, skills, and training needed to obtain employment.

Response: The challenges associated with the local area's population attaining the education, skills and training needed to obtain employment is being addressed through a coordinated approach which includes key stakeholders such as the K-12 and post-secondary institutions, economic development entities and the business community. Collectively, it is recognized that in order to meet the current and future needs of our employer community we must provide suitable candidates who possess the skills sought. More importantly, in today's job market the lack of basic education creates a barrier in obtaining employment even at minimum wage.

Included below, is data which demonstrates that the region's graduation rates over a five year span through 2011 have continued to show improvement.

- Graduation rates in Gadsden County rose from 53.3% in 2007 to 67.6% in 2011. This is still well below the overall graduation rate for Florida in 2011 which was 81.2%. The majority of the population of Gadsden County is African American. High school graduation rates for African American residents of Gadsden County were 66.7% in 2011 compared to the overall graduation rate for African Americans in Florida in 2011 which was 69.4%. Comparable graduations rated for African Americans living in Leon and Wakulla Counties were 74.2% and 79.2% respectively. Clearly, the population of Gadsden County faces educational barriers in gaining employment.

- Graduation rates in Leon County rose from 79.0% in 2007 to 85.8%% in 2011. This is above the overall graduation rate for Florida in 2011 which was 81.2%.

- Graduation rates in Wakulla County rose from 82.5% in 2007 to 89.3% in 2011. This is significantly above the overall graduation rate for Florida in 2011 which was 81.2%.

- Dropout rates look at educational challenges for the population of the area with a different lens. Keeping youth in school and achieving graduation is the solution to improving their lives in particular, and the quality of the workforce in general. The improvement of graduation rates mirrors a decrease in the dropout rate over a five year time span through 2011

- Dropout rates in Gadsden County decreased from 5.4% in 2007 to 2.7% in 2011. This is above the overall dropout rate for Florida in 2011 which was 1.9%.

- Dropout rates in Leon County decreased from 3.6%in 2007 to 2.7% in 2011. This is above the overall dropout rate for Florida in 2011 which was 1.9%.

- Dropout rates in Wakulla County decreased from 2.7%in 2007 to 1.9% in 2011. This is equal to the overall dropout rate for Florida in 2011 which was 1.9%.

Based on the data presented, the education challenge has become the education opportunity. Utilizing a system where businesses convey their respective needs through the workforce board and its economic development partners, action steps are taken to connect the dots. In specific, the information is reviewed and assessed against the current training offered. If it is determined that the required training is not being delivered then the workforce board will proactively target local education entities to infuse the skills being sought. Additionally, post-secondary and vocational institutions

are engaged to submit applications to deliver the training using our established review process for making additions to the locally approved training provider list.

4. Describe specific strategies designed to address skill needs of local employers and to close any existing skills gaps. Strategies should include partner agencies that address sub-populations identified in question 3 of this section.

   Response: Currently **WORK**FORCE *plus* has implemented the "Closing the Gap" Initiative. Closing the Gap addresses Employed Worker Training with a primary focus of closing existing skills gaps, strengthening the workforce, keeping the employer competitive, and to assisting the employer and employees in meeting the skill demands of the current and future workforce. This initiative assists with training costs and improves the quality and skills of the local workforce while encouraging employers to remain in the area and potentially expand their operations locally.

5. Describe the process used to identify the workforce needs of the businesses, job seekers and workers in the local area. (IIIA)

   Response: Within **WORK**FORCE *plus*' service area, all employers (including state agencies), job seekers, and employed workers help to identify workforce needs.

   Needs of Businesses: 1) Quality employees who are dependable, ethical, skilled, motivated and computer literate. 2) Work readiness and customized training for employers. 3) Opportunities for the existing workforce to obtain skill upgrades. 4) Knowledge of and access to available employer services through the **WORK**FORCE *plus* Business & Employer Services (BES). 5) Reliable public transportation that is employment focused, providing schedules and routes to urban and rural employers. 6) Reliable childcare that is affordable and employment focused (i.e. non-traditional hours, weekends etc.).

   Needs of Job Seekers: 1) Reliable public transportation that is employment focused, providing schedules and routes to urban and rural employment opportunities. 2) Knowledge of and access to job vacancies/opportunities. 3) Knowledge of and access to available training/education program opportunities. 4) Knowledge of jobs that will match their skill level. 5) Childcare that is affordable, accessible, and available throughout the region, including services provided on the job site. 6) Knowledge of and access to available supportive and transitional services. 7) Knowledge of and access to services available through the **WORK**FORCE *plus* BES unit including those services which increase earnings capacity. Needs of Workers: 1) Reliable public transportation that is employment focused, providing schedules and routes to urban and rural employers. 2) Childcare that is affordable, accessible and available throughout the

region, including childcare provided on the job site. 3) A benefit package that includes adequate medical coverage and retirement. 4) Knowledge of and access to available training/education program opportunities that are inclusive of skills upgrade opportunities. 5) Knowledge of and access to available supportive and transitional services. 6) Knowledge of and access to services available through the **WORK**FORCE *plus* BES unit including those services which increase earnings capacity. Our regional workforce, employers and economic development partner's work together to identify and upgrade the workforce skills that will be necessary to prepare the workforce to be successful in the forecasted areas of growth (demand occupations). Specific job training programs are identified through local employers in concert with Workforce Florida Inc. and other appropriate state agencies supported by **WORK**FORCE *plus*' One-Stop delivery system. Coordination with state and local partners will encourage economic growth, skilled workers, and promote career advancement. Job placement and job retention is critical to our region's success and will be measured against the established performance standards and reported on the Balanced Score Card (BSC) report. Our workforce system will provide access to the full continuum of workforce development services, using a variety of delivery systems and methods, and will serve as the hub for all workforce activities. **WORK**FORCE *plus* will continue to coordinate services between all programs to eliminate unwarranted duplication. This will result in a seamless system that is efficient, effective and accountable. Job placement, job retention, and return-on-investment will control workforce development expenditures and be a part of the measure for **WORK**FORCE *plus*' success.

6. Identify current and projected trends of the local area's economy, industries and occupations.

Response:
Current Jobs Available
There are 5,209 job openings advertised online in Workforce Region 5, Florida as of September 03, 2012.

Employment Wage Statistics
The average weekly wage for Workforce Region 05, Florida in 4th quarter, 2011 was $786. This would be equivalent to $19.65 per hour or $40,872 per year, assuming a 40-hour week worked the year around.

Employment Wage Statistics Distribution Area Labor Force, Employment and Unemployment Data
The total civilian labor force (not seasonally adjusted) for Workforce Region 5, Florida in July, 2012 was 182,786, of which 167,758 were employed and 15,028 were unemployed. The unemployment rate was 8.2% percent.

Industry Employment Distribution

The total number of employees located in Workforce Region 5, Florida in 4th quarter, 2011 was 156,460. The largest major industry sector was Public Administration with 20.9% of the employment, followed by Health Care and Social Assistance with 13% of the employment, and Education Services with 12.8% of the employment.

Current Employment Statistics

Current employment by industry for Workforce Region 5, Florida on July, 2012 was Total Nonagricultural Employment (7,331,400), Construction (308,800), Manufacturing (312,100), Durable Goods (204,800), Nondurable Goods (107,300), Trade, Transportation, and Utilities (1,514,700), Wholesale Trade (308,900), Retail Trade (971,700), Transportation, Warehousing, and Utilities (234,100), Information (135,500), Financial Activities (487,000), Finance and Insurance (332,500), Real Estate, Rental, and Leasing (154,500), Professional and Business Services (1,089,400), Professional and Technical Services (460,500), Management of Companies and Enterprises (84,800), Administrative and Waste Services (544,100), Education and Health Services (1,125,200), Educational Services (151,300), Health Care and Social Assistance (973,900), Leisure and Hospitality (965,800), Arts, Entertainment, and Recreation (188,500), Accommodation and Food Services (777,300), Other Services (302,400), Total Government (1,084,800), Federal Government (131,200), State Government (209,100), Local Government (744,500).

Occupational Employment Distribution

The 2011 total estimated number of employed in Workforce Region 5, Florida was 133,904. The largest major occupational group was Office and Administrative Support Occupations with 23.1% of the estimated employed, followed by Business and Financial Operations Occupations with 15.1% of the estimated employed, and Sales and Related Occupations with 12.9% of the estimated employed.

Occupations by Employment Wage

The occupations with the highest paying 2012 estimated mean (annual) wages in Workforce Region 5, Florida were General and Operations Managers ($107,144) , Engineering Managers ($124,941) , Business Teachers, Postsecondary ($119,454) , Dentists, General ($147,838) , Sales Engineers ($127,450) , Sales Managers ($121,769) , Public Relations Managers ($107,691) , Family and General Practitioners ($136,066) , Education Administrators, Postsecondary ($107,881) and Physicians and Surgeons, All Other ($226,666) .

Occupations by Projected Growth

The highest 2011 - 2019 projected growth rate for Workforce Region 5, Florida was Cashiers (1.5%) , Waiters and Waitresses (2.4%) , Retail Salespersons (2.1%) , Combined

Food Preparation and Serving Workers, Including Fast Food (2.2%) , Janitors and Cleaners, Except Maids and Housekeeping Cleaners (1.6%) , Management Analysts (0.3%) , Stock Clerks and Order Fillers (2.0%) , Accountants and Auditors (1.3%) , Business Operations Specialists, All Other (1.1%) and Registered Nurses (1.4%) .

7. 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 (FETPIP) website. (IIIB)

Response: According to the Florida Research Information and Economic Database Application (FREIDA) – Labor Market Information, **WORK**FORCE *plus'* (Region 5) statistics for July 2012 states that the unemployment rate was 8.2%. This represents a labor force of 182,786; employed of 167,758; and unemployed of 15,028. The State of Florida's unemployment rate during the same time period was 8.8%. This represents a labor force of 9,269,000; employed of 7,331,400; and 816,000 who are unemployed. The 2011 population of **WORK**FORCE *plus'* operating area (Gadsden, Leon, and Wakulla counties) was estimated at 367,413. This represents a 14.71 percent increase from 2000. The most recent statistics show an average weekly wage in the 4th Quarter 2011 of $786. This would be equivalent to $19.65 per hour or $40,872 per year, assuming a 40-hour week worked year round. In comparison, Florida's average weekly wage was $847 and the United States' overall average weekly wage was $955. The largest major industry sector was Public Administration with 20.9% employment, followed by Health Care and Social Assistance with 13%, and Education Services with 12.8%. The largest major occupation group was Office and Administrative Support Occupations with 23.1% followed by Business and Financial Operations Occupations with 15.1%, and Business and Financial Operations Occupations with 12.9% of the estimated employed. **WORK**FORCE *plus* will compete nationally and internationally for business recruitment and economic development, particularly in fields of high wage/high skill occupations to include emerging industries such as healthcare, engineering, information technology, and professional, scientific & technical service.

Industry Sector	Establishments	Employees
Public Administration	361	33,309
Health Care and Social Assistance	750	20,552
Education Services	160	20,325
Retail Trade	1,300	17,730
Accommodation and Food Services	756	15,156
Professional, Scientific & Technical Service	1,535	10,307
Admin., Support, Waste Mgmt, Remediation	567	6,778

Other Services (except Public Admin.)	1,205	6,157
Construction	1030	5932
Finance and Insurance	522	4,913

8. Describe the job skills necessary for participants to obtain employment based on current and projected job opportunities in the region. Please provide evidence these skills and knowledge are employer identified and necessary for economic growth in the local area. (IIIC)

   Response: Employment opportunities in the **WORK**FORCE *plus* service area require basic educational reading and math skills. The Ready to Work (RTW) credentialing is an employee credentialing program that tests and scores Applied Mathematics, Reading for Information, and Locating Information. Earning this nationally recognized credential gives jobseekers a competitive edge – a Credential that proves to employers that jobseekers have the right skills for the job. For employers, RTW takes the guesswork out of hiring, saving time and money. Florida Ready to Work is sponsored by the State of Florida. There is no cost for employers or jobseekers to participate in the program. **WORK**FORCE *plus* promotes the use of the RTW program by employers and job seekers. During the program year 2011/2012, 808 job seekers earned the Ready to Work credential (Gold-103, Silver-464, and Bronze-241). For job seekers who require remediation, the WIN courseware is available to improve their scores. Also, due to the prevalence of college graduates in the area, competition for jobs leading to economic self-sufficiency is keen. A prime example includes service-related jobs that require stronger and/or enhanced customer service skills and indicate the continued need for job preparedness and employability skills. **WORK**FORCE *plus* provides numerous workshops to improve employability skills. These include: resume writing, dress for success, and interviewing techniques among others. Our Training Academy provides Microsoft Office program training. All of these workshops provide job seekers with the skills required to give them a competitive edge in the job market while providing employers with a skilled and work mature pool of job seekers. Some employment opportunities will require formal training and state certifications. Specialized and specific skills will continue to be developed through On-the-Job Training (OJT) contracts and customized training opportunities where appropriate.

Plan Development

WIA Section 118 requires that each local board, in partnership with the appropriate chief elected officials, develop and submit a comprehensive five 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. Describe the steps for developing the local plan, including:

1. Timeline;

   Response: Development of the local plan was initiated on July 17, 2012 by attending a webinar sponsored by the Department of Economic Opportunity entitled: Workforce Investment Act – Local Plan Instruction. The purpose of the webinar was to review the Local Plan instructions which had been distributed earlier in July. The day following this webinar, key staff met to determine the timeline needed to write the plan in order to achieve success in meeting both internal and external deadlines. The timeline for this process follows:

   - July 18 – August 8: Create draft
   - August 9 – August 15: Draft reviewed by key board and service provider staff
   - August 16 – 21: Incorporate suggested changes / additions into the plan document
   - August 21 – August 27: Review by CEO
   - August 28 – August 31: Incorporate suggested changes / additions into the plan document
   - September 4: Complete document and attachments
   - September 4: Submit plan to Local Elected Officials
   - September 2012: Board approval of plan achieved
   - October 1: Submit plan to State
   - October 29, 1:00 PM: **WORK**FORCE *plus* local plan conference call.
   - November 16: Submit revised plan to state
   - January 2013: Approval of plan expected

2. Consultation process with local elected official(s), local Workforce Investment Board, members of the public including representatives of businesses and representatives of labor organizations, and other partners

   Response: WORKFORCE *plus* affords an opportunity for comments related to the local Workforce Services Plan through the organization's website, promotion through social media and direct contact with the Local Elected Officials in the three county area. The Plan was provided to each Local Elected Official two weeks prior to the actual approval date. The Plan was posted on the organizational webpage for 30 days. Notice of posting on the website was sent out via the organization's Twitter and Facebook accounts.

3. Actions taken to acquire other input into the plan development process;

   Response: WORKFORCE *plus* provides an opportunity for comments related to the local Workforce Plan through the use of the organizational website and direct contact with the Board of Directors and Local Elected Officials in the three county area. The

Plan is provided to each Local Elected Official two weeks prior to the actual approval date. The Plan is provided to the **WORK**FORCE *plus* Board of Directors prior to submittal and a review and comments are requested. The Board of Directors is representative of private businesses, business lead organizations such as the Chambers of Commerce and Economic Development Councils, educational providers, community based organizations and local labor organization representatives. Additionally, the Plan is posted on the organization's web site at all times with the opportunity for review.

4. Dates plan was posted electronically to local website;

   Response: WORKFORCE *plus* posted the Workforce Plan on the organizational website, Tuesday, September 4, 2012.

5. A summary of comments received (including comments from businesses and labor organizations) should be included in the Attachment section

   Response: At this time, comments have not been received for the local Workforce Services Plan. However, should comments be received, each one will be evaluated and changes/comments will be incorporated into the Plan. Any changes made to the local Plan will be submitted to the Local Elected Officials for their information.

6. Strategies for RWBs that are designed as significant migrant and seasonal farmworker (MSFW) to ensure individuals/organizations serving the MSFWs are informed of the plan and are provided the opportunity to comment on the local Workforce Services Plan.

   Response: To address the MSFW population in Gadsden County, a direct letter was sent to the Panhandle Area Education Consortium – Migrant Program to inform them of the availability of the plan on the organizational website and to request comments at their earliest convenience.

ADMINISTRATIVE SECTION
The administrative section of the local plan shall include responses to federal requirements, as well as the following:

- Florida Statutes
- RWB Accountability Act
  - Final Guidance Implementing Changes
- State Workforce Policies and Procedures

Organization

A. Chief Elected Official

1. Identify the chief elected official by name, address, phone number, and email.

   Response:
   Sherrie Taylor, Chairperson
   Gadsden County Board of County Commissioners
   PO Box 1799
   Quincy, Florida 32353
   Telephone Number: (850) 875-8650
   Facsimile Number: (850) 875-8655
   E-mail Address: staylor@gadsdencountyfl.gov

   Akin Akinyemi, Chairman
   Leon County Board of County Commissioners
   301 South Monroe Street, 5th Floor
   Tallahassee, Florida 32301
   Telephone Number: (850) 606-5369
   Facsimile Number: (850) 606-5303
   E-mail Address: akinyemia@leoncountyfl.gov

   Alan Brock, Chairman
   Wakulla County Board of County Commissioners
   PO Box 1263
   Crawfordville, Florida 32326-1263
   Telephone Number: (850) 926-0919
   Facsimile Number: (850) 926-0940
   E-mail Address: abrock@mywakulla.com

2. Describe the process utilized to secure the chief elected official agreement. Current interlocal agreements for the time period of the plan submission must be submitted with the plan. The required elements of the interlocal agreements are available at http://www.floridajobs.org/PDG/LPI's/LPIsCEO-RWBInterlocal Agreement.docx

   Response: The process utilized to secure the chief elected official agreement is to provide formal notification to the Board of County Commission of the workforce board's desire to have the agreement come before them for approval. In the interim, the legal counsel that represents the local elected body, confers with the workforce board staff regarding concerns or questions that may be present.

B. Workforce Investment Board

1. Describe the structure, including the nomination process of the Workforce Investment Board. A current agreement between the chief elected official and the Workforce Investment Board, a Workforce Investment Board member list, and current Workforce Investment Board By-Laws are required attachments of the final local plan.

   Response: Nominations for the private sector seats shall be submitted to the respective County Commissions or their designee by local business organizations including local chambers of commerce, downtown merchants associations, area business associations, etc., but must be compliant with the WIA and State of Florida Workforce Act of 1996 as amended, the State of Florida Workforce Innovation Act of 2000 and the Workforce Board Accountability Act.

2. Describe how the business members of the Workforce Investment Board play a leading role in ensuring the workforce system is demand-driven.

   Response: The business membership of the Workforce Investment Board plays a leading role towards ensuring that the local workforce system is demand-driven. This is evidenced through their active participation in board committees that target the following: service delivery design, strategic planning and reviewing initiatives that are designed to create a quality workforce, spur job creation and lower unemployment. Additionally, their involvement in overall policy and governance serves as a key indicator of the leadership role held by these private sector individuals.

3. In accordance with State policy, identify the circumstance which constitutes a conflict of interest for any local Workforce Investment Board member.

   Response: Circumstances which constitute a conflict of interest for Board members are:
   - Potential to benefit financially
   - Has a relationship with the contracting vendor

   Board members must complete a Statement of Financial Interests form and abide by the conflict of interest policy contained in WORKFORCE plus' By-Laws. Any Board member who has a conflict of interest will be required to abstain from voting on that matter, as well as recuse himself/herself from discussion on the matter. Compliance with the conflict of interest policy will be monitored at least once during the year.

4. Describe how the RWB shall coordinate and interact with local elected official(s).

Response: WORKFORCE *plus* coordinates and interacts with local officials using both informal and formal methods. The informal method is outlined through an inter-local agreement held between the workforce board and the CEO's. Under this agreement, the roles and responsibilities outlined for each entity include the requirements established through the WIA regulations along with other state laws. Additionally, placement on their meeting agenda is a common practice followed to provide updates and communicate changes. Note, this method also affords an opportunity to secure their thoughts regarding the item under discussion. The informal method of coordination and interaction includes extending invitations to the CEO's for their participation in activities taking place in their respective counties and extending to workforce discussions that impact both our region and local constituencies.

5. Explain how the RWB shall ensure nondiscrimination and equal opportunity.

Response: WORKFORCE *plus* has a designated Equal Opportunity (EO)Officer who has been trained by the Florida Office for Civil Rights and has appropriate access to theChief Executive Officer(CEO). The identity of the EO Officer is made known to employees via the employee handbook and to applicants via the employment application process. Additionally, all program participants are made aware of their rights through **WORK**FORCE *plus*' comprehensive Notice of Nondiscrimination and Complaint and Grievance Procedures document. Each **WORK**FORCE *plus* office has a designated Complaint Officer who serves as a liaison to the EO Officer for the reporting and processing of complaints from participants.

The *Interpretive Services* poster is prominently displayed at the entrances to each career center and entrances to resource rooms within each **WORK**FORCE *plus* office. An individual is stationed at the sign-in area to assist customers. Pamphlets provided to customers contain the appropriate equal opportunity notice and the TTD/TTY contact information for hearing impaired customers. The *Equal Opportunity is the Law* and *Florida Law Prohibits Discrimination* notices are prominently displayed. **WORK**FORCE *plus* ensures that all employees within the region are trained to be sensitive to the needs of customers with disabilities. **WORK**FORCE *plus* conducts annual training related to hostile work environment and disability awareness for staff.

Bilingual staff members are available within the offices. **WORK**FORCE *plus* has a contract with a sign language interpreter. All **WORK**FORCE *plus* locations have accessible entrances with low-powered automatic doors. Workstations are wheelchair accessible. At least one workstation in each one-stop facility is

equipped with auxiliary aides, including Zoom Text software. All presentations provided in **WORK**FORCE *plus* classrooms are electronically accessible for individuals with vision or hearing impairments using Zoom Text.

All **WORK**FORCE *plus* locations including the administrative office have handicap accessible restrooms which are in compliance with applicable regulations. All locations also have designated parking spaces for disabled customers.

Notice of the provision of reasonable accommodation is provided to participants on workshop calendars and workshop registration forms.

6. Explain what strategies the CEO and local Board shall create to utilize the leadership of faith-based and neighborhood partnerships.

   Response: WORKFORCE *plus* has engaged the following strategies to utilize the leadership of faith-based and neighborhood partnerships along with taking into account the guidance and feedback offered by CEO's:
   - Distribution of surveys directed to CBO's, FBO's and CEO's to garner feedback regarding current services offered to include their perception of overall effectiveness
   - Conducting outreach designed to target specific groups
   - Targeted participation in community events that afford an opportunity to reach individuals who desire/need the services offered inclusive of training and employment assistance

C. Administrative Entity

1. Identify the administrative entity and their staff; describe their responsibilities in carrying out the work of the local board.

   Response: The administrative entity is Big Bend Jobs & Education Council, Inc., d/b/a **WORK**FORCE *plus*, serving Gadsden, Leon and Wakulla counties**.** The administrative entity is governed by a Board of Directors comprised of private businesses, key stakeholders and mandated partners.

   The staff include the following positions:

   Chief Executive Officer – The Chief Executive Officer is responsible for overall accountability, responsibility and authority for the management of the business and affairs of the organization. The acts carried out under this position must be in accordance with the strategic plan and objectives adopted and approved by

the Board of Directors and subject to oversight by the Board. The Chief Executive Officer ensures that the organization meets the requirements and complies with applicable laws and regulations. Additionally, the Chief Executive Officer provides the Board assurance that the proper systems are in place to identify and manage business risks and that such risks are acceptable to the organization and are within the guidelines established by the Finance Committee, the Audit Committee and Board of Directors.

Chief Financial Officer – Assists the Chief Executive Officer with the formulation of the organizational and financial goals of the organization. Guides and directs financial activities of the organization in a manner designed to protect assets, meet reporting requirements, provide timely, meaningful reporting of fiscal operations and effectively plan for audits of the financial statements of the organization. The Chief Financial Officer controls, posts, and maintains all subsidiary ledgers to the general ledger and manages all contracts for multiple facility locations. Additionally, the Chief Financial Office manages cash draw downs and reporting of disbursements on the state system; designs, operates and controls the budget preparation, status, analysis and reporting; and implements and maintains accounting policies and procedures in accordance with State of Florida, Workforce Florida, Inc., financial policy directives and applicable OMB circulars governing accounting for federal funds. The Chief Financial Officer ensures that all expenditures are in accordance with federal and state law and are allowable costs, which are properly documented, and charged to the appropriate cost categories.

Workforce Development Programs Director – The Workforce Development Programs Director assists the CEO in program planning; compliance with federal, state, local regulations and internal policies; contract management, inclusive of programmatic contracts and procurement of program services/activities; grant funded programs; and a variety of tasks related to the internal operational functions of the organization to meet and exceed the **WORK**FORCE *plus* Board of Directors' expectations. This position exists to enhance the organizational processes and infrastructure that will allow **WORK**FORCE *plus* to continue to grow and fulfill its mission. Other responsibilities: Assists with negotiating and writing of formal contractual agreements for the provision of customer services. Assists in maintenance of such agreements by conducting periodic review and modifications as necessary to insure quality of customer services, achievement of prescribed outcomes and compliance with federal, state and local regulations. Coordinates and interacts with contractors to ensure the quality and continuity of programs and services to customers. Coordinates, provides, or ensures training to the service provider for

all program areas. Assists with formulation of programmatic goals and objectives and provides appropriate reports. Coordinates the development of and prepares State required plans and other Board plans, using the analysis of labor market information and other factors. Develops and directs the maintenance of internal policies and procedures relating to **WORK**FORCE *plus* administered initiatives; trains appropriate staff in the interpretations and application of same. Identifies, designs, and implements recommendations for continuous quality improvement. At the direction of the CEO, the Workforce Development Programs Director interfaces with entities such as the Department of Economic Opportunity, Workforce Florida Inc. and other state agencies with regard to **WORK**FORCE *plus* activities, including but not limited to monitoring, planning, contracts, proposals, and Memorandums of Understanding.

Performance Unit Manager - This position is responsible for the oversight of performance for all workforce programs including Wagner-Peyser (WP), Veterans, Welfare Transition (WT), Workforce Investment Act (WIA), Food Stamp Employment & Training (FSET), Migrant Seasonal Farm Worker (MSFW), Ticket to Work (TtW) and Disability Program Navigator (DPN). Other responsibilities: Provides monitoring services for all WIA Programs, Ticket to Work, and Disability Program Navigator. Provides oversight for the monitoring services performed by the Workforce Program Specialist for the WP, Veterans, WT, MSFW, and FSET Programs. The Performance Unit Manager is also responsible for performing duties associated with the review and authorization of invoice payments for all workforce programs and routing them to the Chief Finance Officer as well as the tracking and approval of all Individual Training Account and Purchase Order expenditures associated with the WIA and WT programs for individuals who are receiving occupational skills training. The Performance Unit Manager is responsible for reviewing monthly gas/gift card reports for the WIA Programs to ensure that all expenditures are allowable. The Performance Unit Manager also prepares directives related to the WIA, TtW, and DPN Programs. The Performance Unit Manager serves as the backup Regional Security Officer for Employ Florida Marketplace and is responsible for reporting system issues through the appropriate process. The Workforce Program Specialist also provides training to the service provider for all program areas for which oversight is maintained. The Performance Unit Manager also serves as the supervisor for the Disability Program Navigator and the Workforce Program Specialist positions.

Workforce Program Specialist - This position is responsible for the development of directives for the WP (Wagner Peyser), Veterans, WT (Welfare Transition), MSFW (Migrant Seasonal Farm Workers), and FSET (Food Stamp Employment

and Training) Programs and is also responsible for providing monitoring services for the programs as well. The Workforce Program Specialist is responsible for reviewing all WT invoices, gas/gift cards reports, and Purchase Orders to ensure that the expenditures are allowable and have the appropriate backup documentation. The Purchase Orders are forwarded to the Performance Unit Manager for final approval. These payment authorizations include the WT portion of the monthly billing as well as the gas/gift card reports and any purchase orders submitted. The Workforce Program Specialist provides guidance and technical assistance to the Assessment Unit to ensure that all federal, regional and state regulations are being adhered to. The Workforce Program Specialist also provides training to the service provider for all program areas for which oversight is maintained.

Data Analyst – This position develops and/or maintains processes for data analyses related to performance measures, surveys, etc. associated with **WORK**FORCE *plus* databases/systems and the Employ Florida Marketplace. Other responsibilities: Identifies, acquires, analyzes, interprets and reports on data relating to program performance, customer satisfaction, demographic and labor market changes. Works with management and other end users to identify data elements required for analysis of issues/problems for root cause identification and trend analysis. Monitors, analyzes and evaluates systems, goals, and performance standards in collaboration with Performance Unit staff, Program Managers, and Quality Assurance Staff. Analyzes internal and external monitoring reports for improvement opportunities and assists in the development, review, and submission of Corrective Action Plans (CAP). Creates strategic recommendations to improve organizational performance and productivity. Captures and reports on historical statistics. Regularly provides reporting and analysis to leadership team. Assists with managing the integrity of workforce data. Identifies and resolves data issues. Provides routine and specialized training for **WORK**FORCE *plus* staff related to use of Employ Florida Marketplace. Acts as liaison between database vendor and **WORK**FORCE *plus*. This position will perform other related duties to support department and organizational goals as needed.

Accountant – Under the supervision of the Chief Financial Officer, this position is responsible for assisting with all aspects of accounting to include: process and maintain accounts payable invoices; prepare routine cash analysis and drawdown reports to ensure compliance with funding sources; prepare and monitor operational budgets and expenditure reports for submission to the State of Florida, Chief Executive Officer, and **WORK**FORCE *plus* Board of Directors; assist with general ledger entries and preparation of financial statements;

prepare information required by monitors and external auditors; and assist with payroll, calculation of employee leave balances; cost distribution of labor hours; etc. Additionally, this position is responsible to function as the Receptionist when necessary and assist the Human Resource department in the areas of Staffing Management, Benefits Administration, Training and Development, Compensation, Compliance and Policy Development, and other Human Resource programs. This position will perform other related duties to support department and organizational goals as needed.

Human Resource Specialist – The Human Resource Specialist manages the administration of the human resources policies, procedures and programs and serves as the organization's Equal Opportunity Officer. The Human Resources Specialist oversees the processing of applicants, maintenance of employee status records, employee compensation, employee relations and other Human Resource functions; provides information to a variety of individuals/organizations; documents information and ensures processing of required reports; monitors assigned programs and processes; and ensures that personnel procedures conform to organizational policies. The Human Resource Specialist carries out responsibilities in the following functional areas: equal opportunity, departmental development, employee relations, training and development, benefits, compensation, organizational development, and employment.

Business Services Manager - This position addresses the needs of businesses and employers by providing expertise and serves as a valuable resource. **WORK**FORCE *plus* provides a wide variety of no-fee services to employers, including exposure of job vacancies, recruitment assistance, labor market information, tax credit information, and many more. This position meets with local chambers of commerce, economic development councils, educational institutions and business/professional associations to evaluate employer needs and respond with strategic workforce solutions. This position will expand consumer choice in addressing the needs of people seeking employment opportunities through the **WORK**FORCE *plus* system and will have expertise regarding the workforce partner programs, services, information and other employment support programs focused on improving employment opportunities. This position is intended to increase opportunities for the employment of job seekers by linking them to employers and by facilitating access to other services. This position requires an ability to independently plan strategically, direct staff, manage change, as well as directly serve business customers.

Business Consultant – The Business Consultant is responsible to develop, plan and implement strategies designed to promote and advertise **WORK**FORCE *plus* services to businesses within the region. Additional responsibilities: , seek out new business prospects, schedule and host promotional and recruiting events, advertise events, identify and meet with business leaders to promote **WORK**FORCE *plus* programs, facilitate employer presentations and training, and ensure that promotional events and services utilized by businesses are in alignment with and comply with applicable federal programs and regulations. Services offered by **WORK**FORCE *plus* include but are not limited to job posting, recruitment assistance, labor market information, tax credit information, etc. This position is also responsible for analyzing labor market data for trends; selecting businesses to target and community committees with which to connect; writing reports and business plans designed to identify targets; generating recommendations for expanding the number and variety of services provided to businesses; and planning and executing recruiting events for employers in all industries and diverse job seekers.

Executive Center Career Consultant -The Executive Center Career Consultant is responsible for recruitment, referral, and placement of highly qualified jobseekers for vacant professional and executive level positions with employers. Recruitment of jobseekers will be through conventional and nonconventional recruiting methods. In addition, this position will assist professional and executive level job seekers with assessments, job search strategies, resume and cover letter development, and job matching. This position will create, develop and conduct workshops for the job seeker population which include topics such as resume writing, interviewing skills, job search techniques, networking, and other related professional development classes. This position is responsible for recording activities in Employ Florida Marketplace, as well as in internal databases for data collection and jobseeker and employer tracking, and prepares various reports and correspondence as necessary. Additionally, the Executive Center Career Consultant participates in local networking and business events, career fairs and other recruiting events.

Executive Assistant – This position provides secretarial and administrative support to the Chief Executive Officer, including composing and editing of correspondence, maintaining files and independently planning and coordinating meetings, calendars and agendas. Additional responsibilities: Provides administrative support to other staff members with secretarial services as the workload dictates. Organizing, coordinating and implementing a variety of special programs, events or functions, marketing promotions and public relations for the organization. Assists in the implementation of marketing

programs including preparation of copy and layouts of advertisements, brochures, flyers, etc. Assists in procuring needed services for advertising, printing brochures, mailing service and other related matters.

Receptionist/Office Assistant - The Receptionist/Office Assistant position provides reception and clerical support to the Board staff. Responsible for answering and directing telephone calls as well as greeting and directing all visitors, including vendors, clients, and customers. Responsible for the appearance of the organization's lobby area and common areas and office supplies. The Receptionist/Office Assistant maintains solid customer relationships by handling customer questions and concerns with speed and professionalism. Also may require research skills to trouble shoot customer problems. Additional responsibilities: Performs data entry and uses software programs. Administrative and clerical support in a variety of areas including receiving, transferring and placing telephone calls, reception, copying, filing, record keeping, data entry and routine correspondence and reports. Maintains a professional work relationship with management, co-workers, employers and job seeker customers.

Local Vision, Goals, and Priorities

The local vision, goals and priorities must be consistent with the State Plan and demonstrates a broader strategic planning approach as called by the U.S. Department of Labor's Employment and Training Administration's (ETA) in TEGL 21-11.

A. CEO and RWB Collaboration

1. Outline the vision, goals, and priorities for all local workforce programs including WT/TANF, TAA, and SNAP that reflect the strategic direction articulated in Sections I and II of the State Workforce Investment Plan

   Response: **WORK**FORCE *plus* has a strong, clear vision for local workforce development that has primarily developed in parallel with its vision for economic development. **WORK**FORCE *plus* has set forth goals consistent with those of the state and federal guidance. Additionally, we have worked to incorporate goals that are specific to the local region as we are tasked with continuing to ensure progress. Our primary goal is geared to meeting the employer's immediate and emerging skill needs while preparing the available workforce to provide the solution to employment needs. Some key goals and guiding principles to meet our regional needs are 1) Continue to build strong, focused partnerships with the business and educational community throughout all aspects of the service delivery process. 2) Align the local workforce development system with local economic development initiatives. 3) Continue to

pursue partnerships and grants that create alternative sources of revenue that will enhance workforce development. 4) Continue to expand and improve upon the integrated approach to marketing and branding initiatives that will increase awareness of the services provided and enhance the image of **WORK**FORCE *plus* within the community. 5) Create new value added partnerships and strengthen existing partnerships with community organizations to enhance workforce development. 6) Attract and retain top talent. These goals were created/implemented with the intent of enhancing the services and outcomes for all programs operated by **WORK**FORCE *plus* which include, but are not limited to WIA, Welfare Transition, Wagner-Peyser, and other programs as well as partner goals. The Region has continued to build strong partnerships with the education and training institutions in the area as these are key players in the overall success of our customers. Our system has been greatly improved with the development and implementation of the Employ Florida Marketplace (EFM), which creates both a self-assisted and staff-assisted approach to providing services. **WORK**FORCE *plus* has created a focused approach to the delivery of workforce services to youth. The program, First Connect, focuses on the connection to job skills, education, careers, local businesses, and learning more about themselves. First Connect serves as the first connection between education and employment for many youth. This early connection to job skills will enable youth to learn new skills and prepare them to gain employment and become a contributor to our economic base. Connecting to education will assist the youth in gaining confidence while they are employed to complete a high school diploma or earn a GED and to pursue post secondary education opportunities. Youth will learn about many careers that will give them the opportunity to grow and earn money. Learning about themselves, likes and dislikes, how they think, traits they possess, will allow them to learn what they have to offer in the workplace. Connecting to local businesses, learning how to market their skills, and discovering what skills and talents employers are seeking will enable the youth to gain employment and be productive employees. The vision, goals and objectives of the region's programs both support and complement the vision, goals and objectives identified in the Workforce Florida Strategic Plan.

2. Identify "action steps" the RWB and delivery system will take to contribute to reaching the local vision, goals, and priorities.

   Response: The action steps for **WORK**FORCE *plus* are: 1) Support the development of a trained and skilled workforce possessing the skills needed to attract new businesses to the area. 2) Provide customized training to enable existing businesses to expand. 3) Focus on high growth, in demand occupations which will add value to the local economy. This would include industries such as

health care and social assistance; engineering, IT, professional, scientific, and technical services 4) **WORK**FORCE *plus* will continue to work closely with the economic development community in Gadsden, Leon, and Wakulla counties to communicate all matters relating to workforce development. 5) Work collaboratively with local educational institutions to ensure that we create the dynamics necessary to retain the talent being produced among the institutions. 6) Ensure that initiatives are in place that will meet the individual needs of Gadsden, Leon, and Wakulla counties. **WORK**FORCE *plus* has not only aligned with, but has intertwined with the goals of economic development within the workforce system. The region works with educational partners, economic development partners, and employers to ensure that the area continues to identify the needs of the workforce and improve the skill levels of the workforce which helps ensure the region maintains its competitiveness in the global market.

3. Describe RWB process to prepare their proposed performance for the nine Common Measures to be negotiated with the State.

   Response: **WORK**FORCE *plus* , the chief elected official, and the Governor negotiate and reach an agreement on the local performance measures as described in section 136(c) of the Workforce Investment Act. Levels of performance are based on the State adjusted levels of performance.

   WIA Adult/Dislocated Worker measures (measured separately):
   - Entered Employment Rate
   - Employment Retention Rate
   - Average Six Month Earnings

   Youth measures:
   - Placement in Employment or Education
   - Attainment of Degree or Certificate
   - Literacy or Numeracy Gains

4. One Stop Delivery System/Services

   Response: Our regional workforce, employers, and economic development partners work together to identify the workforce skills that will be necessary to prepare the workforce for success in forecasted areas of growth (demand occupations). **WORK**FORCE *plus* promotes job creation and economic growth by providing employers with current information concerning tax incentives and training opportunities that include programs such as On-the-Job-Training (OJT),

and Employed/Incumbent Worker Training programs. These training programs enable employers to retain employees with up to date skills and maintain a quality workforce. Specific job training programs identified through our local employers and in concert with Workforce Florida, Inc. (WFI) will be supported by **WORK**FORCE *plus*' workforce delivery system. Strong coordination with state and local partners will encourage economic growth, skilled workers, and career advancement. Job placement and job retention is critical to our region's success and will be measured against the established performance standards and reported on the Balanced Score Card (BSC) report. Our workforce system will provide access to the full continuum of workforce development services, using a variety of delivery systems and methods, and will serve as the hub for all workforce activities. Additionally, **WORK**FORCE *plus* will continue to coordinate services between all programs to eliminate unwarranted duplication. This will result in a seamless system that is efficient, effective and accountable. Job placement, job retention, and return-on-investment will serve to direct workforce development expenditures and be a part of the measure used to measure ongoing successful attainment of goals established by **WORK**FORCE *plus*. **WORK**FORCE *plus* will be the major source of information distribution to Welfare Transition applicants, recipients and former recipients, Veterans, MSFWs and Wagner-Peyser customers. The RWB has implemented a yearly strategic planning session that includes all stakeholders within the community. The goal of this meeting is to formulate strategies that address the needs of all programs. Priorities formulated include: 1) Build strong partnerships with the business and educational community throughout all aspects of the service delivery process. a) Continue to create new relationships within the employer and educational communities in Gadsden, Leon, and Wakulla counties. b) Implement a demand driven model based on the needs of the employer community. c) Identify the areas where there are differences between the skills of the existing workforce and the requirements of the employer community. Provide customized training that will eliminate the gap and meet the needs of the business community. d) Tailor screening processes to meet the needs of individual employers to ensure that only qualified applicants are referred. e) Promote job retention through just in time training to incumbent workers that will ensure they have the skills needed to keep pace with the needs of employers. f) Create partnerships and programs with the educational community to help ensure that the future workforce is job ready. g) Actively involve the employer and education community as a true partner in the development of new initiatives. 2) Align the local workforce development system with local economic development initiatives. a) Support the development of a trained and skilled workforce that has the skills needed to attract new businesses to the area. b) Provide customized training that will enable existing businesses to expand. c)

Focus on high growth; in demand occupations that will add value to the local economy including industries such as healthcare and social assistance; engineering; information technology; professional, scientific, and technical services. d) Work closely with the economic development community in Gadsden, Leon, and Wakulla counties to maintain open lines of communication in all matters relating to workforce development. e) Ensure that initiatives are in place that will meet the individual needs of Gadsden, Leon, and Wakulla counties.

The establishment of a One-Stop delivery system is a cornerstone of the reforms contained in Title I of WIA. The One-Stop system is designed to enhance access to services and improve long-term employment outcomes for individuals seeking assistance. The regulations define the system as consisting of one or more comprehensive, physical One-Stop center(s) in a local area that provide the core services specified in WIA.

A. Design

1. Describe the process for the selection of One-Stop operator(s), including the competitive process or the agreement process between the local board and a consortium of partners

Response: Service providers will be selected competitively in accordance with applicable federal, state and local regulations. Non-competitive or sole source procurement will be minimized, but may be authorized if justified and documented in compliance with applicable federal, state and local regulations. When procuring services by a competitive solicitation over $50,000, **WORK**FORCE *plus* will use a Request for Proposal (RFP) process. Public notice of the RFP will be provided through newspaper advertising and a notice will be mailed to all agencies or individuals on the current bidders list, including minority organizations. Upon receipt of proposals by the published deadline, **WORK**FORCE *plus'* Planning Committee will review, rate, and make recommendations to the Executive Committee, prior to approval by the full WORKFORCE plus Board of Directors, which will vote on the matter. When possible, state approved contracts maybe utilized for the purchase of equipment, goods and services. The primary consideration in the selection of service providers shall be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance, likelihood of meeting performance goals, cost, staffing, training focus and overall familiarity with the customer groups who make up the region. In addition, consideration will be given to demonstrated performance in making available

appropriate supportive services including childcare. Special consideration will be given to proposals submitted by public educational agencies and community based and minority organizations; however, this consideration will in no way prevent **WORK**FORCE *plus* from choosing alternative organizations to provide services. Where applicable, factors used in the proposal evaluation process will include, but not be limited to include demonstrated ability, a satisfactory record of past performance, organizational experience, programmatic design, and reasonableness of cost. Request for Proposals will contain detailed specifications for program activities to be funded. Staff is appointed by the Chief Executive Officer to serve in the selection process. The Planning committee consists of Board members who have been appointed to the Planning Committee. Selected Board staff review each proposal for completeness, total the ratings and present the staff recommendation to the Planning Committee. The Planning Committee will evaluate service provider proposals based on criteria, which includes feasibility, value, and appropriateness of proposed activities to customers. Once the Planning Committee has reviewed the proposals they are presented to the Executive Committee. Upon approval from the Executive Committee and the Board of Directors, the recommendation is brought before the quarterly Board meeting for approval. A contract or vendor agreement will be executed with each service provider recommended by the Board of Directors for funding contingent upon successful completion of contract negotiations. Each contract will include a statement of work detailing services to be provided under the contract.

2. Describe the appeals process to be used by entities not selected as the One-Stop operator

Response: In accordance with applicable regulations, proposers who are denied funding have the right to appeal. The following steps must be taken for organizations to appeal funding decisions:

- Submit a letter within 3 business days from the date of the contract award to the Chief Executive Officer of **WORK**FORCE *plus* stating that an appeal to the contract award is being filed and the specific reasons for the appeal based on the four criteria below.
    - Clear and substantial error or misstated facts by the review team upon which the decision was made by the Board
    - Unfair competition or conflict of interest in decision making process
    - Any illegal or improper act or violation of law
    - Other legal basis on grounds that may substantially alter the Board's decision

The Chief Executive Officer will review the appeal and respond within 10 days.

- In the event the Chief Executive Officer's response is not satisfactory to the proposer, an appeal to **WORK**FORCE *plus* Executive Committee may be requested. The request must be addressed in writing within 15 days from receipt of response from **WORK**FORCE *plus*.

The appeal will be heard at a time set by the Chair after consultation with counsel.

3. Provide overview of the One-Stop Delivery system, including physical site location, operator, personnel, and participating partners. Include organizational chart for the comprehensive One Stop site

Response: The Workforce Investment Act of 1998 provided a continuum opportunity for **WORK**FORCE *plus* to operationalize its strategic vision by creating a demand-driven workforce system. In this system, services are provided to prepare workers for new and growing job opportunities in high growth/high demand occupations in economically vital industries and sectors of the area's economy. The foundation of this effort is a workforce development system which serves as a catalyst in linking employers, economic development organizations, public agencies, and the educational community for the purpose of building and delivering innovative answers to workforce challenges. Becoming demand-driven represents a major transformation for this system, which for more than forty years has been primarily supply- driven. The goals, objectives, and core performance measures establish common outcome objectives to drive concerted planning and coordinating activities among employers, education, training, employment and support service providers. The local system is designed with the thought that each county needs a workforce presence in their community. Therefore, there are three (3) full service workforce offices in which customers can access services in person or seek services for job search and employment needs via Employ Florida Marketplace (EFM) (www.employflorida.com). Additionally, the **WORK**FORCE *plus* Executive Center affords professional job seeker candidates an opportunity to meet their employment objectives by linking them with high skill/high wage opportunities. These workforces offices are located at: Gadsden Location - 1140 W. Clark Street Quincy, Florida 32351 at (850) 875-4040; Leon Location - 2525 S. Monroe Street Suite 3A Tallahassee, Florida 32301 at (850) 922-0023; Wakulla Location - 3278 Crawfordville Highway Unit G Crawfordville, Florida 32327 at (850) 926-0980; Executive Center - 325 John Knox Road B100 Tallahassee, Florida 32303 at (850) 414-6085. A range of services support the workforce development system within the **WORK**FORCE *plus* service area. These services are available to adults, youth,

and dislocated workers. The range of services available to any eligible applicant is based on an assessment of the individual's needs and individual service strategies. Specific activities incorporated into the **WORK**FORCE *plus* system include: JOB SEEKER SERVICES - Orientation to services; Job Search Resource Room – resources include up-to-date job listings, on-line job search, resume development and resume posting; Career Exploration and Assessment; Resume Writing and other job training seminars; Linkages to job banks; Information on training provider performance and costs; Referral to training and education providers to include occupational skills training, OJT, adult education and literacy, and post-secondary and technical training; local and state labor market information including forecasting data from CIDS, FREIDA, OIS, ALMIS, OSMIS, EFM, and LMI; Information on and referral to supportive services such as child care, transportation and domestic violence, from partner agencies and other community-based organizations; Procedures for unemployment insurance registration; Referral to potential employment opportunities; Determination of eligibility for federal workforce programs; Data regarding Region 5's WIA Performance Standards; Comprehensive skill assessment and service needs; Case Management; ITA's for training; Veteran's Employment Assistance Information; Older Worker Program information; Migrant and Seasonal Farm Worker information and counseling in both English and Spanish; Welfare Transition Program information and counseling; Counseling and referral for individuals with disabilities; Information regarding HUD training programs; Career Management; Individual Responsibility Plan(IRP) development; Wagner-Peyser services, including pre-employment services; Food Stamp Employment and Training (FSET) program; Training opportunities provided through specific grants awarded to **WORK**FORCE *plus*; Universal workshops designed to address a variety of workforce issues. EMPLOYER SERVICES - Receipt, posting and filling of job orders; Employed Worker Programs; Screening and referral of qualified candidates for employment; Verification of basic skills, occupational skills and work experience; Assistance in accessing state and national job banks and automated labor market information; Providing current local labor market data and FAWI projection data including occupational growth Welfare Transition rates and wage rates; Information regarding training incentives and programs, tax incentive programs and other economic development programs offering assistance for new and/or expanded business; General and updated information regarding unemployment, insurance, and worker's compensation; Customized recruitment, qualification and assessment screening of applicants; Rapid Response and/or Outplacement services for downsizing companies; Development of On-the-Job-Training programs; Assistance with business expansion and relocation; Human Resource Management services which may include assistance with developing policies, compensation and benefits

administration, and affirmative action activities ; Customized training; Specialized assessment; In the Spotlight series; "Power Hour" Lunch and Learn seminars. The following resources will be pooled within the One-Stop System to provide services: 1) Workforce Investment Act Funds 2) Welfare Transition Program Funds 3) Wagner-Peyser Funds 4) Food Stamp Employment & Training Funds 5) Unemployment Compensation Funds 6) DVOP Funds 7) LVER Funds 8) Other appropriate funds. WIA funds will be expended for Core, Intensive and Training services. Workforce funds will be expended for the set-up of the offices as well as on-going services to keep the offices running efficiently and will also be expended primarily for Intensive services. Wagner-Peyser funds may be expended for Core and Intensive services.

WORKFORCE *plus* under the mandate of CS/SB 252 has accepted the transfer of Wagner-Peyser funds and required services to its authority. Increased effort has been taken to encourage the involvement of faith-based and community-based groups to collaborate in a shared focus of serving out-of-school and at-risk youth. The designated comprehensive workforce offices in Region 5 were a result of a competitive selection process. When procuring services by a competitive solicitation over $50,000, **WORK**FORCE *plus* uses a Request for Proposal (RFP) process. Public notice of the RFP is provided through our website, newspaper advertisements, and a notice mailed to all agencies/individuals on the current bidders list, including minority organizations. **WORK**FORCE *plus*' comprehensive workforce system integrates the services of MSFW, TAA, WT/TANF, FSET, Veterans, and Wagner-Peyser programs. These services are provided through physical and electronic linkages and are handled via referrals from one partner to another as appropriate depending on (A) Service needs, education and literacy, and post-secondary and technical training (B) Local and state labor market information including forecasting data from CIDS, FREIDA, OIS, ALMIS, OSMIS, EFM, and LMI (C) Information on and referral to supportive services such as child care, transportation and domestic violence, from partner agencies and other community-based organizations (D) Procedures for unemployment insurance registration (E) Referral to potential employment opportunities (F) Determination of eligibility for federal workforce programs (G) Data regarding Region 5's WIA Performance Standards (H) Comprehensive skill assessment and service needs (I) Case Management (J) ITA's for training (K) Veteran's Employment Assistance Information (L) Older Worker Program information (M) Migrant and Seasonal Farm Worker information and counseling in both English and Spanish (N) Welfare Transition Program information and counseling (O) Counseling and referral for individuals with disabilities (P) Information regarding HUD training programs (R) Career Management (S) IRP development (T) Wagner-Peyser services, to include pre-employment services.

Food Stamp Employment and Training (FSET) program (U) Training opportunities provided through specific grants awarded to **WORK**FORCE *plus* (V) Universal workshops designed to address a variety of workforce issues. EMPLOYER SERVICES – 1) Receipt, posting and filling of job orders 2) Employed Worker Programs 3) Screening and referral of qualified candidates for employment 4) Verification of basic skills, occupational skills and work experience 5) Assistance in accessing state and national job banks and automated labor market information 6) Providing current local labor market data and FAWI projection data including occupational growth Welfare Transition rates and wage rates 7) Information regarding training incentives and programs, tax incentive programs and other economic development programs offering assistance for new and/or expanded business 8) General and updated information regarding unemployment, insurance, and worker's compensation 9) Customized recruitment, qualification and assessment screening of applicants 10) Rapid Response and/or Outplacement services for downsizing companies 11) Development of On-the-Job-Training programs 12) Assistance with business expansion and relocation 13) Human Resource Management services which may include assistance with developing policies, compensation and benefits administration, and affirmative action activities 14) Customized training 15) Specialized assessment 16) In the Spotlight series 17) "Power Hour" Lunch and Learn seminars.

4. Identify and describe any affiliate site or agents or specialized centers to be established in the local area. Include any remote sites accessed through the use of technology.

   Response: Not Applicable

5. Describe how the Workforce Investment Board shall engage employers and organized labor in the One-Stop delivery system.

   Response: WORKFORCE *plus* engages employers and organized labor in the One-Stop system by identifying qualified representatives. Representatives from private business must be individuals who are owners, chief executive officers, or other individuals with optimum policymaking or hiring authority who are nominated by local business organizations and business trade associations. Representatives of labor must be nominated by local labor federations (or, for a region in which no employees are represented by such organizations, other representatives of employees).

6. Describe services offered to businesses. Include a description of how the RWB ensures physical and programmatic accessibility for individuals with disabilities at One-Stop centers.

   Response: The **WORK**FORCE *plus* Center for Business & Employer Services offers many services to local businesses including:
   - On-site recruiting, interviewing and hiring
   - Employer/employee matching
   - Wage and labor market information
   - Customized training programs
   - Employee layoff assistance
   - Information on training and tax incentive programs
   - Job fairs
   - Linkage to Employ Florida Marketplace for online job posting 24/7

   In regards to persons with disabilities, all forms, flyers, media releases and postings include the required EEO information. Additionally, each office is equipped with the latest software/hardware to be used by persons with disabilities when navigating the computer. Lastly, staff is available to assist customers when necessary.

7. Describe any innovative initiatives or service delivery strategies

   Response: WORKFORCE *plus* is dedicated to providing real-time solutions to our business community. Through special initiatives such as Employed Worker Training, Customized Training and On-The-Job Training opportunities, we look to meet the employer's needs to be more competitive in the marketplace.

   The EWT Training Program is an employer based training project for current (including new hires in need of skills training) employees of a company. The training is generally for job specific skills to assist incumbent workers with job retention and/or advancement within the organization. The employer has the choice of an outside vendor to provide the training. In-house employees can provide the training if demonstrated to be a subject matter expert. Employer must pay wages if training is conducted during work hours. Soft Skills training is not funded. The length of training should be considered short-term training and cannot exceed ninety days.

   On-the-Job Training (OJT) is an opportunity for job seekers to obtain skills and work experience that will improve their productivity and success in the workplace. Employer must create new, full-time jobs (32-hours or greater). All

positions created must be posted on the no-cost Employ Florida Marketplace (EFM) site. Further, employers who agree to participate must provide on-the-job training that will prepare their new hire for successful job retention. In return, the employer will receive a wage reimbursement as determined by **WORK**FORCE *plus*. All new hires must currently be unemployed/laid off and the length of training should be considered short-term and cannot exceed 8 weeks.

Customized Training opportunities are delivered by our Regional Training Coordinator and specifically look at soft skills such as Customer Service, Leadership, Time Management, Interpersonal and Communication Skills, Retention and Etiquette.

8. Describe examples of strategic partnering with required and optional One-Stop partners and other organizations to provide services.

   Response: WORKFORCE *plus* looks to provide enhanced coordination, cooperation, collaboration, and outcomes, by and between the several entities, both public and private, which are involved at the local level in providing youth and adults with opportunities to develop and continuously upgrade their knowledge and skills in order to advance economically and socially throughout their lifetime, and in providing employers with the skilled workforce necessary to be competitive in local, state, national, and/or international markets.

9. Describe universal access and what services shall be provided. Include the strategy for outreach and recruitment. Explain how customer groups are identified and describe services that are necessary to meet their needs:
   - Dislocated workers
   - Displaced homemakers
   - Individuals training for non-traditional employment
   - Migrants seasonal farmworkers
   - Older individuals
   - Public assistance recipients
   - People with disabilities
   - People with limited English-speaking proficiency
   - Veterans
   - Women General Policy

Response: Customer groups are identified at initial sign-in through triaging by Customer Service staff. Once staff determines the appropriate program to address the customer's needs, program referrals are provided. To aid in our outreach efforts

to customers, signage is placed at the front desk/KIOSK or in the Resource Room. Additionally, Resource Room staff make periodic announcements regarding special projects and/or programs. If customers are interested, a program referral will be provided. Additionally, **WORK**FORCE *plus* also employs social media or website updates as a means to recruit or outreach to potential customers. The following services are provided depending on the needs of the customer.

- Adult-basic education, literacy, and post-secondary & technical training
- Local and state labor market information including forecasting data from CIDS, FREIDA, OIS, ALMIS, EFM, and LMI
- Information on and referral to supportive services such as child care, transportation and domestic violence, from partner agencies and other community-based organizations
- Procedures for applying for unemployment insurance
- Referral to available employment opportunities
- Determination of eligibility for federal workforce programs
- Data regarding Region Five's WIA Performance Standards
- Comprehensive skill assessment and service needs
- Case Management services
- ITA's or Purchase Orders (P.O.) for training
- Veteran's Employment Assistance Information
- Older Worker Program information and referral
- Migrant and Seasonal Farm Worker information and counseling in both English and Spanish
- Welfare Transition Program information and counseling
- Counseling and referral for individuals with disabilities
- Information regarding HUD training programs
- Career Management
- Wagner-Peyser services, to include pre-employment services.
- Food Stamp Employment and Training (FSET) program
- Training opportunities provided through specific grants awarded to **WORK**FORCE *plus*
- Universal workshops designed to address a variety of workforce issues.

RWBs are required to develop similar policy for several different programs. The policy generally guides who is eligible to receive program service, determines the administrative procedures for training services, and directs which program benefits and funding staff can issue to participant enrolled in training or other allowable activities.

1. Self-sufficiency may be based on the Lower Living Standard Income Level (LLSIL) or wages. 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. Provide the local definition(s) of self-sufficiency" for:
   - Adult employer workers
   - Dislocated workers who are working in an income maintenance job

   Response: WORKFORCE *plus* defines self-sufficiency as criteria for determining whether current employment of an employed worker leads to self-sufficiency. The employed worker will be determined by an individual whose earnings per hour are at or below 150% of the Lower Living Standard Income Level (LLSIL) prior to application for services. For an individual who is served with WIA Dislocated Worker funds, self-sufficiency is defined as income of not less than 80% of the earnings prior to job separation.

If self-sufficiency is defined differently for the following populations in the region, please describe:

- Recipients of public assistance, and people with disabilities and other barriers to employment
- If this definition of self-sufficiency does not apply to WT/TANF and SNAP programs, please provide a definition that applies to these programs.

Response: For an individual participating in the Welfare Transition Program, self-sufficiency is defined as a person who obtains employment and is earning a wage at or above 200% of the federal poverty level.

2. 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 a workforce service programs. The description of the supportive services may include a general description of the supportive services to be provided to participants of each of the programs. Attach a copy of the local operating procedure:

- Describe the process for providing support services to target populations such as the homeless, ex-offenders, migrant and seasonal farm-workers, individuals with disabilities, older workers, limited English Proficiency, and other target groups.
- Support services may be prioritized due to limited funding. Please describe how services are to be limited by type and dollar amount.
- Support services for a particular program that are not listed above, please describe the services, prioritization for such services, and attach a corresponding policy for each.

Response: For WIA services, **WORK**FORCE *plus* informs customers of the availability of supportive services during the enrollment process. Supportive services are targeted toward those who are most in need and indicate that the services are required in order to participate. Under WIA, transportation services are available for the training component. Customers in need of child care assistance are referred to a partner agency. Individuals with disabilities are served by their program specific career specialist in conjunction with the services of the Disability Navigator. The role of the Disability Navigator is to ensure that individuals with disabilities are referred to all available services for which they are in need. The combined efforts of the staff help to ensure that the customer is on the pathway to self-sufficiency with all possible resources at their disposal. The maximum amount of transportation assistance allowed is based on the total miles traveled from the customer's home to the training location. Documentation of the mileage from the odometer is provided for the round trip and compared to data retrieved from MapQuest. The customer is required to submit completed and signed Time and Attendance Records for days of attendance in the training program. The customer can only receive transportation assistance for documented days of attendance in the program. Supportive services are based on funding availability and expenditures are reviewed on a monthly basis in order to ensure that limitations are being adhered to.

3. Describe the local procedure for handling any WIA grievance from a customer/participant.

   Response: If a customer using any workforce program operated within the **WORK**FORCE *plus* offices experiences a problem arising in connection with workforce programs, the customer is asked to submit a formal written grievance to **WORK**FORCE *plus* within 180 days of the occurrence. The person to receive the grievance is the service provider's Director of Operations. An attempt will be made to clear up the matter informally within 10 working days. If the grievance is not cleared up informally, a hearing shall be held and a decision rendered by the CEO within 60 days from the receipt of the grievance. The customer is notified of the date and location for the hearing as well as the process that will be followed. If the customer is not satisfied with the outcome of the hearing or does not receive a hearing within the specified timeframe, the customer may appeal to DEO's Office of General Counsel.

4. Describe how individuals seeking occupational skills training are assisted if training funds are not available at the time of their request.

   Response: Customers seeking occupational skills training when training funds are not available are served under Intensive services until such time that training funds are

available. The customer may receive referrals to local partner agencies to address their need in the interim.

5. Describe how Customized Training, On the Job Training (OJT), and work experience activities are used locally. Provide a description of the process for developing work sites and training agreements with employers. Attach local operating procedure.

   Response: In developing customized training sites and agreements the Business Services Unit will identify and market customized training to potential employers who may be in need of skills upgrade opportunities for their staff. These employers will provide information to **WORK**FORCE *plus* regarding their needs for skills upgrade training. Additionally, these employers will identify those employees in need of the skills upgrade in order to maintain/retain their current employment and to help the employer to remain competitive in the marketplace.

   OJT sites and agreements for all participants enrolled in workforce programs at **WORK**FORCE *plus* are developed as the BES Unit identifies and markets to potential OJT employer partners. OJT is provided under a contract with an employer in the public, private non-profit, or private sector. Through the OJT contract, occupational training is provided for customers in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs. **WORK**FORCE *plus* has a process in place to ensure that contracts are not developed with employers that have previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees working a similar length of time and doing the same type of work. The length of the OJT contract is limited to the period of time required for a customer to become proficient in the occupation for which the training is being provided.

   The process **WORK**FORCE *plus* uses to develop work experience sites is based on the needs of the customer groups. The region closely reviews the needs of the populations served and in coordination with the Business Services Unit and Job Developer, develops worksite agreements with employers. Worksites are developed to meet the needs of youth, adults, dislocated workers, and TANF recipients needing to learn the skills required in a workplace to gain self-sufficiency. Work Experience contracts are established with appropriate agencies to establish approved community service worksites. Each site will be evaluated annually to ensure appropriate customer placements and the quality of the placement site. The agencies are public or not for profit. These agencies work with a customer on a temporary basis to provide training in work etiquette and basic job skills. The Job Developer is responsible for contacting public and non-profit agencies which are not workforce partners to develop

partnerships for assisting customers in achieving self-sufficiency through Work Experience. These work site arrangements are coordinated through the Career Specialist's relationship with the Job Developer and the Business and Employer Services Unit. The day following a customer's appointment for an interview at the Work Experience site, the Career Specialist calls the contact person to verify that the customer attended the interview and that the desired outcome has been reached. Once the customer has been placed at a site, contact is made at a minimum of weekly to verify continued progress. At the onset of establishing a work site agreement, Work Experience site representatives are informed that a customer who fails to attend two consecutive days of volunteer assignment must contact the Career Specialist or Job Developer to determine if a good cause reason applies.

6. Explain the process used by the board for determining whether adult formula funds are not limited and therefore priority of services is not required to apply. Are adult formula funds currently limited so that priority of services does not apply in the region? Any change to this process as well as deactivation and reactivation of priority of services requires a modification of the local plan with submission to WFI.
   - Describe the criteria to be used for providing priority of services in employment and training to veterans across all workforce programs.

   - Describe the strategies used to provide priority of service under the WIA Adult program.
   - How will priority of service be provided to low-income individuals and public assistance recipients?
     Response:
   - How are Welfare Transition and other training funds taken into account when establishing these strategies
   - How do employed workers fit in the priority of service strategies?

Response: The process used to determine if adult formula funds will be limited is based on the WIA Public Law 105-220 – Aug. 7, 1998 112 STAT.997 (4) Training Services (E) Priority. This law states that the appropriate local Board and the Governor shall direct the one-stop operators in the local area with regard to making determinations related to such priority. To serve a greater number of customers using the WIA Adult funding, **WORK**FORCE *plus* applies priority of service for Adult Funding to intensive and training services only. Priority of service for **WORK**FORCE *plus* is defined as recipients of public assistance, low-income individuals, and veterans and/or spouses of veterans for intensive and training services. Veterans and spouses of veterans shall receive first priority for training services, provided they are low income or are receiving public assistance. Verification of public assistance, low income and veteran status must be

collected at the point of intensive services. The documentation collected must verify the customer's status as of the registration date into WIA.

Assisted Core Services are available to any WIA Eligible Veteran Adult who has received at least one (1) Core One-Stop Service and has demonstrated a need for additional service to obtain employment at a self-sufficient wage. The self-sufficient wage shall be determined annually by **WORK**FORCE *plus* based upon the adjusted Lower Living Standard Income Level (LLSIL) percentage goal for the region as appropriate. Priority of service means the right of eligible veterans (Wagner-Peyser 180-days or greater (LVER/DVOP), one-day for other USDOL funded programs) and covered persons to take precedence over eligible non-covered persons for the receipt of employment, training and placement services provided under new or existing qualified job training programs. Veterans and eligible spouses will be made aware of: 1) Their entitlement to priority of service 2) The full array of programs and services available to them, and 3) Any applicable eligibility requirements for those programs and/or services. To ensure priority of service is observed, eligible veterans and covered persons are identified at the point of access in **WORK**FORCE *plus* offices and shall be notified of programs and/or services available. Point of access includes physical locations, such as **WORK**FORCE *plus* offices, as well as web sites and other virtual service delivery resources. Provider staff and veteran's staff will use a needs-based approach to identify veterans with special needs, i.e. disabled veterans, recently separated veterans, etc., and they will be subsequently referred for the appropriate services. All veterans and covered persons who are pursuing employment will be registered in the EFM system. Veterans with barriers to employment will be provided with the necessary initial assessment and the required documented intensive case management services. Priority shall be given to recipients of public assistance and low-income individuals. Income must be verified for the 6 months prior to the date of registration and will be multiplied by two (2) to determine the allowable annual salary as outlined in the Federal Poverty Level Guidelines issued annually. As funds allocated to the local area for intensive and training services are limited, priority shall be given to recipients of public assistance, and low-income individuals, along with veterans and/or spouses of veterans for intensive and training services. Veterans and spouses of veterans shall receive first priority for intensive and training services, provided they are low income or are receiving public assistance. Verification of public assistance, low income and veteran's status must be collected at the point of intensive services.

Assisted Core Services are available to any WIA Eligible Adult who has received at least one (1) Core One-Stop Service, and has demonstrated a need for additional service to obtain employment at a self-sufficient wage. Self-Sufficient wage shall be determined annually by **WORK**FORCE *plus* based upon 150% of the adjusted Lower Living Standard Income Level (LLSIL) percentage goal for the region. Priority shall be given to

recipients of public assistance and low-income individuals. Income must be verified for the six months prior to the date of registration and will be multiplied by two (2) to determine the allowable annual salary as outlined in the Federal Poverty Level Guidelines issued annually. As funds allocated to the local area for intensive and training services are limited, priority shall be given to recipients of public assistance, and low-income individuals, along with veterans and/or spouses of veterans for intensive and training services. Veterans and spouses of veterans shall receive first priority for intensive and training services, provided they are low income or are receiving public assistance. Verification of public assistance, low income and veteran's status must be collected at the point of intensive services. Employed workers fit into the priority of service strategies to enable customers who are employed, but in need of skills upgrade training, to retain or advance in their occupation.

7. Describe the need for employment, training and supportive services to individuals with limited English Proficiency in your area. Describe current and planned strategies for increasing access to ESL training; providing services and materials in multiple languages; increasing cultural awareness among staff serving customers and current and planned partnerships to improve the local area's ability to serve individuals with limited English proficiency.

   Response: See attachment (Language Assistance for Limited English Proficiency (LEP) Customers, ADM-PN-0108)

B. Memorandum of Understanding (MOU)
   Please describe customer service improvements or operational efficiency gained from recent updates to the MOUs described in Section 121(c) of WIA between the RWB and each of the mandatory and/or optional one-stop partners. Each MOU must contain the following:
   - A description of methods for referral of individuals between the One-Stop operator and the one-stop partners, for the appropriate services and activities.
   - A description of the services and how these services will be provided through the One-Stop delivery system.
   - A description of the funding arrangements for services and operating costs of the One-Stop delivery system.
   - The duration of the memorandum and the procedures for amending the memorandum during the term of the memorandum.

   Response: The MOU's held between **WORK**FORCE *plus* and the mandatory and optional one-stop partners remains unchanged from prior years. The primary reason being that the recently revised MOU was published after the current program year had already begun and the old MOU had already been executed with the appropriate

entities. Moving forward, the revised MOU will be utilized when engaging partners. With respect to the anticipated benefits, it believed that by outlining the referral process of each entity, describing the services to be offered under the agreement, determining funding considerations and the duration of the agreement this will result in improved customer services to the extent that one-stop staff and partner staff will be in a position to make appropriate referrals based on their understanding of the process and their awareness of the services offered. Additionally, implementing the revised MOU will also lead to greater internal efficiencies in that all variables are being taken into account when developing the partner agreement which should reduce or do away with completely the need to update the MOUs throughout the year.

C. Fiscal Controls and Reporting

1. Describe the competitive and non-competitive processes that will be used by the local area to award grants and contracts for activities under Title I of WIA including how potential bidders are being made aware of grants and contracts.

   Response: All vendors and sub recipients will be selected competitively in accordance with applicable federal, state, and local regulations. When procuring services by a competitive solicitation over $50,000, **WORK**FORCE *plus* will use a Request for Proposal (RFP) process. Public notice of the RFP will be provided through newspaper advertising, and a notice will be mailed to all agencies or individuals on the current bidders list, including minority organizations. Upon receipt of proposals by the published deadline, **WORK**FORCE *plus* will review, rate, and make recommendations to the Executive Committee, prior to approval by full **WORK**FORCE *plus* Board of Directors, which will vote on the matter.

   Noncompetitive proposal / sole source may be used when the award of contract under competitive or small purchase procedures is not feasible. **WORK**FORCE *plus* considers all purchases less than $50,000 to be small purchases. Although not required, other procurement procedures such as bids and proposal solicitation may be used by **WORK**FORCE *plus* for any procurement whose estimate cost is less than the small purchase threshold. **WORK**FORCE *plus* small purchases procedures, while competitive, are considered simple and informal.

2. Describe the procurement process for purchasing goods and services in the local area.

   Response: The following thresholds have been established by **WORK**FORCE *plus* for procurement of goods:

- Unit price up to $1,000.00 – no bid required
- Unit price between $1,000.01 and $49,999.99 – three telephone bids required
- Unit price of $50,000.00 or over – advertisement for competitive proposal or bids

The following thresholds have been established by **WORK**FORCE *plus* for procurement of services:

- Unit price up to $2,000.00 – no bid required
- Unit price between $2,000.01 and $49,999.99 – three telephone bids required
- Unit price of $50,000.00 or over – advertisement for competitive proposal or bids

3. Identify (if applicable) the process to be used to procure training services that are made as exceptions to the Individual Training Account (ITA) process.

   Response: To be consistent with exceptions contained in WIA, **WORK**FORCE *plus'* only funds training services through the use of an Individual Training Account (ITA). The only exceptions **WORK**FORCE *plus* allows for not using an ITA is for Customized Training and On-the-Job Training regarding which the Workforce Investment Act states:

   Sec. 134(d)(4)(G)(ii) Exceptions.--Training services authorized under this paragraph may be provided pursuant to a contract for services in lieu of an individual training account if the requirements of subparagraph (F) are met and if:

   Sec. 134(d)(4)(G)(ii)(I) such services are on-the-job training provided by an employer or customized training;

   Sec. 134(d)(4)(G)(ii)(III) the local Board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.

   WORKFORCE *plus* will follow the same procurement guidelines as outlined in this document for all award grants and contracts. Customized training will be offered through employed worker training grants in accordance with state and federal guidance. On-the-job training will be offered to employers through a Training Agreement in accordance with all state and federal guidance.

4. Identify what system will be used to collect data, track and report local performance measures and program activity.

   Response: Performance for WIA, WP, Veterans, and MSFW is tracked through EFM with case notes, activity codes, number of job orders entered and filled. Performance for WT and SNAP is tracked through OSST with case notes and activity codes.

5. Describe system/mechanism that will be included for consumer reporting.

   Response: Jobseekers and employers are provided customer satisfaction surveys as a mechanism for consumer reporting. Jobseekers can receive surveys at any point of service within **WORK**FORCE *plus*. Employers are provided surveys during **WORK**FORCE *plus* led events as well as annually through an e-blast or by mail. Surveys are used by customers (employers and jobseekers) to report whether they are satisfied with the services provided, offer suggestions for improvement, make requests for additional services and provide general comments. The comments are maintained on a spreadsheet along with the results of each survey and analyzed on a monthly basis by the Board.

   Job seekers may list their contact information to request that management contact them regarding their experience at **WORK**FORCE *plus*. In the event a jobseeker requests follow-up regarding their experience, an Office Manager or Program Manager must make contact with the customer within 48 hours to determine their reason for requesting said contact. Follow-up will also need to be conducted at least 30 days from the initial correspondence with the customer. Jobseekers who feel they have been discriminated against or treated unfairly will be advised of their right to file a complaint or grievance and the necessary steps. Jobseekers choosing to file a complaint or grievance will be contacted as directed in the "Notice of Nondiscrimination and Complaint & Grievance Procedures".

D. Oversight Plan

"The local board, in partnership with the Chief Elected Official, shall conduct oversight with respect to local programs of youth activities authorized under Section 129, local employment and training activities authorized under section 134, and the one-stop delivery system in the local area."

1. Identify the plan for conducting monitoring of sub-recipients (if applicable)

   Response: WORKFORCE *plus* will establish policies and procedures to assist in meeting the state-approved standards. Through monthly internal monitoring, the service provider staff will ensure that all program standards are on target. If

any standard appears to be in jeopardy, corrective action will be taken to ensure that program customers are meeting the criteria established by the State. Program measures will be established by **WORK**FORCE *plus* and will be based on the ability to assist in reaching state-level performance measures. The Performance Unit reviews documentation, operating procedures, and practices relative to compliance guidelines established. The monitoring review consists of an on-site monitoring review, desk audit review and, when necessary, an impromptu monitoring review. Following the review, a report is compiled reflecting the purpose and scope of the review. The report will identify all findings, systemic issues, observations, and required corrective actions to be submitted to the Board staff. Written monitoring reports will be structured to assist the service provider through feedback regarding program compliance, and performance issues. Technical Assistance training will also be available to service providers upon their request for new programs and initiatives, or to correct minor deficiencies identified during monitoring visits. Every effort will be made to submit reports to the service provider within five working days of the exit debriefing. The service provider will be required to respond in writing to the findings, systemic issues and observations with a Corrective Action Plan within ten workdays of the receipt of the report. Additionally, the response should state the process by which the issues cited are being tracked to ensure that there is no reoccurrence. Samples will be maintained as documentation of internal service provider monitoring for local/state/federal reviews**.** **WORK**FORCE *plus'* Performance Unit Manager or designee will review the service provider's internal Corrective Action Plans to ensure that appropriate corrective actions have been taken and are in full compliance with Workforce Development Programs and contract agreements. All financial records, reports, source documents and correspondence are retained until approved for destruction by appropriate State or Federal agencies.

2. Address how the Local Workforce Investment Board shall be engaged in oversight activities (if applicable)

Response: Oversight of the all programmatic activities is the responsibility of the Performance Unit. Duties performed by the Performance Unit as oversight are:

- Conducting bi-annual monitoring reviews of all workforce programs
- Conducting impromptu reviews of all workforce programs, if warranted
- Provision of directives and technical assistance to ensure compliance of Local/State/Federal guidance
- Orchestrating yearly programmatic training for front-line staff
- Conducting a monthly review of work samples

- Overseeing the ITA/PO process to include a review of documentation to confirm that an ITA/PO is warranted
- Final approval for ITA/POs
- Monitoring performance/performance data for State and Federal reporting
- At a minimum of monthly, providing an on-site presence in each office operated by **WORK**FORCE *plus*
- Completing performance data analysis to provide guidance for areas of opportunity
- MIS error reporting
- Conducting process reviews to ensure the needs of the customer are being met
- By conducting customer satisfaction surveys

WORKFORCE *plus* will perform monthly financial monitoring of sub recipient agencies. The goal of the monitoring practice is to make certain that adequate internal controls, policies and procedures are in place to ensure appropriate expenditure of federal and state pass-through funds, as well as to maintain contractual compliance of the sub recipient agency.

If the monitoring discloses incidents of noncompliance, **WORK**FORCE *plus* will inform the sub recipient and prescribe the appropriate corrective action.

3. Describe evaluation tools used to assess effectiveness of services to customers and ensure continuous improvement of the One-Stop delivery system, including local satisfaction surveys (if applicable)

Response: WORKFORCE *plus* understands that customer service is a key element in any business regardless of the type of services provided. Additionally, it is understood that collecting feedback from the customers served is just as important to providing great customer service. Conducting customer service surveys allows **WORK**FORCE *plus* to determine the customer's current attitude towards the services provided, measure the customer's satisfaction for those services, and ascertain whether the services provided met their needs. **WORK**FORCE *plus* has created a customer satisfaction survey for use in measuring customer satisfaction. These surveys allow **WORK**FORCE *plus* to analyze each pulse point within the system to see if what we are doing is having the desired effect with customers. Customer Satisfaction surveys are provided to customers on a rotating schedule based in various programs (i.e. Mondays – Welfare Transition, Tuesdays – Veterans, etc). In addition, there may be instances when a customer may solicit the opportunity to complete a survey regarding

their experience. For this reason, surveys ~~will be housed~~ are available at each Career Specialist's desk~~s~~. Other than in this instance, surveys ~~should be~~ are distributed to customers based on the schedule above.

At the end of each month, the surveys are collected and analyzed. A report is created from the analyzed information and presented to management during monthly performance meetings. In that report, average ratings are provided for each office as well as the regional average. Suggestions/recommendations for improvements are included in the report for consideration by management. Also, comments provided by the customer about staff are highlighted in the "Shout Out" section of the report. The report is provided to office managers electronically so that it may be shared with front-line staff. This method is used as a way to recognize staff for their efforts.

Employers are provided satisfaction surveys at each **WORK**FORCE *plus* led event (i.e. recruitments, trainings, etc). Also, employers are provided surveys either through an email blast or by mail annually. The results of the surveys are compiled and analyzed to determine goals for the next program year.

E. Partner Involvement

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.

1. Describe the relationship of the One-Stop Career Center with Job Corps and the manner in which referrals are made.

   Response: WORKFORCE *plus* does not have a Job Corps representative co-located in the offices. Staff provides interested customers the necessary information to contact a Job Corps representative for information or services.

2. Describe partner's involvement and role in the one-stop system.

   Response: Please refer to the proceeding response

3. Describe the partnership/involvement that the RWB will have or has with the Florida Farmworker Jobs and Education Program (WIA Section 167 grantee) and how the local provider for this program will be integrated into the one-stop system.

   Response: WORKFORCE *plus* coordinates with the Panhandle Area Education Consortium who is the Farmworker Jobs and Education Program (FJEP) grantee for the local area. Funds will be leveraged between the two agencies to meet the training needs of shared customers.

4. 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.

   Response: WORKFORCE *plus* partners with several community based agencies to provide services to their customers and leverage resources. One of the partners is the Department of Juvenile Justice. The Youth Career Specialists actively recruit and enroll at risk youth in an effort to steer them on a positive path towards education and employment opportunities. Other partners include the Adult Education Programs in Gadsden, Leon and Wakulla counties which afford our customers the ability to obtain General Education Diplomas (GED) such as Adult and Community Education, Lively Technical Center, Gadsden Technical Institute, Wakulla Adult Education and Tallahassee Community College. **WORK**FORCE *plus* also recruits for and participates in Career Fairs at local educational institutions in an effort to increase the awareness of **WORK**FORCE *plus* services and engage individuals in our system. The WT Program continues to partner with Forward March to provide life and coping skills in addition to employment services as required through their contract deliverables. Additionally, several faith and community based organizations are contracted to provide work experience to WT and FSET participants. Other organizations housed in our offices include Refuge House which provides domestic violence counseling and other services, Big Bend Cares which provides HIV/AIDS services, and the Early Learning Coalition which provides childcare resources and referral services to our customers. A partnership with Appalachee Mental Health helps to provide more services to persons with mental disabilities. Vocational Rehabilitation continues to maintain their presence in our offices working with individuals identified by staff that can benefit from the services they provide. Partnering with Department of Corrections, WORKFORCE *plus* is *assisting in* training potential employees for positions in Corrections.

5. Describe the local use of the Partners Meeting in aiding with the oversight and function of the local one-stop system. Desiree – pull from Consortium roles & responsibilities.

   Response: The Regional Consortium is the one-stop services committee responsible for reviewing and providing recommendations to the **WORK**FORCE *plus* Board of Directors on policies, procedures and processes related to the operations of the three one-stop service locations throughout Gadsden, Leon and Wakulla counties.

   The Regional Consortium is comprised of a representative from each **WORK**FORCE *plus* referring partner agency as described in the Memorandum of Understanding. The representative should be a lead decision maker within the organization and have knowledge of the referral process and partnership.

   All members of the Regional Consortium are required to attend bi-monthly meetings, provide updates regarding their agency/organization as it relates to program offerings and projects, assist in providing solutions for any challenges and work with fellow partners to provide services to the community.

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 with finding 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.

1. 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. **(V.G.1.a)**

   Response: The local One-Stops match job seekers and employers utilizing the Employ Florida Marketplace (EFM) system, as well as with local employers through outreach and job development. The EFM system creates an opportunity to become proactive in identifying job seekers who possess the skills that employers are looking for. This system has the ability to match the skill levels of registered job seekers with the needs of registered employers. The staff of the local One-Stops will utilize the EFM system to the maximum of its potential in this area. Core Services offered: determination of eligibility to receive assistance; outreach, intake, and orientation to workforce services; initial assessment of skill levels, aptitudes, and abilities; career counseling , job search, and placement assistance; provision of employment statistics information; provision of performance and program cost information on eligible providers of training services, eligible providers of youth activities, providers of dislocated worker education activities, post-secondary education activities, and vocational rehabilitation program activities; provision of accurate information relating to the availability of supportive services; provision of information regarding filing claims for unemployment compensation; assistance in establishing eligibility for programs of financial aid for training and education not funded under WIA; and follow-up services for participants who are placed in unsubsidized employment for not less than 12 months. The **WORK**FORCE *plus* model for its workforce One-Stops holds that there are two customers:

the employer and the job seeker. Through the **WORK**FORCE *plus* One-Stops, employers have a single point of contact providing the information that is necessary for their success. Information concerning current and future skills, job openings, wage data, and the availability of a job-ready pool of applicants are just a few of the services provided to employers through the workforce one-Stops. Job seekers also find a wide array of services available to them. This information includes, but is not limited to, an assessment of skills, aptitudes and support services needed, information concerning education and training providers, assistance in filing claims and eligibility determination for intensive and training services, up-to-date labor market information about both local, regional and national employment trends and job-search assistance. **WORK**FORCE *plus* provides direct services or access to services for customers through the physical and electronic network of partners. **WORK**FORCE *plus* serves to consolidate and streamline services that include, but are not limited to, the following:

JOB SEEKER SERVICES - Orientation to services; Resource Room – resources include up-to-date job listings, on-line job search, resume development and resume posting; Career Exploration and Assessment; Resume Writing and other job training seminars; access to various job banks; information on training provider performance and costs; referral to internal and external training opportunities and education providers to include occupational skills training, OJT, adult education and literacy, post-secondary and technical training; local and state Labor Market Information (LMI) including forecasting data from the Florida Research and Economic Information Database Application (FREIDA), EFM and LMI; information and referrals to supportive services such as child care, transportation and domestic violence, provided by partner agencies and other community-based organizations; procedures for unemployment insurance registration; referral to potential employment opportunities; determination of eligibility for federal workforce programs; comprehensive skill assessment and service needs; case management; ITA's for training; Veteran's Employment Assistance information; Older Worker Program information; Migrant and Seasonal Farm Worker information and counseling in both English and Spanish; Welfare Transition Program information and counseling; Counseling and referral for individuals with disabilities; information regarding HUD training programs; career advising; IRP development; Wagner-Peyser services, to include pre-employment services; Food Stamp Employment and Training (FSET) program; and training opportunities provided through specific grants awarded to **WORK**FORCE *plus*.

EMPLOYER SERVICES - Receipt, posting and filling of job orders; Employed Worker Programs; screening and referral of qualified candidates for employment; verification of basic skills, occupational skills and work experience; assistance in accessing state and national job banks and automated labor market information; providing current local labor market data and the Department of Economic Opportunity projection data including occupational growth; information regarding training incentives and programs, tax

incentive programs and other economic development programs offering assistance for new and/or expanded business; general and updated information regarding unemployment insurance, and worker's compensation; customized recruitment, qualification and assessment screening of applicants; Rapid Response and/or outplacement services for downsizing companies; development of On-the-Job-Training programs; Florida's Ready to Work Credential; assistance with business expansion and relocation; Human Resource Management services which may include assistance with developing policies, compensation and benefits administration, and affirmative action activities; customized training; specialized assessments; "In the Spotlight" series; and "Power Hour" Lunch and Learn Seminars.

The following resources will be pooled within the One-Stop System to provide services: Workforce Investment Act Funds; Welfare Transition Program Funds; Wagner-Peyser Funds; Food Stamp Employment & Training Funds; Unemployment Compensation Funds; DVOP Funds; LVER Funds; and other appropriate funds. WIA funds will be expended for Core, Intensive and Training services. Workforce Center funds will be expended for the set-up of the centers as well as on-going services to keep the center running efficiently. Funds will be expended primarily for Intensive services. Wagner-Peyser funds may be expended for Core and Intensive services. **WORK**FORCE *plus,* under the mandate of CS/SB 252, has accepted the transfer of Wagner-Peyser funds and required services to its authority.

2. Notice of the strike or lockout is required for applicants who are referred to positions that are not affected by the strike. 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. **(V.G.1.b)**

   Response: WORKFORCE *plus'* Business Services Unit will ensure that job referrals are not made to companies on strike or in a lockout status. Upon notification of a labor dispute by DEO, worker's representatives, or an employer, **WORK**FORCE *plus* Job Order Control (JOC) or Business and Employer Services (BES) staff will place the employer's EFM account on hold to verify the existence of the labor dispute and determine its significance with respect to each vacancy listed in the job order(s). Since this is the primary unit responsible for coordination of referrals, all issues associated with companies on strike/lockout status will be noted in the EFM comments section in order to allow staff to easily identify when there are issues with the company, and thus avoid making referrals. BES and JOC staff are responsible for immediately notifying local staff that provide pre-screening and/or referrals of the labor dispute and any affected job orders, via e-mail. A separate e-mail will be sent to the Performance Unit Manager who will notify Wagner-Peyser personnel at the Department of Economic Opportunity by e-mail at DEO.Information@deo.myflorida.com. The Code of Federal Regulation 20 CFR 652.9 states that state agencies shall make no job referral on job orders which will aid directly or indirectly in the filling of a job opening which is vacant

because the former occupant is on strike, or is being locked out in the course of a labor dispute, or the filling of which is otherwise an issue in a labor dispute involving a work stoppage. 1) Written notification shall be provided to all job seekers referred to jobs not at issue in the labor dispute that a labor dispute exists in the employing establishment and that the job to which the job seeker is being referred is not at issue in the dispute (**WORK**FORCE *plus* staff will complete the Labor Dispute Notification Form, the customer and staff person will sign the form. The original will be provided to the customer and a copy of the completed signed form will be sent to the Performance Unit Manager to be stored electronically). 2) When a job order is received from an employer reportedly involved in a labor dispute involving a work stoppage, state agencies shall: a) Verify the existence of the labor dispute and determine its significance with respect to each vacancy involved in the job order; and b) Notify all potentially affected staff concerning the labor dispute. 3) State agencies shall resume full referral services when they have been notified of, and verified with the employer and workers' representative(s), that the labor dispute has been terminated.

3. 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). Describe the procedures to ensure that applicants referred to private employment agencies will not be charged a fee. **(V.G.1.c)**

   Response: The procedure used to ensure that applicants who are referred to a private employment agency are not be charged a fee is to clearly state in the job order "Position offered by a no-fee agency." **WORK**FORCE *plus* staff will not refer job seekers to private employment/staffing agencies who charge a fee. Job Order Control or Business Services staff will follow up with employers to ensure no fees are charged when inputting the job order into the EFM system. **WORK**FORCE *plus* adheres to the Department of Economic Opportunity's Job Orders from Private Agencies Memorandum dated July 31, 2007. Which states: According to the Wagner-Peyser Act of 1933, as amended by the Workforce Innovation Act of 1998, the employment service is not to accept any job order from a company that charges a fee to obtain the job. Specifically, Section 13 (a) states, "The Secretary is authorized to establish performance standards for activities under this Act which shall take into account the differences in priorities reflected in State plans. (b)(1) nothing in this Act shall be construed to prohibit the referral of any applicant to private agencies as long as the applicant is not charged a fee." In order to comply with the law, it is necessary for the one-stop staff person inputting or reviewing a private employment agency job order to assure that no fee is being charged to the job seeker. Employers generally contract with private employment agencies for temporary services, therefore, private employment agencies that charge the employer a fee and list a job in EFM are acceptable. The employer also has the option to list job orders in EFM without a fee. Each private

employment agency job order needs to have this statement included in the job order description: "Position offered by no-fee agency."

4. 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). Describe the procedures to ensure that the One-Stop Career Center will seek prior approval from the DEO to advertise hard-to-fill job openings which pay over $50,000 per year. **(V.G.1.d)**

   Response: Wagner-Peyser Act, Section 13(b) (2) states "No funds paid under this Act may be used by any State for advertising in newspapers for high paying jobs unless such State submits an annual report to the Secretary beginning in December 1984 concerning such advertising and the justifications therefore, and the justification may include that such jobs are part of a State industrial development effort." **WORK**FORCE *plus* does not use the newspaper to advertise hard to fill positions.

5. 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 **(V.G.1.i)**

   Response: Employment counseling is provided to **WORK**FORCE *plus* customers by Career Specialists to discuss barriers to employment which include employment changes, choices, and adjustments. Counseling can take place in a group or individual setting. Counseling services will be provided depending on the needs of the customer. The services will be provided in a one-on-one setting and include developing an Employability Development Plan (EDP) that will be kept on file for future references. The Career Specialist will enter a case note to document the services provided. The services will include, but are not limited to: resume development, assessment, workshops, and if needed, community referrals to both private and public agencies.

6. Identify the screening process for referrals to job openings on suppressed job orders, include a narrative of how the local centers manage the Referrals Pending Review list **(V.G.1.j)**

   Response: When a job seeker is interested in job orders when specific employer information is not available, the job seeker can obtain such information at any **WORK**FORCE *plus* location in the region, or the job seeker can select self-referral to the job order on-line in EFM. If the job seeker selects a suppressed job order through self-referral, the job seeker will receive a message stating that they "will be contacted within 48 hours" regarding the suppressed job order. The job seeker will be contacted by a Career Specialist, and if the job seeker meets the qualifications, the specific employer information and application

procedures will be provided. Customers that opt to visit a **WORK**FORCE *plus* location will sit with a Career Specialist to perform an assessment of their work history via resume. This process will help determine the suitability and the appropriateness of referring customers to job openings and suppressed job orders.

The Referrals Pending Review lists are worked daily by staff located at each **WORK**FORCE *plus* location. Each referral is screened to ensure that the customer meets the eligibility criteria of the job order using the customer's EFM resume and background history if needed. Customers who are determined suitable for referrals are contacted and provided with the system generated job referral which lists the name of the employer and the application process. Customers who do not meet the eligibility requirements are notified that they have not been referred due to not meeting the minimum requirements of the job order.

A. Reemployment Services

1. Describe the reemployment services that will be provided to unemployment insurance claimants. Include a narrative about how the region will serve the reemployment and training needs of **(V.G.1.f):**
   - Priority Re-Employment Planning claimants
   - Reemployment and Eligibility Assessment (if applicable) claimants
   - Long term unemployed, under employed and dislocated workers.

   Response: WORKFORCE *plus* follows the process as outlined in Reemployment Services, Department of Economic Opportunity, UC Reemployment Services DEO-FG-067. UC claimants have always been a priority population for the **WORK**FORCE *plus* Wagner-Peyser (WP) Program. On November 24, 1993, President Clinton signed into law the Unemployment Compensation Amendments of 1993, Public Law (PL) 103–152 which requires states to establish and implement a system that identifies new claimants of Unemployment Compensation benefits. Subsequently, Florida passed legislation, codified in Section 443.091, F.S., which requires claimants who are identified as most likely to exhaust their benefits to participate in reemployment services as a condition of UC eligibility.

   In 1994, Florida established a system of profiling those claimants who were most likely to exhaust their benefits. The profiled claimants were then required to participate in an orientation to services and receive an assessment of what additional services would be helpful for the claimants to secure employment. In 1999, the profiling methodology and name changed to become the Priority Reemployment Planning Program (PREP) and the determination of claimants most likely to exhaust became the responsibility of the RWBs. In 2003, the PREP system was converted to the internet-based One-Stop Management Information System (OSMIS) which had become the labor exchange system for Florida.

With the elimination of UC One-Stops in the regions, the PREP became mainly a WP function.

Outlined below are the steps used when serving PREP participants:

1) The first step is to identify those claimants most likely to exhaust UC benefits. Specifically, those individuals who may have barriers to employment and may benefit from re-employment services need to be identified.
2) Selection and Referral - Utilizing the PREP Scheduler Screen in the MIS each week, our Career Specialists use the EFM/MIS application to view the number of claimants identified. PREP identifies a large number of potential UC candidates that potentially may have barriers to employment. In order to serve the claimants most likely to exhaust benefits, a large number of claimants are scheduled to attend orientation and are provided with career management if necessary.
3) Re-employment Services - Orientation includes the availability and benefits of re-employment services. The **WORK**FORCE *plus* PREP process is as follows: record attendance; explain the program of re-employment services; provide an overview of workforce services provided in the **WORK**FORCE *plus* One-Stops; identify those candidates who have been incorrectly selected and referred; and enter the services scheduled and completed into the MIS System. Immediately following the orientation session, each candidate not eligible for exemption is scheduled for a career assessment interview with staff. This assessment interview provides the candidate with an analysis of their strengths and weaknesses relative to securing career opportunities based on education level, work history, vocational skills, and helps to identify potential barriers to employment.

Once the assessment interview is complete, our Career Specialists are able to identify potential barriers to employment and apply the full array of resources available at **WORK**FORCE *plus* to assist the customers in securing employment. Long term unemployed customers are evaluated to determine if their skills are still relevant and referred to partner programs such as the WIA and FSET for additional case management and retraining considerations. **WORK**FORCE *plus* does not operate a Reemployment Eligibility Assessment program.

2. Describe how the RWB will use the scores obtained from the initial skills review (ISR) to provide employment and training services to Reemployment Assistance claimants. **(V.G.1.g)**

Response: A query will be used to extract a list of Initial Skills Review scores for claimants in the region. Customers that do not attain a three or better on the skills review will be engaged for remediation in order to increase their potential to find employment. Customers will be engaged based upon the approved calendar of activities (Unemployment

Compensation Skills Enhancement Program Calendar of Activities) depending on the servicing location. Activities can include workshops, additional assessments, career guidance, coaching, job clubs, etc. Unemployment Compensation claimants who score greater than a three in all categories of the Initial Skills Review are only required to complete either five job searches per week for Leon County, three job searches per week for Gadsden and Wakulla Counties, or receive a service from **WORK**FORCE *plus* staff. Staff providing services to UC claimants are required to document the service(s)/activities via EFM. Claimants will be referred for additional services as needed.

3. 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. **(V.G.1.h)**

   Response: Unemployment Compensation customers will complete the skills review after applying for UC benefits. The staff person working with the UC customer will check in the EFM system under the assessment menu to review the customer's scores. If the customer scores below a level three in any of the categories and the customer elects to meet with **WORK**FORCE *plus* staff for reemployment services in lieu of completing the weekly job searches, they will be required to follow the guidelines of the UC plan. This plan incorporates a series of workshops and basic skills remediation to better prepare the customer to reenter the job market. All claimants that attend Priority Reemployment Planning Program (PREP) orientation may take credit for the staff assisted service during the week they completed orientation. Staff will provide the UC claimant their first and last name, job title, services provided, location, and dates of service. The claimant will be instructed to document this information on their work search form. This information is important as it will be reported to UC when the claimant claims benefit weeks. Any staff person providing a service will enter the applicable services into EFM supported by a case note.

4. Describe how the RWB plans to serve claimants seeking to fulfill the weekly work search requirement by meeting with One-Stop Career Center staff. **(V.G.1.h)**

   Response: All claimants that attend Priority Reemployment Planning Program (PREP) orientation may take credit for the staff assisted service during the week they completed orientation. Staff will provide the UC claimant their first and last name, job title, services provided, location, and dates of service. The claimant will be instructed to document this information on their work search form. This information is important as it will be reported to UC when the claimant claims benefit weeks. Any staff person providing a service will enter the applicable services into EFM supported by a case note.

If the customer scores below a level 3 in any of the ISR categories, and the customer elects to meet with **WORK**FORCE *plus* staff for reemployment services in lieu of completing the weekly five job searches, they will be required to follow the guidelines of the UC plan. The plan states: Customers who elect to meet with **WORK**FORCE *plus* staff for reemployment services in lieu of completing the weekly job searches will be provided services from the schedule in Appendix A and B of this document. Unemployment Compensation claimants that have scored three or higher on the Initial Skills Review are not required to complete the activities listed in Appendix A, however, they must either complete five job searches weekly or receive a staff reported service. All claimants that attend Priority Reemployment Planning Program (PREP) orientation may take credit for the week they completed orientation. Staff will provide the UC claimant their first and last name, job title, services provided, location, and dates of service. The claimant will need to document this information on their work search form. This information is important as it will be reported to DEO when the claimant claims benefit weeks. There will not be a change in the process staff follows to document their interactions with a customer. Any staff person providing a service will enter the applicable services into EFM supported by a case note.

1. **Executive Center**
    a. Week One:
        i. Initial Skills Training for two hours
        ii. Orientation/Building Momentum in Your Job Search Workshop
        iii. Enhanced Resume Writing Workshop
        iv. Complete E-Choices Assessment
        v. Meet with Career Specialist for staff-assisted job search
    b. Week Two:
        i. Initial Skills Training for three hours
        ii. Successful Interviewing Techniques Workshop
        iii. Keys to Effective Networking Workshop
        iv. Complete Prove-It! Assessment
    c. Week Three:
        i. Initial Skills Training for three hours
        ii. Resume Critique Workshop
        iii. Complete Prove-It! Assessment
        iv. Independent Job Search
    d. Week Four:
        i. Initial Skills Training for two hours
        ii. Independent Job Search
        iii. Meet with Career Specialist for staff-assisted job search
    e. Week Five:
        i. Initial Skills Training for two hours
        ii. 5 Steps to Rapid Employment/Training Academy courses

iii. Independent Job Search

f. Week Six:
   i. Initial Skills Training for two hours
   ii. 5 Steps to Rapid Employment/Training Academy courses
   iii. Independent Job Search

g. Week Seven:
   i. Initial Skills Training for two hours
   ii. Independent Job Search

h. Week Eight:
   i. Initial Skills Training for two hours
   ii. Independent Job Search
   iii. Meet with Career Specialist for staff-assisted job search

2. **Gadsden One-Stop**

a. Week One:
   i. Initial Skills Training for two hours
   ii. Application How To & Using Employ Florida in Your Job Search Workshop
   iii. Complete E-Choices Workshop
   iv. Meet with Career Specialist for staff-assisted job search

b. Week Two:
   i. Initial Skills Training for three hours
   ii. Cover Letter Basics Workshop
   iii. Resume Writing I Workshop
   iv. Independent Job Search

c. Week Three:
   i. Initial Skills Training for three hours
   ii. Social Media & Your Employment Search Workshop
   iii. Interviewing Techniques & Dress for Success Workshop
   iv. Independent Job Search

d. Week Four:
   i. Initial Skills Training for two hours
   ii. Resume Feedback Workshop
   iii. Mock Interview Workshop
   iv. Meet with Career Specialist

e. Week Five:
   i. Initial Skills Training for two hours
   ii. 5 Steps to Rapid Employment/Training Academy courses
   iii. Independent Job Search

f. Week Six:
   i. Initial Skills Training for two hours

ii. 5 Steps to Rapid Employment/Training Academy courses
iii. Independent Job Search

g. Week Seven:
i. Initial Skills Training for two hours
ii. Independent Job Search

h. Week Eight:
i. Initial Skills Training for two hours
ii. Meet with Career Specialist for staff-assisted job search

3. **Leon One-Stop**

a. Week One:
i. Initial Skills Training for two hours
ii. Application How To & Using Employ Florida in Your Job Search Workshop
iii. Complete E-Choices Assessment
iv. Meet with Career Specialist for staff-assisted job search

b. Week Two:
i. Initial Skills Training for three hours
ii. Cover Letter Basics Workshop
iii. Resume Writing I Workshop
iv. Independent Job Search

c. Week Three:
i. Initial Skills Training for three hours
ii. Social Media & Your Employment Search Workshop
iii. Interviewing Techniques & Dress for Success Workshop
iv. Independent Job Search

d. Week Four:
i. Initial Skills Training for two hours
ii. Resume Feedback Workshop
iii. Mock Interview Workshop
iv. Meet with Career Specialist for staff-assisted job search

e. Week Five:
i. Initial Skills Training for two hours
ii. 5 Steps to Rapid Employment/Training Academy courses
iii. Independent Job Search

f. Week Six:
i. Initial Skills Training for two hours
ii. 5 Steps to Rapid Employment/Training Academy courses
iii. Independent Job Search

g. Week Seven:
i. Initial Skills Training for two hours

ii. Independent Job Search

h. Week Eight:
   i. Initial Skills Training for two hours
   ii. Meet with Career Specialist for staff-assisted job search

4. **Wakulla One-Stop**
   a. Week One:
      i. Initial Skills Training for two hours
      ii. Application How To & Using Employ Florida in Your Job Search Workshop
      iii. Complete E-Choices Assessment
      iv. Meet with Career Specialist for staff-assisted job search
   b. Week Two:
      i. Initial Skills Training for three hours
      ii. Cover Letter Basics Workshop
      iii. Resume Writing I Workshop
      iv. Independent Job Search
   c. Week Three:
      i. Initial Skills Training for three hours
      ii. Social Media & Your Employment Search Workshop
      iii. Interviewing Techniques & Dress for Success Workshop
      iv. Independent Job Search
   d. Week Four:
      i. Initial Skills Training for two hours
      ii. Resume Feedback Workshop
      iii. Mock Interview Workshop
      iv. Meet with Career Specialist for staff-assisted job search
   e. Week Five:
      i. Initial Skills Training for two hours
      ii. 5 Steps to Rapid Employment/Training Academy courses
      iii. Independent Job Search
   f. Week Six:
      i. Initial Skills Training for two hours
      ii. 5 Steps to Rapid Employment/Training Academy courses
      iii. Independent Job Search
   g. Week Seven:
      i. Initial Skills Training for two hours
      ii. Independent Job Search
   h. Week Eight:
      i. Initial Skills Training for two hours
      ii. Meet with Career Specialist for staff-assisted job search

5. **Executive Center**
    a. Week Nine:
        i. Initial Skills Training for two hours
        ii. Enhanced Resume Writing Workshop (Repeat)
        iii. Meet with Career Specialist for staff-assisted job search
    b. Week Ten:
        i. Initial Skills Training for two hours
        ii. Complete Prove-It! Assessment
    c. Week Eleven:
        i. Initial Skills Training for two hours
        ii. Resume Critique Workshop
        iii. Complete Prove-It! Assessment
        iv. Independent Job Search
    d. Week Twelve:
        i. Initial Skills Training for two hours
        ii. Independent Job Search
        iii. Meet with Career Specialist for staff-assisted job search
    e. Week Thirteen:
        i. Initial Skills Training for two hours
        ii. Successful Interviewing Techniques Workshop (Repeat)
        iii. Independent Job Search
    f. Week Fourteen:
        i. Initial Skills Training for two hours
        ii. Independent Job Search
    g. Week Fifteen:
        i. Initial Skills Training for two hours
        ii. Keys to Effective Networking Workshop
        iii. Independent Job Search
    h. Week Sixteen:
        i. Initial Skills Training for two hours
        ii. Independent Job Search
        iii. Meet with Career Specialist for staff-assisted job search

6. **Gadsden One-Stop**
    a. Week Nine:
        i. Work Readiness Workshops Refresher
        ii. Referral to Training Academy courses (customer choice)
        iii. Meet with Career Specialist for staff-assisted job search
        iv. Independent Job Search
    b. Week Ten:
        i. Work Readiness Workshop Refresher

ii. Referral to take Ready to Work
iii. Meet with Career Specialist for staff assisted job search
iv. Independent Job Search

c. Week Eleven:
    i. Work Readiness Workshop Refresher
    ii. Meet with Career Specialist for staff assisted job search
    iii. Independent Job Search
d. Week Twelve:
    i. Resume Feedback Workshop
    ii. Meet with Career Specialist for staff assisted job search
    iii. Independent Job Search
e. Week Thirteen:
    i. Independent Job Search
f. Week Fourteen:
    i. Meet with Career Specialist for staff-assisted job search
    ii. Independent Job Search
g. Week Fifteen:
    i. Independent Job Search
h. Week Sixteen:
    i. Meet with Career Specialist for staff-assisted job search
    ii. Independent Job Search

7. **<u>Leon One-Stop</u>**
    a. Week Nine:
        i. Connect with WIA Career Specialist
        ii. Independent Job Search
    b. Week Ten:
        i. Referral to Ready to Work Testing
        ii. Independent Job Search
    c. Week Eleven:
        i. Prove-It Testing
        ii. Independent Job Search
    d. Week Twelve:
        i. Prove-It Testing
        ii. Independent Job Search
        iii. Meet with Career Specialist for staff-assisted job search
    e. Week Thirteen:
        i. Prove-It Testing
        ii. Meet with Career Specialist for staff-assisted job search
        iii. Independent Job Search
    f. Week Fourteen:

i. Resume Feedback Workshop (Repeat)
ii. Meet with Career Specialist for staff-assisted job search
iii. Independent Job Search

g. Week Fifteen:
i. Mock Interview Workshop (Repeat)
ii. Independent Job Search

h. Week Sixteen:
i. Independent Job Search
ii. Meet with Career Specialist for staff-assisted job search Programs

8. **Wakulla One-Stop**

a. Week Nine:
i. Initial Skills Training for two hours
ii. Prove-It Testing
iii. Independent Job Search

b. Week Ten:
i. Initial Skills Training for two hours
ii. Prove-It Testing
iii. Independent Job Search

c. Week Eleven:
i. Initial Skills Training for two hours
ii. Prove-It Testing
iii. Interviewing Techniques & Dress for Success Workshop (Repeat)
iv. Independent Job Search

d. Week Twelve:
i. Initial Skills Training for two hours
ii. Prove-It Testing
iii. Resume Feedback Workshop (Repeat)
iv. Mock Interview Workshop (Repeat)
v. Meet with Career Specialist for staff-assisted job search

e. Week Thirteen:
i. Initial Skills Training for two hours
ii. Prove-It Testing
iii. Independent Job Search

f. Week Fourteen:
i. Initial Skills Training for two hours
ii. Prove-It Testing
iii. Independent Job Search

g. Week Fifteen:
i. Initial Skills Training for two hours
ii. Prove-It Testing

iii. Resume Feedback Workshop (Repeat)
iv. Mock Interview Workshop (Repeat)
v. Independent Job Search

h. Week Sixteen:
i. Initial Skills Training for two hours
ii. Prove-It Testing
iii. Meet with Career Specialist for staff-assisted job search
iv. Independent Job Search

B. 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.

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

   Response: Attachments - WP-DR-0123 Rapid Response and NAFTA TAA Program Directive Effective Date: 03/14/2012

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

   Response: The Worker Adjustment and Retraining Notification Act (WARN) was enacted on August 4, 1988 and became effective on February 4, 1989. WARN offers protection to workers, their families, and communities by requiring employers to provide notice 60 days in advance of covered plant closings and covered mass layoffs. This notice must be

provided to either affected workers or their representatives (e.g., a labor union); to the State dislocated worker unit; and to the appropriate unit of local government. When there are less than 50 affected workers, the state dislocated worker unit will immediately notify the workforce One-Stop and/or regional workforce Board to coordinate services to workers and employees in an expeditious manner. However, **WORK**FORCE *plus* may respond to dislocation within small and medium sized companies under the 50 affected workers threshold for rapid response where such dislocation constitutes a substantial proportion of the state and local economic base. When **WORK**FORCE *plus* is notified of business closures with an identified need for rapid response activities, the Business Services Unit will contact the employer to arrange an on-site employer/employee visits to provide an informational session. The on-site rapid response team includes partner agencies that provide information which may be considered valuable to the customer (staff to assist with unemployment claims filing, educational/training institutions, WIA staff, child care assistance for job search activities, etc.). As part of the informational sessions, employee surveys will be given to all affected employees, and at the conclusion of the session, the surveys will be gathered. Based on the assessment of need, a determination will be made as to the number of on-site informational visits that will be provided. As a result of the request for rapid response activities, and the subsequent delivery of services, a rapid response visit report will be developed by the Business Services Unit and furnished to the CEO of **WORK**FORCE *plus*. This report will outline services offered and the needs of the individuals/employers. If it is determined there is a need for WIA training services, these individuals will also be included in the WIA performance measures (Adult, Dislocated Worker, and/or Youth). **WORK**FORCE *plus*' approach to providing Rapid Response services in the service area ensures a seamless transition to workforce activities offered in the various One-Stops. The constant on each Rapid Response Team is a specialist from the WIA Dislocated Worker team, ensuring continuity across the service area. The remaining members all represent partners from the appropriate local area: Wagner-Peyser; Unemployment; TAA (as appropriate) and Training Providers (as appropriate). The Rapid Response team encourages utilization of workforce services prior to actual separation. All information the team obtains from the employer, as well as worker surveys, is shared with local partners. The worker survey is designed to collect the characteristics, work history, interests and needs of workers to assist with continued service delivery (e.g., workshops, basic skills upgrading or GED preparation, computer literacy, occupational retraining, etc.). The survey is also designed to accommodate job registration through EFM in order to facilitate matching affected workers with job openings as quickly as possible. The WorkKeys assessment will also be provided as a Rapid Response service. This will better equip One-Stop staff with information needed for job development or retraining considerations. **WORK**FORCE *plus* approaches Rapid Response as a business service. The team partners with state and local economic development staff to ensure that rapid response services are linked to the State's business retention and expansion services.

3. 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 all dislocated workers, including for those whom a petition for TAA has been filed.

   Response: During the rapid response event, when employees are identified as Trade Affected (TA) workers, **WORK**FORCE *plus* staff will provide core and intensive services. These services may be provided by a Workforce Investment Act Career Specialist if the TA customer is dually enrolled or by Merit Wagner-Peyser staff. The TAA Specialist will provide core services by completing TAA intake documentation and by providing case management services.

C. 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 processes:

1. 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) **(V.G.16a)**

   Response: The region will aggressively market/communicate internally and externally to increase awareness and stimulate workforce system usage. A significant amount of emphasis has been placed on informing local employers and/or community organizations about the advantages of utilizing the EFM. Also, our participation in the local Chambers of Commerce and Economic Development Council events has provided numerous opportunities to inform local businesses of the value of the services that **WORK**FORCE *plus* provides. Businesses are made aware of the system and offered training on EFM. They are also provided information about how our other services (Customer Service Training, Assistance with Business Incentives, etc.) can enhance their ability to operate successfully within the region.

2. How employer services will be delivered/conducted to employers (including agricultural employers), such as employer visits to obtain job orders for veterans, MSFWs, and other job seekers **(V.G.16.b)**

Response: Employer services are delivered/conducted to employers, through a primary focus of the Business and Employer Services Unit to ensure that special emphasis is placed on contacting a wide variety of employers and community organizations (including employer visits to obtain job orders for veterans, MSFWs, Agricultural Employers, and other job seekers). Employers who create registrations within the Employ Florida system are immediately contacted and provided a brief overview of the services that **WORK**FORCE *plus* has to offer. In addition, employers are briefed on the diverse group of employers who utilize our services. Federal Contractors are briefed about our Veteran Program and the on-site Veteran Representatives are made aware of those companies that are being marketed by the Business and Employer Services Unit. Employers are made aware of the job matching services offered. Additionally, employers are briefed on how each job seeker's work history and educational achievements are individually reviewed and how determinations are made by each Career Specialist as to whether or not the job seeker meets the minimum qualifications of the position. Our ability to perform job matching typically motivates employers to list their job orders with us. In addition, our ability to provide quality customer service training, assistance with different business incentives/grants, and conducting labor market research, demonstrates to employers that **WORK**FORCE *plus* is dedicated to being a valuable resource for local businesses.

3. Describe the process the One-Stop Career Center uses in conducting recruiting agreements and job fairs. **(V.G.1.k)**

Response: Employer Recruiting Agreements are on-going arrangements with employers which permit their applicants to be sent to the **WORK**FORCE *plus* One-Stops for prescreening and subsequent referrals to the employer as job openings occur. Recruiting agreements may cover all of a company's jobs, or only selected occupations. When processing recruiting agreements, **WORK**FORCE *plus*' Business Consultants make an assessment of the employers needs. This may include the development of job orders or the provision of customized training. Upon completion of this assessment, the Business Consultant team outlines the expectations and responsibilities of both parties under this agreement. With recruiting agreements, **WORK**FORCE *plus* may also maintain the employers' applications collected from job seekers. The recruiting agreement process is as follows: 1) A Business Consultant is assigned to the employer according to industry sector. 2) The Business Consultant meets with the employer to assess employer needs, customize recruiting to fit the employer, determine applicants' potential eligibility for tax incentive programs, and complete the Employer Contact Form which includes pertinent information about the company. 3) The recruiting agreement is developed and outlines both parties' expectations and responsibilities. The recruitment must meet the federal definition for placements. 4) A determination is made with the employer regarding how applications will be taken (via fax, phone, email, etc.). 5) Job orders are entered into EFM before the

recruitment begins. 6) Business consultants also perform follow-up every two weeks with the employer to assess changes and progress of the job order.

Job Fairs - **WORK**FORCE *plus* hosts three major job fairs per program year. One specifically targets youth, another targets job seekers that reside in North Florida. The third job fair focuses on our rural community of Gadsden County. The Gadsden event has transitioned into a resource event linking customers to community agencies that assist with overcoming barriers to employment. Throughout the year **WORK**FORCE *plus* hosts "In the Spotlight" events that bring employers and job seekers together. In these events job seekers provide an introduction of themselves and a short presentation of their skills and background. Employers may contact the job seekers for interviews if they are interested in their qualifications and skills. "In the Spotlight" events have been very successful at connecting employers and job seekers. **WORK**FORCE *plus* also hosts employer recruitment events. Employer recruitments are conducted for employers that are expanding or are new to the area. Employer recruitments help the employer fill critical vacancies in a short period of time and provide access to an active pool of quality job seekers. The objectives of the job fairs are to attract employers from all targeted industries for the purpose of providing a wide variety of employers for job seekers to engage. All job fairs and recruitments are posted on the **WORK**FORCE *plus* website, and radio announcements and television commercials are created to increase public awareness of these events. The Business Consultant Unit works one on one with employers to develop agreements for recruitment related to job fairs. Through our varying levels of sponsorships, we are able to provide the job fairs as a no-cost event for employers and community partners. Business Consultants maintain a close relationship with employer(s) in order to determine the outcomes resulting from a job fair. Employer follow-up plans are developed to help maintain communication with employers. Written or electronic communication regarding hiring outcomes is exchanged between the employer(s) and the Business Consultants.

4. How the region will identify and evaluate the most effective local Business Services team. **(V.G.16.c)**

Response: How the region identifies and evaluates the most effective local Business Services team is based on a number of measures. Those measures include the following: 1) number of job orders received from employers. 2) number of job orders received from employers at an hourly wage at or above the Lower Level Standard Income Level (LLSIL). 3) number of employers who list job openings that have not previously utilized our services. 4) number of individuals placed by job orders received via Employer Services personnel. 5) results of employer satisfaction surveys. 6) number of job seekers utilizing the services of the Executive Center who obtain employment.

5. How the region will institutionalize and replicate proven outreach tactics, core processes and performance matrices **(V.G.16.d/e)**

   Response: The region will institutionalize and replicate proven outreach tactics, core processes and performance matrices through the region's Business and Employer Services Unit's continuing outreach efforts to employers by offering quarterly and annual events that are developed for employers in order to maintain their awareness of employment trends and the available pool of job seekers.. Core processes are reviewed and updated on a quarterly basis to ensure that all procedures are implemented correctly and efficiently. These processes are proven successful through the execution of daily activities and outcomes. Performance is tracked through EFM with case notes, activity codes, and number of job orders entered and filled. On a weekly and monthly basis, sample case files are reviewed to ensure appropriate service delivery. Employers are randomly surveyed to determine if the services provided have yielded the desired results. Once practices, activities, processes, etc. have been identified as meeting or exceeding the developed standard, it is documented and replicated throughout the region.

   The region will expand outreach and availability of the following value added, business focused training programs during each employer visit, when businesses are provided information regarding the following incentive opportunities: Incumbent Worker Training, Quick Response Training and Employed Worker Training. Also, during outreach activities (i.e. Chamber of Commerce functions, Small Business Development meetings, Economic Development Council presentations) testimonials from previous training grant recipients are provided to employers to inform them of the benefits of accessing one or more of these programs. Special emphasis is placed on encouraging businesses to evaluate the usefulness of the training program and on submitting completed applications for the different programs. Each employer folder disseminated by the Employer Service unit contains information about each training program and grant. In addition, electronic copies of program fact sheets and applications are readily available for transmission to prospective employers upon their request.

6. How the region will expand outreach and availability of the following value-added, business-focused training programs:
   - Incumbent Worker Training;
   - Quick Response Training;
   - Employed Worker Training
   - Trade Adjustment Assistance
   - In partnership with economic development organizations, how will the region build on existing or establish local, industry-specific workforce business consortiums **(V.G.16.f)**

Response: The region will expand outreach and availability of the following value added, business focused training programs during each employer visit when businesses are provided information regarding the following incentive opportunities: Incumbent Worker Training, Quick Response Training, Employed Worker Training, and Trade Adjustment Assistance. Also, during outreach activities (i.e. Chamber of Commerce functions, Small Business Development meetings, Economic Development Council presentations) testimonials from previous training grant recipients are provided to employers to inform them of the benefits of accessing one or more of these programs. Special emphasis is placed on encouraging businesses to evaluate the usefulness of the training program and on submitting completed applications for the different programs. Each employer folder disseminated by the Employer Service unit contains information about each training program and grant. In addition, electronic copies of program fact sheets and applications are readily available for transmission to prospective employers upon their request.

7. How the region will prioritize target industry clusters by One-Stop Career Center; **(V.G.16.g);**

   Response: WORKFORCE *plus* will prioritizes target industry clusters by using information compiled by the Department of Economic Opportunity LMI unit specific to the region and the industries represented. Additionally, feedback will be sought through the following entities to ensure that our resources and focus are dedicated to providing real time responses regarding the needs of our business: Business and Industry, Chamber of Commerce, Economic Development Councils and Education Partners. In ensuring that all stakeholders are included with our prioritization efforts, we will be in a better position to respond to the different and changing needs of business with solutions and resources that can provide a positive impact for the region.

8. How the region will provide a platform for creation or technical input of industry specific training programs—leverage expertise of strategic partners (Education, Training Providers) **(V.G.16.h)**

   Response: The region will provide a platform for creation or technical input of industry specific training programs by leveraging the expertise of strategic partners (Education, Training Providers) through collaboration with educational partners which will act as a conduit for connecting business with the training/technical input for the business community regarding changes in the industry.

9. 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 Employ Florida Banner Centers and other similar business-led initiatives) **(V.G.16.i)**

Response: 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) through **WORK**FORCE *plus*' service delivery system in order to ensure there is constant emphasis on the "voice of the customer" utilizing a variety of regional business forums during which we will solicit the current and emerging needs of the business community. Additionally, **WORK**FORCE *plus* will participate in opportunities offered at the state level to ensure that the local "voice of the business customer" resonates, and that due consideration is given to developing a system that speaks to the business community as a whole.

10. How the region will increase workforce awareness via visibility at target industry specific events **(V.G.16.j)**

    Response: The region will increase workforce awareness via visibility at target industry specific events by maintaining an active presence in the local industry roundtable meetings administered by the Economic Development Councils of the region. These roundtable discussions are divided up into industry-specific groups i.e. Healthcare roundtable, Manufacturing roundtable, Information roundtable, etc. Maintaining a presence at these discussions allows us to provide valuable input concerning the issues surrounding the targeted industries. Also, having a presence at the respective roundtables provides **WORK**FORCE *plus* an opportunity to create a relationship with different employers. As a result of these relationships, we are in a position to gauge the needs of each employer. Having a common knowledge of the employer's needs affords **WORK**FORCE *plus* an opportunity to actively identify qualified job seekers for vacant positions and to identify training programs or incentives that may be beneficial to a specific employer or industry.

11. Showcase successful workforce/business partnerships at local economic development business events. **(V.G.16.k)**

    Response: Opportunities that showcase or highlight successful workforce/business partnerships at local economic development business events include, but are not limited to, the following: 1) Small Business Assistance Fairs; 2) Business Forums; 3) Chamber of Commerce led events; 4) Economic Development Council events and 5) **WORK**FORCE *plus* marketing collateral.

MIGRANT AND SEASONAL FARMWORKERS (MSFW) OUTREACH AND SERVICES

Review required for significant MSFW One-Stop Career Centers

The Wagner-Peyser Act contains specific requirements for services to MSFWs as outlined in 20 Code of Federal Regulations (CFR), Part 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.

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

MSFW Outreach

Using the format found here: http://sitefinity.floridajobs.org/PDG/LPI's/MSFWOutreachPlan, please develop the MSFW Outreach Plan. If the region has local operating procedures for serving MSFWs, please provide a copy to the attachment section of the plan. 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.

1. Describe the process for providing the required services and activities, such as outreach to the MSFWs, Agricultural Employers, and employer job orders. Also provide the following:
    - Assessment of Needs must include a review of the agricultural and MSFW activity in the area and an assessment of the challenges/barriers faced by the MSFWs. (A)
    - Assessment of Available One-Stop and Partner Resources (B)
    - Proposed Outreach Activities (C); shall be designed to meet the needs determined in subpart a. of this section and shall include the tools to be used to conduct outreach activities.
    - Complete the MSFW Outreach Plan

- Affirmative Action Plan (D)
- Bilingual Office Plan (E)

Response: Gadsden County is located in the northwestern part of Florida. Currently the county is approximately 32 miles long and 22 miles wide. A humid climate prevails, and rainfall is abundant. The county is one of the foremost agricultural counties in northwest Florida. Gadsden County has a rich farming and agricultural heritage. Gadsden County produces beans, cucumbers, eggplant, greens, cantaloupe, watermelon, okra, onions, peas, peppers, potatoes, squash, corn, tomatoes, and mushrooms. The area is a top ten producer of tomatoes and squash for Florida. Farm workers harvest, plant, and pack many of the vegetables that are produced locally.

Gadsden County has seen a decline in the production of vegetables and fruits in the last year due to extreme weather. In many instances this delayed production of the crop while hastening the harvesting process. The number of seasonal farm workers greatly decreased in the area because of strict immigration laws passed in several key agricultural states. The concern over immigration laws being passed dictated whether farm workers would migrate or remain in areas where they felt less likely to be negatively impacted by the new immigration laws.

WORKFORCE *plus* continues to experience issues that are unique to this region. Relationships with agricultural employers in Gadsden County have been strained for a number of years due to policy changes made by **WORK**FORCE *plus* relative to employment eligibility verification. This has made it very difficult to meet performance standards. In addition, the Outreach Specialist position was vacant for a period of 2-3 months. Once the position was filled, training needed to occur which resulted in lost momentum during the transition. The region has developed an agricultural plan to seek out and attract other employers with positions that are classified as agricultural. Additionally, there is renewed emphasis being placed on conducting job developments for seasonal farm workers that are willing to transition into non-agricultural work. Through an agreement with Region 3, **WORK**FORCE *plus* will outreach to MSFWs residing in Liberty, Holmes and Jackson counties in an attempt to provide services.

The region has developed a list of available resources for the MSFWs. The list includes an extensive network of local organizations such as faith based groups and social service agencies which provide direct services to farm workers. Below is a list of service providers for **WORK**FORCE *plus*. Services offered include the following: medical assistance, food assistance, legal services, literacy/education training, housing, transportation, and additional support services. If there is a situation for which there is no known local provider, the Outreach Specialist assumes responsibility for researching

the area to determine if other providers are available to meet the customer's needs. The resource list is reviewed and updated annually.

a. Catholic Social Services 850-627-4371
27 North Shadow Street, Quincy FL 32351

b. North Florida Legal Services 850-875-9881
8 W Jefferson Street, Quincy, FL 32351

c. Jessie Furlow Medical Center 850-875-9500
1249 Strong Road, Quincy, FL 32351

d. Gadsden County Public Health 850-875-7200
278 Lasalle Lefall Drive, Quincy, FL 32351

e. PAEC Migrant Education 850-875-3806
500 W King Street, Quincy, Fl 32351

f. Department of Children and Families 850-627-7666
6 South Key Street, Quincy, FL 32351

g. Women, Infant and Children (WIC) 850-875-7200
278 Lasalle Lefall Drive, Quincy, FL 32351

h. Pre-K Program 850-627-3861
523 W King Street, Quincy, FL 32351

i. Gadsden Technical Institute 850-627-6775
201 M L King Jr Boulevard, Quincy, FL 32351

j. Triple Oaks/ Omega Villas 850-875-2109
1500 Strong Road, Quincy 32351

k. Big Bend Transit 850-627-9958
305 B W Crawford Street, Quincy, FL 32351

l. Gadsden Community Action 850-875-4250
104 N Adams Street, Quincy, FL 32351

m. Mexican Consulate 407-422-0514
100 W Washington Street, Orlando Fl 32801

n. Internal Revenue Service 850-942-8995
227 N. Bronough Street, Quincy, Fl 32351

o. Department Of Hwy Safety 850-627-3497
18290 Blue Star Hwy, Quincy, Fl 32351

p. Red Cross Of Tallahassee 850-878-6080
1115 Easterwood Drive, Tallahassee, Fl 32311

q. Unemployment Compensation 1-866-778-7356

r. United States Citizenship and Immigration Services
1-800-375-5283 1-800-767-183

The Outreach Specialist's primary responsibility is to visit MSFWs and their families in their communities and provide them with the 511-N form advising them of the services and resources offered by **WORK**FORCE *plus*. The Outreach Specialist makes referrals for supportive services, distributes brochures to community agencies, promotes **WORK**FORCE *plus* services, determines if there are complaints and logs them as required on the Wagner Peyser Complaint Log, refers MSFWs to non-agricultural jobs, documents services via the MIS and submits monthly logs to the Monitor Advocate. Logged complaints will be forwarded to the appropriate person and/or agency for resolution based on the type of complaint received. During outreach, eligibility questions are asked to determine if the customer is an MSFW. These questions include the following: 1) Do you travel to different cities to work in any type of agricultural work? 2) Do you stay in town year round, but work in agricultural work? If yes, is your work seasonal? 3) Have you worked more than 25 days or more in agriculture in the last year? 5) Have you earned at least half of your income in agricultural work in the last 12 months?

Once a determination is made regarding the eligibility of the Migrant Seasonal Farm Worker, a one on one assessment is performed to determine the needs of the customer. Assistance is offered in completing applications, providing referrals to jobs for which the customer is deemed eligible, and in conducting job developments to help the customer locate employment. The services noted are reportable and staff assisted. Provision of the services to the customer is considered a quality contact and is documented in the Management Information System (MIS). The log of daily outreach activities is completed, summarized and compiled into the Log Review Form to be submitted along with 1303 & 1659 Forms to the State Monitor Advocate at the end of each month. **WORK**FORCE *plus* does not currently have established agreements with any agricultural employers. Nevertheless, the Outreach Specialist conducts visits to maintain communication with agriculture employers or labor contractors to learn about the type of crops that will be planted, identify the beginning the season, determine when harvest activities will begin, find out the number of workers needed and offer services such as placing a job order. These visits also serve as a means to determine the needs of

MSFWs in Gadsden County. All services to both jobseekers and employers are annotated in the state reporting system, Employ Florida Marketplace.

WORKFORCE *plus* makes every effort to ensure equitable access to services in the language the customer feels most comfortable communicating. The farm workers in Gadsden are mostly Spanish speaking/reading. The Outreach Specialist is bilingual and is fluent in Spanish. If it is determined that a customer has a language barrier, the supervisor will identify internal staff that are proficient in the language to assist the customer. There are staff in the Gadsden One Stop that can assist Spanish speaking customers entering the office for assistance. Additionally, if needed, there is also a staff member that speaks Japanese. In our largest One Stop, located in Leon County, there are two staff members who speak Spanish and one that speaks Persian. In situations where it is determined that there are no staff fluent in the desired language, then the LLE-LINK (telephonic interpretive service) will be used.

2. Describe the process for meeting the Equity Ratio Indicators and Minimum Service Level Indicators. **(V.G.3.d.)**

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
- Placed in long-term non-agricultural job

Response: The Minimum Service Level and Equity Ratio Indicators refer to having sufficient staff to provide an equitable level of service to the migrant seasonal farm workers as all other customers. This is determined by having sufficient bilingual (English/Spanish) speakers available in the region so this target group may avail themselves of all the services provided through our service delivery system. A bilingual MSFW Outreach Specialist is mandatory in order to reach the migrant seasonal farm worker community. The minimum service level indicators will be met through job developments, referrals to job orders, and outreach activities at gathering sites. Additionally, the Outreach Specialist will provide leads to the Business Services Unit for follow-up to include current vacancies, potential vacancies, training services, job developments and hires. The Business Services Unit will be responsible for follow-up with the employer to secure positions where MSFWs have met the minimum qualifications. This process will aid in placing MSFWs in jobs. Moreover it is the goal of **WORK**FORCE *plus*' to place MSFWs in jobs that are long term and provide a self-

sufficient wage. Additionally, the Business Services Unit has compiled a list of employers with agricultural positions located within the **WORK**FORCE *plus* service area in order to conduct targeted outreach and employer focused activities to promote hiring of qualified MSFWs.

The Equity Ratio Indicators will be met by performing outreach and ensuring that participants are being referred to employment, offered supportive services, provided staff assisted services and given career guidance. All activities performed in the field will be documented on the Outreach Daily Log and entered in the MIS, in addition to capturing the data on mandatory reporting tools.

WORKFORCE *plus* has developed a targeted outreach strategy that is reassessed on a monthly basis to ensure maximum penetration into the MSFW community. Performing targeted outreach allows the Outreach Specialist to make the best use of time spent in the field as well as increase engagement in areas not historically utilized in order to advance the purpose of the MSFW program.

TRADE ADJUSTMENT ASSISTANCE (TAA)

The State Workforce Agency is required 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.

1. 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 conducting TAA Information sessions to affected workers. **(V.G.5.b)**

   Response: The local procedures to ensure timely responses to trade-affected dislocations include a Rapid Response team that ensures a seamless transition to workforce activities offered in the various offices. The constant on each Rapid Response Team is a specialist from the WIA Dislocated Worker team. The remaining members all represent partners from the appropriate local area: Wagner-Peyser, Unemployment, TAA and Training Providers, as appropriate. The Rapid Response team encourages utilization of workforce services prior to actual separation. All information the team obtains from the employer, as well as worker surveys, is shared with local partners. The worker survey is designed to collect the characteristics, work history, interests and needs of workers to assist with continued service delivery (e.g., workshops, basic skills upgrading, GED preparation, computer literacy, occupational retraining, etc.). The team provides informational presentations to market Rapid Response services. **WORK**FORCE *plus* is notified in advance of impending state layoffs. All efforts are made to match the skills of the dislocated workers to the needs of employers in the service area. The affected workers can receive assistance in upgrading their resumes to include all current skills prior to submitting job applications for new positions. Trade Adjustment affected workers may receive assistance with filing a petition if the Company Official, Union Official, or other authorized representative has not filed a petition. The TAA Specialist will ensure that the petition is submitted to the Department of Economic Opportunity for an eligibility determination. When the TAA Specialist receives notification of eligibility (certification), the employee is contacted to complete the enrollment worksheet. Core and intensive services as described in Section 134 of the WIA will be made available to workers covered under a certified petition. Historically, **WORK**FORCE *plus* has only provided services to TAA customers who have relocated to this area, but we are prepared to handle a TAA rapid response.

2. Describe local procedures to ensure that trade-affected workers receive a timely comprehensive assessment for all TAA services and benefits for which they qualify. **(V.G.5.C)**

   Response: The local procedure to ensure timely service to trade-affected workers eligible to receive all TAA services and benefits for which they qualify begins with DEO notifying **WORK**FORCE *plus* of TAA affected employees. DEO will send each affected employee a TAA/Trade Readjustment Allowance Notification packet which outlines the available services and benefits. The customer then completes the petition and submits the document to the One Stop Centers for review by a Merit Staff TAA Career Specialist. Once the review is complete, the petition will be forwarded to DEO for an eligibility determination. When the TAA Career Specialist receives notification of eligibility, the employee is contacted to complete the enrollment worksheet.

3. Describe coordination with the Wagner Peyser and/or WIA programs to provide joint case management services to trade-affected workers who are co-enrolled. Note: Core and Intensive services including training should be properly reflected by the respective program(s) in the state management information system (EFM) for which the worker is enrolled. Also, TAA funds will be used first for eligible trade-affected workers, when available.

   Response: WORKFORCE *plus* encourages partner programs to serve Trade Adjustment Assistance (TAA) program participants. While co-enrollment into the Workforce Investment Act (WIA) is no longer required, **WORK**FORCE *plus* will continue to co-enroll TAA customers when the customer is suitable for the WIA program. Being dually enrolled in the WIA program will enable the customer to receive Core and Intensive levels of services such as support services, case management, workshops, job placement and follow-up services in order to better prepare them for placement upon completion of training. WIA can also assist the TAA customer with Adult Basic Education (ABE), obtaining their General Equivalency Diploma (GED), English as a second language (ESL), and adult literacy assistance. TAA participants are served through the Wagner-Peyser program and receive assistance with job search activities and resources including access to computers and fax/copy machines.

4. Describe the process for ensuring that eligible trade-affected workers receive approval for training based on the (6) program criteria. Approval of training should be based on the allowable training types: Occupation Skills, Customized, On-the-Job, Remedial, and Prerequisite.

Response: The **WORK**FORCE *plus* TAA Career Specialist will complete the following process to ensure the TAA participant meets the Six Program Criteria prior to approval of training:

- Verify separation date from trade-affected employer and reason for separation
- Verify Petition number that covers the affected worker
- Establish 8 or 16 week deadline for enrollment in training for Petitions filed prior to May 18, 2009 (Petition number 69999 or lower) for TRA
- Establish 26-week deadline for enrollment in training for Petitions filed on or after May 18, 2009 (Petition number 70000 or higher) for TRA
- Verify that the trade-affected worker has filed for regular unemployment insurance
- Conduct an initial assessment
- Complete a TAA Bona fide Application
- Conduct a comprehensive assessment
- Provide Employment and Case Management services
- Apply the six program criteria for training eligibility

Six program criteria:

1. There is no suitable employment available to the worker
2. The worker would benefit from training
3. There is a reasonable expectation of employment following completion
4. Training is reasonably available to the worker
5. The worker is qualified to undertake and complete the training
6. Training is suitable and available at a reasonable cost
    a. **Note:** There is no entitlement to receive training. All six (6) program criteria must be met before training is approved.
    b. **Note:** Under the 2009 Amendment, the assessment process can be provided by staff using TAA case management funds.

Once it is determined that the six program criteria are met, the following steps will be taken:

- Select appropriate training
- Determine the length of time needed to complete the training program
- Identify prerequisites that are required for the training program
- Determine the total cost of training to be completed (tuition, fees, books, supplies, transportation and/or subsistence, etc.)
- Verify the date the individual will begin participating in training
- Ensure that the approval date (enrollment in the TAA program) is within 30 days of the training start date

The TAA Career Specialist will ensure the following: that there is no suitable employment available for the worker (either within or outside of the commuting area); that there is no reasonable prospect of suitable employment becoming available for the worker in the

foreseeable future; that the worker has the mental and physical capabilities to undertake, make satisfactory progress, and complete the training; that there is a reasonable expectation that the worker will find a job using the skills acquired while in training; that training is reasonably accessible (either within or outside of the commuting area) at any governmental or private institution or facility (which may include area vocational schools or adult basic education providers) including On-the-Job-Training with an employer ;and that training is suitable for the worker. The TAA Career Specialist will evaluate the worker's personal qualifications including his/her capabilities, educational background, work experience and financial resources. The evaluation of the worker's financial resources will include the worker's remaining weeks of UI and TRA payments in relation to the duration of the training program. A determination as to whether the costs of a particular training program are reasonable will be considered. First consideration will be given to the lowest cost training available within the commuting area. When training, substantially similar in quality, content, and results is offered at more than one training provider, the lowest cost training will be approved Training at facilities outside the worker's normal commuting area that involves transportation or subsistence costs that add substantially to the total costs will not be approved if other appropriate training is available. Training may be approved for a more expensive training program if it is of higher quality and is expected to produce better results for the worker in quickly returning to suitable employment.

The TAA Career Specialist will need to complete the appropriate Enrollment in Training Worksheet to identify the enrolled in training deadline date for each trade-affected worker. The enrolled in training deadline is based on the later of the separation or petition certification date. To meet the deadline, a worker must be enrolled in training or receive a waiver of the training requirement as follows:

- within 8 weeks of certification or 16 weeks of layoff date (Petition # 69999 or lower)
- within 26 weeks of certification or layoff date (Petition #70000 or higher).

Performance Measures and Goals

Based on petitions certified within a regional workforce board area, the region must provide information regarding the number of petitions certified and the percentage of the trade-affected workers enrolled in the TAA program. This information will be calculated based on the total number of workers identified by the company versus the number of individuals who actually received a TAA reportable service. Specifically, those reportable services include (1) training, (2) waiver of training requirements (3) job search and (4) relocation allowances where training funds are utilized. These services not only allow the program to meet certain performance measure goals but give a basis for ensuring that we are concentrating on expending the training funds for which the United States Department of Labor has allocated to the State of Florida.

1. What plan of action will be implemented within your RWB to capture the number of petitions certified, total number of potential workers covered and percentage of those workers enrolled in the TAA program?

   Response: The plan of action implemented within **WORK**FORCE *plus* to capture the number of petitions certified, total number of workers covered and the percentage of workers enrolled in TAA will be accomplished by providing Trade Adjustment affected workers with assistance when filing a petition if the Company Official, Union Official, or other authorized representative has not filed a petition. The TAA Specialist will ensure that the petition is submitted to the Department of Economic Opportunity for an eligibility determination. The TAA Career Specialist captures the number of certified petitions received from the DEO as they are approved by the U.S. Department of Labor. Once the notification of eligibility (certification) is received, the employee is contacted to complete an enrollment worksheet. Core and intensive services, as described in Section 134 of the WIA, will be made available to workers covered under a certified petition. Historically **WORK**FORCE *plus* has only provided services to TAA customers who have relocated to this area, but we are prepared to handle a TAA rapid response.

   The employer provides DEO with a list of affected workers covered under the certified petition; this provides the total number of potential workers that are covered. The percentage is determined by the total number of TAA participant enrollments divided by the total number of covered workers. The TAA/TRA Notification packet is then sent to the workers by the Unemployment Insurance Special Payment Unit of DEO.

2. How will you report those training funds expended by participant?

   Response: Participants are identified by using a query that has been provided by the DEO Performance Unit. This query pulls the names of TAA participants who have completed training or have an open training on the Trade Activity Participant Report (TAPR).

   As invoices are received for TAA participants, the receptionist stamps the date onto the invoices and places them into the Chief Financial Officer's (CFO) mailbox. The Chief Financial Officer then reviews the invoices and draws down the money from the State's accounting system (OSMIS). Each invoice must receive prior approval from the Performance Unit Manager before being entered into the accounting system.

   Once invoices have been deemed reasonable and necessary, and the proper approval has been indicated on each invoice, a cover sheet is prepared by the Accounting Assistant. This cover sheet includes the invoice number, invoice date, description, amount, check number, object code, vender name, the accounting systems session ID being used, and the fund or distribution code. When all invoices have been approved, they are entered into the

accounting system by the Accounting Assistant. The accounting system does not allow payment of duplicate invoice numbers for any given vendor. Once all the information from each invoice as indicated on the cover sheet matches the information in the accounting system, the Accounting Assistant then posts the session to the accounting systems general ledger and prints the checks.

Once the checks are printed, a check stub is retained to go along with the backup documentation for each invoice. After the Chief Financial Officer signs each check ($2,500 and under), the checks, invoices, and backup documentation are given to the Chief Executive Officer who reviews all back-up documentation and quotes prior to signing checks. The checks ($2,500 and under) are then given back to the Accounting Assistant to mail to each vendor. Checks over $2,500 must obtain the signature from the Board Treasurer or Chair prior to being mailed.

Quarterly the Trade Act Participant Report (TAPR) expenditure report is completed by the CFO. The CFO forwards the report to the **WORK**FORCE *plus* Performance Unit Manager who sends it to the DEO Performance Unit and the State Trade Act Coordinator.

TAA expenses are tracked in the EFM/MIS as expenditures are made using the Trade Readjustment Allowance (TRA) payment link. This link allows for each expense to be categorized i.e. training, job search allowance, etc.

3. What percentage of TAA training funds will your RWB expend on eligible trade-affected workers covered under a certified petition who qualify for training, job search and/or relocation allowances?

   Response: WORKFORCE *plus* has a $10,000 Individual Training Account (ITA) cap for all programs, including TAA.

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.

Customer Notifications (V.G.8.b.1) (b, c, d, and e)

1. Please describe the regional process for notifying customers of their rights:
   I. The right to be treated equitably under the anti-discrimination laws
   II. The right and the process to have their case reviewed by a supervisor
   III. The right to file a grievance
   IV. The right to report good cause for failing to participate in a required activity

   Response: During the orientation and follow-up appointments customers are informed of their right to have a supervisor review their case; the right to be treated equitably under the anti-discrimination laws; the right to file a grievance; and the right to report good cause for failing to participate in a required activity. These rights are discussed during orientation at which time the customer acknowledges through signing that they understand their rights as they have been explained to them. At follow-up appointments, the customer may be provided a copy of the Rights & Responsibilities for their records. Customers are advised to contact their assigned Career Specialist in the event they need to reschedule an appointment or if they are unable to attend the assigned activity. At the time of contact, the customer is asked to provide the reason for their inability to attend the appointment. The options for rescheduling include (1) phone message (2) email or (3) office visit. Customers are informed that only 10 excused absences (or a total of 80 hours) are allowed in a federal fiscal year. After the allowable absences have been exceeded, customers must submit documentation to establish good cause such as a physician note.

2. Describe how customers are provided information about the One-Stop Career Center.

   Response: Customers are provided information regarding workforce services upon entering the office. Customers are given an overview of Center partners and services during WT Orientation. Individuals who are interested in training or have advanced training/credentials, are referred to WIA for additional leveraging of available program funds and services. The Primary Service Provider, as well as the Wagner-Peyser Career Specialist, assists job seeker customers in obtaining employment information by providing them with Labor Market Information and a brochure of the various services that are offered. Customers can also receive information about One-Stop Career Center services via the **WORK**FORCE *plus* website and various social media outlets. Additionally, all program orientations include an overview of available services.

3. Describe the RWB's process for notifying customers of their opportunity to receive support service.

   Response: Customers are provided information regarding available resources and services at multiple points. Information regarding services is provided during the initial interaction with the customer, programmatic orientations, the initial assessment appointment, and on an ongoing during follow-up appointments and correspondence. Furthermore, through the assessment process (informal and formal), it is determined what services are needed in order to address employment barriers.

4. Describe the RWB's process for informing customers of their Opportunities and Obligations.

   Response: During the work registration process, an overview of the Opportunities and Obligations is conducted. Customers are encouraged to ask questions to ensure understanding of the rules and responsibilities under the program. Customers are asked to sign the Opportunities and Obligations form attesting to their understanding and agreement to comply with the rules as set forth in the document. All future written correspondence includes an Opportunities and Obligations Form for their records.

Grievances and Hearings (V.G.8.c.4 a, b, and d)

1. Describe the steps a customer must take to file a local grievance.

   Response: Customers are provided copies of the local grievance procedures during the work registration process. The procedures are explained and customers are asked to sign their agreement & understanding. If a customer using any workforce program operated within the **WORK**FORCE *plus* offices experiences a problem which arises in connection with workforce programs, the customer is asked to submit a formal written grievance to **WORK**FORCE *plus* within 180 days of the occurrence. The contact person to receive the grievance is the service provider's Director of Operations. An attempt will be made to clear up the matter informally within 10 working days. If the grievance is not cleared up informally, a hearing shall be held and a decision shall be rendered by the CEO within 60 days from the receipt of the grievance. The customer is notified of the date and location for the hearing as well as the process that will be followed. If the customer is not satisfied with the decision of the hearing or do not receive a hearing within the specified timeframe, the customer may appeal to DEO's Office of General Counsel.

2. Describe the steps a customer must take to request supervisory review of actions taken on their case

   Response: A customer may request a supervisory review of actions taken regarding their case at any time. Customers may provide the request in person, by phone, email or letter.

Customers may submit the request through the Customer Service Specialist, Office Manager, Career Specialist, other staff member, or other applicable means. Once the request is made, the Supervisor will conduct a review of the customer's electronic/hard copy case file, interview the assisting Career Specialist and customer in order to familiarize themselves with the case, and review applicable procedures and policies. The supervisor's role in this process is to determine if the Career Specialist followed local policies and if the customer has a basis for their concern. The Supervisor will conduct an unbiased review of the case. If it is determined the Career Specialist did not follow local policy, the Career Specialist will be counseled and required to make corrections as necessary. If it is determined the Career Specialist followed policy, the supervisor will convey the results and reiterate the policy to the customer and inform the customer of their next steps if they do not feel their concern(s) was handled fairly.

3. Describe the RWB's process for preparing for local Fair Hearings

   Response: To prepare for the hearing process, there is a supervisory review of the case for an evaluation of actions taken. During the review process, the Supervisor examines the case to verify whether all policies and program guidelines were followed. The Welfare Transition Career Specialist will adhere to the following procedures in preparation of the hearing: 1) Copies of the customer's case file are to be reproduced. The copies become exhibits during the presentation of the case. 2) WT Career Specialist collects all correspondence leading up to the penalty request (i.e., request for penalty, etc.) including all correspondence to and from the customer. 3) Directives and other written procedures are provided as they represent the basis for taking the action.

4. Describe the type of documentation the RWB presents at Local Fair Hearings

   Response: Documentation provided during the hearing includes: 1) Copies of case notes and other relevant MIS data (screen shots of the JPR screen, support services issued, etc.) to support issues of the case. 2) WT Career Specialist collects all correspondence related to the adverse action (i.e., request for penalty, etc.) this includes all correspondence to and from the customer. 3) Directives and other written procedures are provided as they represent the basis for taking the action.

5. What program staff is required to attend Local and DCF Administrative Hearings

   Response: The Program Manager and/or the Career Specialist assigned to the case are required to attend the hearing, provide documentation and testimony, and participate in the hearing process. If neither the Program Manager or assigned Career Specialist are able to attend the fair hearing, another staff member may be designated to attend as dictated in local operating procedures.

Applicant Services

1. Describe the types of services that the region provides to applicants.

   Response: Applicants may receive a 30-day childcare referral in order to complete the 10-day work registration process. In addition, information regarding community resources is disseminated. Applicants are also screened for and provided diversionary services, where applicable. During the provision of this service, customers are introduced to employability workshops intended to provide the customer information to assist in their gaining employment without delay.

2. Describe the process customers must follow to access applicant services **(V.G.8.a.1.1)(b –**

   Response: The first step in completing the work registration process is attending WT orientation. In order to assist the customer in completing the work registration process, applicants can receive childcare services. The customer must provide verification that they have applied for cash assistance. When verification is provided, the customer receives a 30 day childcare referral with the start date identified as the date they plan to attend the orientation. During the work registration process, customers are assessed for diversion services. If it is determined that the customer meets the qualifications to receive a diversion service, the Career Specialist will take the necessary steps to assist the customer in applying for the services.

3. Describe the region's Work Registration Process

   Response: All applicants that seek public assistance from DCF are directed to a **WORK**FORCE *plus* office to register for work, unless an exemption is met. Eligibility for public assistance (TANF) will not be determined by DCF unless the applicant has first registered for work at **WORK**FORCE *plus*. During the work registration process an overview of the Welfare Transition Program will be provided to applicants and former recipients through verbal discussion, written materials, and visual aids. Work registration services are provided at all **WORK**FORCE *plus* Offices. The "work first" approach will be improved through the introduction of early job preparation screening, improved job development and job referral services. These services include one-on-one orientation, Florida's Ready to Work credentialing, resume writing workshops, labor market information, and individualized job search assistance. The maximum duration of these activities will not exceed five (5) days and can be accomplished in a shorter time frame. All completed work registration activities will be entered into the state's MIS system. All customers referred to the Welfare Transition Program will attend an orientation scheduled on designated days and times, and conducted by the One Stop service provider staff. Orientation will take place during the eligibility and work registration process. In addition

to the legal requirement regarding participation and time limits, orientation will be expanded to include discussion of the grievance process, application of anti-discrimination laws, access to labor market information, work opportunities, child care and other support service options. In addition, helpful information about community and other resources will be disseminated.

Applicants who disclose limitations for completing the work registration process are instructed to submit supporting documentation. The documentation is reviewed and a determination is made as to whether the customer meets an exemption from completing the work registration process or not. Applicants are given ample opportunity to disclose any existing impediments prior to and after orientation. All applicants who complete the program orientation will acknowledge through their signature that they have been informed of all the subjects listed above. This documentation is retained in the applicant's file and described in a case note in the Management Information System (MIS) system. After program orientation, depending upon customer disclosures, the Career Specialist completes the intake and assessment process for applicants in order to identify formal and informal service needs including diversion services and referrals to other programs.

4. Describe the types of activities in which applicants are engaged to satisfy the work registration requirements

   Response: WORKFORCE *plus'* work registration process consists of: 1) Program orientation (an overview of the program requirements to include participation, sanctions, childcare, support services, grievance procedures, fair hearing procedures and a review of rights under applicable federal laws). Additionally, the presentation explains the benefits of working for the individual and their family through increased income and decreased dependence on public assistance. 2) Workshop Attendance – Customers are required to attend Interview Techniques, Dress for Success and Resume Writing Lab to assist in preparing them for employment opportunities. 3) Assessments – Applicants are administered E-Choices and Ready to Work assessments to determine work readiness and career interests. 4) EFM – Applicants must complete a full registration in EFM to include building a resume and 5) Follow-Up – Customers return to submit all required documentation and complete their work registration process. Providing these basic services is intended to enhance the customer's ability to gain employment and divert them from cash assistance.

5. Describe the steps that applicants with limitations must take to be excepted from the work registration activities

   Response: Applicants who disclose limitations during the work registration process are instructed to submit supporting documentation (i.e. medical issues - submit completed

medical verification form or letter from physician). Applicants are given ample opportunity to disclose any existing impediments prior to and during orientation. The documentation is reviewed and a determination is made as to whether the customer meets the exemption from completing the work registration process. This documentation is retained in the applicant's file and entered as a case note in the MIS system.

6. Describe how applicants are assessed for cash assistance diversions during the work registration process.**(V.G.8.a.1.2)**

   Response: Many applicants do not need ongoing TCA, but due to unexpected circumstances or an emergency may require some immediate assistance to secure or retain employment. Immediate needs may include shelter or utility payments, car repairs to continue employment, or other services to alleviate the emergency and allow the person to focus on obtaining or continuing employment. These immediate needs may be met through Up-Front Diversion. Up-Front diversion is not discussed during work registration unless the customer has questions regarding this service. If a question is posed, the customer is directed to the Program Manager for a response and possible assistance. Before an applicant can receive Up-Front Diversion, the One Stop service provider Career Specialist will determine that all requirements of eligibility for diversion services are met. The process to ensure that all requirements of eligibility for diversion services are met involves: 1) Screening the applicant on a case-by-case basis for barriers to obtaining or retaining employment. The screening will identify barriers that, if corrected, would prevent the applicant from receiving TCA on a regular basis. 2) Providing assistance to correct barriers that may be in the form of assistance in finding employment, cash, vouchers, or in-kind benefits. Except for victims of domestic violence, the applicant receiving any up-front diversion services must sign an agreement restricting him/her from applying for TCA for three months, unless an emergency is demonstrated to the Career Specialist. Diversion payments are made by the Department of Children & Families. During the three-month period of TCA ineligibility, customers may access services with the service provider. Participants that receive diversion payments, are eligible to receive childcare services. When the service provider determines the family has a demonstrated emergency within the three-month period, including the month of the cash payment, the family is instructed to reapply for TCA. The provider will note on the AWI 0001 form that the family has demonstrated an emergency and can apply for TCA and then forwards the form to DCF. If approved for TCA, the amount of the diversion payment received shall be prorated over an eight-month period and deducted from any TCA for which the family is eligible. Applicants who are approved for and accept Up-front Diversion services are eligible for transitional child care and transportation services for up to two years, as long as they retain their employment, the family's income does not exceed 200% of the federal poverty level and funds are available.

7. Describe how applicants are informed of Up-Front Diversion (UFD)

   Response: Up-Front diversion is not discussed during work registration unless the customer has questions regarding this service. If a question is posed, the customer is directed to the Program Manager for a response and possible assistance. The Career Specialist will remain mindful to assess each customer's situation either during orientation or at the work registration follow-up appointment. If it appears that the customer would be best served through diversion services, the Career Specialist will discuss the diversion services to determine if the customer is interested. If interested and determined eligible, the Career Specialist will proceed with the application process as outlined by local guidance.

8. What steps must an applicant take to receive Up-Front Diversion or UFD services

   Response: Up-Front diversion is not discussed during work registration unless the customer has questions regarding this service. If a question is posed, the customer is directed to the Program Manager for a response and possible assistance. Once it has been determined the customer may qualify for the Up-Front Diversion, these steps are followed:
   a) Customer must submit a Request for Assistance to the Department of Children & Families and be potentially eligible for cash assistance.
   b) Customer is required to provide documentation of unexpected expenses or emergency, work history, employment or offer of employment, and ongoing means to meet monthly family expenses.
   c) Customer must attend an appointment with the Career Specialist to complete the required paperwork to apply for the diversion payment/service.

9. Describe the process for entering work registration information into the data entry system

   Response: The Career Specialist will complete the following steps during the work registration process: 1) Collect documentation to demonstrate referral from DCF to complete the work registration process. 2) Record the date the customer began the work registration process in the State MIS and retain documentation in the customer's case file. 3) Reopen the customer's electronic case or build an electronic case in the MIS. 4) Case note the start of the work registration process and detail steps provided to the customer. 5) Enter all activities and services in the MIS. 6) Enter case notes in MIS and Employ Florida Marketplace upon completion of required workshops, assessments, registration, follow-up and completion of process, once all steps have been concluded. 7) Close out activities/MIS case upon completion of work registration process. 8) Update DCF's MIS to alert their staff that the customer has completed work registration and to begin the case review for approval/denial of cash benefits.

10. Describe the process for entering work registration completion into the data entry system **(V.G.8.a.1.3.a)**

    Response: Upon completion of the work registration process, the Career Specialist will ensure that all activities and services have been entered, case noted and closed (as applicable) in the corresponding MIS (OSST/EFM) systems. The Career Specialist will also update DCF's MIS with a case note alerting DCF staff that the customer has completed the work registration process. Once the notification is received by DCF, the process of determining whether the customer has met eligibility requirements for the approval of cash benefits will begin.

11. Describe any work registration promising practices. A promising practice can be defined as processes that increase and encourage program efficiency, eliminates duplication, and/or streamlines processes and services.

    Response: To streamline the process of notifying the Department of Children & Families (DCF) of work registration completions, the Career Specialist case notes the DCF MIS instead of faxing a signed Work Activity Referral form. Implementing this step has allowed DCF to process TANF applications in a more timely fashion. Additionally, through quarterly meetings with DCF management, the Program Manager is provided with direct contacts that can assist in correcting issues, documenting employment/income, and imposing sanctions. This practice has proven fruitful for customers, the Career Specialist and DCF alike.

12. Describe how applicants are informed of relocation assistance

    Response: During orientation, the Career Specialist or other designated person reviews the Opportunities and Obligations form with customers to ensure understanding prior to signatures. The Opportunities and Obligations form includes a statement that each customer has the opportunity to request assistance with relocation. If the customer is interested in receiving this service or has additional questions, the Career Specialist counsels the customer on their current situation to determine if relocation assistance is warranted. If warranted, the Career Specialist will provide the customer with the required steps to complete the process for approval.

13. What steps must an applicant take to receive relocation assistance?

    Response: Customers interested in receiving relocation assistance will complete the following steps.

    - Demonstrate a need for relocation and a contributing factor to achieve self- sufficiency as a result of the relocation (provide supporting documentation).

- Demonstrate potential eligibility for cash assistance (apply for assistance).
- Make a request for relocation assistance to a Career Specialist either verbally or in writing.
- Provide written estimates for relocation expenses and employment related costs.
- Attest that funds will be expended for relocation and be prepared to meet future expenses without relying on TCA.
- If relocation is due to domestic violence, participate in the creation of a safety plan.
- Complete all necessary documents for approval of relocation assistance.
- If approved for assistance, provide valid contact information to allow follow-up by the Career Specialist.

14. What is the region's maximum allowable payment for Relocation Assistance

    Response: The relocation assistance payment amount is determined by the Career Specialist and is based on the estimated relocation budget not to exceed the maximum allowable payment of $2,000.

Mandatory Services (V.G.11.a.1.c i and ii) (V.G.11.a.2 a and b)

1. Describe how a participant's prior work history, skills, and employability are assessed

    Response: The assessment process begins for the applicant during the work registration process. Areas to consider during the assessment process include work history, skills, education, and training. **WORK**FORCE *plus* employs formal as well as informal methods to determine the applicant's skills and employability. During the work registration process, the applicant is required to complete the Initial Intake and Assessment form, E-Choices, and Ready to Work. When the applicant transitions to a mandatory case and attends their first appointment with the Career Specialist, the results of each assessment are reviewed to determine their readiness for work.

2. What tool does the RWB use to conduct the initial assessment

    Response: WORKFORCE *plus* has created an internal initial assessment tool used to conduct the initial assessment of the customer's employability, skills and prior work history. (Please see attachment)

3. When is the initial assessment initiated and conducted?

    Response: The initial assessment is conducted within 30 days of receiving a referral from Department of Children & Families (DCF). The initial assessment includes a review of the customer's goals, barriers, need for support services and the Initial Intake and Assessment form that was completed during the work registration process. The Initial Intake and

Assessment form is reviewed with the customer to determine if updates are required. If updates are needed, the changes will be recorded by the Career Specialist. The Career Specialist and customer will sign and date the updated intake form confirming the changes. Based on the responses provided during the initial assessment, the customer will be assigned to an activity that relates to their career goals. Support services will also be offered to assist in customer participation.

4. 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?

   Response: The initial assessment is conducted within 30 days of receiving a referral from Department of Children & Families (DCF). The initial assessment includes a review of the customer's goals, barriers, need for support services and the Initial Intake and Assessment form that was completed during the work registration process. The Initial Intake and Assessment form is reviewed with the customer to determine if updates are required. If updates are needed, the changes will be recorded by the Career Specialist. The Career Specialist and customer will sign and date the updated intake form confirming the changes. Based on the responses provided during the initial assessment, the customer will be assigned to an activity that relates to their career goals. Support services will also be offered to assist in customer participation. Every customer is scheduled an appointment to meet with a Career Specialist and complete the initial assessment; however, there are instances when a customer is not able to attend the preliminary initial assessment appointment and a rescheduled appointment would not likely be conducted within the 30 day required timeframe. Customers can be rescheduled for good cause if they cannot attend the appointment. For this reason, other methods may be used to ensure compliance such as conducting the initial assessment via telephone. The following are instances where a telephonic assessment would be applicable: medical, domestic violence, and failure with good cause. The Career Specialist will review the case with the Program Manager to ensure that the extenuating circumstance and documentation justifies a telephonic appointment. Upon completion of the telephonic assessment, the Career Specialist will send the customer the Initial Intake and Assessment form for their signature to be returned by a set deadline. Once the signed intake form is received, the Career Specialist must sign the form and ensure the date used to close out the assessment activity coincides with the date they signed the completed form. The Career Specialist will ensure the initial assessment is documented in their case notes and that a copy placed in their hard file. Acceptable methods for delivery of documents to the customer are mailing, emailing or faxing. Customers may submit signed documents by mail, email, and fax or by having a designated person drop the documents off.

5. Describe the process of developing an IRP in conjunction with the mandatory participant

   Response: The procedure for developing Individual Responsibility Plan (IRP), Employability Development Plan (EDP) and Individual Service Strategies (ISS) begins with the initial assessment between the Career Specialist and the customer. During the assessment process the Career Specialist will develop a plan to include at a minimum: career goals, objectives, services to overcome barriers, education levels, and steps for self-sufficiency. Completing a plan during the initial interview with a customer allows the Career Specialist the opportunity to assess and identify the customer's needs. The creation of a plan provides a roadmap the customer can use to work toward self sufficiency. The plans will be reviewed and updated at each appointment to correspond with the attainment or development of new goals. Updates to the plan can include steps to self sufficiency, activities, goals, and the need for support services. Any changes to the plan will require the signature of the customer and Career Specialist. All information is captured in the MIS. The customer is provided a copy and a print out of the IRP is placed in the customer's hard copy file. **WORK**FORCE *plus* utilizes a locally developed tool in addition to the MIS generated IRP. The locally developed tool is used in the event there are system outages which prevent the Career Specialist from utilizing the MIS generated IRP.

6. Describe how often the steps to self-sufficiency are updated and signed by the program participant and program staff

   Response: Customers are required to meet with a Career Specialist every two weeks and the steps are updated at each visit.

7. Describe the types of services provided to mandatory participants.

   Response: The following support services may be provided to enable Welfare Transition customers to comply with program requirements, contingent upon the availability of funds: 1) Transportation Assistance 2) Ancillary expenses (i.e., books, tools, uniforms) 3) Education and/or training related fees 4) Childcare assistance.

8. Describe how the region provides support services to mandatory participants

   Response: The following describes how the region provides support services to mandatory customers: 1) Transportation is issued bi-weekly - maximum $40 per month 2) Childcare is provided by Early Learning Coalition. The Career Specialist provides referrals covering three months of care every 90 days as long as the customer is satisfactorily participating and is not deferred; 3) Clothing (uniforms) - based on need, customers have a $1000 annual supportive services limit which includes costs associated with transportation and ancillary expenses such as books, tools, uniforms, etc. 4) Training - Training amounts are based on a

tiered system that supports placement after training. The maximum that a customer can receive for training is $10,000.

9. Describe how mandatory participants are informed of relocation assistance

   Response: The Opportunities and Obligations form includes a statement that each customer has the opportunity to request assistance with relocation. If the customer is interested in receiving this service, or has additional questions, the Career Specialist counsels the customer on their current situation to determine if relocation assistance is warranted. Additionally, customers are advised of the availability of the relocation service if a situation arises that warrants relocation. If warranted, the Career Specialist will provide the customer with their next steps to complete the process for approval.

10. Describe the steps that must be taken by mandatory participants to receive relocation assistance

    Response: Customers interested in receiving relocation assistance will complete the following steps.
    - Demonstrate a need for relocation and a contributing factor to achieve self-sufficiency as a result of the relocation (provide supporting documentation).
    - Demonstrate potential eligibility for cash assistance (apply for assistance).
    - Make a request for relocation assistance to a Career Specialist either verbally or in writing.
    - Provide written estimates for relocation expenses and employment related costs.
    - Attest that funds will be expended for relocation and be prepared to meet future expenses without relying on TCA.
    - If relocation is due to domestic violence, participate in the creation of a safety plan.
    - Complete all necessary documents for approval of relocation assistance.
    - If approved for assistance, provide valid contact information to allow follow-up by the Career Specialist.

11. Describe the process for assigning mandatory participants to work activities. How does the region determine the activity in which a participant will be assigned?**(V.G.8.b.6), (V.G.8.b.7)**

    Response: The information obtained during the initial assessment should be used to establish the countable work activity most suitable for the customer, meeting both the needs of the customer and program requirements. **WORK**FORCE *plus'* policy states a customer will not be assigned an activity prior to an assessment of the customer's skills, work history, employability and career goals. Once the assessment has been completed, the Career Specialist, in conjunction with the customer, will determine which activity will assist the customer in reaching their employment/educational goals and lead to self-sufficiency for

their families. The Career Specialist will also consider the customer's barriers when assigning an activity to avoid placing an additional burden that will negatively affect the customer's ability to participate as directed.

12. Describe how the RWB will document actual participation hours

Response: WORKFORCE *plus*' established policies and procedures direct the Career Specialist to enter participation hours after they have received suitable documentation of participation. The Career Specialist will make certain that all appropriate signatures are affixed to the documentation and verify the calculation of hours prior to entering participation hours in the Job Participation Rate (JPR) screen in the MIS. The Career Specialist will also document the entry of hours through the comments section in the JPR screen as well as in case notes.

13. Describe how the RWB will ensure that documentation to support hours in unpaid work activities is collected at a minimum of every two weeks

Response: WORKFORCE *plus* will ensure that documentation for all activities are collected in a timely manner. Below are the processes that are involved in documenting activities.

- JPRs are completed by the Career Specialists no less than bi-weekly to ensure required hours are recorded within the timeframes set by the MIS and Department of Economic Opportunity. In most instances, the Career Specialist instructs the customer to submit documentation at the beginning of each week via E-Fax services. This helps the Career Specialist to discern whether a customer is non-compliant in a more timely fashion.
- Documentation that supports the JPRs are entered into the MIS and filed in the customer hard copy file when received.

14. How does the RWB ensure that documentation is collected prior to entering Job Participation Rate (JPR) hours in the data entry system **(V.G.8.b.4)(a and d)**

Response: WORKFORCE *plus'* policy states that documentation to support hours in work activities must be collected before entering Job Participation Rate data in the MIS. The Career Specialist is trained on this policy by the Program Manager and training/quality assurance staff as needed. They are also referred to training provided by the Department of Economic Opportunity or other relevant sources at the first opportunity. The Program Manager and Quality Assurance staff provides training updates on a bi-annual basis or whenever there is a policy change or a need for refresher training. Training is also provided to staff at the conclusion of program monitoring by the Regional Workforce Board, State or Federal staff, or if trends in errors are detected by internal monitoring staff. **WORK**FORCE *plus* conducts ongoing system reviews, desk reviews and on-site quality assurance reviews, and provides continuous written feedback to the service provider's management staff with

recommendations for improvement. Additionally, **WORK**FORCE *plus* requires that Career Specialists participate in ongoing training that is documented and maintained by the Board to ensure continuous staff development.

15. How does the RWB ensure that program participants are not assigned to more than 40 hours per week in work activities

    Response: To ensure that **WORK**FORCE *plus* is in compliance with federal regulations, the following processes are in place regarding the engagement of work activities. Work Activities cannot exceed more than a maximum of 40 hours per week. Exception: If employed, assign initial hours according to the employment verification. Hours may be adjusted to reflect the average of two (2) pay stubs when the assigned hours are not being met according to employment verification information. Community Service and Work Experience hours are assigned according to the benefit calculation (i.e. cash plus food stamps divided by the higher of the state or federal minimum wage divided by the number of weeks in a month equal the maximum hours that can be completed).

16. Describe how the RWB will ensure that unpaid work activities are supervised no less than daily by a designated responsible party **(V.G.8.b.3.c)**

    Response: Regardless of the assigned activity, any hours entered on the JPR screen must have been supervised by a designated responsible party (site supervisor or designated signee, instructor, lab assistant, resource room attendant, workshop facilitator, employer, etc). Without appropriate signatures verifying the hours completed, hours are not considered valid for participation in the Welfare Transition program. In instances where supervision is questionable, staff will contact the designated party to verify the completion of hours.

17. Describe how daily supervision is documented for "on-site" job searches

    Response: Customers have the opportunity to perform job search in the One-Stop Career Centers and can receive supervision via the Resource Room staff. Customers will receive credit for hours (hour for hour) spent participating in the activity.

18. Describe how daily supervision is documented for "off-site" job searches **(V.G.8.b.2)**

    Response: Job Search performed without supervision (at the employer's job site) is not an allowable activity for WT customers in Region 5.

19. Describe how the RWB informs participants of their responsibilities. **(V.G.8.b.1)(e and f)** Including the responsibility to:

- Work in conjunction with program and career center staff
- Participate in assigned activities
- Document and submit participation hours
- Report employment
- Accept suitable employment
- Remain employed
- Report good cause reasons for failure to participate immediately

Response: During the orientation and follow-up appointments, customers are informed of their responsibilities while participating under the Welfare Transition program. Customer responsibilities while participating in the WT program include: 1) working in conjunction with the Career Specialist 2) participating in assigned activities 3) documenting hours of participation and submitting verification to the Career Specialist 4) reporting employment in a timely manner and 5) providing good cause for failure to participate, if applicable. These responsibilities are previously identified in the orientation at which time the customer signs a form verifying that they understand their rights as explained. At each appointment, the customer is provided a copy of the Rights & Responsibilities form for their records. Customers are informed that failure to adhere to the stated responsibilities could be considered non-compliance and grounds for the initiating the pre-penalty process.

20. Provide the local definition for Good Cause for failure to participate or comply with program requirements

Response: All good cause reasons must be substantiated with supporting documentation. The following are considered good cause reasons for failure to participate or to comply with program requirements:

- Child Care – inability to obtain childcare for reasons that are outside of the customer's control
- Domestic Violence
- Medical Incapacity
- Outpatient Mental Health and/or Substance Abuse Treatment
- Medical Incapacity by Applicants of SSI or SSDI
- Circumstances Beyond Control – includes caring for a disabled family member, family emergency of a family member, hospitalization, natural disaster, mechanical problems with only available vehicle/inability to use public transportation, court appearance, voluntarily quitting job due to sexual harassment, discrimination and/or employer's failure to pay, or death of a family member (child, parent, non-custodial parent or another blood relative)

21. Describe the steps that a participant with Good Cause must take to be excused from or rescheduled for an activity

    Response: The customer is responsible for notifying the Career Specialist of their inability to participate in the assigned activity or attend a scheduled appointment. If notification cannot be provided prior to the failure, it is the program's expectation that the customer make contact as soon as the opportunity presents itself. The Career Specialist will initiate the pre-penalty process if there is no contact from the customer. During the pre-penalty process, the customer should contact the Career Specialist and provide their justification for failure to participate. If the reason for failure falls within the local definition of "good cause", the Career Specialist will advise the customer to submit supporting documentation to avoid adverse action. The customer will have 10 days to provide the documentation, but will be advised to submit documentation as soon as possible and resume participation, if good cause reason was temporary.

22. When must a participant submit documentation to support Good Cause?**(V.G.8.b.2)**

    Response: The customer must submit documentation to support good cause as soon as possible. Failure to at least submit documentation within the 10 day counseling period could result in the sanction being requested. If the sanction is requested, the customer may submit their good cause documentation at any time to have the case reviewed for good cause and removal of the sanction.

23. What documentation does the region require to support missed activities due to good cause **(V.G.8.b.3)**

    Response: To demonstrate good cause, the customer will be responsible for submitting the following documentation, where applicable:
    - Child Care – inability to obtain childcare for reasons that are outside of the customer's control (school attendance records)
    - Domestic Violence (police report or customer statement)
    - Medical Incapacity (hospital documentation, doctor excuse, medical verification form, doctor statement on company letterhead with the original signature or doctor/hospital bill detailing the dates of treatment)
    - Outpatient Mental Health and/or Substance Abuse Treatment (copy of release papers detailing the dates of treatment)
    - Medical Incapacity by Applicants of SSI or SSDI (hospital documentation, doctor excuse, medical verification form, doctor statement on company letterhead with the original signature or doctor/hospital bill detailing the dates of treatment)
    - Circumstances Beyond Control – includes caring for a disabled family member, family emergency of a family member, hospitalization, natural disaster, mechanical problems

with only available vehicle/inability to use public transportation, court appearance, voluntarily quitting job due to sexual harassment, discrimination and/or employer's failure to pay, or death of a family member (child, parent, non-custodial parent or another blood relative). Documentation could include car repair bills, police reports, fire reports, obituaries, newspaper articles, etc.

24. Define and describe each of the following activities as they exist in your region:
    - Unsubsidized Employment
    - Subsidized Employment (Public)
    - Subsidized Employment (Private)
    - On-The-Job Training
    - Work Experience
    - Community Service
    - How does the region ensure that community service worksites are conducted at not-for-profit agencies and are for the benefit of the community
    - Job Search & Job Readiness
    - Vocational Education
    - Job Skills Training Directly Related to Employment
    - Education Directly Related to Employment
    - Satisfactory Attendance in Secondary School
    - Providing Childcare

Response: Employment is the ultimate goal of the Welfare Transition program to assist families in moving from public assistance to self-sufficiency. Employment can be considered unsubsidized (not receiving a subsidy from TANF or any other source) or unsubsidized (receiving a subsidy from TANF or another source). Unsubsidized employment may include, but is not limited to, domestic work and childcare, and it may also include individuals that receive benefits for services rendered (i.e. rent). In order to earn participation credit for hours of self-employment, a customer must provide documentation that includes, but is not limited to, gross income obtained minus business expenditures as substantiated by copies of record of business expenses, invoices for services rendered, or receipt for payment of services. Using the documentation, the Career Specialist will calculate the number of hours worked per week. Gross income minus business expenses is divided by the applicable minimum wage. Example: Gross income = $300.00 – business expenses = $75.00 / minimum wage = $7.31 total = 31 hours. To ensure engagement, documentation such as Employment Verification, MSFW Verification of Earned Income, pay stub (must indicate hours and wages), signed time sheets, record of business expenses (self-employed), invoice, receipt of payment, copy of check (must indicate hours and wages), or letter from consumer (must indicate hours and wages) can be submitted. Subsidized employment can be public or private, depending on the source of the funds used.

In order to ensure engagement, documentation such as employment verification, pay stub (must indicate hours and wages), or signed timesheets could be submitted. Employment verifications must include the contact information such as the employer's name; date contacted, phone number, employee work days/hours, wage rate, employment start date, and the name of the staff person who verified the employment/hours must be authorized on the worksite agreement. For subsidized employment, signed timesheets can be used to document engagement. Timesheets must have daily signatures from the supervisor. Additionally, documentation will have no white out or un-initialed strikethroughs. The Career Specialist will maintain regular communication with work site supervisor. The hours will be documented in each customer's hard file and in the MIS system.
OJT sites and agreements for all participants enrolled in workforce programs at **WORK**FORCE *plus* are developed as the Business Services Unit identifies and markets to potential OJT employer partners. OJT is formalized using a written agreement with an employer in the public, private non - profit, or private sector. Under the OJT agreement, occupational training is provided for customers in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's costs. **WORK**FORCE *plus* has a process in place to ensure that agreements are not developed with employers who have previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work. The length of the OJT agreement is limited to the period of time required for a customer to become proficient in the occupation for which the training is being provided. **WORK**FORCE *plus* will ensure the WT customer is supervised by making contact with designated staff to ensure progress is being made. Documentation to support hours of participation will be signed by the employer's designated supervising staff and will be collected, at a minimum, every week. The documentation will be secured in the customer's file and the JPR screen will be updated accordingly. A case note will also accompany the hours of participation that has been documented in the file and in OSST.

Work Experience agreements are developed with agencies that can provide an opportunity for WT customers to gain workplace skills. The agencies are considered for-profit. These agencies work with a customer on a temporary basis to provide training in work etiquette and basic job skills. The Job Developer meets with for-profit agencies to explain the program and its benefits, and determine whether or not the agency wishes to enter into a relationship with **WORK**FORCE *plus* to serve as a work experience site for the WT program. If the agency wishes to participate, they must enter into an agreement with **WORK**FORCE *plus* by signing the Work Experience agreement.

Customers become engaged through formal and informal assessments of the customer's employability skills and career goals. Once the Career Specialist determines their readiness

for work and work experience, they are assigned to worksites that best meet their needs and the needs of employers. The customer is then given a work experience contract and referred to the site to begin engagement. The contract should be signed by the site supervisor and the customer and returned to the Career Specialist at their follow up appointment. Evaluation of the customer by the worksite supervisor will occur in 90 day intervals to ensure the customer is obtaining skills and to re-determine their readiness for work. The worksite has a designated party responsible for daily supervision and completing customer's timesheet. The name of the supervising staff responsible for verifying the employment/hours must be listed as an authorized signer on the worksite agreement. These timesheets are submitted to and reviewed by the Career Specialists for accuracy and validity on a weekly or bi-weekly basis. Additionally, documentation will have no white out or un-initialed strikethroughs. Hours of participation are documented in the MIS from documentation such as CWEP timesheet, telephone verification form and worksite timesheets/print outs submitted by the site supervisor. Each site will be evaluated no less than annually to ensure quality regarding appropriate customer placements and the quality of the placement site. To protect the employer's current staff, as part of the Work Experience Work-Site agreement, the agency must agree not to displace current employees and replace them with a volunteer.

Community Service agreements are developed with agencies that can provide an opportunity for WT customers to gain workplace skills. The agencies are public or not for profit. These agencies work with a customer on a temporary basis to provide training in work etiquette and basic job skills. The Job Developer meets with not-for-profit and public organizations to explain the program and its benefits, and determine whether or not the agency wishes to enter into a relationship with **WORK**FORCE *plus* to provide community service work experience. If the agency wishes to participate they enter into an agreement with the RWB by signing the Community Work Experience agreement. Customers become engaged through formal and informal assessments of the customer's employability skills and career goals. Once the Career Specialist determines their readiness for work and work experience, they are assigned to worksites that best meet their needs and the needs of employers. The customer is then given a Work Experience agreement and referred to the site to begin engagement. The contract should be signed by the site supervisor and the customer and returned to the Career Specialist at their follow up appointment. Evaluation of the customer by the worksite supervisor will occur at 90 day intervals to ensure that the customer is obtaining valuable skills and to re-determine their readiness for work. The worksite has a designated party responsible for daily supervision and completing customer's timesheet. The name of the supervising staff responsible for verifying the employment/hours must be listed as an authorized signer on the worksite agreement. These timesheets are submitted to and reviewed by the Career Specialists for accuracy and validity on a weekly or bi-weekly basis. Additionally, documentation will have no white out or un-initialed strikethroughs. Hours of participation are documented in the MIS based on documentation such as CWEP timesheet, Telephone Verification Form and worksite

timesheets/print outs submitted by the site supervisor. Each site will be evaluated no less than yearly to ensure quality regarding appropriate customer placements and the quality of the placement site. To protect the employer's current staff, as part of the Community Service Work-Site Agreement, the agency agrees not to displace current employees and replace them with a volunteer.

Job Search/Job Readiness is a core activity. Customers participating in the Job Search/Job Readiness activity are actively seeking employment or acquiring job seeking skills. This activity may also include life skills training, substance abuse/mental health treatment or rehabilitation activities. Job Search performed without supervision (at the employer's job site) is not an allowable activity for **WORK**FORCE *plus*. Customers have the opportunity to perform job search in the One-Stop Career Centers and can receive supervision via the Resource Room staff. Customers will receive credit for hours (hour for hour) spent participating in the activity. The Job Readiness (5 Steps to Rapid Employment) component is designed to improve an individual's job seeking and retention skills, and provide support for job-seeking activities. Customers will receive credit for hours spent (hour for hour) participating in the activity. The following activities are acceptable as in-house job readiness: workshops, resource room, in-house job fairs, class hours, or other career center activities. Each customer engaged in a job search activity must sign in prior to being engaged in any activities and will also be required to sign out with the designated staff person in order to receive credit for their participation. Additionally, documentation must not have white out or un-initialed strikethroughs. The hours completed will be documented in each customer's hard file and in the MIS system.

Vocational Education is education provided through Florida's Vocational/Technical centers, colleges, and universities to prepare customers for employment in current or emerging occupations. Vocational Education can lead to AA/AS, advanced degrees or certificates. Customers are required to provide proof of enrollment / class schedule. A daily attendance time sheet must be completed and signed by the instructor of the educational institution verifying the customer's engagement in this activity. Documentation is collected no less than biweekly and maintained in the customer's case file to validate the hours entered in the OSST JPR screen. Additionally, documentation must not have white out or un-initialed strikethroughs. Unsupervised/supervised homework time can be counted for each hour of class time. Hours completing supervised homework are allowable if the hours of participation can be documented through supervision. Total homework time counted for participation will not exceed the hours required or advised by a particular educational program. If the customer participates in online classes, and the educational institution records the amount of time spent in the on-line based classroom, a print out of hours completed can also be used. Customers in this activity will be required to document schedules and course requirements by providing class schedules and syllabi at the beginning of each semester. This activity is time-limited and can count towards

participation as a stand-alone activity for 12 months. After being in this activity for a year, the customer can continue to receive credit towards participation but must be assigned to another Core activity. At this point, Vocational Education transitions to Job Skills Training which is a core plus activity.

Job skills training (JST) encompass numerous areas intended to increase job-hunting success and job retention. This work activity is defined as education or training for job skills required by an employer to provide an individual with the ability to obtain employment or to advance or adapt to the changing demands of the workplace. To ensure that the activity aligns with the State Work Verification Plan, the region made the decision to link each customer assigned to JST to an open job order therefore making certain the skills gained through participation in JST are those deemed necessary by an employer with a true vacancy. The Career Specialist will conduct a job search with the customer. If the customer lacks the skills necessary to meet the job order requirement and the completion of JST can assist the customer in meeting the minimum qualifications of the job order, then the Career Specialist may assign the customer to JST. Once assigned to JST, the Career Specialist will enter a case note stating the job order number, the type of activity the customer was assigned to, and the skills to be gained through completion of JST. The Career Specialist will also consider whether the customer is otherwise employable. If there are employment barriers that would exist even after gaining the necessary skills, the customer may not be a good candidate for job skills training. The Career Specialist may need to work with the customer to find a resolution for the barriers prior to assigning them to JST. To ensure success, the resources for mounting a successful job search are made readily available, i.e., job banks, computer software, assistance in completing applications, telephone, fax machines, etc. Computer based programs and written materials are available to provide instruction on several employability skills areas. Individual assistance is also available for customers. This activity also includes job skills and job retention training and services or education that leads to a bachelor's or advanced degree, as long as it is directly related to employment. Career Specialists will collect attendance records on a bi-weekly basis to ensure customers are engaged in the activity and are supervised daily. The Career Specialist may contact the instructor directly if attendance records are not immediately available to verify the customer's attendance. These records must be signed by an instructor or supervisor on a daily basis or every time customers receive job skills training. Additionally, documentation must not have white out or un-initialed strikethroughs. Once documentation is secured, Career Specialists will enter actual hours reported from attendance records on the JPR screen in the MIS system.

If a customer has not received a high school diploma or GED, the customer may receive credit for hours they participated in an educational activity related to a specific occupation, job or job offer. This includes courses designed to provide the knowledge and skills for specific occupations or work settings, but may also include adult basic education and

English as a Second Language. Customers are required to provide proof of enrollment / class schedule. A daily attendance time sheet must be completed and signed by the instructor of the educational institution to verify customers engaged in this activity are supervised daily. Documentation is collected no less than biweekly and maintained in the customer's case file to validate the hours entered in the OSST JPR screen. Additionally, documentation must not have white out or un-initialed strikethroughs. Unsupervised/supervised homework time can be counted for each hour of class time. Supervised homework time hours are allowable if the hours of participation can be documented through supervision. Total homework time will not exceed the hours required or advised by a particular educational program. Customers in this activity will be required to prove they have maintained satisfactory progress in order for hours to count towards participation. The following is acceptable documentation to prove satisfactory progress: TABE scores, Analysis of Student Progress Report; verification of progress (from training institution); periodic reassessment scores (at least every six months); certificate or diploma (as applicable). The Career Specialist must receive written verification of progress on a quarterly or semester basis or as established by the training institution. Customers must receive a periodic (at least every 6 months) reassessment of TABE scores for comparison and to be recorded as part of the "good or satisfactory progress" determination.

The core plus activity "Satisfactory Attendance" definition includes regular attendance at a secondary school or in a course of study leading to a certificate of general equivalence. The customer will be required to provide their initial assessment scores (TABE) and the school enrollment / class schedule to verify enrollment. A daily attendance timesheet must be completed and signed by the instructor of the educational institution. Attendance documentation must include the customer's name and signature, course, instructor's name and signature, hours completed and in what timeframe and have no white out or un-initialed strikethroughs. Attendance documentation must be collected at least bi-weekly and is maintained in the case file. Customers in this activity will be required to demonstrate they have maintained satisfactory progress in order for hours to count towards participation. The following is acceptable documentation to demonstrate satisfactory progress: TABE scores, Analysis of Student Progress Report; verification of progress (from training institution); periodic reassessment scores (at least every six months); certificate or diploma (as applicable). The Career Specialist must receive written verification of progress on a quarterly or semester basis or as established by the training institution. Customers must receive a periodic (at least every 6 months) reassessment of TABE scores for comparison and to be recorded as part of the "good or satisfactory progress" determination.

The core activity "Providing Childcare" definition includes providing child care services to enable another TANF recipient to participate in a community service program. This definition does not include providing child care to enable a customer to participate in any of the other eleven work activities. The number of hours that is credited to the customer

providing the childcare services is based on the number of hours that the Community Service customer is scheduled for the Community Service activity. To ensure customers engaged in this activity are supervised on a daily basis, participation will be verified through documentation of hours using the signed community service timesheet. Additionally, documentation will have no white out or un-initialed strikethroughs. The name of the staff who verified the employment/hours must be authorized on the worksite agreement. Note: Only actual hours during which the customer engaged in community service actually attends those community service hours may yield countable hours for the customer caring for the children.

25. How does the RWB ensure that local work activities comply with federal and state definitions?

    Response: Local activities follow the activity definitions provided in the State's Work Verification Plan. If there are questions or concerns regarding whether an activity is permissible, guidance is sought from the Department of Economic Opportunity policy staff.

26. Describe how participants are referred to work sites to begin engagement **(V.G.8.b.4)**

    Response: Customers become engaged through formal and informal assessments of the customer's employability skills and career goals. Once the Career Specialist determines their readiness for work and work experience, they are assigned to worksites that best meet their needs and the needs of employers. The customer is then given a work experience agreement and referred to the site to begin engagement. The contract should be signed by the site supervisor and the customer and returned to the Career Specialist at their follow up appointment.

27. How does the RWB ensure that participants assigned to community service or work experience do not exceed the maximum number of hours allowed based on the work site calculation *(cash assistance plus food stamps divided by the higher of the state or federal minimum wage*)?

    Response: Community Service and Work Experience hours are assigned according to the benefit calculation (food stamps divided by the higher of the state or federal minimum wage divided by the number of weeks in a month equal the maximum hours that can be completed). The Career Specialist will calculate the maximum hours monthly to ensure volunteers are assigned to work experience for the appropriate and allowable number of hours. Customers are encouraged to only complete the number of hours they are assigned to by the Career Specialist. Customers that complete more hours than requested will be counseled. Also, Career Specialists will verify the maximum allowable hours prior to entering hours of engagement.

28. How does the region ensure that current worksite employees are not displaced by program participants, including paid vacancies for which the employer will hire?**(V.G.8.b.9)(a – e)**

    Response: To protect the employer's current staff, as part of the Work Experience Work-Site agreement, the employer agrees not to displace current employees and replace them with a volunteer.

29. If a participant reports limited abilities, what is the process for deferring the participant from traditional work activities? Describe the types of activities that may be included in a participant's Alternative Plan.

    Response: If a customer reports limited abilities, they are provided the required DEO medical form with an expected return date, not to exceed two (2) weeks. The customer is expected to return the completed form in order to establish the expected duration of the deferral and work limitations. If the customer is not able to have the medical verification form completed at that time, the customer may submit a letter from their doctor. The letter must be on the company's letterhead and the Career Specialist must receive the original and not a copy. The letter must also answer the questions listed on the medical verification form (work limitations, duration of limitations, physician information including license number). If the medical information states that the customer can participate in some type of activity, the customer will be assigned to an activity that will not exacerbate the current medical condition for the number of hours allowed by their doctor. The customer may be deferred for a short period of time to allow the customer to have the medical verification form completed by their doctor. Based on the duration noted on the completed medical verification form, the customer can be deferred for less than 90 days or more than 90 days. The MIS system is then updated to reflect information received and the follow-up period is noted. The Career Specialist will contact the customer each month to determine if they are still under doctor's care and whether their condition has changed. If there are no changes, and the customer is still not able to participate, the MIS will be updated to continue the deferral. Case notes will be entered denoting the reasons for the continuation of the deferral.

    The process used to develop an ARP includes: identifying employment possibilities, limitation regarding participation in program activities, educational opportunities, date of release from doctor care where appropriate, and linkages to other agencies and/or programs if it determined that the deferral will be permanent. In addition, there are other opportunities created to engage deferred customers by and through home study assignments. Dependent upon the length stated in the initial documentation received from the physician, customers are provided a follow-up plan outlining program expectations, inclusive of dates, for what additional documentation is needed if it appears the customer will need an extension beyond the original end date of the deferral.

30. Does the region require deferred participants to complete any vocational or other assessments?

    Response: Clients are given a battery of assessments; the results are reviewed by the customer and Career Specialist. At this point, and through the duration of the case management process, customers are continually assessed to determine their need for additional services. For those that need assistance with mental health or substance abuse issues, a referral is made to a partner agency that specializes in providing mental health services.

31. Describe how the region identifies hidden disabilities, including learning disabilities

    Response: Clients are given a battery of assessments; the results are reviewed by the customer and Career Specialist. At this point, and through the duration of the case management process, customers are continually assessed to determine their need for additional services. For those that need assistance with mental health/substance abuse issues or hidden disabilities, a referral is made to a partner agency that specializes in providing the necessary services.

32. What other services are provided to participants who have learning or other hidden disabilities?

    Response: Welfare Transition customers who have been deferred are provided an array of services. Customers who are deferred for medical reasons may be provided home study work readiness curriculum, depending on their limitations. In instances where an individual does not have a GED and needs remediation, they are provided a home study curriculum geared toward improving their educational level. Medically deferred individuals who are unable to participate at any level will be assisted in the process of applying for SSI/SSDI. Referrals to Vocational Rehabilitation will also be viewed as an option in the deferment process. In all instances the Alternative Responsibility Plan (ARP) will serve as a roadmap for customers who have limited abilities. Individuals who are deferred for reasons other than medical will be addressed in the same like manner to insure that, when possible, all customers participate. During the period of deferment individuals will be afforded support services that will be prorated to coincide with their level of participation. Lastly, the Disability Program Navigator will be engaged in the process to ensure deferred customers receive information on any and all services for which they may qualify.

Special Populations (V.G.17) (V.G.20.e)

1. Describe the region's process for providing workforce services to the following hard-to-serve populations:

- Homeless
- Ex-Offenders
- Older Workers
- Migrant Seasonal Farm Workers
- Individuals with Disabilities
- Limited English Proficiency/English as a Second Language (ESL)
- Refugees
- Domestic Violence

Response: The process for delivering workforce services to target populations such as homeless persons, ex-offenders, farmers, hard-to-serve, individuals with disabilities and other target groups is to identify the target populations. The target populations are identified by a variety of means which include partner agencies and participating in events such as the Veteran Stand Down. Once identified, the target populations are served using formula funds in a variety of workforce programs as directed by the customer's needs.

Describe how the RWB ensures that domestic violence providers/partners are trained and competent to provide such services. **(V.G.8.c.3)**

Response: WORKFORCE *plus* utilizes partners/providers that are considered subject matter experts to assist customers experiencing domestic violence issues. These partners/providers have very stringent training guidelines for their staff members.

2. Other than work registration, describe when customers are notified of the opportunity to receive domestic violence services and counseling **(V.G.8.c.2.a)**

Response: Domestic violence awareness is also included in the curriculum of the employability skills/job preparation component. Additionally, the Career Specialist employs an open communication approach to counseling sessions (follow-up appointments) to make customers comfortable enough to disclose if there is a domestic violence issue present. If an applicant or customer discloses a domestic violence issue, they will be referred to the Refuge House for further assistance. A lethality checklist will be completed to determine degree of danger for the customer. Law enforcement will be contacted to offer protective assistance, if needed. **WORK**FORCE *plus* will coordinate with the Refuge House in determining transportation options that will ensure maximum security for the customer, as well as any minor dependents, while participating in program activities. Law enforcement transportation assistance will be requested only if necessary. **WORK**FORCE *plus* ensures all Career Specialists are competent to deal with domestic violence issues through ongoing training. **WORK**FORCE *plus* reviews and updates a listing of available resources in the community for customer referrals.

3. How does the RWB ensure the confidentiality of customers who have reported domestic violence?

   Response: WORKFORCE *plus* takes every precaution to ensure the confidentiality of program customers who have reported domestic violence. Whenever a customer discloses that he/she has a domestic violence issue, the Career Specialist creates a confidential file. The files of these customers are kept under lock and key. No reference is made regarding the domestic violence issue in the regular hard copy case file. The local process for handling and storage of files containing confidential information is through continuous technical assistance and the development of instructional desk guides created for staff.

4. How does the RWB ensure that the customer has a safety plan in place?

   Response: Customers who disclose a domestic violence issue are counseled on creating a safety plan for their family. The Career Specialist will assist the customer in the creation of the plan by integrating the safety plan into their career plan. In some instances, assistance is requested from the local domestic violence providers to create a safety plan for extreme situations. Provisions are built into local processes to protect the safety of the customer under all circumstances.

5. How does the region ensure that the safety plan for customers requesting relocation assistance due to domestic violence include a recommendation of relocation from a domestic violence professional?

   Response: When applicable, the Career Specialist will consult with a domestic violence professional regarding the reasonableness of safety plans and relocation of the affected customer.

Transitional Services (V.G.20.g)

1. Describe when and how customers are informed about transitional services

   Response: Customers are informed about transitional benefits and services during orientation and also by their Career Specialist when they obtain employment. The type, amount, and duration of services is discussed. The customer is also provided a transitional services letter which outlines the availability of transitional services.

2. Describe the type of services offered to participants whose cash assistance closes with earned income

Response: The type of services offered to customers whose cash assistance closes with earned income are: 1) Transitional Childcare 2) Transportation Assistance 3) Transitional Education and Training 4) Work Related Items.

3. Describe how those eligible for transitional services can access them

Response: Customers who lose eligibility for Temporary Cash Assistance (TCA) due to earned income or who opt to receive an up-front diversion or severance payment are eligible to receive transitional childcare (TCC) for twenty-four (24) consecutive months to assist in retaining employment if the family's income does not exceed 200% of the Federal Poverty Level, if funds are available. Child care referrals will be generated in 90-day increments. If a customer loses employment due to good cause, they may receive transitional childcare for up to 30 calendar days to complete job search activities. Transportation assistance will be provided to transitional customers based on two (2) qualifying criteria – the period of time the customer has been at transitional status and the level of wage the customer is receiving. This form of assistance will be provided for the first three (3) months of the entire 24-month transitional period. In no instance should a customer receive more than $120 in gas cards or twelve (12) bus passes during the entire transitional period. Additionally, a customer may not receive more than $40 in gas cards or four (4) bus passes per month. Customers may receive assistance with work and/or training related items for the entire 24-month period if they are earning wages at or below 200% of the Federal Poverty Level. The maximum amount a transitional customer may receive for work/training related items is $500 per program year. Customers may receive educational training for the 24 month period if they are at or below 200 % of the Federal Poverty Level. The training must be provided by one of the Workforce Board's Approved Training Providers. The customer must apply for a Pell Grant prior to being approved for the training. The customer must complete the TABE assessment and pass the suitability screening in order to receive the Purchase Order (PO). The PO must be approved by the Program Supervisor, the Financial Manager, and **WORK**FORCE *plus* prior to issuance to the customer or the institution.

4. How long can an eligible transitional customers access transitional support services?

Response: Customers who lose eligibility for Temporary Cash Assistance (TCA) due to earned income or who opt to receive an up-front diversion or severance payment are eligible to receive transitional childcare (TCC) for twenty-four (24) consecutive months to assist with retaining employment if the family's income does not exceed 200% of the Federal Poverty Level, and if funds are available. Child care referrals will be generated in 90-day increments. Transportation assistance will be provided to transitional customers based on two (2) qualifying criteria – the period of time the customer has been at transitional status and the level of wage the customer is receiving. This form of assistance

will be provided for the first six (6) months of the entire 24-month transitional period. In no instance should a customer receive more than $120 in gas cards or twelve (12) bus passes during the entire transitional period. Additionally, a customer may not receive more than $40 in gas cards or four (4) bus passes per month. Customers may receive assistance with work and/or training related items for the entire 24-month period if they are earning wages at or below 200% of the Federal Poverty Level. The maximum amount a transitional customer may receive for work/training related items is $500 per program year. Customers may receive educational training for the 24 month period if they are at or below 200 % of the Federal Poverty Level.

5. How long does the RWB authorize a childcare referral for transitional customers?

   Response: Customers who lose eligibility for Temporary Cash Assistance (TCA) due to earned income or who opt to receive an up-front diversion or severance payment are eligible to receive transitional childcare (TCC) for twenty-four (24) consecutive months to assist with retaining employment if the family's income does not exceed 200% of the Federal Poverty Level, and if funds are available. Child care referrals will be generated in 90-day increments.

6. How often does the RWB require a participant receiving transitional childcare to document employment?

   Response: Childcare referrals are generated for a period of 90 days. At the end of the 90 days, the customer is required submit documentation to verify continued employment in order to receive another 90 day referral for childcare services. This process continues throughout the 24 month transitional period as long as the family's income does not exceed 200% of the Federal Poverty level and if funds are available. Additionally, during the first 180 days of employment, the Career Specialist will conduct follow-ups to ensure the customer is still employed. The verification may be conducted by telephone, check stubs, letter from an employer or in-person visits.

7. How often are transitional participants receiving support services reviewed for eligibility (family size, income, household composition, etc.)?

   Response: Eligibility for transitional services is conducted each month but no less than every 90 days. To receive transportation assistance, the customer must submit proof of eligibility for ongoing transportation assistance. If the customer does not qualify for or wish to receive transportation assistance, then eligibility is determined at the point the customer requests a childcare referral. Every 90 days the customer is required submit documentation that verifies continued employment in order to receive childcare services. This process continues throughout the 24 month transitional period or as long as the

family's income does not exceed 200% of the Federal Poverty level and if funds are available.

8. Describe the educational and training opportunities available to transitional participants

   Response: Customers may receive educational training for the 24 month period if they are at or below 200 % of the Federal Poverty Level. The training must be provided by one of the **WORK**FORCE *plus*' Approved Training Providers. The customer must apply for a Pell Grant prior to being approved for the training. The customer must complete the TABE assessment and pass the suitability screening in order to receive the requested training. The ITA must be approved by the Program Supervisor, the Financial Manager, and **WORK**FORCE *plus* prior to issuance to the customer or the institution.

9. How does the RWB encourage employment retention and advancement for transitional participants?

   Response: Once the customer obtains employment, the Career Specialist continues to educate the customer on the benefits of gaining employment and remaining employed. The Career Specialist discuss available resources and what a customer should do if they find themselves in a situation that puts them at risk of losing their job. Customers are advised to contact their Career Specialist to discuss workplace issues prior to quitting to talk about how this change will affect the stability of their family. Customers are provided transportation assistance for the first six months of employment and childcare for 24 months as long as they submit verification of continued employment and remain below 200% of the Federal Poverty Level. Additionally, the Career Specialist advises the customer of the availability of transitional educational services to further their education and help them become more marketable for promotions with their current employer or in other jobs.

Special Projects (V.G.8.c.5) & (V.G.8.c.5.b)

1. Describe how the RWB uses TANF funds for any locally developed special projects?

   Response: Not Applicable

2. What TANF purpose does the project serve?

   Response: Not Applicable

Oversight and Safeguards

1. Describe safeguards the region has in place to recognize and identify fraud, attempted fraud or suspected fraud by program participants?

Response: Career Specialists check signatures on submitted documentation (i.e. timesheets/worksite contracts) to detect gross differences in the signatures provided each month. If forgery is suspected, the Career Specialist will follow up with the site manager either by phone or email to verify the completion of hours and signage. Resource Room Specialists also observe customer interactions in the resource room, lobby and other areas of the building to lessen the opportunities of a customer attempting to commit fraud. If fraud is detected, notification will be made to the fraud referral designee. In instances in which the act is determined to be in violation of the law, the appropriate law enforcement agency will be contacted.

2. Describe safeguards the region has in place to discourage fraud or attempted fraud by program participants?

   Response: The Career Specialist is ever visible and watchful of customer actions while onsite. The Career Specialist scrutinizes submitted documentation for forgery and will question the customer to clarify suspicions if anything seems awry.

3. What's the process for reporting program participants (applicants, mandatory, and transitional) for fraud or suspected fraud?

   Response: All staff has been advised of the internal staff designated to report fraud or suspected fraud to the Department of Children and Families (DCF) Public Assistance Fraud Unit. An example of fraud could be applying for benefits using another's personal information, not reporting employment, falsifying timesheets, etc. Staff has been advised to relay any information regarding fraud or suspected fraud, including the customer's name, reason(s) why fraud/abuse is suspected, and date of the occurrence. Once alerted, the fraud referral designees will be responsible for notifying DCF so that an investigation can be conducted to determine if fraud has occurred. The fraud referral designees will track all situations reported to DCF for investigation through resolution.

4. Describe safeguards the region has in place to recognize and identify fraud, attempted fraud, or suspected fraud among program staff?

   Response: A sample of the Career Specialist cases are reviewed on a monthly basis to include services provided to ensure that services were warranted, provided, and documented appropriately. Additionally, gas cards/bus passes are tracked by the Supervisor and Administrative Manager. Additionally, a sample is reviewed by Board staff each month. The Career Specialist must submit signed logs and copies of cards to verify the intended customer received their support services. Childcare referrals are also reviewed to ensure the services were warranted, provided, and documented.

5. Describe safeguards the region has in place to discourage fraud or attempted fraud among program staff?

   Response: The safeguards listed above are in place to discourage staff from attempting fraud and/or abuse of the system. During the on-boarding process, as well as annually, staff signs the Code of Business Conduct and Ethics verifying their understanding and agreement. This document clearly spells out the consequences of failing to follow the policy as written.

6. What's the process for reporting program staff for fraud, attempted fraud or suspected fraud?

   Response: If staff suspects fraud, attempted fraud or suspected fraud, their immediate supervisor(s) or Chief Executive Officer will be alerted. If the staff member does not feel comfortable notifying their supervisor or Chief Executive Officer, notification can be made to the Chairperson of the Board.

Individual Developmental Accounts (V.G.8.c.6)(a and b)

1. Describe the region's Individual Development Account (IDA) program; specifically identify the population served under the IDA project.

   Response: Due to limited funding, IDAs will not be established for customers within our region. However, when opportunities present themselves to partner with groups where funding is available, every effort will be made to do so.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EMPLOYMENT AND TRAINING (SNAP E&T)

For the SNAP E&T 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 a SNAP E&T program, indicate "does not operate a SNAP E&T program." Please refer to the recently approved SNAP E&T Program State Plan as a reference to assist in the preparation of the local plan. If a local policy exists which addresses any of the items below, refer to that local policy. Include it as an attachment to the local plan.

1. Describe the local staffing (case management) model used to serve SNAP E&T participants.

   Response: The local staffing model includes a Program Manager and Career Specialists to serve SNAP customers. The Program Manager provides oversight and direction for the SNAP Program. Responsibilities include staff training, supervision, and programmatic and process monitoring. The day-to-day operation of the SNAP Program is closely observed by the Program Manager to make certain that customers are aware of the opportunities under the SNAP program which include training, education, support services, and skill development services in order to become self-sufficient. The interaction of the Program Manager is clearly demonstrated through communication with Career Specialists and the Department of Children and Families (DCF). The Program Manager also assists customers with needs that are particularly challenging. The Program Manager assists with reviewing the eligibility of referred customers to ensure that they are eligible to participate under the program. Other duties include monitoring OSST and customer files, as well as maintenance of performance data. The SNAP staff receives alerts generated by DCF through the One Stop Service Tracking System (OSST). They are tasked with managing all activities and services for eligible work registrants or Unemployment Compensation recipients aged 16-39 years of age. Persons aged 40-59 can request to participate in the SNAP program as a volunteer and be manually added to OSST if a prior case does not exist. Case management responsibilities include correspondence to volunteers, community outreach to potential volunteers not referred by DCF, facilitating orientation, case management appointments, assignment of program activities, monitoring participation, collecting employment verifications, OSST data entry, and following correct and timely follow-up procedures.

2. Describe the local procedures for contacting participants after the referral has been received from DCF through the overnight interface (FLORIDA to OSST Interface). Include the timeframe involved and how this process is documented. **(V.G.9a2)**

   Response: WORKFORCE *plus* utilizes the State endorsed system's automation feature to initiate correspondence with volunteers after they are referred. Customers referred to the SNAP program through the overnight interface between OSST and FLORIDA are mailed

notices for engagement from Department of Economic Opportunity (DEO) within 24 hours. OSST is automatically updated to capture the activity by adding services and a case note. The system generated notice directs the customer to contact a **WORK**FORCE *plus* One Stop if they are interested in participating. Customers are provided the schedules for orientation & assessment and/or the contact number of a Career Specialist for further questions. Failure to participate with the program will trigger OSST to close the volunteer's case for lack of activity if it exceeds 90 days. Prior to the 90th day, fifty customers per Career Specialist are contacted via phone or email to attempt re-engagement. If the volunteer is not re-engaged, the case will close after the 90th day of inactivity.

3. Describe procedures for notifying the participants of their rights and opportunities while participating in the SNAP E&T Program. Include procedures for providing information on the Grievance process. **(V.G.9.a.3)**

   Response: The ACCESS application for Food Stamps notifies those applying for food stamps of their responsibilities and opportunities under the SNAP program. The work registrant will be required to confirm that (s)he reviewed the materials before proceeding with the application process. Once the case is referred for participation, the work registrant is considered a volunteer of the SNAP program. Volunteers attend orientation and complete an assessment over the Internet or by going to a **WORK**FORCE *plus* One Stop where their Rights and Opportunities are discussed further. In instances where system outages prevent the customer from utilizing the automated services, a copy of the Rights and Opportunities may be provided for review and signature. A copy of the signed form is provided to the volunteer and the original is retained in the hard copy case file. Additionally, throughout the SNAP program experience, the volunteer's agreement to abide by the program requirements will be reiterated.

4. What is the local approach for providing orientation and assessment in the SNAP E&T program? Include a description of assessment tools that are used and when assessment is conducted. **(V.G.9.b.1)**

   Response: WORKFORCE *plus* follows the state policy and requires orientation attendance for new or reopened referrals if the volunteer has not attended orientation within the last 12 months. Orientation is also required if there have been significant program changes since the volunteer last attended, regardless of the time frame. Since OSST is automated, **WORK**FORCE *plus* has opted to utilize the OSST on-line assessment process with further assistance being provided to the customers as needed. During orientation volunteers are presented with a locally developed overview of the SNAP E&T program requirements and benefits. Orientation includes discussion of the following: purpose and goals of the program, SNAP E&T activities, how to complete the Job Search Report form, Grievance & Fair Hearing Procedures, importance of program participation, identifying acceptable forms

of participation documentation, transportation reimbursement, education & training, employment, labor market information, and services provided by **WORK**FORCE *plus*. The orientation materials are presented in an environment that encourages success with staff clarifying any issues or addressing questions to ensure that the volunteers fully understand the requirements and opportunities. In addition, volunteers are asked to complete or update their EFM registrations during the orientation process. This step affords staff the opportunity to begin assisting volunteers with their search to identify employment opportunities that they qualify for as well as identify other services needed. All services are documented accordingly.

As it relates to assessment, the process consists of gathering information, evaluating information, career planning and developing employment goals. Assessment is required prior to placement into a component and may be utilized throughout the SNAP experience as appropriate. The State endorsed assessment tool will be used to garner initial information related to the volunteer's ability to participate under the program. Furthermore, during the initial interview, the educational status, training and work history of the volunteer will be discussed. The information collected will assist staff in assigning the volunteer to the appropriate activity. The interview is not complete until the activity has been assigned and the volunteer understands the schedule and verification requirements, and a follow-up appointment is scheduled. Note, some assessment activities may be conducted with a group of customers and followed-up with one-on-one assessment counseling. Assessment activities are conducted at the One Stop for SNAP E&T volunteers. Available assessment tools include academic (T.A.B.E.) and interest inventory, along with other tools that assess work readiness and employability. If determined appropriate, additional tools will be used to assist with meeting the needs of the volunteer.

Orientation and assessment are not stand-alone components. They are qualifying activities and are considered a component of the initial intake. **WORK**FORCE *plus* counts the orientation and assessment as hours of participation when the customer is assigned to a SNAP component.

5. Describe the local approach to integrate services for SNAP E&T clients with WIA, Wagner-Peyser, and other workforce programs available through the One-Stop Career Center. **(V.G.9.b.1)**

Response: WORKFORCE *plus* developed a process to integrate services and provide cross referrals to programs based on the needs of customers. During the assessment process, each volunteer will be screened to determine if there are other programs (WIA, WP, etc.) that could assist in their goal of becoming employed. Referrals will be made to other programs/activities as needed. If referred to other programs for services, the SNAP Career Specialist is responsible for following up with the program staff and tracking volunteer

participation via OSST. For example, if a volunteer participates with WIA, the WIA Career Specialist will be responsible for receiving verification documents. The SNAP Career Specialist will be responsible for receiving the verification documents to ensure OSST is updated to reflect continued participation. Additionally, the SNAP Career Specialist will need to request Food Stamp Reimbursements (FSRs) as applicable and provide additional services to meet the needs of the volunteer.

6. Provide a definition for Job Search and describe the local approach for determining when to assign a program volunteer to Job Search. **(V.G.9.b.2)**

   Response: Job Search is defined as seeking and applying for available jobs. Volunteers are assigned to job search at orientation for a time period of one week, but not more than one month. This affords staff an opportunity to assess whether the volunteer is using all available resources and if the customer has basic job seeking skills, etc. Based on the initial interview and the volunteer's current ability to job search, the Career Specialist may determine that the volunteer needs more intensive assistance in order for them to gain employment. At this point, a determination will be made as to whether the volunteer would be best served by continuing their job search component or assignment to job search training to increase their likelihood of becoming employed. Volunteers may be assigned to the job search component more than once within the program year, but only after informal/formal assessments have occurred in order to ensure the assignment is appropriate. Job search will not exceed 30 consecutive days and can only be used no more than three times per year.

7. Provide a definition for Job Search Training and describe the local approach for determining when to assign a program volunteer to Job Search Training. **(V.G.9.b.2)**

   Response: Job Search Training is considered a program that provides meaningful assistance to the job seeker by helping to improve their ability to get a job or their employability. Based on the initial interview and the volunteer's ability to job search, the Career Specialist may determine that the volunteer needs more intensive assistance in order for them to gain employment. At this point, a determination is made to assign the volunteer to job search training to increase their likelihood of becoming employed. When assigned to job search training, volunteers are asked to dedicate two weeks to complete the program curriculum. Job Search Training can be provided on-site or off-site with a community partner. Regardless of location, the curriculum must address employability skills, life skills, interpersonal skills, time management, decision making skills, basic job seeking skills, job retention skills, interviewing skills, resume development, appropriate dress and career planning. It is also possible to conduct career assessments to aid in the training process. A customer can be assigned to the Job Search Training component as many times as deemed necessary by the volunteer and their Career Specialist as long as resources are available.

Upon completing Job Search Training, the volunteer may be reassessed prior to assignment to their next program component.

8. Describe the local approach for developing Work Experience sites, including the procedure for securing signed worksite agreements and job descriptions. **(V.G.9.b.3)**

   Response: The process for developing work experience sites and securing signed worksite agreements is the responsibility of the One Stop Job Developer. The Job Developer meets with not-for-profit agencies to explain the program and its benefits, and to determine whether or not the agency wishes to enter into a relationship with **WORK**FORCE *plus* to provide a work experience opportunity for volunteers. If the agency wishes to participate, they are required to enter into an agreement with **WORK**FORCE *plus* by signing the Community Work Experience agreement. Once the Career Specialist determines the volunteer's readiness for work, the volunteer is assigned to worksites that best meet their needs and the needs of employers. At this point, the volunteer is given a Job Description form with instructions to have the document completed by a designated staff person and returned prior to completing hours. The worksite is required to complete monthly timesheets and provide an evaluation of the volunteer's progress while working. Worksites are also evaluated to ensure the customer has a quality work experience. Evaluation of the volunteer by the worksite supervisor should occur no less than 90 days after the placement of volunteers. Volunteers that have not obtained employment within 180 days will be re-assessed. Volunteers will then either be placed at another site or into another activity based on their current needs and skill level to increase their likelihood of self sufficiency.

9. Describe the procedures for verifying and documenting participant engagement in Work Experience. **(V.G.9.b.3.b)**

   Response: To verify and document engagement, timesheets will be signed by designated staff and submitted no less than weekly to the Career Specialist. The Career Specialist will review the timesheet for hours completed, signature of the volunteer and signature of the designated staff person. The person(s) listed on the worksite agreement will be considered the "designated supervisor/staff". The Career Specialist will not enter hours in OSST until the correct signature has been obtained. The Career Specialists and/or Job Developer will maintain regular communication with the work site supervisor. Career Specialists will verify the maximum allowable hours prior to entering hours of engagement. If hours completed are more than admissible, OSST will be updated with the maximum number of hours only. A case note will be entered to explain the discrepancy in the number of hours documented versus the number of hours credited for that month. Volunteers will be counseled and instructed that additional hours will not count towards participation for the month nor will completing more hours warrant an increase in support services. Conversely, if the volunteer is not able to complete the recommended number of hours because of

extenuating circumstances (medical, transportation, etc), the volunteer may submit documentation to demonstrate that their level of effort was met.

10. How will the region ensure that hours recorded for engagement in Work Experience do not exceed the permissible hours based on the worksite calculation. **(V.G.9.b.3.b)**

    Response: Community Service and Work Experience hours are assigned according to the benefit calculation (food stamps divided by the higher of the state or federal minimum wage divided by the number of weeks in a month equal the maximum hours that can be completed). Staff will calculate the maximum hours monthly to ensure volunteers are assigned to work experience for the appropriate and allowable number of hours. Volunteers are encouraged to only complete the number of hours they are assigned by the Career Specialist. Volunteers that complete more hours than requested will be counseled and instructed that the additional hours will not count towards participation for the month. Also, Career Specialists will verify the maximum allowable hours prior to entering hours of engagement. Once verified, only the permissible hours will be entered on the Job Participation Screen in OSST.

11. Describe the local approach for providing the Self-Initiated Work Experience (SIWE) component. Include a description of the process and criteria given to participants for developing their own worksites and procedures for obtaining signed contracts with the worksites and job descriptions. **(V.G.9.b.4)**

    Response: The intent of Self-Initiated Work Experience is for the customer to receive on the job training under the supervision of the employer. In most cases, the customer is matched with an employer that **WORK**FORCE *plus* has a pre-existing relationship with. Volunteers may also develop their own worksites. Volunteers are educated on the criteria that must be met in order for a business to be considered a work experience site for the SNAP program. The sites must be non-profit, provide on the job training, be willing to serve as a work experience site and enter into an agreement with **WORK**FORCE *plus*. The worksite agreement will further explain the responsibilities of a worksite. Once the completed agreement is received, the Job Developer will be responsible for contacting the employer to ensure validity of the site and accuracy of the information. The Job Developer will meet with the employer to review the requirements of being a worksite agency which includes completing timesheets and supervision of the volunteers. Additionally, (s)he will ensure that the agreement and subsequent job description is completed correctly.

12. Describe the procedures for verifying and documenting participant engagement in SIWE, including how the region will ensure that hours recorded for engagement in this component do not exceed the permissible hours each month based on the worksite calculation. **(V.G.9.b.4.a & V.G.9.c.4.b)**

Response: Daily supervision will be ensured and documented through signed time sheets. The timesheets will be signed by designated staff and submitted no less than weekly to the Career Specialist. Career Specialists will review the timesheet for hours completed, signature of the customer and signature of the designated staff person. The person(s) listed on the worksite agreement will be considered the "designated supervisor/staff". The Career Specialist will not enter hours in OSST until the correct signature has been obtained. Career Specialists will verify the maximum allowable hours prior to entering hours of engagement. If hours completed are more than admissible, the MIS will be updated with the maximum number of hours only. A case note will be entered explaining the discrepancy in the actual number of hours completed against the number of hours that the customer was credited with for that month. Volunteers will also be counseled and instructed to complete only the hours they have been assigned and that additional hours will not count towards participation for the month nor will completing more hours warrant an increase in support services. Conversely, if the volunteer is not able to complete the recommended number of hours because of extenuating circumstances (medical, transportation, etc), the volunteer may submit documentation to demonstrate that their level of effort was met.

13. What is the local approach for providing the Vocational Training component? **(V.G.9.b.5)**

Response: Vocational Training is training that provides program volunteers an opportunity to gain employment related skills. Although **WORK**FORCE *plus* does not directly provide or assist with funding of vocational training, volunteers are provided information regarding WIA if they are interested in assistance with training. Vocational Training is assigned when a customer is either currently attending classes or becomes enrolled in vocational training while participating in the SNAP program. Volunteers will document their participation time on timesheets, which must be signed by the appropriate instructor. If a volunteer is attending classes over the Internet and the school records the amount of time spent in the online-based class, a print out of hours completed may also be used. Volunteers may also turn in progress reports or other admissible documentation. Program volunteers should attend classes, sessions or labs at least 8 hours per week or 32 hours per month. If the volunteer is not able to complete the recommended number of hours because of extenuating circumstances (medical, transportation, etc), the volunteer may submit documentation to prove that their level of effort was met.

14. Describe the process for developing customized training sites and agreements for participants enrolled in SNAP E&T.

Response: WORKFORCE *plus* does not provide customized training specifically for SNAP volunteers. However, volunteers may be eligible for this service through participation in

the WIA program. SNAP volunteers are made aware of all special projects/initiatives managed by **WORK**FORCE *plus*.

15. What is the local approach for providing the Education component (when it is assigned, documentation, etc)? **(V.G.9.b.5.a)**

    Response: Volunteers may go to school and receive credit for the hours spent in classes or labs. This activity can be assigned to volunteers who are looking to improve their basic skills or employment related skills. Volunteers may attend Adult Basic Education (ABE) classes, General Equivalency Diploma (GED) classes, classes to work towards a high school diploma, English proficiency classes, classes which improve the ability to use a computer, or other classes that are needed to get a job. Volunteers must record the amount of time spent in class. Volunteers will document their time on timesheets, which must be signed by designated staff or the instructor. Volunteers may also turn in progress reports or other admissible documentation. If a volunteer is attending distance learning classes online and the school records the amount of time spent in class, the system generated verification could also be used. Program volunteers should attend classes, sessions or labs at least 8 hours per week or 32 hours per month. If the volunteer is not able to complete the recommended number of hours because of extenuating circumstances (medical, transportation, etc), the volunteer may submit documentation to demonstrate that their level of effort was met.

    WORKFORCE *plus* provides minimal assistance with education related costs (GED tuition/exam fees). Volunteers must be on track to receive a GED and receive a certain TABE/Predicted GED score to receive funds to assist with covering the cost of tuition and exam fees. Eligible volunteers are those that began their education component after becoming engaged with the SNAP E&T program.

16. Describe the local criteria for using 100 percent funds.

    Response: WORKFORCE *plus* utilizes 100% funds to assist engaged volunteers with expenses related to the GED tuition and exam fees. In order for volunteers to be a recipient of this assistance, the volunteer must have been engaged under the SNAP program prior to making the request for financial assistance. Additionally, the volunteer must be on track to satisfactorily complete GED coursework. The volunteer must also have been deemed ready to sit for the GED exam by their instructor and provide proof of TABE/Practice GED scores. If all criteria are met, the Career Specialist completes a purchase order and obtains the signature of the volunteer and the Program Manager. The completed purchase order and supporting documentation is forwarded to the Board for review and signature of approval. Once approved by the Board, the completed purchase order is forwarded back to the Career Specialist and given to the customer. It is the customer's responsibility to submit the

purchase order to the educational institution for payment. Upon receipt, the educational institution will invoice the Board for payment.

17. 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. **(V.G.9.b.6)**

    Response: Program volunteers may be enrolled in a WIA and/or TAA program and SNAP while receiving food stamps. Associated program activity could include WIA/TAA funded training, OJT, subsidized employment, as well as other activities funded by the WIA and/or TAA program. Volunteers are enrolled in this activity if they are involved in a WIA and/or TAA program prior to becoming a SNAP volunteer or they become enrolled in either program during their engagement under the SNAP program. WIA Career Specialists monitor engagement in the WIA/TAA program and enters participation in EFM. WIA/TAA program staff will provide a copy of the documentation to be retained in the volunteer's hard copy case file. SNAP staff will enter participation hours for the activity into OSST to verify program engagement.

18. Describe local procedures for referring employed participants to SNAP E&T activities. **(V.G.9.b.7)**

    Response: Volunteers that have secured employment, provided the necessary documentation to verify employment, and whose benefits are cancelled due to earned income, can be considered a program volunteer under the retention services activity. Volunteers may receive up to 90 days of reimbursement assistance with transportation while in the employment retention activity. The volunteer must have participated in one of the allowable activities prior to becoming employed in order to remain eligible for transportation reimbursements. The employment will not be considered the activity, although it will be entered in OSST and tracked. Volunteers who are employed, yet still eligible to receive food stamps, can receive services beyond the 90th day of employment if they participate in an allowable activity such as education or work experience. In this instance, the customer will be referred to a countable activity (job search, work experience, education, etc.) to be completed monthly in addition to their employment.

19. What are the local procedures for informing food stamp recipients who are not referred by DCF via the FLORIDA/OSST system interface of their ability to volunteer for the SNAP E&T program? **(V.G.9.c)**

    Response: WORKFORCE *plus* utilizes a variety of methods to inform food stamp recipients not referred by the Department of Children & Families via the FLORIDA/OSST system interface of the SNAP program and their eligibility to volunteer under the program. Career

Specialists attend one stop program orientations to provide a brief overview of the SNAP program, announcements are made in the resource rooms during peak hours, and outreach is conducted to local churches, social service agencies, grocery stores and the like. Additionally, promotional materials are used within the One Stop and provided to outreach sites to inform food stamp recipients about the SNAP program. These materials include basic information about program eligibility, services, and the engagement process. Upon request, staff also provides an overview of the program to community partners either at one of our offices or at the partner's office. **WORK**FORCE *plus* generates several reports from EFM (i.e. listed in EFM as not having a high school diploma or GED) in order to locate potentially qualified individuals and conduct outreach. Potentially qualified individuals are contacted either by email, phone or EFM messaging to inform them of the existence and benefits of the program.

20. Describe the local process for monitoring the SNAP E&T Program. Include information about reports or tools that are used to monitor the program. **(V.G.9.d)**

    Response: The local approach to monitoring SNAP cases is as follows: 1) Career Specialists self-monitor cases on a monthly basis to ensure compliance with local standards. 2) Quality Assurance staff also conduct a review of a sample of cases from each Career Specialist on a monthly basis. 3) The Board conducts bi-annual reviews of a sample of cases. Additionally, the Board performs impromptu reviews at certain intervals within a program year to allow more focused monitoring to occur. A schedule is published at the beginning of each program year to inform the One Stop service provider regarding the months the Board will be conducting their monitoring review. The approved State monitoring tools are used to conduct the reviews. Any findings, systemic issues or observations must be addressed in a Corrective Action Plan and tracked until resolution using a locally developed tool. Once resolved, the Quality Assurance staff will determine if technical assistance, guidance or training is needed to ensure that noted issues are not repeated in future reviews. All reviews are maintained electronically.

21. Describe the local procedures for requesting Food Stamp Reimbursements (FSRs) for eligible participants. Include procedures for ensuring that volunteers who request transportation reimbursements are engaged in SNAP E&T components.

    Response: Any volunteer engaged in the SNAP program is eligible to receive a reimbursement if they have participated in an activity, provided documentation of such and have documented costs associated with participation. The following procedures are followed monthly to request reimbursements. 1) Each month the Career Specialist must check the DCF MIS to determine if a customer received food stamp benefits prior to determining eligibility for an FSR. Hard copy documentation will be printed from the DCF MIS and placed in the volunteer's file to verify the volunteer was receiving food stamps for

the month in question. 2) The volunteer will submit documentation that they participated in a countable activity such as a signed timesheet, school and attendance form, or job search form. The documentation must prove the hours of participation, weeks of participation, activity and location. The documentation requires the signature of the site supervisor, volunteer and Career Specialist in order to be considered valid. 3) The volunteer will attest that there was a cost associated with participating in program activities through completion of the locally designed self-attestation form to serve as documentation. 4) Once all documentation has been received and verified, the Career Specialist will email the Program Manager or other designated management staff a request to grant transportation reimbursement for the customer. The Career Specialist will be responsible for providing the necessary information to management so that a determination can be made for eligibility to receive reimbursement. Eligibility to receive reimbursement requires that the customer be a current recipient of food stamp benefits who is participating in an assigned activity and expending funds in order to participate in program activities. Once the Program Manager or other designated management staff has approved the request for reimbursement, the Career Specialist will make the request in OSST. Based on the assigned activity, there are pre-determined maximum amounts provided via the State Plan. SNAP volunteers are able to receive a reimbursement for Orientation and Assessment, Education and Training, Job Search, Job Search Training, WIA/TAA Engagement and Employment (for the first 90 days of employment only). The maximum that can be requested is $20 monthly.

22. Describe local procedures for linking participants to other services and funding streams as appropriate. **(V.G.9.f.1)**

    Response: WORKFORCE *plus*' local procedures ensure volunteers are linked to other services and funding streams as appropriate. Volunteers are screened during initial assessment to determine if there are additional services or programs that would benefit the volunteer. If it is determined a volunteer could potentially be eligible to receive services within another program or funding stream, the customer is connected with the appropriate staff person to be screened for suitability and eligibility.

23. Describe local procedures for ensuring that SNAP E&T Program staff are represented and proper documentation is provided at the DCF Administrative Fair Hearings. **(V.G.9.f.2)**

    Response: Based on the current Fair Hearing process, the Department of Children and Families has the lead responsibility. DCF will notify staff of an upcoming fair hearing, in addition to any relative information needed for preparation. **WORK**FORCE *plus'* local operating procedures direct program staff, supervisors, or other designated staff who are required to attend the hearing and provide documentation and testimony. The supervisor reviews the case and relevant issue verifying all policies and federal guidelines were followed as it relates to service delivery. The Career Specialist must present the case to the One Stop

leadership team, to confirm the actions taken were in compliance. The following procedures assist the Career Specialist in preparation for the hearing: 1) Copies of the volunteer's case file are to be reproduced. The copies become exhibits during the presentation of the case. 2) SNAP Career Specialist photocopies all correspondence relative to the case which includes correspondence to and from the customer. 3) Directives, Communiqués and other guidance are photocopied and presented during the fair hearing process.

24. Describe local efforts relative to developing jobs for SNAP Program participants, assisting them with securing unsubsidized employment, and helping them become self-sufficient. **(V.G.9.f.3)**

    Response: WORKFORCE *plus* utilizes a One Stop Job Developer in its efforts to develop jobs for SNAP program customers, assist them with securing unsubsidized employment, and help them become self-sufficient. Additionally, the Business Services Unit seeks to develop employer relationships that will yield opportunities for every job seeker category to include SNAP program customers. SNAP program customers can participate in recruitment events such as "In the Spotlight". SNAP Career Specialists are also engaged in assisting program customers with securing unsubsidized employment by conducting a search via EFM for possible referrals.

WORKFORCE INVESTMENT ACT PROGRAMS (WIA)

Provide a comprehensive overview of Adult, Dislocated Worker and Youth program activities. Indicate how these activities will be structured to support the Governor's strategic objectives as well as other imperatives outlined in the State Plan. Discuss how the RWB will provide training services to the following groups in response to the established needs of local employers:

- dislocated workers
- displaced homemakers
- migrants seasonal farm workers
- women
- older individuals
- people with limited English-speaking proficiency
- individuals training for non-traditional employment
- veterans
- public assistance recipients
- people with disabilities

A. Definitions

Please define the terms listed below. They 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

1. Provide the local definition for youth requiring additional assistance to complete an educational program or to secure and hold employment.

   Response: WORKFORCE *plus'* definition for a youth who requires additional assistance to complete an educational program or to secure and hold employment is: 1) is the child of a person who was a teen parent or from a single parent family 2) has been held back one or more grade levels 3) is disabled or self-attests that he/she has left a job due to lack of basic skills or substance abuse problems 4) resides in a rural county or an Enterprise Zone 5) resides in a region in which the birth to teen mother's rate is above the state average.

2. Provide the definition for locally identified "additional barriers to employment" for youth who are not low income as referenced in 20 CFR 664.220.

   Response: WORKFORCE *plus* defines "additional barriers to employment" as the child of a person who was a teen parent or from a single parent family, or has been held back one or more grade levels, or is disabled or self-attests that he/she has left a job due to lack of basic skills or substance abuse problems, or resides in a rural county or an Enterprise Zone, or resides in a region in which the birth to teen mothers rate is above the state average.

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

Response: WORKFORCE *plus* defines a substantial layoff for determining dislocated worker status as instances in which 25 or more individuals are being impacted by the layoff. A layoff of 25 or more individuals would result in the delivery of on-site rapid response activities. If resources are available, **WORK**FORCE *plus* will provide services to groups smaller than 25.

4. Provide the local definition for "underemployed" for determining displaced homemaker status, as referenced in WIA section 101(10). **(V.G.18.b.2).**

Response: WORKFORCE *plus* defines underemployment as being employed, but with a household income at or below 150% of the current LLSIL and Federal Poverty Level Guidelines for the family size of the applicant. **WORK**FORCE *plus* does not operate a displaced homemaker program.

5. 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). **(V.G.18.b.3).**

Response: 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) is dislocated workers who have become re-employed in "income maintenance" jobs (a job with a lower rate of pay than the job of dislocation). These dislocated workers may be served as long as the wage earned does not exceed the local criteria for self-sufficiency for dislocated workers.

B. Eligible Training Providers

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.

1. Please describe the process for maintaining/updating an eligible training provider list. Attach a copy of the local eligible training provider list and applicable operation procedures.

   Response: In order to promote informed choices on behalf of customers, **WORK**FORCE *plus* has established a procedure for maintaining an eligible provider list incorporating guidance

from the US Department of Labor and appropriate parties in the State of Florida. Through a formal public solicitation, training providers make application for approval by **WORK**FORCE *plus*. **WORK**FORCE *plus* evaluates individual programs for completion rate, entered employment rate, entered related employment rate, and wage at entered employment. All training providers must complete an application. In order to adequately identify eligible training providers for our customers, **WORK**FORCE *plus* has adopted the following procedures: an invitation to submit an application is advertised by way of **WORK**FORCE *plus*' website, or written correspondence. Once the responses have been received, the Performance Unit Manager reviews the application(s) for completeness and conducts an initial analysis of the training provider and program. New training providers will be checked for accreditation through the Florida Department of Education or applicable accrediting organization. Using the Florida Research and Economic Information Database Application (FREIDA) and/or the Occupational Information Network (O*NET) each program application that has been submitted is evaluated for the following information: 1) entry level wage rate; 2) program targets demand occupations; 3) anticipated future growth; 4) projected annual openings; 5) placement data; 6) percent of program completers; 7) FETPIP Data; 8) Licensure Passage Rate; 9) Performance Report. Board Staff provide a summary recommendation that includes the program application to the **WORK**FORCE *plus* Planning Committee members. The Board's Planning Committee meets to evaluate the responses utilizing the following criteria: 1) certification/accreditation; 2) Performance Report; 3) training in Targeted Occupations; 4) placement in unsubsidized and subsidized employment rate; 5) FETPIP Data; 6) Licensure Passage Rate; 7) completers of program; and 8) average wage earned. Once the committee has evaluated and determined which submittals are deemed suitable, recommendations are made to the Executive Committee and then to the **WORK**FORCE *plus* Board for their approval. Providers are then notified of their acceptance or non-acceptance via a certified letter. Each accepted provider is then placed on the regional list and provided a copy of the state application to register as a provider on the State list.

2. Describe continuous education and training of eligible service providers through the local system that ensures the providers meet the employment needs of local employers and participants.

Response: All new employees of the service provider, who are considered front-line staff, are required to complete the Tier I Certification process within three (3) months of their hire date. All Board staff are also required to complete the Tier I Certification to ensure that employees are familiar with programs and services. All employees who have direct contact with employers and customers will be Tier I certified. Subsequently, all front-line staff must receive 15 hours of continuous education annually. These hours may be attained through attendance at local, state, or federal trainings and or conferences. The One-Stop operator is responsible for ensuring that training and certification is received on a timely

basis and that records are maintained for submission to the RWB for their records. **WORK**FORCE *plus* uses a database tracking system called TrainTrack to store information for each staff person. TrainTrack maintains information that includes the type of training, training dates, and how many training hours have been completed. Coordination between Board staff and training provider staff is maintained to identify training needs and to schedule training. The Training Unit serves as a clearinghouse for all training and development opportunities.

3. Assessment of the strengths and opportunities of service providers available in the local one-stop service system

   Response: The strengths and opportunities of service providers in the local area are evaluated in part through the Request for Proposal (RFP) process. The provider(s) selected to deliver services will also be assessed to determine strengths. Board staff continuously assess areas of strength and areas of opportunity through programmatic monitoring using the approved Department of Economic Opportunity (DEO) monitoring tools. Formal and impromptu monitoring reviews are also conducted to assess program compliance using random sampling. The service provider's Quality Assurance Auditor performs a monthly sample review for each programmatic area and submits the reviews to the **WORK**FORCE *plus* Performance Unit. The results of the reviews are assessed to determine areas of opportunity and to identify training needs. All programs, including special projects, are included in the monitoring activities. Performance reports including the Balanced Score Card (BSC), Monthly Management Report (MMR), and other reports such as the ETA9002/Vets200 are reviewed to identify service provider strengths and areas of opportunity.

4. Describe the process used to identify local targeted occupations for providing occupational skills training; ensure the local process is consistent with State Targeted Occupation List Process as described here: http://tol.labormarketinfo.com. (III.D.)

   Response: After the Department of Economic Opportunity (DEO) and Labor Market Statistics (LMS) meet at the Workforce Estimating Conference (WEC), the industry and occupational employment projections which include occupational wage estimates are created. The WEC makes decisions on the criteria that will be used to define high skill/high wage occupations and approves the Statewide Occupational Demand List. Workforce Florida, Inc. (WFI) decides on the criteria that will be used to define high skill/high wage occupations for all regions. LMS then adjusts the statewide occupational demand list wage criteria by the Florida Price Level index for each region and prepares the preliminary Regional Targeted Occupations Lists (TOL). **WORK**FORCE *plus* reviews the TOL. WFI announces the release of the preliminary TOLs with a specified due date to request additions or deletions to the list. **WORK**FORCE *plus* reviews the list and uses the Florida

Research and Economic Information Database Application (FREIDA) to ensure the occupations on the list are still in demand and show the potential for future job vacancies. Wage data is also verified to ensure the occupations meet the Lower Living Standard Income Level (LLSIL). For occupations that are declining, the request is made to remove them from the TOL. Emerging industries are also identified. If the occupations are in demand, and growth potential is identified, a request to add these occupations to the TOL is made. Once WFI receives the Regional TOL they conduct a review and obtain additional input from LMS and the Florida Department of Education (DOE). WFI may request supporting documentation to be reviewed. Upon reviewing the supporting documentation and receiving input from LMS and DOE, the final recommendations are made. WFI then submits the final recommendations for changes to the WFI Task Force for final approval. Recommendations are based on statistical analysis of local data and policies established by WFI. The final TOL is approved by WFI and is posted to the internet for Regional Workforce Boards to use as well as other partner agencies.

C. Individual Training Accounts

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

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**. (V.G.11.b.1.)**

   Response: WORKFORCE *plus'* ITAs (Individual Training Account) for training services will be issued to institutions for amounts that are based on tuition and fee cost information that was proposed or otherwise provided by institutions in making application to be a qualified provider on the local approved targeted occupational demand list or the state list. **WORK**FORCE *plus'* ITAs will include the payment of fees not covered by other funding. Supportive services are not authorized for WIA Adult and Dislocated Worker categories; however they may be used for WIA Youth customers based upon the youth's individual need. Support services count against the **WORK**FORCE *plus* $10,000.00 ITA life limit. The customer's Individual Employment Plan (IEP) should support all funds allocated to the customer's ITA. Funds for each ITA will be obligated/encumbered at the beginning of the customer's training and will carry forward until such time as the plan is completed. The ITA will include the following: 1) Each ITA will be issued to a specific training program and to a specific provider selected by the eligible customer after consultation and agreement by staff as an appropriate occupational choice. 2) ITAs may be canceled or transferred from one eligible customer to another, increased or decreased in value, and will be specified in the

appropriate provider agreement(s). 3) **WORK**FORCE *plus* has established a cap in the amount of $3,500 for those programs where the anticipated wage at placement at the completion of training will be between $9.00 and $10.99 an hour, $5,000 for those programs where the anticipated wage at placement is between $11.00 and $12.65 and $10,000 for program where the anticipated wage is $12.66 or more an hour. **WORK**FORCE *plus* will coordinate with other financial aid resources. 4) Training providers who accept ITAs and submit an invoice for payment are provided a reminder letter annually outlining the billing/invoicing procedures and timeliness for submissions i.e. submitting invoices for the previous program year during the month of July. 5) Customers are restricted to a $10,000 lifetime limit and training will not exceed two years.

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. **(V.G.11.b.2)**

   Response: To be consistent with exceptions contained in WIA, **WORK**FORCE *plus* only funds training services through the use of an Individual Training Account. The only exception **WORK**FORCE *plus* allows for not using an ITA is for Customized Training and On-the-Job Training in which the Workforce Investment Act states: **Sec. 134(d) (4) (G) (ii) Exceptions.**--Training services authorized under this paragraph may be provided pursuant to a contract for services in lieu of an Individual Training Account if the requirements of subparagraph (F) are met and if-**Sec. 134 (d) (4) (G) (ii) (I)** such services are on-the-job training provided by an employer or customized training; **Sec. 134(d)(4)(G)(ii)(III)** the local Board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.

3. Provide a description of the local policy and procedures to competitively award grants and contracts for activities and services not funded with ITAs. **(V.G.11.b.3)**

   Response: WORKFORCE *plus* will follow the same procurement guidelines as outlined previously for all award grants and contracts. Customized training will be offered through employed worker training grants in accordance with state and federal guidance. On-the-job training will be offered to employers through a Training Agreement in accordance with all state and federal guidance.

D. Training Employed Workers

1. Provide a description of the process for upgrading the skills of existing workers in the region. The description should include the following:
    - Those industries in the region whose workers will be targeted specifically for skills upgrade training and how those industries were identified
    - Processes to address the needs of individuals working part-time and full-time, the working poor, and across all earning levels **(V.G.15.A.3).**

    Response: The process of upgrading the skills of existing workers at **WORK**FORCE *plus* utilizes both local formula funds and special grant dollars to deliver employed worker training. Additionally, opportunities are sought to apply for special project dollars from both WIA and TANF in order to serve employed workers and employers in the region. If/when additional dollars are awarded, **WORK**FORCE *plus* maintains a pipeline of interested employers who need assistance in maintaining their competitiveness and increasing the skill levels of their employees. Employers located within the three counties of the **WORK**FORCE *plus* service area (Gadsden, Leon, and Wakulla Counties) are eligible to apply for grants. These grants target the industries of: Healthcare, Information Technology, Trade, and Education related companies. These particular industries were selected as statistics indicate these are areas with the most need for skills upgrade training in an expeditious manner if the companies are to remain competitive. As appropriate, individuals in need of occupational skills upgrade training and who are deemed eligible to receive the training, will be enrolled in order to increase their earning potential and move them to a level of self-sufficiency. Employers who employ the working poor (those workers earning less than the Lower Level Standard Income Level (LLSIL) are the primary focus in the region). This wage requirement is in alignment with the LLSIL wage for a family of 3 in this area. By focusing on the needs of the individuals who are earning less than a self-sufficient wage, the region is addressing the needs of the working poor. **WORK**FORCE *plus* continues to discover ways to afford opportunities across multiple populations and earning levels.

2. Please explain the local process to determine an employed worker eligibility to receive WIA training service, take into account the minimum eligibility criteria outlined in 20 CFR 663.220 and 230.

    Response: Employed Workers are defined as adult participants who are employed at participation (Employed individual seeking assistance on their own), Dislocated Workers who have become reemployed in income maintenance jobs, and Employed Workers who have an agreement (EWT) with an employer for an individual(s) identified by an employer.

Employed Worker:
1.) Basic eligibility and suitability for training will be determined by WIA Career Specialist/WIA Program Manager using 150% of the LLSIL in determining income eligibility. The Employed Worker will be provided Core and Intensive Services prior to be enrolled into Training.

Dislocated Worker:
Dislocated Worker that has become re-employed in an income maintenance job.
2.) Basic eligibility and suitability will be determined by the WIA Career Specialist/Program Manager. Income maintenance employment is defined as employment that the customer has accepted that is 80% or lower than their rate of pay at dislocation and lower than 150% of the Lower Level Standard Income Level (LLSIL). Additionally, there must be a demonstrated need for training to obtain new employment in a targeted occupation. Wages used for calculating the Dislocated Worker's income do not include household income.

Employed Worker (EWT) agreement with employer:
3.) An EWT contract is an agreement between employers, employees, and WORKFORCE *plus* which provides up to 50% reimbursement of training dollars to compensate the employer for the costs of training provided to employees. The primary goal of an EWT is to assist employees in the retention of a job by:

- Enhancing skills or learning a new technology
- Averting layoffs and saving jobs
- Providing skills to employees that lead to self-sufficient income

Employees must meet basic eligibility and suitability with their hourly wage being lower than 150% of the LLSIL. If the Employed Worker currently meets the definition of self-sufficiency, but needs services in order to retain their self-sufficient employment, they may be served if documentation (statement of need) is obtained from the employer that the employee will not be retained unless additional training or services are received.

E. Local Level Layoff Aversion Incumbent Worker Training (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.

1. 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."

Response: The process used by **WORK**FORCE *plus* to provide LAIWT through the use of a waiver is to use up to 20% of Dislocated Worker formula funds to provide incumbent worker training as needed.

2. Describe the RWBs layoff aversion strategy, including a description of how the potential for layoff aversion will be determined, such as:
   - The likelihood of future layoffs without training
   - The business circumstances surrounding the probable layoff and how the training will prevent or reduce the magnitude of the layoff
   - The specific skills to be provided to the workers that will help avert the layoff
   - How employers will be identified, and how local partners will contribute to this process
   - Targeted industries and economic sectors

   Response: The first step in determining the appropriate layoff aversion strategy is to understand the at-risk indicators. In many cases, more than one risk indicator will apply or overlap. Some of the at-risk indicators identified to determine if a business is in need of aversion assistance are: 1) declining sales; 2) supply chain issues; 3) adverse industry or market trends; 4) the possibility of a loss of workforce for lack of in demand skills; and 5) changes in management philosophy or ownership. Consultation with industry experts, economic development organizations, labor organizations, workforce professionals, and other community groups should occur to determine other sources of assistance in order to ensure that a comprehensive plan for layoff aversion is in place. Early response to the announcement of plant closures or layoffs is crucial to the success of the aversion strategy. **WORK**FORCE *plus* will initiate contact with the company/organization to identify what strategies have been engaged. **WORK**FORCE *plus* will also make employers aware of programs and services offered at the local and state level. In instances where the employer strategy is deemed sufficient, **WORK**FORCE *plus* will work in partnership to support the employer's plan as appropriate. If it is determined that, as a last resort, the employer must temporarily reduce hours, then the Short Time Compensation (STC) will be recommended until the business downturn subsides. If it is determined that a layoff may be averted by employee skills training, the Incumbent Worker Training program will be used to upgrade current employees skills as needed to efficiently perform their jobs and ensure the business remains competitive.

3. Describe how the RWB will operationalize "Layoff Aversion" as defined in TEGL 30-09.

   Response: WORKFORCE *plus* will operationalize the layoff aversion by implementing the plan as needed to provide guidance to staff.

4. Describe how the RWB will determine the eligibility of workers to participate in LAIWT. (See TEGL 26-09, 7.A.ii.)

   Response: WORKFORCE *plus* will operationalize the layoff aversion by implementing the plan as needed to provide guidance to staff.

5. Describe how the skills training will contribute either to the maintenance of employment or increased employment security. (See TEGL 26-09, 7.A.iii.)

   Response: Skills training will contribute to the maintenance of employment or increased employment security. Currently, a waiver of WIA Section 134(a) (1) (A) which permits a portion of the funds reserved for Rapid Response activities to be used for incumbent worker training, has been granted an extension through December 31, 2012. Under this waiver the State is permitted to use up to 20% of rapid response funds for IWT only as part of a layoff aversion strategy. **WORK**FORCE *plus* will use IWT funds as a layoff aversion strategy in situations where the employees require skills upgrading or have skills that are no longer in demand. IWT may also be used to upgrade employees' skills to move into another position that is not subject to layoff.

Youth Programs

The Strengthening Youth Partnerships will continue to provide all RWBs with the framework necessary to carryout the strategic imperatives articulated in the federal Shared Youth Vision. Florida has recognized the following youth program goals as being critical to implementing the federal vision throughout the state workforce investment system:

- 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

1. Based on the evaluation of Local Labor Market Need outlined in Section 1., describe and assess the type and availability of employment and training related youth activities in the region, including an identification of successful providers of such activities. [Regulations Section 661.350(a) (7); WIA Section 118(b) (6)].

Response: WORKFORCE plus offers a wide array of training related youth activities in the region and assists youth in gaining meaningful employment. Youth activities include:

- Provision of Labor Market Information
- Assessments
- Work readiness workshops
- Paid and non-paid work experience
- Referrals to partner agencies
- Referrals to training institutions
- Job search assistance
- Resume assistance
- Assistance for literacy improvement
- High school/GED assistance
- Training Academy
- On the Job Training
- Occupational Skills Training
- Youth Expo
- Job fairs
- Gadsden YouthBuild

2. Describe the current and planned *recruitment* strategies to expand and market services to out-of-school youth. Describe current and planned *retention* strategies to ensure seamless, year-round services to out-of-school youth despite possible gaps caused by expiration of provider contracts.

   Response: The current and planned recruitment strategies to expand and market services to out of school youth include using an EFM query developed to identify youth registered in EFM that have not earned a high school diploma or GED. **WORK**FORCE *plus*, through its service providers, target special at-risk populations such as youth who have aged out of foster care, youthful offenders, out-of-school youth, basic skills deficient youth, etc. **WORK**FORCE *plus* has partnered with the Department of Juvenile Justice to identify youth offenders. Coordinated efforts are made to provide services to assist the youth in overcoming employment barriers. Local school Boards are contacted to obtain dropout lists. Students on the dropout list are contacted to identify barriers and ways to overcome them. Adult education programs refer youth who are basic skills deficient as do school guidance counselors.

3. Describe the current and planned strategies to expand and market services to Younger Youth and In-school Youth in order to foster a relationship that allows them access to one-stop services throughout their academic and professional careers.

   Response: WORKFORCE *plus*, through its service providers, target In-School Younger Youth in order to foster a relationship that allows them access to one-stop services throughout their academic and professional careers. **WORK**FORCE *plus* makes regular visits to schools to locate and assist youth who are basic skills deficient or possess other barriers to employment. **WORK**FORCE *plus* has partnered with the Department of Juvenile Justice to identify youth offenders. Coordinated efforts are made to provide services to assist the youth in overcoming employment barriers. Adult education programs refer youth who are basic skills deficient as do school guidance counselors. An Individual Service Strategy is developed with each WIA youth customer to detail a plan that will assist the youth in overcoming barriers to employment, education, and basic skills. The plan is updated and revised as goals are attained and new barriers arise. **WORK**FORCE *plus* markets services to youth by using social media and our website to provide information to youth.

4. Describe service strategies (current and planned) for assuring that youth found deficient in basic reading/writing and math, remediate before post-testing.

   Response: The strategy for assuring that youth found deficient in basic reading/writing and math, involves having the youth actively engaged in basic skills remediation as part of their Individual Service Strategy (ISS). Upon enrollment, youth found to be basic skills deficient (as determined by the Test of Adult Basic Education) will be referred to partner agencies providing basic skills remediation services. Youth will also be referred to **WORK**FORCE *plus* Assessment Staff to use Work Keys and other appropriate software to improve their basic skills level. Prior to the youth's anniversary date, basic skills testing will be administered using the same instrument used to determine the initial basic skills level in order to determine literacy increases. The MIS Literacy/Numeracy table will be updated with current results. Youth will be considered basic skills deficient until they attain a 9th grade or higher ranking in reading/writing and math.

5. Describe the assessment strategy and the procedure for ensuring post-testing occurs within one year of the first youth service or prior to exit.

   Response: The assessment strategy and procedure for ensuring that post testing occurs within one year of the youth's first service or prior to exit is accomplished by setting system alerts in the Employ Florida Marketplace (EFM) system for younger youth and using calendar reminders for both younger and older youth who are basic skills deficient. Alerts will be set in EFM under the "WIA Younger Youth Goals About to expire" managed under

the "Manage My Alerts" feature in EFM. Both calendar reminders and EFM alert reminders will be set for 30-days prior to the due date in order to provide adequate time to make contact with the youth and schedule testing.

6. Describe service strategies (current and planned) for increasing the number of participants who earn their high school diploma or GED after enrolling in the Youth program.

   Response: The strategies currently being used to increase the number of participants who earn their high school diploma or GED after enrolling in the youth program begin by initially identifying youth who possess this barrier. Youth who do not have a high school diploma or GED are referred to training institutions throughout the region to take classes to earn their high school diploma or GED. **WORK**FORCE *plus* provides funding to assist customers with GED tuition costs and examination fees using purchase orders and Individual Training Accounts. Dropout lists are obtained from local schools to identify potential youth that may be served. **WORK**FORCE *plus* uses queries designed to identify youth enrolled in the Employ Florida Marketplace system which identifies youth under 21 years of age with less than a high school/GED education level. Attempts are made to contact these youth for possible enrollment into the WIA Youth Program. Youth who are dually enrolled in the **WORK**FORCE *plus* WIA Youth and the YouthBuild program are enrolled in GED courses held at the YouthBuild program site location. An incentive program is currently in effect for youth who earn their high school diploma or GED.

7. Describe assessment and service strategies (current and planned) for placing youth into employment or enrolling youth in post-secondary education and/or advanced training/occupational skills (including apprenticeship, apprenticeship preparation, OJT, work readiness skills training, etc.

   Response: The assessment and service strategies (current and planned) for placing youth into employment or enrolling youth into post-secondary education and/or advanced training/occupational skills (including apprenticeship, apprenticeship preparation, OJT, work readiness skills training, etc.) involves an array of available services for youth. **WORK**FORCE *plus* offers numerous workshops available to youth to hone their work readiness skills. Youth Expo's are held in each county where employers are invited, as well as other community partners, where youth may apply for vacant positions or be referred to partner agencies for assistance with youth barriers. **WORK**FORCE *plus* recently has operated a paid work experience program for youth. The plan is to continue this program without limiting it to the summer months, by operating the work experience program throughout the entire year. With the assistance of training institutions, field trips will be scheduled to expose youth to post-secondary education opportunities. Through the WIA Youth program, funding may be provided to assist youth with completion of occupational skills training, OJT, and apprenticeship programs. Youth will receive incentives upon

successful completion of training, when employment is obtained, and for job retention. Currently several WIA Youth are dually enrolled in the USDOL YouthBuild program. While enrolled in this program, students regularly attend field trips to universities, community colleges, and vocational training institutions. Youth are also enrolled in a vocational training component in the construction field while participating in this program. Other planned strategies include getting youth involved with Science, Technology, Engineering and Mathematics (STEM) with local training institutions.

Youth Council

Provide information about the composition and membership of the Youth Council and its function within the local board. Please provide a list of the Youth Council members and indicate whether the members are voting or nonvoting members of the local board.

1. Describe the membership of the local Youth Council and the process used to determine the appointments. Identify the responsibilities of this council. Specify if this includes recommending eligible youth service providers and conducting oversight with respect to eligible providers of youth activities. A current Youth Council membership list is a required attachment of the final Local Plan.

   Response: The membership of the local Youth Council is comprised of the following stakeholder representation: private-sector, non-profit, education (K-12 and post-secondary) and a community volunteer. Service on the Youth Council is driven by board member choice. During orientation, Youth Council members are made aware of the Youth Council's role along with the recommended composition of the council based on the target group served.

   The Council is tasked with the following duties:

   The primary purpose of the Youth Council is to provide guidance to management and provide recommendations to the Board of Directors related to youth employment, education, training opportunities, special events, and linkages with community organizations. Action items include but are not limited to:
   - Prior Youth Council meeting minutes
   - Review Youth Priorities
   - Review youth targeted RFPs and responses
   - Performance updates
   - Recommendations

2. Provide information on the process used by the Youth Council to assess the type and availability of youth activities in the local workforce region and how the information

gathered as part of this process is made available to the One-Stop and Youth Service Providers to ensure that youth clients have access to a wide array of services in the area.

Response: The Youth Council through its connection to the Regional Consortium, engagement in the community, existing workforce board MOU's, service of the Chief Executive Officer on the board of United Partners for Human Services which represents the non-profits that make-up the local community and her service on the Advisory Councils of multiple youth focused entities assesses the availability and type of youth activities offered in the local workforce region. Additionally, there are surveys conducted in the region where customers are questioned regarding their awareness of services along with the origin. All information gathered through the multiple access points is shared during our daily communication with the One-Stop and Youth Service Provider along with our scheduled meetings. Note, the One-Stop and Youth Service Provider are also required to conduct outreach in the community which includes delivery of workshops and participation in youth targeted community events which affords further engagement and awareness of similarly focused groups and services.

3. Describe the process for the competitive selection of eligible providers of youth activities. Specifically, discuss the role of the Youth Council in making recommendations to the board regarding the final decision to award grants or contracts and/or provide direct youth services by the board.

   Response: The process for the competitive selection of eligible providers of youth activities in Region 5 is comprehensive and includes direct engagement from the Youth Council. In specific, the Youth Council acts in the following capacity:
   - Ongoing review of youth program performance
   - Ongoing review and discussion of current service delivery strengths and areas of opportunity
   - Review, discuss, recommend suggested changes and approve RFPs (e.g. process, proposal, rating tool and review committee) developed in the region to address youth activities
   - Review the RFP responses and provide guidance to board staff
   - Provide a service provider recommendation to the Executive Committee for consideration

4. Provide a list of youth services providers thus selected.

   Response: Region 5, **WORK**FORCE *plus* has a single contracted service provider of youth services, the Kaiser Group.

5. Describe how the Youth Council will share "best practices" with Workforce Florida and the Department of Economic Opportunity so that the State may disseminate that information throughout the workforce system.

Response: The Youth Council will communicate its best practices through a variety of methods which include and are not limited to the following: Inclusion on media release distribution lists and direct communication to the designated staff of each entity responsible for collection of this data.

6. Describe how the four strategic goals outlined in the *Youth Program* section above will be implemented for youth in the region.

   Response:

   A. To build consensus for a policy on the preparation of youth for employment in targeted demand occupations.

      WORKFORCE *plus* operates a year round youth program that provides work readiness activities, paid work experience, basic skills remediation, and links to partner agencies to provide services such as GED courses. Our focus is to prepare our youth customers for the world of work by overcoming barriers to employment, identifying training programs and linking our youth to employment opportunities. The **WORK**FORCE *plus* Youth Council and the High Skills High Wage (HSHW) Committee will begin work with local training institutions to review programs that are listed on the Targeted Occupations Lists (TOL). As training providers add new programs that are in alignment with the TOL, our youth will have the opportunity to train in demand occupations and be prepared to enter the workforce.

   B. 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.

      WORKFORCE *plus* continues to develop and maintain relationships with educational institutions, Department of Children and Families, Department of Juvenile Justice, Economic Development Councils, Disadvantage Transportation, Fostering Achievement Fellowship (Foster Care), and others to identify at risk youth in need of hard and soft skills training. Partner agencies provide lists, referrals, and contacts of at risk youth. Youth Career Specialist will continue to attend community events and canvas secondary institutions for at risk youth. As youth are contacted and enrolled into the WIA youth program, they will be provided soft skills training.

Youth may also enroll in training programs such as On the Job Training (OJT) and Occupational Skills Training (OST). The Youth Council and the HSHW Committee will be working with the educational institutions to identify training needs and new programs to assist youth with training in demand occupations.

C. To create a blueprint for state-level stakeholders to facilitate the creation and growth of state/regional/local alliances.

WORKFORCE *plus* will create a blueprint by working with state-level stakeholders, educational institutions, and employers, by focusing on training opportunities for youth that are in targeted demand occupations, emphasis will be placed on Science, Technology, Engineering, and Manufacturing (STEM) occupations. Our goal to meet the needs of these thriving occupations will help meet the needs of our state and community stakeholders while promoting the growth and relationships of state/regional and local alliances.

D. 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.

WORKFORCE *plus* will continue to be involved with community agencies and participate in partner agency boards and committees. The linkages between agencies assists with dissemination of information and cross-agency planning to serve youth while simultaneously being good stewards of resources by eliminating duplication of service. Dialogue with other workforce regions and partner agencies will continue to occur seeking out best practices.

7. 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.

Response: WORKFORCE *plus*, through its service providers, target special at-risk populations such as youth who have aged out of foster care, youthful offenders, out-of-school youth, basic skills deficient youth, etc. **WORK**FORCE *plus* has partnered with the Department of Juvenile Justice to identify youth offenders and coordination is made to provide services to assist the youth in overcoming employment barriers. The school Boards are contacted to obtain a dropout list. Students on the dropout list are contacted to identify barriers, and ways to overcome them. Adult education programs refer youth who are basic skills deficient as well as school guidance counselors. An Individual Service Strategy is developed with each WIA youth customer to detail a plan that will assist the youth in

overcoming barriers to employment, education, and basic skills. The plan is updated and revised as goals are attained and new barriers arise.

VETERANS PROGRAM

1. How will the State Veterans Program Plan of Service will be implemented in the One-Stop Career Center(s).

   Response: Veterans' grant provision includes assurances that full-time Local Veterans' Employment Representatives (LVER) and Disabled Veterans' Outreach Program (DVOP) staff will exclusively serve veterans and other eligible persons. However, all Wagner Peyser staff are also required to provide services to veterans. When **WORK**FORCE *plus* staff makes referrals of qualified job seekers to job openings and training opportunities, the following order of priority shall be followed: (1) special disabled veterans, (2) disabled veterans, and (3) all other Veterans and eligible persons.

2. How outreach and organizational visits for veterans are conducted?

   Response: Outreach and organizational visits are included in the roles and duties of the LVERs and DVOPs. These activities are conducted in person and by phone to organizations who serve Veterans. Contacts may also be made during such events such as job fairs, "In the Spot Light", and career expos. Veteran staff are required to actively engage Veterans in such activities and record participation in EFM. Outreach and organizational visits to promote services and employment of veterans may include, but are not limited to employers, unions, apprenticeship programs, veterans' service organizations, federal contractors, educational institutions, community organizations etc. Veteran outreach and organizational visit process is as follows:

   - Stay in constant communication with Veteran services in the communities
   - Veteran service officers and counselors
   - Outpatient clinics, readjustments counseling center,
   - Homeless coordinators
   - Educational institutions
   - ROTC units
   - Military units
   - Reserve components
   - Recruiters and social service organizations
   - Family support groups such as National Guard Crisis intervention, homeless shelter, spouse employment
   - Veteran organizations such as, The American Legion, Purple Heart association, Disabled Veterans, Veteran of Foreign Wars (VFW). These outreach organizations continually meet with Veterans, and family members. A close relationship with each ultimately helps our veterans within the communities and gives insight into each program area

Employer Visits

- Target military friendly organizations, Home Depot, Coca Cola, AMWAT
- Meet employers that are Veterans, tour facilities to get a clear picture of employer needs and job requirements solicit posting jobs
- Target long term career opportunities, skilled trades such as Electrical, Computer Programming, and Welders. Targeting these trades affords on the job training for veterans and ultimately opportunities for a higher paying career as a journeyman and or certifications
- Reviewing Job orders on employment data bases, People first, Employ Florida, look for military transferable skills, example: electronics, soldering, management. The Veteran staff contact employers to set an appointment to tour the facility and build employer relationships
- Stay in contact with hired Veterans, some may be responsible for hiring employees, and maintaining a list of Veteran owned business in the region
- Network, Chamber of Commerce industry roundtables, job fairs all create opportunities for Veterans to remain engaged and to stay in contact
- Building Relationships with employers leads to greater awareness of the employer community and for opportunities to highlight the vital role target group serves.

3. 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; how technical assistance and best practices can be provided to improve services to veterans.

Response: LVER and DVOP staff provide enhanced services to veterans. LVER and DVOP staff also facilitate priority workforce services to veterans and other targeted veterans such as the homeless population in the following order:
1) Special Disabled Veterans
2) Disabled Veterans
3) All other Veterans and eligible persons. Both LVERs and DVOPs conduct services on behalf of all job seekers and those seeking to upgrade their jobs.

Services provided are:
1) Marketing to employers.
2) Conducting job search workshops.
3) Providing job development and job referrals.
4) Assisting with career and vocational guidance.
5) Providing labor market information.
6) Providing Veterans' program training to center partners and staff.

7) Conducting file searches to find appropriate candidates for employment. The staff also interact with military reserve components and serve as a conduit to all military services within the community. All the veterans' staff activities promote services to veterans.

Response: WORKFORCE *plus* Veteran staff are provided technical assistance by DEO as needed. Best practices to improve services to veterans are learned and shared by participating in annual veterans training. The LVER and DVOP's will continue to be trained and tasked to identify veterans to ensure that the necessary services are provided. LVER and DVOP staff will also continue to be cross-trained in all programs to better serve veterans. Veteran staff also access the best practices link provided by the Department of Economic Opportunity to learn of other ways to better serve the Veteran population. Additionally, the Veteran Staff is required to provide training to all staff on a quarterly basis. This training includes topics such as priority of service, roles and responsibilities, performance and productivity, and integrating Veteran services into the one stop delivery system. Veteran staff meet monthly in a forum called the United Veterans Luncheon to discuss partner needs, available community services, process changes, and to brainstorm on how to make a better one-stop service delivery system.

4. Local operating procedures required; please include as an attachment to plan.

ATTACHMENT A: CURRENT MEMBERSHIP – REGIONAL WORKFORCE BOARD

- Andrews, Trish
  CSG Systems
- Banks, George
  Structure
- Barrett, Judith
  Ability First
- Colledge, Bill
  Capital City Bank Group
- Cyrus, Charles
  Capital City Chamber of Commerce
- Edwards, Barb - **Chair**
  Comcast Cablevision
- Garcia, Louis
  Big Brothers Big Sister of the Big Bend
- Gardner, David
  Gadsden County EDC
- Harvey, Lee - **Secretary**
  Lee Harvey Insurance Agency
- Hutto, Patrick **- Treasurer**
  St. Marks Powder
- James, Reginald
  Gadsden County School Board
- Jarmon, Mike
  BlueWater Realty Group
- King, Darlene
  Regional Consortium – Department of Children & Families
- Kirkland, Beth
  Tallahassee/Leon County Economic Development Council
- Mason, Katherine
  Tallahassee Memorial Healthcare
- McGrew, Dan
  ITT Technical Institute
- Mead, Maria
  Keiser University
- Meenan, Timothy
  Blank & Meenan, P.A.
- Miller, David
  Wakulla County School Board
- Murdaugh, Jim
  Tallahassee Community College
- Neimeiser, Mark
  Federation of Physicians & Dentists
- Pons, Jackie
  Leon County School Board
- Rumph, Linda
  Supervalu
- Seamon, Fred
  MGT of America
- Shipman, Martin **– Vice Chair**
  Tallahassee Orthopedic Clinic
- Stephany, Lisa
  Quincy Joist Company
- Vaughn, Kevin
  Wakulla County Economic Development Council
- Yahn, Trish
  Coastal Plywood

ATTACHMENT B: FISCAL AGENT DESIGN/ADMINSTRATIVE ENTITY/ONE STOP OPERATOR

NAME OF REGIONAL WORKFORCE BOARD (RWB) Big Bend Jobs & Education Council, Inc. d/b/a **WORK**FORCE *plus*	
Name and Title of RWB Chairperson Barbara Edwards, Chair	**Name and Title of RWB Staff Director or Main Contact Person** Kimberly A. Moore, Chief Executive Officer
Address of the RWB Chairperson 325 John Knox Road, Bldg B100 Tallahassee, Florida 32303	**Address of RWB Staff Director or Main Contact Person** 325 John Knox Road, Bldg B100 Tallahassee, Florida 32303
Telephone Number: (850) 414-6085 **Facsimile Number:** (850) 410-2595 **E-mail Address:** wfp@wfplus.org	**Telephone Number:** (850) 617-4601 **Facsimile Number:** (850) 410-2595 **E-mail Address:** kimberly.moore@wfplus.org

Name of RWB One-Stop Operator Kaiser Group, Inc.	**Name of RWB Fiscal Agent** Matthew Salera, Chief Financial Officer
Address of RWB One Stop Operator 325 John Knox Road, Building B100 Tallahassee, Florida 32303	**Address of RWB Fiscal Agent** 325 John Knox Road, Building B100 Tallahassee, Florida 32303
Telephone Number: (850) 414-6085 **Facsimile Number:** (850) 410-2595 **E-mail Address:** wfp@wfplus.org	**Telephone Number:** (850) 617-4606 **Facsimile Number:** (850) 410-2595 **E-mail Address:** matt.salera@wfplus.org

Name of the RWB Administrative Entity Kimberly A. Moore, Chief Executive Officer	**Name of the Chief Elected Official(s) – Gadsden** Sherrie Taylor, Chairperson Gadsden County Board of County Commissioners
Address of RWB Administrative Entity 325 John Knox Road, Building B100 Tallahassee, Florida 32303	**Address of the Chief Elected Official(s)** PO Box 1799 Quincy, Florida 32353
Telephone Number: (850) 617-4601 **Facsimile Number:** (850) 410-2595 **E-mail Address:** kimberly.moore@wfplus.org	**Telephone Number:** (850) 875-8650 **Facsimile Number:** (850) 875-8655 **E-mail Address:** staylor@gadsdencountyfl.gov

Name of the Chief Elected Official(s) - Leon Akin Akinyemi, Chairman Leon County Board of County Commissioners	**Name of the Chief Elected Official(s) - Wakulla** Alan Brock, Chairman Wakulla County Board of County Commissioners
Address of the Chief Elected Official(s) 301 South Monroe Street, 5th Floor Tallahassee, Florida 32301	**Address of the Chief Elected Official(s)** PO Box 1263 Crawfordville, Florida 32326-1263
Telephone Number: (850) 606-5369 **Facsimile Number:** (850) 606-5303 **E-mail Address:** akinyemia@leoncountyfl.gov	**Telephone Number:** (850) 926-0919 **Facsimile Number:** (850) 926-0940 **E-mail Address:** abrock@mywakulla.com

ATTACHMENT C: LIST OF ONE-STOP MOU'S (BOARD AND ONE-STOP PARTNERS)

- Ability 1st
- Apalachee Center
- Big Bend Cares
- Big Bend Homeless Coalition
- Capital Area Community Action Agency
- Department of Children & Families
- DISC Village
- Early Learning Coalition of the Big Bend
- Experience Works
- Florida Division of Vocational Rehabilitation
- Forward March
- Goodwill Industries of the Big Bend
- Kelly Services
- National Caucus and Center of the Black Aged
- Panhandle Area Education Consortium
- Capital Chapter of the American Red Cross
- Refuge House
- Tallahassee Community College

ATTACHMENT D: INTER-LOCAL AGREEMENTS

APPENDIX A: EXECUTIVE SUMMARY REFERENCE ATTACHMENTS

APPENDIX B: WAGNER PEYSER REFERENCE ATTACHMENTS

APPENDIX C: MIGRANT AND SEASONAL FARMWORKERS REFERENCE ATTACHMENTS

APPENDIX D: WELFARE TRANSITION PROGRAM/TANF REFERENCE ATTACHMENTS

APPENDIX E: SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM EMPLOYMENT AND TRAINING (SNAP E&T) REFERENCE ATTACHMENTS

APPENDIX F: WORKFORCE INVESTMENT ACT PROGRAMS (WIA) REFERENCE ATTACHMENTS

APPENDIX G: VETERANS PROGRAM REFERENCE ATTACHMENTS