

CITRUS LEVY MARION REGIONAL WORKFORCE DEVELOPMENT BOARD

REGION 10

LOCAL WORKFORCE SERVICES PLAN PY 2011- 2012

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PURPOSE

The Citrus, Levy, Marion Regional Workforce Development Board, dba Workforce Connection, submits the following Workforce Services Plan for PY 2011-2012, which is required under Title 1 of the Workforce Investment Act (WIA). This comprehensive Plan documents the provisions of services provided by Workforce Connection which are consistent with the States' 2011-2012 Workforce Investment Plan 2011-2012.

Executive Summary (Optional)

I. Local Plan Process

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

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

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

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

I.A1.	Describe the process used to ensure public comment on and input into the development of the local Workforce Services Plan. Include a description of specific steps taken to include input from members of the local board and members of businesses and labor organizations. RWBs that are designated as significant MSFW areas must ensure individuals/organizations serving the MSFWs are informed of the plan and are provided the opportunity to comment on the local Workforce Services Plan.
RWB RESPONSE	
Workforce Connection began its strategic planning in February 2011. The strategic planning sessions provided the opportunity for input from strategic partners and board members into local workforce goals, strategies, and processes for 2011 through 2014. After a review of the plan by the Workforce Board's Consortium, the full board will review the final draft of the plan on September 22, 2011. The plan's availability for public comment will be noticed on September 26, 2011 and will be available beginning September 27, 2011. Notices of the availability of the proposed plan will be sent to all interested parties of the board and include board members as well as business and labor organizations not represented on the board on September 26, 2011. Public comment will be accepted between September 27, 2011 and October 26, 2011. Public comment will be accepted in written form at the address listed in this plan along with e-mail comments being	

made to gbynum@clmworkforce.com. The Executive Committee will consider the final plan for approval following the public comment period. Any changes requested from the public will be tracked with an open intent to include suggestions in the final draft as long as they support the local workforce strategy. Any comments received will be attached to this plan.

Copies of the proposed plan will be made available through publicly noticed informational meetings, publicly noticed committee meetings of the board, through our Internet web site (www.clmworkforce.com), in our administrative office located at the College of Central Florida-Enterprise Center, 3003 SW College Road, Suite 205, Ocala, Florida, 34474, and at our Workforce Center located at 2703 NE 14th Street, Ocala, Florida, 34470.

I.A.2.	Describe how comments were considered in the local Workforce Services Plan development process.
RWB RESPONSE	
Comments will be received between September 27, 2011 and October 26, 2011. Comments accepted by Workforce Connection's Consortium and Board will be incorporated into a change to the Plan and submitted to WFI. We will also forward any comments that voice disagreements with the Services Plan as required.	

B. Description of Process for Providing Public Comments

I.B.	Summarize and include as an attachment any comments that express disagreement with the plan. Comments received after submission of the local Workforce Services Plan that express disagreement with the plan should also be forwarded to WFI at the address previously indicated in the introduction section above.
RWB RESPONSE	
See 1.A.1 and 1.A.2.	

II. Local Vision and Goals

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

<p>II.A.1. Review/Update Required</p>	<p>Describe the local workforce vision and goals reflecting all workforce programs including WT/TANF and FSET that were developed in response to the vision and goals expressed in Sections I and II of the State Workforce Investment Plan. The vision, goals and objectives of these programs should support and complement the vision, goals and objectives identified in the 2010-2015 Strategic Plan for Workforce Development.</p>
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RWB RESPONSE

Workforce Connection has as its vision "To be recognized as the number one workforce resource in the State of Florida by providing meaningful and professional customer service that is reflected in the quality of our job candidates and employer services". Workforce Connection's workforce system is closely linked and driven by the local business needs and demands for skilled workers and the economic development strategies of its three-county area. This system, though market driven, must be easily accessible to anyone who needs a job or training; therefore, Workforce Connection plans to assist these key needs through a Workforce System, which is developed around both physical and electronic "centers". The "physical front door" will be through our three Universal Centers which are located in Citrus, Levy and Marion counties. These centers are designed to deliver a full array of services to area residents. These employer-driven workforce service centers are the primary physical focal point for core, intensive and training services.

The mission of Workforce Connection is to "Bring together citizens, employers and educational providers to develop programs to support high-quality education/training and employment services to meet regional workforce needs". It is always focusing on goals that help to ensure the workers have the skills necessary in tomorrow's workforce, businesses practical needs are met, and how to strategically invest and manage its resources. To that end, Workforce Connection has identified the following strategic goals for 2011-2014:

1. To increase visibility and outreach in order to improve and expand the business community's usage of workforce services and enhance their understanding of the value provided by the Workforce Connection;
2. To become a driving force in developing partnerships and partnership thinking (collaborative stakeholder relationships and networks to address workforce-related issues);
3. To triage and stabilize dislocated workers;
4. To close skill gaps and increase job placements;
5. To establish clear expectations of Board members and staff in order to build a high performance workforce system; and
6. To develop a succession plan for key employees.

The vision and goals of Workforce Connection mirrors that of the State as it applies to workforce development. Additional funding has and will enable the Board to continue to carry out its vision and mission. Workforce Connection's focus is on recovery and positioning the local area for full participation by being prepared to align the workforce with employment needs in a timely manner. By strategically funding transition and economic stabilization and expansion efforts that will save and create jobs, Workforce Connection will create a regional competitive advantage and foster a culture of excellence in the workforce system.

II.A.2. Review/Update Required	Please describe the economic development goals for the RWB and how they will be aligned with the workforce system.
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RWB RESPONSE

The role of Workforce Connection is to align the regional educational and training investments with the practical needs of the businesses and industries in which the region's residents will find employment. An equally important function is to contribute to the continued economic viability of this region, and to create a healthy, diversified global economy. Workforce Connection has been very proactive in its approaches to regional challenges because the bond between workforce and economic development has always been a key principle in the strategic posture of this region. This Workforce Board is striving to enhance the "visibility" of workforce within the world of work; expounding on the "relevance" of including workforce in pertinent areas of economic development; and capitalizing on the "reliability" of workforce systems and processes in comprehensive economic recovery and sustainability.

A strategic planning session was conducted beginning in February 2011 with our Full Board with the intent of charting our course for the future. Through interviews, focus groups, meetings and external research, Workforce Connection outlined the areas that would best position it for growth and where the stakeholder's energy and interests will support effective action in the coming 1 to 3 years. The Workforce Connection Board positioned itself in a strategic posture to become more effective and responsive to the needs of the communities it services by reshaping its committee structure to align with six targeted strategic goals, of which are included the following two:

Strategic Goal 1: To increase visibility and outreach in order to improve and expand the business community's usage of workforce services and enhance their understanding of the value provided by the Workforce Connection

Strategic Goal 2: To become a driving force in developing partnerships and partnership thinking (collaborative stakeholder relationships and networks to address workforce-related issues in the communities served)

To oversee these goals and better focus its business management and oversight, the Board redefined its Business Development Unit by ensuring its concentrated focus on workforce intelligence and strategies, value added services (seminars, workshops, etc); industry sector workforce planning relationships; support of industry cluster committee initiatives, marketing and branding, and improvements that facilitate workforce system usability and effectiveness. This unit is directly linked with each Economic Development Councils (EDC) in each county and is organized by industry sectors.

The tactics associated with strategic goal #1 includes developing small business outreach programs; shifting focus to filling jobs regardless of wage rate; expedient response to employers; developing business marketing plans; a "grow your own" support to local firms; touting workforce's capabilities through customized and evolving marketing tools; and cross-county outreach and collaborations. Workforce Connection has undertaken the following integration strategies to implement a local and global workforce advantage in response to a constant and rapidly changing economic environment:

The Jobs Accelerator Grant: This grant was submitted with the involvement of key partners, i.e., EDCs of Citrus, Levy, Marion counties, College of Central Florida, and others. Workforce Connection was listed as the lead agency due to our strong working relationship with federal agencies. As a result of the excellent and strategic partnership, this group submitted the joint grant application in July 2011 to support the expansion of business growth for our three county area. If awarded, the grant will utilize the strength of each agency to support employers through training, retention of staff, expansion of their business and marketing strategies to grow their business.

Revitalizing Manufacturing: As we await the final word on the submission of the Accelerator Grant, Workforce and its partners are involved in an effort to foster opportunity for key sections of the economy. Manufacturing is the lead sector in the grant, and as such, one idea that came forth through discussions of the partners was to present an opportunity forum centered around a "buy local concept." The Marion Regional Manufacturers Association (MRMA) held its vendor fair on August 11, 2011. This vision of this event was to enable local business to showcase their products in an attempt to create partnerships within the industry on a theme of "buying local". With this concept in mind and to help stimulate interest in the fair, Workforce Connection sponsored four companies who were not a current Workforce customer nor a MRMA member, to attend. The event was deemed successful in providing industry knowledge and facilitating contacts.

Seamless OJT: OJT simultaneously trains and employs an under-skilled job seeker. To facilitate a seamless process for the employer and job seeker, Workforce Connection has instituted a seamless OJT process - one in which there are multiple entry points made possible by policy and procedural frameworks that facilitate movement between the employer and the workforce system, to the advantage of both the employer and customer. Within the process, Workforce Connection has dedicated staff assigned to facilitate OJTs and to ensure successful agreement completion. The strategic partnerships developed between Workforce, the business community and educational entities are by-products of this process. From 1 July 2011 to 31 August 2011, Workforce Connection has partnered with businesses for a total of 29 OJT agreements.

Relocation of Center in Levy County: In order to make services more accessible for all customers, employers and job seekers, the Workforce Connection Board approved the relocation of the Levy County service center from Bronson to Chiefland FL. This move will precipitate more interaction with businesses and hopefully improve the employment outlook for the county and surrounding communities.

Targeted and Demand Occupation Listings: These listings highlights occupations that support growth, high wages, and are in demand throughout the state and the regional local area. With the assistance of local business leaders and workforce intelligence data, the industries and occupations most in demand, and that jobs were available, were identified and placed on these listing. These listings are intended to assist job seekers when making career decisions, and employers as they make decisions concerning the growth of their businesses. High priority occupations have been identified to align investments in workforce education and training with employer skill needs in industries and occupations vital to the stability and growth of the local and state economy. Workforce Connection dollars for customer training are geared to high priority occupations. Investment in training for high priority occupations plays a vital role in regional industry partnership efforts to strengthen career ladders and help companies grow family-supporting jobs.

Talent Supply Connection Point: Workforce Connection's vision is to be the connection point for businesses and job seekers. With the collaboration with the educational partners, the challenge will be to provide employers with the mature, engaged and skilled talent that is capable of meeting the requirements of both the local and global economy. To this end our new committee structure is positioned to facilitate the dialogue of where we are and where we need to be to accomplish this goal, and to assist businesses in the economic recovery and retooling for growth.

Encouraging Inclusivity: Workforce Connection will continue to encourage employers to take advantage of all qualified customers in their hiring process, and to hire employees based upon skill, education and background, not personal biases regarding race, religion sex, ethnicity or gender.

Career Maturity: Workforce Connection is committed to providing employers and developing a talent pool of qualified job seekers who are trained, ready and eager to work, and have the ability to make a realistic and stable career choice with awareness of what is required to make an appropriate career decision. It is with the understanding that the workplace is becoming more diverse and mobile that possessing career maturity is such a desired commodity in the job seeker.

Another goal of Workforce Connection Board is to promote collaborative solutions and programs that will create a competitive advantage for our region and foster a culture of excellence in the overall global workforce system. Local partnerships, in fact any partnerships, are built on trust, mutual benefit, and the shared belief that providing outstanding service to customers is the priority objective. Designing services that build on collective strengths will not only benefit the customers, but enable the partners to be more effective and productive. Partnerships are critical to the full and effective integration of funding. It is the desire of Workforce Connection to assume and embody the strong coordinating role in the local and surrounding communities. The tactics Workforce Connections intend to explore in order to become a driving force in developing partnerships are to take the lead in creating collaborative opportunities for stakeholders; creating formal and informal networks; utilizing a partnership "think tank"; assessing EDC, City Council and County Commissioner members through appearances on meeting agendas; and continuing on-going efforts to partner with private sector employers.

Workforce Connection continues to partner with its three economic development partners, College of Central Florida(CF) and our three school districts in developing a demand driven (employer-focused) workforce system. Workforce Connection has used a series of workgroups and focus groups to define the service structure that best fits the needs of its business community. In addition to the traditional services connecting employers and applicants, Workforce partnered with the Ocala Human Resource Managers Association to provide training and best practices exposure to the HR community. It is believed that a key component to serving local industry, and thereby perpetuating the state's economy, is to develop a pipeline of young, skilled workers to feed employment growth - being that connecting point for businesses, industries, and applicants in supplying that talent.

In addition to the integration strategies listed above, Workforce Connection has embarked on a journey to emphasize the relevance of workforce in economic development. The following opportunities are also geared toward synergizing partnerships in expanding and sustaining economic development:

Incubators: Incubators, as they are commonly known, are a great resource for small businesses that have been in operation for one to three years but may not have a permanent location. Rather than branching out into a storefront or stand-alone office location and

bearing the burden of operating expenses solely, an incubator model allows these businesses to share the cost of the services. As residents of the enterprise center, tenants are expected to grow their business and be able to graduate from the incubator program and move into their own location within one to three years. Additionally another goal of the program is for the tenants to grow their businesses to the level where they must hire additional employees. One such partnership has resulted in the Citrus County Enterprise Center, Homosassa Office, which is ready to showcase itself to the community and interested tenants on Monday, September 19, 2011. The concept and project was spear headed by the informally known Citrus County Business Resource Alliance comprised of Workforce Connection, the Chamber of Commerce, Economic Development Council, Small Business Development Center, SCORE, and the College of Central Florida. Another such incubator endeavor is in its infancy stage in Marion County.

New Markets - Aerospace Initiatives: As Workforce Connection continues to expand its reach in expounding the relevance of workforce to the economic development and viability of the economy, we have also entered into conversations, along with Marion and Citrus Counties Economic Development Councils and local Businesses, to identify mutual interests and explore potential alignment and collaboration to further enhance our targeted marketing by focusing on the recruitment of an aviation/aerospace companies to our community.

Florida 8: This is a concerted effort to improve the partnership of Workforce and Economic Development. It is organized around regions that have been established by the Florida Economic Development Council and Enterprise Florida, with a goal of building regional capacity for economic and talent development, job retention and international business opportunities. The North Central Region led by Workforce Connection and North Florida Economic Development Partnership are conducting an inventory of economic development resources in the regions, and using these findings to develop a plan that addresses key areas including rural business, talent and marketing needs; and recruiting skilled workders. This initiative provides research to regional teams as they create their plans which will allow for services that yield benefits for years to come.

STEM - Habitat for Humanity: Workforce Connection collaborated primarily with the City of Ocala, the Chief of Police, Habitat for Humanity and Henkels & McCoy on a Youth Build Project, which focused on re-building efforts in Phoenix Heights (Busbee) a blighted community in West Ocala (Marion County). This project served 16 at-risk youth with employment barriers, who received on-the-job training, world of work experience, instructions and services, other work/industry certifications, and life-changing assistance as they helped build a house for a local family. This partnership proved to be so successful that future endeavors of this type are anticipated.

Improving presence at College campus - talent supply: Workforce Connection is in the process of creating another strategic linkage with our educational partners in becoming a visible presence at their graduations and a resource for the graduates in being that connection point to the world of work after the world of education.

Other Regional Collaboration: In an effort to expand services and minimize costs, four (4) workforce boards (including Workforce Connection) committed to a collaborative arrangement through the signing of a Memorandum of Understanding. This collaboration of five workforce boards is referred to as the North Central Tier Workforce Coalition. The following are the participating regions and their counties, listed in numerical order.

- Region 8, WorkSource, Baker, Nassau, Duval, Clay, St. Johns, Putnam
- Region 10, Workforce Connection, Citrus, Levy, Marion
- Region 11, Center for Business Excellence, Flagler, Volusia
- Region 12, Workforce Central Florida, Sumter, Lake, Seminole, Orange, Osceola

This collaboration will hopefully remove the perception of false boundaries around the separate local regions and provide joint services to both the business and job seeker customers. It will also help to promote reductions in cost through joint purchasing and shared infrastructure costs.

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

II.B Review/Update Required	Describe the process used to attain the local board’s Workforce Service Plan, including a brief overview of the process used in developing strategies that describe current and future plans to improve and deliver services for the WIA, TAA, Wagner-Peyser, Job Corps, MSFW, Veteran, WT/TANF and FSET programs.
RWB RESPONSE	
<p>Through the guidance of a trained facilitator and with the input of Board members and staff, Workforce Connection's strategic planning process included a period of data collection that provided a picture of the opportunities and threats within the regional economy; the organization's current strengths and weaknesses; and a review of the internal governance processes and structure. Strategic planning sessions were conducted beginning in February 2011 with our Full Board with the intent of charting our course for the future. The planning session provided the opportunity for input from strategic partners and board members into local workforce goals, strategies, and processes for 2011 through 2014. Through interviews, focus groups, meetings and external research, Workforce Connection outlined the areas that would best position it for growth and where our stakeholder's energy and interests will support effective action in the coming 1-3 years. Workforce is committed to utilizing funding transitionally that will focus on economic stabilization and expansion efforts that will save and create jobs.</p> <p>The Workforce Connection Board positioned itself in a strategic posture to become more effective and responsive to the needs of the communities it services by reshaping its committee structure to align itself with six targeted strategic goals:</p> <p>Strategic Goal 1: To increase visibility and outreach in order to improve and expand the business community’s usage of workforce services and enhance their understanding of the value provided by the Workforce Connection</p> <p>Strategic Goal 2: To become a driving force in developing partnerships and partnership thinking (collaborative stakeholder relationships and networks to address workforce-related issues in the communities served)</p> <p>Strategic Goal 3: To triage and stabilize dislocated workers</p>	

Strategic Goal 4: To close skill gaps and increase job placements within our communities.

Strategic Goal 5: Establishing clear expectations of the Workforce Board Members and Staff in order to build a high performance workforce system

Strategic Goal 6: To develop a succession plan for the organization's key employees

Workforce Connection has set in motion intensive approaches and tactics to integrate its goals into the overall state's workforce system. Intergrating programs and services into a comprehensive system makes services universally available, increases and facilitates accessibility, and creates stronger partnerships. The outcome of the strategic planning process yielded the following tactics in realizing the goals set forth by the Workforce Board:

Goal #1: Develop small business outreach program; shift focus to filling jobs regardless of wage rate; 24-hour response to employers; develop business marketing plan; well publicized success stories; help grow local firms; develop marketing tool to tout capabilities; and more outreach in other surrounding counties.

Goal #2: Take the lead in creating collaborative opportunities for stakeholders; create formal and informal networks; continue on-going efforts to partner with private sector; create a partnership "think tank"; get workforce issues on agendas of EDC, City Council, and County Commissioners; educate partners through employers fair; small business incugator center; and meet regularly with partners.

Goal #3: Focus on most critical priorities; continuation of the job search 101 training "boot camp"; workforce professional certifications; recognition program for front line employees; incorporate financial incentive into grant proposals to reward job searchers for completion of training and steps to secure employment.

Goal #4: Seek grants that are relevant to jobs most likely to be available in the communities served and surrounding communities; communicate the Workforce Connection's value proposition to businesses that do not currently use its services; develop/strengthen relationships with businesses that curenly do not use workforce services.

Goal #5: Review by-laws and make handout with explanation of programs,etc; allow board members to attend other workforce meetings; one stop tours; create an orientation/mentoring program for board members; develop specific, measurable performance expectations for staff; communicate expectations/accountability; share and reinforce core values.

Goal #6: Identify key positions; identify skills/competencies for key positions; assess skills of employees and identify skill gaps; develop individual development plans; determine whether key positions are filled internally or externally; identify external talent pool; and interview people to determine aspirations.

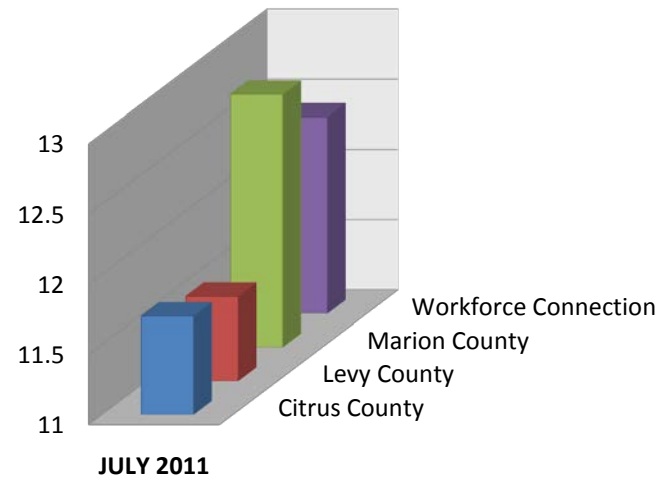
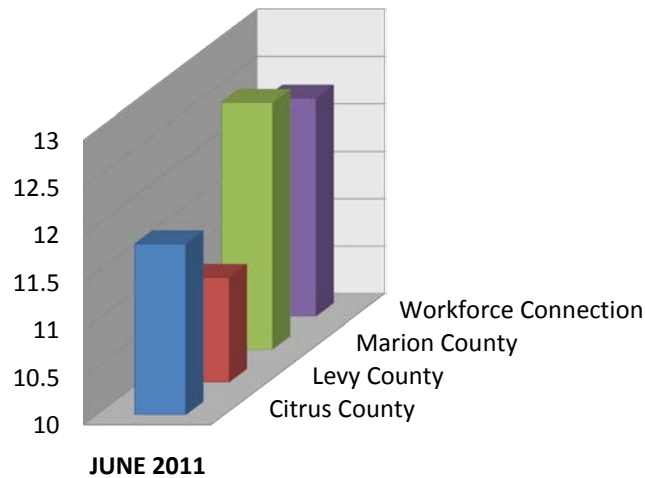
Workforce Connection will form partnerships with businesses, educational systems and government entities to implement these tactics to the realization of the established regional goals with the expectation of creating a competitive advantage for this region and fostering a culture of excellence in the global workforce system.

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

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

A. Identification of Workforce Needs of Area

III.A Review/Update Required	Describe the process used to identify the workforce needs of the businesses, job seekers and workers in the local area.
RWB RESPONSE	
<p>The Citrus Levy Marion Regional Workforce Development Board’s (dba Workforce Connection) region includes Citrus, Levy and Marion counties in the State of Florida. Historically rural, the area is in a full transition from an agricultural base to a blended economy. The transformation of the economy from rural, agricultural to a blend of manufacturing, service, retail and construction industries has created several employment nodes. These include the Ocala area of Marion County and the Crystal River-Homosassa corridor in Citrus County. Levy County’s primary employment area is centered in Chiefland. The picture of the local economy of Region 10 is one that continues to expand in its scope and offers many challenges and opportunities. The current economic profile requires a deliberate and unique approach by Workforce Connection in servicing the needs of both businesses and job applicants. These services will cut across all lines of business including WTP, FSET/SNAP, WIA, TAA, AND WP. By understanding the workforce development needs of our business community, and with reduced funding, we will prioritize and utilize strategic and diversified actions to help fill the talent pipeline with work-ready candidates who are capable and eager to meet the needs of businesses when required. The beginning of the twenty first century, has shown the demand for workers is being influenced by several factors: new technology, deregulation, global competition, diversity, differing consumer lifestyles and purchasing habits, changes in business practices, and shifts in population distribution. However, education will be the most important factor influencing workers’ employability and earnings. Data indicates that labor market success is tied directly to workers’ education and skills.</p> <p>Our workforce area continues to suffer from an unemployment rate that is higher than the State of Florida’s rate. Marion County has been and continues to be one of the counties in Florida with the highest rate of unemployment. Citrus and Levy Counties are also impacted by excessive unemployment. The unemployment rate in the Workforce Connection Region (Citrus/11.7%, Levy/11.6%, and Marion/12.8%) was 12.4 percent in July 2011, up .1 percentage points from June 2011 and down 1.2 percentage points over the year. In July 2011, the region’s jobless rate was 1.4 percentage points above the state rate of 11.0 percent. Out of a labor force of 209,341, there were 25,947 unemployed residents in the region.</p>	



What industry sectors have been hit the worst? Government showed a loss of 1,000 jobs over the year, due in part to the Federal government no longer employing temporary Census workers who were working last year. Other industries losing jobs over the year were Mining, Logging, and Construction (-300 jobs), Leisure and Hospitality, Information (-100 jobs each). Manufacturing, Financial activities, and Professional, Business Services, and other services remained unchanged over the year. (as of July 2011)

Where is job growth? Education and Health Services (+500 jobs) and Trade, Transportation, and Utilities (+100 jobs each) were the only industries gaining jobs over the year. The growth rate in the Ocala metropolitan area in education and health services (+3.8 percent) exceeded the state's growth rate.

The percent of change for the population of Workforce Connection region has remained unchanged over the year (513,770 in 2010 and 513,723 in 2009). The overall average annual wage rate has increased slightly (+1.4 percent) from \$32,599 in 2009 to \$33,061 in 2010, with Citrus County experiencing the largest change increase (Citrus-3.2%; Levy-1.3%; Marion-0.8%). The overall percentage change for the region is consistent with the change for the state, which is also +1.4 percentage. Over the past two years our ability to serve the growing number of our citizens that have lost their jobs has been assisted by our staff aggressively seeking additional federal funds.

How does this impact our One Stops? We measure "foot traffic" or applicant visits. Overall customer traffic is depicted below for the previous

two program years and the first two months of PY2011 :

County	July 2009 - June 2010	July 2010 – June 2011	July 2011 - August 2011
Citrus	24,623	19,454	3,093
Levy	8,634	6,978	1,243
Marion	84,076	68,131	9,521
TOTAL	117,303	94,563	13,857

The decline in applicant visits between PY2009 and PY 2010 can be attributed in part to the more increase usage of technology. More of our customers are utilizing the virtual aspect of one stop services, Employ Florida Marketplace. With the increase in the unemployment, the virtual one stop gives customers, businesses and applicants, access to career and employment information and tools within the confines of their homes, business locations, or a facility in a closer commuting distance. However, even in the era of increase technology use, in the current economic climate of reduced funding and an unstable employment outlook, Workforce Connection is anticipating an increase in the request for one-on-one and/or personal interactions from our customers, thus increasing the customer traffic within our centers, as evident by the statistics for the first two months of this program year. The doubling of foot traffic in the first two months of this program year is also attributable to the sweeping unemployment compensation reforms and the requirements now placed on the recipients of unemployment insurance. To accommodate the anticipated increase, we are reviewing many of the funded services provided in efforts to streamline processes; restructuring our centers to accommodate the increase number of job seekers; increase efforts to establish external partnerships. To identify and understand the workforce needs of the local business and applicant customers Workforce Connection utilized inputs from committees, partnerships, surveys and personal interaction.

In obtaining and tracking workforce intelligence data, it is Workforce Connecton's intention to :

1. Understand areas of job growth and decline
2. Identify high growth, high wage occupations
3. Discover new skills requirements sought by employers
4. Find grants and other funding opportunities to support our local community
5. Support the Economic Development Councils with data needed for prospects and expansions

Workforce will focus training dollars in retraining and supporting dislocated workers for new and expanding areas by:

1. Maximizing on-going Dislocated Worker Funds
2. Continuing to modify as needed and offer the "Career Launch" series of workshops

3. Maximizing the use of training and career coaching space to provide extraordinary customer service
4. Focusing on the attainment of credentials, certifications, degrees
5. Developing expanded career coaching abilities
6. Focusing on skills training in the local demand targeted industry sectors and occupations
7. Encouraging and touting the advantages of volunteerism to the unemployed as a way to use their skills, remain familiar with the work place, gain career experience, network for contacts and even to try out jobs that may not have been considered; and to the employer present an option that may assist with their sustainability while at the same time creating a new work paradigm that will produce flexible re-careering opportunities for the unemployed who need and want to work.

To develop and utilize Business training partnerships to support growth and expansion, Workforce will:

1. Assist companies who are expanding with employed worker training funds to upgrade existing employee skills
2. Provide on-the-job training funds to companies hiring dislocated workers that may need additional training
3. Identify needs of large and expanding employers such as Progress Energy and promote K-12 and postsecondary training programs
4. Create a demand-driven, labor-market-responsive strategy for the investment of workforce development resources within the region
5. Continue to establish working partnerships with business, labor, education and economic development entities throughout the region through collaborative and cooperative efforts related to industry attraction, industry expansion, attracting workers to the region and providing pre-employment skills

We will provide employer recruitment assistance:

1. Post jobs of any type, technical or professional
2. Review and provide feedback on job descriptions
3. Provide assessments such as Ready to Work or Prove-it or c-TORQ to screen large applicant pools to obtain most qualified workers
4. Refer job candidates to suitable positions
5. Host career launch events, both general and company specific
6. Continue to function as the "connection point" for employers and job seekers by receiving application for employers and/or set-up interviewing at the One Stop Workforce Centers

Outplacement Services

1. Provide best practices for downsizing
2. Conduct unemployment briefings at the work site
3. Host custom workshops for larger downsizing events
4. Assist with resume and interviewing skills for dislocated workers
5. Provide scholarships for those that qualify
6. Reach out-of-state to employers, when needed

Our Plan

A. Budgeting

Cost allocation occurs for administrative costs, one stop costs and business development costs.

B. Youth: Services to the youth, in school and out of school, within the region has been contracted out to Henkels & McCoy (H&M). Their objective is to help youth develop lifelong skills, while overcoming obstacles and barriers, through a seamless integration of services in the workforce region. H&M will ensure accessibility of services to Department of Juvenile Justice (DJJ) youth, youth aging out of Foster Care, and other at-risk youth in Citrus, Levy and Marion counties. This will be accomplished through partnerships with Citrus, Levy and Marion County Schools Workforce Education, Cypress Creek Correctional Facility (G-4) in Lecanto, Marion County DJJ facilities, alternative education providers throughout the region, Ocala Police Department, Kids Central Inc., City of Ocala, Zion Methodist Church and Habitat for Humanity, in addition to appropriate Workforce staff to ensure a seamless delivery of all available services. Current total enrollment goals for PY2011 are as follows:

Citrus: 55

Levy: 20

Marion: 135

C. Services for Adults and Dislocated Workers

Keeping in mind that most of the people who are seeking our services have lost their jobs, and therefore their family/personal income, we have tried to consider services that will be provided while they are receiving unemployment insurance payments. At the same time we are looking at targeting stop-gap employment, temporary and part-time jobs as income alternatives. If all of these fail, we will institute our "Needs-based Payment" policy which calls for us to continue a payment equal to their unemployment wages until they complete their training program.

We will revamp and reenergize the mini-workshops in all counties. They will be expanded and contracted based upon enrollments and the needs of those we are serving, including making these geographically convenient to job seekers.

We have locally defined which occupations and training programs offer the "best chance" of employment. This has been a process that has involved training providers; our staff and our committees. We have also used labor market information provided locally and by AWI. The

“demand occupations list” was taken to our training provider and they were asked to advise if they had training programs that could be completed within the time frames of the law that corresponded to the demand occupation list. This information-demand occupation list- was also shared with our staff for their input from businesses that they work with. All of this information was taken to our committees for decisions regarding which occupations they felt hiring would be occurring over the next 18-24 months. Since “green jobs” have not been part of our demand listing- due to the way the listing is developed- we will add green job opportunities as they arise. This is the approach that is being used to direct those seeking classroom training. Other training options will be used, depending on their suitability for the customer. These include on-the-job training; customized training (designed by the employer) and vendor-delivered training (chosen by the employer). Other services include relocation assistance (for dislocated workers); and, customized, one-on-one placement assistance for professional and highly skilled technical applicants.

D. Adult: Adult funds will be used to support persons not covered by our dislocated worker funding, targeting disadvantaged, low-income individuals.

E. Dislocated/Laid off Workers: In this area, we are using all available funding sources. Our major effort in this area is to outreach to those who have filed for unemployment electronically and have not been into one of our workforce centers.

F. “Green” and Other Stimulus Grants: We are also looking into other grant opportunities that will allow us to expand services for business and services to people affected by the economy. This effort includes partnering with other local organizations, including the cities and counties.

B. Identification of Current and Projected Employment Opportunities

III.B. Review/Update Required	Identify the current and projected employment opportunities in the local area. For assistance in obtaining this information, please refer to the Labor Market Statistics website and the Florida Education and Training Placement Information Program (FETPIP) website.
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RWB RESPONSE

In positioning ourselves in a demand-driven strategy, the Workforce Board and local employers have reviewed labor market statistics and have concluded with a Priority Demand Occupation Listing. This listing contains the occupations in which a job seeker will most likely find employment in the local economy. The workforce board is prioritizing its limited training funds on these occupations as they support the economic strategies of our region. With the assistance of our business partners, we are continually refining and updating the listings to reflect up-to-date local information. This priority listing is updated annually and can be found in OPS-65 (attached).

C. Description of Necessary Job Skills

III.C.	Describe the job skills necessary for participants to obtain employment based on current and projected job opportunities in the region.
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RWB RESPONSE

In order for our customers to be and remain locally and globally competitive in the employment arena, the workforce board and our partners have concluded that skills necessary today are vastly different than they were even two years ago. America's strength in its workforce seems to rest in its productivity. Competing globally means to be able to designate core competencies and then build upon these strengths, staying ahead of the competition. Competition today lies in foreign markets that have not yet been able to produce goods and services at the level of American companies. Therefore necessary job skills must support the ability to continue to produce effectively. The following categories are in direct support of this core competency which is also a local core competency.

1. Soft Skills – The American work ethic is not ingrained in every prospective employee. These skills need to be part of educational curriculums and an integral part of the One Stop system. Improvements in the education of these skills need to be integrated into all that we do at every level. Partnership will once again enable the infusion of soft skills education at all levels. Through integration of workforce programs into education and business input into development of programs these soft skills can be increased both in the classroom and in the One Stop.

2. Technology Skills – Our region may not be an Information Technology Hub when it comes to being a targeted industry, however the IT needs in our region are very strong as these occupations support virtually every industry that exists. In order for our economy to continue to grow, education opportunities in IT skills must be available and must be linked to regionally industry needs.

3. Industry Specific Skills – As noted earlier the workforce board has prioritized occupations for training dollars. These occupations directly support our high growth industries and our local economic strategies. Never before has it been so important to develop training that is responsive and immediate to the needs of our employers. A quick response is necessary at the local level and at the State level to support this need.

4. Life Long Learner Abilities – The future of the workforce depends on employees who are willing to continually learn new skills. Jobs no longer stay the same and in fact change at a rapid pace. This rapid change makes it difficult not only for the learners but for the employers to pin-point needed skills. Partnerships will once again prove beneficial in assisting employers in delineating needed skills and providing creative methods for educating the workforce through aggressive promotion and acquisition of workforce funds for training and a focused method of using our employed worker funds..

5. Ready to Work Credentialing Program- Employers need and seek dependable, skilled workers. Florida's Ready to Work Credential program will help prepare prospective and current employees to fill that need. An individual who has earned a Ready to Work Credential will be considered equipped with skills needed to enter the workforce. Knowing a job applicant possesses a Florida Ready to Work Credential, an employer can be more confident that he/she can begin the job with the skills necessary for successful job performance. This credential will demonstrate to current and future employers that students have the skills to meet employment expectations. Mastery of three (3) WorkKeys assessments must be demonstrated: Reading for Information; Applied Mathematics; and Locating Information. Ready to Work credentialing will also be used as a basis to determine required skills for referral to employers.

6. C-TORQ skills gap analysis: Based on O*NET 15, each state's own LMI data, and other data sources, this software provides objective information on alternative occupations, KSA gaps, and industry-leading analytical tools. It helps in assembling everything needed to access the readiness of the region's workforce to meet the demands of new business opportunities. Ctorq gives the staff the ability to understand

and quantify a job seeker’s knowledge, skills, and abilities by assessing a TORQ score that indicates the relative difficulties in transitioning from one job to another and helps them think outside their “occupational box”. In the era of limited funding, this assessment saves all customers, Workforce/business/job seekers, in both time, training, and funding.

7. The three school districts, CF and Workforce Connection are continuously working together on upgrading the workplace skills, occupational skills and knowledge of customers in our region, looking at current needs, projected retirement, projected population growth, and the industry plans for generation growth. Partnerships are the linkage to the resources for planning our regional response to business needs.

D. Targeted Occupations

III.D. Review/Update Required	Describe the process used to identify local targeted occupations for providing occupational skills training. To ensure that your local process is consistent with State Targeted Occupation List Process, please refer to the Labor Market Statistics website at http://www.labormarketinfo.com/wec/0910/wec_tolprocess.pdf
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RWB RESPONSE

We have locally defined which occupations and training programs offer the “best chance” of employment in the local economy. This has been a process that has involved educational partners; our staff and Board committee members. We have also used labor market information provided locally and by AWI. These listings highlights occupations that support growth, high wages, and are in demand throughout the state and the regional local area. With the assistance of workforce partners and workforce intelligence data, the industries and occupations most in demand, and in which jobs were available, were identified and placed on these listing. These listings are intended to assist job seekers when making career decisions, and employers as they make decisions concerning the growth of their businesses. High priority occupations have been identified to align investments in workforce education and training with employer skill needs in industries and occupations vital to the stability and growth of the local and state economy. Investment in training for high priority occupations plays a vital role in regional industry partnership efforts to strengthen career ladders and help companies grow family-supporting jobs. The educational partners were also asked if they had training programs that could be completed within the time frames of the law that corresponded to the demand occupation list. This demand occupation list was also shared with our staff for their input from businesses that they work with. Since “green jobs” have not been part of our demand listing- due to the way the listing is developed- we will add green job opportunities as they arise. The role of Workforce Connection is to align the regional educational and training investments with the practical needs of the businesses and industries in which the region's residents will find employment. An equally important function is to contribute to the continued economic viability of this region, and to create a healthy, diversified global economy.

IV. Local System Infrastructure

IV.A. Review/Update Required	Please provide the following information for your local plan: <ol style="list-style-type: none"> 1. Current Membership – Regional Workforce Board – Attachment 1 2. Fiscal Agent Design/Administrative Entity/One-Stop Operator – Attachment 2
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RWB RESPONSE

The Citrus Levy Marion Regional Workforce Development Board, Inc., also known as Workforce Connection, is located at 3003 SW College Road, Suite 205, Ocala, FL 34474. Workforce Connection exists as a result of the passage of the Workforce Investment Act, the Inter-local Agreement (attached) which established Workforce Connection and the Articles of Incorporation.

The Regional Workforce Board is comprised of at least twenty-three members who are appointed by the Consortium. This Consortium is made up of the Chief Elected Officials of the three counties. (attached)

The Executive Committee: The officers of this committee are the Board Chair, Vice-Chair and Secretary/Treasurer. These officers along with the Chair of each standing committee serve on the Executive Committee.

In order to ensure that the mission, vision and goals of the Regional Board are carried out successfully, the Executive Committee with the approval of the Board, established the following standing operational teams/committees: Performance & Monitoring; Marketing & Outreach; Business & Economic Development; One Stop Customer Service; and Youth. All committees and the Board meet at least quarterly.

- ▶ Administrative Entity - The Administrative Entity is the same as above. (Attached)
- ▶ Grant Recipient - The Grant Recipient is the same as above. (Attached)
- ▶ Fiscal Agent - The Fiscal Agent is the same as above. (Attached)
- ▶ Chief Elected Officials - The Chief Elected Officials are one representative of the Board of County Commissioners for Citrus, Levy and Marion Counties. This representative is determined by each County Board.

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

In the era of immense budget reductions and in order to reshape our services for more efficient strategies to assist the customers of this region, Workforce Connection requested and was approved the authority to directly provide one stop services for Region 10 (WIA, TAA, WAGNER-Peyser, Veterans, MSFW, WT/TANF and SNAP/FSET) (see Attachment 5). This action, which brings all one stop services under the direct management of board staff, also flattened the management structure by reducing 7 positions with a cost savings of \$455,000; and provided for a seamless delivery of business services from outreach to “order” filling that will improve the quality of applicant referrals; provide more immediate response to “inventory”; and, better connect applicant screening and transitioning services such as OJT, and internships. Providing direct services also includes the following: Planning of the physical flow within the One Stops; Planning the flow of services between the partners and having meetings with partners to prepare for implementation; oversight of the flow of services; Maintaining One Stop standards within each One Stop; Planning training needs of One Stop; Conducting meetings between One Stop partners; and the HR management of AWI staff.

The process of selecting service providers for Youth Services and any other selective workforce programs/services is outlined below:

I. Professional Services Selection - Professional services are those services such as accounting (RFP), auditing (RFP) and legal services (Legal Notice RFQ only), where the quality of the services cannot be judged by price alone. Such services will be procured using a Request for Proposal Solicitation (RFP) or a Request for Quotes (RFQ), as indicated above.

a. RFP Solicitation - A detailed solicitation will be prepared by the appropriate staff person and submitted to the VPF or CEO for review and approval. The RFP may be forwarded to the Workforce Connection, at the discretion of the CEO or the direction of the Board.

b. The RFP will contain at least the following information:

1). A detailed description of the professional services sought, including any time frame requirements, special reporting requirements, or other explicit instructions or requirements

2). A statement of what specific professional qualifications are required by Workforce Connection. These may be experience-based or other special qualification requirements of importance to Workforce Connection.

3). A format for the quote of rates, fees or charges associated with the services.

4). Any specific areas that the respondent is required to address that will be the basis for the selection decision.

5). The rating criteria that will be used.

6). The date and time responses are due.

c. Proposal Review Process - All proposals that are received on or before that closing date and time specified in the RFP will be evaluated using the criteria contained in the RFP. All proposals received after that date and time will be returned to the responding party unopened.

1). The staff member(s) preparing the RFP will review and rate all responses. This rating will be used to reduce the number of responses to a short list of no more than three.

2). The list of professionals will then be scheduled, at the option of the CEO or the CLM, for interviews. This does not require that interviews be given, if in the opinion of the CEO or Workforce Connection Board the rating clearly establishes the most qualified professional to perform the work.

d. Approving Authority - For goods or services of less than \$25,000, the CEO, VPF, or COO is empowered to approve the selection. For all services in excess of \$25,000, the Board Executive Committee will be the approving authority. Any contract for audit services will be reviewed and approved by the Executive Committee, regardless of the value of the contract.

e. Contracting for Services - After obtaining approval of goods or services from a specific respondent, staff will enter into negotiations with the respondent. Such negotiations, the original RFP and the respondent's decision, as modified by the negotiations, will form the basis for the contract. In no instance will delivery of any goods or services be authorized to begin prior to the execution of a contract by all parties.

f. Contract Signatures - The Board Chairman and the Chief Executive Officer (CEO) are authorized signatories for contracts. (The CEO is authorized by the Board to sign contracts previously approved by the Board, and non-financial agreements.)

II. Procurement of Workforce Connection Training - The selection of training service providers is similar to but not identical to the professional services process. It uses an Invitation to Negotiate process much the same as described above. The main difference being the review to determine qualifications prior to receiving the solicitation and then the selection being based on a combination of cost and proven ability.

a. Development of the ITN

- 1). The staff will prepare draft outline(s) of the training needs it feels should be available in the Region. These needs will be presented to the Board, who will review, amend and approve the training needs outline
- 2). A complete Cost/Price Estimate must be completed prior to release of the ITN.
- 3). Once the outline is approved, the staff will prepare a solicitation package which contains detailed ITN requirements for the training program(s) specified in the training outline. That full ITN solicitation will be presented to the Board for review and approval.
- 4). Once the ITN is approved, the staff can advertise to solicit responses.

b. Advertising/Notification of Interested Parties

- 1). The staff may, if time permits, advertise for potential providers to establish a list of interested respondents to which an ITN would be sent. This procedure can be implemented in the same manner as a specific ITN solicitation. It would establish a list of "eligibles".
- 2). If such a list as mentioned above is not established, Workforce Connection will, or, in addition to the above list, may, for at least one weekend, solicit responses to specific ITNs by advertising those ITNs in local area newspapers for one day. Such advertisements will be followed by a period of at least one month (30 calendar days) during which respondents may develop their proposals. This thirty day period may be waived/decreased by Workforce Connection in instances where such a time would cause a lack of services to meet an immediate need. One example of such a situation, but not meant to be limiting or all inclusive, would be one involving a plant closing or layoff.
- 3) The ITN includes a pre-qualification process by which the eligibles or respondents must first submit proof of ability to respond. This includes proof of financial oversight and management abilities, a recent audit, and specific experience as needed for the operation of the training or program. Once the respondent is pre-qualified they may then submit a full response in line with the ITN directions.

c. Review of Responses

- 1). Staff will be assigned by the Chief Operating Officer (COO) to review and rate the proposals in accordance with criteria established in the RFP. Those individual ratings will be averaged and combined into a Committee report which will be made available to the appropriate Board Committee for their review and selection of service providers to be recommended to the Board for its final approval. A cost price analysis will be part of the staff review.
- 2). The Demonstrated Effectiveness of providers will be reviewed in accordance with Board policy and the RFP requirements.

d. Approval of Training Services Proposals - All training services proposals, regardless of value, will be reviewed and approved by the Workforce Board. Upon approval, staff will be charged with negotiation of the contract. The RFP and contract will contain a contractor certification in this regard.

e. Contract - Staff will negotiate a final contract with the selected provider(s) based upon concerns reported in their review, Board concerns, or

other relevant issues. Once an acceptable contract has been negotiated, staff will have the contract executed by the Contractor and then by the Board Chairman or the CEO. In no event shall contract services be authorized to begin prior to the execution, by both parties of the full contract document.

f. Failure to Negotiate

1). If staff determines that negotiations are at an impasse, they will advise the contractor and schedule an appeal before the Executive Committee. The staff will notify the contractor, in writing of the impasse and the date of their appeal hearing. Staff will prepare a written report outlining the area(s) where they feel an impasse exists and the reason for the staff position. The contractor will have an opportunity to discuss its position during the appeal hearing.

2). The hearing will be scheduled within ten work days of the declaration of an impasse. The decision of the Executive Committee is final.

III. Protest Procedures: Appeal /Protest Procedures Appeals/Protests may be submitted for Formal Procurements Only:

a.) Goods and Services: At the time of Formal Sealed Bid Opening (as advertised in the RFQ/IFB/RFP) a tentative determination of the Apparent Low Bidder will be made and tentative selection of the Goods & Services provider(s) will be made. From that date/time of tentative selection of the apparent low bidder (bid opening), any bidder has 72 hours (3 business days) (unless otherwise specified in writing to all vendors at the time of Sealed bid opening) in which to file a written appeal/protest with the COO. At the Executive Committee meeting scheduled to review and approve the Staff Recommendations (date, time and location of meeting is included in the RFP Package), any Appeal(s)/Protest(s) will be heard. The decision of the Executive Committee is Final.

b.) Workforce Connection Training Services: The Board Committee meeting, at which Staff Recommendations are presented, (date, time and location of meeting is included in the ITN Package) Appeals/Protests may be submitted for Formal Procurements Only will result in the tentative selection of Training Services Provider(s). That meeting date/time will be considered the date/time of official bid opening. From that date/time, any bidder has 72 hours (3 business days) in which to file a written appeal/protest with the COO. At the scheduled meeting of the Board in which final selection of Service Provider(s) is/are to be made (date, time and location of meeting is included in the ITN Package), the board will hear any Appeal(s)/Protest(s). The decision made by the Board is Final.

IV. Documentation of Procurement Actions

a. All procurement actions will include documentation which will include the request for purchase, all telephone/written quotes received, in a writing, from the appropriate number of firms, an emergency or sole source/proprietary purchase approval (if applicable), and a purchase order. Receiving reports or other vendor related delivery documents will also be maintained to include a signature of the person receiving the goods or services. Copies of formal bid documents will also be made part of the procurement file. These will be held by the Finance Department.

b. In the case of training services, originals and copies of the RFP's can be maintained separately from the procurement files and records in the Finance Office files.

c. Contract Files will be maintained by the Director of Workforce Services, and will, at a minimum, contain the following: Original Signed Contract, Copy of Signed RFP/ITN Proposal, Copy of all correspondence concerning the contract to include monitoring reports, copy of all contract modifications, copy of all cost/price analyses, and reference to location of copy of RFP/ITN and any RFP/ITN supporting

documentation.

d. RFP/ITN Procurement Files will be maintained by the Administrative Assistant, and as a minimum, will contain the following: Original RFP/ITN; Bidder's List; copy RFP/ITN distribution letters; copy of Cost/Price Analysis; copy of request for Legal Notice, and copies of actual Legal Notices when received; original of each RFP/ITN Proposal received; copies of all correspondence transmitted or received regarding the RFP/ITN; and reference to all applicable files filed elsewhere.

V. Third Party Contracts / Subcontracts - No Third Party Contracts or Subcontracts will be allowed, unless specifically approved, in writing, by the Board.

VI. Cost/Price Analysis- Cost Reasonableness Standards for Procurement of Employment and Training Services

The Act and regulations require that Workforce Connection costs be necessary and reasonable for the proper and efficient administration of grant programs. In accordance with 20 CFR 627.420 (e)(2), a cost or price analysis will be performed in connection with every procurement action which affect the contract monetarily. Cost and price estimating is the process of determining, in advance, what the reasonable and fair asking price for goods and services should be. All costs will be reviewed for reasonableness.

a). The method and degree of analysis depends upon the facts surrounding the particular procurement and pricing situation, but at a minimum, Workforce Connection will perform an independent cost or price estimate before receiving bids or proposals (competitive procurements of a purchase in excess of \$25,000) All procurements, regardless of the dollar amount being spent, must include an appropriate analysis of the reasonableness of costs and prices.

b). Workforce Connection will do whatever analysis is appropriate to the particular procurement action. A price analysis alone is allowed under limited circumstances (such as when the reasonableness of price can be established based upon a comparison of catalogue prices or a comparison of prices from an adequate number of suppliers of a commercially available off-the-shelf product.) A price analysis is required whenever a cost analysis is done.

c). An independent cost and/or price estimate will be performed for each and every procurement action whose costs exceed (or are expected to exceed) the \$25,000 aggregate threshold for small purchases. This is not required for purchases which fall below the \$25,000 aggregate level for small procurements.

d). Cost and price estimates must be documented, in writing, and must be performed by someone who has no financial interest in the outcome of the procurement. Workforce Connection staff may use the CERTIFICATE OF CURRENT COST OR PRICING DATA Form and the COST/PRICE ANALYSIS WORKSHEET Checklist to document such cost and/or price estimates having been done.

- PRICE ANALYSIS: refers to the Total Price without regard to the individual specifics involved in assembling total price.

- COST ANALYSIS: refers to the Individual Elements that come together to make up the Total Price

VII. Standard Contract Document - Cost-Reimbursement Boiler Plate Contract

VIII. Types of Agreements and Usage - All Goods and Services and short term consultant.

a. Purchase order requisition - Training Materials/Supplies and Budgeted Program Expenses \$2,500 limit.

b. Formal Contract - Workforce Connection Training Services and Professional Services.

V. One-Stop Delivery System/Services

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

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

A. Description of the Local One-Stop System

V.A.1.	A brief description of the local one-stop system established for the region
RWB RESPONSE	
<p>Under the reconfigured business model of Workforce Connection, the following restructuring of the Local One Stop System is now in place:</p> <ol style="list-style-type: none">1. The “business services” aspect of the One Stop service centers has been placed under the direct management of the board, combined with business development, and merged with outreach and services marketing to business under the supervision of the Senior VP of Business Development. These include the following:<ol style="list-style-type: none">a. Job order services: order taking; order review; employer validation; order listing in EFM; and related services;b. Applicant screening on board managed job orders; job order/applicant monitoring to improve referrals on non-managed orders;c. OJT and EWT contract development, contracting and servicing;d. PREP, REA and other preparation and counseling services to the long-term unemployed;d. Resource room services to applicants; and,e. Employer support through job fairs and other mass hiring events.2. All administrative servies (i.e. Finance, IT, QA), case management, employment preparation workshops and training services are under the direct management of the board, under the supervision of the Chief Operating Officer. These include:<ol style="list-style-type: none">a. Welfare Transition Program services;	

- b. WIA services to adults, youth and dislocated workers;
 - c. OJT and EWT case management;
 - d. TAA case management and services;
 - e. Veteran services;
 - f. Special grant programs such as current national grants like NEG and Pathways out of Poverty; and,
 - g. Special state grants that require local workforce board partnerships or direct involvement.
- An organizational chart is included at Attachment 3.

V.A.2.	A description of how available resources (WIA, TAA, Wagner-Peyser, and others) will be pooled within the one-stop system to provide core and intensive services;
RWB RESPONSE	
<p>The Workforce Connection Board, now the direct management arm of one stop services, is responsible for solidation of all resources within the one stop system to provide services to all customers. The most critical area of performance and service improvement will occur in the area of business services. The streamlining of this function with business development staff will lead to a better focused response to employers; a better system of applicant screening and more coordinated product delivery(OJT and EWT). Unifying the resource rooms and better coordination with case management staff will also occur to better engage OJT as a vehicle to transition customers exiting training into career opportunities in our communities. Under the direct management of the board, business development will include the following:</p> <ul style="list-style-type: none"> a. Job order services: order taking; order review; employer validation; order listing in EFM; and related services; b. Applicant screening on board managed job orders; job order/applicant monitoring to improve referrals on non-managed orders; c. OJT and EWT contract development, contracting and servicing; d. PREP, REA and other preparation and counseling services to the long-term unemployed; d. Resource room services to applicants; and, e. Employer support through job fairs and other mass hiring events. <p>2. All administrative servies (i.e. Finance, IT, QA), case management, employment preparation workshops and training services are under the direct management of the board, under the supervision of the Chief Operating Officer. These include:</p> <ul style="list-style-type: none"> a. Welfare Transition Program services; b. WIA services to adults, youth and dislocated workers; 	

- c. OJT and EWT case management;
- d. TAA case management and services;
- e. Veteran services;
- f. Special grant programs such as current national grants like NEG and Pathways out of Poverty; and,
- g. Special state grants that require local workforce board partnerships or direct involvement.

V.A.3.	Identify whether the designated comprehensive one-stop center(s) was a result of a competitive selection or an agreement between the local board and a consortium of at least three or more of the mandatory one-stop partners. Identify whether this designation is the result of a prior decision made by the local board and the chief elected official. Any designation must meet the requirements of WIA Section 121(e); and
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RWB RESPONSE

Beginning in 2002 the workforce board created a One Stop Consortium made up of mandatory partners to act as the One Stop Operator. This arrangement was found to not be as effective as the previous arrangement and a decision was made to return to the practice of awarding the responsibilities for One Stop Operator to the successful respondent for the One Stop Operator ITN. Workforce Connection worked with a Contractor providing one stop services through PY 2010-2011. The workforce budget effective July 1, 2011 decreased by \$6.5 million from the period ending June 30, 2011. Future funding at both the state and national levels is under a high level of scrutiny due to budget shortfalls and the national deficit. The board, looking at the immediate loss of funds and the significant nature of layoffs that reduction would cause, also began to view the long term prospect of future cuts in the year beginning July 1, 2012. Under this scenario, the board felt that more significant cuts would be coming and it was best to position the board to establish a management structure that could absorb the current reduction and minimize future disruptions; this included the Board assuming direct management of one stop services.

As has been done in both the private sector and now in government, the board chose to “flatten “ management, consolidate services where appropriate and consolidate financial operations. At the same time, staff was tasked with reviewing facility costs and other daily operational expenses. All of these are aimed at achieving the goals set forth above. Approved by WFI to provide direct oversight of the one stop services, it is now the Workforce Connection Board, with oversight from the Board's One Stop Committee, who is responsible for the planning and oversight of the physical flow of services within the One Stops, planning the flow of services between the partners and having meetings with partners to prepare for implementation, maintaining One Stop standards within each One Stop, planning training needs of One Stop staff, conducting meetings between One Stop partners, and the HR management of AWI staff.

As the overseer of one stop services provided by Workforce Connection, the Board's One Stop Committee has been tasked to provide oversight and input regarding the services offered to both business and applicant customers, and to review the staffing and services offered through the local one stop system.

V.A.4.	The process for integrating the Job Corps, MSFW, TAA, WT/TANF, FSET (if applicable), Veterans, and Wagner-Peyser programs, in the one-stop system.
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RWB RESPONSE

As the provider of direct services, and with the oversight by the Board's One Stop Committee, Workforce Connection Board is responsible for the coordination of all One Stop partners and services within the One Stop Center locations. Primary services include the following: Planning of the physical flow within the One Stops, Planning the flow of services between the partners and having meetings with partners to prepare for implementation, oversight of the flow of services, Maintaining One Stop standards within each One Stop, Planning training needs of One Stop, Conducting meetings between One Stop partners, and the HR management of AWI staff. All grants will, to the extent that they use our one stop system, be operated by the board. It should be noted that, as in the past, youth services have been dually operated through our one stop system and by contracted providers. This will remain in effect unchanged. Other special grants that are focused toward specific objectives and/or targeted groups will be operated by the provider most appropriate for that mission.

B. Process of Maintaining Eligible Training Provider List

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

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

Preference is given to training providers with a proven history of good performance. Any new training providers without an established history are tracked for the first year to determine their effectiveness. Providers interested in becoming an eligible provider must submit a request in writing, complete applicable forms, and include copies of licensure, school brochure or information pertaining to their courses of instruction, past performance history, inclusive tuition costs, information relating to their school admission application process, and any other information deemed necessary by Workforce staff in order to make an informed recommendation to the Board. Information from this package is reviewed by Workforce staff and the appropriate Operating Committee members, with final approval resting with the board. Any training providers who have already been approved by another region must still provide limited information along with proof of licensure in our three counties and for the specific areas of instruction. Any training providers who demonstrate a pattern of poor performance or who do not provide annual performance/update data as requested by Workforce may be removed from the list of approved training providers.

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

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

V.C.1.	Continuous education and training of eligible service providers through the system and to ensure that the providers meet the employment needs of local employers and participants
RWB RESPONSE	
All staff that are performing workforce services on more than an itinerate or blended basis are required to attain the Florida Workforce Professional Tier 1 Certification within six months of their hire date or placement in the One Stop. All front-line staff complete more than fifteen hours of continuing education provided through workshops, courses, and conferences. This continuing education is tracked by the Workforce Connection. During the bi-monthly all staff meetings, Center partners/staff are fully trained in the use of equipment and software in the Workforce Centers along with the various services that are being provided.	

V.C.2.	Assessment of the strengths and opportunities of service providers available in the local one-stop service system;
RWB RESPONSE	
Depending on funding, a portion of the performance dollars that are earned each year are set aside as a performance incentive pool based on organizational performance measures. The Workforce board reviews the performance for the past year and sets an incentive percentage for payment out of the pool. Staff do not receive a merit increase but may receive an annual performance rating. This performance rating then determines the percent of the incentive percentage that each staff has earned working as a team approach to earning a merit based lump sum. This method assists the board in holding down costs. The Board's Performance and Monitoring Committee has been charged with the oversight of performance compliance. The duties of this committee includes reviewing the performance of our one stop system and contractors against goals established in their contracts; receiving and reviewing all internal monitoring, programmatic and fiscal as well as similar monitoring performed by the State; and establishing performance goals for the system and reviewing performance comparisons with other regional workforce boards based upon State performance reports and metrics.	

V.C.3.	Performance incentives to service providers;
RWB RESPONSE	
A portion of the performance dollars that are earned each year are set aside as a performance incentive pool based on organizational	

performance measures. The Workforce Connection Board reviews the performance for the past year and sets an incentive percentage for payment out of the pool. One Stop staff and board staff do not receive a merit increase but receive an annual performance rating. This performance rating then determines the percent of the incentive percentage that each staff has earned working as a team approach to earning a merit based lump sum. This method assists the board in holding down costs. Performance goals are negotiated with service providers following the successful completion of performance goal negotiations between Workforce Connection and WFI. Once performance measures are completed at the State level we then develop performance goals for service providers that focus on their core customer groups. These performance standards then become part of the contract and with benchmarks for payments and for continuation of contracting.

Workforce Board agrees to pay an incentive payment of up to \$400.00 for six (6) months retention in a training-related occupation based on the level of earnings. In order to be eligible for this incentive payment, the educational institution (EI) that holds the ITA, at the time of each six-month retention, must provide the following information to the Finance Director of Workforce Connection.

1. The Name, SSN, of the student who has been retained six months.
2. Date entered employment.
3. The job title, ONET code and entry pay rate.
4. Name, address and phone number of employer.
5. Rate of pay at six-months.

In addition to the above, the EI must perform through coordination with Workforce Connection , the following.

1. “Enroll” or register the student, within 30 days of graduation/completion in Employ Florida Marketplace.
2. Provide general labor market information to assist the student in finding employment and provide that information to Workforce Connection in order for it to be entered into EFM, if appropriate.
3. Coordinate with the respective Employment Consultant at the time of graduation/completion to ensure initial placement.

Payments will be made according to the following structure:

Wage at Six Months	Earned Payment
\$12.86 - \$14.50	\$200.00
\$14.51 - \$16.50	\$300.00
\$16.51 -	\$400.00

V.C.4.	Bonuses to participants; and
RWB RESPONSE	

Incentives to participants are paid, if funding is available, as outlined in at V.G.20.c a. Customers may also be provided with a check or Reloadable Card in the amounts indicated once they have reached the following benchmarks and provide verification of employment in the form of a paystub copy or offer letter from their employer:

- Successfully Completed Training and/or Job Searching- \$ 50.00;
- Obtained Employment - \$ 50.00;
- Obtained Employment with wage above \$10.00 - \$100.00;
- Increased wages to above \$10.00 - \$ 50.00;
- Retained on the job for 30 days - \$ 50.00;
- Retained on the job for 90 days - \$ 50.00;
- Retained on the job for 180 days (6 months) - \$ 50.00

Customers that maintain employment beyond their exit date may receive one time incentive payments for participating in follow up activities AND provide proof of employment in the form of a paystub for:

- \$25.00 at 1st Quarter after exit;
- \$50.00 at 2nd Quarter after exit ;
- \$75.00 at 3rd Quarter after exit ;
- \$100.00 at 4th Quarter after exit

These incentives have separate and distinct requirements and eligibility standards. Workforce Connection's local policy, LOP-WC-001, Support/Incentive Service Procedures, outlines the actions customers and staff must take in order to request the incentives (see Attachment 7).

V.C.5.	Use of ITAs.
RWB RESPONSE	
Individual Training Accounts (ITAs) shall be utilized to provide training services to WIA and appropriate Welfare Transition customers. The ITA will be developed after consultation between the customer and Employment Consultant. Limitations on ITAs exist regarding eligibility, program choice, coordination of funds, duration, total amount, support services, and needs based payments.	

D. The Memorandum of Understanding Process

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

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

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

1. Mandatory Partner Programs

- 1) Programs authorized under Title I of WIA, serving:

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

2. Optional Partner Programs

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

3. Partnership Involvement

V.E.3.	Describe the partnership/involvement that the RWB will have or has with faith-based and community-based initiatives and how these entities will be integrated into the one-stop system.
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RWB RESPONSE

There are a variety of support services being provided to customers through and in partnership with several faith-based organizations. These organizations are either working independently or in collaboration with community-based organizations and other providers. These faith-based organizations are identified below:

Church Without Walls (CWW) is a faith based, not-for-profit organization that is represented by over thirty local community churches and one hundred volunteers work with and provide services to at-risk and troubled youths and their families in Marion County through its two program components: Incarcerated Ministries and Parents and Children Together (PACT). These programs make use of our facilities for workshop space and to use our resource room to assist the parents with upgrading their employment.

Incarcerated Ministries Program operates at two facilities:

- ▶ Marion Regional Juvenile Detention Center and
- ▶ Marion Juvenile Residential Facility

Workforce Connection has been very involved with DJJ and have been actively working with these two facilities. The incarcerated ministries program provides an additional form of assistance to these youth.

This program provides opportunities for faith-based teaching, as well as other enrichment activities that include Sunday school, Bible Study, Addiction Program, Social Activities (concerts, drama group), Tutoring, Mentoring and Art Classes (music, art, sculpture), recreational activities, counseling and other group activities. PACT is working with partner agencies to maximize community resources and enhance the scope of services that are available to the youth while they are in the various facilities and after they are discharged and reintegrated back in the community. PACT provides a comprehensive set of intervention services for at-risk youth, ages 10-17, and their families. Both parent and child participate in the 8-week program that includes psycho-educational workshops, counseling, tutors/ mentors and transportation. PACT volunteers are available to assist and support the troubled families for one year upon completion of the program. This program provides services in the evenings at our Workforce Center in Ocala which is a great example of partnerships. They make use of the facilities for the programming for the families and parents have the opportunity to use the resource room to search for employment. CWW has, in the past received funding from the Department of Juvenile Justice, United Way of Marion County, Marion County Sheriff's Office Trust Fund and contributions from affiliate churches, volunteers and friends, benefactors, and the Presbytery of St. Augustine to serve the youths. All of the services are provided at no cost to the recipients.

Mt. Moriah Missionary Baptist Church offers a variety of services such as visiting the sick and feeding and clothing the needy. Recognizing the need for healing the body, mind and spirit, and its responsibility for promoting the health and wellness of its congregation, Mt. Moriah began its health ministry in 1997 to educate African-Americans about the risk factors, warning signs, self-care skills and techniques for managing diabetes, a disease that is prevalent among this target population. It also conducts SHOPTALK, an education program that helps identify risk

factors and encourages self-examination and early screening for detection of breast cancer. The Church offers personal health counselors who assess health problems, recommend minor health care measures and make physician referrals. Health educators are also available to organize seminars, workshops and forums to address the needs of the community and provide information about medications and illnesses, and assist individuals with in-home care after surgery or hospitalization.

Restoration Ministries operates the Round Up Soup Kitchen (RUSK) providing meals to the homeless and hungry seven days a week mostly through donations from local businesses. In addition to the soup kitchen and a food pantry, Restoration Ministries also operates a licensed special needs day care for toddlers and a childcare facility while helping parents, many of whom are former welfare recipients or receiving cash assistance, obtain the necessary job skills. Individuals receive on-the-job training in early childhood education and teaching while working in the day care center or in the office to help them master a variety of skills. Certified marriage counselors on staff offer crisis counseling to families. Staff works with youth in partnership with Howard Academy, Mad Dads and the Brown School and the PACT Program.

Silver Springs Shores Presbyterian Church, through its volunteers, offers a variety of services to the community through the establishment of a Skills Bank that matches volunteers' skills to service initiatives to help provide staff and resources to serve when needed and direct skills where required. The availability of space in the newly constructed Family Life Center has allowed the church to expand its ministry to serve youths, children and their families in the community and provide space to a variety of organizations, free of charge. The school Board conducts after-school tutoring at the facility through funding provided by Department of Juvenile Justice Prevention grant.

The church also operates the Shores Early Educational Development (SEED), a preschool program that was started in the 1980's and a Thrift Store that serves the community. In addition to being a senior dining site, the church offers programs such as Meals on Wheels and provide transportation for seniors, emergency assistance, baby furniture lending, medical equipment lending. It also provides mentoring and serves as a community work site for the Juvenile Alternative Sentencing Program (JASP). In addition, it is a SHARE food distribution site.

Soul Harvest Ministries operates a homeless outreach program throughout southeast Marion County providing food, clothes and other basic necessities to the homeless and operates a clothes closet. The church also provides tutoring for children from K- through 9th grade and provides mentoring to assist troubled youth.

Several faith-based organizations have partnered with Howard Middle School to provide after school tutoring for youth. These efforts are funded through CLM Workforce Connection. The faith-based groups include the following: New St. John Baptist Church, Covenant Missionary Baptist Church, Mt. Tabor AME Church and First Love Church.

In addition, Spirit Life Church conducts the "Strength of the Young" program for selected young men at Howard Middle School, working with twenty at-risk males each semester offering weekly sessions on positive decision-making and anger management while providing appropriate role models for the participating youth. In the after school program students meet regularly to participate in the faith-group sponsored Gospel Choir and Young Life. The staff (administrative and teaching) at Howard Middle School is actively involved with the Faith Community Network, the Marion County Children's Alliance, and other community organizations that work with children and families and have become an integral part in building community partnerships and improving services to children and youth.

Howard Middle School has strong ties with local faith-based and community partners. They have partnered with several churches to provide after school tutoring. The African American faith-based groups include the following: New St. John Baptist Church; Covenant Missionary Baptist Church; Mt. Tabor AME Church.

In addition to these churches, First Love Church, a recently organized church group in Ocala, has also collaborated with Howard Middle to provide after school tutoring this year.

The Children’s Alliance: works to ensure all children have a safe, healthy and nurturing environment in which to grow. Though not considered a direct service provider but acts as an intermediary in providing children and their parents or caregivers greater access to services and programs through referrals. The Alliance strive for communication, collaboration and coordination among agencies and individuals who work with children and youth; being a voice for children with local and state representatives and agencies; and a resource for parents and youth to help secure needed resources and support services. Workforce Connection is a contributing partner and resource for the Alliance. The Children’s Alliance has assisted Workforce Connection as an intermediary in providing needed services for summer programs with TANF funds at the end of the year.

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

V.F. Review/Update Required if RWB operates 1-Stop	Describe the process for selecting One-Stop Operator(s). Attach a copy of the selection process. If you are a direct service provider, describe your process for determining to become a direct service provider.
RWB RESPONSE	
See Attachment 5 which contains documents detailing the process by which Workforce Connection Board made the determination to request to become a direct service provider and subsequent approval.	

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

Workforce Programs

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

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

1. Wagner-Peyser

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

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

V.G.1.a.	Describe how Section 7(a) of the WIA will be implemented in the local One-Stop Career Centers. The description must include job search and placement services to job seekers, including counseling, testing, occupational and labor market information, and referral to employers; recruitment services and special technical services for employers, including on-site employer visits; and One-Stop Career Center plans for meeting the requirement of the basic labor exchange system, including a narrative of how the local center will match job seekers and employers.
RWB RESPONSE	
<p>Job search assistance workshops are in the process of being revamped and will be in place in the tri-county region. These seminars will cover areas such as: job searching and job retention, dress for success, career planning, life skills and goal setting, time management, money matters, stress management, resume/application completion, interviewing techniques, and introduction to computers.</p> <p>Specialized seminars targeting Professionals, Veterans and Dislocated Workers have been developed and are delivered monthly, excluding November and December. These seminars, aptly names Retooling and Refueling, includes a component delivered by College of Central Florida (CF) and Webster University. The talents of the internal and partner team members were used to develop the curriculum for these seminars. This approach resulted in a flexible curriculum that is tailored to the unique needs of our region’s population of Job Seekers. Instructors are CF consultants and current team members. In addition, the curriculum includes the use of The Success Profiler™ and the ES-TIPS software.</p> <p>The workshops are designed to facilitate the individual Job Seeker’s ability to obtain employment by encouraging good personal habits, motivation, basic job search skills, and the ability to keep a job by stressing communication skills and good work habits, such as punctuality and professional skills. The goals of this initiative are not only to assist the Job Seekers with employment opportunities, but also to keep them employed and assist them in achieving increasingly higher levels of personal success. By cultivating each Job Seeker’s employability, life, and customer service skills, our Job Seekers are able to reach these higher levels of personal successes and we are also able to realize a higher degree of program success.</p> <p>Job search, labor exchange, provisions of labor market information and placement services are also provided via the Employ Florida Marketplace. Job matching services is a method to identify qualified candidates based on job order requirements. It has been performance-proven to provide increased employment referrals and placements. The process begins with setting search parameters in EFM based on education, months of experience, O*Net code and other related credentials. The resulting list of eligible candidates is compared to the job</p>	

specifications to ensure appropriateness. Candidates are notified of an opportunity by email, phone and/or postcard. If interest is expressed in the position, candidates are screened according to qualifications and, if found to be suitable, a job referral is issued. This process is utilized to cultivate a quick response in meeting the hiring needs of our employers; thus, positively affecting performance.

Due to the changing marketplace, Workforce Connection developed a new Career Launch strategy to better prepare customers for a highly competitive job market. Workforce launched this approach in partnership with Monster.com, College of Central Florida (CF) and other area educational providers. Partnering with the community has repeatedly proven to be a key factor to our success in sponsoring well-attended events. These career launch events are a service provided to connect employers and Job Seekers. At the end of the event, after preparatory workshops for the job seekers, employers are located directly on site, which provides them with an excellent opportunity to communicate directly with both large and small employers within our tri-county area.

Another tool for employers is on-site recruitment. On-site recruitment is a service provided to employers who exhibit an immediate hiring need. Space is allocated within workforce offices or at the employers' workplace to conduct one-on-one interviews with Job Seekers. Names of all interviewees are recorded for quality assurance of referrals given. Employers are required to report the names of all hires to ensure that placements have been accurately documented. These On-Site Recruitment events provide us with yet another opportunity to communicate directly with employers and individuals regarding the services available to them at the Workforce Centers locations. All employer services, such as visits, are logged in the EFM system as a service.

In keeping with the demands of our business sector, Workforce Connection will make available to customers the Florida Ready to Work Credentialing Program. Employers need and seek dependable, skilled workers. Florida's Ready to Work Credential program will help prepare prospective and current employees to fill that need. An individual who has earned a Ready to Work Credential will be considered equipped with skills needed to enter the workforce. Knowing a job applicant possesses a Florida Ready to Work Credential, an employer can be more confident that he/she can begin the job with the skills necessary for successful job performance. This credential will demonstrate to current and future employers that students have the skills to meet employment expectations. Mastery of three (3) WorkKeys assessments must be demonstrated: Reading for Information; Applied Mathematics; and Locating Information.

c-TORQ skills gap analysis assessment will also be utilized to assist the business sector in selecting employee. This software provides objective information on alternative occupations, KSA gaps, and industry-leading analytical tools. It helps in assembling everything needed to assess the readiness of the region's workforce to meet the demands of new business opportunities. Ctorq gives the staff the ability to understand and quantify a job seeker's knowledge, skills, and abilities by assessing a TORQ score that indicates the relative difficulties in transitioning from one job to another and helps them think outside their "occupational box". In the era of limited funding, this assessment saves all customers, Workforce/business/job seekers, in both time, training, and funding.

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

When Workforce Connection is notified of a company that is on strike or requires lockout of a particular position, this information is relayed to all workforce staff. Any orders maintained for the particular employer are so annotated. All customers are made aware of the company's position at the time of referral. If the customer is accessing services virtually, the notation is visible to them.

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

All orders that are for private employment agencies are amended with the following statement: "This position is through a no-fee staffing firm." It is conveyed to the customer during a face to face encounter and is visible to the virtual customer. This statement is printed on the referral the customer receives in relevance to the particular employment opportunity.

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

All advertising is released from the Business Development management staff. Workforce Connection does conduct some advertising in newspapers however this advertising is always general in nature and does not specifically target one hard to fill position. Employers are responsible for advertising their own hard to fill high paying positions. However if the situation presents itself Workforce Connection staff is aware of the requirement and procedures are in place whereby the Vice President of Business Development would have to approve release to advertise the up-to \$50K positions, and seek approval from AWI for those positions above that limit.

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

Workforce Connection's Youth Program consists of year round services and summer employment is part of the overall service mix for youth.

The program may begin with summer work activities where participants are placed into activities that explore choices available, reinforce academic learning, initiate discussions of current societal issues and create projects emphasizing the development of leadership skills. Youth are shown how learning, social and leadership skills can increase their potential for success in the future. Workforce Connection has partnered with local agencies to provide services to youth in summer programs initiated by the partner agency. Youth are typically employed by a variety of employers in both the private and public sector. Both work experience (subsidized employment) and traditional employment are used. Some targeted youth may also participate in internship programs in which they receive on-the-job training and experience that is designed to lead to permanent employment following successful completion of the internship.

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

The re-employment activities, orientations and workshops, are integrated into the everyday delivery of workforce services and AWI staff is part of an integrated team within all of our centers. There is a full array of services that are provided to UI claimants, from labor exchange services to offering our Job Seekers state-of-the-art computerized systems to provide them with complete job search resources. While the resource areas do feature many self-service options for the Job Seeker, staff is always available to our Job Seeker for that special one-on-one assistance. In addition, Workforce Connection offers family friendly hours/location for customers - these are specific days and times that customers may bring family members with them (normally children) to conduct their business without infringing on the time and space of other customers.

Information sessions are provided for unemployment insurance claimants. These sessions are scheduled for various times and days to accommodate a variety of Job Seekers. The WP (Re-Employment) Orientation Session focuses on the needs of the Universal Job Seeker and incorporates the items required for Unemployment Compensation recipients. The primary objective is to identify dislocated claimants and match these individuals with needed re-employment services. Claimants who have received their first Unemployment Compensation (UC) check are identified along with those who are in their sixth week of their claim. Customer Service Call Center team members send these persons notification to attend a re-employment session at the closest workforce office. The purpose of the session is to ascertain what skills and training are necessary for employment, confirm that the claimant continues to meet eligibility requirements (is actively looking for work), and to provide re-employment services. Labor market information, resume writing assistance and an overview of the one stop system is provided to each attended.

The program consists of four strategic elements:

1. Early intervention and aggressive recruitment;
2. A shift in unemployment compensation customer service, making re-employment the primary focus;
3. Integration with all workforce services

4. Mainstreaming claimants through a unified orientation to introduce claimants to the full spectrum of workforce services and their partners.

All UI claimants that are scheduled to appear at the office will be required to complete a full work registration and submit a resume in Employ Florida Marketplace (EFM) at the time of the scheduling to see a placement staff. This will ensure claimants are familiar with the scope of how to use EFM for their job search needs. Having a complete work registration in EFM will allow staff to conduct a file search in EFM to match them to appropriate job orders. A variety of services including an orientation of services to Workforce Connection services, employability workshops and formal assessments that may include either cTORQ and/or Florida Ready to Work (FRTW) Assessments will be conducted for all PREP and/or REA participants before and/or after an EDP has been developed.

Currently, Workforce Connection is scheduling all customers identified in the PREP pool to REA services. This process ensures services are delivered personally in a one-on-one interaction. This assisted process is hoped to have the result of the customer moving more quickly back into the world of work.

V.G.1. g. Review/Update Required	Describe how the RWB will use the scores obtained from the initial skills review to provide employment and training services to unemployment compensation claimants.
RWB RESPONSE	
Most claimants that are approved after 8/1/2011 will have the initial skills review (ISR) scores in EFM reviewed to determine the next appropriate level of services. Contingent on the scores, a wide variety of services will be offered including formal assessments utilizing the online Florida Ready To Work (FRTW) services. Assisting the job seeker to the best of our ability, those job seekers that score a “0” on the Initial Skills Review will be given referrals for remedial classes, or placement into the FRTW online skills assessment tool. Job seekers that score 3, 4 or 5 on the ISR will be encouraged to take the FRTW Assessment portion to obtain a FRTW Credential. More formal assessments may be conducted if the job seeker is seeking additional training.	

V.G.1.h. Review/Update Required	Describe how the RWB will administer the unemployment insurance work test and how feedback requirements (under Sec. 7(a)(3)(F) of the Wagner-Peyser Act) for all Unemployment Compensation claimants are met. Include how the RWB plans to serve claimants seeking to fulfill the weekly work search requirement by meeting with One-Stop Career Center staff.
RWB RESPONSE	
The re-employment activities, orientations and workshops, are integrated into the everyday delivery of services. The duties funded for and provided in this region are related to the re-employment aspects of UC. Only those duties are supported and carried out by our team members. All Centers are outfitted with computers with high speed internet services available for job candidates to search through Employ Florida Marketplace. All WP services are fully integrated as part of our Workforce Center’s service strategy and are seamless in delivery. Labor	

market information, resume writing assistance and an overview of the one stop system is provided to customers.

Upon a visit to the Center, a customer may be directed to the resource community to receive the full compliment of workforce services if desired, after full enrollment into EFM to include the establishment of a virtual recruiter, and completion of a resume. Those claimants that complete all the above will be offered a one-on-one appointment with an industry-specific placement staff to review and critique the claimant's resume, while conducting a file search to match up against job orders.

V.G.1. i.	Describe how counseling services (under Section 7(a)(1) and Section 8(b) in the WIA of 1998) will be delivered to Wagner-Peyser program job seekers;
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RWB RESPONSE

Counseling services will only be administered by specialized/trained staff that have a full understanding of the programs and services offered through Workforce Connection; knowledgeable in interviewing techniques; familiar with community resources and a variety of occupations and industries to assist the job seeker to find employment in their related field. The specialized staff will be familiar and trained on the vast number of assessment tools and programs offered to job seekers that will be available to them based on eligibility requirements and availability of funds.

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

Job seekers that wish to apply for employment from job orders in EFM that are suppressed will be required to submit resumes for review to determine appropriate matching against the job order. For those job seekers that are suitable, meet qualifications and are eligible will be screened and referred to the employer as outlined in the Recruitment agreement with the employer. Job seekers that see a placement staff and are screened eligible and suitable for a suppressed job order will have a staff referral made to the employer. The EFM system will be noted with actions taken on the job order and for the customer.

V.G.1. k.	The process the One-Stop Career Center uses in conducting recruiting agreements and job fairs.
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RWB RESPONSE

The job order team and/or Employer Recruiter staff will offer Recruitment agreements services to employers who have more than 10 job openings and seek screening and assessment services. Services may include recruitment services within our offices and/or at the employer's location. A full array of services to support the employer's application screening and assessments will be conducted for all jobs that are

registered in EFM. At a minimum, two job fairs will be held within the region to offer services to both job seekers and employers. Only those employers who have open job orders with EFM, and/or job seekers who are registered in EFM will be allowed to participate with a Workforce Connection job order. Prior screening of candidates, resume preparation and workshops will be offered to assist job seekers in preparation for either a Recruiting agreement and/or job fair.

Referral Strategy: Job Matching Services

Job Matching Services is a method to identify qualified candidates based on job order requirements. It has been performance-proven to provide increased employment referrals and placements. The process begins with setting search parameters in EFM based on education, months of experience, O*Net code and other related credentials. The resulting list of eligible candidates is compared to the job specifications to ensure appropriateness/eligibility/suitability. Candidates are notified of an opportunity by email, phone and/or postcard. If interest is expressed in the position, a job referral is issued. This process is utilized to cultivate a quick response in meeting the hiring needs of our employers; thus, positively affecting performance.

Referral Strategy: Job Fairs

Partnering with the community has repeatedly proven to be a key factor to our success in sponsoring well-attended inclusive and Industry-specific job fairs. Job fairs are a service provided to connect employers and Job Seekers. With employers located directly on site, our Job Seekers are referred for job interviews, employment inquiries and resume assistance. The job fairs provide our Job Seekers with an excellent opportunity to communicate directly with both large and small employers within our tri-county area.

Referral Strategy: Community Events

Typically, our Workforce team members staff a booth at community events and disseminate information on workforce services. We are able to attract Job Seekers at these events that would not otherwise visit or walk through our doors.

Referral Strategy: On-Site Recruitment

On-site recruitment is a service provided to employers who exhibit an immediate hiring need, and/or during layoffs/rapid response actions. Space is allocated within workforce offices or at the employers' workplace to conduct one-on-one interviews with Job Seekers. Names of all interviewees are recorded for quality assurance of referrals given. Employers are required to report the names of all hires to ensure that placements have been accurately documented. These On-Site Recruitment events provide us with yet another opportunity to communicate directly with employers and individuals regarding the services available to them at the Workforce Centers.

2. Veterans Program

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

V.G.2. a.	How the State Veterans Program Plan of Service will be implemented in the One-Stop Career Center(s);
RWB RESPONSE	

Veterans are given priority in all services and programs offered and administered by the one stop centers, which includes job placement, job search, support services and training. Upon entrance to the One Stop, veterans are identified through inquiry from staff and immediately provided services. They are referred to one of the assigned veteran representatives located or readily available at all centers if intensive services are required. All workforce staff are trained to inquire on veteran status at initial contact and if necessary, to inform and facilitate them in their right to obtain priority service. In our Marion County one stop center, we have a dedicated veteran resource room, equipped with computers, to allow for private counseling and job search.

Veteran’s Services are fully integrated and promoted in the complete portfolio of services within this region. Because of our integration of services, all staffing and service resources have been pooled to achieve peak performance. Veterans Services team members and service plans are fully integrated within our seamless system. All team members are afforded a Workforce Connection shirt, name badge, and business cards. All team members are trained in the common performance requirements of the region and any additional requirements that a particular program might necessitate.

All Veterans are identified upon entering the Workforce Office. The “Triage” concept is used to identify Veterans that need special services and case management services provided by the Veteran staff. Services to all Veterans include, but are not limited to, the following services: online job listings, computer, fax and phone access, employment skills workshops, job fairs, education and job training information and employment statistics. DVOPs are physically located in the resource area of two of our workforce offices in order to quickly assist the job seeker with questions on eligibility, computer usage and other needs.

V.G.2. b.	How outreach and organizational visits for veterans are conducted;
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RWB RESPONSE

Veteran services are a vital part of our organizational plan and all outreach efforts are coordinated with the Veteran Job Seeker in mind. Our Veteran outreach activities include: scheduled on-site recruitment activities at various community locations, regular mailings to various interested community agencies and groups, job fairs, presentations to various civic organizations, participation in community organizations, networking with community agency personnel, and participation in employer groups and committees. The Outreach and Recruitment for programs and services follows a direct approach. As new initiatives of the board/community are identified, marketed and targeted recruiting occurs to identify a pool of qualified individuals.

Veteran staff are members of various Veterans groups, both local and national. The DVOP in Marion County is a voting member of that county’s veterans association and attends monthly meetings where he provides insight on local employment issues, including upcoming job fairs, training programs and other related topics. Efforts have been increased in working with recently discharged incarcerated veterans by working closely with the state coordinator both prior and after release. We are also working with the local homeless agencies to increase their knowledge about getting veterans in contact with this office in order to try to provide services, training programs and employment to that group of veterans.

In addition, Veteran staff are involved in Veterans Stand-Downs - working with homeless vets both in the office and at shelters; providing supportive services to help them in their job search; setting up meetings with VA reps and County Veterans Service Officers to assist with

medical and/or other needs. The Lead LVER for this region has been asked to provide information on Veteran’s issues on the local radio talk show on a near weekly call in. Items discussed center around issues related to employment services and other related help that Veterans can gain in their career search at the Workforce Office.

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

The Disabled Veteran Outreach Program (DVOP) team members assigned to our region are partners in our resource area and are available to assist with our Veteran Job Seekers. Veteran representatives work closely with other Workforce Connection staff to ensure that the needs of Veterans are addressed with service solutions. All outreach efforts are coordinated with the Veteran Job Seeker in mind. Although not a mandatory process, all job orders are screened for qualified Veterans, before being released to the Universal Job Seekers.

During the last program year the Vet Staff has contributed to the hiring of more than 432 veterans in the local workforce board area. The staff have worked with approximately 574 veterans coded as disabled. In addition, there were 137 Veterans enrolled in training, with 109 having completed said training and 44 placed into employment.

The Veteran staff are members of the Marion County, Levy County, and Citrus County Veterans Councils, the VFW, American Legion, Vietnam Veteran Assoc, Air Force Associations, AmVet Association and other veterans groups and have attended several meetings where their workforce knowledge has benefited veterans and their spouses. This gives them face to face access to other veterans and helps to keep them abreast of veteran issues, as well as gives them the opportunity to continuously convey the services available through the workforce centers. They have put together several tracking systems in order to track the progress of VR&E Voc Rehab Students and other Veterans that have entered training programs of various kinds (GI Bill, Apprenticeship programs etc.).

V.G.2.d	How technical assistance and best practices can be provided to improve services to veterans.
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RWB RESPONSE

The quality product that our Veteran population represents in regards to our employer customers is very much recognized. These Job Seekers often possess a solid work ethic, developed skills and a desire to work, thus, providing a workforce solution to area employers. As a region we are always cognizant of other procedures used in other region that may be viable in this region. Continuous contact with peers and utilizing the availability of state training is always reviewed for usability within the scope of our local program. Staff improvement is a contributing factor to improvement of services afforded veterans in this tri-county area.

The Region’s Veterans Resource Guide, that is housed on our website and is linked to the state wide Veterans resource list, allows veterans to

gain information about benefits, contact the local Veteran Representatives, and register on the Employ Florida Website which increases their chances of gaining employment. We also, with one of our educational partners, developed a Retooling and Refueling (R&R) seminar specifically for veterans and their spouses. This facilitator-led Seminar, comprised of appropriate functional workshops for veterans, is funded by the regional board, has been a great success.

3. Migrant and Seasonal Farm Workers

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

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

- b. MSFW Outreach Plan format

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

V.G.3. b. 1.	Assessment of Need;
RWB RESPONSE	
n/a	

V.G.3. b. 2.	Assessment of Available Resources;
RWB RESPONSE	

n/a

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

n/a

V.G.3. b. 4. Review/Update Required	Complete the MSFW Outreach Plan (following). The targeted number of MSFW outreach contacts per significant office will be forthcoming within the next week to allow you to complete your outreach plan.
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RWB RESPONSE

MSFW Outreach Plan

ACTIVITY	July	Aug	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
	Estimated Hours (include preparation, follow-up and travel)											
FOCUS ON FARMWORKERS												
Visits to MSFWs at labor camps, work sites, gathering areas, etc.												
Presentations to □ groups of likely MSFWs (migrant ed/head start parents' meeting, ESL class, church, etc.)												
Visits to staff/staff meetings at organizations which serve □ MSFWs												
Attending MSFW interagency "councils"												
Regular outstation visiting/intake												
"Job Show" or other work with Sp/Eng radio/TV												
Distributing posters/flyers on ED service												
Other MSFW outreach activities*												
FOCUS ON EMPLOYERS TO PROMOTE HIRING MSFWs												
Visits □ to ag businesses												
Visits to Spanish-speaking □ non-ag businesses												
Visits to English-speaking non-ag businesses												
Presentations to meetings/groups of employers												
Other employer focused activities to promote hiring MSFWs**												
Estimated outreach hours □ month												
	Estimated Number of Outreach Contacts □ with MSFWs^											
Estimated number of MSFW outreach contacts ^ by month												

* Please identify: job fairs, festivals and other unscheduled special events

** Please identify: Dept. of Ag. Employer meetings or training, job fairs, and other unscheduled special events.

^Outreach Contact estimates are the number of potential MSFWs spoken to through/during outreach (e.g., workers talked to at a camp; people who heard our presentation at migrant head start parent meeting; etc.); not estimated number of registered MSFWs.

Estimated total outreach time for the 12 months:

Estimated total outreach contacts for the 12 months:

Number of individual staff estimated to participate in outreach for the 12 months:

Estimated July 1, 20__ - June 30, 20__ : Ag Listings: _

Ag Openings: __ Ag Openings Filled: _

V.G.3. b.5.	Affirmative Action Plan; and
RWB RESPONSE	

V.G.3.b.6.	Bilingual Office Plan.
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V.G.3.c.	Describe the process for providing the required services and activities, such as employer job orders, outreach to the Agricultural Employers, and the MSFWs.
RWB RESPONSE	
n/a	

V.G.3. d. Review/Update Required	<p>Describe the process for meeting the Equity Ratio Indicators and Minimum Service Level Indicators (see the Employ Florida Marketplace System at https://www.employflorida.com/).</p> <p>Equity Ratio Indicators:</p> <ul style="list-style-type: none"> • Referred to employment • Referred to supportive services • Received staff assisted services • Job development contacts • Career Guidance <p>Minimum Service Level Indicators:</p> <ul style="list-style-type: none"> • Placed in a job • Placed \$0.50 above minimum wage • Place in long term non-agricultural jobs
RWB RESPONSE	
n/a	

4. Rapid Response

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

Rapid Response Dislocated Worker Unit Organizational Structure

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

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

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

The State keeps the local regional workforce board informed of any qualifying dislocations and has subsequently passed the applicable funding to the workforce board. The workforce board is responsible for providing assistance to the individuals based on the plan that is developed with the employer as detailed below.

Rapid response activities are overseen by the Business Development team. All public awareness activities are disseminated to applicable workforce center staff and to the State as necessary. Rapid Response activities begin when the information reaches a Workforce Connection staff member, either by the media, direct notification to the Center by an employer, or a WARN notice from the State. Workforce Connection has established methods to expeditiously respond to worker dislocation and coordinates efforts with the State. Workforce Connection team members and other contacts deemed critical to the success of the Rapid Response will be notified as soon as all pertinent information is gathered unless the employer requests otherwise. Workforce's efforts focus on layoffs which affect workers, i.e., ten (10) or more as well as other eligible dislocated workers. Mass Layoff Reports as issued by the State are reviewed by staff when issued. Rapid response outreach can be provided at the workplace or the local workforce office. All efforts are made to work with employers during their layoff periods, and to meet the needs of the community, employers, and affected workers. Designated staff will be responsible for contacting employers who have notified Workforce Connection, and/or AWI on any potential mass layoff. Staff will contact the employer within 2 business days of receiving the pending layoff to offer Workforce Connection REACT services while conducting a survey of the employers needs. Workforce Connection has developed packets that are given to all employees that are affected by a lay-off event. These packets include employee surveys. The responses from these surveys assist in determining the level of need for training and placement assistance - services such as onsite orientation, workshops, surveys, assessments, and placement/job matching services to impacted employees.

For those employers who choose not to accept REACT services, staff will leave REACT packets with the employer to provide to impacted employees. Within those packets will be a variety of job search skills tools, and links on how to access online services, EFM job search services and contact information for the local office to provide WIA Dislocated Worker services. Workforce Connection will take a proactive approach and market via the newspaper and/or radio announcements to contact impacted workers if the employer does not allow for an onsite visit. Workforce Connection staff will coordinate with the AWI coordinator on the status of any layoff event that is reported through AWI.

By allowing Workforce representatives to meet with their exiting personnel in advance, workers can take advantage of the placement and

services offered below:

- Informational orientations
- Labor market information
- Referrals to other agencies
- Basic re-adjustment services
- Intensive job search assistance
- Re-training opportunities
- Assisting in direct placement of personnel
- Conducting placement services through job fairs
- Providing information about unemployment compensation

Although there are no requirements for employers to report smaller layoffs, efforts are made to work with employers encouraging their cooperation in meeting these needs. Workforce Connection staff work closely with Local Elected Officials, AWI, United Way, etc., and are responsible for identifying situations and determining need for local rapid response efforts to worker dislocation within the counties served. Workforce staff provides assistance as needed, whether the need be for labor market information, basic readjustment services, retraining, coordination of efforts, guidance, or other support within funding limitations.

When any large layoffs are publicized Workforce Connection pulls together a host of partners to plan and develop our response plan. Typical partners that we call on include: Economic Development, CF, Consumer Credit Counseling, 211, technical training providers. Plans are made and implemented with details regarding other employers who may hire those being terminated, training that can be used to re-skill or up-skill individuals for current openings, services available through the one stop and through other local agencies and special workshops that will get them back into the workforce within a short turn around period.

V.G.4. b.	Describe the process used to ensure that rapid response assistance and appropriate core and intensive services as described in Section 134 of the WIA are made available to the workers for whom a petition for TAA has been filed.
RWB RESPONSE	
<p>Workforce Connection and Partners work together to serve the counties within the Region. The Business Development Team is the planning point for all employer-focused assistance. Joint decisions, by the Business Services Team and the employer are made as to the most expeditious way to handle outreach and intake whether it is on site at the company involved or in a local office.</p> <p>Workforce Connection coordinates all activities provided with resources available through other agencies and organizations within the area. This includes, but is not limited to, AWI, Unemployment Claims, Children and Family Services, Community Action Agencies, Mental Health</p>	

Organizations, Legal Aid, etc. The Retooling and Refueling Seminar series is an initiative that is used to assist the workers through pertinent workshops, and includes a component delivered by our education partner, CF. The curriculum was developed by CF in tangent with the Workforce staff and drew upon the professional experience of this team. This approach had resulted in a flexible curriculum that is tailored to the unique needs these particular job seekers.

5. Trade Adjustment Assistance (TAA)

The Trade Act program for workers was created in 1974. The Trade Act has been amended several times since its initial enactment. Recent changes expanded the program’s coverage and provided an opportunity to ensure that effective strategies are utilized to help trade-affected workers obtain new employment. It is essential that the RWBs move trade-affected workers into new jobs as quickly and effectively as possible so that they continue to be productive members of the workforce. To this end, the intervention strategies used for program benefits and services will be aimed toward rapid, suitable and long-term reemployment for adversely affected workers. Under the Trade Act, the RWBs must:

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

V.G.5.a Review/Update Required	Describe the process for ensuring that the TAA program staff at the regional level are merit employees.
RWB RESPONSE	
The TAA program in Region 10 is managed by AWI/DOE staff member within the Center.	

V.G.5.b Review/Update Required	Describe local procedures to ensure timely response to trade-affected dislocations, including coordination with Rapid Response, provision of technical assistance for the filing of Petitions, and provision of information sessions to affected employees.
RWB RESPONSE	
Rapid Response activities begin when the information reaches a Workforce Connection staff member, either by the media, direct notification to the Center by an employer, or a notice from the State. Workforce Connection has established methods to expeditiously respond to worker dislocation and coordinates efforts with the State. Workforce Connection team members and other contacts deemed critical to the success of the Rapid Response will be notified as soon as all pertinent information is gathered unless the employer requests otherwise. By allowing Workforce representatives to meet with their exiting personnel in advance, workers can take advantage of placement and services that includes informational orientations, labor market information, referrals to other agencies, basic re-adjustment services, intensive job search assistance, re-training opportunities, assisting in direct placement of personnel, conducting placement services through job fairs, providing	

information about unemployment compensation, and information that covers the services and benefits available through the Trade Adjustment Program, if certification has been received. If employer has not filed a petition, workforce staff will give pertinent information and local/state contact information to facilitate this action, if appropriate.

V.G.5.c Review/Update Required	Describe local procedures to ensure timely service to trade-affected workers to ensure eligible workers receive all TAA services and benefits for which they qualify.
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RWB RESPONSE

TAA has critical deadlines and technical requirements that workers must meet in order to utilize TAA services, so the information about the program must be presented promptly and accurately. Workforce Connection's TAA Coordinator maintains close coordination with the state TAA office throughout the case management assistance given to TAA affected workers. It should be noted that most of the trade-affected workers that Workforce Connection staff has worked with have historically relocated to this region - interstate customers. Workforce Connection team members and other contacts deemed critical to the success of responding to the needs of trade-affected workers are notified as soon as all pertinent information is gathered. When employers allow Workforce representatives to meet with their exiting personnel in advance or very shortly thereafter notification, workers can more quickly take advantage of placement and services that includes informational orientations, labor market information, referrals to other agencies, basic re-adjustment services, intensive job search assistance, re-training opportunities, assessments, assisting in direct placement of personnel, conducting placement services through job fairs, providing information about unemployment compensation, and information that covers the services and benefits available through the Trade Adjustment Program.

The strategic posture that Workforce Connection takes in providing service to these workers consists of early intervention and aggressive placement actions; a shift in unemployment compensation customer service, making re-employment the primary focus; integration with all workforce services; and mainstreaming workers through a unified orientation to introduce them to the full spectrum of workforce services and their partners.

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

TAA customers are provided the wrap-around services permitted from the workforce system by the local TAA coordinator. Full integration between partner programs improves services, maximizes resources, avoids duplication, and enhances outcomes for all customers. Workforce Connection incorporates the following strategies into delivery of services for all dislocated workers: engage dislocated workers immediately; integrate TAA and WIA services and resources; and maximize available income support by addressing training needs early. Continuous

coordination with the state's TAA liaison ensures funding is available and is used to the fulfillment of services for the affected workers.

V.G.5.e. Review/Update Required	Describe the process for using partner program funds to provide training services to trade-affected workers.
RWB RESPONSE	
The TAA Coordinator ensures funding is available for training of trade-affected workers; if no local TAA funding is available, contact is made with the state coordinator to obtain appropriate funding. If TAA funding is not available, other resources are sought for the dislocated worker through our local WIA funding.	

V.G.5.f Review/Update Required	Describe the process for ensuring that the WIA-funded training activities provided for trade-affected workers are those that are stipulated in Section 236 of the Trade Act and related federal policies and procedures.
RWB RESPONSE	
TAA Coordinator. This approach provides an opportunity for information sharing and the transmittal of guidance, while also providing on-going opportunities for identifying technical assistance needs and training issues. TAA has critical deadlines and technical requirements that workers must meet in order to take up service, so the information about the program must be presented promptly and accurately. The local TAA Coordinator is well versed on the requirements of the Trade Act and in addition to this coordinates with the state office in managing the training requests of trade affected workers. Reemployment strategies are employed prior to approval of training. If reemployment cannot be obtained by the trade affected worker, training is considered as an option. Polices associated with approval of TAA training is followed in the approval process.	

6. Job Corps

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

V.G.6. Review/Update Required	Describe the relationship of the One-Stop Career Center with Job Corps and the manner in which referrals are made.
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RWB RESPONSE

All team members are trained in the common performance requirements of the region and any additional requirements that a particular program might necessitate. As the Job Corps duties are no longer a part of the one stop center's menu of services, Workforce Connection now performs as a referral agency to this service program. Information flyers are available in the workforce centers along with the contact information for the regional Job Corps representative. Workforce Connection staff may provide general information on the program; however, for specific information and application procedures customers are referred to the regional Job Corps representative.

7. Youth Programs

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

- To build consensus for a policy on the preparation of youth for employment in targeted demand occupations.
- To develop regional alliances among workforce, education, state agencies serving the most at-risk youth, economic development, housing, faith and community-based organizations, and transportation stakeholders to better meet the needs of businesses within a region by creating a pipeline of youth who have the hard and soft skills to enter targeted demand occupations.
- To create a blueprint for state level stakeholders to facilitate the creation and growth of state/regional/local alliances.
- To provide a forum for local, regional and state level stakeholders to exchange information and ideas on new initiatives, cross-agency planning, promising practices and data-based decision making.

V.G.7. a.	Describe how the above strategic goals for youth will be implemented in the region.
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RWB RESPONSE

Workforce Connection, in aligning itself in a demand-driven posture, has established Strategic and Operational Committees to deal with the initiatives outlined in Florida’s Strategic Plan. Members of the Youth Committee shall provide input on youth issues and efforts to serve youth in the local region.

A Grow Your Own Philosophy for the Next Generation. A national crisis is about to emerge as the baby-boomer population starts to retire. Never before has there been such a need for business to become fully engaged with the training of youth. Business can no longer look at short term methods for meeting their labor demands but must strategically place themselves in the eyesight’s of youth as a future place for employment and success. The workforce board must work with employers and educators to fashion new methods to train and recruit youth into local enterprise. Sustaining the youth population in our region is now a priority for education, economic development and economic growth. These efforts will be facilitated by the workforce board through better youth services, development of high school training that links directly to local business needs, increased services to the most troubled youth, and internship opportunities.

The in-school youth program is assisted through the partnership of Workforce Connection, Henkels & McCoy and the three School Districts. A consistent connection with youth must be established and maintained, providing a customer-centered, goal-oriented process for the continued assessment of each young person, and to connect each customer to those elements necessary to result in a successful outcome. This

partnership is used to identify those youth who may benefit from the program. Ideally this outreach within the school system would occur year round with an emphasis on recruitment in late April and early May as youth exit secondary education. Henkels and McCoy has established a youth program within the Cypress Creek Juvenile Facility in Inverness. Cypress Creek is a level 10 residential facility that includes a strong partnership with the Citrus County School Board, CF, and the Citrus County IT Council. The Henkels and McCoy program teaches students workplace skills in a mock work environment. At the same time students learn software skills and basic education skills on computers that they build themselves. Upon successful completion they are able to take the computer that they built with them when they are released from incarceration. Their objective is to help youth develop lifelong skills, while overcoming obstacles and barriers, through a seamless integration of services in the workforce region. H&M will ensure accessibility of services to Department of Juvenile Justice (DJJ) youth, youth aging out of Foster Care, and other at-risk youth in Citrus, Levy and Marion counties. This will be accomplished through partnerships with Citrus, Levy and Marion County Schools Workforce Education, Cypress Creek Correctional Facility (G-4) in Lecanto, Marion County DJJ facilities, alternative education providers throughout the region, Ocala Police Department, Kids Central Inc., City of Ocala, Zion Methodist Church and Habitat for Humanity, in addition to appropriate Workforce staff to ensure a seamless delivery of all available services.

The region's out-of-school youth program is operated by Henkels & McCoy. This program serves all three counties and provides out-of-school youth with a foundation in soft skills, assists in the development of a stable work history and encourages workplace retention. This program strives for an outcome wage of \$8.50 per hour. There are many strategies that are offered to out-of-school youth, including but not limited to: paid community work experience, traditional training, on the job training (OJT), internships, and workshops.

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

A consistent connection with youth must be established and maintained, providing a customer-centered, goal-oriented process for the continued assessment of each young person, and to connect each customer to those elements necessary to result in a successful outcome. Workforce Connection, through Henkels and McCoy, will work with the local school systems in Marion, Citrus, and Levy counties to identify those youth who may benefit from the program. Ideally this outreach within the school system would occur year round with an emphasis on recruitment in late April and early May as youth exit secondary education. All sources of marketing outlets will be used to generate interest and can include but not be limited to radio advertisement on youth supported radio stations, news releases, newspaper coverage, in-school morning news bulletins, and paid print adds.

Staff of the training academies also mounts an aggressive outreach and recruitment plan to visit high schools for the purpose of identifying and enrolling new students in the programs. Outreach activities also include seminars directed towards the parents of appropriate youth. Referrals from all partners are considered and include those youth served by Workforce Partners such as: Citrus/Levy/Marion County School Boards, The Marion County Literacy Council, Inc., Job Corps. These efforts are facilitated by the workforce board through better youth services, development of high school training that links directly to local business needs, increased services to the most troubled youth, and internship opportunities. While adhering to established eligibility requirements and program guidelines, Workforce Connection is aligned with the Department's focus on the neediest youth and outreach to youth who may need additional help with employment or success in the world of

work. All of the issues listed above are provided for on the application and required documentation is provided by the applicants.

Henkels & McCoy processes the application upon receipt and updates appropriate information into database and then screen for eligibility purpose. If the youth is eligible they then scheduled for documentation submission. Once the neediest youth and priority is determined they will then receive an acceptance or denial letter. Then the participant receives the location and time of training.

Our Youth Service Provider, Henkels and McCoy, has established a youth program within the Cypress Creek Juvenile Facility in Inverness. Cypress Creek is a level 10 residential facility that includes a strong partnership with the Citrus County School Board, CF, and the Citrus County IT Council. The Henkels and McCoy program teaches students workplace skills in a mock work environment. At the same time students learn software skills and basic education skills on computers that they build themselves. Upon successful completion they are able to take the computer that they built with them when they are released from incarceration. Their objective is to help youth develop lifelong skills, while overcoming obstacles and barriers, through a seamless integration of services in the workforce region. H&M will ensure accessibility of services to Department of Juvenile Justice (DJJ) youth, youth aging out of Foster Care, and other at-risk youth in Citrus, Levy and Marion counties. This will be accomplished through partnerships with Citrus, Levy and Marion County Schools Workforce Education, Cypress Creek Correctional Facility (G-4) in Lecanto, Marion County DJJ facilities, alternative education providers throughout the region, Ocala Police Department, Kids Central Inc., City of Ocala, Zion Methodist Church and Habitat for Humanity, in addition to appropriate Workforce staff to ensure a seamless delivery of all available services.

Welfare transition teen parents are referred to a number of services in our three county regions. For example, teen parents are able to access alternative education in all three counties within our region, as we have partnered with the respective school districts. Many of these alternative education programs provide more flexible scheduling for teen parents who often times work to help support their child. Some of these programs are the Horizon Education Center (Citrus County), Hilltop Alternative School (Levy), and Storefront School (Marion). Another program – The Teen Parent Program – works with teen parents to provide credit attainment opportunities, as well as parenting classes, in Marion County. Teen parents were also considered for the TANF scholarships coordinated by Take Stock in Children.

Welfare transition youth are referred to a variety of services in our three county regions. There are many faith and community based organizations that are providing mentoring services to at-risk youth. Another wonderful resource for at-risk youth is computer assisted instructional labs. These labs provide opportunities for credit attainment and remediation. These labs assist students in staying within their grade level, moving into the grade level where they should be, earn additional credits so that they can graduate on time, or earn credit so that they can graduate. These labs are in place at all Middle and High Schools in Citrus, Levy and Marion Counties.

Workforce Connection also provided Microcomputer Evaluation of Careers & Academics (MECA) kits to Service Providers and educational partners in our tri-county area. MECA is a unique technology education, career exploration, assessment and work-readiness system for preparing individuals to enter the workplace. The system provides hands-on work samples of real work that are built around common job clusters. Each career kit contains all the tools, supplies and hardware needed to perform all activities of the job.

Workforce Connection partnered with the City of Ocala, the Chief of Police, Habitat for Humanity and Henkels & McCoy on a Youth Build Project in West Ocala - a two year project that will focus on re-building efforts in Phoenix Heights (Busbee) a blighted community in West Ocala. The project will served approximately 60 youth, with 75% of them being HS dropouts. The initial project consisted of 16 youth who helped to build a house for a local family.

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

<p>V.G.7. c.i Review/Update Required</p>	<p>Provide the local definition for youth requiring additional assistance to complete an educational program or to secure and hold employment.</p> <p>Definitions should be descriptive and verifiable. Terms such as “working poor,” “at-risk,” “dysfunctional,” etc. should be defined by the board. Operating procedures should further identify criteria that apply to each definition as well as appropriate verification sources.</p>
<p>RWB RESPONSE</p>	
<p>Both "WIA Section 664.200 (a)(6)..... an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment" AND "WIA Section 664.220 (h).....Face serious barriers to employment" is identified by the local board as:</p> <ul style="list-style-type: none"> • A youth that while attending secondary education received/is receiving services under an IEP (Individualized Education Plan), or an AIP (Academic Improvement Plan), or a 504 Plan, OR • A youth that while attending secondary education compiled/is compiling a record of disciplinary problems as manifested by mandatory attendance at detention, an alternative school, expulsion, suspension, or participation in an in-school suspension program, OR • A youth that has completed an educational program but lacks the appropriate license for that occupation, OR • A youth whose financial aid package is less than or equal to 80% of the federally estimated cost of attendance for the post secondary institution where enrolled, OR • A youth who has a “poor work history” as defined locally: having, within the last 12 months, participated in unsubsidized employment with at least 2 different employers; or not having worked full time, in unsubsidized employment for a period of no more than 13 consecutive weeks in the last 12 months; or having worked but not been eligible for unemployment compensation in the last 2 years; or having 1 or more hard-to-serve barriers defined WIA (basic skills deficient, high school dropout, TANF participant, offender, individual with disabilities, homeless, youth with educational attainment one or more grade levels behind, pregnant or parenting teen); or long term unemployed as defined by WIA (unemployment for 15 out of the last 26 weeks, including the last 7 days); or having worked full time in unsubsidized employment for a period of no more than 13 consecutive weeks in the last 12 months but at BELOW the living wage, OR • A youth who has a certificate of attendance from a secondary school system, OR • A youth who has certification/license from another state and must “challenge” the requirements of this state. (Fees for examination of records and eligibility for certification/licensure in this state, fees for license testing preparatory sessions). 	

V.G.7. c.ii Review/Update Required	<p>Provide the definition for locally identified “additional barriers to employment” for youth who are not low income as referenced in 20 CFR 664.220.</p> <p>Definitions should be descriptive and verifiable. Operating procedures should further identify criteria that apply to each definition as well as appropriate verification sources.</p>
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RWB RESPONSE

IAW local policy, up to five percent of the youth participants served may be individuals who do not meet the income criterion for eligible youth, provided they are within one or more of the following categories:

- School dropout;
- basic skills deficient;
- Are one or more grade levels below the grade level appropriate to the individual’s age;
- homeless or runaway;
- pregnant or parenting;
- possess one or more disabilities, including learning disabilities;
- an offender; or
- face serious barriers to employment as identified by the local board as one or more of the following challenges to successful workforce entry: school dropout; basic literacy skills deficiency; homeless, runaway, or foster child; pregnant or a parent; an offender; or need help completing an educational program or securing and holding a job.

8. Welfare Transition Program/TANF

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

a. Applicant Services

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

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

Work registration is the initial activity which exposes potential TANF customers to the opportunities and obligations of the Welfare Transition program. In Region 10 it is structured to meet all programmatic and regulatory requirements. Work registration engages the applicant shortly after completion of the Request for Assistance (RFA) through the Department of Children and Families (DCF). DCF directs the applicant to report to the appropriate Workforce Center to begin the work registration process. Customer will contact the office by either phone or in person. During this activity some customers are diverted from cash assistance through the upfront diversion service, some may gain employment as part of work registration, some will become cash recipients and others may decide that the program does not meet their needs and remove themselves as applicants. We begin engagement at initial contact with the customer. However, major resources will not be expended until the customer has moved from applicant to mandatory participant. Customers who need to work register complete the following:

- On Demand or online presentation of the WT program is currently being offered in all three workforce centers Monday through Wednesday between the hours of 1pm -3pm. All offices offer a “one-on-one” session, if necessary to fast track a special needs customer. This service is currently offered in English and soon will be offered in Spanish, on-line. Over 50% of the WTP staff are bilingual. Applicants receive information that showcases the services available from Workforce as well as the statutory and regulatory requirements of the WT Program, which includes information on all services afforded them from Workforce and through the temporary cash assistance program, the grievance procedure, application of non discrimination law, the applicant’s rights and responsibilities, and transitional services once employed; the job search process and the Employ Florida Market Place explored. If the applicant has limited abilities which may provide exceptions to the work activity requirements of the WT Program, they are instructed on the procedures of providing verification documentation (if applicable) to

substantiate the deferral from participation.

- Applicants complete the initial informal assessment through use of the Customer Profile. This will be used to begin a plan for employment or training for the customer, updated as needed when/if the applicants becomes a mandatory participant. Applicant's data will be entered in OSST for tracking purposes.
- Applicant childcare assistance will be arranged if needed. Workforce Connection is partnering with the local childcare assistance agency to be on-site to facilitate childcare arrangements.
- The following assessments are administered during the work registration process: TABE; Learning Needs Assessment; and EChoices, Career Scope or O*Net.
- Customers are provided with an overview of upcoming facilitator led, intensive workshops offerings, which includes an in-depth look at EFM, Interviewing Tips, Successful Resume Writing, etc. These are available to all workforce customers and are a component of our skill development focused system. Customer are then required to sign the agreement /IRP addendum agreeing to engage in workshops.

Upfront diversions- Customers who have work registered and express an interest in an upfront diversion will be screened. Workforce staff will handle completion of required forms and schedule follow-on appointments if necessary. Once application is completed, the request is forwarded to the appropriate management level for final disposition. Applicants who wish to opt for Diversion assistance will also be reported to DCF.

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

V.G.8.a.2. Review/Update Required	<p>a. Describe how the Up-Front Diversion process is incorporated in the work registration process; and</p> <p>b. If the RWB provides Up-Front Diversion services to applicants through TANF formula funds, please describe the type of support services.</p>
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RWB RESPONSE

During the work registration process, Staff advises the Job Seeker of the full array of available service options and the process to obtain the services, including the Up Front Diversion Program. The Employment Consultant and the Job Seeker determine together if this alternative is a viable option, and best meets the needs of the Job Seeker. Staff will facilitate the completion of required forms and schedule follow-on appointments if necessary. Once the application is completed, Workforce staff forwards the request to the appropriate management authority for final disposition. Completion of the work registration process is a requirement even if upfront diversion is approved. This process has not only benefited the Job Seeker, but has enhanced performance by allowing the Job Seeker to understand the program requirements and options available to them, and they are aware of services open to them transitionally and how to obtain these services. Support Services, child care and transportation, are provided as allowed by policy.

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

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

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

V.G.8.b.1. Review/Update Required	<ul style="list-style-type: none"> a. The right to receive domestic violence services, mental health counseling and/or substance abuse counseling if eligible; b. The right and the process to have their case reviewed by a supervisor; c. The right to be treated equitably under the anti-discrimination laws; d. The right and the process to file a grievance; e. The right and the process to report good cause for failing to participate in a required activity; f. The ability to be excused from or rescheduled for an activity and the process to do so. If the RWB requires documentation to support missing activities or good cause, please describe what type of documentation is required, what failures require documentation to support good cause and when documentation is required to be submitted to the RWB/provider.
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RWB RESPONSE

Orientation: All customers, once they become mandatory are scheduled for a one-on-one appointment with an assigned employment consultant. It is during this appointment they are counseled on the following issues: all aspects of the WT program, their opportunities and responsibilities while engaged in the program, programmatic options that are available, available workforce assistance while participating, assessment components, day care assistance, transportation and any other support service necessary to continue compliance with program requirements.

The options and opportunities available (listed on the opportunities and obligations form) which are discussed with the customer include but is not limited to the sanctioning process, hardship exemptions, the domestic violence plan, the relocation process, basic skills acquisition, mentoring, cash severance, childcare, training, substance abuse, transportation, and post employment opportunities, and the process of obtaining any and all services. The customer and the employment consultant review all aspects of the rights and responsibilities associated with the receipt of TCA. This includes the right to receive domestic violence services, mental health counseling and/or substance abuse counseling if eligible; the right and the process to have their case reviewed by a supervisor; the right to be treated equitably under the anti-discrimination laws; the right and the process to file a grievance; the right and the process to report good cause for failing to participate in a

required activity; the ability to be excused from or rescheduled for an activity and the process to do so. Staff ensures the customer signs the opportunities and obligations forms to acknowledge this counseling and notification.

Staff will maintain in the customer's file (hard copy/efile) documentation to support missing activities and/or the granting of good cause. This documentation includes but is not limited to: legal notices, medical statements from physicians, funeral service notices, and verification of employment. Staff will also enter case notes in OSST with an explanation of why the assigned activity was missed and whether or not good cause was granted. Any absence from a schedule activity or appointment is subject to documentation requirements and the documentation is required to be submitted within 3 days from the absence or missed appointment.

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

V.G.8.b.2. Review/Update Required	<ul style="list-style-type: none"> a. The responsibility to work with career center staff; b. The responsibility to participate in assigned activities; c. The responsibility to document and submit participation hours; d. The responsibility to report employment; e. The responsibility to accept suitable employment; and f. The responsibility to retain employment.
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RWB RESPONSE

Customers attend a work registration overview and a one-on-one orientation that: fully describes the WT program, the individual responsibility required of each customer, options that are available, assistance that is available, employment options, assessment components, day care arrangements, transportation and any other support service necessary to continue compliance with program requirements. Along with the Service Provider staff, a team of facilitators representing partnering agencies conducts this Orientation. Activities provide the following information to customers:

1. Receipt of assistance is temporary and time limits apply
2. The goal is employment and self-sufficiency
3. Assignment to other activities can be required

The options and opportunities available (listed on the opportunities and obligations form) that are discussed includes, but is not limited to, complying with program requirements, the sanctioning process, hardship exemptions, the domestic violence plan, the relocation process, basic skills acquisition, mentoring, cash severance, and childcare, training, substance abuse, transportation, employment requirements, and post employment opportunities. Staff ensures the customer signs the opportunities and obligations form to acknowledge this counseling and notification.

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

V.G.8.b.3 Review/Update Required	<ul style="list-style-type: none"> a. Unsubsidized employment; b. Subsidized employment: <ul style="list-style-type: none"> i. Describe how the RWB will ensure that participants engaged in subsidized employment activities will be supervised on a daily basis. ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation.
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RWB RESPONSE	
<p>The goal of Workforce Connection is for the Job Seeker to enter into employment, which will result in a rate of pay that allows the participant to remain or become totally self-sufficient. The documentation that will be acceptable to support verification of employment will include an employment verification form that will include wage rate, hours, start date, hire date, job title, employer information and signed by the employer, pay stubs, time/attendance sheets, copies of checks/money order, and any recognized database that maintains the required data. Workforce staff will obtain the name and signature of the participant’s supervisor’s or the individual designated to sign documentation to support hours of participation – this information will be maintained in the case file (hard copy/efile) as well as entered in the computer information system (OSST) as a case note.</p> <p>Self employment is a viable avenue towards self-sufficiency and a countable form of unsubsidized employment, which may include in-kind work. The documentation required to support this work activity will include proof of income and business expenditures; receipts from vendors; checks/copies of checks/money orders assigned to the participant.</p>	

V.G.8.b.3. Review/update required	<ul style="list-style-type: none"> c. Job Search and Job Readiness <ul style="list-style-type: none"> i. Job searches at the employer’s place of business (on-site job search) are supervised on a daily basis. ii. Describe how the daily supervision is documented for “on-site” job searches and how each hour is accounted for. iii. Describe how participants completing job readiness activities and job searches in the One-Stop Career Center are supervised on a daily basis.
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RWB RESPONSE	
<p>Our Workforce Connection system offers comprehensive employment training skills and job search workshop programs in order to provide our customers with an opportunity to learn job skills while continuing to search for employment. Job search assistance workshops are in place in the tri-county region. These seminars cover areas such as: job searching and job retention, dress for success, career planning, life skills and goal</p>	

setting, assessments, time management, money matters, stress management, resume/application completion, interviewing techniques, and introduction to computers. Attendance sheets, sign in sheets, job search forms, which are signed by the workshop facilitators or Employment Consultant, and computer tracking of searches in the Employ Florida Marketplace, are used to verify attendance and actual hours of completion by participants.

Job searches completed at the employer’s place of business will be verified via the job search form. This includes in-person visits, applications submitted, and interviews. This form will include employers name, address, position applied for, date of application/receipt by consultant, times, contact telephone number. It will be signed by the employer or their designated supervisor. All documentation will be maintained in the participants’ case file (hard copy/efile) and a case note will be added to the OSST system.

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

The WT Program Associate Director assists in developing and manages community service program work sites. Local non-profit employers throughout the three-county region are contacted to develop and maintain work sites. The sites are developed based on customers’ workplace skill development, career aspiration, and possible potential hire as a regular employee. Placing Job Seekers quickly provides an opportunity for enhanced skill development and builds good work habits.

The worksite agreement includes information for the provider agency regarding: the protection of the employees of community service provider against displacement; worker’s compensation issues; program requirements; local site supervisor identification; a developed training outline; other appropriate/required certifications, and Workforce contact information. Community Service is a job/training experience at a supervised agency. It must serve a useful community purpose and improve the participants’ employability. Community Service activity may be utilized for a Job Seeker who needs to increase employability skills by improving his or her interpersonal skills, job retention skills, stress management, and job problem solving and learning to attain a balance between job and personal responsibilities. Community service is

intended to:

- Assess suitability before referral to training services
- Maintain working while awaiting placement into paid employment or training
- Fulfill a clinical practicum or internship requirement related to employment
- Provide work-based learning

The WT customers who can benefit from this program are generally placed into a community service opportunity as soon as possible after they become a mandatory participant. After the customer and employment consultant meet to decide upon the work site that would benefit the customers work goals (and also agrees with the assessment results), the Employment Consultant contacts the work site employer and schedules an appointment for the customer. A referral form is prepared and it is faxed and/or taken to the employer by the customer. The customer meets with the work site supervisor in order for the supervisor to make a determination as to whether or not to accept the customer. Once accepted, the completed referral form is returned to the Consultant.

The worksite supervisor must annotate daily attendance on an attendance form provided by Workforce staff, verifying the customer's presence and compliance. The attendance form is returned to the consultant no less than biweekly and must be signed by both the supervisor and customer verifying actual completed hours. The Welfare Transition Program team has quality assurance measures in place and makes monthly contacts to the worksite supervisors at each work sites, either by phone or in person, to determine the progress of the WT customer and the satisfaction of the employer.

V.G.8.b.3. Review/update required	e. Job Skills Training i. Describe how the RWB will ensure that participants engaged in this activity will be supervised on a daily basis. ii. Describe how the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation.
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RWB RESPONSE

This is education or training for job skills required by an employer which provides participants with the ability to obtain employment or to advance in the workplace. Verification of actual hours completed will be accomplished either through job site attendance records signed by the participant and the supervisor, or through the use of the locally developed attendance sheet, which will also be signed by the participant and supervisor. As a last resort, Employment Consultants may contact the instructor or supervisor directly to obtain necessary verification of hours completed. This contact will be recorded on the locally developed contact form and will include the individual contacted, date/time of contact, verified hours, and signature of the consultant. Workforce staff will obtain the name and signature of the participant's supervisor's or the individual designated to sign documentation to support hours of participation – this information will be maintained in the case file (hard copy/efile) as well as entered in the computer information system as a case note.

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

Participants who have not received a high school diploma or GED and need further education related to a job, specific occupation job, or job offer may be assigned to this activity. Verification of actual hours completed will be accomplished either through the educational institution’s attendance records signed by the participant and the supervisor, or through the use of the locally developed attendance sheet, which will also be signed by the participant and supervisor. If any participation is conducted on-line, print-outs from the on-line instructional classes will be acceptable as long as it provides the participants name, class name, date and time of participation. As a last resort, Employment Consultants may contact the instructor or supervisor directly to obtain necessary verification of hours completed. This contact will be recorded on the locally developed contact form and will include the individual contacted, date/time of contact, verified hours, and signature of the consultant. Workforce staff will obtain the name and signature of the participant’s supervisor’s or the individual designated to sign documentation to support hours of participation – this information will be maintained in the case file (hard copy/efile) as well as entered in the computer information system as a case note.

The institution or training facility will determine “satisfactory progress”. Staff will ensure it is documented by assessment or instructor observation records and reported to the Workforce through the customer. The customer will be counseled on the requirement to obtain this verification of progress from the institution not less than every two weeks. Staff will retain verification of satisfactory progress in the case file until such time that OSST is modified to establish a filed for recording the progress.

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

Participants who do not have a high school diploma or GED may be placed in this activity. Verification of actual hours completed will be

accomplished either through the educational institution’s attendance records signed by the participant and the supervisor, or through the use of the locally developed attendance sheet, which will also be signed by the participant and supervisor. If any classes are conducted on-line, print-outs from the on-line instructional classes will be acceptable as long as it provides the participants name, class name, date and time of participation. As a last resort, Employment Consultants may contact the instructor or supervisor directly to obtain necessary verification of hours completed. This contact will be recorded on the locally developed contact form and will include the individual contacted, date/time of contact, verified hours, and signed by the consultant. Staff will obtain the name and signature of the participant’s supervisor’s or the individual designated to sign documentation to support hours of participation – this information will be maintained in the case file as well as entered in the computer information system as a case note.

The institution or training facility will determine “satisfactory progress”. The staff will ensure it is documented by assessment or instructor observation records and reported to the Workforce through the customer. Staff will counsel the customer on the requirement to obtain this verification of progress from the institution not less than every two weeks, and will retain verification of satisfactory progress in the case file (hard copy/efile) until such time that OSST is modified to establish a filed for recording the progress.

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

This activity allows a participant to provide childcare services for another TANF recipient who is participating in a community service programs. The locally developed attendance sheet will be used to verify actual hours of completion, which are hours the TANF recipient is participating. Both the customer providing the childcare and the customer in the community service program will sign the attendance sheet. Staff will also use the locally developed telephone contact form to record the daily contact with the participant providing the childcare service. All documentation will be maintained in the participant’s case file (hard copy/efile).

4. Provide the following assurances regarding work activity engagement:

V.G.8.b.4. Review/update required	<ul style="list-style-type: none"> a. Individuals will not be assigned more than 40 hours per week; b. Individuals will not be assigned for the month to a community service or work experience work site greater than the hours calculated based on cash assistance combined with food stamps divided by the state minimum wage; c. The RWB will record hours on the JPR screen for the activity completed. Hours will not be attributed to an activity unless the services or engagement meet the activity's definition; d. The RWB will ensure that unpaid work activities are supervised no less than daily by a responsible party outlined in local operating procedures.
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RWB RESPONSE

Through the processes of self-monitoring, local and state trainings, development of local policies and local oversight Workforce Connection strives to ensure staff complies with program requirements and performance guidelines are met. Local Quality Assurance Reviews are conducted on varying programs on a continuous basis, with an all inclusive review at a minimum yearly, to insure that individuals are assigned to activities correctly, JPR screens are updated correctly and that supervision is being conducted as required by policy. Written reports are prepared and corrective action plans are developed with staff to correct any deficiencies. Periodic monitoring will be continuous to ensure compliance with federal and state requirements. Each Program Manager/Supervisor is responsible for monitoring programs on a monthly basis to ensure staff is following the guidelines as set forth by federal, state, and local workforce plans.

Opportunities to attend state sponsored training are made available to workforce staff when offered. Specific programmatic training requested or deemed necessary due to monitoring findings is also provided. These trainings will be conducted as stand alone trainings, or in conjunction with the bi-monthly all staff trainings.

In addition to the quality assurance monitoring conducted by Workforce Connection QA Unit, Program Managers/Supervisors will closely monitor programs to ensure actual hours of participation are documented by staff IAW policies and reported to the Workforce through the customer. Front line staff will counsel the customer on the requirement to obtain this verification of completion from the institution not less than every two weeks. Once documentation is received by Staff, they will update reported and documented hours of completion in OSST, include a case note, and retain documentation in the case file (hard copy/efile).

V.G.8.b.5. Review/update required	Provide the assurances of documentation of work participation.
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RWB RESPONSE

Local Quality Assurance Review is conducted on varying programs on a continuous basis, with an all inclusive review at a minimum yearly, to insure that individuals are assigned to activities correctly, JPR screens are updated correctly and that supervision is being conducted as required by policy. Written reports are prepared and corrective action plans are developed with staff to correct any deficiencies. Periodic monitoring

will be continuous to ensure compliance with federal and state requirements. Each Program Manager/Supervisor is responsible for monitoring programs on a monthly basis to ensure staff is following the guidelines as set forth by federal, state, and local workforce plans, and that actual hours of participation are documented by staff IAW policies and reported to the Workforce through the customer. Customer are counseled on the requirement to provide verification of completion of hours not less than every two weeks. Once documentation is received by Staff, they will update reported and documented hours of completion in OSST, include a case note, and retain documentation in the case file (hard copy/efile). To perpetuate the expertise of staff, opportunities to attend state sponsored training are made available to workforce staff when offered. Specific programmatic training requested or deemed necessary due to monitoring findings is also provided. These trainings will be conducted as stand alone trainings, or in conjunction with the bi-monthly all staff trainings.

V.G.8.b.6. Review/update required	Describe how the RWB will ensure that documentation to support hours in unpaid work activities is collected at minimum every two weeks. This includes participation in the TANF funded subsidized employment, OJTs and self-employment.
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RWB RESPONSE

In addition to the quality assurance monitoring conducted by Workforce Connection QA Unit, Program Managers/Supervisors will closely monitor programs to ensure actual hours of participation are documented by staff IAW policies and reported to the Workforce through the customer. Front line staff will counsel the customer on the requirement to obtain this verification of completion from the applicable agency not less than every two weeks. Once documentation is received by Staff, they will update reported and documented hours of completion in OSST, include a case note, and retain documentation in the case file (hard copy/efile).

V.G.8.b.7. Review/update required	Describe how the RWB will inform front-line staff that documentation to support hours in unpaid work activities, OJTs, TANF funded subsidized employment and self-employment must be collected before entering Job Participation Rate (JPR) data in the workforce system.
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RWB RESPONSE

To ensure staff are knowledgeable and maintain their competence on the programmatic rules and regulations, Workforce Connection extends opportunities to attend state sponsored training to workforce staff when offered. Locally, specific programmatic training requested or deemed necessary due to monitoring findings is also provided. These trainings will be conducted as stand alone trainings, or in conjunction with the bi-monthly all staff trainings. A Quality Assurance Review is conducted on varying programs on a continuous basis, with an all inclusive review at a minimum yearly, to insure that individuals are assigned to activities correctly, JPR screens are updated correctly and that supervision is being conducted as required by policy. Written reports are prepared and corrective action plans are developed with staff to correct any deficiencies. Periodic monitoring will be continuous to ensure compliance with federal and state requirements. Each Program Manager/Supervisor is responsible for monitoring programs on a monthly basis to ensure staff is following the guidelines as set forth by federal, state, and local

workforce plans.

V.G.8.b.8. Review/update required	Describe how the RWB will ensure that front-line staff do not enter hours of participation for unpaid work activities, OJTs, TANF funded subsidized employment and self-employment until documentation is received.
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RWB RESPONSE

Local Quality Assurance Review is conducted on varying programs on a continuous basis, with an all inclusive review at a minimum yearly, to insure that individuals are assigned to activities correctly, JPR screens are updated correctly and that supervision is being conducted as required by policy. Written reports are prepared and corrective action plans are developed with staff to correct any deficiencies. Periodic monitoring will be continuous to ensure compliance with federal and state requirements. Each Program Manager/Supervisor is responsible for monitoring programs on a monthly basis to ensure staff is following the guidelines as set forth by federal, state, and local workforce plans, and ensuring actual hours of participation are documented IAW policies and reported to the Workforce through the customer. Front line staff will counsel the customer on the requirement to obtain this verification documentation of completion not less than every two weeks. Staff are aware that it is only when this documentation is received that they will update reported and documented hours of completion in OSST, input a case note in OSST, and retain the documentation in the case file.

Opportunities to attend state sponsored training are made available to workforce staff when offered. Specific programmatic training requested or deemed necessary due to monitoring findings is also provided. These trainings will be conducted as stand alone trainings, or in conjunction with the bi-monthly all staff trainings.

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

The WTP Job Seekers that enter deferral status are case managed as other customers. If the customer reports limited abilities when referred by DCF to Workforce, they are assessed, and if applicable, are placed in a pending deferred status until receipt of verification from their physician. Upon receipt of the medical verification from the physician, the deferral is updated in the computer information system (OSST). The Employment Consultant works diligently with the participant to develop an Alternative Responsibility Plan (ARP), which takes into account their medical condition and realistic options for self-sufficiency. The Plan will contain the steps necessary for successful compliance. Learning limitations are assessed through the use of the Learning Needs Assessment and referrals are made as agreed on by the customer. The

Employment Consultant may make referrals to Vocational Rehabilitation for additional evaluation, assessment, and services. In addition, referrals are made for applications for Social Security benefits, additional medical or mental health treatment, supportive services, legal assistance, special transportation needs, etc.

c. Other

V.G.8.c.1. Review/update required	Provide the relocation maximum allowable payment.
RWB RESPONSE	
At this time, Workforce Connection does not have a maximum allowable payment. Each request is looked at on a case-by-case basis.	

V.G.8.c.2. Review/update required	Describe how the RWB ensures the confidentiality of program participants. a. Include assurances that domestic violence files are kept in a locked and separate location.
RWB RESPONSE	
Customer information related to domestic violence is kept in a separate designated file and not included in the customer’s general program file. This separate file prominently notes confidentiality protections and is maintained and kept in a secured area. Confidential settings are always used to provide privacy during screening, interviews, and referrals to appropriate services. Staff is trained on the intricacies of assisting this population during their initial employee training, including the processing and storage of file, and periodically throughout their tenure with the organization. In addition staff attends a 3 hour annual training conducted by the Domestic Violence Shelter staff to ensure that they are more attentive to some of the warning signs presented by victims of domestic violence, and are again exposed to the special needs and service options regarding this special population.	

V.G.8.c.3. Review/update required	Other than Work Registration, describe when participants are notified of the opportunity to receive support services, counseling, etc. related to domestic violence. a. Briefly describe how applicants and participants who disclose a domestic violence issue are provided services specific to their needs. b. Describe how the RWB ensures that all domestic violence providers are trained and competent to provide such services.
RWB RESPONSE	

Self-sufficiency is the goal of the WT program and will be emphasized throughout all activities in which WTP customers participate. Notification of services available relating to domestic violence takes place during Work Registration, Employability Skills Workshop, and also during individual Employment Consultant interviews/appointments with the WTP customer. Due to the intense contact with the WTP customer throughout the WT program, staff ensures the customer is frequently made aware of the options available if they are a victim of domestic violence. The WTP customer is advised at all times that disclosure is strictly voluntary on their part and is provided with frequent voluntary opportunities to disclose that they are a victim of domestic violence.

Once a WTP customer discloses they are a victim of domestic violence, and requests assistance from Workforce staff, with the customer's consent, they will be referred to a local Domestic Violence Program. During the time that the customer participates in the Domestic Violence Program, the WTP customer may be exempt from certain work activities. An Alternative Work Plan will be developed by Workforce Staff with the customer.

Screening, identification, assessment and referral processes:

Initial screening process that can identify victims of domestic violence will be administered during the work registration process and next at the one-on-one appointment with their assigned employment consultant. At this time the WTP customer will be encouraged to disclose he/she is a victim of domestic violence and/or ask for a referral for further assessment and/or services at any time during program participation without penalty. The WTP customer will again be advised that his/her disclosure is strictly voluntary and all information will be confidential. Workforce staff will coordinate all efforts between the domestic violence victim and the local law enforcement agency and/or social service agency that would best meet the needs of the individual.

Confidentiality:

Once a WTP customer is identified as a possible domestic violence victim, with their consent, they will be referred by staff to the local mental health provider. Information gathered during domestic violence screening, assessment, and referral will be used solely for the purpose of: (1) ensuring the ongoing safety of the customer and customer's family (2) the development of the safety plan and alternative individual service strategy, and (3) referrals to appropriate domestic violence professionals, WT program, and supportive services.

Customer information related to domestic violence will be kept in a separate designated file and not included in the customer's general program file and prominently notes confidentiality protections. Workforce staff will not contact the person believed to be the perpetrator of such violence for the purpose of trying to confirm the customer's statement or documentation of abuse without the informed written permission of the customer. Information is not released to anyone (including other government agencies, service providers, or law enforcement) except for: (1) purposes of referral for services, (2) documentation of the need for services, (3) where required to conform with child abuse and neglect laws, or (4) where the customer has requested and authorized in writing disclosure of the information. Confidential settings will be used to provide privacy during screenings, interviews and referral to appropriate services.

Assessment:

The partners that will be involved in the assessment process include: The Centers Inc, Meridian Behavioral Healthcare, Inc. and any other agency, mental health and/or domestic violence provider.

Documentation of eligibility for domestic violence provisions: Decisions to provide services under the domestic violence provisions are based on the evidence presented by the customer whenever possible. No attempts to obtain additional information or verify evidence submitted should put a customer or the customer’s family at risk or violate confidentiality. The alleged perpetrator will not be contacted for any purpose unless and until the customer no longer fears for his/her own safety and that of his/her family; and the customer provides informed, written consent. Allegations of domestic violence by the customer will be sufficient to establish domestic violence. The absence of proof of “official” help, such as police intervention or protection orders, shall in no way indicate the absence of violence or the lack of credibility of the customer; simple attestation will be sufficient.

Development of alternative plan: The alternative plan requirement provides a vehicle for addressing the barriers to self-sufficiency while still preserving temporary assistance payments within the WTP framework. At all times, staff will consider two factors in determining the acceptability of activities for the alternative plan: (1) the ongoing safety of the customer and/or children, and (2) the goal of self-sufficiency.

Acceptable activities that shall be incorporated as elements of alternative requirements shall include, but are not limited to: Obtaining emergency shelter or safe house; working with a domestic violence advocate; Participating in individual or group counseling/peer support groups; Applying for an injunction for protection or other legal assistance; Participating in career management activities at a victim services agency; Assembling adequate documentation regarding domestic violence; Attempting temporary or permanent relocation; Participating in prosecution of the perpetrator; Participating life skills training; Participating in substance abuse treatment; Participating in various levels of safety planning; Accessing services for children/family; - Participating in stress management activities/ parenting classes/pastoral counseling; Receiving medical treatment related to domestic violence/mental health counseling.

Participation in alternative requirements does not preclude involvement in traditional work activities such as job skills training, community service, alternative job placement, and vocational education. Alternative job placement shall address individual safety concerns, including those associated with public contact that could put the individual at risk of exposure. Transportation for victims of domestic violence will be provided through gas cards, bus tokens, and taxi service. In all cases where there are transportation concerns, the domestic violence victim’s safety and the safety of his or her children will be the primary focus.

All Workforce staff is trained on a continual basis as to policy on handling and counseling to victims of domestic violence. Additional specialized domestic violence trainings are provided to staff as needed and/or annually.

<p>V.G.8.c.4. Review/update required</p>	<p>Describe the local Fair Hearing preparation and attendance process.</p> <ol style="list-style-type: none"> a. Who attends DCF administrative fair hearings related to the WT/TANF program? b. Describe the process of a supervisory review. c. Describe the process for preparing documentation for the Fair Hearing. d. Include the type of documentation the RWB traditionally presents.
<p>RWB RESPONSE</p>	
<p>The point of contact for DCF Administrative Fair Hearings is Workforce Connections WTP Associate Director and/or Intensive Services Program Manager. Once notified by DCF, the Program Manager and/or Associate Director reviews the case files for merit. If it is determined that the</p>	

action taken/requested was done in error, the Program Manager and/or Associate Director will take the appropriate action to ensure the case is updated correctly and that DCF is notified of the corrective action prior to the hearing. If the case has merit and the actions taken by the Employment Consultant are correct, the Employment Consultant is notified of the hearing date, time, and place. The Employment Consultant prepares a hearing package that includes the records and/or information necessary to support their action. The Program Manager and/or Associate Director reviews the package with the Employment Consultant to ensure supporting documents are included. The Program Manager and/or Associate Director, Employment Consultant and any other appropriate staff members attend the hearings with the appropriate documentation packages to provide testimony in support of the adverse action.

V.G.8.c.5. Review/update required	<p>Does the RWB use TANF funds for a locally developed special project?</p> <ol style="list-style-type: none"> a. If yes, what population does the project serve? b. What TANF purpose does the project serve? c. Describe the eligibility requirements and documentation retained in the case file to support eligibility. Briefly describe the program.
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RWB RESPONSE

Workforce Connection has been able to provide youth services through special project monies that have been made available to provide after school and/or summer programs that prevents or reduces the incidence of pregnancies and encourages the formation of two-parent families. We have also been able to integrate these programs with our WIA services to youth. Serving the above-described TANF purpose (reduction and prevention of our of wedlock pregnancies) does not contain restrictive eligibility requirements but follows any of the state’s requirements regarding the youth served with specific project monies received.

V.G.8.c.6. Review/update required	<p>Does the RWB have an Individual Development Account (IDA) program?</p> <ol style="list-style-type: none"> a. If yes, what population does the IDA project serve? b. Briefly describe the program.
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RWB RESPONSE

Workforce Connection does not have an IDA program implemented at this time.

9. Food Stamp Employment and Training Program

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

Local Operating Procedures

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

a. Program Operation

V.G.9.a.1 Review/update required	Describe the local staffing (case management) model used to serve participants.
RWB RESPONSE	
Case management is referred to as Employment Consulting. The philosophy is one of empowerment. We endorse the concept that persons encountered at the Workforce offices are employment seekers who could benefit from counseling. Employment consultants are trained in their assigned position prior to working with employment seekers and are continuously monitored to improve the quality of service. Specific staff has been assigned as SNAP Employment Consultants. Consultants are highly experienced and receive continuous training to enhance their skills. System wide staff development and outside professional training is available and participation is encouraged.	

V.G.9.a.2 Review/update required	Describe the local procedures for contacting participants after the referral has been received from DCF (through the overnight interface). Include the time frame involved and how this process is documented.
RWB RESPONSE	
Consultants are encouraged to work DCF alerts daily. If the participant responds to the voluntary letter as requested in the instructions, or if the participant demonstrates good cause for not being able to participate in the program, SNAP staff removes the participant's case from the automated process and assumes immediate case management responsibility. The automated process will hold the case for approximately 180 days at the state level if the participant does not respond to the letter. Locally the case is managed for 60 days from the activation of the food stamps and if the participant chooses not to participate, the employment consultant will close the case in OSST. The case will also be closed if the participant requests closure.	

V.G.9.a.3 Review/update required	Describe procedures for notifying the participants of their rights and opportunities while participating in the FSET Program.
RWB RESPONSE	

Although this is accomplished on-line through the automated process, participants are again notified of their obligations with a copy of the Supplemental Nutrition Assistance Program/Food Stamp Employment and Training/Optional Workfare Programs Opportunities and Obligations once they come in for an appointment with the employment consultant. A participant may also request a face-to-face orientation which Workforce staff will honor.

b. Program Activities and Components

1. Orientation and Assessment

V.G.9.b.1 Review/update required	<ul style="list-style-type: none"> i. Describe the local approach for providing orientation and assessment in the FSET Program. Describe assessment tools that are used and when assessment is conducted. ii. Describe the local approach to integrate services for FSET clients with WIA, Wagner-Peyser, and other workforce programs available through the One-Stop Career Center.
RWB RESPONSE	
<p>These services are offered through the state's automated on-line process. However, if a participant did not complete the online versions, Workforce staff can assist with this or provide these services through a personal appointment with the participant. The Workforce system is designed to encourage the general population to utilize all available workforce services for their pre-employment through post-employment needs. During SNAP appointment with an employment consultant, verbal and written information is presented regarding support services, educational and employment opportunities in the local area.</p>	

2. Job Search and Job Search Training Component

V.G.9.b.2 Review/update required	Describe the local approach for determining when to assign a program volunteer to Job Search and when to assign a volunteer to Job Search Training .
RWB RESPONSE	
<p>The automated assessment program will recommend the most appropriate activity or activities for the program participant. As a result of the orientation/assessment, the participant will be prompted by the on-line system to select an activity best suited to meet participation requirements. Staff will also counsel the participant depending on the assessment result and their previous job search history. Staff are aware of the 30 consecutive day time limit for this activity and monitors the participant accordingly. If it is deemed that a participant has an unusual high number of job searches (applications and interviews) with no results, the participant will be encouraged to enter job search training. Job search may be used at a later date when participant has completed the required job search training.</p>	

3. Work Experience Component

V.G.9.b.3 Review/update required	Describe the local approach for developing Work Experience sites, including the procedure for securing signed worksite agreements.
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RWB RESPONSE

Work Experience is designed to improve the employability of participants through actual work experience and/or training and to enable them to move into unsubsidized employment. Workforce Connection has an established procedure in the developing of work experience sites and this same business logic is applied with SNAP participants. The SNAP Program Associate Director assists in developing and managing work experience sites. This includes assisting with the completion of the worksite agreements and training outline. Local non-profit employers throughout the three-county region are contacted to develop and maintain work sites. The sites are developed based on customers' workplace skill development, career aspiration, and possible potential hire as a regular employee. Placing Job Seekers quickly provides an opportunity for enhanced skill development and builds good work habits.

The worksite agreement includes information for the provider agency regarding: the protection of the employees of community service provider against displacement; worker's compensation issues; program requirements; local site supervisor identification; a developed training outline; other appropriate/required certifications, and Workforce contact information. Work experience is a job/training experience at a supervised agency. It must improve the participants' employability by increasing/improving their interpersonal skills, job retention skills, stress management, and job problem solving and learning to attain a balance between job and personal responsibilities.

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

Workforce staff reviews the benefit screen in OSST and FLORIDA Screens each month prior to counseling participants on the number of hours required in the activity.

V.G.9.b.3.b Review/update required	Describe the procedures for verifying and documenting participant engagement in Work Experience , including how the region will ensure that hours recorded for engagement in this component do not exceed the permissible hours based on the worksite calculation.
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RWB RESPONSE

The Work Experience site and the participant are closely monitored to ensure attendance and progress. The SNAP customer takes the

participation time sheet to the Work Experience site to be completed by the site coordinator. The form must be returned monthly. The benefit screen in OSST and FLORIDA screens are consulted monthly to validate the number of hours to be performed for the activity.

4. Self-Initiated Work Experience Component

V.G.9.b.4 Review/update required	Describe the local approach for providing the Self-Initiated Work Experience (SIWE) component. <ul style="list-style-type: none"> a. Include in the description the process and criteria given to the participants for developing their own worksites. b. Describe procedures for obtaining signed contracts with the worksites.
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RWB RESPONSE

Self-initiated Work Experience is comparable to regular Work Experience, designed to assist participants in fulfilling their work requirement. In self-initiated programs, participants find their own work experience job assignments. Once the Consultant is provided information about the work experience site the participant has chosen, contact is made with the site supervisor to verify the information. During this initial contact session, an appointment is made with the supervisor to fully explain the SNAP program as it pertains to work experience and to secure the signed contract. The agreement must be fully executed before the participant can begin the participation.

V.G.9.b.4.a Review/update required	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 based on the worksite calculation.
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RWB RESPONSE

Workforce staff reviews the benefit screen in OSST and FLORIDA screens each month prior to counseling participants on the number of hours required in the activity. The participant is required to turn in a participation time sheet monthly to validate hours performed. Once this documentation is received, the employment consultant will update OSST with appropriate data.

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

Workforce staff reviews the benefit screen in OSST and FLORIDA screens each month prior to counseling participants on the number of hours required in the activity.

5. Vocational Training and Education

V.G.9.b.5 Review/update required	Describe the local approach for providing the Vocational Training component (when it is assigned, documentation, etc).
RWB RESPONSE	
Vocational training is training that improves the employability of participants by providing training in a skill or trade. It allows the participant to move directly into employment. Local market information and training vendor lists are used in approving vocational training, in addition to the participant's assessment results. The participant must turn in a timesheet, signed by the class instructor (appropriate instructional individual) in order to validate attendance and successful participation.	

V.G.9.b.5.a Review/update required	Describe the local approach for providing the Education component (when it is assigned, documentation, etc).
RWB RESPONSE	
Assignment in an educational component is contingent on assessment results and consultation between the participant and the employment consultant. Depending on the level of education sought, different approaches will be taken in qualifying the participant for attendance. The participant will be required to turn in an attendance sheet signed by the appropriate official in order to validate compliance and participation.	

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

V.G.9.b.6 Review/update required	Describe the local approach for assigning program volunteers to the WIA and/or TAA component, including documenting enrollment into WIA/TAA program(s) and when to assign to this component.
RWB RESPONSE	
The WIA and TAA component both have their own eligibility requirements. If decided to be an option for the SNAP participant, and after assessment, the employment consultant will facilitate enrollment, following all established guidelines and policies associated with the applicable program.	

7. Serving Employed Participants

V.G.9.b.7 Review/update required	Describe the local approach for referring employed participants to activities.
RWB RESPONSE	
If the SNAP participant is employed and still desire to participate in the SNAP program, workforce staff will facilitate this participation up to 90 days from date of employment. These employment retention services will also be based on funding availability.	

c. Program Outreach

V.G.9.c. Review/update required	Describe the local approach for informing food stamp recipients who are not referred by the Department of Children and Families (DCF) via the FLORIDA/OSST system interface of the FSET program and their ability to volunteer in the program.
RWB RESPONSE	
Workforce staff are checking and utilizing information contained in OSST to contact SNAP participants to inform them of the assistance available to them as food stamp recipients. In addition to this, current customers who are volunteering in the program are encouraged to spread the word to others of the services workforce offers. Workforce Connection will begin to explore other avenues in alerting SNAP customers about available services.	

d. Program Monitoring

V.G.9.d. Review/update required	Describe the local approach for monitoring the FSET Program. Include information about reports or tools that are used to monitor the program.
RWB RESPONSE	
Workforce Connection Quality Assurance Team monitors the SNAP program by reviewing participant files, policies and procedures, and worksites, at a minimum once a year. The State approved monitoring tool is used during the reviewing of files for adherence to programmatic requirements. Front line staff is also responsible for continuous quality reviewing of all aspects in the management of the SNAP Program	

e. Participant Reimbursement

V.G.9.e.1. Review/update required	Describe the local procedures for requesting Food Stamp Reimbursements (FSRs) for eligible participants. Describe under what circumstances and for which activities FSRs are requested.
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RWB RESPONSE	
Florida's SNAP program reimburses participants for the expenses of transportation while participating in required activities (orientation/job search, work experience/SIWE, education and training). The transportation reimbursement requests are key-entered directly into the automated Information System by way of the FSR Benefit Screen in a timely manner. Time sheets, travel reimbursement form, and gas receipts are required for verification of participation in order to request travel assistance.	

V.G.9.e.2. Review/update required	Describe the local procedures for ensuring that FSRs are requested for program volunteers engaged in components and expressed a need for transportation reimbursement.
RWB RESPONSE	
Florida's SNAP program reimburses participants for the expenses of transportation while participating in required activities (orientation/job search, work experience/SIWE, education and training). The transportation reimbursement requests are key-entered directly into the automated Information System by way of the FSR Benefit Screen in a timely manner. Time sheets, travel reimbursement form, and gas receipts are required for verification of participation in order to request travel assistance.	

f. Other

V.G.9.f.1. Review/update required	Describe local procedures for linking participants to other services and funding streams as appropriate.
RWB RESPONSE	
The Workforce system is designed to encourage the general population to utilize available local services for their pre-employment through post-employment needs. During SNAP appointments with the employment consultant, participants are provided verbal and written information regarding other support services, educational and employment opportunities in the local area.	

V.G.9.f.2. Review/update required	Describe local procedures for ensuring that FSET Program staff are represented and proper documentation is provided at the DCF Administrative Fair Hearings.
RWB RESPONSE	
Upon notification of an SNAP hearing by DCF staff, the Employment Consultant assembles a packet of information related to the case. The	

SNAP Associate Director along with the Employment Consultant attend the FAIR hearing to represent Workforce.

V.G.9.f.3. Review/update required	Describe local efforts relative to developing jobs for FSET Program participants, assisting them with securing unsubsidized employment, and helping them become self-sufficient.
RWB RESPONSE	
The Business Development Team is devoted to the employment needs of the business communities in each of the three counties and is the “first stop” for employers when considering their human resource needs. This team assists with the development of jobs through employers for all workforce customers. Workforce Connection is also utilizing other subsidized employment and training programs to assist the SNAP customers in securing self-sufficient employment.	

10. Senior Community Services Employment Program

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

a. Core and Intensive Services

V.G.11.a.	Describe the process for providing core and intensive services to job seekers in the One-Stop Career Centers.
RWB RESPONSE	
a. Core and Intensive Services Core Services: All job seekers entering into the Workforce Connection offices will be offered a full array of services to support their job search needs. Each office is equipped with current technology to assist any job seeker needs to find employment. Our Resource Room is staffed with professionals who are well versed in the utilization of job search support through EFM and resume assistance. Each office is equipped with a sufficient number of computers to support job seekers. Each computer is equipped with Optimal Resume software, basic resume writing software and web links for various job search web sites for job search and/or online services. Each Resource Room is equipped with phones, fax machine, scanning software, printing capabilities and copy machine services. All job seekers entering our offices will be encouraged to utilize the full technology and services offered within EFM by completing a full work registration, and to create a resume in EFM while receiving	

assistance with setting up a virtual recruiter(s) in EFM.

Job seekers that need additional support with their job search are offered various workshops to assist with resume writing, job search techniques, EFM registration and assessment tools to determine skill levels. In addition to supporting FRTW Assessments, Workforce Connection offers Prove It Assessments to validate a job seekers skill level from among a vast pool of skills tests.

Intensive Services: Job seekers that have adequately prepared and are seeking employment will be offered one-on-one placement services with a workforce professional, after they have completed a complete work registration in EFM, and have a complete resume or a resume in EFM.

Placement staff will conduct an assessment of the job seeker skills, review and provide resume assistance, conduct job matching with the job seeker to find suitable and appropriate job referrals based on their skills and abilities. In addition, placement staff will advocate job seekers for OJT job orders if the job seeker appears to be a potential WIA candidate. Job seekers that are assisted with placement services, and appear to need additional vocational and/or support training assistance will be referred to the WIA program through a referral method.

1. Assessment

V.G.11.a.1.a.	Describe the testing and assessment process(es) for the WIA, TAA, MSFW, Veterans, Wagner-Peyser, FSET and WT/TANF participants.
.RWB RESPONSE	
<p>Once the customer is deemed to be an active Job Seeker, a team member completes an initial assessment of their skills and capabilities. Some of the initial assessment activities could require the Job Seeker to describe: any special skills, degrees, or certifications they possess; the ideal job that would utilize their skills; the type of job they are seeking; their desired salary; any barriers to employment that they may have; their work history. This enables staff to match the Job Seeker with the appropriate job and to ensure the Job Seeker is utilizing the most useful services. The Job Seeker has a multitude of options in this regard. Our resource areas have several software packages available that allow Job Seekers to determine their interest and aptitudes.</p> <p>The following assessment tools will be utilized for services to all programs: Depending on the level of services, (Core, Intensive or Training), assessments will be based on the needs and scope of services appropriate for each job seeker.</p> <p>cTORQ Assessments, while may be used within other programmatic regimes, will be conducted on REA, PREP & OJT participants. The cTORQ Assessments provide alternative or related occupations based on transferrable skills to other jobs. Upon completion of the cTORQ Assessment, each job seeker will be provided with optional related job openings based on their related knowledge, skills and abilities with identified gaps in skills to help them overcome deficient and/or to consider toward enrollment into training. A cTORQ score will offer an assessment of the success and/or suitability of the related skills based on chosen jobs.</p> <p>Prove It Assessment – contingent on the needs of employers to validate skills, Prove It test/assessments are conducted on job seekers to validate a specific skill set required by an employer. These tests will determine the skill level of the job seeker in a particular area.</p>	

Florida Ready To Work Assessments are provided to employers to validate a broader range of work placed skills in Reading, Math and Locating Information. Based on the scoring of the job seeker, those who are successful and have a score of 3 and greater will be offered the ability to have an assessment to obtain a credential of a Bronze, Silver and/or Gold level. Each of these credentials validate the job seeker has adequate work placed skills needed to be successful in the area at the workplace.

V.G.11.a.1.b.	Describe the process and type of tools used to assess youth for assignment to the WIA mandated youth activities and services
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RWB RESPONSE

The following four methods of documentation shall be used in Region 10 to demonstrate attainment of a Basic Skills Goal:

A. Individualized Education Plan (IEP) and/or Academic Improvement Plan (AIP): When an IEP or AIP is developed to increase a youth’s basic skills, these documents may be used as appropriate forms of objective assessment because they outline a youth’s need for specialized educational services. Qualified school district personnel initially make this determination, using standardized test scores and other criteria to develop the IEP or AIP no less than annually. School district employees’ background and training allows them to serve as subject matter experts in the education arena. Therefore, Region 10 will not require administration of additional objective assessment of youth with a current IEP or AIP. Through partnership with the school districts in serving WIA youth, Region 10 has found that youth with an IEP or AIP can best be served through WIA programs focused on credential attainment and placement in unsubsidized employment. When using the IEP or AIP for objective assessment of a youth, the employment consultant need not identify a grade level for reading or math on the MIS-1 Application or appropriate OSMIS/Employ Florida field since no grade level assessment will be available. The employment consultant shall mark the student as “Not tested”.

For special needs students with an Individualized Education Plan or Academic Improvement Plan, an increase in letter grade in any basic skills course may be used to demonstrate achievement of the Basic Skills Goal.

B. Achievement of a high school diploma or GED

C. The Test for Adult Basic Education (TABE) may be used for pre-assessment and post-assessment, to demonstrate the Basic Skills Goal attainment, as defined locally.

D. The Computerized Placement Test (CPT), also known as College Placement Tests, may also be used for pre- and post-assessment to demonstrate the Basic Skills Goal attainment. This assessment is preferred to be used instead of the TABE assessment, especially if the student has aspirations of pursuing post secondary studies.

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

V.G.11.a.1.c.i	<p>What tool does the RWB use to conduct the initial assessment of the participant’s employability, skills, and prior work history?</p> <p>Describe the elements that meet the “employability” component of the initial assessment (i.e., what information does the RWB collect to secure employability information).</p>
RWB RESPONSE	
<p>An initial informal assessment is conducted utilizing a locally developed customer profile form. Prior employment information is obtained (employers, job title, length of job, reason for leaving, wage), in addition to educational data, skills, barriers, and employment goals. Our assessment results provide a vital tool for use by the employment consultant and customer in identifying and solving problems.</p>	

V.G.11.a.1.c.ii	<p>When is the initial assessment conducted?</p> <p>If the initial assessment is conducted during the work registration process, describe how the information is reviewed, updated and used once the participant becomes mandatory?</p>
RWB RESPONSE	
<p>An initial informal assessment is conducted during the Work Registration process, and more formal, intensive assessments are subsequently conducted during orientation and initial meeting with the Employment Consultant. Because assessment is conducted as part of work registration orientation, it is conducted within 30 days from date of referral. The information is reviewed, one-on-one with the customer during each contact. It is used in preparation of the IRP, assignment to job search and readiness preparation, work experience, and employment contacts.</p>	

V.G.11.a.1.c.iii	<p>At what point does the RWB require the participant to complete other assessments? Attach an example of an initial assessment tool that is used by the RWB.</p>
RWB RESPONSE	
<p>We will continue to assess individuals for their functioning grade level equivalency, for their interests, and for their aptitudes. Along with this assessment, a general problem solving assessment is given to determine risk factors for addiction, domestic violence, learning needs and mental health issues. Specialized assessment is conducted on an as needed basis should the customer require more in-depth assessments such as disability issues.</p> <p>Formal assessments, TABE and Echoice, are conducted as part of Orientation. Should more in-depth assessment be deemed necessary, we have other assessment tools at our disposal in addition to utilizing the resources of our community college partner.</p>	

V.G.11.a.1c.iv	At what point does the RWB require the participant to complete other assessments (e.g., prior to entry into a work experience or vocational training)?
RWB RESPONSE	
Assessments are completed immediately upon becoming mandatory and informally on a continuing basis through monthly contacts with the workforce consultant. Prior to entrance into any training and in help of making career choices, specific assessments may be requested and taken by customer. If the formal assessment was completed more than 12 months prior to entry into specific activities, the customer is required to retake the assessment. Depending on the	

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

V.G.11.a.2.a	Describe the procedure for developing IRPs/EDPs/ISSs for participants of the workforce service programs.
RWB RESPONSE	
<p>The employment plan is an integral part of any Job Seeker’s progression toward full self-sufficiency. The Workforce Connection team ensures that it serves a number of purposes, including identifying employment goals, appropriate achievement objectives, and appropriate services and activities to reach those objectives. The team’s goal in helping Job Seekers develop an employment plan is not only for the individual to gain employment, but also to retain employment. We focus on the Job Seeker’s long-term career goals, assisting them in constantly improving the quality of their employment, such as job promotions, increased income, and using employment experience to obtain a better job. In order to enhance customer marketability, create customer opportunities for training and income growth; sustain long-term self-sufficiency and job retention, the team member works in concert with the Job Seeker to craft an employment plan which addresses strategies to accomplish short and long-term goals, and includes, but will not be limited to the following issues:</p> <ol style="list-style-type: none"> 1. Employability skill weaknesses/marketability 2. Immediate part-time or full-time employment 3. Formal career assessment 4. Detailed timeline for employment and/or career and educational goals in order for the customer to increase income and retain employment 5. Life and family management 6. Financial management 7. Emotional/Mental/Legal issues 8. Support service needs 	

9. Follow-up and customer contact plan

10. Other areas as deemed necessary

During a detailed interview and counseling session, the customer receives an in-depth orientation of all Workforce Services and any applicable program requirements. One purpose this session serves is for the customer and the Employment Consultant to get to know each other and to begin the “discovery” process. Discovery may include, but not limited to, former participation in workforce sponsored activities; prior education and employment history, family situations and home environments, financial resources, transportation and child care needs, etc. IRP formulation is also part of this interview.

In addition, the discussion may include any and all challenges or barriers that the customer may be facing in progressing toward their employment goal. As needed, the customers are referred to support service providers for additional assistance. These referrals can include, but not limited to: childcare, transportation, substance abuse, domestic violence, vocational rehabilitation, mental health counseling, assistance with utilities or housing and medical or dental assistance. At each meeting of the customer and consultant, the team reviews the progress that has been made towards the goals that are part of their IRP and update the IRP if applicable.

For those job seekers scheduled for an REA Assessment, the results of the work registration will be required. In addition, REA job seekers will have a cTORQ conducted at the time of their appointment. Staff will work with the job seeker and determine appropriate career path and placement services based on the results of the appointment.

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

V.G.11.a.2.b	When is the IRP initiated? Describe the process of developing the IRP in conjunction with the program participant; Describe how often the steps to self-sufficiency are updated and signed by the program participant and program staff; and Describe the IRP tool that the RWB uses. If the RWB uses a locally developed tool, please attach it to the Workforce Services Plan.
RWB RESPONSE	
The employment consulting process that may have started during work registration continues at orientation. Participants are also scheduled for a personal one-on-one appointment with the Employment Consultant (EC). During the detailed interview and counseling session, the customer receives an in-depth orientation of all Workforce Services and any applicable program requirements. The purpose of this counseling session is for the customer and the Employment Consultant team to get to know each other and for the Employment Consultant to begin the more in-depth “discovery” process. Discovery may include, but not limited to, former participation in workforce sponsored activities; prior education and employment history, family situations and home environments, financial resources, transportation and child care needs, etc. IRP formulation is also part of this interview. The IRP is designed as a roadmap to reach all of the customer’s goals. It must be signed by both the	

customer and EC within 30 days of receiving from DCF the New Case, Reopen or Transfer Alert of a TANF customer.

Any and all challenges or barriers that the customer may be facing in progressing toward their employment goal are also discussed. As needed, the customers are referred to support service providers for additional assistance. These referrals can include, but not limited to: childcare, transportation, substance abuse, domestic violence, vocational rehabilitation, mental health counseling, assistance with utilities or housing and medical or dental assistance.

At each meeting of the customer and consultant, the team reviews the progress that has been made towards the goals that are part of their IRP and update the IRP if applicable. Pursuant to the direction of Workforce Connection, an IRP should be updated at a minimum every 6 months or when there is a change that affects the existing IRP. Each time that a new IRP is created, as it is a living document, it should be signed by the TANF customer and Workforce staff and placed in the customer’s file. The OSST system IRP is used and contains the following basic elements: short and long term employment goals, short and long term educational goals, short and long term personal goals, barriers, supportive services, activities and steps to self-sufficiency. The IRP will not just cite policy; it will outline a clear, step by step journey for the TANF customer to achieve self sufficiency.

The IRP outlines what the participant must do to look for work or prepare for work that will lead to self-sufficiency through required participation in the WT program, and outlines what the employment consultant will do to help the participant become self-sufficient. The steps to self sufficiency will be simple, clear and concise. They should include the actions the customer is required to do for a specified period of time. It should lists their work activities and the hours assigned to the activities, deadlines/expected completion dates, return appointments, and due dates for requested documentation.

b. Occupational Skills Training

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

V.G.11.b.1.	Provide a description of the locally developed ITA system including any limitation (e.g., the dollar amount and/or duration of the ITA) to be placed on the ITA in accordance with 20 CFR 663.440, 663.420, 663.430.
RWB RESPONSE	
<p>Individual Training Accounts (ITAs) shall be utilized to provide training services to WIA and appropriate Welfare Transition customers. The ITA will be developed after consultation with the Employment Consultant. Limitations on ITAs exist regarding eligibility, program choice; coordination of funds, duration, total amount, support services, and needs based payments.</p> <p>ELIGIBILITY</p> <p>WIA Section 134 (d)(4)(B) limits the use of WIA funds for training services to instances when there is no or inadequate grant assistance from other sources available to pay for the costs.</p>	

PROGRAM CHOICE

Section 663.310 requires that, to receive training, an individual must select a program of services directly linked to occupations in demand in the area, based on performance information. Workforce Connection Targeted Occupation Listing is derived from the Occupation Forecasting Conference and can be found in Workforce Connection Policy OPS 28: Targeted Occupation Listing. Workforce Connection also has a locally devised listing of demand occupations in the region. A State and local generated list of eligible providers along with performance information shall be made available to customers through the One Stop System. Customers may select a program based on the two Targeted Occupation Lists mentioned above, and may select an appropriate training vendor from the Workforce Connection Approved Training Vendor Listing (see Workforce Connection Policy OPS 34: Workforce Connection Approved Training Vendors) or the State Approved Training List.

COORDINATION OF FUNDS

Section 134 (d)(4)(B) requires the coordination of training costs with funds available under other Federal programs. To avoid duplicate payment of costs when an individual is eligible for both WIA and other assistance, including a Pell Grant, section 663.320(b) requires that program operators and training providers coordinate by entering into arrangements with the entities administering the alternate sources of funds, including eligible providers administering Pell grants. All sources of funds, excluding loans, shall be considered in determining a customer's overall need for WIA funds. Participation in a training program funded under WIA may not be conditioned on applying for or using a loan to help finance training costs.

A primary focus of our customer training and support funds shall be directed at employed worker services, with the remaining customer funds focused on High Skill/High Wage short duration training programs. Part-time, employed students, who are traditionally not eligible for Federal Financial Aid, shall be given high consideration when applying for training services.

When the financial aid package together with the funds requested from the regional workforce development board are in excess of the required funds needed to meet the direct training and supportive service needs of the customer, workforce funds shall be limited to the amount needed to support the training after consideration of the financial aid package.

Section 663.320(c) permits a WIA customer to enroll in a training program with WIA funds while an application for Pell Grant funds is pending, but requires that the local workforce investment area be reimbursed for the amount of the Pell Grant used for training if the application is approved. Since Pell Grants are intended to provide for both tuition and other education-related costs, the Rule also clarifies that only the portion provided (with Pell funds) for tuition is subject to reimbursement.

It is important to note that the Pell Grant is not school-based; rather, it is a portable grant for which preliminary eligibility can, and should, be determined before the customer enrolls in a particular school or training program. The application for determining eligibility and ultimately the amount of the grant, should be readily available at all One-Stop centers for assistance in the completion of these "gateway" financial aid applications.

DOCUMENTATION

It is mandatory that Consultants shall document fund coordination each academic year, through the use of:

1. the customer’s financial aid award letter,
 2. a copy of the customer’s training budget (referred to as the Cost of Attendance budget) developed by the training vendor,
 3. statements on the IEP that WIA funds are awarded in coordination with other financial assistance
- ITAs will be limited in duration to a period equivalent to that necessary to attain a “two year” degree or certification.

V.G.11.b.2.	Provide a description of local policy and /or procedures established to ensure that any exceptions to the use of ITAs are consistent with the exceptions contained in WIA.
RWB RESPONSE	
Exception to ITAs will include OJT, customized training, and employed worker training. These are the only type of contracts related to training authorized by Workforce Connection and are consistent to those contained in WIA.	

V.G.11.b.3.	Provide a description of the local policy and procedures to competitively award grants and contracts for activities and services not funded with ITAs.
RWB RESPONSE	
All competitive grants and contracts are awarded in accordance with the Workforce Connection Procurement Policy. This policy can be found in our Administrative Plan.	

V.G.11.b.4. Moved to TAA section	Describe the process for using WIA funds to provide training services to trade-affected workers.
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V.G.11.b.5. Moved to TAA section	Describe the process for ensuring that the WIA-funded training activities provided for trade-affected workers are those that are stipulated in Section 236 of the Trade Act and related federal policies and procedures.
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12. Work Experience

V.G.12.	Provide a description of the process for developing work experience sites and worksite agreements for all participants enrolled in workforce programs. Attach a copy of local operating procedures.
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RWB RESPONSE

The Welfare Transition Associate Director, in concert with Business Development staff, develop and manage work experience sites. Local public, profit and non-profit employers throughout the three-county region are contacted to develop and maintain work sites. The sites are developed based on customers' workplace skill development and potential hire as a regular employee. Placing job seekers quickly provides an opportunity for enhanced skill development and builds good work habits. Workforce Connection Team members negotiate and execute letters of agreement with the work-sites and employers to accept job seekers and coordinate with team members to ensure a successful work experience. The agreements will include performance benchmarks, goals outcomes, time limits, the participant's supervisor's name, job title and description, and the individual responsible for signing the document that verifies actual hours completed by participant, and employee displacement.

Job site employers agree to teach the skills necessary to succeed on the job and will only accept customers who are referred in accordance with the agreement. Job site employers provide the same working conditions for job seekers as other employees. Training outlines that list the skills to be taught in conjunction with the agreement are closely monitored. Work sites and Job Seekers are closely monitored to ensure attendance and progress. Team members visit each site and receive regular reports from the sites on each job seeker. Contact is maintained with job seekers to monitor work satisfaction and to ensure that supportive services are available as needed. The agreement stipulates that no employee is replaced due to the placement of the customer, and the customer must be supervised and monitored daily.

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

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

The WT customers who can benefit from this program are generally placed into a work experience opportunity as soon as possible after Orientation. After the customer and employment consultant meet to decide upon the work site that would benefit the customers work goals (and also agrees with the assessment results), the Employment Consultant contacts the work site employer and schedules an appointment for the customer. A referral form is prepared and it is faxed and/or taken to the employer by the customer. The customer meets with the work site supervisor in order for the supervisor to make a determination as to whether or not to accept the customer. Once accepted, the completed referral form is returned to the consultant. The worksite supervisor must annotate daily attendance on an attendance form provided by workforce staff, verifying the customer's presence and compliance. Workforce staff will ensure the attendance form is returned no less than biweekly and that it is signed by both the supervisor and customer verifying actual completed hours.

The Workforce Connection's Welfare Transition Program team has quality assurance measures in place and makes monthly contacts to the worksite supervisors at each work sites, either by phone or in person, to determine the progress of the WT customer and the satisfaction of the employer. The worksite agreement, which is signed by the employer, contains the quality assurance certifications that are required by law and statute. The employer attests to the requirements of maintaining the agreement and acknowledges that breach of contract conditions is a cause for termination. The worksite employer also provides the name of the site supervisor who will be responsible for the customer's training and supervision. This certification is maintained with the customer's file.

13. On-the-Job Training

On-the-Job Training (OJT) is defined as training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance on the job. Reimbursement is provided to the employer of up to 50 percent of the wage rate of the participant for the extraordinary costs of providing the training and additional supervision related to the training, unless a waiver allows an increase of the reimbursement. The training is limited in duration as appropriate to the occupation for which the participant is being trained. Attach a copy of the local operating procedures for the following processes.

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

Workforce Connection team members negotiate on-the-job training agreements designed to assist employers recruit new full-time employees and provide training to those individuals to upgrade job skills needed to successfully perform a particular job. Job applicants are recruited and screened based on the employers' requirements. Once the employer selects an applicant for hire, Workforce staff completes an on-the-job training agreement that allows the employer reimbursement for up to 90% of wages paid during training, for up to six months. The employer or an educational institution, in cooperation with the employer, can provide the training and receive the subsidy to offset the costs of employee training. OJT agreements are offered to most employers that have job openings. As a condition of eligibility, the employer must be willing to place an open job order in EFM to recruit potential job applicants for their position(s) as well as a detailed training plan for each position. Referrals of candidates from the employer are welcomed; however the candidate must qualify for WIA.

An online application and series of questions to screen an employer in and/or out of the OJT process will determine if an employer is suited to have an OJT participant enrolled. Staff also conduct a review of prior OJT agreements to review prior history and retention on the employers to determine appropriate placement. As part of the screening process to select a suitable candidate, the employer will select from a pool of potential eligible or qualified candidates for their position. Once the employer selects a candidate, a cTORQ assessment will be conducted on the candidate to determine skill gaps and to create a customized training plan that both the candidate and employer agreed upon. Once the agreement is reached, the employer, candidate and staff sign the OJT contract agreement, committing to the training plan.

For WT/TANF, please describe the following:

V.G13.a	<p>How the RWB will ensure that participants engaged in the OJT activity will be supervised on a daily basis;</p> <p>How the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation; and</p> <p>How often (at minimum) documentation to support hours of participation will be collected.</p>
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RWB RESPONSE

Workforce Connection staff ensures the worksite supervisor annotates daily attendance on the attendance form provided by Workforce, verifying the customer’s presence and compliance as scheduled. The attendance form is returned to the employment consultant no less than monthly and must be signed by both the supervisor and customer verifying actual completed hours. The individual’s name responsible for verification of completed hours will be included in the OJT contract and included as a comment note in the OSST system.

14. Customized Training

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

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

Customized training is an integral component in On the Job Training (OJT). We realize that there are instances where trainees will need some type of formal training to gain the competencies necessary to fulfill their job duties. The Business Development Team continuously informs employers of the availability of this service and the process to obtain the service.

15.A Employed Worker Training Program

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

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

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

Employed Worker programs are available to upgrade current workforce skills as needed by the employer to maintain a strong competitive edge. The Employed Worker program takes a current employee from an entry-level position to a better job and better wage within a company through customized training. The program is designed to meet the special requirements of a single employer or group of employers and requires commitment to retain and increase the compensation or employment status of current employees who successfully complete training.

The Employed Worker Training (EWT) program is designed to assist local businesses with the training, promotion and retention of their existing staff. Businesses are eligible to be reimbursed up to 50% of their overall cost of training. Training is customized to assist with layoff avoidance, skills upgrades, wage growth, job retention, skills certification and employment opportunities through promotion. Through strategic marketing of dedicated training staff, the EWT program continues to gain the interest of area businesses, providing a broad array of training that leads to nationally recognized certifications to the workforce of Citrus, Levy and Marion Counties.

Employer Worker Training (EWT) is marketed and promoted to employers that have positions that allow for upgrading and/or career positions to help and support the job seeker's need to gain skills to retain employment. Workforce Connection only offers EWT to those positions in which a training program offers an established credential, certificate and/or industry-recognized credential. Offering and supporting EWT will allow employed workers an opportunity to upgrade their skills in order to remain competitive in the workforce, while potentially gaining opportunities for advancement. As part of the requirements for an employer to seek and participate in the EWT program requires a commitment that the employer will post future job orders with Workforce Connection. Workforce Connection will only allow for EWT that are industry-related and no soft skills training. EWT must pay a minimum wage of \$10 an hour or more in order to qualify, but no greater than \$25 per hour.

Region 10 has determined that there are sufficient funds available through PELL for training and that training funds are not limited under the Adult training fund resulting in the removal of the priority of service to low income and recipients of public assistance under local WIA dollars. (Section 663.300). Funds that have been set aside to support the employed worker training efforts of our industry clusters are not considered to be limited and as such will not require income to be part of the priority of service. Any remaining funds set aside as traditional Employed Worker will be based on maintaining or gaining self-sufficiency.

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

- Section 134(d)(3)(A)(ii) limits the provision of intensive (and consequently training) services to individuals who are employed but are determined by a one-stop operator to be in need of such intensive (and training) services *to obtain or retain employment that allows for self-sufficiency*.
- 20 CFR 663.220(b) further discusses the needs of dislocated workers who are employed to receive intensive (and training) services *to obtain or retain employment that leads to self-sufficiency*. Please note: A worker who has received a notice of termination or layoff from his/her current employer is not considered employed.

- The preamble to the Final Regulations, Federal Register, Vol, 65, No. 156, Friday, August 11, 2000, p. 49294, et seq. recognizes that for individuals who receive public assistance, programs should work to transition these low-income working families from welfare to self-sufficiency. (page 49319)
- 20 CFR 663.705 mandates that employed workers may not receive on-the-job training or customized training if they are *earning a self-sufficient wage*.

<p>V.G.15.A.2. Review/Update Required</p>	<p>Provide the local definition(s) of “self-sufficiency” for:</p> <ul style="list-style-type: none"> • Adult employed workers • Dislocated workers who are working in an income maintenance job. • Recipients of public assistance, and people with disabilities and other barriers to employment <p>Self-sufficiency may be based on the Lower Living Standard Income Level (LLSIL) or wages.</p> <p>If the self-sufficiency level for employed workers is over 250% of the LLSIL and above the average wage in the region, the board must provide acceptable justification that the level is required for an individual to provide for him/herself and family.</p> <p>Does this self-sufficiency definition apply to the WT/TANF program? If not, please provide the self-sufficiency definition for these programs.</p>
<p>RWB RESPONSE</p>	
<p>Workforce Connection defines Self-sufficiency employment as earning a rate of pay representing the higher of:</p> <ul style="list-style-type: none"> ▶ 200% of the Federal Poverty Level based on family size; or ▶ \$ 12.14 per hour based on a single wage-earner in a family (the regionally adjusted High Wage figure); or ▶ The hourly equivalent at 80% of the layoff wage <p>For Employed Worker the definition for Self-Sufficiency earnings is a rate of pay higher than 200% of the Federal Poverty Level based on a family size of 2, according to the current LLSIL.</p>	

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

EWT programs are targeted to industry-specifics that include Health Care, Manufacturing, and Professional jobs. Based on our targeted industries, these industries are categorized to have future growth opportunities and businesses and employers would benefit from the EWT program. EWT is only for full-time, regular/permanent jobs working at least 37.5 hours per week that operate within our three county area. The employer is required to have at least 3 full time employees with no prior layoffs or relocations within 120 days of the date of application.

Employers who have utilized OJT and/or IWT funds are eligible to take advantage of upgrading employees skills when appropriate. We will give priority to private sector businesses and to industry cluster projects that include three or more employers. The following requirements of the industry will also apply:

The project will:

1. Result in the attainment of a Specialized Skills Training Certificate
2. Result in job retention
3. Result in wage growth for employees completing training
4. Represent a significant upgrade in employees skills
5. Represent a significant layoff avoidance strategy

Employed Worker Training Agreement (EWT) Process/Procedures

- Step 1: Identify need for an EWT Agreement

There are a couple of venues from which an EWT can be negotiated:

- Business Development (BD) staff – shares training incentive with the perspective employer, or
- Employer - expresses an interest in training their existing employees.

- Step 2: Application Process/Determining Suitability

- Once the BD & employer determine a possible training need, the employer completes the Employed Worker Training Application.
- To determine suitability, the negotiating staff reviews the EWT application.

- The Business Development supervisor will complete the Workforce designee section of the EWT Application.
- Step 3: EWT Registration Form Process
- The employer will complete an Employment Status Verification of Employee form and if necessary, provide a copy of I-9 on each employee to be trained.
- Each employee/trainee will complete the Employed Worker Training Registration form.
- Step 4: EWT Agreement Process
- The EWT Staff will write the Employed Worker Training Agreement along with the Purchase Requisition to include all supporting training documentation.
- The EWT Staff obtains all official signatures.
- Step 5: Managing the Agreement
- EWT Staff will collect invoice for payment upon training completion. All invoices must have supporting documentation for payment. Supporting documents include: trainee certificates and other records to support reimbursed amount under the EWT agreement.
- Payment will be hand delivered or mailed to the employer.
- EWT Staff will periodically make on-site monitoring visits to confirm that the training is being provided as specified in the agreement.
- Step 6: Final Review
- The EWT Staff will obtain a brief post training report from the employer on the results of the training including the positive benefits derived for the employer and employee. (Permission will be obtained to use as testimonials). Negotiation Guide: Annual wage of employee/trainee cannot at time of registration exceed: Citrus \$34,631.00 Levy \$27,617.00 Marion \$33,001.00

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

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

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

V.G.15.B.1 Review/Update Required	<p>Describe the RWBs layoff aversion strategy, including a description of how the potential for layoff aversion will be determined, such as:</p> <ul style="list-style-type: none"> • 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 • Other local criteria <p>(See TEGL 26-09, 7.A.i.)</p>
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RWB RESPONSE

Workforce Connections does not operate a LAIWT program at this time.

V.G.15.B.2 Review/Update Required	Describe how the RWB will operationalize “Layoff Aversion” as defined in TEGL 30-09.
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RWB RESPONSE

Workforce Connections does not operate a LAIWT program at this time.

V.G.15.B.3 Review/Update Required	Describe how the RWB will determine the eligibility of workers to participate in LAIWT. (See TEGL 26-09, 7.A.ii.)
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RWB RESPONSE

Workforce Connections does not operate a LAIWT program at this time.

V.G.15.B.4 Review/Update Required	Describe how the skills training will contribute either to the maintenance of employment or increased employment security. (See TEGL 26-09, 7.A.iii.)
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RWB RESPONSE
Workforce Connections does not operate a LAIWT program at this time.

16. Business Services

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

V.G.16a.	How the region will aggressively market/communicate, internally and externally, the workforce business value proposition to significantly increase awareness and stimulate workforce system usage (including the Employ Florida Marketplace);
RWB RESPONSE	
<p>The Business Service strategy is marketed through several venues to market and expand services to the business community. A team of professional staff are trained to provide and market services to employers in the community that have not utilized our services, and/or have not use for some time. Through various web-based and software data bases to collect information on business in the community, marketing material is sent via mail, email and/or is distributed through various economic agencies and partner programs. These marketing efforts include various information on our Business Services and the advantages of utilizing EFM, tax incentives, and training programs such as EWT and OJT.</p> <p>A series of outreach efforts are initiated to employers that are new to the community through application for business license, EDC and Chamber memberships, employers who contact Enterprise Florida and/or our local EDC about incentives and workforce issues related to relocation to our tri-county area. These marketing efforts promote the various Business Services that Workforce Connection offers.</p> <p>Business Services team attends various workshops, local business programs offered through the EDC, local chamber functions, and specialty programs offered through our local college to recruit and market business service. The Business Service team also markets through an association with a local newspaper by writing a bi-weekly monthly employer focused news article. The news article is a free marketing strategy to inform job seekers of the various services to connect them to the employment, and of the services offered to employers to help recruit, retain, and train their workforce.</p> <p>Workforce Connection is associated with three Economic Development Councils in our 3 county areas, various chambers of commerce and local partner agencies to promote business services.</p> <p>Workforce Connection recently initiated a new board committee to measure and monitor the success of its outreach and marketing strategies. The new committee “Marketing and Outreach Committee” will focus on the direction and delivery of all marketing efforts to employers and job seekers. The committee’s primary mission is to ensure that we are successful in reaching all employers and job seekers while providing</p>	

excellent services. Lastly, Workforce Connection initiated an employer newsletter that is sent out monthly to employers who have utilized our services. The newsletter is a tool to update employers on our services, any new programs in which they may benefit and guidance and support to help them with various HR functions.

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

Specialized staff are trained to conduct employer visits to offer and recruit employers to utilize the various services within our region. Staff are assigned to employers via industry related areas to recruit and market various needs of the employers. A specialized team of staff are tasked with managing all job orders. Each job order entered into EFM is reviewed to determine any special needs and/or request to hire veterans, MSFW and/or Agricultural job orders. The specialized team will work with each employer to ensure their needs will be marketed and appropriate job seekers are recruited for their hiring needs. Job orders are received in various venues to accommodate the employer through fax, email, online, EFM and/or staff assisted.

V.G.16.c.	How the region will identify and evaluate the most effective local Business Services team;
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RWB RESPONSE

Workforce Connection recently initiated an internal Employer Satisfaction survey tool to measure employer's satisfaction of services delivered. Approximately 60% of all employers that are provided services each month are sent an electronic survey to measure the success of delivery of services. These internal surveys allows for staff to identify deficiencies and/or success to continue to adjust services to exceed employers needs.

Workforce Connection is considering hiring a professional survey firm to measure the success of our services in January 2012. Our goal is to see if the services we are providing to employers are what they want, and determine what other services would be of value. On those services provided, measure and evaluate the effectiveness of the services delivered. In addition, Workforce Connections measures the success of our Business Services team through assigned metrics that measure an increase in the number of employers that utilize our services, increase number of job orders, as well as through increase in the number of EWT and OJT contracts.

V.G.16.d.	How the region will institutionalize and replicate proven outreach tactics, core processes and performance matrices;
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RWB RESPONSE

The success of the regions performance as measured by our metrics will be reviewed quarterly by the Performance and Monitoring Committee. The results and success of our plan will determine the continuation and/or adjustment of our services.

V.G.16.e.	How the region will expand outreach and availability of the following value added, business focused training programs: Incumbent Worker Training; Quick Response Training; and Employed Worker Training.
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RWB RESPONSE

The Business Services team work in partnership with our EDC and college to recruit and market the benefits of the Incumbent Worker Training, Quick Response Training & Employed Worker Training programs. Our various marketing tools and employer packets include references to these programs. As part of our “tool kit” to employers considering moving into the area, the IWT, QRT & EWT programs are included or referenced in our local proposals to all employers. As a result of our outstanding partnership with the local EDC, these programs are also part of their marketing material as well as on their web sites.

V.G.16.f.	In partnership with economic development organizations, how will the region build on existing or establish local, industry-specific workforce business consortiums;
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RWB RESPONSE

Workforce Connection has a long standing partnership with our three Economic Development organizations. Our partnership includes a financial agreement that supports the efforts financially to increase their outreach efforts to employers that include bringing our Business Services team to the table for negotiating with employers. This financial agreement allows the EDC to broaden its outreach and marketing strategies to recruit new employers into the area, and/or to support the expansion of existing business.

Workforce Connection is part of an economic / workforce business consortium that includes the following agencies:

- Ocala/Marion Co Economic Development Council (EDC)
- College of Central Florida
- Ocala Marion Co Chamber of Commerce
- City and County EDC staff
- Small Business Development Council (SBDC)

This partnership or consortium meets biweekly to discuss local economic strategies to recruit and retain employers in the community. As part of business/workforce strategy to employers, this consortium works and prepares joint business proposals to recruit and support employers.

As a result of the excellent and strategic partnership, this group submitted a collective joint grant application in July 2011 to support the expansion of business growth for our three county area. The collective application/grant, if awarded, will utilize the strength of each agency to support employers through training, retention of staff, expansion of their business and marketing strategies to grow their business.

V.G.16.g	How the region will prioritize target industry clusters by One-Stop Career Center;
RWB RESPONSE	
<p>Workforce Connection has staff that specialize in industry clusters for Health Care, Manufacturing & Professionals. Trained staff work specifically with employers in those industries to recruit and assist with matching job seekers to filling their jobs. Specializing staff to cluster/targeted industries allows for the development of a specialty in these targeted areas to help understand the employers work needs and industry, which helps facilitate an improved relationship with the employer and to find appropriate job candidates.</p>	

V.G.16.h.	How the region will provide platform for creation or technical input of industry specific training programs—leverage expertise of strategic partners (Education, Training Providers);
RWB RESPONSE	
<p>Part of the economic consortium mentioned in V.G.16.f will identify skill gaps in a particular industry and work collectively to determine an appropriate response to meeting this need. Specifically, when an industry lacks an appropriate workforce to fill this gap, Workforce Connection along with their partner agencies will work together to find appropriate funding, resources to create a training program to train and recruit candidates.</p> <p>Recently, a local training provider was contacted about a lack of skills or trained “maintenance technicians” to meet our manufacture industries needs. The training provider, along with members of the local manufacturing association pooled their resources to create a training program for five employers with this same skill gap. As a result, a “maintenance technician” program was created for 20 individuals to enroll in to meet this skill gap. Workforce Connection supported this role by identifying job seekers that would be suitable for this training program.</p>	

V.G.16.i.	How the region will institutionalize local, regional and statewide “voice of the customer” business forums to keep abreast of current and emerging workforce needs (e.g., through all Employ Florida Banner Centers and other similar business-led initiatives);
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RWB RESPONSE	
<p>The Business Services team and senior management are actively involved in working with all partner agencies and various organizations to stay in-tune with the various needs of the employers. Recently, Workforce Connection was selected to facilitate the Florida 8 Project, which is a consortium of several workforce boards, economic development councils, chambers and colleges to work collectively to identify the needs of economic and business community through a regional approach. The goal and task of the Florida 8 Project is to share recourses, identified regional needs and create solutions by taking advantage of expertise a particular area may offer.</p> <p>In addition, Workforce Connection's Business Services team hosted and sponsored various business-focused associations such as MRMA (Marion Regional Manufacturers Association), Employed Florida Banner Center / Manufacturing group to identify strategies and solutions to help employers expand and train staff. We are constantly looking for ways in which we can broaden our presence in the business community while supporting programs that are currently working toward such goals.</p>	

V.G.16.j.	How the region will increase workforce awareness via visibility at target industry specific events; and
RWB RESPONSE	
<p>Workforce Connection's Business Services team works with all the various organization and agencies to develop and support economic growth in the community. The Business Services team is engaged in all business and economic outreach efforts in the community.</p> <p>The Business Services team will continue to work with various industry groups to develop and promote improved methods for training and recruitment. Workforce Connection just completed a specialized Health Care Grant that promoted the hiring and training of Nurses in specialty fields. As a result over 220 individuals were enrolled, over 200 credentials were obtained and 187 incumbent workers were trained. As a result of our partnerships with industries, the grant would not have been requested, or awarded to support the continuation of meeting an industry need.</p>	

V.G.16.k.	Showcase successful workforce/business partnerships at local economic development business events.
RWB RESPONSE	
<p>Workforce Connection showcases its services through various EDC events, training and seminars through participation and/or attendance. We also showcase those services by sharing all specialized events in our Employer Newsletter and board meetings. We are continuously working on feature ads in newspapers, spotlights on various television stations, articles in local magazines promoting the services and success of our services.</p>	

17. Services to Targeted Populations

V.G.17.	Describe the process for providing workforce services to target populations such as the homeless, ex-offender, farmers, hard-to-serve, individuals with disabilities and other target groups.
RWB RESPONSE	
See V.G.18.c.2 and V.G.19	

18. Workforce Program-Specific Definitions- Attach a copy of the local operating procedures for the following process(s).

a. ~~Self-Sufficiency~~ moved to section related to Employed Worker Training

b. **Dislocated Worker Eligibility Standards**

V.G.18.b.1.	Provide the local definition of a substantial layoff for determining dislocated worker status, as referenced in WIA section 101(9)(B)(i).
RWB RESPONSE	
Workforce Connection defines a substantial layoff to be one affecting 10 or more employees.	

V.G.18.b.2. Review/Update Required	Provide the local definition for “underemployed” for determining displaced homemaker status, as referenced in WIA section 101(10).
RWB RESPONSE	
<p>UNDEREMPLOYED: Defined as an Individual:</p> <ul style="list-style-type: none"> ▶ working full– or part-time in jobs that are below their level of competency or earning capacity; or ▶ lacking self-sufficiency employment which is locally defined as earning a wage representing the higher of 200% of the Federal Poverty Level based on family size or the hourly equivalent at 80% of the layoff wage or \$ 12.14 per hour based on a single wage-earner in a family (the regionally adjusted High Wage figure); or ▶ who is working part-time and desires to work full time; or ▶ working in a stopgap position through a temporary employment service. 	

V.G.18.b.3. Review/Update Required	Provide the local definition for “income maintenance” for dislocated workers who take an income maintenance job (wages may not exceed self-sufficiency standard for dislocated workers).
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RWB RESPONSE

INCOME MAINTENANCE POSITONS: Locally defined as Jobs:

- ▶ accepted by an individual for the primary purpose of obtaining the means of providing basic material needs and maintaining employable skills (to include stopgap jobs); and
- ▶ are below the earning capacity of the individual based on demonstrated employment and/or educational attainment; and
- ▶ The individual desires another position.

c. Priority Services

V.G.18.c.1 Review/Update Required	Describe the criteria to be used for providing priority of services in employment and training to veterans in all workforce programs.
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RWB RESPONSE

Priority of service will be given to qualified veterans and eligible spouses when referring individuals to job openings to all USDOL funded training programs in whole or in part or related services in accordance with the Veterans' Priority Provisions of the "Jobs for Veterans Act"(JVA) (PL 107-288), and Veterans’ Benefits, Health Care, and Information Technology Act of 2006 (Pub. L. 109–461). Veterans are given priority in all services and programs offered and administered by the workforce centers, which includes job placement, job search, support services and training. Upon entrance to the Centers, veterans are identified through the information provided in our electronic sign-in kiosks and if verbally self identified. They are referred to one of the assigned veteran representatives located or readily available at all centers if intensive services are required.

All workforce staff are trained to inquire on veteran status at initial contact and if necessary, to inform and facilitate veterans in their right to obtain priority service. In our Marion County workforce center, we have a dedicated veteran resource room, equipped with computers, to allow for private counseling and job search. Workforce Connection in partnership with one of its educational partners, developed a Retooling and Refueling (R&R) seminar specifically for veterans and their spouses. Workforce veteran staffs are members of various community veteran organizations. This gives them face to face access to other veterans and helps to keep them abreast of veteran issues, as well as gives them the opportunity to continuously convey the services available through Workforce Connection.

Veteran staff review all jobs orders posted through the centers prior to them being released. They conduct veteran file searches and make contact by phone or e-mail with qualified veterans prior to the positions being publicly posted. Special posters and information are available prominently within each center targeted towards veterans.

V.G.18.c.2 Review/Update Required	<p>Describe the strategies used to provide priority of service under the WIA Adult program.</p> <ul style="list-style-type: none"> i. How will priority of service be provided to low-income individuals and public assistance recipients? ii. How is the availability of other funds taken into account in establishing these strategies? iii. How are the needs of special client groups addressed? iv. How do employed workers fit in the priority of service strategies? v. What other factors does the RWB consider?
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RWB RESPONSE

Priority for services will be given for traditional training funds and will take into account all areas represented in our priority of service and will not be driven by income alone. Those customers facing multiple barriers shall be given priority when seeking services. Barriers and priority categories/characteristics shall be defined as:

- 1.) Meeting WIA eligibility under Title I for the Adult Program as defined in the WIA section 101 (1), and
- 2.) A resident residing within the geographic borders of Citrus, Levy or Marion counties or a resident of a neighboring county that is seeking employment in Citrus, Levy or Marion County; and
- 3.) Exhibiting at least one of the following characteristics:
 - a. Belonging to a group designated by the Governor as a special needs group; (Older Workers –those age 55 and over and Veterans)
 - b. Is a low income individual as defined in the WIA section 101(25)(a-d);
 - c. Lacking “Self-sufficiency employment” as defined as: Earning a rate of pay representing the higher of:
 - 200% of the Federal Poverty Level) based on family size (see Workforce Connection Policy OPS: 34: Lower Living Standard Income Level); or
 The hourly equivalent at 80% of the layoff wage
 - d. Basic skills deficient as defined in the WIA section 101(4);
 - e. In need of training that is supported by demand of strategic industry clusters (Manufacturing & Distribution, Construction & Utilities, Healthcare Services, and Business & Professional);
 - f. Disabled as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12102);
 - g. Offender;
 - h. School dropout;

- i. Poor work history as defined as:
 - Not having worked full time, in unsubsidized employment for a period of no more than 13 consecutive weeks in the last 12 months;
 - Having, within the last 12 months, participated in unsubsidized employment with at least 2 different employers;
 - Having worked but not been eligible for unemployment compensation in the last 2 years;
 - Long term unemployed (unemployment for 15 out of the last 26 weeks, including the last 7 days);
 - Having worked full time in unsubsidized employment for a period of no more than 13 consecutive weeks in the last 12 months but at BELOW the living wage.

V.G.18.c.3 Review/Update Required	<ul style="list-style-type: none"> i. Explain the process used by the board for determining whether adult formula funds are <i>not</i> limited, and therefore, priority of services is not required to apply. <u>Note Any change to this process as well as deactivation and reactivation of priority of services require a modification of the local plan with submission to WFL.</u> ii. Are adult formula funds currently limited so that priority of services does not apply in the region?
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RWB RESPONSE

The Workforce Investment Act (WIA) allows local areas to determine the limits of their local funds and to set criteria for priority of service. As taken from the comment section of the CFR 20 663.600, “Local Boards also may administer their priority for adult recipients of public assistance and other low income adults so as not to preclude providing intensive and training services to other individuals.” “Each local area must assess the needs of its workforce and determine the most appropriate distribution of services against projected levels of service needs.”

The Workforce Connection Board and its Committees will at any given time, and have determined, that funds allocated to the region for adult employment and training activities under the WIA are not limited as they are supported through PELL grant training for those who are economically disadvantaged. As such priority for services will be given for traditional training funds and will take into account all areas represented in our priority of service and those customers facing multiple barriers shall be given priority when seeking services. Funds set aside for employed workers are not limited. However, the majority of funds are allocated to ITAs, are considered limited and will be given priority of service.

19. Services to Targeted Populations

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

By targeting special populations, Workforce Connection has creatively approached certain business needs that are designed to impact the

employability of all residents who wish to work. Following is a description of those special programs that are currently under operation in Region 10.

Workforce Connection has made great strides working with special populations under special grant programs. One such program which has done an exemplary job in promoting the employment, transition and training of both youth and adults with all different types of disabilities is through the Disability Navigator Initiative. Although the funding for this initiative is no longer available, the grant enabled the Workforce to make a positive impact on the visibility of job seekers with disabilities receiving employment services within the Centers by increasing:

1. Awareness and sensitivity training of workforce staff; and assist in making the Workforce Centers programmatically and physically accessible
2. Coordination with other agencies (including agencies already providing assistance to individuals with disabilities);
3. Coordination with the employer community;
4. Overall community awareness;
5. Assisting with the placement of the individuals into training and employment (subsidized and unsubsidized);
6. Accessibility in the purchasing of assistive technology in the Workforce Centers; and
7. Facilitating and conducting training on the use of the assistive technology equipment.

The partnerships that have been created due to the Navigator Initiative have contributed to an increase in the number of job seekers with disabilities being served in the Workforce Centers as well as placed in on-the-job training, job coaching, Vocational Rehabilitation (training and training-related programs, supported employment services, and for evaluations of impediments to employment) and in suitable employment. For instance if a customer is having problems filling out paperwork or does not seem to be grasping information presented, then the customer is given a Learning Needs Screening tool. This is a tool to screen the person to find out if they may need to be tested for having a learning disability. Subsequently, if the customer shows signs of a learning disability, then the customer is referred to Vocational Rehabilitation and is tested for it. Additional services these customers are provided (which are identical to the universal customer) include reasonable accommodations such as screen reading software, extra assistance filling out paperwork, sign language interpreters etc. Customers with disabilities are also given referrals (when applicable) to agencies such as Vocational Rehabilitation and Center for Independent Living where they may receive additional services. Although no longer funded, Workforce Connection is committed to providing services to all customers and to continually work to increase increase the awareness of employers on the benefits of hiring people with disabilities.

Workforce Connection has been actively involved in the homeless coalitions in our area. Having mutual customers it behooves us to be actively involved in addressing the staggering numbers of homeless individuals in our region. Workforce's partnership with the Justice System has allowed the continued interaction with their transition program for inmates with preparing them for release in mainstream society. Workforce Connection is a visible presence at the scheduled pre-release seminars held at both the men and women's facilities.

20. Supportive Services

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

V.G.20.a.	Describe the process for providing support services including the type, dollar amount, conditions, and duration under which these services will be made available to participants enrolled in workforce service programs. Describe the process for providing workforce services to target populations such as the homeless, ex-offender, migrant farmworkers, individuals with disabilities, older workers, limited English speakers, and other target groups.
RWB RESPONSE	
Workforce Connection does not have a maximum/minimum allocation that may be awarded to a participant. Appropriate documentation of need must be supplied. All support services are reviewed by appropriate staff and awarded on a case-by-case basis. All services and programs provided for our customers are first based on “life” needs, i.e. food, clothing, shelter. Other needs, i.e. vehicle repair, books, are reviewed on an employability scale, as needed. Services, programs, options and opportunities, and the process of applying for services, are discussed with each customer at initial contact (if applicable), during the work registration process, again at the initial program Orientation session, and during personal one-on-one appointments.	

For the WT/TANF, please add additional information:

V.G.20.b.	Describe when participants are notified of the opportunity to receive support services, including but not limited to, transportation services, counseling, childcare, etc.
RWB RESPONSE	
Customers attend a work registration overview and an orientation that: fully describes the WT program, the individual responsibility required of each customer, options that are available, assistance that is available, assessment components, day care arrangements, transportation and any other support service necessary to continue compliance with program requirements. The obligations and opportunities available are discussed including but not limited to complying with program requirements, the sanctioning process, hardship exemptions, the domestic violence plan, the relocation process, basic skills acquisition, mentoring, cash severance, childcare assistance, training, substance abuse, transportation, and post employment opportunities. Customers are also instructed on the process to obtain any and all supportive services available to them through the WTP. This same type of information is again reiterated during the one-on-one appointments/contacts with the Employment Consultant.	

V.G.20.c.	<p>WT/TANF funds for support services may be prioritized due to limited funding. Please describe how services are limited by type and by amount. Please include a description for all of the following (at minimum);</p> <ul style="list-style-type: none"> • Transportation; • Childcare; • Clothing; • Training; and <p>Other-if the RWB provides other support services not listed above, please describe the services and prioritization for such services.</p>
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RWB RESPONSE

All support service requests are reviewed by appropriate staff and awarded on a case-by-case and need basis, and as funding allows. Travel/Transportation assistance allotment to any customer shall not exceed a maximum of \$40.00 in a four week period unless approved by the Associate Director, Program Manager, or Chief Operating Officer (or designee). Travel assistance payments in excess of \$60.00 must be approved by the Program Manager or Chief Operating Officer or designee. WIA and WTP participants may receive up to \$10.00 per week for full-time participation in countable activities (at least 30 hours per week or full time enrollment in training) and can be a combination of training and job searching.

WTP Childcare Assistance: Childcare assistance will be provided by the Early Learning Coalition (ELC) in accordance with current Workforce/ELC policy and procedures. This support service is given for mandatory participants as long they are active/mandatory and it is needed to comply with program requirements. A transitional WTP customer is provided childcare through the program for one year following closure of temporary cash assistance.

If funding allows, support service may be given for the purchase of clothing for job interviews and employment necessity. This is after all other resources are contacted. Workforce Connection Connection does not have a cap for ITAs/training assistance. However, cost is considered against the prevailing local costs.

2. If funding is available the Welfare Transition Program (WTP) does offer incentives to customers as shown:

a. Benchmark 1: Monthly Participation Incentive: Customers with a full 40 hours of documented participation for each week of the month before the 8th day of the following month may be eligible to receive a \$100 Reloadable Card. This incentive is only awarded if the full weekly 40 hours are met. There is no partial payment.

b. Benchmark 2: Employment: Customers who obtain a full time position paying at least \$8.25 per hour may be eligible to receive a one-time \$50 Reloadable Card after the actual start date of the job.

c. Benchmark 3: Employment Retention: Customers who retain full time employment may receive (Note: the “from” date is the actual start date):

- Retained on the job for 30 days \$ 50.00

- Retained on the job for 90 days \$ 50.00
- Retained on the job for 180 days (6 months) 50.00

d. Benchmark 4: Vocational Training: Customers who are enrolled in training may receive a Reloadable Card to assist with the purchase of items needed for training other than required text books (ex. Graph paper, calculators, blue books, etc) in the amount of \$50 once they provide documentation of class attendance and participation.

e. Benchmark 5: Job Club / Work Readiness: Customers who successfully complete the first two weeks of WTP workshops by having satisfactory attendance, demonstrating positive group participation, and dressing appropriately AND any other assigned activity may be eligible for a Reloadable Card in the amount of \$100 to purchase an interviewing outfit. The Employment Consultant may submit a request after verifying participation.

Customers may be approved for transitional transportation assistance for a period of 90 days from the date of case closure. The Employment Consultant shall determine the frequency of the distribution and will work with the customer to assist in moving the customer from workforce supported transportation funds to self sufficient transportation.

All services and programs provided for our customers are first based on “life” needs, i.e. food, clothing, shelter. Services, programs, options and opportunities, and the process of applying for services, are first discussed with each customer at Work Registration and then again at the initial Orientation session. The customer is also made aware of transitional services that are available to them after they become employed and no longer receive TANF benefits, and the process of obtaining the services.☐

V.G.20.d	When and how are customers, including applicants for cash assistance, provided information about One-Stop Career Center services?
RWB RESPONSE	
<p>The Workforce Connection’s “Menu of Services”: This is a tool that the resource area team members can refer to when engaging the walk-in customer to assess their needs. This listing of services also allows the Job Seekers to see “at-a-glance” all available services that we offer. Currently, our Menu of Services is an 8 ½ X 11 color poster that is placed prominently as customers enter the service centers. Our business approach is to greet the customer, make them feel welcome, and assess their interests and service needs. Once we are aware of the customer’s needs and interests, team members can assist them in taking advantage of the particular service they are in need of. The portfolio of services available includes, but is not limited to:</p> <p>Self Help Assessment Services; Job Search/Placement (Job Referrals, Internet Links); Professional Placement ; Employability Skills Workshop Interviewing Tips; Resume Assistance; Computer and Software Package Access; Internet Access; Labor Market Information; Career/Training Opportunities; Internet/Telephone Unemployment Insurance Filing; Intensive Service Screening; Community Support Referrals; Applicants for cash assistance receive this same information during the work registration process.</p>	

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

Self-sufficiency is the goal of the WT program and will be emphasized throughout all activities in which WTP customers participate. Notification of services available relating to domestic violence takes place during Work Registration, WTP Orientation, Employability Skills Workshop, and also during individual Employment Consultant interviews/appointments with the WTP customer. Due to the intense contact with the WTP customer throughout the program, the staff ensures the customer is frequently made aware of the options available if they are a victim of domestic violence. The WTP customer is advised at all times that disclosure is strictly voluntary on their part.

Once a WTP customer discloses they are a victim of domestic violence, and requests assistance from Workforce Connection staff, with the customer’s consent, they will be referred to a local Domestic Violence Program. During the time that the customer participates in the Domestic Violence Program, they may be exempt from certain work activities. An Alternative Work Plan will be developed by Workforce Staff with the customer.

Screening, identification, assessment and referral processes:

Initial screening process that can identify victims of domestic violence will be administered during the WTP Orientation. At this time the customer will be encouraged to disclose he/she is a victim of domestic violence and/or ask for a referral for further assessment and/or services at any time during program participation without penalty. The WTP customer will again be advised that his/her disclosure is strictly voluntary and all information will be confidential. The staff will coordinate all efforts between the domestic violence victim and the local law enforcement agency and/or social service agency that would best meet the needs of the individual.

Confidentiality: Once a customer is identified as a possible domestic violence victim, with their consent, they will be referred by staff to the local mental health provider. Information gathered during domestic violence screening, assessment, and referral will be used solely for the purpose of: (1) ensuring the ongoing safety of the customer and customer’s family (2) the development of the safety plan and alternative individual service strategy, and (3) referrals to appropriate domestic violence professionals, WTP program, and supportive services.

Customer information related to domestic violence will be kept in a separate designated file and not included in the customer’s general program file and prominently noted with confidentiality protections.

Staff will not contact the person believed to be the perpetrator of such violence for the purpose of trying to confirm the customer’s statement or documentation of abuse without the informed written permission of the customer. Information is not released to anyone (including other government agencies, service providers, or law enforcement) except for: (1) purposes of referral for services, (2) documentation of the need for services, (3) where required to conform with child abuse and neglect laws, or (4) where the customer has requested and authorized in writing

disclosure of the information. Confidential settings will be used to provide privacy during screenings, interviews and referral to appropriate services.

Assessment: The partners that will be involved in the assessment process include: The Centers Inc, Meridian Behavioral Healthcare, Inc. and any other agency, mental health and/or domestic violence provider.

Documentation of eligibility for domestic violence provisions: Decisions to provide services under the domestic violence provisions are based on the evidence presented by the customer whenever possible. No attempts to obtain additional information or verify evidence submitted should put a customer or the customer's family at risk or violate confidentiality. The alleged perpetrator will not be contacted for any purpose unless and until the customer no longer fears for his/her own safety and that of his/her family; and the customer provides informed, written consent. Allegations of domestic violence by the customer will be sufficient to establish domestic violence. The absence of proof of "official" help, such as police intervention or protection orders, shall in no way indicate the absence of violence or the lack of credibility of the customer; simple attestation will be sufficient.

Development of alternative plan: The alternative plan requirement provides a vehicle for addressing the barriers to self-sufficiency while still preserving temporary assistance payments within the WTP framework. At all times, staff will consider two factors in determining the acceptability of activities for the alternative plan: (1) the ongoing safety of the customer and/or children, and (2) the goal of self-sufficiency.

Acceptable activities that shall be incorporated as elements of alternative requirements shall include, but are not limited to: Obtaining emergency shelter or safe house; Participating in individual or group counseling; Participating in peer support groups; Applying for an injunction for protection or other legal assistance; Participating in career management activities at a victim services agency; Assembling adequate documentation regarding domestic violence; Attempting temporary or permanent relocation; Participating in prosecution of the perpetrator; Participating in life skills training; Participating in pastoral counseling; Participating in substance abuse treatment; Participating in various levels of safety planning; Accessing services for children/family; Participating in stress management activities; Participating in parenting classes; Receiving medical treatment related to domestic violence; Participating in mental health counseling; and Working with a domestic violence advocate.

Participation in alternative requirements does not preclude involvement in traditional work activities such as job skills training, community service, alternative job placement, and vocational education. Alternative job placement shall address individual safety concerns, including those associated with public contact that could put the individual at risk of exposure. Transportation for victims of domestic violence will be provided through gas cards, bus tokens, and taxi service. In all cases where there are transportation concerns, the domestic violence victim's safety and the safety of his or her children will be the primary focus.

All staff is trained on a continual basis as to policy on handling and counseling to victims of domestic violence. Additional specialized domestic violence trainings are provided to staff as needed and/or annually.

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

In addition to receiving workforce services that are provided to every job seeker that visits our centers, other services that are provided to applicants of cash assistance include, but are not limited to Up-Front Diversion Services for TCA eligible applicants, Relocation Assistance, applicant child care, and very limited transportation assistance, based on funding availability. The customer is also made aware of transitional services that may be available to them after they become employed and no longer receive temporary cash assistance benefits and the process by which to apply for the services.

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

Customers are initially introduced to transitional benefits and services by staff at Work Registration, Orientation and then again at their first one-on-one meeting with their Employment Consultant. At this time, the WTP customer reviews and signs a form that explains that transitional benefits are designed to enhance and promote job retention and economic stability to persons who no longer receive temporary cash assistance. The transitional benefits are explained and the customer is advised that transitional benefits are available to customer who are no longer receiving cash assistance due to earned income and are employed. They are further advised that these transitional benefits are available for up to two years after the last month of receiving cash assistance, if funds are available, and of any local exceptions to this time frame. Staff also informs the customer of the process by which they may obtain the services. The transitional services provided include, but is not limited to, childcare, transportation, educational assistance. In our region, childcare referrals from the workforce are given for one year after which the customer is referred to the childcare assistance agency for continuation of services. Transportation assistance is given for a 90-day period after cash assistance has ended due to employment. Customers may contact the workforce center any time during the 2-year period after cash assistance has ended to request information and assistance for education or training.

When WT customers obtain a job and are ready to end temporary cash assistance, transitional benefits are once again discussed with them. All WT customers that are receiving any type of transitional services are followed up by staff and are continually assisted with other services and referral to other agencies that may be needed by the transitional customer. At the time of transitional benefit determination and during the monthly follow-up period, the Employment Consultant requests documentation from the transitional customer to make sure that they are

still eligible for transitional services as set out in policy and statute.

V.G.20.h	Describe how career center staff link participants of the WT Program to other services and funding streams.
RWB RESPONSE	
The goal Workforce Connection is to provide full, well rounded service which will assist the WTP customer through core and intensive services leading to self sufficient employment. The Workforce system delivers programs and services to our customers through a relationship between service providers, contractors and partners. Workforce Connection has a strong commitment regarding community involvement and coordination of services available to our customers. Referrals given by Workforce Connection staff can include, but are not limited to: childcare, transportation, substance abuse, domestic violence, vocational rehabilitation, educational assistance, mental health counseling, assistance with utilities or housing and medical or dental assistance. Workforce staff utilizes a Workforce referral form specifically for this purpose of referral, and it is accepted by our partner and community agencies.	

VI. Signature Page

Please complete the signature page and ensure that it is signed by both the Chairperson of the local board and the Chief Elected Official. (29 USC 2841 Section 121). The original signed signature page must be mailed to WFI as instructed on page one of these instructions.

VII. Required Attachments

The following documents must be completed and included in the Workforce Services Plan as required by law:

1. Current Membership – Regional Workforce Board – Attachment 1
2. Fiscal Agent Design/Administrative Entity/One-Stop Operator – Attachment 2
3. Inter-local Agreement(s)
4. List of One-Stop MOUs (Board and One-Stop Partners)
5. Local Operating Procedures Referenced in the Local Workforce Services Plan
6. Public Comments on Local Workforce Services Plan
7. WT/TANF Standard Operating Procedures

SIGNATURE PAGE

This plan represents the Workforce Connection Workforce Board's efforts to maximize resources available under Title I of the Workforce Investment Act (WIA) of 1998, the Wagner-Peyser Act, the Welfare Transition Act, and the Food Stamp Employment and Training programs and to coordinate these resources with other State and local programs in the following geographical workforce investment area: CITRUS, LEVY, MARION counties.

This comprehensive plan is submitted for the period July 1, 2011 through June 30, 2012 in accordance with the provisions of the Workforce Investment Act, the Wagner-Peyser Act and the Welfare Transition Act and the Food Stamp Employment and Training Act. We further certify that we will operate our Workforce Investment Act, Wagner-Peyser Act, Welfare Transition and the Food Stamp Employment and Training Act programs in accordance with this plan and applicable federal and state laws and regulations.

Workforce Development Board Chair

Chief Elected Official


Signature


Signature

SUZANNE MILLS
Name (printed or typed)

JOE MEEK Joe Meek
Name (printed or typed)

WORKFORCE BOARD CHAIR
Title

CONSORTIUM CHAIR/CITRUS COUNTY COMMISSIONER
Title

9-22-11
Date

9-22-11
Date