

WORKFORCE SERVICES TWO-YEAR PLAN MODIFICATION

2011-2012



DRAFT FOR BOARD OF DIRECTORS MEETING 08/19/2011

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Two-Year Workforce Services Plan Modification 2011 – 2012

The Two-Year Workforce Services Plan Modification represents to our business customers, job seekers, partners, contractors and other key stakeholders the current practices and future focus of Brevard Workforce (BW). This plan encompasses the BW vision and mission while partnering with key stakeholders in Brevard to support attainment of both local and regionally-based initiatives.

There are a number of workforce development issues for our local region: 1) the downturn in the economy resulting in significant unemployment; 2) retirement of the Space Shuttle program with the loss of over 7,000 high-skill, high-wage, value added jobs; 3) assisting aerospace workers and families to maximize the transition opportunities with the U. S. Department of Labor National Emergency Grant and other special grant resources; 4) increasing focus on job growth by assisting entrepreneurial, small business start-up or expansion; 5) accommodating the increased numbers veteran “priority of service” customers who are unemployed or returning from active duty; 6) adjusting to various revised or new requirements such as the Trade Adjustment Act (TAA) merit staffing and State of Florida changes to the Unemployment Compensation (UC) program; 7) growing numbers of “long-term unemployed” persons who require new and innovative methods to assist toward self-sufficient employment opportunities; and 8) increasing needs to partner with various Economic Development Organizations (EDO’s) to improve the local talent supply necessary to attract new business and expand the number of available jobs.

BW has targeted four areas of focus to address workforce development issues and has identified strategies and action steps to accomplish each of these goals: 1) Convene the community and conduct *community awareness campaigns* regarding workforce issues; 2) Strengthen key industries by working with them to identify and solve workforce issues they face; 3) Enhance the E3 concept (Employment, Education, and Economic Development) for the emerging and transitional workforce; 4) Ensure Brevard Workforce sustains successful operations for employers and job seekers.

This plan re-affirms BW’s philosophy and approach to operating the One-Stop Career Center system. BW continues to deliver top quality services with emphasis on customer satisfaction and continuous improvement. Since 2002 BW has utilized a tool that establishes and measures chartering criteria for our One-Stop Career Centers. This charter is BW’s guarantee to the community that each center is committed to quality processes, continuous improvement, and outstanding performance.

Most recently BW has adopted through Business Process Re-engineering (BPR) the “Business as a Customer Model” for the One-Stop system. This model is a “different way” of organizing and operating a One-Stop Center. BW had been operating with the same primary service delivery model since 1998. BW started a Business Process Reengineering effort in November 2009. The goal of the BPR process was to create greater efficiencies, be more proactive rather than reactive, use innovative models and focus on the business as the customer and the job seeker as the resource to meet business needs. With this in mind, specific outcomes expected include increased business participation, improved business knowledge of workforce services, streamlined processes and a more viable pool of job seekers with industry and skill level diversity (talent pool). BW began implementation of the new model on July 1, 2010 but it is important to note that the BPR is a continuous improvement process that will continue to be revised to adapt to the changing needs of business and industry. The new model has the following components as part of the service design to create a greater connection to business and to serve job seekers for all One-Stop Center mandated and optional services:

- **Cultural** – Staff who provide front line customer service are not defined by “silo-driven” programs such as Youth, Welfare Transition, Workforce Investment Act, etc. Instead, staff are arranged in “communities” driven by business customer and industry needs. Case management functions are provided by most of the staff for all customers. For programs which provide funding to enhance services or provide “priority of service” to target customer populations (e.g. Veterans, etc.), staff continues to restrict their service to the eligible customer but now provide a full array of services for the target customer. As part of the cultural change, staff was required to reapply and compete for the new positions created for the new model. This was to ensure that staff with the

appropriate strengths were in the right jobs. Other cultural changes include individual performance targets for business and job seeking customers as well as requirements for education, skill attainment and internal training functions.

- New Center Design** – With the opening of the new Rockledge Career Center and the relocation of the Titusville Career Center, Region 13 has 2 of the 3 One-Stop Centers configured in a new center design which complements the cultural and operational changes. The planning for the renovation of the 3rd One Stop Center located in Palm Bay is expected to begin during the 4th quarter of 2011 with the remodeling to take place when funding and resources are available. The new center design allows BW to configure the business and industry communities around the customer flow. A summary of the design changes include:

Design Change	New Model Function
Resource Room	Resource rooms no longer exist in the new model. Many of the services that were provided are now conducted in different areas that are specifically designated for those services.
Staff Computer Work Stations	The key changes to the staff work areas are that they are much closer to the areas where Job Seekers look for work. Surrounding panels in work area are relatively low creating greater visibility and to encourage good customer staff interactions.
Kiosk Stations	The Kiosks will give us much greater feedback on what job seekers are doing while they are here and what activities are most successful.
Pilot Geographic Solution's self-scan interface with Employ Florida Marketplace	Once in place we hope this system will improve data entry and case notes.
Application Room	Historically a lot of the disruption of the Resource Room was caused by people needing help with the various applications (EFM, Food Stamps, TANF, etc...). In the Application we have an area where staff can assist job seekers in creating a great EFM profile.
Transitions Room	This is space dedicated to assisting customers in completing the activities necessary to maximize the job search process.
Work Search Carrels	These PCs are at the heart of the Community, where staff can offer assistance and observe progress. Furthermore, these carrels require standing so that people maximize job search time.

- Operational Changes** These include creation of new job descriptions and positions necessary to provide services. These new position/working titles within the new community settings allow for improved customer flow, more control of resource use, increase staff interaction with job seeker, create a more collaborative environment for staff and provide “business feel” to the job seeker’s surroundings. The following chart provides the job/working title and function of the position

Job Title/Working Title	New Model Function
Center Manager -	Lead local Workforce teams to exceed business needs
Program Mgr. (WIA/WT, WP,)	Manage programmatic requirements
Community Lead	Manage community to exceed business needs

Internal Compliance Specialist	Capture and manage program level data requirements
Quality Manager	Ensure system is meeting programmatic requirements
Greeter	Expedite customers to the proper resource in the system
Customer Information Spec.	Address questions and transfer in-bound customers
Executive Assistant	Provide organizational support
Job Order Specialist	Manage job orders to exceed business needs
Workforce Services Specialist	Provide Quality Assurance and Community Assignment
Staffing Specialist	Provide employers with skilled and experienced job seekers
Transition Specialist	Transition Job Seekers to work readiness
Business Liaison	Deliver workforce services that exceed business expectations.
Trainer	Coordinate and deliver staff and job seeker training

To adapt the BPR model for the Aerospace Transition Workforce Program, two additional job titles were added as follows:

- Career Progressions Specialist – provides group and individual assistance with career transition barriers.
- Peer Counselors – provide one on one peer support to establish, linkages, communication and information to transitioning workers.

The new center model is designed around business and industry and is called “communities”. These communities can be changed as the business and industry needs are revised. Currently BW operates with 4 communities. These communities were selected based on Labor Market Information, Key Industry Information, Targeted Occupations List and business use information provided by Employ Florida Market Place and arranged based on NAICS Codes. The communities include: Aerospace, Manufacturing, Construction & Transportation, Health Care & Professional and General.

BW also completes work that impacts the state of Florida through its Charter from Workforce Florida, Inc. (WFI). WFI is responsible for developing statewide policies, while the Agency for Workforce Innovation (AWI) is responsible for implementing Workforce Florida, Inc.’s policies along with workforce programs, funding and personnel to the 24 regional workforce boards, including Brevard Workforce.

Using the core federal One-Stop principles of universal access, customer choice, performance-focus and integrated funding, the BW system employs a five pronged strategy to ensure goals are met. Included are: 1) A General contractor operationally responsible for providing all universal and targeted One-Stop services. 2) Adult job seeker services for those entering the labor market for the first time, those changing jobs or needing to upgrade skills, and those needing to build skills for job retention. 3) Age and developmentally appropriate youth services designed to prepare the neediest youth to enter the world of work. 4) Services to area employers that enhance their ability to employ and retain quality, skilled employees. 5) Alignment of Brevard’s workforce system and economic development strategies.

BW has included in the plan objectives similar to those listed in the State plan into its process for further goal attainment and supports the efforts for improvements which support business development and job creation. The following highlights additions or revisions to the plan and is arranged by the corresponding section of the plan:

- I. **Local Plan Process** – Includes a description of the meetings, public announcements and efforts made to solicit feedback from key stakeholders regarding the modification process.
- II. **Local Vision & Goals** – Revisions include the “Small Business Sector Tool Kit” and “BizLaunch” which are both designed to focus on economic development and job creation. This includes a description of the new policy created to assist in partnerships with local economic development agencies to support job creation. Additionally, the change in Labor Union Representation is indicated as a BW revision.

- III. **Assessment of Labor Market Needs** –Includes information about the creation of “key industries” and industry/occupational “areas of focus” and efforts to enrich and customize our Targeted Occupation Lists.
- IV. **Local System Infrastructure** –Includes changes in the local system infrastructure necessary to serve the Aerospace Workforce Transition customers. Includes additional advisory/stakeholder engagement efforts such as the Aerospace Career Development Council (ACDC), Strategic-Doing Sessions, CStar, and staffing necessary to engage business and job seeking customers.
- V. **One-Stop Delivery System/Services** –New or updated information is as follows:
- A) **Description of the Local One-Stop System** –Includes “Business Process Reengineering”
 - B) **Process for Maintaining Eligible Provider Training Lists** – This list is created and maintained to allow customer choice based on cost, placement rates, etc., to ensure quality training and maximized job opportunities. This revision will include a description of the changes made to the local policy and process beginning Fall 2010.
 - C) **Processes for Ensuring Continuous Education/Training of Eligible Service Providers, Assessments of Strengths and Opportunities, Use of Performance Incentives, Awarding Bonuses to Participants, Use of Individual Training Accounts (ITAs), and Achievement of Performance Goals** – Revision centers the ITA System Policy which lowered the maximum scholarship tier based on a survey of other regional workforce boards.
 - D) **The Memorandum of Understanding Process** - No revisions.
 - E) **List of Mandatory and Optional One-Stop Programs and Activities** –There are no new mandatory partners but BW has increased optional partners to include many new organizations to serve the Aerospace Workforce Transition.
 - F) **Selection Process of One-Stop Operator(s)** Consists of changes to the operator contract which consolidated services.
 - G) **Mandatory One-Stop Partners’ Employment and Training Program Activities and Services, including Faith-Based and Community-Based Organization Initiatives.** Changes for Wagner-Peyser include State law changes in which UC participants can substitute a Career Center visit for employment application with 5 employers; Veterans Program Integration of Veterans Programs into the community structure while maintaining priority of service and improving services to veterans and dependents; Trade Adjustment Act revisions include USDOL required Merit Staff; Job Corps shows the new contractor selected by the U.S. Department of Labor; Welfare Transition Program/TANF includes Adult Work Experience and TANF-eligible persons.

INTRODUCTION

The purpose of these instructions is to assist the Regional Workforce Boards (RWBs) with the modification of their local Workforce Services Plan. The Workforce Services Plan is required under Title I of the Workforce Investment Act (WIA), to include Job Corps, Wagner-Peyser Act, Veterans Services, Migrant and Seasonal Farmworker (MSFW) and Trade Adjustment Assistance(TAA). The Workforce Services Plan also includes the Welfare Transition (WT)/Temporary Assistance to Needy Families (TANF) and the Food Stamp Employment and Training (FSET) programs. The modification of the local Workforce Services Plan is critical to having a comprehensive plan consistent with the [State Workforce Investment Plan 2011-2012](#) that was submitted to the United States Department of Labor (USDOL) during April 2011 and recently approved. All current PY 2007 – PY 2008 local Workforce Service Plans, and subsequent modifications, expire June 30, 2011. However, the United States Department of Labor (USDOL) has given the State authority to extend the current plans. Consequently, instead of a total rewrite of local workforce plans, the State is requiring the following:

- A. Modification of the current plan with those changes the Regional Workforce Board (RWB) finds necessary to describe any organizational changes and new or modified strategies to respond to changes in the local economy. Make sure that the current plan incorporates all previous modifications as well as changes made for this submission.
- B. Update of identified sections, as applicable. These sections are highlighted and identified as “Review/Update Required”.

During the modification of the plan, please adhere to the following procedures:

- For each section, highlight changes or indicate “no change”.
- Organize the information in the document according to the plan instructions (**Please ensure the sections in the local Workforce Services Plan follow the numbering of the plan instructions**).
- Descriptions should be informative and concise.
- Include a table of contents with page numbers and ensure that each page of the plan is numbered.
- Text should be typed with a font size of 11 or greater.
- Include a list of the plan attachments and submit them in a separate electronic file. **Note: The narrative box will expand to accommodate the RWB responses.**

The local Workforce Services Plan is to be submitted in an electronic and searchable format via e-mail to Workforce Florida, Incorporated (WFI) by 5:00 p.m. on September 30, 2011. The plan should be e-mailed to Helen Jones at hjones@workforceflorida.com. An original, signed **signature page(s)** must be submitted to: Workforce Florida Inc., 1580 Waldo Palmer Lane, Tallahassee, Florida 32308, And Attention: Helen Jones In finalizing your local plan, please allow sufficient time for your local board to review and approve the plan including the appropriate signatures of your local Chief Elected Officials.

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 five-year local plan to the Governor, which identifies and describes certain policies, procedures and activities that are carried out in the local area consistent with the draft State Workforce Investment Plan. 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 the WFI (**Note: The comment period can extend beyond the due date of the plan.**);
- Be consistent with the requirement in WIA Section 118(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 including those 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

SECTION	INSTRUCTION
I.A.1.	Describe the process used to ensure public comment on and input into the development of the local Workforce Services Plan (include as an attachment all comments including those that express disagreement with the plan). Include a description of specific steps taken to include input from members of the local board and members of businesses and labor organizations. The RWBs that are designated as significant MSFW areas must ensure individuals/organizations serving the MSFWs are informed of the plan and are provided the opportunity to comment on the local Workforce Services Plan.
RWB RESPONSE (Revised)	
<p>Brevard Workforce (BW), in keeping with WIA Section 117(e), through open meetings, planning groups, and other planning activities, has made information available and provided opportunities to comment on the local plan prior to development and submission. BW has continued to provide opportunities for public comment and participation in planning and implementation efforts. The BW Five Year Strategic Plan and other supporting funding source specific plans are living documents. As such, these documents continue to require adaptation based on changing community needs and priorities. Comments from each portion of the public review process are discussed by the appropriate board committee and formed into recommendations. Board Members then review and incorporate relevant components into the applicable plan. The following steps were taken to ensure public input and comments were included in the development of the current local plan originally approved in 2009 and the 2011-12 Regional Workforce Plan Modification:</p> <ul style="list-style-type: none"> • Current Plan: Through regularly scheduled meetings, input was sought from members of the region’s Employment, Education and Economic (E3) Committee (formerly the First Jobs/First Wages), Community Investment Committee (formerly Better Jobs/Better Wages) and Business Workforce Committee (formerly High Skill/High Wages Committee). The Executive Committee reviewed the Two-Year WIA Plan on August 4, 2009 and BW Board of Directors approved it August 21, 2009. Board of County Commissioners approved the Two-Year WIA Plan on September 1, 2009. A Public Notice for the general public to provide direct input on the Two-Year WIA Plan was published in the local newspaper, Florida Today on August 24, 2009. • 2011-12 Regional Workforce Plan Modification: Plan Modification Instructions were received on July 15, 2011, so the actual modification document could not be shared with all committees as part of their regularly scheduled meetings. A summary of plan changes was presented to the following committees: Community Investment Committee on July 27, 2011, Executive Committee on August 2, 2011, BW Operations Committee on August 9, 2011, and the E3 Committee on September 8, 2011. The Board of Directors on August 18, 2011 approved the Plan Modification. The Brevard County board of County Commissioners is scheduled to review the plan on September 6, 2011. • The BW website (www.brevardworkforce.com) provides notices for public comment for all planning documents and makes the full document available for download and viewing. • Public comment is solicited at BW Board of Directors and all Committee meetings. 	

SECTION	INSTRUCTION
I.A.2.	Describe how comments were considered in the local Workforce Services Plan development process.
RWB RESPONSE	
See 1.A.1.for the process used.	

B. Description of Process for Providing Public Comments

SECTION	INSTRUCTION
I.B.	Summarize and include as an attachment all comments, including any comments that express disagreement with the plan. Comments received after submission of the local Workforce Services Plan that express disagreement with the plan should also be forwarded to the WFI at the address previously indicated in the introduction section above.
RWB RESPONSE	
Any comments received will be forwarded to WFI after the required 30 day period. Additionally, any comments received will be reviewed by the President for substantive changes and if such changes are necessary they will be discussed at the next available Executive Committee meeting. To date no comments have been received.	

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

SECTION	INSTRUCTION
II.A.1. Review/Update Required	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
RWB RESPONSE (No Change)	
<p><i>BW's vision is "A highly competitive workforce for Brevard County." Our mission is "To facilitate and be the catalyst for workforce development services that are responsive to the employment needs of Brevard County."</i></p> <p>BW originally developed its strategic goals in 2002. In 2006 the Board of Directors analyzed what BW has accomplished with those goals and plotted their vision on where they would like to see this organization go in fulfilling our vision and mission. With that in mind BW has targeted these four areas of focus to address workforce development issues and has identified strategies and action steps to accomplish each of these goals:</p> <p>1. Convene the community and conduct <i>community awareness campaigns</i> regarding workforce issues;</p>	

2. Strengthen key business clusters by working with them to identify and solve workforce issues they face;
3. Enhance the E3 concept (Employment, Education, and Economic Development) for emerging and transitional workforce;
4. Ensure that the career centers sustain successful operations for employers and job seekers.

Since 1996, BW has been using a One-Stop delivery approach provided through the career center system to achieve our strategic goals. Using the core federal One-Stop principles of universal access, customer choice, performance focus and integrated funding, BW employs a four pronged strategy to ensure goals are met. Included are:

- A General contractor is responsible for operations and facilitating the day to day work of all three career centers and the mobile One-Stop.
- Adult job seeker services for those entering the labor market for the first time, those changing jobs or needing to upgrade skills, and those needing to build skills for job retention.
- Age and developmentally appropriate youth services designed to prepare in-school, out-of-school, younger and older youth to enter the world of work.
- Services to area employers which enhance their ability to employ and retain quality, skilled employees.

As part of its goal attainment process, BW uses a performance-based planning and budgeting approach. This approach is based on accountability, continuous improvement and return on investment. In order to measure these performance goals and assure continuous improvement, BW uses quantitative progress measures to assess achievement of goals and opportunities for improvement, as well as fund source specific performance measures as prescribed by our financial investors.

In addition, BW incorporates objectives similar to those listed in the 2011-12 State Plan and the 2010-2015 Strategic Plan for Workforce Development into its process for goal attainment. They include:

- Enhancing services to Brevard's employers by being innovative in the enrichment of employee skills
- Continue to align the goals of our local workforce system with Brevard's economic development strategy and to complement the State of Florida efforts emphasizing accountability, maximizing resources for job creation/retention and diversifying the Florida economy.
- Reducing duplication of services and continuing to strengthen partnerships with key stakeholders
- Increasing the pool of potential employees with technical or professional skills to meet the needs of Brevard's employers.
- Alignment of programs and business needs to improve Brevard and Florida's "talent pipeline" and opportunities to find employment, build careers, establish wealth and prepare for changing markets.
- Providing opportunities for potential employees to gain or hone literacy skills, develop a desirable work ethic, and good work habits to meet employer's needs
- Address problems of the "working poor" related to wages and benefits, transportation, child care, and other employment support services
- Increasing the percentages of workforce and Welfare Transition customers benefiting from High Skills/High Wages training and retaining employment at increasing income levels, and
- Continue to enhance the quality and outcome of services to youth and increasing service strategies for out-of-school and at-risk youth.
- Promulgation of opportunities and resources to support entrepreneurial and small business development as a basis for job creation and economic

development
<ul style="list-style-type: none"> Using Brevard Key Industries and the Florida Target Industry Clusters as a guide, focus resources on industry areas that will assist in creating high value, high growth job and economic opportunities.

SECTION	INSTRUCTION
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.
RWB RESPONSE (NO CHANGE)	
See II.A.1.	

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

SECTION	INSTRUCTION
II.B Review/Update Required	Describe the process used to implement the local board’s Workforce Service Plan. Include a brief overview of the process used in developing strategies that describe current and future plans to improve and deliver services for the WIA, TAA, Wagner-Peyser, Job Corps, MSFW, Veteran, WT/TANF, and FSET programs.
RWB RESPONSE (No Change)	
See II.A.1.	

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 focus groups 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

SECTION	INSTRUCTION
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 (Revised)

All employers want access to a workforce with, at minimum, basic employability skills including the ability to read, write, and perform basic math. An increasing number of jobs, especially within major growth sectors, require “soft skills” including the ability to work as part of a team, problem-solving skills, basic communication skills such as active listening and observation, and the positive qualities of promptness, reliability, integrity, cooperation and initiative. Beyond these basic skills, many employers need workers to possess job-specific skills, while other employers are willing to train workers on the job, provided the basic skills are already in place. Brevard Workforce believes that by providing outstanding customer service to employer-customers, these challenges will be met long-term.

Operational goals of the BW are to provide, within the guidelines of federal, state, and local legislation and policy:

- Each job seeker with access to opportunity for employment consistent with employer and worker needs;
- Employers with access to qualified workers;
- Employers with easy access to expertise and information pertaining to workforce issues;
- Easy access for employers to obtain and utilize local and state incumbent worker training funds to increase the skills of their current workforce;
- Facilitation of career awareness that helps prepare young people for entry into the workforce;
- Resources maximized by collaboration and leveraging of resources with local community agencies and private enterprises.

The BW provides sufficient guidance for the Career Center/One-Stop Contractor, but not to the degree that would stifle flexibility and creativity in meeting the needs of job seekers and local employers. The Board will continue to focus on building a strong system to respond to the ever-changing needs of a dynamic labor market and emergence of a new economy.

B. Identification of Current and Projected Employment Opportunities

SECTION	INSTRUCTION
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 at http://www.labormarketinfo.com/ and the Florida Education and Training Placement Information Program (FETPIP) web site at http://www.firn.edu/doe/fetpip .




RWB RESPONSE (Revised)

Brevard Workforce (BW) periodically reviews Key Industries by researching and analyzing Labor Market Information (LMI) provided by the State of Florida and other key sources. The selection of Key Industries allows for BW to deploy limited resources and social capital in a manner to optimize current and future employment opportunities by industry. Most of the identified industries represent those which offer the best promise for overall economic growth by attracting and retaining high skill, high wage and value added jobs in Brevard County. However, they could also represent those that require our focus due to major workforce issues (i.e. Shuttle retirement). These Key Industries are also the basis for the Business Process Re-engineering (BPR) and establishment of business communities within the career centers.

A two part analysis has been conducted. The first part is an examination of LMI to determine growth rates, projected needs, etc. The second part involves a determination of whether BW resources can be focused in a way to make a difference using the workforce development tools and capital available. This

also includes consideration regarding industry opportunities for entry level employment and career ladder structures. A quick look at the workforce situation in Brevard will set the stage for reviewing Key Industry information. First, the space shuttle program cuts continue to have a negative impact on the unemployment statistics. Brevard County's jobless rate in January 2011 increased to 12.4% from a December 2010 rate of 12%. Based on the January 2011 Florida Agency for Workforce Innovation, LMI Data, the Brevard unemployment ranks 25th highest based on a county by county comparison (67 counties) and 10th highest out of 23 Metropolitan Statistical Areas for the non-seasonally adjusted unemployment rate. The second workforce information item is the shrinking labor force in Brevard County. Since last year Brevard County has lost 1,911 workers from the labor force (AWI, LMI, Local Area Unemployment Statistics – January 2011). A shrinking labor force means either people are leaving Brevard or they are no longer trying to work at all. The following table (*Employment by Industry Not Seasonally Adjusted / Over-the-Year Percent Change*) contains trends for employment growth by industry for 2009 and for 2011 for corresponding industries with the exception of aerospace. This table indicates the following:

- Construction Industry employment continues to decline.
- Manufacturing Industry employment has seen a lower rate of decline when comparing 2009 to 2011.
- Education & Health Services Industry employment continues to strengthen.

Employment by Industry Not Seasonally Adjusted / Over-the-Year Percent Change				
Industry	2009 Review		2011 Review**	
	Florida	Brevard	Florida	Brevard
Total	-5.50%	-4.9%	0.4%	-1.3%
Construction 	-17.50%	-11.40%	-5.0%	-4.8%
Manufacturing 	-11.10%	-6.30%	-2.2%	-5.2%
Trade, Transportation, & Utilities	-5.40%	-5.30%	-0.5%	-0.3%
Information	-7.00%	3.60%	-3.4%	-6.9%
Financial Activities	-4.40%	-11.00%	-1.2%	0.0
Professional & Business Svcs	-8.20%	-3.20%	1.0%	-2.8%
Education & Health Svcs 	0.60%	-0.70%	1.9%	3.2%
Leisure & Hospitality	-5.80%	-10.60%	3.5%	2.4%
Other Services	-4.60%	-1.20%	-0.5%	5.5%
Government	-1.10%	-2.70%	-0.2%	-2.4%

*2009 Industry Title included Natural Resources Mining & Construction –No comparison category in 2011

**Source FLAWI. LMS Released March 10,2011 – Jan 2010 to Jan 2011 Comparisons

In addition, the following analysis is provided for manufacturing, education & health services and aerospace.

Manufacturing: This industry lost 1,500 jobs or -6.30% in the 2009 and 1,100 jobs or -5.0% in 2011. However, some recent aviation manufacturing sector employers have started operations in Brevard County and leave much hope for the future of the manufacturing industry. This linked with the BW “sector strategy focus on “advanced manufacturing along with efforts by the local economic development, make this a great area for future activity

Education and Health Services: This industry continues to be good for the long run. While the 2009 review saw some decline of 0.70% or about 800 jobs, the 2011 review projects 3.2% increase or about 1,000 jobs. Ambulatory Health Care Services, Hospitals, and Nursing are all ranked in the top 10 of industries gaining the most new jobs. BW’s ability to influence activities in this industry has brought outstanding results for employers and employees.

Aerospace This industry continues to suffer the decline that we are all aware of. The total job loss due to the redirection of NASA’s Space Program and the end of the Shuttle Missions will culminate with the last flight in Summer 2011 and is estimated to be 7,000 - 9,000 direct aerospace workers (Aerospace Workforce Outlook Report Phase III). **With the current focus of the Aerospace Workforce Transition Program (AWT) and BW efforts regionally, statewide and at the national level, the Aerospace industry will *continue* be part of our key industries.**

The Table (*Employment by Industry Not Seasonally Adjusted / Over-the-Year Percent Change*) also contains some noteworthy information as follows:

- **Information industry**, which was showing positive growth in 2009 (3.60%) has taken a steep decline for Brevard with a projection of - 6.9% for 2011.
- **Government** as an industry continues to decline as tax revenues continue to shrink. This is expected to worsen during 2011 at all levels of government.
- **Professional & Business Services** continued a decline but at a reduced the level as compared from 2009.
- **Leisure & Hospitality** which showed declines in 2009 have rebounded and are showing some positive growth in 2011.

As part of our analysis, it is important to recognize several other trends and issues as related to the following industries:

- **Aviation** – This industry has shown positive improvement in job listings and registered employers in Employ Florida Marketplace (EFM) in the last year, 117 aviation related jobs have been listed in EFM.
- **Technology Focus Areas** – These focus areas can have some significant positive impact in Brevard County and warrant some further activity and focus. Some are “emerging” and some are new to Brevard, but they all relate to technology. There are some good opportunities to “crosswalk” our aerospace talents in Brevard to these focus areas. These focus areas will be further refined as opportunities are presented.
 - Alternative/Clean Energy – Alternative is an umbrella term that refers to any source of usable energy intended to replace fuel sources without the undesired consequences of the replaced fuels – clean energy. Based on the Federal focus and locally based resources including the Space Coast Energy Consortium this is a positive area of focus.
 - Cyber-Security – The word “cyber” is a reference to cyberspace and the virtual world that computers operate in. This actually relates more to information security as applied to computers and networks. The objective of computer security includes protection of information and property

from theft, corruption, or natural disaster, while allowing the information and property to remain accessible and productive to its intended users.

- Transportation & Logistics - is the management of the flow of goods and services between the point of origin and the point of consumption in order to meet the requirements of customers. Logistics involves the integration of information, transportation, inventory, warehousing, material handling, and packaging, and security. Technology is helping to improve and optimize logistics by use of modeling and simulation.
- Medical Device Manufacturing – Taken as a whole, Florida has a large medical device sector and ranks 2nd in the U.S. for the number of FDA registered medical establishments. Brevard’s proximity to the I-4 area associated with current industries and the availability of the aerospace workforce makes this a good focus area.
- STEM Education - is the acronym for Science, Technology, Engineering and Mathematics and are considered the core underpinnings of our technological society. STEM education references efforts by public education institutions and workforce systems to improve outcomes and provide trained and educated workers enhance the industries that need such talent.
- Laser & Photonics – includes optical communications, imaging, data storage, detectors and lasers to provide a wide array of health, entertainment, defense and business applications used in everyday life.
- Water Resources & Technology – based on the growing concerns over water scarcity and the technologies developing around this concept.
- Digital Media - is a form of electronic media where data is stored in digital form. This can include technical aspects of storage and transmission of information or to the "end product", such as creative digital arts, science, technology and business which allows for human expression, social interaction and education.
- Entrepreneurial & Self-employment - Small businesses are a vital part of our economy as they represent 99.7% of the nation’s employer businesses, pay 44% of the U.S. private payroll and generated 64% of net new jobs over the past 15 years. Development of new small business is an important strategy in accelerating our economic recovery.

Based on LMI, review of local conditions and economic forecasts, the 2011-12 Key Industries and Preferred Areas of Focus charts represent the projected employment opportunities for the local area.

2011-12 KEY INDUSTRIES	
Key Industry	Rationale
Aerospace & Aviation	<ul style="list-style-type: none"> • Aviation is a growing industry in Brevard. • Ability for aerospace training and experience to “crosswalk” to the aviation industry jobs. • AWT efforts are ongoing to retain local talent for the next generation of space vehicles. • Industry focus for Space Florida & Economic Development Commission of Florida’s Space Coast
Manufacturing & Technology	<ul style="list-style-type: none"> • “Advanced Manufacturing & Technology” is the focus of a BW Sector strategy. • Emerging technologies need to be nurtured to assist in creating new jobs that will crosswalk with aerospace careers.
Health Care	<ul style="list-style-type: none"> • Local LMI shows strengthening. • Biomedical technology is seen as a potential area of focus based on some “crosswalk” opportunities with aerospace workers

2011-2012 PREFERRED AREAS OF FOCUS WITHIN KEY INDUSTRIES
Alternative/Clean Energy
Cyber-Security
Transportation & Logistics
Medical Device Manufacturing
Science, Technology, Engineering & Mathematics (STEM) Education Occupations
Laser & Photonics
Digital Media
Entrepreneurial & Self-employment
Water Resources & Technology

C. Description of Necessary Job Skills

SECTION	INSTRUCTION
III. C. Review/Update Required	Describe the job skills necessary for participants to obtain or upgrade employment based on current and projected job opportunities in the region.
RWB RESPONSE (Revised)	
<p>Though the Targeted Occupations List development and approval process, Region 13 in cooperation with the Agency for Workforce Innovation reviews the various occupations which demonstrate growth potential and can lead to a positive job placement. Many of the top growth and demand jobs in Brevard require specialized technical skills to obtain employment. These job specific skills are different for each position as mandated by area employers and related educational course material and occupational training. Health care providers, nurses and technicians, are currently in short supply in Brevard yet with Brevard's aging workforce population it is expected that needs for these professions will accelerate.</p> <p>With the large number of Aerospace Worker who have been dislocated due to the closure of the NASA Space Shuttle program, Region 13 has been working with local employers to identify needs, possible areas of growth and transferrable skills. Through the guidance of the Aerospace Career</p>	

Development Council (ACDC), and the various BW Committees, Region 13 has worked to achieve the following to upgrade skills based on projected opportunities:

- Individual Training Accounts
- On the Job Training
- Adult Work Experience
- Testing & Certification Preparation for specific

BWBW's strategy for meeting demand driven labor force needs continues to include dialogue with industry and education partners to accurately and appropriately forecast future skilled labor needs in order to develop and facilitate just in time training programs to increase needed labor pools.

Research conducted by BW through feedback from the former Business Advisory Boards, Surveys and other methods, has indicated "soft skills" as the number one skills set necessary to obtain employment and provide the foundation for higher skilled and effective employees.

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 (TOL), please refer to the Labor Market Statistics website at http://www.labormarketinfo.com/wec/0910/wec_tolprocess.pdf
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RWB RESPONSE

The TOL is a mechanism by which the State of Florida and Regional Workforce Boards (RWB) direct public workforce funding to programs in order to meet high demand/ high wage business employment needs. The Preliminary TOL is provided on a yearly basis to the RWB after review by the Workforce Estimating Conference (WEC) and Workforce Florida Inc. staff. The list is developed based on industry and occupational employment wage projections prepared by the Florida Agency for Workforce Innovation, Labor Market Statistics (LMI) office. The list locks RWB's into what programs they may expend Workforce Investment Act Adult and Dislocated Worker Individual Training Account (ITA) funds on. BW adheres to the Targeted Occupation List (TOL) process as outlined by AWI. BW carefully reviews the preliminary TOL information to determine based on the Labor Market Information if an occupation should be retained, deleted or added to the list. Since the TOL forms the basis of all training and activity for the public workforce system, the local philosophy is that the list should be inclusive of occupations in which business customers need and contributes to the economic vitality of the region. The TOL process requires RWB's to review the preliminary list and provide data to support any changes to the list. Criterion used to develop the PY 2011-12 TOL is as follows:

Wage Criterion – Each year the wage criterion is increased by the Florida Price Level Index (FPLI) adjusted by locale. This is a comparison of the selection criteria for Brevard the WEC used for Program Year (PY) 2009-10, PY 2010-11 and PY 2011-12:

Program Year	Annual Openings	Entry wage	Average Wage	HS/HW Entry Wage	HS/HW Average Wage
PY09-10	10	\$9.93	\$12.22	\$12.22	\$19.14
PY10-11	10	\$10.29	\$12.66	\$12.66	\$19.84
PY 11-12	10	\$10.45	\$12.86	\$12.86	\$20.16

Openings - Any occupation with a threshold of 150 openings plus meeting the minimum wage and growth requirements will be placed on the state list. Local TOL recommendations for changes were reviewed by the BW Business Workforce Committee (BWC) who approved the following list of deleted occupations to be retained. Using Business Liaisons, data was collected to provide data to retain the following on our TOL:

- Avionics Technicians
- Aerospace, Aircraft Mechanics and Service Technicians
- Machinists
- Pharmacy Technicians
- Preschool Teachers (except Special Education)
- Teachers' Aides
- Nursing Aides, Orderlies and Attendants
- Water & Liquid Waste Treatment Plant Operators

Due to the pending closeout of the Shuttle Program, requested and received permission to use the TOL of surrounding regions to train Brevard residents. This increases the options for training and better opportunities for employment in surrounding counties. Finally, due to the efforts to develop a "sector strategy" on advanced manufacturing focused on green jobs in clean/alternative energy, BW received approval for a list of energy related occupations not currently part of the O-net based TOL process operated by AWI. The supplemental TOL approved by WFI is as follows:

2011-12 Regional Targeted Occupations Lists										
Approved Supplemental Occupations Approved June 30, 2011 WFI Executive Committee										
Locally Submitted Labor Market Data						Regional Wage Criteria *				
SOC Code	Occupational Title (^ denotes HS/HW)	Proj. Ann ual Ope n- ings	Hourly Wages		Trai ning Cod e	An nua l Op eni ngs	Hourly Wages, ITA		Hourly Wages, HS/HW	
			Mean	Entry			Mean	Entry	Mean	Entry
13-1199.01	Energy Auditors Coded as Business Operations	10+	28.27	16.04	4	10	\$12.86	\$10.45	\$20.16	\$12.86

		Specialists, All Other (SOC Code 13-1199)									
	17-3029.08	Photonics Technicians - Coded as Engineering Technicians, Except Drafters, All Other (SOC Code 17-3029)	10+	24.65	14.95	4	10	\$12.86	\$10.45	\$20.16	\$12.86
	43-5061.00	Production, Planning & Expediting Clerks (SOC Code 43-5061)	10+	18.92	12.47	2	10	\$12.86	\$10.45	\$20.16	\$12.86
	47-1011.03	Solar Energy Installation Managers - Coded as First Line Super. Or Construction & Extraction Workers (SOC Code 47-1011)	10+	27.86	18.33	4	10	\$12.86	\$10.45	\$20.16	\$12.86
	47-4099.01	Solar Photovoltaic Installers - Coded as Construction & Related Workers, All Other (SOC Code 47-4099)	10+	16.89	11.72	1	10	\$12.86	\$10.45	\$20.16	\$12.86
	41-4011.07	Solar Sales Representatives & Assessors -	10+	32.33	17.83	3	10	\$12.86	\$10.45	\$20.16	\$12.86

		Coded as Sales Representatives, Wholesale & Mfg. Tech & Sci. Products (SOC Code 41-4011)									
47-4099.02		Solar Thermal Installers & Technicians - Coded as Construction & Related Workers, All Other (SOC Code 47-4099)	10+	16.79	11.52	1	10	\$12.86	\$10.45	\$20.16	\$12.86
47-4099.03		Weatherization Installers & Technicians - Coded As Construction & Related Workers, All Other (SOC Code 47-4099)	10	17.19	11.42	1	10	\$12.86	\$10.45	\$20.16	\$12.86

PUBLIC COMMENT

IV. Local System Infrastructure

SECTION	INSTRUCTION
IV. A. Review/Update Required	Please complete the following information for your local plan: 1. Current Membership - Regional Workforce Development Board Structure – Attach. 1 2. Fiscal Agent Design/Administrative Entity/One-Stop Operator – Attachment 2
RWB RESPONSE	
<ul style="list-style-type: none"> • Regional Workforce Development Board Structure <p>BW acts as both the program policy oversight authority as well as the financial and administrative agent for workforce development activities in Brevard County. BW has redesigned its board and committee structure to include all mandated partners under WIA as well as Florida Workforce Innovation Act of 2000.</p> <p>In PY 2005-06 BW restructured three of its committees. The First Jobs/First Wages Committee is now the Education, Employment, Economic (E3) Committee, the Better Jobs/Better Wages committee is the Community Involvement Committee, and High Skills/High Wages is Business Workforce Committee. These committees continue be charged with guiding program planning and resource allocation across the array of funding streams comprising the workforce development system. While each committee has a specific focus, it is the synergy found in the combined efforts of the local committees which holds promise for moving the current Career Center workforce system to a new level.</p> <p><u>Community Involvement Committee</u> – This committee will address Corporate Goal 1 – <i>Convene the community and conduct community awareness campaigns regarding workforce issues.</i> To this end they will:</p> <ul style="list-style-type: none"> • Conduct community awareness campaigns (marketing) regarding workforce issues, (i.e. the connection between skills, jobs and other environmental factors) and services • Convene multi-region planning initiatives with other workforce boards • Provide educational material to multiple partners (i.e. EDC, County, municipalities, Chambers) that will increase community understanding of: industry specific issues, E3 concept and workforce services • Through awareness campaign and educational materials, increase awareness that improved skills lead to a better job and increase overall participation in the Brevard County Labor Force <p><u>Business Workforce Committee</u> – This committee will focus its work on Corporate Goal 2 – <i>Strengthen key business clusters by working with them to identify and solve workforce issues they face.</i> To this end they will:</p> <ul style="list-style-type: none"> • Understand industry data from the Industry Relations Unit and other sources to use in strategic planning purposes, including identifying industry trends, needs and potential solutions 	

- Participate with other organizations in conducting industry roundtable discussions for strategic planning purposes (i.e. planning, analysis, action strategies and pilot programs relevant to that industry)
- Increase awareness of and use of Career Center Industry Relations Unit.
- Develop and implement as necessary, cluster-based initiatives to relieve worker shortages in key industries
- Identify occupations for the Targeted Occupations List and select eligible training providers.

E³ Committee – This committee will focus on Corporate Goal 3 – *Enhance the E3 concept (Employment, Education and Economic Development) for the emerging and transitional workforce.* To this end they will:

- Work with education and business to create quality programs for students choosing to enter the workplace or technical school upon high school graduation
- Educate parents on careers other than 4-year degrees
- Create business partnerships to sustain workforce initiatives
- Partner with stakeholders in K-14 to increase awareness of careers and career paths of the emerging workforce
- Identify target population segments for participation in the labor force (i.e. disabled, older worker, military) and develop partnerships with related organizations to get them engaged.
- Strengthen the economic development factor in the E3 concept
- Partner with business, economic development organizations and young professionals groups to attract and retain more young professionals to Brevard
- This committee also serves as the Youth Council under the Workforce Investment Act.

The remaining committees did not change in structure and are listed below:

Brevard Workforce Operations Committee- This committee will work on Corporate Goal 4 – Ensure BW Career Center sustains the successful operations for employers and job seekers. To this end it will:

- Identify skill gaps for incumbent workers and job seekers and facilitate education and training solutions to fill gaps
- Facilitate the entry of older workers, transitioning military personnel and their families, workers with disabilities and other target populations into the workforce
- Identify and build career ladders for low to mid wage job holders
- Maintain high quality staff services, easy access and performance standards
- Provide overall support for the attainment of Goal 2 strategies and actions
- Increase awareness of Brevard Workforce Career Center services to businesses
- Facilitate Small Business Partnerships and foster Entrepreneurialism in Brevard County
- Identify chartering requirements for Career Center Workforce Career Center operations; review performance outcomes and customer satisfaction; and make recommend actions for continuous improvement.

Executive Committee - Comprised of the chair, past chair, officers and all committee chairs. The executive committee will serve as the Board's

nominating committee, board recruitment, retention and development, be assigned to strategic stakeholders, and serve as the voice of workforce investments through public speaking and appearances. This committee will also provide the Executive Director review and conduct board self-review.

- **Administrative Entity**

BW serves as the administrator for Workforce Investment Act (WIA), Food Stamp Employment and Training (FSET) also known as the Supplemental Nutrition Assistance Program (SNAP), and Welfare Transition (WT). Customers receive comprehensive services across multiple funding sources, to include WIA, FSET/SNAP, and WT, in a seamless manner. This approach ensures that eligibility for all available services is determined early in the process thereby allowing for maximum flexibility and coordination in funding a customer's employment plan.

- **Grant Recipient**

Grants awarded to Region 13 will comply with local policies specific to the populations served, as well as funders' specific requirements for the populations to be served. BW reserves the right to devise new policies or procedures for serving grant populations in order to ensure streamlined service delivery. Grants include state, federal and private foundation funding.

- **Fiscal Agent**

BW is the fiscal agent for WIA, FSET/SNAP, and Welfare Transition programs in Brevard County and is responsible for the disbursement of funds.

- **Chief Elected Official(s)**

The makeup of BW's board membership complies with requirements of the Workforce Investment Act of 1998 – Public Law 105-220, per Title I, Section 117 (b), as well as Florida Laws 2000-165, 2001-175. Additionally, changes to Board membership approved by the 2011 Legislative Session will be implemented.

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 copy 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 WFA that mandates additional partners other than those mandated by the USDOL (see Sections VII through IX of the State Plan). Please provide the following information in the RWB's local Workforce Services Plan:

A. Description of the Local One-Stop System

SECTION	INSTRUCTION
V.A.1.	A brief description of the local one-stop system established for the region;
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;
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
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.
RWB RESPONSE	
<p><i>Combined Response for Sections V.A.1.-V.A.4.</i></p> <p>Brevard County One-Stop services are coordinated and funded as defined by the comprehensive One-Stop Partners Memorandum of Understanding (MOU) (See Attachment 4). The Career Center (BJL) system, through operations and facilities, provide workforce development programs and services that effectively meet the needs of adult and dislocated workers, youth, and employers in the community.</p> <p>BW, with the agreement of the chief elected official and as mandated by Section 121(c) of WIA, has developed and entered into MOUs between the Board and the One-Stop Partners to govern the operation of the One-Stop delivery system in the local workforce area. The MOUs are included in the Plan as Attachment 4 and are as follows:</p> <ol style="list-style-type: none"> 1. Umbrella MOU between the BW, Agency For Workforce Innovation, Brevard County School Board, Brevard County Board of County Commissioners, Brevard Family of Housing Authorities, State of Florida, Department of Children and Families, and Department of Education Division of Vocational Rehabilitation. 2. MOU between the BW and Senior Community Services Employment Program (Title V program). <p>BW's MOU with the Brevard County Board of County Commissioners (chief elected official) is included as Attachment 3: Inter-location Agreement and Board Designation.</p> <p>Section V. F. Selection Process of the One-Stop Operator(s) details the competitive selection of the One-Stop Operator</p> <p>BW believes workforce goals and objectives can best be met through the Board's flagship product, the Brevard Career Centers. All services offered in Career Centers are based, to the degree possible, on the organizing principles of One-Stop service delivery. Those are Universal Access, Customer Choice, Integration of Services, and Accountability for Results and service to business. This exemplifies our philosophy of no wrong door. So, no matter how a customer finds their way into center, all partners will work as a team to assess, refer, and assist participants across the various programs they meet the eligibility for in each Career Center.</p>	

Business Process Reengineering – The Business as a Customer Model:

The Brevard Workforce Board of Directors approved the Business Process Reengineering (BPR) which initiated a “different way” organizing and operating a One-Stop Center. BW via the One Stop Career Center, had been operating with the same primary service delivery model since 1998. Furthermore, the facility design and job seeker service flow (either through the center or within processes) had not changed in a significant way within the same time period. However, within this period, workforce funding had consistently and significantly trended down and the labor exchange marketplace has changed profoundly. The internet has become an increasingly integral part of the labor exchange and the need for a more proactive **business focused system** (demand driven) has grown due to this change. In an effort to improve productivity, reduce costs, and to better align the system with the current and future needs of Brevard businesses, BW started a Business Process Reengineering effort in November 2009. The goal of the BPR process was to create greater efficiencies, be more proactive rather than reactive, use innovative models and focus on the business as the customer and the job seeker as the resource to meet business needs. With this in mind, specific outcomes expected include increased business participation, improved business knowledge of workforce services, streamlined processes and a more viable pool of job seekers with industry and skill level diversity (talent pool). BW began implementation of the new model on July 1, 2010 but it is important to note that the BPR is a continuous improvement process that will be revised as necessary to adapt to the changing needs of business and industry. The new model is a new service designed to create a greater connection to business and to serve job seekers for all One-Stop Center mandated and optional services. The following describes the most important changes:

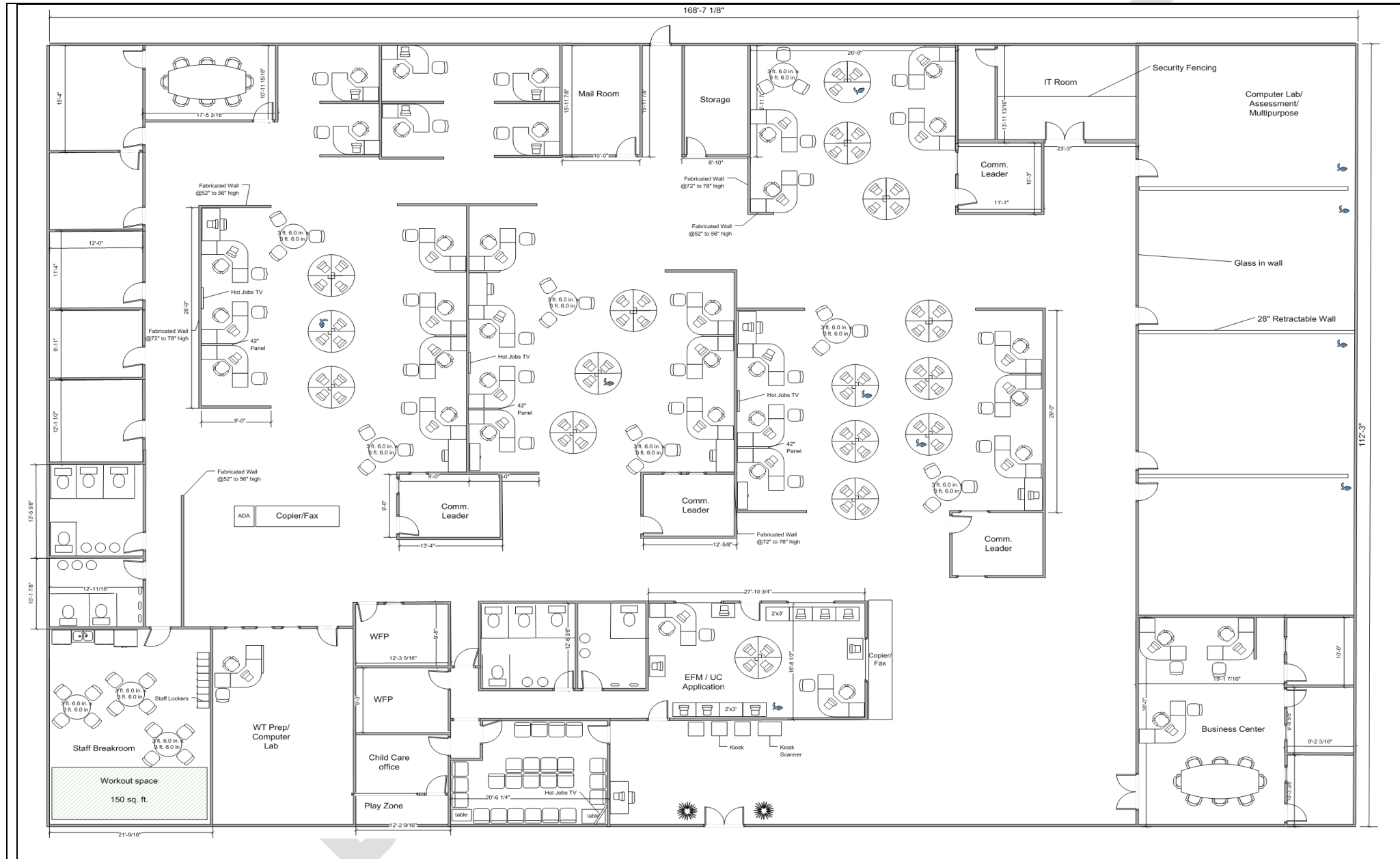
Cultural – Staff who provide front line customer service are not defined by “silo-driven” programs such as Youth, Welfare Transition, Workforce Investment Act, etc. Instead, staff are arranged in “communities” driven by business customer and industry needs. Case management functions are provided by most of the staff for all customers. For programs which provide funding to enhance services or provide “priority of service” to target customer populations (e.g. Veterans, etc.), staff continues to restrict their service to the eligible customer but now provide a full array of services for the target customer. As part of the cultural change, staff was required to reapply and compete for the new positions created for the new model. This was to ensure that staff with the appropriate strengths were in the right jobs. Other cultural changes include individual performance targets for business and job seeking customers as well as requirements for education, skill attainment and internal training functions.

New Center Design – With the opening of the new Rockledge Career Center and the relocation of the Titusville Career Center, Region 13 has 2 of the 3 One-Stop Centers configured in a new center design which complements the cultural and operational changes. The planning for the renovation of the 3rd One Stop Center located in Palm Bay is scheduled to begin during the 4th quarter of 2011 with the remodeling to take place when funding and resources are available. The new center design allows BW to configure the business and industry communities around the customer flow. A summary of the design changes include:

Design Change	New Model Function
Resource Rooms	The resource room concept has been in the past, a large single open area to assist Job Seekers with any and all of their needs. This space does not exist in the new model. Many of the services that were provided in the Resource Room are now provided in different areas that are specifically designated for those services.
Staff Computer Work Stations	The key changes to the Staff work areas are that they are much closer to the areas where Job Seekers look for work and the surrounding panels of the work area are relatively low compared to previous work areas. These changes were made so that staff would be more accessible and responsive to the Job Seekers.
Kiosk Stations	The Kiosks allow much greater feedback on what job seekers are doing while in their

	communities and which activities are most successful.
Pilot Geographic Solution's self-scan interface with Employ Florida Marketplace	Once in place we hope this system will improve data entry and case notes.
Application Room	Historically a lot of the disruption of the Resource Room was caused by people needing help with the various applications (EFM, Food Stamps, TANF, etc...). In the Application we have an area where a few staff can assist job seekers in creating a great EFM profiles.
Transitions Room	This is a new space in the center. This is space dedicated to assisting customers in completing the activities necessary to maximize the job search process.
Work Search Carols	These PCs are at the heart of the Community, where staff can offer assistance and observe progress. Furthermore, these carols require standing so that people maximize job search time.

The following graphic shows the "ideal center" design which is a basis of the current layout for each of our new centers. Actual design and layout is based on cost factors, space constraints and unique location characteristics.



Operational Changes - In addition to the previously described cultural changes, the operational changes include creation of new job descriptions for existing positions necessary to provide services. The following chart provides the job/working title and function of the position:

Job Title/Working Title	New Model Function
Center Manager -	Lead local Workforce teams to exceed business needs
Program Mgr. (WIA/WT,WP, Etc.)	Manage programmatic requirements
Community Lead	Manage community to exceed business needs
Internal Compliance Specialist	Capture and manage program level data requirements
Quality Manager	Ensure system is meeting programmatic requirements
Greeter	Guides customers through the system and ensure linkage to correct resource & staff
Customer Information Specialist	Address service questions and connect in-bound customers to the correct resource
Executive Assistant	Provide organizational support to key staff
Job Order Specialist	Manage job orders to exceed business customer needs
Workforce Services Specialist	Provide Quality Assurance and Community Assignment
Staffing Specialist	Provide employers with skilled and experienced job seekers
Transition Specialist	Transition Job Seekers to work readiness
Business Liaison	Deliver workforce services that exceed business expectations.
Trainer	Coordinate and deliver staff and job seeker training

These position/working titles within the new community settings allow for improved customer flow, more control of resource use, increase staff interaction with job seeker, create a more collaborative environment for staff and provide “business feel” to the job seeker’s surroundings. To adapt the BPR model for the Aerospace Transition Workforce Program, two additional job titles were added as follows:

- Career Progressions Specialist – provides group and individual assistance with career transition barriers.
- Peer Counselors – provide one on one peer support to establish, linkages, communication and information to transitioning workers.

Operationally, the new career centers are designed around business and industry and are called “communities”. These communities can be changed as the business and industry needs are revised. Currently BW operates with 4 communities. These communities were selected based on Labor Market Information, Key Industry Information, Targeted Occupations List and business use information provided by Employ Florida Market Place. NAICS Codes are the basis of community assignment as follows:

Community	NAICS Code Included
Aerospace	Multiple NAICS Codes Apply
Manufacturing, Construction & Transportation	22 – Utilities ,23 – Construction,31 – Manufacturing,32 – Manufacturing, 33 – Manufacturing, 47 – Transportation/Warehousing, 48 – Transportation/Warehousing 493 – Warehousing and Storage, 562 – Waste Management and Remediation Services 8113 - Commercial and Industrial Machinery and Equipment (except Auto/Elec R & M), 927 – Space Research and Technology
Health Care & Professional	52 – Finance and Insurance, 54 – Professional, Scientific, and Technical Services 55 – Management of Companies and Enterprises, 61 – Educational Services 6211 – Offices of Physicians, 6212 – Offices of Dentists, 6213 – Offices of Other Health Practitioners, 6214 – Outpatient Care Centers, 6215 – Medical and Diagnostic Laboratories 6216 – Home Health Care Services, 6219 – Other Ambulatory Health Care Services 6221 – General Medical and Surgical Hospitals. 6222 – Psychiatric and Substance Abuse Hospitals, 6223 – Nursing Care Facilities, 6232 – Residential Mental Retardation, Mental Health and Substance Abuse Fac., 6233 – Community Care Facilities for the Elderly 6239 – Other Residential Care Facilities, 6241 – Individual and Family Services 6243 – Vocational Rehabilitation Services, 8122 – Death Care Services, 8132 – Grant making and Giving Services, 928 – National Security and International Affairs
General	All other codes not included in the above.

The Business Process Re-engineering (BPR) efforts have focused upon Cultural, Operational, and Physical changes to the One – Stop Career Centers in Region 13. These changes are able to fully integrate all of the various programs into a seamless coordinated One- Stop Career Center system (Job Corps, MSFW, TAA, WT/TANF, FSET/SNAP, Veterans, and Wagner-Peyser). The process is designed to continually improve services to business customers and job seekers and will be updated as necessary for continuous improvement.

This Staffing Chart shows how the One-Stop Career Centers are typically staffed using the BPR Model:

BREVARD WORKFORCE STAFFING PATTERN FOR ONE-STOP'S

Center	Titusville	Cocoa	Palm Bay
Center Manager (Contractor)	1	1	1
Greeter (Contractor & AWI)	1	2	2
Workforce Services Specialist (Contractor)	1	3	2
Transition Specialist (Contractor)	1	1	1
Workforce Services Specialist & Transition Assistant (Contractor)	1		
COMMUNITY	Manufacturing, Construction, & Transportation		
Community Leader (Contractor)	1	1	1
Staffing Specialist (Contractor)	1	2	4
Staffing Specialist (AWI)	1- LVER	1- DVOP	1 -LVER
Business Liaison (BWB)	*	*	*
COMMUNITY	General		
Community Leader (Contractor)		1	1
Staffing Specialist (Contractor)	1	3 1-MFEA	4
Staffing Specialist (AWI)	1-LVER (50/50)	1- DVOP 1- DVOP	1- DVOP 1- LVER (50/50) 1- ESR1
Business Liaison (BWB)	*	*	*
COMMUNITY	Healthcare & Professional		
Community Leader (Contractor)		1	1
Staffing Specialist (Contractor)	1	1	1
Staffing Specialist (AWI)		1-LVER	1- DVOP
Business Liaison (BWB)	1	*1	*1
COMMUNITY	Aerospace Workforce Transition Team		
Project Manager (BWB)		1	
Career Progression Specialist (BWB)		1	

Workshop Trainer (Contractor)	1		
Position	KSC – Headquarters	KSC – OSB1	
Community Leader (Contractor)	1	1	
Staffing Specialist (Contractor)	7	5	
Peer Counselor (Contractor)	3	2	
Business Liaison (BWB)	5		
Partners Staff			
Admissions Counselor (Job Corps) (Cornerstone)	1 (2 PLANNED IN FUTURE)		
ESOL Instructor (BCSB)			1
GED Instructor (BCSB)	1	1	1
GED Assistant (BCSB)			1
Early Learning Coalition (ELC)		4	3
Work first Plus (H.S.A.)		2	1
AARP/SCSEP - Employee		2	1
Yellow Umbrella (YU)		Vacant	
Information Technology Unit (IT) (BWB)			
Personal Computer Tech.	1		
Countywide Team			
Position	Name	Location	
Customer Information Specialist (AWI)	1	Palm Bay	
Internal Compliance Specialist (Contractor)	3	Palm Bay/PB Cocoa	
Job Order Specialist (Contractor & AWI)	2	Cocoa Cocoa	
Manager Mobile One Stop (Contractor)	1	Express	
NEXT-Gen Recruiter	1	Palm Bay	
Staffing Specialist & Digital Access Trainer (Contractor)	2	Cocoa & Titusville Palm Bay	

Operations		
Position	Name	Location
General Manager (Contractor)	1	Cocoa
Operations Manager (Contractor)	1	Cocoa
Center Manager (Contractor)	2	Cocoa/Titusville Palm Bay
Executive Assistant & BW Express Coordinator (Contractor)	1	Cocoa
Quality Manager (Contractor)	1	Cocoa
Program Manager (Contractor)	1	Cocoa
Operations Management Consultant II / Program Manager	1	Palm Bay
Staff Trainer (Contractor)	2	Cocoa Palm Bay
Workshop Trainer (Contractor)	2	Cocoa

B. Process of Maintaining Eligible Provider Training 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.

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

BW maintains a list of authorized eligible training service providers. Each of these providers has been selected through an application/ review process and meets state policy for "initial" eligibility.

Maintaining the Eligible Provider List

BW maintains the local provider list in compliance with all federal and state requirements. Subsequent eligibility will be based on criteria as determined by WIA Section 122 (c) and State Policy. New providers can be added to the list based on a request for qualification process that includes:

1. Broadly advertised instructions for completing a local application.
2. Submission of an application packet to BW that includes information to determine local relevance and state eligibility
3. The application is then reviewed by BW staff for eligibility and based on a rating score is then reviewed/ approved by BW's Business Workforce Committee, with the final approval coming from the full Board of Directors as an eligible provider
4. BW enters into formal MOUs with approved service provider
5. Informs denied applicants of appeal procedures BW keeps all ITA Vendor Applicants well informed in the process and decision made regarding the approval and denials. Technical assistance is provided for application submission.

Newly eligible training providers will be submitted for addition to the state list at the time they are added to the local list. In contrast, those providers who are unable to maintain eligibility will be submitted to the state for removal from the State Eligible Provider List at the time they are removed from the local list.

Making Available the Eligible Provider List

The eligible provider lists are made available to appropriate customers by Career Center Career Center staff via electronic access. Career Center. Both the state and the local lists are distributed in a user-friendly format and accessible through both computer terminals and hard copies.

Process for Ensuring Continuous Improvement of Eligible Service Providers

BW utilizes several different strategies to ensure continuous improvement of eligible providers and that information and eligibility is updated. Performance tracking systems are designed to gather performance indicators for eligible service providers as required under WIA Section 122 (d) (1). Regularly scheduled reviews of service delivery processes and results will ensure quality and identify opportunities for improvement. BW will work collaboratively with partners to establish benchmarks by comparing eligible service providers' delivery processes to similar highly successful organizations. The methods for ensuring continuous improvement include:

FETPIP

BW utilizes information provided by FETPIP to set and determine service provider performance levels and identify opportunities for continuous improvement. FETPIP is an effective MIS tool for calculating the success rates of state and local educational programs with respect to training program completion rates, placement rates, annual earnings and employment retention rates. This information may also be used to maintain the eligible provider list to be used by customers when choosing an eligible provider.

Local Data Review

Additionally, local data review is conducted by BW to supplement FETPIP data on a "real-time" basis. Local data queries have also been established that directly access the data warehouse and provide real time information on various WIA and WT performance measures. Regular data runs are made on recurring items (i.e. blank JPRs, projected end date, soft exits) to ensure accuracy and timeliness of data input.

Customer Satisfaction

BW will emphasize high ratings of customer satisfaction to eligible providers. These include the satisfaction of customers with regard to the effectiveness of training programs and the way in which they are delivered. Enhancements may include point of service surveys and customer focus groups.

- C. Process for Ensuring Continuous Education/Training of Eligible Service Providers, Assessment of Strengths and Opportunities, Use of Performance Incentives, Awarding Bonuses to Participants, Use of Individual Training Accounts (ITAs), and Achievement of Performance Goals. Describe how the following processes will be performed in the local one-stop service system:

SECTION	INSTRUCTION
V.C.1.	Continuous education and training of eligible service providers through the system to ensure that the providers meet the employment needs of local employers and participants.
V.C.2.	Assessment of the strengths and opportunities of service providers available in the local one-stop service system;
V.C.3.	Service providers meet the employment needs of local employers and participants:
V.C.4.	Bonuses to participants, and
V.C.5.	Use of ITA's.

RWB RESPONSE

Combined Response for V.C.1 – V.C.5.

Continuous Education and Training

Procedures have been established to insure compliance with One-Stop credentialing Final Guidance AWI FG 02-032 – 15-Hour Continuing Education Credits. This guidance discusses what continuing education focus areas are acceptable for the 15 clock hour mandate. It explains the activities that can be accepted for continuing education credit, and how the training must be documented and recorded on the Training Tracker System. To review the full procedure work instruction see - Attachment 5.

All contractors are required to have staff obtain their Tier 1 certification within six months of hire and maintain that certification by getting 15 hours of continuing education credits yearly. These activities are performance incentive pay points for our contractors.

Certification Process for One-Stop Partners

One of the most critical functions of Brevard Workforce is chartering its One-Stop Career Centers and affiliated sites. As the focus point of the workforce development system, the One-Stop Career Center is the place where service delivery partners connect with customers and with each other. In our quest to become unparalleled as scout, broker and facilitator for businesses and job seekers alike we must ensure a quality system. A system that is known as the primary choice, rather than the last resort, for finding a job or better job, choosing a career, finding a good employee, accessing training, or getting the information the customer needs to be successful in today's economy.

A charter is BW's personal guarantee to the community that a center is committed to quality processes, continuous improvement, and outstanding performance. To that end, the Chartering Criteria Rating Tool and supporting documentation is an attempt to provide a vehicle for evaluation of each existing one-stop center and any future facilities that will bear the Career Center rebrand Workforce name and logo. A tool was created in 2002 and was used to complete the initial base line reviews. As a result of those initial reviews, the tool has been modified to ensure comprehensive, consistent examination of key quality indicators.

The review is conducted in three areas with the first one being Center Design. This area is more appropriately the responsibility of BW and while it will be included in each review, it will not be calculated into the performance rating for the contractors.

Contract performance will be determined based on the remaining two sections, Operations and Performance Management. The results will be reported in the aggregate and are intended to promote continuous improvement rather than "pass/fail" scores.

Incentives/Bonuses/Performance Goals

Eligible provider agreements include language that provides for incentives or bonuses if annual final performance levels exceed established minimum level benchmarks and if funding is available for such bonuses.

Individual Training Accounts (ITAs)

BW has developed its ITA system in correlation with the desired outcome of promoting high wages. The Business Workforce Committee has determined that hourly earnings at or below \$9.00 constitutes entry wage while \$9.01 – \$14.00 per hour are bridge wages for self-sufficiency. Hourly earnings of \$14.01 per hour or greater are deemed to constitute a high skill/high earnings in Brevard County. As such, BW has established a philosophy of emphasizing High Skill/High Wage as the primary benchmark for any possible incentive performance payments to training providers. This same hourly wage demarcation will be used to establish a fair market value for training programs.

BW understands the delivery of vocational skills training to adults and dislocated workers under WIA mandates, with limited exceptions, the use of an ITA. ITAs are the mechanism, under WIA, for providing eligible customers with the resources to access training programs through approved training providers in a demand occupation.

Priority of ITAs are given to vocational and technical programs lasting no more than 24 consecutive calendar months or, for degree programs that can be completed in 60 credit hours or less for customers having current academic credit toward a four-year degree. BW defines "program" as one or more courses or classes, or structured regime when successfully completed, leads to a certificate, an associate or baccalaureate degree, or the skills, competencies needed for a specific job or occupation, as recognized by employers and determined prior to training. Customers are limited to one ITA in a 36 month period. BW has identified demand occupations it deems critical to Brevard County and may authorize the use of ITAs for a baccalaureate degree program.

All ITAs will be categorized based on potential earnings upon entering employment. Training programs with the potential of higher earnings will have a larger amount of allowable investment than those earning less. The thresholds for allowable investment will be categorized in the following three tiers:

THRESHOLDS FOR ALLOWABLE ITA INVESTMENT		
TIER	AVG ENTRY WAGE	MAX INVESTMENT
Entry Tier	\$9.00 or less	\$5,500
Bridge Tier	\$9.01 – 14.00	\$7,000
High Wage Tier	\$14.01 and up	\$9,000

Exceptions to these thresholds must be approved, in advance, by the Scholarship Unit. The above thresholds do not include supportive services required for participation in training or performance incentives as provided for by BW policy. Eligibility for an ITA includes, but is not necessarily limited to:

- Unable to find suitable employment with existing skills and/or academic credentials as evidenced through unsuccessful job placement while actively participating in both core and intensive services;
- Not eligible to receive other training assistance (i.e. Pell grant) or additional funding is not sufficient to cover training costs
- Through assessment the customer is determined to be appropriate for and able to complete employment training
- Training program requested is linked to a demand occupation in the local area and there is a customer commitment to seek employment in that field once trained
- Training program requested meets the specific grant requirements as determined by the funding source.
- Training Provider MOUs incorporate WIA and the Workforce Florida Act requirements. Included in the MOUs are:
 - billing procedures, refunds, cancellations, transfers
 - limits on student liability
 - funding source coordination requirements
 - other “boiler-plate” understandings between the appropriate agent and provider
 - negotiated price and the structure of performance payments
 - agreement to supply information to FETPIP, without which, providers will not be able to maintain their eligibility
 - agreement to a performance outcome based on increasing the availability of alternative financing
 - prohibitions on unlawful remuneration to attract students
 - provide proof of licensure and remain licensed by the State Board of Nonpublic Career Education as authorized in sections 246.201-246.31, Florida Statutes

50% Expenditure Requirements – BW’s plan of service ensures that 50% of available adult and dislocated worker funding will be spent on allowable ITA costs as stipulated by state policy. In doing so, BW is taking advantage of all allowable activities whose costs are under the “50% inclusionary categories” as outlined in the state ITA policy.

D. The Memorandum of Understanding Process

REVIEW/UPDATE REQUIRED: Provide a list of the MOUs as described in Section 121(c) of WIA between the RWB and each of the mandatory and/or optional one-stop partners. A sample copy of the regions’ MOU should be attached. 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 WFA:

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

SECTION	INSTRUCTION
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.
RWB RESPONSE	
<p>Brevard County currently has three full service Career Centers and one mobile center that offer access to the array of services as outlined in WIA Section 134(d)(2) and Florida Workforce Innovation Act of 2000. The Brevard County Library System, Brevard County Parks & Recreation Community Centers located in Target Areas and selected Chambers of Commerce are just a few of the electronic entry points of contact to the services Career Center. Partners are trained as requested on how to access and use these services.</p> <p>In cooperation with the <i>U.S. Department of Labor's Center for Faith-based and Neighborhood Partnerships</i>, BW as created a faith-based "Leadership Advisory Council" for the purposes of faith-based job club, peer support and information and referral resources. Peer Ministry Leaders from around the country have been engaged to share their experiences with the Leadership Advisory Council to show local leaders successful models to help reach out to local dislocated workers and other persons in transition. Many of these peer ministry leaders started job clubs. offered resume help, grief support and counseling services. Others organized job fairs and hosted job trainings. Many coordinated with community resources like 2-1-1 Brevard to provide wrap-around services for unemployed individuals and their families. Unemployment takes a terrible emotional and psychological toll on individuals and families – a factor that is inaccessible if not invisible to most secular programs and government. These hidden factors support denial, resentment, and other unhealthy responses that can keep people from the very help they need, and harm the very families and communities they cherish. Faith-based organizations can address those issues and pave the way to more tangible programming. Our plan is to create opportunities for ministries from other states to share with us their firsthand experience. The goal over the next planning period is to accomplish the following:</p> <ul style="list-style-type: none"> • 40 Faith-based community organizations (FBCO's) will receive focused training and technical assistance. • 2- FBCO's will promote 211 Brevard and other information and referral sources within their communities • 15 FBCO's will develop a Job Club, Access Point, a Resource Coordinator Position or provide some other measurable service within their community • BW will provide in-depth training to all FBCO's involved and seek staff volunteers to serve as contact points for the FCBO meetings. <p>For additional information, please refer to https://partnerships.workforce3one.org/</p>	

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

SECTION	INSTRUCTION
V.F. <i>Review/Update if RWB Operates 1-Stop</i>	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

BW is committed to open and competitive procurement of services in providing workforce development services in Brevard County. Through requests for qualifications, invitations to negotiate, requests for proposals and bids, providers within and outside the community have the opportunity to compete to meet the needs of BW customers. Decisions on procurement are guided by our commitment to provide quality services and maintain high levels of customer satisfaction. This is done within the established federal and state regulations and policies governing procurement.

Request for Qualifications (RFQ)

As a preliminary action in the procurement process, BW may issue a Request for Qualifications (RFQ) that provides a general description of the scope or purpose of the acquisition and invites responses from potential offers that may be interested in providing services. The purpose of the RFQ is to evaluate the degree of interest and extent of qualified and experienced organizations in managing and operating workforce development systems and programs. The RFQ identifies the information sought (e.g. qualifications, proposed technical concept, past performance and limited pricing information.) and evaluation criteria. BW evaluates all responses in accordance with the criteria stated in the RFQ and based on the results a Request for Proposal (RFP) or Invitation to Negotiate (ITN) may be released for the service area

Invitation to Negotiate (ITN)/Request for Proposals (RFP)

Invitations to Negotiate (ITN) or Requests for Proposals (RFP) are used to solicit proposals when the scope of work is complex and requires significant oversight; the period of performance is at least a year and can be recurring, to a maximum of five years; and the estimated cost is greater than \$100,000. Solicitations contain the desired scope of work, period of performance, terms and conditions as well as a schedule, evaluation criteria and required proposal formats.

Contractor Rejection or Selection

Proposals are individually evaluated by a team of not less than 3 members comprised of BW staff, board member or member of the community or combination thereof in accordance with ITN/RFP criteria. Each team member is required to sign a code of conduct and conflict of interest statement. The evaluation criterion is kept on file for each procurement including the individual evaluation forms completed for each proposal submitted. All offers over \$100,000 recommended for award by the team are forwarded to the BW Board of Directors for review and approval. Final funding decisions are made by the BW Board of Directors. No one single staff or board member controls the selection or administration process

On February 28, 2007, BW issued an RFP to secure multiple One-Stop contractors capable of providing comprehensive services across multiple funding sources. This marked our continuation of our successful change to a multi-contractor format delivering specialized expertise in specific services or modules. These modules were

- ***Module 1, General Contractor:*** The General Contractor is responsible for the operations of the entire B JL system, including full service centers and access points. The General Contractor will ensure that the strategies they utilize will provide universal access to B JL services. They deliver core services to the universal customer. They maintain responsibility for the attainment of all performance goals throughout all B JL systems.
- ***Module 2, Targeted Services:*** The Targeted Services Contractor will provide a service delivery strategy for the assisted Core, Intensive and Training services that is integrated and coordinated with all other contractors of B JL services and provides seamless, high quality services for all customers.
- ***Module 3, Youth Services:*** The Youth Services Contractor will implement and coordinate the service delivery strategy for programs that help youth

facing serious barriers to future employment. The Youth Services Contractor will provide integrated services for in-school and out-of-school youth who are in need of assistance. The Youth Services strategy is designed to be the one-stop contact for all youth services in the BJL system

The 2007-08 program year BW brought the Industry Relations function under the purview of the Board and will not award a contract for services. The Industry Relations Department provides a service delivery strategy for BWs business customers that are arranged around Core, Intensive and Training Services. The Industry Relations activities are based on a sales and broker model of doing business with businesses, thereby necessitating the need for Key Accounts within the identified key industries and the Communities identified as part of the One-Stop method of operations.

In 2009 BW transitioned from multi contractors to one contractor providing targeted and youth services.

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 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.

SECTION	INSTRUCTION
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	
The following is a synopsis of the BW One-Stop Career Center service delivery approach:	

In a One-Stop delivery approach, resources are allocated in such a manner as to allow for broad based, technology supported self-help and assisted self-help services as a first step for all employers and job seekers. By careful screening more intensive, customized assistance can then be made available to those whose needs are greater or more pronounced. Under WIA these services are defined as Core, Intensive and Training.

The services are facilitated through the General Contractor, chosen through an open procurement process.

The best way to understand this approach is to visualize a common kitchen funnel. The widest portion of the funnel represents the least staff intensive services, and thus less expensive and most customer directed set of services (*core services*). As one travels down toward the most slender part of the funnel, service offerings become more staff intensive and more specialized, requiring the investment of more resources (*intensive and training services*). This visual representation is relevant for virtually all services offered in a Career Center environment. Whether it is labor market information, career counseling, job applicant recruitment, post placement follow-up, or Industry Relations, the model begins with the least intensive and moves to individualized, one-on-one assistance. The more efficiently and effectively services are delivered in the top of the funnel, the more resources will be available for those who need more intensive and expensive services.

Employers and job seekers can access a wide array of no-cost, self-pay and voucher services through the Career Center system. The Career Center is designed to offer customers a welcoming atmosphere where workforce development tools are both easy to use and effective. The services provided are as follows:

- Job search, referral, and placement assistance
- Career counseling and educational planning
- Consumer reports on service providers
- Recruitment and eligibility determination
- Support services, including child care and transportation assistance to gain employment
- Employability skills training
- Adult education and basic skills training
- Technical training leading to a certification and degree
- Access to claim filing for unemployment compensation services
- Access to temporary income, health, nutritional, and housing assistance
- Access to electronic and telephone eligibility process for Department of Children and Families programs
- Job Order assistance
- Access to Employed Worker Training funds
- Labor Market Research
- Rapid Response activities for any RIF's or ramp ups in the workforce

The following table illustrates services of each partner for one-stop services. Partners may provide these services on or off site:

One-Stop Partner	Description of Services	Service Level
BW <i>Regional Workforce Board</i>	Provides resources for administration and oversight of local one-stop activities, FSET program, and one-stop operations through its contracted one-stop operator Kaiser Group, Inc.. <i>BW is, by virtue of federal and state laws unable to provide direct services for job seekers without appropriate approvals.</i>	<u>Kaiser Group:</u> ⇨ Core ⇨ Intensive ⇨ Training (via vouchers) ⇨ Employer Services <u>Youth</u> ⇨ Core ⇨ Intensive ⇨ Training
Senior Community Service. Employment Program (SCSEP) <i>Program of AARP under Title V</i>	Provides resources on behalf of older workers for services that include referrals, paid work experience, training, and specialized group services.	⇨ Core ⇨ Intensive ⇨ Training
Brevard School Board <i>Region's K-12 public school district</i>	Provides resources for adult basic education, GED, adult education for those with learning disabilities, literacy training, work experience opportunities, staff capacity building and space for satellite sites. Actual service depends upon the particular career center and availability of funding to pay the recently approved fees for this program.	⇨ Core ⇨ Intensive ⇨ Training (eligible provider)
Brevard Community College (BCC) <i>Post-Secondary Educational Institution</i>	Coordination on Carl D. Perkins funding for remediation services offered at BCC.	⇨ Core ⇨ Intensive ⇨ Training (eligible provider)
Brevard Family of Housing Authorities <i>Administrative Entity for Brevard County and City of Melbourne Housing Authorities</i>	Provides funds and staffing for employment training and placement services, outreach, intake and referral services, housing assistance.	⇨ Core ⇨ Intensive
State of Florida, Dept. of Children & Families <i>Regional TANF/ Welfare</i>	Provides resources for supportive services including mental health services, substance abuse assistance, transportation assistance, and case	⇨ Core ⇨ Intensive

<i>Transition Agency and other human services program provider</i>	management functions. Provides electronic access for eligibility process for DCF programs.		
Agency for Workforce Innovation <i>Regional provider of Wagner-Peyser and other labor exchange services</i>	Provides resources to Career Center services including, direct service management, job placement services, LMI resources, capacity building services, UI information services, veterans services, and Job Corps.	⇒ Core ⇒ Intensive	
Department of Education Division of Vocational Rehabilitation <i>Regional provider of employment/ vocational services to disabled persons</i>	Provides resources for core and intensive services including orientation, intake, job placement and case management services for vocational rehabilitation customers	⇒ Core ⇒ Intensive ⇒ Training (via vouchers)	
Early Learning Coalition <i>Administrative Entity state and federal early education programs</i>	Child care resource provider.	⇒ Intensive (specific to child care)	

Referrals

Career Centers utilize established referral system. There is a close working relationship and integration between the one-stop contractor and partners. Referrals are usually able to be handled within a single office location and often include a person-to-person transfer of the customer by the contractor and partner, or vice versa. Referral activities are notated by the sender and receiver. For example, the referral of a Welfare Transition customer to basic labor exchange services would be recorded both in OSST and EFM systems. When a person-to-person transfer is not feasible, a referral letter is given to the customer to be used as an introduction to the partner or other agency. Referrals to mental health or substance abuse counseling for targeted customers are handled in the same manner, and a fax of the referral is sent to the provider to facilitate contact. These providers notify the one-stop contractor within three days on the status of the contact, which allows staff to follow-up as needed.

Confidentiality

The One-Stop Partners, BW and its service providers adhere to strict policies regarding customer confidentiality. All personal and identification information for customers is kept under the strictest confidence. At no time is information released to the public or non-workforce development associated agencies unless specifically authorized in writing by a customer. All One-Stop partners agree to provide and/or access customer information only when required to meet its legal obligation under WIA, Welfare Transition or FSET/SNAP or when required to secure appropriate employment outcomes for customers.

Scholarship Unit

The Scholarship Unit is a financial aid resource available to qualified customers. This Unit is responsible for processing all scholarships (ITA's) for BW sponsored funding, such as WIA, and WT funds. It is also responsible for the management of supportive services funds. Other responsibilities include:

- a. Justifying training based upon the student's assessment results and career plan.
- b. Brokering educational information. This includes performance, cost and requirements of programs offered through local educational entities.
- c. Management of Individual Training Accounts (ITAs), including the submission of scholarship applications for ITAs on a timely basis to the General Contractor for training fund approval and closing accounts upon completion.
- d. Brokering information on all available financial aid, including Pell Grants, private training funds and scholarships.
- e. Providing accurate and timely information regarding anticipated training needs to the General Contractor to facilitate the maintenance of the Career Center budget for training.
- f. Providing information to the Contractor to assist in maintaining a scholarship and training database as a resource tool for all staff and customers.
- g. Ensuring that career center staff has feedback and information from the Scholarship Unit that helps them with electronic budget preparation, justification of training and projecting future needs.
- h. As necessary the unit also provides review and approval of On-the-Job training opportunities for the BW business and job seeking customers.

Career Center and Wagner-Peyser Services

Description of Services

The key to the success of the Career Center is the partnerships, as specified in the One-Stop Partner MOU (Attachment 4). The mix of job placement, education, and employment training services within the Career Center is delivered through the integration of workforce development partners' resources and staff as mandated by Wagner-Peyser. Each partner is required to provide, at a minimum, the core services as mandated by their program.

Service Provisions and Flow

As part of the overall delivery of services, the Career Centers offer a myriad of quality labor exchange activities. Services may be provided using several delivery methods including technology, group trainings, staff- assisted and partner referrals. Both partner and Wagner-Peyser resources support the following tools and activities designed to integrate and effectively deliver all aspects of labor exchange:

- Employ Florida Marketplace (EFM)
- America's Career InfoNet – (ACINET)
- One Stop System Tracking (OSST)
- Job Clubs/Employer Referrals
- Assessment Tools
- E Choice/ONet
- HelpWanted Online/TORQ

The flow of labor exchange activities moves through gateways of core, intensive and training services, each offering resources designed to assist individuals with different levels of need to gain employment. To effectively connect these services, there is a close working relationship and integration between the one-stop contractors and partners.

Cost Sharing

The BW Career Centers and associated partners have established a system for service provision and cost sharing by pooling resources and staff in Career Center locations. WIA and Wagner-Peyser funds support the majority of one-stop services. Agency for Workforce Innovation, the state designated recipient of Wagner-Peyser funds, is a significant One-Stop Partner. Ninety percent of all Wagner-Peyser funds are utilized through the local one-stop system to provide direct customer labor exchange services. To increase staff capacity on-site, human resources are also integrated in the center system. Many of the partners

house staff on-site at one or all of the Career Centers. Agency For Workforce Innovation staff are considered Career Center staff and as such perform a variety of functions including management, direct service and administrative. Wagner-Peyser staff are augmented by those partners who provide additional on-site staff staffing, especially those providing support staff functions. This maximizes Wagner-Peyser to provide more direct service, non-administrative staff.

Technology

The Career Center and its partners support, through various funding streams, the use of computer based technological resources. Technology is used to deliver labor exchange services, provide remote access and track customers. Through the use of technology, services can be delivered to customers without utilizing limited staff resources. Customers unable to visit full service sites, or who prefer Internet access are provided access in community satellite sites and through Internet based technology such as the Career Center website at www.brevardworkforce.com. This web-site includes links to other information and services including partner resources not offered in the career centers. Customers and services, including job referrals and placements, are tracked through the use of technology.

Non-Duplication of Services

Staff and management work closely to understand the services of each one-stop partner and, when possible, provide all workforce related services to customers in the career centers. The design of the Career Center facilities, the pooling of partner resources and services, and a clearly defined referral system ensures resources are maximized and duplication of Wagner-Peyser and other Workforce Development Services is reduced. Technology also assists in this process. The One-Stop Partners and community members have participated in the development of a web-based information and referral system including workforce development services as part of the 211 Brevard information and referral process.

Industry Relations (Business Services) The discussion of labor exchange services would not be complete without addressing Industry Relations. Wagner-Peyser supports services to employers including those designed to assist employers in filling jobs. Employer services are specifically addressed through both the General Contractor and the Industry Relations Department. Industry Relations Representatives routinely come in contact with the employer community to provide a full range of services associated with their workforce needs and to ensure methods effectively integrate with job seeker services. The Contractor is responsible for all Job Order activities.

Adult and Dislocated Worker Employment and Training Activities

Unemployed or Displaced Job Seekers

WIA funds as well as funding made available under partner resources are allocated for adult and dislocated workers in Brevard County to provide core, intensive, and training services through the local One-Stop system known as the k Career Centers. All resources and services are designed to assist the customer in making informed choices and empowering them to direct their own career development. The Career Center operate in response to customer needs and strives to deliver workforce development services that are customer friendly. Career Centers offer a variety of choices for customers including hard copy, staff assisted and on-line resources to assist those who wish to obtain training and employment services. Distance learning technology is available to the centers to maximize customer choice and flexibility BW's approach to One-Stop services is to maximize customer responsibility. That is, to the fullest extent possible, Career Center services will be self-help with staff assistance primarily available via group interaction. Gateway activities which permit a customer to move from one level of service to another have been implemented to ensure the customer is demonstrating traits desired by an employer such as personal initiative, self-direction, willingness to learn and commitment to task. BW believes this behavioral approach to be less subjective than other methods of determining "eligibility" for enhanced services. A brief discussion of services follows.

Core Services

This represents the broad array of services available to all job seekers accessing the Career Center system. Designed to be self-serve with minimal staff intervention, all core services offered at Career Center are primarily informational in nature and are provided via media or in small groups through orientation. Examples include information regarding Career Center services, opportunities within the area, and the performance of various training providers. One-on-one discussions are conducted as needed with a Career Center associate to determine if a particular job search tool or resource might be of value to that specific job seeker. In other words, what distinguishes core services from intensive or training is the product delivered, not the means of delivery. The product of core services is information. Core services will be available to all customers who wish to use them. Limits will only be placed on services to the extent that they are accessible to those community members who, through self-certification, have, if required, registered with the selective service and/or are legally authorized to work in the U.S

The gateway to intensive services and, hence, WIA registration, is accomplished when the customer reports that he/she is unable to secure or retain employment armed with only the information available through core services. Examples of such core services include documentation and completion dates showing the customer has:

- ◆ Registered with EFM,
- ◆ View the BW Tour of Services and one or more Career Center informational seminars
- ◆ Applied for jobs for which the individual appeared qualified and obtained no interviews, or attended job interviews and did not receive a job offer, and
- ◆ Conducted a self-assessment on interests, aptitudes and transferable skills and is determined that his/her current skills are lacking marketability in the current labor market, or
- ◆ Developed a personal individual employment plan indicating more intensive services are required to meet the stated career objective

Staff facilitates the advancement of customers to intensive services by initially working with the customer to the level of triage needed to assist them in finding employment. Staff may meet with Career Coaches to discuss customers' potential benefit from WIA registration and transitioning to more intensive services. A core services customer may be considered for intensive services by submitting completed documentation demonstrating that all criteria to move through the gateway have been met. No two job seekers' situation is exactly the same so BW reserves the right to adapt the gateway criteria as necessary to ensure such criteria is relevant and appropriate over time and for each job seeker. Staff and Community Lead will review for completeness and, if complete, may schedule an interview for the customer with the appropriate staff for further action.

Intensive Services

Some customers may not be able to secure employment from just the use of our core services. For those individuals a more intensive track may be indicated. Adult and dislocated job seekers may qualify for intensive services by being:

1. Unemployed or underemployed, and
2. Unable to obtain or retain employment that allows for self-sufficiency through core services, and
3. Determined by a Career Center staff to be in need of more intensive services in order to obtain or retain employment that allows for self-sufficiency.

Employed individuals whose total household income is under that cited in the Living Wage Study may be eligible to receive intensive services based on need. BW, as the need arises, will prioritize these services to low income Brevard County residents. To ensure service availability BW envisions the continuation of group activities. In other words, Career Center services will continue to emphasize personal initiative, self-direction, willingness to learn and commitment to task. One-on-one services will be provided when needed but generally only in support of group services.

While engaged in intensive level, customers will have the opportunity to participate in a myriad of services from Career Center staff or through referrals to One-

Stop partners. As an intensive service participant the customer may receive:

- Comprehensive and specialized assessments of the skill levels and service needs of the customer, which may include—
 - diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals
- Group counseling.
- Individual counseling career planning.
- Case management for participants seeking training services.
- Short-term prevocational services and workshops, including development of learning skills, communication skills, interview skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.
- Labor Market Information

Training Services

The gateway to training services includes an expansion of the original portfolio attestation noting that the barrier(s) exhibited by the customer can best be remedied through training, but also a demonstration of economic need. Examples of such attestation include documentation and completion dates showing the customer has:

- Attended required job search sessions;
- Obtained written staff approval of his/her employment plan;
- Attended all required staffing appointments (but not less than one);
- Completed all assigned assessment activities and obtained a written recommendation from Staff for program options; and
- Applied for PELL and all other scholarships, if available
- Or are deemed as needing training because of the nature of their industry (i.e. accountants needing to be certified to obtain employment, etc.)

BW reserves the right to adapt the gateway criteria as necessary to ensure such criteria is relevant and appropriate over time and for each job seeker. BW's goal is to engage the job seeker in activities that ultimately result in employment and increased wages with a minimum of waiting time between advancing from core to training services where necessary.

Once a customer is determined to be eligible for training services, funds can be accessed through Individual Training Accounts (ITAs). BW has implemented a Scholarship Unit (SU) whose charge is to review and approve all training and supportive services requests over -a threshold amount determined in BW Policy PLN 00-02 Support Services. The SU is comprised of senior contractor staff and one BW staff who review the information compiled by the front line staff to ensure that the training opportunity is appropriate and a good investment of public funds. Each member of the SU votes independently. SU process is conducted electronically and allows SU members to ask questions of the front line staff and receive clarification before casting their vote. BW will, from time to time, experience reductions in funds sufficient to warrant prioritizing these services to low income Brevard County residents. Customers will, with staff assistance, choose from a list of eligible training providers to select their training program. BW and the Scholarship Unit reserves the right to decline funding an ITA in those instances where the customer and the assigned staff cannot reach consensus on the occupational choice, or if the customer already has a degree in a viable occupation.

Follow-up Services

All customers registered and placed in employment through Career Center services and funded under WIA can access follow-up services. These services may include: continued supportive services, job retention training and services, skills upgrade training, support for continued career planning and all other Career Center core and intensive service resources designed to enhance employability and self-sufficiency. All follow-up services are designed to continue to move customers along on the path of career development and, with the exception of those at the core services level, require the demonstration of need. Follow-up contact, designed in part to evaluate each registered customer's continuing service needs, will take place at 30, 90, 180, 270, and 365 day intervals.

Underemployed or At Risk Workers (Employed Workers)

Given the current economic dynamics of our area, BW reserves the right to provide an array of services to Brevard County job seekers who are employed yet not earning a self-sufficient wage, as described in our Living Wage Study, or whose skill levels put them at risk of job loss. Services may be provided in instances where it can be documented that WIA services are needed to retain self-sufficient employment. This may include the development of customized training or OJTs with employers who will commit to wage or other compensation increases at the completion of the training. These employers need not be the current employer of the incumbent worker. Every effort will be made to link these efforts with other BW resources available for skill upgrading as well as resources available through Enterprise Florida and our local economic development agencies.

Services to Employers

A wide range of employer services, made available through the Industry Relations Department can be accessed to address the needs of community employers via the Career Center system. These services are funded in part by WIA, Wagner-Peyser and Welfare Transition. Industry Relations Representatives conduct outreach to employer customers in a variety of ways such as through on-site visits to employers, participation in chamber functions, and Business Learning Events that educate area employers about workforce trends and the benefits of the Career Center. Like the tiers used in providing services for job seekers, Industry Relations will be provided in core, intensive and training levels. BW adopted this module to more efficiently manage the program dollars allotted to employer services.

Core Services

This represents the broadest array of basic services available to employers. These services represent informational services Career Center provides. Once contact is made with companies and the opportunity to present the available services avails itself, the employers will be educated on Career Center system information. In addition to the basic orientation of what workforce investment is and how BJI can assist in matching open positions with qualified job seekers; businesses will receive information on local labor market information, unemployment insurance information, tax credit information, and other support services. Employers will be informed as to assessing employee recruitment services such as Employ Florida Marketplace, Job Fairs, and the use of space at the full service Career Center centers for conducting testing and interviews.

Intensive Services

These services incorporate some of the more specialized one-on-one services. Each business will have at its access a single point of contact for all of its Industry Relations, to include data and information dealing with Human Resources. The board intends to expand recruitment and retention services through job seeker screening, assisting employers with job development and development of turnover climate surveys. To assist employers in staying competitive, the Industry Relations Department conducts assessments of incumbent worker's skills along with information on incumbent worker's training resources for employer's requesting those services. Initial notification to the General Contractor of Rapid Response services needed by a business is also part of this level of services.

Training Services

BW facilitates partnerships between businesses, trainers, and state/federal organizations to provide training skills to businesses' workforce in an effort to retain employment, increase worker salaries, and maintain competitiveness.

Employed Worker Training (Local Training Priorities)

BW has a vision that to fully achieve a dynamic economic environment for Brevard County, workforce initiatives must balance its emphasis between the unemployed and businesses. Traditionally 90 – 95% of workforce program funds have gone to programs for the unemployed customer. BW adjusted that mix to incorporate more opportunities for businesses to meet the improvements in workers skills that businesses need to remain competitive and the workers need to increase their earning potential.

The aim is to emphasize training investment for households who have not reached self-sufficiency as defined by BW Living Wage Study for Brevard County.

In recognition of the changing workforce development issues, the Board of Directors decided to categorize and prioritize the categories of BW's clients. This categorization has not changed and with it the outcome will be a better served workforce as a whole. The categories are as follows:

- a. The unemployed seeking employment
- b. Those employed with wages under household self-sufficiency
- c. Employer training services, including customized training

Each program year BW will analyze the previous year's training dollar outlay and the labor market data for the local area to determine the training priorities for unemployed, underemployed, and employed worker training customers. To the maximum extent possible, and following all applicable federal and state laws and regulations, Career Center contract providers will strive to meet those percentage goals established for customer training. These direct customer costs include books, tuition, supplies, fees, and support services.

Criteria for businesses to receive/partner with BW for employed worker training is that the business must be in one of the "Key Industries " the Board has determined as providing a high economic impact for the future of Brevard County, or have experienced a significant hardship in recruiting for open positions. Businesses must provide a one-on-one match of cash or in-kind contribution for each dollar of BW funding invested in training. BW's lead for training priorities is the Vice President of Operations.

SECTION	INSTRUCTION
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	
BW shall make no job referral on jobs orders which will aid directly or indirectly in the filling of a job opening which is vacant because the former occupant is on strike, or is being locked out in the course of a labor dispute, or the filling of which is otherwise an issue in a labor dispute involving a work stoppage. 1. Written notification shall be provided to all job seekers referred to jobs not at issue in the labor dispute that a labor dispute exists in the employing establishment and that the job to which the job seeker is being referred is not at issue in the dispute. 2. When a job order is received from an employer reportedly involved in a labor dispute involving a work stoppage, BW shall:	

- a. Verify the existence of the labor dispute and determine its significance with respect to each vacancy involved in the job order; and
 - b. Notify all potentially affected staff concerning the labor dispute.
3. We shall resume full referral services when we have been notified of, and verified with the employer and workers' representative(s), that the labor dispute has been terminated.
- As we are able, BW will provide AWI with information regarding labor disputes involving lockouts or strikes.

SECTION	INSTRUCTION
V.G.1.c.	Describe the procedures to ensure that applicants who are 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 a private agency in accordance with the Wagner-Peyser Act, Section 13(b)(1).
RWB RESPONSE	
<p>BW recognizes the impact on the area's labor force and employers of private employment agencies and sees the agencies as a key contributor within the BJJ system. BW has a Memorandum of Understanding (MOU) with the Brevard County Chapter of the Florida Staffing Services Association (FLASSA). This MOU reflects a mutual understanding between FLASSA and BW that guides and assist the development of a coordinated, seamless and customer-friendly job development delivery system. In this MOU FLASSA agrees to:</p> <ul style="list-style-type: none"> • Not collect fees for services from any job seeker. • Offer positions in a wide variety of pay scales – from entry level to highly skilled. • Offer opportunities for direct placement. • Provide BJJ informational brochures to all job seekers applying to member agencies who could benefit from Career Center services. • Offer seminar style training, through community sponsored events (such as Chamber meetings, Business Round Tables, Academies of Learning, Brown Bag Events, etc.) in conjunction with the BJJ. • Participate in BJJ Job Clubs to provide information to active job seekers on the advantages of employment with FLASSA members. <p>We list "Position offered by No Fee Agency" within the first line of the Job Order Summary and are in compliance with the Wagner-Peyser Act and subsequent amendments issued by Workforce Innovation Act and specifically Section 13 (a). Individuals being referred to a staffing agency are informed that the position is with a temporary agency and that there is no fee.</p>	

SECTION	INSTRUCTION
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).
RWB RESPONSE	
BW has not used the newspaper to advertise hard-to-fill job openings. If in the future the need arises for BW to advertise a hard-to-fill position that pays over	

\$50,000 per year we would first contact AWI for approval before doing so.

SECTION	INSTRUCTION
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.
RWB RESPONSE	
Youth services are offered to all WIA-eligible youth on a year-round basis including employment placement assistance. Universal services are available to any youth seeking employment placement at any time. BW Career Center and Industry Relations staffs are working to enhance the youth program to further encourage private sector involvement (business partnerships) to support youth preparation for transition into the workforce. This includes a variety of activities including structured work experience opportunities, increased access to job shadowing opportunities, mock interview panels including business representatives in human resource and management roles, increased access to business facility tours, guest speakers and employment opportunities for appropriate candidates who meet business needs.	

SECTION	INSTRUCTION
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) that are provided in the One-Stop Career Centers.
RWB RESPONSE	
<p>Services for unemployment insurance claimants (UC) and the Priority Reemployment Planning (PREP) are provided career center staff. It is imperative to provide early identification and referral to re-employment services to individuals to positively impact the ability for them to return to work with stable employment. The services provided to participants are:</p> <ul style="list-style-type: none"> • Orientations are at our career center locations for all identified claimants by trained career center staff. . During the orientation session, claimants are advised of the availability and benefits of re-employment services. Although, attendance at an orientation is a condition of UC eligibility and required by Florida Law, we emphasize the benefits of re-employment services. At orientation five basic tasks are included: <ol style="list-style-type: none"> 1. Recording attendance 2. Explaining the program re-employment services 3. Identifying claimants that have been erroneously selected and referred 4. Scheduling claimants for a 1-on-1 assessment interview 5. Entering scheduled and completed services into the state system • Assessment is conducted for each non-exempt claimant. The claimant will receive an analysis of their strengths and weaknesses relative to finding employment based on: <ol style="list-style-type: none"> 1. Education level 2. Work History 3. Vocational skills 4. Identification of barriers to employment • Career counseling can be provided as necessary to claimants in need of assistance in establishing and reaching realistic and employment related goals. This 	

service may be provided through group sessions or on an individual basis.

- Job Placement Services are provided to assist the matching of job seekers and employers. They may provide this service by presenting the claimant with information on job openings and/or bringing the claimant to the attention of an employer.
- Referral to Education and Training is provided for claimants in need of employable skills may be referred to education and/or training to prepare them for re-entry to the workforce. These requests will go through the BWDBBW Scholarship Unit process.
- Job Search Workshops are offered to assist helping the job seeking customer design a successful job search strategy. Workshops include:
 - Adult Education and GED Preparation Classes - Facilitated instruction and testing for customers seeking to earn a GED
 - GED Orientation – Receive instruction on the general policies for receiving GED instruction. Required Attendance for all customers prior to attending the GED class.
 - ESOL Classes - ESOL classes are geared to help adult students who are not native English speakers become proficient in their use of the English language.
 - Career Transition – Finding yourself unemployed is one of the most frightening situations you can find yourself in. It can leave you paralyzed as to what to do next. This workshop helps you understand the feelings you are experiencing and offers some tips and techniques to help you move towards a new career. In this workshop you will learn techniques for stress management; how to take stock of your finances to ride out the storm; and tips on using your community resources to assist in your job search campaign.
 - NextGen Orientation - assists teens and young adults between the ages of 16-21 who are serious about taking the next step(s) needed to reach their skills training, employment and future career goals. This orientation is the second step in the program application process.
 - Getting the Most Out of Employ Florida Marketplace (EFM) - Customers will learn how to navigate the Employ Florida Marketplace (EFM) web site, the importance of having "BACKGROUND "information in the system to be selected for job openings, how to get over 400 job skills in your profile, how to set up a virtual recruiter, and have the system complete a resume for YOU! Please bring a draft resume, along with your user name and password to EFM.
 - Welfare Transition Work Registration Orientation- By referral only from the Dept of Children and Families; Receive program guidance and general policies of programs
 - Resume Writing, Part 1 - Workshop participants will learn how to: Evaluate their skills in order to provide career direction; learn how to critique and develop a Value-Based resume that speaks to the job description and the EMPLOYER; utilize Optimal Resume and other resume templates for resume development, and provide portfolios complete with Professional References and Case Studies.
 - Resume Writing, Part 2 - Resume Writing Part 2 is set to work one-on-one with Staff members to review your current resume and develop a Value-Based resume to better market your skills to the employers to LAND THAT INTERVIEW! Must be registered on www.employflorida.com.
 - Preparing for the Interview - Interviewing techniques has changed over the last several years. Don't miss out on your chance to sharpen your skills, be prepared to handle that interview and land the career job YOU want! This workshop covers various interviewing styles, the 10 TOUGHEST questions asked, how to use a virtual interviewing program, and how to handle interviewing STRESS! Participants must have a user account at www.employflorida.com.
 - Welfare Transition Follow-Up Appointments- Facilitated guidance for participating customers to be engaged by a Staffing Specialist. For selected customers only.
 - The Career Development and Training Workshop - Learn more about education and training opportunities which may be available through Brevard Workforce. Admission to this workshop requires a complete registration in Employ Florida (www.employflorida.com) which includes Personal, Background, Skills, Interest Assessment, and Resume Sections as well as a completed "Training Guidance Worksheet" which can be obtained at any

- Brevard Workforce site.
- AARP Work Search –Skill improvement course; enhance existing job skills; identify job choices based on interests, skills, and experience.
- Veteran Workshop - This workshop will provide an overview of services providing information and resources to veterans seeking employment.
- Initial Claims and Skills Assessment Session – UC Assistance with claim filing.
- Five Steps to Re-employment – Specially designed for those persons who have been unemployed for longer periods of time.
- Monster.com Workshop – Searching for a job and developing a resume in the electronic age.

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	
Brevard Workforce Plan for UC participants that come into any BW Career Center will be to assist customers with a full registration into EFM, participation in our existing and specialized workshops and to receive core services.	

SECTION	INSTRUCTION
V.G.1.h. Review/Update Required	Describe how the RWB will administer the unemployment insurance work test and how feedback requirements (under Section 7(a) (3) (F) of the Wagner-Peyser Act) for all Unemployment Compensation claimants are met. 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	
Career Center staff will work with all Unemployment Compensation claimants with job finding and placement services. Staff will notify the UC Communiqué to the hub when Individuals who fail without good cause to apply for available suitable work when referred by Career Center staff, fail to accept suitable work when offered, or return to the individual's customary self-employment.	

SECTION	INSTRUCTION
V.G.1.i	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;
RWB RESPONSE	
Career Centers are fully staffed with personnel who are fully trained to assist customers. These services may, and sometimes do, include counseling services. These services should be entered on the states data system. BW also utilizes <i>Work First Plus</i> to provide assistance to participants. <i>Work First Plus</i> is a component of the welfare reform initiative in the Work Force Central Florida Region, providing intervention, assessment, referral to services, short-term counseling, case management and family support services for WT/TANF clients whose substance abuse, mental health and domestic violence problems have been barriers to employment.	

SECTION	INSTRUCTION
V.G.1.j.	The screening process for referrals to job openings on suppressed job orders; and
RWB RESPONSE	
<p>The BW job order process is very much an employer/business driven process. In instances where an employer wants to post a suppressed job order staff will work with the employer to understand the process and the skills the employer wants an applicant to follow and demonstrate as we try and meet those needs for the employer. This is accomplished in through four stages:</p> <ol style="list-style-type: none"> 1. Order Entry – Clear entry of the job order and the qualifications into Employ Florida are critical to avoid unqualified referrals. 2. Account Management – The Staffing Specialist is responsible to document the specific needs of the company, will screen the referrals, submit the referrals to the business, and does the follow up for in process improvements or post process review for continues improvement. 3. Screening and Referral – The screening is facilitated by the staff to ensure that only high quality referrals are made to the company. The nature or scope of the screening can vary depending upon the needs of the business. Basic screening can include but is not limited to: interviews, testing, reviewing application documents. 4. Follow Up – As referrals are delivered by the staff, it is protocol to query about the quality of the referrals in an effort to validate and, if needed modify the screening criterion. After a hire is report to the Account Manager again feedback is obtained. The Hire information is also obtained at that time and passed on to Order Control. 	

SECTION	INSTRUCTION
V.G.1.k.	The process the One-Stop Career Center uses in conducting recruiting agreements and job fairs.
RWB RESPONSE	
<p>In addition to our regular on-site Job Fairs and recruiting events, BW offers businesses the opportunity to participate in a high tech program to connect with job seekers; it's called the Virtual Job Fair. The Virtual Job Fair is a web site used as a recruitment tool that allows businesses to purchase on-line booths to display employment opportunities and company information to attract job seekers using the Internet. The web site allows companies to reach potential employees anywhere the Internet is accessible, and allows job seekers the advantage of viewing jobs and applying to them from their own computer at any time of day or night.</p>	

2. Veterans Program

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

SECTION	INSTRUCTION
V.G. 2. a.	How the State Veterans Program Plan of Service will be implemented in the One-Stop Career Center(s);
RWB RESPONSE	
<p>In Florida, services to veterans are considered a total one stop responsibility and not just the domain of the DVOP and LVER staff . All one stop associates will continue to be trained and tasked to identify veterans, especially disabled veterans and veterans with barriers to employment, and ensure that the necessary positive</p>	

workforce services are provided. Conversely, to better serve veterans, DVOP and LVER staff continue to be cross oriented in all One Stop workforce programs as directed by the State Veterans' Services Program Guide. This guide is an online programmatic and technical assistance tool providing all one stop staff with a resource to effectively serve the veteran customer. Interested veterans will be screened for Workforce Investment Act (WIA) eligibility, enrolled in WIA training and other services and case managed by DVOP and LVER staff. Furthermore, DVOP and LVER staff is fully integrated into the new business community model created by the Business Process Re-engineering process for the BW One-stop Career Centers. Veteran staff serves in all of the communities as detailed in Section V.A. "Description of the Local One-Stop System". The DVOP and LVER staff provides a full array of services to the eligible and veterans spouse population.

To ensure priority of service, all veterans will be identified upon entering or accessing the One Stop Career Center delivery system and provided services at the core level. Veterans are provided a colorful "Veteran Visitor" badge which highlights their priority within the system. The approach will be used to identify veterans with special needs, i.e. disabled veterans, recently separated veterans, etc., and they will be subsequently referred to the DVOP or LVER for the appropriate services. All veterans who are pursuing employment will be registered in the State's (AWI) Employ Florida Marketplace (EFM). Veterans with barriers to employment will be provided with the necessary initial assessment and the required documented intensive case management services. AWI's Internet based EFM registers all veterans, identify those with barriers to employment, and provides a complete menu of customer focused online workforce services; reference Title 38, USC, Chapter 42, Section 4215. The workforce needs of veterans will be provided in the following order of priority:

- Special Disabled Veterans;
- Disabled Veterans;
- Other Eligible Veterans; and
- Certain Spouses and Other Eligible Persons.

Eligible veterans will also receive priority in all Dept. of Labor (DOL) employment and training programs operating in the One-Stop Career Center, e.g. WIA, etc. Other examples of Priority of Services for Veterans' include the following:

- Referral of qualified veterans to new job openings, especially Federal Contractor job orders, prior to all non-veteran job referral activity;
- Job Skills Workshops and Job Clubs for veterans;
- Job Fairs for veterans;
- RWB web sites promoting services to veterans;
- Job referrals via email;
- Veterans Stand Downs.

SECTION	INSTRUCTION
V.G..2. b.	How outreach and organizational visits for veterans are conducted;
RWB RESPONSE	
To better meet the needs of employers wishing to hire veterans, a coordinated approach to marketing and service delivery that includes One-Stop Career Center business liaisons, LVER and DVOP staff, and other One-Stop Career Center staff. Chambers of Commerce, Economic Development units, Veterans' Organizations and other workforce partners and stakeholders is also invited to play a key role in marketing this campaign. The system continues to utilize and partner with all economic stakeholders regarding the employment of veterans, i.e. Chambers of Commerce, Economic Development units, State and RWBs, One-Stop Operators, Unions, Human Resource Associations, Professional Organizations, educational institutions, training providers, etc.	

Maintain partnerships with the following federal and state agencies, organizations and programs:
 Veterans Employment and Training Service (VETS), Dept. of Veterans Affairs (VA), Dept. of Defense (DOD) Family Support Centers, Dept. of Labor (DOL), Office of Personnel Management (OPM), Small Business Administration (SBA), Transportation Security Administration (TSA), U.S. Postal Service, Veterans Service Organizations, County Veterans' Service Offices (CVSO), Florida Departments of Veterans Affairs (FDVA), Corrections and Education, Military Family Employment Advocacy Program, Volunteers of America – Florida, local homeless coalitions, faith-based organizations and other veterans advocacy groups.

Enhance and improve the employer linkage component (job fairs, etc.) of the Transition Assistance Program (TAP).

In January 2007 BW was awarded a slot for the Military Family Employment Advocacy (MFEA) Program. This program was established by the Florida Legislature as a program to deliver employment services through MFEAs located within selected One-Stop Career centers to spouses and dependents of active-duty military personnel, Florida National Guard members, and Military Reservists. BW has partnered with the Airman & Family Readiness Center on Patrick AFB to house our Employment Advocate in their facility. This initiative led to a Job Fair for the disabled Vets returning to civilian life in Brevard. BW coordinated this Job Fair through the MFEA, Industry Relations Department, business leaders and PAFB to serve over 180 disabled Veterans with resume review and writing, direct employment opportunities and information on training and supportive services available to them.

SECTION	INSTRUCTION
V.G.2.c.	How the Disabled Veterans Outreach Program specialists and Local Veterans Employment Representatives staff are fulfilling their required roles and responsibilities as indicated in the State Veterans plan at: http://www.floridajobs.org/pdg/vets/Fy07StVetsSrvPlan080706.pdf ;
RWB RESPONSE	
BW staff is working in accordance with the State of Florida Veterans Service Plan.	

SECTION	INSTRUCTION
V.G.2.d	How technical assistance and best practices can be provided to improve services to veterans.
RWB RESPONSE	
DVOP and LVER staff takes every opportunity to gain new information and ideas to assist our local veterans. Staff regularly participates in the quarterly meetings which are an excellent source of information on the latest issues, policies, and guidance from the federal and state level. It is also an opportunity to gain best practices from other regional veterans' staff. Additionally, the State could allow the performance bonus incentives awarded for Veterans performance to be used in a region for training of all staff on issues specific to Vets. The information gleaned from the Job Fair as noted above is one example of how entire One Stop staff could be better prepared to assist returning Vets if there were the ability to provide such training with the performance incentives.	

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(b) 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
 - Fort Pierce One-Stop Career Center—RWB 20
 - Homestead One-Stop Career Center—RWB 23
 - Immokalee One-Stop Career Center—RWB 24
 - Quincy One-Stop Career Center—RWB 5
 - Wauchula/Sebring One-Stop Career Centers—RWB 19
 - Winter Haven One-Stop Career Center—RWB 17
- b. MSFW Outreach Plan format. Use the format below.

SECTION	INSTRUCTION
V.G..3. b.1.	Assessment of Need;
RWB RESPONSE	
N/A, Region 13 is not a significant MSFW One-Stop Career Center.	

SECTION	INSTRUCTION
V.G.3. b.2.	Assessment of Available Resources;
RWB RESPONSE	
N/A, Region 13 is not a significant MSFW One-Stop Career Center.	

SECTION	INSTRUCTION
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 five MSFW contacts per staff day requirement apply only to the MSFW outreach specialists and not to other staff resources utilized.
RWB RESPONSE	
N/A, Region 13 is not a significant MSFW One-Stop Career Center.	

SECTION	INSTRUCTION
V.G.3. b.4.	Complete the MSFW Outreach Plan (following).

Review/Update
Required

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.

RWB RESPONSE

N/A, Region 13 is not a significant MSFW One-Stop Career Center.

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 /head start parents' meeting, ESL class, church, etc.)												
Visits to 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 in 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: ____

SECTION	INSTRUCTION
V.G.3. b.5.	Affirmative Action Plan; and
RWB RESPONSE	
N/A, Region 13 is not a significant MSFW One-Stop Career Center.	

SECTION	INSTRUCTION
V.G.3.b.6.	Bilingual Office Plan.
RWB RESPONSE	
N/A, Region 13 is not a significant MSFW One-Stop Career Center.	

SECTION	INSTRUCTION
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, Region 13 is not a significant MSFW One-Stop Career Center.	

SECTION	INSTRUCTION
V.G.3. d. Review/Update Required	Describe the process for meeting the minimum service level and Equity Ratio Indicators (see the Employ Florida Market Place System at https://www.employflorida.com/). Equity Ratio Indicators: Referred to employment; Referred to supportive services; Received staff assisted services; Job development contacts; Career Guidance. Minimum Service Level Indicators: Placed in a job Placed \$0.50 above minimum wage Place in long term non-agricultural jobs
RWB RESPONSE	
N/A, Region 13 is not a significant MSFW One-Stop Career Center.	

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 laws. 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 WFI, 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 both WIA and WIA 2000.

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

SECTION	INSTRUCTION
V.G.4.a.	<p>Describe the process for meeting the following minimum service level and Equity Ratio Indicators (see the Employ Florida Market Place System at https://www.employflorida.com/).</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.
RWB RESPONSE	
<p>A coordinated local Rapid Response Team which includes BW Business Liaison staff, contractor staff, Inc. and Agency for Workforce Innovation, , is in place to respond to employers for the delivery of Rapid Response Activities. As led by the Contractor, Kaiser Group, in the impacted service area, the team individually assesses each business situation to develop a supportive service plan commensurate with stated business needs through which affected employees are provided employment, unemployment, and job training information including career assessment, basic readjustment and skills training. Career Center staff will be responsible for providing necessary services responsive to the needs of the affected workers. These services will be offered at the job site during instances of substantial layoffs or ramp ups. We define substantial layoffs as the termination of 25 or more employees.</p>	

Criteria for consideration as a “dislocated worker” are outlined in BW Policy PLN 01-06, Dislocated Worker Program Eligibility Policy. Individuals may be considered eligible for dislocated worker services once they meet the criteria as referenced in WIA section 101(9). The broad based events of Rapid Response Services include:

- Provide On-site assistance for employer and for the affected associates, informing them about the reemployment services for which they are potentially eligible and answering their questions concerning Unemployment Compensation, placement assistance, retraining, and community services.
- Utilized the On-site visiting report to define the circumstances, document needs, and establish a service plan
- Survey the workers to determine their specific service needs and forward a count to the State REACT.
- The establishment of a services plan is predominantly facilitated in the initial meeting.
- Our coordinated local Rapid Response team is comprised primarily by the contractors that man and operate the three area One-stop.
- We have established protocol to assign a staff to assist any dislocated State employees with one to one job search assistance and if applicable to streamline WIA Dislocated Worker intensive assistance. The staff documents services via EFM.
- Within our One-stop Operator contracts and with our Chartering Criteria we include requirements for providing Rapid Response services.
- We have established units per center that feed into a larger system wide unit in an effort to maintain immediate and consistent high value service delivery. The individuals in these units and on this team include contractor staff, AWI staff, and BW staff. These units are directly responsible for local service delivery.
- Within our website, marketing collateral, and in the business outreach calls the promotion of our proactive approach to Rapid Response situations is well publicized and will continue to be a large part of our outreach planning.

Ideally, marketing of RIF services should be promoted to businesses prior to the need occurring. This strategy will assist businesses in being proactive about the resources available should the need occur. Additionally, a more comprehensive support services plan can be developed early on which can increase the value of services offered by the affected business and promote the most supportive plan for affected employees as possible.

SECTION	INSTRUCTION
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	
See V.G..4 .a.	

5. Trade Adjustment Act (TAA)

The TAA program for workers was created by the Trade Act of 1974. The Trade Act has been amended several times since its initial enactment. The TAA Reform Act of 2002 (Public Law 107-210) was signed into law on August 6, 2002. It repealed the North American Free Trade Agreement-Transitional Adjustment Assistance program, reauthorized the TAA program, and implemented reform to the TAA program. These reforms 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, as amended by the TAA Reform 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.

SECTION	INSTRUCTION
V.G.5.a	Describe the process for ensuring that the TAA program staff, at the regional level, is not merit employees.
RWB RESPONSE	
<p><u>Regional TAA Coordinator:</u> One Board Staff (Don Lusk) RTAAC will received directly from the State TAA Coordinator (Mershal Noble) information pertaining to the TAA Program and disseminate to Program Supervisor, Operations Manager, Center Manager and Program Leads.</p> <p><u>Program Supervisor/Coordinator:</u> One AWI Staff</p> <ul style="list-style-type: none"> • Authorized Signature for approved training on required forms • Authorized to review all required TAA forms prior to submittal to TRA-Unit for accuracy and completion • Staff Trainer • Facilitator and Coordinator of TAA Information Sessions <p><u>Local TAA Coordinators:</u> Two AWI Staff in Palm Bay One AWI Staff in Cocoa who will also cover Titusville</p> <ul style="list-style-type: none"> • Local TAA Coordinators will meet directly with trade affected workers to determine eligibility of services. • Local TAA Coordinators will work directly with WIA-Staff to coordinate additional services. • Local TAA Coordinators will contact Program Supervisor for direction, questions and concerns related to TAA Program. <p><u>WIA-Staff (3):</u> WIA Staff will work directly with Local TAA Coordinators to data enter any required enrollment into WIA Program in EFM and case manager customers not covered under Trade Act 2002, and Trade Act 2011 as those Petitions do not offer funding for case management by Local TAA Coordinators. Trade Act 2009 does allow funding for case management by Local TAA Coordinators.</p> <p>The duties and responsibility for managing BWDB TAA program falls under the statement of work of our general contractor, specifically a Scholarship Unit Coordinator who also acts as the Region 13 TAA Coordinator. All incoming telephone calls requesting TAA information are referred to the Coordinator, and all staff also has received training to assist in the identification of Trade Act affected workers. Trade Act affected jobseekers, whether telephone contact, walk-in or UC referral, are referred to a WIA Staffing Specialist for intensive services including assessment and/or training. The Staffing Specialist reviews all requests for TAA determination and/or requests for training waivers with the TAA Coordinator. The TAA coordinator is responsible for all submissions to the state TAA unit and the TAA monthly report. All requests for TAA training must be reviewed and approved by the Scholarship Unit, using the same procedures for any ITA request. The Scholarship Unit is also responsible for tracking all ITA costs, updates and/or de-obligations for all programmatic funding. The Scholarship Unit maintains an up to date accounting of all TAA funds and ensures that local policy and procedure are followed at all times.</p>	

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

A coordinated local Rapid Response Team which includes BWDB staff, Kaiser Group, Inc., and Agency for Workforce Innovation is in place to respond to employers for the delivery of Rapid Response Activities. As led by the General Contractor, Kaiser Group, in the effected service area, the team individually assesses each business situation to develop a supportive service plan commensurate with stated business needs through which affected employees are provided employment, unemployment, and job training information including career assessment, basic readjustment and skills training. Brevard Workforce staff will be responsible for providing necessary services responsive to the needs of the affected workers. These services will be offered at the job site during instances of substantial layoffs or ramp ups. We define substantial layoffs as the termination of 25 or more employees. Local Brevard Workforce staff is available to assist affected workers in the initial application process to file a petition.

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 Information sessions are coordinated upon notification from the State TAA Coordinator of approved TAA Certifications and presented by the Merit State Staff TAA Supervisor/Coordinator.

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

Local TAA Coordinators will work closely with WIA Case Managers to determine affected worker needs and provide necessary services to assist the worker with job search assistance and or training requests in the 6 criteria to training have been substantiated. Upon approval of training all required enrolled in training forms will be emailed to the TRA-Unit for processing. Follow-up phone calls to the TRA Unit and review of the UI History to ensure process is moving in the correct direction for the trade affected worker to get Trade Allowance.

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	
Local TAA Coordinators will work closely with the WIA Case Manager to provide support services not allowed under the TAA Program, if the trade affected worker is in need of such assistance.	

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	
The local scholarship process will ensure that these policies and procedures are being provided as all training requests must be approved via the scholarship unit, which will review and ensure the worked is being trained in targeted occupations listed on the local occupations in demand list and that the training providers are approved ITA Vendors from the local ITA Vendors list.	

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.

SECTION	INSTRUCTION
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.
RWB RESPONSE	
<ul style="list-style-type: none"> ○ BW is assigned two admission counselor for the Brevard territory and has been contracted to a private company, Cornerstone Solutions, Inc. .. Career Centers continue to host the Job Corps staff and provides referral and support as needed. Eligible youth are referred from all of the business communities within the career centers and through our youth recruitment resources. <p>Since Region 13 has three full service one-stops and only one Outreach and Admissions Counselor each One-Stop center has a display table with Job Corps information that include a telephone number for the potential applicant to leave a message. The information in the table includes brochures and business cards with 1-800 numbers for additional information. If the Admissions Counselor (AC) is out of the region for an extended period of time, the potential applicant will be referred to an AC at a nearby region.</p>	

**7.
Programs**

Youth

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.

SECTION	INSTRUCTION
V.G.7.a.	Describe how the above strategic goals for youth will be implemented in the region.
RWB RESPONSE	
<p>In support of the state’s goal to strengthen key partnerships to enhance the quality of services and positive outcomes for the most at-risk youth, BW strategies are multi-faceted and include the following:</p> <p>Participation in SYP Meetings BW will continue to participate in statewide meetings scheduled to address the strategic goals identified by the SYP forum. The opportunities available through this forum to exchange information and strategies through a shared lens of local, regional and state level stakeholders is vital to the success of creating a blueprint for state level stakeholders to facilitate the creation and growth of state/regional/local alliances that transcend regulatory and performance barriers in support of achieving a shared vision. Information and resources gleaned from these gatherings will be disseminated to BW’s contractors, community partners and other related stakeholders to initiate or further conversations and collaborative strategies relevant to accomplishing the strategic goals outlined. Future plans to further support the goals of the Strengthening Youth Partnership forum as implemented at the local level include inviting community partners to attend statewide meetings scheduled to experience first-hand the opportunities available through this forum.</p> <p>Engaging BW’s Education, Employment and Economic Development (E3) Committee Under the direction, oversight, and monitoring of the E3 Committee, BW will ensure the following activities occur at the local level: Ongoing resource mapping & gap analysis to identify local youth serving organizations, potential resources to be leveraged, and services for youth that should be strengthened or expanded; ongoing development, implementation and evaluation of strategies for maintaining comprehensive, community-wide, youth-serving systems that cross institutional and programmatic boundaries; and ongoing development, maintenance and evaluation of 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</p> <p>Enhancing BW’s Youth Program Design BW has contracted with Kaiser to implement and coordinate the service delivery strategy for programs that help youth facing serious barriers to future employment. It is the function of the Youth Services Contractor to provide integrated services for in-school and out-of-school youth who are in need of assistance. Kaiser’s strategy is</p>	

designed to be the One-Stop contact for all youth services in the BW system.

The Brevard Workforce Team engages WIA eligible youth through the NextGen Program. NextGen works with youth aged 16-21 to assist them in taking the next steps towards achieving their skills training and education, employment, and future career goals. The program has two tracks – training and job. The Job Track includes work readiness and skills training, potential short-term paid and unpaid work experience opportunities, assistance in getting and keeping a job. The training track features scholarship assistance to access and/or complete and approved skills training program and GED assistance. Both tracks provide career exploration and planning assistance, coaching and mentoring, access to support services, and incentivized goal setting. To create a more meaningful experience, an added foundation skills program is planned for all youth in the NextGen program regardless of track.

Youth Staffing Specialists provide services that ensure youth have access to the 10 services outlined in WIA Regulations 664.410 in a timely manner by providing objective, age-appropriate assessment, if eligible, of academic skills and service needs, which results in the development of an ISS that increases the positive education and employment skills that are vital to success in life. They mentor youth through supportive services, skills attainment and employment with methods that recognize positive outcomes and provide follow-up for youth, upon leaving services, whether employed or not, for 12 months to ensure further progress toward long-term employment and/or educational goals.

BW partners with Kaiser to coordinate skills training for youth determined eligible. Skills training will focus on the following industries as identified by the work of BW's Business Workforce Committee. The group has identified local industries that are in line with sector strategy industries identified by Enterprise Florida including aviation and aerospace, healthcare, and manufacturing.

BW has implemented a local policy establishing the recruitment and servicing of 200 youth of which 70% are to be out-of-school. Youth will be recruited through local organizations and agencies who routinely work with eligible populations. A sample of these groups include: Adult Education, AMI Kids Space Coast (offenders), Crosswinds Youth Services (foster and homeless youth), Early Learning Coalition (teen parents), and Space Coast Center for Independent Living (foster and disabled). Priorities in youth services have been set through the eligibility criteria in accordance with WIA Section 129.

Participation in Local Programs/Initiatives

BW participates in the following local programs/initiatives to accomplish the goals of the Strengthening Youth Partnership network and the New Federal Shared Youth Vision:

- Together in Partnership (TIP) – a community-wide, comprehensive network of partners working together to ensure a gap-free continuum of services for children from conception to adulthood
- Connected by 25 (Cby25) - a program offering services to foster youth aging out of care
- Project SEARCH – a supportive employment transition program for persons with disabilities
- Brevard Public School's Career Academy programs - promoting effective educational strategies to better prepare students for transition to the workforce through connections to the business community and access to real-world learning opportunities
- Brevard Workforce's web has a youth section with information and links to help promote student involvement in career exploration, research, planning and work-readiness resources and strategies in partnership with Brevard Public Schools

SECTION	INSTRUCTION
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.
RWB RESPONSE	
<p>Youth Aging Out of Foster Care For the past year and the coming year, BW will serve on the Connected by 25 (Cby25) Board of Directors to plan for the further implementation of the Cby25 program in Brevard County. BW will continue to participate on the Board and related Advisory Committee to implement the program and offer workforce development services for eligible youth participating in the program.</p> <p>Youthful Offenders BW will continue to maintain and further enhance outreach to youthful offenders through a successful partnership with our local DJJ partner. Eligibility and enrollment procedures have proven successful in facilitating timely engagement with youth in need of workforce development services offered through Kaiser.</p> <p>Additionally, serves on the Circuit 18 DJJ Advisory Board. This activity will further enhance outreach efforts, as well as provide a conduit for exchange of workforce development information, resources and strategies that result in increased positive outcomes for this youth population.</p> <p>Out-of-School Youth In 2006, BW facilitated and brokered an MOU with Brevard Public School's Adult and Community Education Department resulting in increased outreach, collaboration and referrals, streamlining processes and maximizing resources to serve our out-of-school youth population. BW plans to maintain this successful, mutually beneficial partnership. Existing partnerships with faith/community-based organizations are evaluated regularly for development and implementation of additional strategies to further strengthen outreach to out-of-school youth served by these organizations. Examples of current strategies include cross-training sessions, outreach presentations to partners and targeted youth populations, participation in community events, distribution of outreach materials, and serving on advisory committees and boards.</p> <p>Youth with Disabilities In addition, BW will maintain and regularly evaluate partnerships with key contacts of programs offered through Brevard Public Schools to support youth with disabilities in a successful transition to the workforce.</p>	

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

SECTION	INSTRUCTION
V.G.7.c.i Review/Update Required	Provide the local definition for those youth requiring additional assistance to complete an educational program or to secure and hold employment. 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.

RWB RESPONSE

Youth who require assistance to complete an educational program or to secure and hold employment are those who:

- are doing poorly in school based on indicators such as poor attendance rates, achievement test scores, grades, or other measurements related to successful learning;
- have been determined by the school district or another community partner to be "at -risk" for one of the barriers to employment as prescribed by WIA including disabled youth;
- currently have a job below an adequate level for self-sufficiency; in other words termed "underemployed"
- have a family history of teen pregnancy or underemployment
- have been terminated from paid employment during the past 12 months; or
- Have worked less than three consecutive months in the same job during the past 12 months

SECTION	INSTRUCTION
V.G.7.c.ii Review/Update Required	Provide the local definition for locally identified “additional” barriers to employment for youth served under the “five percent window” (for youth who are not low income), as referenced in 20 CFR 664.220 Definitions should be descriptive and verifiable. Operating procedures should further identify criteria that apply to each definition as well as appropriate verification sources.

RWB RESPONSE

Up to five percent of youth participants served by youth programs in a local area may be individuals who do not meet the income criterion for eligible youth. The definition for “requires additional assistance” as defined above will be used by BWDB when determining a youth eligible for the five percent exception under category (h) face serious barriers to employment (Section 129(c)(5)(H)).

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 the RWB’s description:

SECTION	INSTRUCTION
V.G.8.a.1.	a. When and how applicants are advised of WT/TANF program rights and responsibilities; <ul style="list-style-type: none"> i. Including grievance processes ii. Including application of anti-discrimination laws

- b. When and how applicants are engaged in a work activity;
- c. When and how applicants with limited abilities are provided exceptions to the work activity requirements;
- d. How applicants are assessed for diversions to cash assistance during work registration;
- e. When participation in the work registration process and program engagement is entered in the data entry system.

RWB RESPONSE

Brevard Career Centers serve as the front door to delivery of services to WT customers. The centers are staffed by professionals from partner agencies from Agency for Workforce Innovation, Brevard School Board Adult Education Program, Early Learning Coalition and Senior Community Service. Other partner agencies such as Consumer Credit Counseling and Vocational Rehabilitation are available as needed or as space allows. The BW contractor provides Workforce Services assistance, individual services for eligible customers, and WIA Youth program. Brevard Workforce Career Centers provide a truly integrated service delivery environment for all of its customers. This method provides a comprehensive, holistic approach that is designed to transition WT customers to self-sufficiency.

a. The WT eligibility process begins with the Department of Children and Families (DCF) referring TANF applicants to the Career Center(s) for work registration. The intent of work registration is to assist applicants in preparing for unsubsidized employment. Applicants are required to participate in a variety of activities through the course of the eligibility determination process. The following are required activities for consideration of Temporary Cash Assistance benefits:

- Welfare Transition Program Orientation
- Unemployment compensation claim filing (if applicable)
- Tour of Services (Available online)
- Updated Resume ~~Writing Session~~ and identify Career Goals
- Register for work in EFM
- Complete EFM Skills Assessment
- Complete Job Searches

Applicants are instructed by DCF that they must attend a Welfare Transition Program Orientation that exposes the customer to potential work and education activities, a complete overview of the WT program, information on supportive services and referral options, and the post-placement transitional services available after they are placed on a job. Failure of an applicant to complete the work registration requirements within 10 calendar days of WT Orientation will result in the denial of Temporary Cash Assistance benefits by DCF.

During Orientation applicants are advised of their Opportunities and Obligations (O & O) including grievance process and application of anti-discrimination laws. Applicants are again briefed on these areas when they complete all of the above steps and the O & O is obtained.

If the customer has not found employment through these initial efforts, the next step is for the customer to return to DCF to be processed for cash assistance and/or food stamps. In these cases, the final determination of eligibility for WT is made by DCF.

b. When the customer returns to the Career Center as a WT mandatory customer, appointments are scheduled for an initial assessment, job search skills training and other activities as needed.

BW feels that in order for a family to maintain self-sufficiency, it must learn to become self-reliant. Self-reliance is characterized by the ability to:

- Identify personal needs

- Seek out resources to meet those needs
- Choose between available options
- Follow-through with a chosen plan of action
- Take responsibility for your own future growth
- Develop creative solutions to solve problems common to most working families, and
- Maintain employment and economical self-sufficiency

Self-reliance will be encouraged by:

- Providing a supportive yet aggressive transition from welfare to work. From the moment a customer applies for assistance, he or she will be required to be involved in shaping his or her own economic independence. All activities including community service and job readiness activities will be designed in such a way as to require the same level of commitment in terms of time and energy as full-time employment. Individuals in unpaid work experience and/or part-time employment will be expected to participate in additional skill building activities.
- Developing a long-term career plan designed to help each customer obtain and sustain economic independence.
- Teaching customers how to manage the stress of being a working parent and help them build a support system.
- Working with partners to provide flexible hours, schedules, and locations for education, training, and other services so customers can access skill development services while continuing to work.

Not all applicants will be able to comply with the work activity requirements. Those applicants with limited abilities and unable to come in to attend orientation are provided a home visit by our partner, Workfirst Plus. At that home visit the Workfirst Plus, staff will complete necessary forms and deliver the orientation to the applicant. They may also make an appointment for the applicant with a BW Staffing Specialist. If the applicant is able to come in they will complete the orientation in-house. Applicants not seeking employment due to physical limitations are required to have paperwork completed by an authorized medical provider and returned to Workforce staff. When returned, applicants may receive a waiver of the normal requirements or have those requirements adjusted based on the medical limitations outlined by their medical provider.

During orientation the state diversion policy is reviewed. Customers interested in diversion because of their situation be a short term temporary situation are given the opportunity to provide evidence they can sustain themselves for the required 3 months. BW staff will make recommendations on the approval of the diversion.

BW staff is required to enter the applicant into the state data entry system after they complete orientation. Staff will set a 30 day To Do in the system. Staff must check the Florida system on applicants' status. If cash is denied, the case is closed out in the state system. If the case is still pending staff will extend the alert one week and recheck.

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

SECTION	INSTRUCTION
V.G.8.a.2	a. Describe how the Up-Front Diversion process is incorporated in the work registration process. b. If RWB provides Up-Front Diversion services to applicants through TANF formula funds, please describe the type of supportive services.
RWB RESPONSE	
This includes past recipients of TCA, who, due to an unexpected circumstance or an emergency, may require some immediate assistance to secure or retain	

employment or child support. For the purpose of this policy, unexpected circumstances/emergency is defined as a financial setback that puts at risk a family's ability to get or retain employment or pay child support. The immediate needs may include, but is not limited to, shelter or utility payments, car repairs to continue employment, or other services to alleviate the emergency and allow the person to focus on obtaining or continuing employment.

Up-Front Diversion may be authorized solely by BW after following a three-step process:

- Linking applicants with job opportunities as a first option; and,
- Offering employment related non-reoccurring, short term services such as childcare or transportation not to exceed four (4) months when such is determined as sufficient to stabilize the family and prevent application for TCA; or,
- Screening applicants to determine the extent of the emergency and whether short term intervention is appropriate; and,

Based upon demonstrated need, up-front diversion in the form of a one-time payment per family is allowed. Such payment shall not exceed \$1000 per family and will be offered when employment related non-reoccurring short-term services are not needed or responsive to the family emergency. To be eligible for employment related non-reoccurring, short term services or a cash payment, the family must demonstrate that all requirements of eligibility for Up-Front Diversion services would likely be met. The screening must indicate that the family would likely be eligible for cash assistance if the family decided to follow through with the application.

As described in Section V.F.8.a.1. , applicants are informed and may discuss with staff up-front diversion options at orientation. The services applicants may be able to acquire will vary. They may include up to \$1000 for, education tuition needs/text books, supplies/uniforms, work supplies, transportation repair expenses, utilities, day care (30 days in the month of application).

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

SECTION	INSTRUCTION
V.G.8.a.3.	a. If yes, please describe the promising practice for serving applicants. b. Please describe how the Up-Front Diversion process is incorporated in the WT Work Registration process.
RWB RESPONSE	
Up front diversion is explained during WT Orientation. All applicants Customers are provided an employment verification form in the event the applicant states that they are employed or about to begin employment. Any customer with circumstances which indicate a diversion from cash assistance will be scheduled for an individual appointment with a Staffing Specialist. Only individuals who can clearly show a need for the support and a plan for self-support for three months are considered for diversion.	

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:

SECTION	INSTRUCTION
V.G.8.b.1. Review/Update Required	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;

	<ul style="list-style-type: none"> 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

Mandatory WT/TANF participants are informed of their rights during Orientation. WT Orientation is an overview of the Welfare Transition Program. The information provided at WT Orientation is to inform prospective participants of the work activities that they are required to participate in as a condition of eligibility of receiving cash assistance. Prospective participants are also provided with information on services that they may receive, based on their household's needs and availability of funding.

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

SECTION	INSTRUCTION
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.

RWB RESPONSE

Mandatory WT/TANF participants receive this information during Orientation. WT Orientation is an overview of the Welfare Transition Program. The information provided at WT Orientation is to inform prospective participants of the work activities that they are required to participate in as a condition of eligibility of receiving cash assistance. Prospective participants are also provided with information on services that they may receive, based on their household's needs and availability of funding.

3. According to the Interim Federal Regulations 45 CFR 261. etc. 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:

SECTION	INSTRUCTION
V.G.8.b.3 Review/Update Required	<ul style="list-style-type: none"> a. Unsubsidized employment Describe the documentation accepted to support self-employment expenditures and earnings, which must be used to determine the hours completed. 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

Unsubsidized employment

To earn participation credit for hours of self-employment, a participant must provide documentation that details gross income minus business expenditures as substantiated by copies of money orders, checks, and other forms of proof of income or expenditures. Self-attestation is not acceptable.

Subsidized Employment

Staff will ascertain from the employer the name of the individual supervising the participant. Independent verification of income/hours will be accomplished through employer statements/pay stubs. Participants meeting their hours of participation by engaging in continuing education, training, or work experience at a Workforce, local college, or school district will be supervised by their instructor. Participants will be required to bring in verification forms to their Staffing Specialist. Staff may contact to determine status of participants or to verify hours/income.

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

RWB RESPONSE

Job Search (both in-house and on-site) and job readiness assistance require daily supervision and documentation of attendance by an employer or BW staff. BW staff will supervise in-house job search and job readiness assistance on a daily basis as part of their structured activities. It will be documented on our in-house job search form. On-site job search hours will be kept on a daily basis using our job search form. This form will be maintained by the participant, with copies in the customer’s hard file. Staff will supervise on-site job search on a daily basis using telephone contact, fax, in-person interviews, and emails.

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

RWB RESPONSE

BW uses community service programs to improve the employability of recipients who are not able to obtain employment. Prior to making a community service assignment the participants' prior training, experience and skills matched with the community agency in order to ensure a positive outcome for both the participant and the agency. Our goal in community service is to meet the following criteria:

- Include a competency based training plan
- Build a work history and portfolio for customers to show potential employers
- Integrate life-skills training with activity
- Utilize a team or group activity to effectively build communication and interpersonal skills
- Build good work habits, interpersonal skills, and communication skills
- Encourage customers to think, problem solve, and make contributions in a real-world setting; and
- Teach conflict resolution, build self-esteem and encourage customers to reach their potential

Customers will be provided with training and work experience designed to promote good work habits including:

- Dependability/Reliability
- Punctuality
- Quality/ Quantity of Work

Customers assigned to work experience will be expected to report on the day and time agreed to. BW believes work experience activities should mirror what customers will experience in the actual workforce to include the amount of time most employers expect their workers to dedicate on the job. Therefore, Brevard Workforce customers are required to participate in up to forty hours per week. Hours are generally a combination of Community Service Work Experience activity or Work Experience activity required hours with the remaining hours consisting of other acceptable activities. The calculations for CSWE and WE are performed by OSST and found on the Benefits screen.

Hours of participation will be verified through time logs that are maintained by the participant and/or work site and signed by the site supervisor. The documentation of hours of participation will be forwarded to BW at a minimum of every two weeks. Staffing Specialists will forward/scan all Job Participation Hours (JPR) to the Internal Compliance Specialists (ICS) to enter hours in OSST and Staffing Specialists maintain the verification in the participant's case file.

Community Service is a program to assist cash recipients gain skills that will move them towards unsubsidized employment. Staff works with local organizations to develop agreements to allow mandatory WT customers to gain experience in their organizations. The use of WT customers must be for the benefit of the community. It is not meant as a means for participating organizations to displace permanent workers. All aspects and expectations of community service worksites are discussed in the Memorandum of Understanding. Staff will perform periodic follow-up with the WT customer and the worksite at approximately two (2) week intervals to ensure the proper utilization and that participants are not displacing permanent works at the community service worksites. BW will terminate community service agreements of any organization that is found displacing their permanent worker with our WT participants.

SECTION	INSTRUCTION
V.G.8.b.3. Review/Update Required	e. Job Skills Training <ol 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.
RWB RESPONSE	
<p>Individuals participating in job skills training will be issued a time sheet that must be completed with the countable hours and signed off by the supervisor/instructor or other designated person. Supervision will be certified by the instructor of the course, on-line distance learning system records or other authorized staff for each day the participant attends the training or related activity. If there is any question about supervision, Staffing Specialists must verify it directly with the training facility or job site supervisor.</p> <p>The participant, the training facility or the job site must submit the time log of attendance to BW no less than every two weeks. Staff may also verify hours by contacting the instructor or other site supervisor directly. Attendance information must include:</p> <ul style="list-style-type: none"> • the participant's name • course and instructor's name if the training takes place in a training facility, • name of the site-designated person certifying attendance, and • dates of attendance <p>This information will be entered into OSST by our ICS staff and verification maintained in the case file.</p>	

SECTION	INSTRUCTION
V.G.8.b.3. Review/Update Required	f. Education directly related to employment <ol 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.
RWB RESPONSE	
<p>Daily supervision is required of this activity. Supervision will be certified by the instructor of the course, on-line distance learning system records or other authorized staff for each day the participant attends the training or related activity. Staffing Specialists must verify hours through supervisor-signed logs, attendance records or direct contact with the instructor/supervisor. The hours will be recorded in OSST and the verification will be maintained in the case file.</p> <p>When referred to GED or high school diploma these customers are tested with a recognized standard test (generally TABE) to determine their baseline score. They will be tested periodically to determine if their levels have increased. Testing may take place on a shorter regular basis if recommended by the training instructor.</p> <p>The training institution will determine "good or satisfactory progress". It will be documented by assessment or instructor observation records and reported to the Staffing Specialist. It may be sent directly to BW or supplied by the participant. Verification of satisfactory progress will be maintained in the case file.</p>	

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

RWB RESPONSE

BW staff will verify hours of actual participation through documentation that includes time logs kept by participants and signed by a supervisor or instructor, or other daily attendance records kept by the institution and signed by a designated supervisor. The participant and the training facility must submit the time log of attendance to BW no less than every two weeks. Staff may also verify hours by contacting the instructor or other site supervisor directly. Attendance information must include:

- the participant's name
- course and instructor's name if the training takes place in a training facility,
- name of the site-designated person certifying attendance, and
- dates of attendance

Supervision will be certified by the instructor of the class, on-line distance learning system or other authorized staff for each day the individual attends the activity and earns participation hours. Staffing Specialists will verify hours through signed time logs, attendance records or direct contact. The hours will be recorded in OSST by ICS staff and the verification documents will be maintained in the case file. When referred to GED or High School diploma these customers are tested with a recognized standard test (generally TABE) to determine their baseline score. They will be tested periodically to determine if their levels have increased testing may take place on a shorter regular basis if recommended by the training instructor.

The training institution will determine "good or satisfactory progress". It will be documented by assessment or instructor observation records and reported to the Staffing Specialist. It may be sent directly to BW or supplied by the participant. Verification of satisfactory progress will be maintained in the case file.

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

RWB RESPONSE

This activity is not utilized by BW.

4. Describe local processes regarding work activity engagement to ensure the elements listed below are followed:

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

Review/Update Required	<ul style="list-style-type: none"> 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 Job Participation Rate (JPR) screen for the activity completed. Hours will not be attributed to an activity unless the services or engagement meet the activity's definition; 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

Staffing Specialists will determine the maximum number of hours per month to schedule a participant in activities by adding the amount of the temporary cash assistance (TCA) and the SNAP allotment and dividing the resulting number by the Florida minimum wage. The Staffing Specialist and the customer determine the most appropriate CSWE or WE work site that would most benefit the customer. Those hours can be used with flexibility during each week so long as they do not exceed the monthly maximum.

The ICS staff will record hours on the Job Participation Rate (JPR) screen for all hours that were submitted by Staffing Specialists of the activity or activities completed. Staff must obtain documentation for each countable hour of participation prior to entering the hours. The JPR will generate a field to record actual hours completed for every week an activity is open on a case associated with an individual who is receiving TCA and required to participate in the work program. Staff will not automatically enter scheduled hours, but collect verification of each hour before manually entering numbers into the data entry field. These activities must be supervised at least daily. See specific activities for descriptions on specifics of how supervision will be maintained.

SECTION	INSTRUCTION
V.G.8.b.5. Review/Update Required	Provide the assurances of documentation of work participation.

RWB RESPONSE

The ICS staff will record hours on the Job Participation Rate (JPR) screen for the activity completed. Staff specialists must obtain documentation for each countable hour of participation and forward/scan all documentation to ICS. The JPR will generate a file to record actual hours completed for every week an activity is open on a case associated with an individual who is receiving TCA and required to participate in the work program. Staff will not automatically enter scheduled hours, but collect verification of each hour before manually entering numbers into the data entry field. These activities must be supervised at least daily. See specific activities for descriptions on specifics of how supervision will be maintained.

QA/QCICS staff will validate the accuracy of the work participation documentation and the Quality Manager review ten percent of case files from all Community Leads and Staffing Specialists across all programs. This review is accomplished using the monitoring review tools developed by the state for use when they accomplished their yearly monitoring visits. BW contracts with an independent accounting firm to perform quarterly monitoring services on all programs for programmatic, financial, and administrative compliance.

SECTION	INSTRUCTION
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, On-the-Job Training (OJT) and self-employment.
RWB RESPONSE	
<p>BW staff will verify hours of actual participation in support of hours in TANF funded subsidized and On-the Job Training (OJT) work activities through documentation that includes time logs/time sheets signed by a supervisor or other daily attendance records kept by and signed by a designated supervisor. The designated supervisor and contact information will be included on the agreement signed with the employer. The participant and/or the employer must submit the time log of attendance to BW no less than every two weeks. Staff may also verify hours by contacting the participant's supervisor directly. Attendance information must include:</p> <ul style="list-style-type: none"> • the participant's name • course and instructor's name if the training takes place in a training facility, • name of the site-designated person certifying attendance, and • dates of attendance <p>Staffing Specialists will verify hours through signed time logs, attendance record or direct contact. The hours will be forwarded/ scanned by ICS staff and recorded in OSST and the verification documents will be maintained in the file.</p>	

SECTION	INSTRUCTION
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 JPR data in the workforce system.
RWB RESPONSE	
<p>Regular in-house training sessions are provided to staff to pass along new information and processes and to reinforce standards and procedures already in place. The topics for these training sessions may come from findings from in-house quality control reviews, local monitoring findings from our contracted monitoring provider, or from the yearly state monitoring reviews. A sample of these training sessions are documentation requirements of verifying documents for unpaid work activities and proper data entry of JPRs.</p>	

SECTION	INSTRUCTION
F.8.b.8. Review/Update Required	Describe how the RWB will ensure that front-line staff does not enter hours of participation for unpaid work activities, OJTs, TANF funded subsidized employment and self-employment until documentation is received.
RWB RESPONSE	
<p>ICS staff will record hours on the Job Participation Rate (JPR) screen for the activity completed. Staff must obtain documentation for each countable hour of participation and forward/scan hours to ICS staff for data entry. The JPR will generate a field to record actual hours completed for every week an activity is open on a case associated with an individual who is receiving TCA and required to participate in the work program. Staff will not automatically enter scheduled hours, but collect verification of each hour before manually entering numbers into the data entry field. These activities must be supervised at least daily.</p>	

QA/QCICS staff will validate the accuracy of the work participation documentation and the Quality Manager. Reviews ten percent of case files from all Community Leads and Staffing Specialists staff across all programs. This review is accomplished using the monitoring review tools developed by the state for use when they accomplished their yearly monitoring visits. BW contracts with an independent accounting firm to perform quarterly monitoring services on all programs for programmatic, financial, and administrative compliance.

SECTION	INSTRUCTION
V.G. 8.b.9. Review/Update Required	Deferrals: <ol 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 Individual Responsibility Plan (IRP)? c. Is the individual required to complete vocational or other assessments? d. How are learning disabilities identified? e. If a participant has a learning disability, what other services are they offered?

RWB RESPONSE

Not all WT participants that come to us are physically or mentally in a position to actively seek or maintain employment. For those customers BW has a process to verify the participant's disability and engage them with work preparation experiences so when they are ready to enter the workforce they will have the work readiness skills to obtain and maintain employment.

We are currently requesting the medical verification form at orientation. Orientation is currently being conducted as a part of the up-front work registration process. The first step for any TANF applicant is to attend an orientation. If during the orientation the customer reports they will be unable to comply with program requirements due to medical reasons, a medical verification form is given. If returned showing a medical exemption, the other up-front registration activities (for example preparing a resume) are waived and the registration form is signed. On occasion, the customer will have a note from a doctor indicating inability to comply. A note from a medical doctor is only accepted as long as it includes the relevant information currently listed on the medical verification form to waive work registration requirements. Customers who are physically unable to attend orientation can be given the orientation/information by a Work-first Plus counselor (funded by ADM in this region) via a home visit.

Section 414.065 states if an individual cannot participate in assigned work activities due to a medical incapacity, the individual may be exempted from the activity for a specific period, except that the individual shall be required to comply with the course of treatment necessary for the individual to resume participation. A participant may not be excused from work activity requirements unless the participant's medical incapacity is verified by a physician licensed under chapter 458 or chapter 459, in accordance with procedures established by rule of the department. An individual, for whom there is medical verification of limitation to participate in work activities, shall be assigned to work activities consistent with such limitations. Evaluation of an individual's ability to participate in work activities or development of a plan for work activity assignment may include vocational assessment or work evaluation. BW may require an individual to cooperate in medical or vocational assessment necessary to evaluate the individual's ability to participate in a work activity. Customers in a deferral status are given an alternative plan which requires follow through with all medical treatment plans. Assessments are completed to determine customer abilities and barriers. Appropriate customers will be referred to Vocational Rehabilitation or the Brevard Achievement Center. Customers who are medically able are given home study materials to help eliminate barriers or improve skills. All requirements are incorporated into the Individual Responsibility Plan. Alternative activities that may be included in the customer's Individual Responsibility Plan include:

- Follow through with medical plan of treatment
- Steps for pursuing SSI (if in plan)
- Life skills curriculum (these assignments do not meet eligibility for countable activity; however, have been useful in motivating deferred customer to find employment)
- Working with Workfirst Plus staff if appropriate

The IRPs are individually determined on each customer's specific need. Customers who fail to follow their plan are sanctioned in accordance with BW policy.

Minimum customer contact requirements are set at once a month for those individuals that are not able to 100% participate in the WT program. Time sheets for home study materials are collected at each customer contact or they may be mailed in to the Staffing Specialists if the customer is physically unable to come into the BW center.

Maximum contact would be every two weeks if a customer is participating in work activities on a part-time basis (not home study materials). A new medical form is obtained every six three months unless the previous form indicates a need for more frequent medical documentation updates.

Referrals to Voc-Rehab, Brevard Achievement or Work-first Plus counseling services and any other appropriate community service agencies, and assessment and assistance with Social Security applications are also provided.

Customers are identified through self-disclosure on a customer profile or through Staffing Specialist observations. Customers with suspected issues are referred to Work-first Plus for further evaluation. Work-first Plus presents a short overview of their services and a screening tool at every WT orientation for applicants. They are required to complete a questionnaire and if issues/barriers are determined, they are referred to Work-first Plus for further evaluation and with an individual appointment. Customers are also identified with potential barriers through self-disclosure, by completing an initial assessment form or through staff observations. Customers with suspected issues are referred to Work-first Plus for further evaluation and additional assistance as necessary. Circles of Care, Inc. is a Community Mental Health provider and will accept Medicaid customers for evaluation as well.

WT participants with learning disabilities are identified by using a Learning Needs Screening tool. The screening tool results in a numerical score. Customers with a score of 12 or higher are referred to Brevard Achievement or Project Success (program operated by Brevard Co. School system) for further assessment. Project Success operates a Community Work Experience program for customers found to have learning disabilities.

Injuries and health restrictions, if not addressed, can impede employment options. Customers who indicate physical/mental disabilities must provide written verification by a medical doctor describing the extent, duration, and limitations of the disability. In response to these issues BW in the past has contracted for the services of a community health nurse through the local health department. This individual would be charged to review all medical deferrals under the Welfare Transition program and work with the customer's doctor to design an alternative plan. Due funding restraints the nursing services have not been contracted.

c. Other

SECTION	INSTRUCTION
V.G.8.c.1. Review/Update Required	Provide the relocation maximum allowable payment
RWB RESPONSE	
The relocation maximum allowable payment total budgeted amount may not exceed \$2000.00 plus no more than two months TCC at the level for which the family would be eligible. Exceptions may be granted by the Board under extraordinary circumstances. Relocating individuals must provide documentation for budgeted expenses.	

SECTION	INSTRUCTION
V.G.8.c.2. Review/Update Required	Describe how the RWB ensures the confidentiality of program participants. a. Describe how and where domestic violence files are kept. b. Describe local process for communicating how to process and store domestic violence files.
RWB RESPONSE	
If during the screening/orientation process, the Staffing Specialist determines that the participant is or has been a victim of domestic violence; they will inform the participant of services available and/or refer the participant to community resources that specialize in domestic violence. Staffing Specialists must ensure that participant information related to domestic violence is kept in a separate designated file and not included in the participant's general hard copy case file. The case file will prominently note confidentiality protection and provisions. Staff will not contact the person believed to be the perpetrator of such violence for the purpose of trying to confirm the participant's statement or documentation of abuse. Information shall not be released to anyone (including other government agencies, service providers, or law enforcement) except for the following purposes: <ul style="list-style-type: none"> • Documenting need for and referrals to special services; • Where required to conform with child abuse and neglect laws; or • Where the participant has requested and authorized in writing the disclosure of the information. Confidential settings should be used to provide privacy during screenings, interviews, and referrals to appropriate services. Because batterers use a wide variety of information and methods to locate their current or former partners, participant information must be protected. This includes, but is not limited to, current addresses, phone numbers, training sites, job placement sites, employment addresses, health providers, children's schools, etc.	

SECTION	INSTRUCTION
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	

Participants are reminded of support services related to domestic violence continually during the course of working with the customer, particularly Relocation Assistance if necessary to move the customer away from a domestic violence situation. At every appointment the subject is touched upon and the participant is given the opportunity discuss any domestic violence issues. When staff is working with two parent families, they will occasionally meet with the participants separately to talk about the issue with the freedom of not having the other spouse present. All BW staff is provided annual domestic violence training that reinforces regulatory requirements, assessment techniques, counseling techniques, available local services and organization referrals, and confidentiality requirements.

SECTION	INSTRUCTION
V.G.8.c.4. Review/Update Required	Describe the local Fair Hearing preparation and attendance process. <ol style="list-style-type: none"> a. Who attends the Department of Children and Families (DCF) administrative fair hearings related to the WT/TANF program? b. Describe the process of a supervisory review. c. Describe the process for preparing documentation for the Fair Hearing. d. Include the type of documentation the RWB traditionally presents.
RWB RESPONSE	
The Program Manager will prepare multiple copies of relevant case file documents for the hearing. The Hearing Officer, DCF, and the participant/legal counsel will each receive copies of those documents. The documents may include but not limited to correspondence, letters, notice of pre-penalty, decisions, case notes, and IRP.	

SECTION	INSTRUCTION
V.G.8.c.5. Review/Update Required	Does the RWB use TANF funds for a locally developed special project? <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.
RWB RESPONSE	
This region uses TANF funds under Purpose #2 which is improved employment for families with income under 200% of the poverty level, modeled after the Florida Back to Work grant. We also use TANF funds under Purpose #3, prevent and reduce the incidence of out-of-wedlock pregnancies that will serve a broad array of individuals that are not limited to low income families. TANF eligibility screening tool and application are used for eligibility determination. Income verification and eligibility documentation is maintained in the case file and cases are entered in OSST with completion bench marks. Customers with children under 18 are screened for TANF eligibility at the same time WIA eligibility is completed allowing for seamless service delivery and the ability to maximize the expenditure of existing funding streams. (See TANF Eligible local plan in Attachment 5)	

SECTION	INSTRUCTION
V.G.8.b.6. Review/Update Required	Does the RWB have an Individual Development Account (IDA) program? a. If yes, what population does the IDA project serve? b. Briefly describe the program.
RWB RESPONSE	
BW has not implemented an IDA program.	

9. Food Stamp Employment and Training Program

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

Local Operating Procedures

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

a. Program Operation

SECTION	INSTRUCTION
V.G.9.a.1 Review/Update Required	Describe the local staffing (case management) model used to serve participants.
RWB RESPONSE	
BW utilizes a contract provider model in which staffing and case management for each funding stream is provided by our contractor. FSET Staffing Specialists provide localized employment and training services to food stamp recipients who are able bodied adults without dependents (ABAWDs) to become self-sufficient. Florida’s Food Stamp Employment and Training (FSET) Program is being implemented compatibly with underlying WIA plans at the state and local levels.	

SECTION	INSTRUCTION
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	
Potential volunteers can learn about the FSET program through: <ul style="list-style-type: none"> • Outreach Letters; • Local outreach efforts or other local marketing efforts; and, • Participating in other workforce programs • Information provided by the DCF; 	

- By going to his or her local career center to apply for a job;
- Word of mouth

BW is responsible for engaging food stamp recipients at the local level. We continue to offer employment services through the integrated workforce system. This includes food stamp recipients who:

- Respond to the *Outreach Letter*,
- Learn about workforce programs from community partners;
- Learn about workforce programs from the Internet;
- Learn about workforce programs by word of mouth; and,
- Learn about workforce programs from regional outreach by the RWBs.

BW has opted to utilize the OSST client screens for orientation completion, the acknowledgement of the receipt of Obligations and Opportunities, and the on-line assessment for all new applicants and individuals returning to the FSET Program. This process should allow participants greater flexibility in fulfilling the requirements for FSET participation.

Participants will be directed to start an activity by the client screens based on the assessment responses and the availability of participation activities. Information regarding universal service workshops will be provided to customers who come into the center to assist in job search.

All system documentation will be completed by the FSET Staffing Specialists. In addition they will be responsible for collecting documents and completing OSST data entry. Staffing Specialists will also be available to assist participants who require assistance in finding community service locations or schooling opportunities. GED classes and computer literacy will be available in the One-Stop. Referrals will be provided as needed. Once documentation is received activities will be assigned by Staffing Specialists based on customer need and interest.

SECTION	INSTRUCTION
V.G.9.a.3 Review/Update Required	Describe procedures for notifying the participants of their opportunities and obligations while participating in the FSET Program.
RWB RESPONSE	
For any individual that chooses to volunteer in the program, Staffing Specialists are responsible for collection of all documentation, to include the opportunities and obligations while participating in the program. See F.9.a.2.	

b. Program Activities and Components

1. Orientation and Assessment

SECTION	INSTRUCTION
V.G.9.b.1. Review/Update Required	i. Describe the local approach for providing orientation and assessment in the FSET Program. Describe the assessment of the tools that are utilized and when the assessment is conducted. ii. Describe the local approach to integrate services for FSET client with WIA, Wagner-Peyser and other workforce programs available through the One-Stop Career Center.
RWB RESPONSE	
<p>The BW Contractor is responsible for the delivery of the components of Florida's FSET Program. Volunteers may participate in Orientation in one of three ways as follows:</p> <ul style="list-style-type: none"> • Attend a one-on-one session with a Staffing Specialist to learn about what the workforce system and FSET program have to offer. • Log onto the OSST system to attend an on-line orientation to learn about what the workforce system and FSET program have to offer; or, • Attend an on-line orientation session, as well as receive assistance with the on-line process at designated service centers and community partners. <p>Once they have completed orientation and assessment, (s)he may be assigned to an activity (one of the program components). As part of the Orientation process FSET participants will be scheduled for an assessment with a FSET Staffing Specialist as soon as possible. As a result of the assessment, if the participant is able to engage in FSET components, an appropriate referral is made. Such employed participants (regardless of the number of hours worked) are assigned to activities, as appropriate. These assessments and referral are to be completed by the 31st day after the initial referral from DCF.</p> <p>The FSET Staffing Specialists are responsible for compliance activities geared to assist participants in becoming self-sufficient by providing a broad range of services that include, but not limited to:</p> <ul style="list-style-type: none"> • Establishing and monitoring work experience job sites; • Interviewing and assessing eligible recipients; • Assigning eligible participants to meaningful and productive work experience job sites; • Providing information concerning local agencies who will assist the participant in securing unsubsidized employment; • Referring participants to education and training opportunities; • Referring participants to employment opportunities; • Monitoring participant compliance; and, • Making initial determinations of good cause. 	

2. Job Search and Job Search Training Component

SECTION	INSTRUCTION
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>For FSET customers that have been assessed and determined to be 'job ready' will be placed in the Job Search component of the program. Job searches may be conducted independently or in a group setting. Job searches will be recorded on a job search form or in the EFM system. The data from the EFM system may be used to verify the number of job search contacts that were made or the time spent in job search activities for the time period in question. Job search activities will not exceed six (6) months unless it is combined with Education or Work Experience activities. One hour credit toward participation in the voluntary FSET Program will be awarded for each job search completed.</p> <p>In the event that it has been determined through local assessments that the FSET customer is not 'job ready', the customer will be placed into Job Search Training. This will help them learn the skills necessary to conduct an effective job search. Job search training activities are conducted locally based on availability of resources and designed to meet the needs of both employers and job seekers. Job search training may include (but not be limited to) workshops, sessions or job clubs that address:</p> <ul style="list-style-type: none"> • Employability skills; • Life skills • Interpersonal skills; • Time management; • Decision making skills; • Basic job seeking skills (e.g., how to complete a paper application, how to complete an Internet-based application, how to approach managers, how to fax a resume, etc.); • Job retention skills; • Interviewing skills; • Resume development; • Appropriate dress; • Career assessments; and • Career planning. 	

3. Work Experience Component

SECTION	INSTRUCTION
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.

RWB RESPONSE

Brevard Workforce implements the FSET program locally through the three (3) career centers throughout the county to ensure that the needs of the community, job seekers and employers are met. Brevard Workforce establishes the worksite with a not-for-profit employer for the participant. A worksite agreement (MOU) and job description are secured between the worksite and the RWB to ensure the employer understands the basic requirements associated with the program and engagement. MOU's are established between the FSET community lead, Staffing Specialists and/or Business Liaisons and the employer. Once all information has been completed by the employer, the MOU is reviewed by the Program Manager who then provides the MOU to the BW for final approval and signature.

Each Work site agreement or MOU contains:

- job descriptions and title
- requirement to provide direct supervision
- requirement to teach participants new skills, and
- help improve existing work skills

Organizations selected as a work site for participants in work experience will be provided a letter of introduction for the participant using that site. This letter provides the organization with the participant's name and the total number of hours per week the participant is required to work. The letter also explains that time sheets are to be completed and signed off by their supervisor. FSET Staffing Specialists will also periodically contact work experience supervisors to discuss progress of the participant and any concerns either party may have.

SECTION	INSTRUCTION
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.

RWB RESPONSE

The primary goal of work experience is to improve employability and encourage individuals to move into regular employment while returning something of value to the community. Work Experience assignments must provide the same benefits and working conditions provided to regular employees performing comparable work for comparable hours.

In lieu of wages, work experience participants receive compensation in the form of their household's monthly food stamp allotment. Participants are engaged in a Work Experience component based on their benefit calculation. An individual cannot be required to do more hours at a worksite during the month than their food stamp benefits for the month of participation divided by the higher of the Federal or State minimum wage, divided by the household participants. If the participants do not complete their assigned hours based on their ability, the participant may still be considered participating in the program as a volunteer. The program will encourage participants to complete all of their hours; however, the staff will work with participants based on their ability to participate.

The calculation used to determine the required hours of Work Experience participation is the same as described earlier. During the first 30 days after referral from DCF, participants may be assigned to job search after orientation and assessment as long as the participant is being referred to WE/SIWE at the end of the 30-day period. The MIS will be used to identify participants assigned to this activity. The participant will be assigned to WE or SIWE and the MIS will be updated to reflect the new assignment when this activity ends. The hours assigned to Upfront Job Search/WE-SIWE should not exceed the benefit calculation. After the first 30 days, Job Search and Job Search Training can be included in this activity, but must comprise less than half of the required Work Experience hours for the month. Work Experience combined with JS/JST will be used in the management information system to identify individuals assigned to this 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 participant is asked to complete no more than a certain number of hours each month based on his or her ability to participate and the benefit calculation. *Work Experience* activity will be entered into OSST to identify individuals assigned to this activity.

Organizations selected as a work site for participants in work experience will be provided a letter of introduction for the participant using that site along with time sheets that are to be completed and signed off by their supervisor. Staffing Specialists collect hours of participation each month and enters the information into OSST.

The Quality Manager will review 10% of FSET cases to ensure that participation hours do not exceed the permissible hours based on the worksite calculation.

4. Self-Initiated Work Experience Component

V.G.9.b.4 Review/update required	Describe the local approach for providing the Self-Initiated Work Experience (SIWE) component. a. Include in the description the process and criteria given to the participants for developing their own worksites. b. Describe procedures for obtaining signed contracts with the worksites.
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RWB RESPONSE

If a participant indicates that he or she is already volunteering with a not-for-profit entity, the individual will be informed that such volunteering may be considered a part of this program. BW staff must contact the employer to obtain a completed and signed MOU as indicated in the local operating procedures. Participants will be able to volunteer, but will not be asked by BW or program staff to complete more hours during the month than their food stamp benefits for the month of participation divided by the higher of the Federal/State minimum wage.

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.
RWB RESPONSE	
Organizations selected as a work site for participants in work experience will be provided a letter of introduction for the participant using that site along with time sheets that are to be completed and signed off by their supervisor. Staffing Specialists collect hours of participation each month and enters the information into OSST. The Quality Manager will review 10% of FSET cases to ensure that participation hours do not exceed the permissible hours based on the worksite calculation.	

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.).
RWB RESPONSE	
Participants are engaged in a Work Experience component based on their benefit calculation. An individual cannot be required to do more hours at a worksite during the month than their food stamp benefits for the month of participation divided by the higher of the Federal or State minimum wage, divided by the household participants. If the participants do not complete their assigned hours based on their ability, the participant may still be considered participating in the program as a volunteer. The program will encourage participants to complete all of their hours; however, the staff will work with participants based on their ability to participate. Staffing Specialists collect hours of participation each month and enters the information into OSST.	

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	
<p>Vocational training is offered in the career centers, in the community through community partners or partner agencies, as well as by training providers. Training providers are approved by the RWBs and/or WFI and posted on an Eligible Training Provider List (ETPL).</p> <p>Program participants may be enrolled in a vocational training program and then enroll in the FSET program. Individuals may initiate enrollment in vocational or educational programs.</p> <ol style="list-style-type: none"> 1. Participants who self-enroll in a vocational training program prior to enrollment in the FSET program will be able to participate in the program, but costs associated with the vocational activity (such as tuition, books, uniforms, tools, etc.) cannot be covered using FSET funds. 2. Other program participants may enroll as a volunteer in the FSET program and then be enrolled in a vocational training program via the workforce system or through self-enrollment. <p>To be considered “participating,” the individual must participate in vocational training activities on an average of eight hours a week (32 hours a month). Hours will be documented by timesheets, progress reports; on-line classes; etc. that must be signed by a supervisor/instructor.</p>	

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	
<p>Program participants may be enrolled in an educational class/program and then enroll in the FSET program. Individuals may initiate enrollment in vocational or educational programs.</p> <ul style="list-style-type: none"> • Participants who self-enroll in an educational class/program prior to enrollment in the FSET program will be able to participate in the program, but costs associated with the activity (such as tuition, books, uniforms, tools, etc.) cannot be covered using FSET funds. • Other program participants may enroll as a volunteer in the FSET program and then be enrolled in an educational class/program through the workforce system or through self-enrollment. <p>To be considered “participating,” the individual must participate in educational activities an average of eight hours a week (32 hours a month). Hours will be documented by timesheets, progress reports; on-line classes; etc. that must be signed by a supervisor/instructor.</p>	

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	
<p>The WIA program is a part of the workforce system. Staffing Specialists monitor engagement and enters participation into EFM. Staff may enter data associated with program engagement for a volunteer who is also enrolled in the WIA and/or TAA program in the EFM system and/or independent TAA system. The FSET participant will still be determined eligible and enrolled as a volunteer in the program.</p> <ul style="list-style-type: none"> • If the customer is already enrolled in a vocational training program, (s)he may use the vocational training as a program activity because vocational training is an allowable program component. • As with vocational training, if the customer is enrolled in a WIA or TAA funded training or paid work experience, the activity may be used as an activity in the FSET program because these are allowable program components as outlined in the SNAP State Plan. <i>However, the customer must <u>choose</u> to volunteer in the program before being enrolled.</i> • A customer cannot be arbitrarily enrolled in the FSET program just because (s)he is receiving food stamps and are actively attending school or enrolled in the WIA or TAA program. If the potential FSET volunteer chooses to participate in the program, (s)he must complete orientation or assessment. Customers may be mailed letters informing them about the FSET program and/or have access to complete the online orientation and assessment because of the automated process. 	

7. Serving Employed Participants

V.G.9.b.7 Review/update required	Describe the local approach for referring employed participants to activities.
RWB RESPONSE	
<p>If the individual secures a job while participating in the FSET program, the participant is required to submit documentation prior to the data being entered in the OSST system. Once documentation is submitted to workforce staff, the data is entered in the OSST system. The data is then submitted to DCF through the interface. The data includes the required elements associated with employment so DCF can take action. Employment information entered by workforce staff is monitored by AWI. Data is reviewed in the system and retained in a file for quality assurance purposes.</p> <p>Food stamp recipients, who choose to volunteer in the program and are engaged in a FSET component, can be offered this service through the FSET program after employment has been secured and documented. Once an assessment of the customers' knowledge, skills, abilities and interests have been completed and after review with a Staffing Specialist – the FSET customer may be referred to an additional component of the program. The FSET participant is able to work and continue participating in the FSET program for up to 90 days. This includes individuals whose food stamps terminate due to earnings.</p>	

c. Program Outreach

V.G.9.c. Review/update required	Describe the local approach for informing food stamp recipients who are not referred by the Department of Children and Families (DCF) via the FLORIDA/OSST system interface of the FSET program and their ability to volunteer in the program.
RWB RESPONSE	
<p>Potential volunteers can learn about the FSET program through:</p> <ul style="list-style-type: none"> • Outreach Letters; • Local outreach efforts or other local marketing efforts; and, • Participating in other workforce programs • Information provided by the DCF; • By going to his or her local career center to apply for a job; • Word of mouth, EFM e-mail “blasts” and participation in our center communities <p>We continue to offer employment services through the integrated workforce system. This includes food stamp recipients who:</p> <ul style="list-style-type: none"> • Respond to the <i>Outreach Letter</i>, • Learn about workforce programs from community partners; • Learn about workforce programs from the Internet; • Learn about workforce programs by word of mouth; and, • Learn about workforce programs from regional outreach by the RWBs. <p>A food stamp recipient who learns about the FSET program through other forms of communication, such as those described above, may choose to participate in the E&T program as long as he/she is not engaged in the WT program as a mandatory cash assistance recipient.</p>	

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	
The Quality Manager will review 10% of FSET cases to ensure that participation hours do not exceed the permissible hours based on the worksite calculation, the methods for notification of program responsibilities, assignment to program activities and documentation of completion of program activities, and issuance of the Food Stamp Reimbursements.	

e. Participant Reimbursement

V.G.9.e.1. Review/update required	Describe the local procedures for requesting Food Stamp Reimbursements (FSRs) for eligible participants. Describe under what circumstances and for which activities FSRs are requested.
RWB RESPONSE	
<p>All FSR's are conducted through OSST and placed onto the customer's EBT card via DCF.</p> <p>Individuals who are enrolled and participate in the FSET program activities/components will be eligible to receive the FSR based on a demonstrated need for the reimbursement up to the State maximum. Participants may also receive a FSR for attending or traveling to complete an orientation and assessment. Reimbursements should not exceed \$20 in one "earned" month.</p> <p>FSR's may be requested by FSET customers for the following activities, not to exceed \$20 per month:</p> <ul style="list-style-type: none"> • Job Search • Job Search Training • Vocational Training • Education • Work Experience • Self-Initiated Work Experience • Employment Retention Services (may receive up to 90 days of reimbursement assistance with transportation) 	

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	
<p>Staffing Specialists will ensure:</p> <ol style="list-style-type: none"> 1. The individual is enrolled in FSET prior to employment. 2. The individual is offered an FSET service or engaged in a component prior to employment. 3. The individual secures and documents employment. 	

4. Documentation is retained in the case file.
5. The employment is entered in the data entry system.
6. Services associated with retention of employment are entered in the data entry system
7. The participant continues to document employment while receiving services associated with retention of employment, and
8. Services are offered only for up to 90 days after employment is secured.

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	
All Community Leads and Staffing Specialists located in each of our career centers have been trained to case manage all types of customers entering our centers and are not 'siloed' into one specific program. By having staff understand all program aspects of the WIA, WT, FSET, and REA and manage business accounts with our employers, it has opened the doors for many of our customers to reap the benefits of more than just one program. Staff is now able to link the customers with more opportunities and services.	

V.G.9.f.2. Review/update required	Describe local procedures for ensuring that FSET Program staff is represented and proper documentation is provided at the DCF Administrative Fair Hearings.
RWB RESPONSE	
<p>BW has established the Targeted Services Program Manager as the point of contact within Brevard Workforce to be responsible for all Administrative Fair Hearings that has Workforce involvement. Their responsibilities include being familiar with the FSET program and the review of all Hearing requests for merit. The Program <manager will examine all records and if it is determined that the action taken/requested was done so in error, they have the authority to ensure the case is updated correctly and DCF is notified of the corrective action prior to the hearing. If through examination of the records it is determined that the actions taken were appropriate, they represent Brevard Workforce at the hearing and defend the actions taken.</p> <p>The Program Manager will prepare multiple copies of relevant case file documents for the hearing. The hearing officer, DCF, and the participant/legal counsel will each receive copies of those documents. The documents may include but not limited to correspondence, letters, timesheets, employment records, decisions, case notes, etc.</p>	

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	

All Community Leads and Staffing have been identified to manage specific communities within the centers. When the FSET customer has been assessed of their knowledge, skills, abilities, interests, and work history, they are placed into a specific community, for example; Manufacturing, Construction, Transportation, Healthcare, Professional or General. These communities focus on all job orders placed in EFM for their specific community that have helped all types of customers. At each appointment with a Staffing Specialist, all emphasis is on the end-result which is employment and the benefits of not being dependent on government assistance.

10. Senior Community Services Employment Program (No Response Required)

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

11. Workforce Activities and Services
a. Core and Intensive Services

SECTION	INSTRUCTION
V.G11.a.	Describe the process for providing core and intensive services to job seekers in the One-Stop Career Centers.
RWB RESPONSE	
<p>WIA funds as well as funding made available under partner resources are allocated for adult and dislocated workers in Brevard County to provide core, intensive, and training services through the local One-Stop system known as the Career Centers. All resources and services are designed to assist the customer in making informed choices and empowering them to direct their own career development. The Career Center was created in response to customer needs and strives to deliver workforce development services that are customer friendly. Career Centers offer a variety of choices for customers including hard copy, staff assisted and on-line resources to assist those who wish to obtain training and employment services. Distance learning technology has been added to the centers to maximize customer choice and flexibility.</p> <p>BW's approach to One-Stop services is to maximize customer responsibility. That is, to the fullest extent possible, Career Center services will be self-help with staff assistance primarily available via group interaction. Gateway activities which permit a customer to move from one level of service to another have been implemented to ensure the customer is demonstrating traits desired by an employer such as personal initiative, self-direction, willingness to learn and commitment to task. BW believes this behavioral approach to be less subjective than other methods of determining "eligibility" for enhanced services. A brief discussion of services follows.</p> <p>Core Services</p> <p>This represents the broad array of services available to all job seekers accessing the Career Center system. Designed to be self-serve with minimal staff intervention, all core services offered at Career Center are primarily informational in nature and are provided via media or in small groups through orientation. Examples include information regarding Career Center services, opportunities within the area, and the performance of various training providers. One-on-one discussions are conducted as needed with a Career Center associate to determine if a particular job search tool or resource might be of value to that specific job seeker. In other words, what distinguishes core services from intensive or training is the product delivered, not the means of delivery. The product of core services is information</p>	

Core services will be available to all customers who wish to use them. Limits will only be placed on services to the extent that they are accessible to those community members who, through self-certification, have, if required, registered with the selective service and/or are legally authorized to work in the U.S. Customers receiving core services only will not be registered for purposes of WIA.

The gateway to intensive services and, hence, WIA registration, is accomplished when the customer reports that he/she is unable to secure or retain employment armed with only the information available through core services. Examples of such core services include documentation and completion dates showing the customer has:

- registered with EFM
- view the BW Tour of Services and one or more Career Center informational seminars
- applied for at least five jobs for which the individual appeared qualified and obtained no interviews, or attended at least three job interviews and did not receive a job offer, and
- conducted a self-assessment on interests, aptitudes and transferable skills and is determined that his/her current skills are lacking marketability in the current labor market, or
- developed a personal individual employment plan indicating more intensive services are required to meet the stated career objective

Staff facilitates the advancement of customers to intensive services by initially working with the customer to the level of triage needed to assist them in finding employment. A core services customer may be considered for intensive services by submitting completed documentation demonstrating that all criteria to move through the gateway have been met. No two job seekers' situation is exactly the same so BW reserves the right to adapt the gateway criteria as necessary to ensure such criteria is relevant and appropriate over time and for each job seeker.

Intensive Services

These services will be available to adult and dislocated job seekers who demonstrate that a barrier to employment exists. Employed individuals whose total household income is under that cited in the Brevard Living Wage Study may be eligible to receive intensive services based on need. BW, as the need arises, will prioritize these services to low income Brevard County residents. To ensure service availability BW envisions the continuation of group activities. In other words, Career Center services will continue to emphasize personal initiative, self-direction, willingness to learn and commitment to task. One-on-one services will be provided when needed but generally only in support of group services.

Training Services

The gateway to training services includes an expansion of the original portfolio attestation noting that the barrier(s) exhibited by the customer can best be remedied through training, but also a demonstration of economic need. Examples of such attestation include documentation and completion dates showing the customer has:

- attended Job Search sessions;
- obtained written ratification of his/her employment plan;
- attended all required appointments);
- completed all assigned assessment activities;
- applied for PELL and all other scholarships, if available;
- or are deemed as needing training because of the nature of their industry (i.e. accountants needing to be certified to obtain employment)

BW reserves the right to adapt the gateway criteria as necessary to ensure such criteria is relevant and appropriate over time and for each job seeker. BW's goal is to engage the job seeker in activities that ultimately result in employment and increased wages with a minimum of waiting time between advancing from core to training services where necessary.

Once a customer is determined to be eligible for training services, funds can be accessed through Individual Training Accounts (ITAs) as specified in BW Policy 02-02 ITA System Policy. BW has implemented a Scholarship Unit whose charge is to review and approve all training and supportive services requests over the \$ threshold listed in BW Policy PLN 00-02 Support Services. . BW will, from time to time, experience reductions in funds sufficient to warrant prioritizing these services to low income Brevard County residents. Customers will, with staff assistance, choose from a list of eligible training providers to select their training program. BW and the Scholarship Unit reserves the right to decline funding an ITA in those instances where the customer and the assigned staff cannot reach consensus on the occupational choice, or if the customer already has a degree in a viable occupation.

Follow-up Services

All customers registered and placed in employment through Career Center services funded under WIA can access follow-up services. These services may include: continued supportive services, job retention training and services, skills upgrade training, support for continued career planning and all other Career Center core and intensive service resources designed to enhance employability and self-sufficiency. All follow-up services are designed to continue to move customers along on the path of career development and, with the exception of those at the core services level, require the demonstration of need. Follow-up contact, designed in part to evaluate each registered customer's continuing service needs, will take place at 30, 90, 180, 270, and 365 day intervals.

1. Assessment

SECTION	INSTRUCTION
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>Varied assessment tools and methodologies will be used to determine a customer's barriers and strengths. Each assessment will be customer-centered providing for a diagnostic evaluation of each customer's employment barriers, family situations, work history, education, occupational skills, basic skills, interests and aptitudes (including those for non-traditional employment), attitude toward work, motivation, behavior patterns, financial resources, supportive service needs and personal employment information requirements. At times, more specialized assessment is needed to obtain a complete picture of a job seekers skills, knowledge and personal challenges. In these instances, referrals to experts in the identified assessment area are made. Staff will assist the customer in interpreting all assessment tools and update the assessment as needed. Specific areas of assessment include:</p> <ul style="list-style-type: none"> • Financial resources • Resources for food and clothing • Child care resources • Transportation • Understanding and use of medical services for self and child • Adequate housing • Access to nutritional food • Personal hygiene • Literacy • Substance abuse (self or significant other) 	

In addition, the Staff will also take into account the following:

- Marketable work skills
- Self-discipline
- Lack of positive support system
- Educational level
- Attitude and work ethic
- Domestic violence experiences
- Need for parenting skills
- Career interests and previous career assessments

Assessment data will be used by the Staff to counsel the customer regarding appropriate employment and short and long-term work-activity options. The customers may work with various computer software programs to assess and measure work skills, aptitudes and other measurable items necessary to ensure that training opportunities match the interests and abilities of the job seeker.

SECTION	INSTRUCTION
F.11.a.1.b.	Describe the process and type of tools used to assess youth for the federal WIA mandated youth activities and services.
RWB RESPONSE	
The BW contractor is responsible for administering and assessing youth for the WIA program. The tool used to make that assessment and to determine later literacy gains is the TABE assessment test. Staff follows the guidance from USDOL TEGL 17-05 literacy/numeracy specifications for determining literacy and subsequent gains.	

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

SECTION	INSTRUCTION
V.G.11.a.1.c.i.	What tool does the RWB use to conduct the initial assessment of the participant's employability, skills, and prior work history? Describe the elements that meet the "employability" component of the initial assessment (i.e., what information does the RWB collect to secure employability information).
RWB RESPONSE	
Each applicant that attends the WT orientation is provided a Customer Registration Form for completion. The registration consists of the applicants contact information, education and work history as well as skills and employment preferences. They are also required to complete the Initial Work Readiness Assessment. This assessment is used in the development of the customers Individual Responsibility Plan (IRP). This helps Staffing Specialists understand the applicants:	
<ul style="list-style-type: none"> • Limitations • Housing issues • Legal issues • Needs for support services (childcare/transportation) • Computer skills • Career/Educational interests 	

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

RWB RESPONSE	
Initial assessments for WT/TANF participants are conducted during the work registration process. If the applicant is awarded cash and becomes mandatory, a WT Staffing Specialist will interview the participant and review the assessment for any changes. Any needed modification to the assessment will be made by the Staffing Specialist. The information from the assessment will be used to: <ul style="list-style-type: none"> • Determine the right services or referrals to other agencies for services, • Engage the participant in the right activities • Develop the Individual Responsibility Plan (IRP) • Help guide the participant towards self-sufficiency 	

SECTION	INSTRUCTION
V.G.11.a.1.c.iii.	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.

RWB RESPONSE	
Participants may be asked to complete other assessments as the need to obtain additional information arises or to test different capacities or abilities. The need for these normally will make themselves known through counseling sessions and as the participant works through their IRP. Examples of other assessments used with customers are e-choices, career scope and TABE.	

SECTION	INSTRUCTION
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	
BW makes a point to match participants with activities that match their attitude and aptitude; therefore, all customers will complete an appropriate assessment before they are scheduled for a work experience or before they can request vocational training of the Scholarship Unit.	

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

SECTION	INSTRUCTION
V.G.11.a.2.a.	Describe the procedure for developing IRPs/EDPs/ISSs for participants of the workforce service programs.
RWB RESPONSE	
<p>Career Center staff will assist the participant to make career choices in conjunction with their work activities by assessing the barriers that must be overcome to achieve their goals. This assessment starts off from the first point of contact. The focus of the career plan will be on obtaining a job, a better job, or career path. While the development and review of a career plan is a team effort between the customer and the staff, the plan truly belongs to the customer. Both the customer and staff will sign the career plan, and the staff will retain a copy.</p>	

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

SECTION	INSTRUCTION
V.G.11.a.2.b	<p>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.</p>
RWB RESPONSE	
<p>The Individual Responsibility Plan (IRP) for WT participants specifies the employment goal of the participant and the activities and services agreed upon by both the Staffing Specialist and the participant that will lead toward the participant's self-sufficiency.</p> <p>BW staff will assist the participant to make career choices in conjunction with their work activities by assessing the barriers that must be overcome to achieve their goals. This assessment starts off from the first point of contact and until the applicant no longer receives assistance and/or services. This assessment helps the customer explore and understand themselves in terms of their skills, knowledge, abilities and environment in which the individual functions. The IRP is developed using information from the initial assessment. Areas that may be considered during in the assessment include:</p> <ul style="list-style-type: none"> • Work history • Education • Limitations • Housing issues • Legal issues • Needs for support services (childcare/transportation) • Computer skills 	

- Career/Educational interests

The focus of the career plan will be on obtaining a job, a better job, or career path. While the development and review of a career plan is a team effort between the customer and the Staffing Specialist, the plan truly belongs to the customer. Both the customer and Staffing Specialist will sign the career plan, and the Staffing Specialist will retain a copy.

The career plan must be timely in its development. Staffing Specialists will work with each customer to ensure an IRP is completed within 30 days of receiving a new case, reopening of a case, or referral. Plans will be reviewed, and updated as situations changes for the customer throughout the process. Situations that could require an update include:

- Change that affects the existing IRP (such as homelessness, domestic violence, etc.)
- New activities, training or services are approved, or
- Nearing completion of an activity or training to ensure continuous participation

A successful career plan will result in a job that pays sufficient wages ~~WT~~ for the customer to support his or her family. Therefore, although the customer may begin with a minimum wage job, the plan will include steps and services necessary to obtain the skills required to acquire a better paying job. All IRPs will contain a minimum of these basic elements:

- Assigned work activity
- Support services to be provided,
- Number of hours assigned to each work activity
- Any additional activities required to achieve self-sufficiency
- Expected completion date

The Staffing Specialists will use the system IRP and maintain the data in the state MIS.

ISS For Youth

The Individual Service Strategy (ISS) for WIA Youth participant specifies the goal of the participant and the activities and services agreed upon by both the staff and the participant that will lead toward the participant's self-sufficiency.

BW staff will assist the participant to make career choices in conjunction with their assigned activities by assessing the barriers that must be overcome to achieve their goals. This assessment starts off from the first point of contact through the point where the participant no longer receives assistance and/or services. This assessment helps the customer explore and understand themselves in terms of their skills, knowledge, abilities and environment in which the individual functions.

Participants will complete an assessment that includes the evaluation of the following:

- Basic skills
- Support Needs
- Service Needs
- Developmental Needs
- Vocational interests/skills
- Skill Level

- Employability
- Goal Setting (Youth)

All youth customers are required to take a Pre-TABE assessment to determine if they are Basic Skills Deficient (BSD). Youth Programs Objective Assessment includes an assessment of academic levels, skill levels, and service needs including basic and occupational skills, prior work experience, interests, aptitudes, employability, supportive service needs, and developmental needs. A recent assessment conducted by another program may be used if appropriate.

The focus of the career plan will be on obtaining a diploma, work readiness preparation, employment and/or career path. While the development and review of a career plan is a team effort between the customer and the Staffing Specialist, the plan truly belongs to the customer. Both the customer and Staffing Specialist will sign the career plan, and the Staffing Specialist will retain a copy.

The career plan must be timely in its development. Staffing Specialist will work with each customer to ensure an ISS is completed within 30 days of receiving a new case, reopening of a case, or referral.

Plans will be reviewed, and updated as situations changes for the customer throughout the process. Situations that could require an update include:

- Tutoring, study skills training, and instruction leading to school completion or GED testing
- Alternative school services.
- Community service opportunities.
- Supportive services.
- Summer employment opportunities that are directly linked to academic and occupational learning.
- Year round paid and unpaid work experiences including internships and job shadowing.
- Year round occupational skills training.
- Provide funding for workplace adaptations, and vocational supports.
- Provides vocational counseling, interpreter services for people with hearing impairments, and/or reader services for people with visual impairments.
- May provide placement services, job coaching, supported employment, and other related services.

For every youth that was determined to be BSD, a post-TABE assessment will be conducted to determine if the youth had increased a functioning grade level. The ISS may include a statement of transition services including, if appropriate, a statement each participant's responsibilities and linkages. Student participation is expected in the development of transition plans.

Youth who graduate with a regular diploma or age out of school will receive a summary of his or her academic achievement and functional performance, including recommendations on the assistance needed to meet postsecondary goals.

These follow-up services may include:

- Comprehensive guidance and counseling, which may include HIV/Aids counseling and/or referral.
- Include drug and alcohol abuse counseling and referral.
- Intake and orientation.
- Job search and placement assistance.
- Career counseling.
- Provision of labor market information.

- Determination of eligibility for additional services.
 - Some expenses reimbursed during training or placement.
 - Transportation services.
 - Local school district or local intermediate school district that provides special education programming.
- All IRPs will contain a minimum of these basic elements:
- Assigned work activity
 - Support services to be provided,
 - Number of hours assigned to each work activity
 - Any additional activities required to achieve self-sufficiency
 - Expected completion date
- The Staffing Specialists will use the system ISS and maintain the data in the state MIS.

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 Individual Training Account (ITA) unless the local board obtains a waiver from WFI. Attach a copy of the local operating procedures for the following processes.

SECTION	INSTRUCTION
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 and AWI Guidance Paper AWI FG - 00-002a.
RWB RESPONSE	
See Attachment 5., BW Policy PLN 02-02, Individual Training Account (ITA)	

SECTION	INSTRUCTION
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	
See Attachment 5 ., BW Policy PLN 00-06, Employer Based Training	

SECTION	INSTRUCTION
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	
See Attachment 5., BW Policy FIN 95-01, Procurement/Payment/Payroll	

SECTION	INSTRUCTION
V.G.11.b.4. Moved to TAA Section	Describe the process for using WIA funds to provide training services to trade-affected workers.
RWB RESPONSE	
NO RESPONSE REQUIRED FOR THIS SECTION	

SECTION	INSTRUCTION
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.
RWB RESPONSE	
NO RESPONSE REQUIRED FOR THIS SECTION	

12. Work Experience

SECTION	INSTRUCTION
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.
RWB RESPONSE	
<p>A worksite agreement (MOU) and job description are secured between the worksite and the RWB to ensure the employer understands the basic requirements associated with the program and engagement. MOU's are established between the community lead, Staffing Specialists and/or Business Liaisons and the employer. Once all information has been completed by the employer, the MOU is reviewed by the Program Manager who then provides the MOU to the BWDB for final approval and signature.</p> <p>Each Work site agreement or MOU contains:</p> <ul style="list-style-type: none"> • job descriptions and title 	

- requirement to provide direct supervision
- requirement to teach participants new skills, and
- help improve existing work skills

Organizations selected as a work site for participants in work experience will be provided a letter of introduction for the participant using that site. This letter provides the organization with the participant's name; customer responsibilities, work schedule and job duties. The letter also explains that time sheets are to be completed and signed off by their supervisor. Staffing Specialists will also periodically contact work experience supervisors to discuss progress of the participant and any concerns either party may have.

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

SECTION	INSTRUCTION
V.G.12.a.	How the participants of the WT program are referred to the worksite provider to begin engagement; How the RWB ensures that participants are supervised on a daily basis during worksite engagement; How the RWB will document hours actually completed and the party responsible for signing documentation to support hours of participation; and The steps the RWB has taken to protect employees of the worksite employer against displacement.
RWB RESPONSE	
See Community Service-Work Experience Procedure in Attachment 5	

13. 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.

SECTION	INSTRUCTION
V.G.13.	Provide a description of the process for developing OJT sites and agreements for all participants enrolled in workforce programs.
RWB RESPONSE	
<p><u>On-the-Job Training (OJT)</u> – an individualized training strategy offered when the job seeker has minimal job skills and limited or no work experience in the occupation for which the OJT agreement is being written. OJT offers the workers an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training and may occur in the for-profit, the non-profit, or the public sector. Upon satisfactory completion of the training the employer is expected to retain the workers as a regular employee without receiving a subsidy. OJT agreements must be in support of:</p> <ol style="list-style-type: none"> 1. BW selected Key Business Industries, or 2. BW Demand Occupations, or 	

3. Targeted Occupations List, or
4. An employer's introduction of new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy,

BW funds can be used to reimburse the employer for up to 50 percent of the employee's wages as compensation for the extraordinary cost of training. The OJT job must pay \$7.50 or more per hour with a minimum of 32 hours per week of employment. Employer paid health care benefits after 90 days may substitute for \$.50 per hour. Exceptions may be made based on significant job seeker barriers that impact productivity.

OJT and Customized Training are two employer based programs with the opportunity to expand. Career Center Industry Relations Business Liaison Representatives, in an effort to educate employers on the opportunities that OJT and customized training brings WT job seekers who are looking to gain basic and specialized skills necessary to guarantee them getting and maintaining employment. Reduction in the cost of up-grading employees' skills is marketed to employers.

For WT/TANF, please describe the following:

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

RWB RESPONSE

BW staff s will verify hours of actual participation in support of hours in TANF funded subsidized and On-the Job Training (OJT) work activities through documentation that includes time logs/time sheets signed by a supervisor or other daily attendance records kept by and signed by a designated supervisor. The designated supervisor and contact information will be included on the agreement signed with the employer. The participant and/or the employer must submit the time log of attendance to BW approximately every two weeks. Staff may also verify hours by contacting the participant's supervisor directly. Attendance information must include:

- the participant's name
- course and instructor's name if the training takes place in a training facility,
- name of the site-designated person certifying attendance, and
- dates of attendance

Staff will verify hours through signed time logs, attendance record or direct contact. The hours will be recorded in OSST and the verification documents will be maintained in the case file.

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. Additionally, Florida's Quick Response Training (QRT) program, established in 1993, provides grants to expanding or new-to-Florida businesses to meet their customized training needs. Attach a copy of the local operating procedures for the following process(s).

SECTION	INSTRUCTION
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.
RWB RESPONSE	
<p>OJT and Customized Training are two employer based programs with opportunity to expand. Career Center Industry Relations Business Liaison Representatives in an to educate employers on the opportunities that OJT and customized training brings WT job seekers who are looking to gain basic and specialized skills necessary to guarantee them getting and maintaining employment. Reduction in the cost of up-grading employees' skills is marketed to employers.</p> <p><u>Customized Training</u> – a training strategy designed to meet the special requirements of a single employer or group of employers which requires a commitment to retain and increase the compensation or employment status of current employees who successfully complete training. To be eligible for customized training the employee must be employed prior to the initiation of the customized training.</p> <p>Customized training offers the employee an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training and may occur in the for-profit, the non-profit, or the public sector. Priority for customized training will be for occupations in one of the BW Key Industries; however, this does not preclude employers with a demonstrated need from receiving services.</p> <p>BW funds can be used to pay for up to 50 percent of the direct training costs when that training meets one or more of the following criteria:</p> <ul style="list-style-type: none"> • increases the worker's pay at least \$1.00 per hour; • increases the worker's weekly hours from part-time to full-time (defined as at least 32 hours per week or more); • provides the worker employer paid health care benefits, • advances the worker into a higher level of skill or responsibility. This includes training that is part of a written pre-determined career ladder process developed by employers which permit entry-level workers to advance to higher skilled positions not meeting one or more of the above criteria; or, • Required to retain self-sufficient employment. <p>The benefit referenced above must occur within 90 days of satisfactory completion of the training.</p> <p>Costs which may be calculated in the employer share for customized training include but are not limited to:</p> <ul style="list-style-type: none"> • the wages and benefits paid to trainees during participation in training; • in-kind value of facilities or equipment used during training; • training materials and supplies provided to participants; and, • wages and benefits paid to trainers employed by the employer(s) while conducting training. <p>For the purpose of BW's policy other training grants acquired by the employer is not considered an employer contribution.</p>	

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).

SECTION	INSTRUCTION
V.G.15.A.1 Review/Update Required	Describe how skills upgrade training will be provided to workers who need training to obtain a retain self-sufficient wages.
RWB RESPONSE	
<p>BW has a vision that to fully achieve a dynamic economic environment for Brevard County, workforce initiatives must balance its emphasis between the unemployed and businesses. Traditionally 90 – 95% of workforce program funds have gone to programs for the unemployed customer. BW adjusted that mix to incorporate more opportunities for businesses to meet the improvements in workers skills that businesses need to remain competitive and the workers need to increase their earning potential.</p> <p>The aim is to emphasize training investment for households who have not reached self-sufficiency as defined by BW Living Wage Study for Brevard County.</p> <p>In recognition of the changing workforce development issues laid out in the BW Planning Documents, the Board decided to categorize and prioritize the categories of BW’s clients. With this, the outcome will be a better served workforce as a whole. The categories are as follows:</p> <ul style="list-style-type: none"> • The unemployed seeking employment • Those employed with wages under household self-sufficiency • Employer training services, including customized training <p>Each program year BW will analyze the previous year’s training dollar outlay and the labor market data for the local area to determine the training priorities for unemployed, underemployed, and employed worker training customers. To the maximum extent possible, and following all applicable federal and state laws and regulations, Career Center staff will strive to meet those percentage goals established for customer training. These direct customer costs include books, tuition, supplies, fees, and support services.</p> <p>Criteria for businesses to receive/partner with BW for employed worker training is that the business must be in one of the “Key Industries” the Board has determined as providing a high economic impact for the future of Brevard County, or have experienced a significant hardship in recruiting for open positions. Businesses must provide a one-on-one match of cash or in-kind contribution for each dollar of BW funding invested in training. BW’s lead for training priorities is the Vice President of Operations.</p>	

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

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

V.G.15.A.2. Review/Update Required	<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. 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. Does this self-sufficiency definition apply to the WT/TANF program? If not, please provide the self-sufficiency definition for these programs.</p>
RWB RESPONSE	
See Attachment 5, BW Policy PLN 01-08 Self-Sufficiency	

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
RWB RESPONSE	
<p>Industries appropriate for skills upgrade training is are based on established Key Industries and the Areas of Focus described in Section III B. of this plan. The identified section details how those industries were targeted and identified. The process includes career ladder opportunities and consideration of other factors which address part-time, full-time and the working poor across all earning levels. . Emphasis is on eligible trainees with family incomes under 200% of LLSIL (unless training is needed to retain self-sufficiency). BW’s lead for training priorities is the Vice President of Operations. Funds for EWTs will be budgeted across both WIA and TANF funding streams. Budgets will be set aside to categorize and prioritize the categories of BW’s clients. This will better serve the local workforce as a whole. The categories are:</p> <ul style="list-style-type: none"> • The unemployed seeking employment • Those employed with wages under household self-sufficiency 	

- Employer training services, including customized training

BW uses employer funds as part of the leverage to accomplish skills upgrade within the regions but has recently embarked on a “sector strategy” effort designed to strengthen participation from key stakeholders. Businesses must provide a one-on-one match of cash or in-kind contribution for each dollar of BW funding invested in training. BW will seek out and compete for additional sources of funds to expand the opportunities we have to assist the companies and workers in Brevard County. These sources will include state and federal resources along with private contributors along with private grant sources.

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>
RWB RESPONSE	
<p>This strategy will allow us to be responsive the needs of our business customers to avert layoffs. Those situations are very unique and require the determination of the level of support needed by the business, the extent of the training needs and the funding available. BW examines the specific skillsets need to address the business and staffing needs. We use existing mechanisms in place to determine the sectors and industries that will be targeted such as “Key Industries” analysis and our new “areas of focus. Process and commitment of funds will follow referenced TEGL’s.</p>	

V.G.15.B.2 Review/Update Required	Describe how the RWB will operationalize “Layoff Aversion” as defined in TEGL 30-09.
RWB RESPONSE	
Our Industry Relations, Business Liaisons are in contact with targeted businesses and are aware of this opportunity. Because the circumstances are relatively rare that this is used,	

there are no local policies governing this specific opportunity. Operationalization would heavily involve the use of existing TEGL's governing the use and any AWI Guidance available on this topic.

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.)
RWB RESPONSE	
Eligibility of workers that participate in LAIWT shall be determined by existing local policies related to self-sufficiency and are targeted to lower income workers. Local determination would ensure that Section 7.A. ii. TEGL 26-09 are carefully followed.	

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.)
RWB RESPONSE	
Skills training as previously stated in Section V.G 15.B.1 are responsive to unique and specific business needs. The local agreement to consider the LAIWT strategy must be that skills training maintain current employment AND increase employment security for the workers. Training results are credentials for the workers involved and must solve a demonstrated need by the business to be more competitive, efficient or open up new markets for commerce.	

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).

SECTION	INSTRUCTION
V.G.16.a.	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	
BW Industry Relations Department utilizes an overall system-wide outreach plan and outreach strategies through Market Analysis, Target Market Identification, Trends and Potential Market Changes Identification, and Market Penetration Strategy to all defined customers within Region 13. BW also participates in a variety of local and regional groups for the purposes of providing outreach.	

SECTION	INSTRUCTION
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;

RWB RESPONSE

BW's Industry Relations Department is responsible for delivering a consultative approach to businesses with regards to the available One Stop services. The Industry Relations Business Liaisons are able to assess employer needs and provide services or referral to services in a rapid fashion because they are assigned specific key industries based on the BW business community model to focus upon. The staff in the appropriate community is responsible for the coordination of employer visits to the Career Center and any follow up activities associated with the businesses recruitment efforts. BW uses a job match process to ensure that the most qualified candidates are referred to the employer based on the employer's stated requirements. A centralized job order center assures a standardized practice in taking job orders, taking information from employers, formatting, and distribution. Industry Relations Business Liaison staff maintain consistent and regular contact with key industry employers.

SECTION	INSTRUCTION
V.G...16.c.	How the region will identify and evaluate the most effective local Business Services Team

RWB RESPONSE

One method is to require the Industry Relations Department to annually increase the number of businesses aware of and using Career Center and workforce services, specifically within BW's key industries. BW utilizes a consultative approach and tool box of services which identifies and documents needs of businesses, through an assessment mechanism approved by BW, while promoting customer choice. From this BW can determine if appropriate actions were taken to assist the businesses. Employed Worker Training and OJT contracts are another measure of performance for the Industry Relations Department. With these it is the quality and the quantity that are reviewed. .

Region 13 institutes a comprehensive Business Outreach/Recruitment program that includes(1) Identifying targeted area demographics, industries, and employers;(2) Designing and distributing business-targeted mailers and posters highlighting the key employer services (including and in addition to placement services) available through the Career Center ;(3) Producing and airing local public access television and radio spots;(4) Advertising in local periodicals and newspapers (5) Making presentations to the Chambers of Commerce and participating in other events that local employers are likely to attend (6) Attending all local job fairs;(7) Using Labor Market Information (LMI) to identify particular industries having high demand jobs in the area; and (8) Maintaining ongoing communication with regional stakeholders (i.e. AWI, EDO's WFI, Space Florida, etc.) to learn about downsizing companies and companies moving in or out of the Brevard County area. (9) Measuring Business Liaison staff in efforts to engage business in the career centers through Business Learning Events (BLE), convening focus groups to help solve business talent supply issues, and establishing Business Conversation Events (BCE) with staff and job seekers to share industry specific tips, trends and facts.

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

BW provides an overall system-wide approach to business services with one Industry Relations Department. Institutionalization and replication occur when a process or proven methodology is implemented across all three Career Centers and each Industry Relations representative. The various outreach tactics and core processes are shared informally with other regions and are submitted to AWI as best practices when appropriate.

SECTION	INSTRUCTION
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.

RWB RESPONSE

BW believes and promotes services which support the “businesses as our primary customer”. Using this business oriented customer approach, Business Liaison staff provide services to businesses based on identified needs that help grow business. It is important to note that BW Industry Relations staff understand and continually market all programs designed for business customers.

BW will make available to businesses work-based learning options, such as on the job training, work experience, internships, and job shadowing. Develop customized training opportunities for BW-identified industries for employed worker programs. Develop customized training programs to train any number of candidates to each employer’s specific requirements as funding is available through the Scholarship Unit or specialized grants. The outreach components are handled through the work of the Industry Relations Business Liaisons with technical assistance from the Communications Department. BW has provided outreach materials for the Aerospace Workforce Transition program which has provided a secondary impact to employers who are interested in Incumbent Worker Training, Quick Response Training and Employed Worker Training. Furthermore, the Business Workforce Committee and the BW Board of Directors is provided a report covering some of these business tools.

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

RWB RESPONSE

Established employer focus groups meet periodically or as required, one-on-one marketing, word-of-mouth referrals, and active involvement with local organizations and associations, including the chambers of commerce and the Economic Development Commission, and with Space Coast Human Resources professionals to build long-term positive relationships with employers. Implement Industry Relations outreach methods, including, but not limited to, the following: (1) Coordination with all partners to learn about new businesses locating in the area and businesses undergoing rapid growth.(2) Design and distribution of targeted marketing material encapsulating the menu of services available to employers.(3) Presentation at local Chambers of Commerce and other events employers are likely to attend.(4) Business Liaisons use various forms of electronic communication including e-mail “blasts” and social media to enhance existing and expand partnerships.

SECTION	INSTRUCTION
V.G.16.g.	How the region will prioritize target industry clusters and why;

RWB RESPONSE

Target (or Key) industry clusters are established by the Business Workforce Committee using demographic, labor market and industry-based information to determine where BW can have the most impact with resources and its social capital. In addition to selecting the key industries the Business Workforce Committee also determines which industry will be focused on each year with a strategic plan of action which includes industry representative input. BW also has established “Areas of Focus” representing new and/or emerging industries that could benefit from workforce services attention. Both the Key Industries and Areas of Focus are detailed in Section III B of this planning document.

SECTION	INSTRUCTION
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

Develop customized training programs to train any number of candidates to each employer’s specific requirements as funding is available through the Scholarship Unit or specialized grants. Use training funds for targeted industries. Provide business consultation such as licensing information, human resource consultation, small business assistance, employer-related Labor Market Information including wage standards and employment forecasts, and technical advice for special target populations. Develop employer-specific assessment instruments. BW recently approved development an Advanced Manufacturing & Technology Sector Strategy with a focus on Alternative/Clean Energy. A sector strategy (See Diagram Included) will support employer partnerships, economic development entities, workforce development groups, education and other stakeholders to address common skills gaps in a target industry. Sector strategies are intended to remove bottlenecks that inhibit recruitment, hiring, training or worker placement in an industry. They are not program-oriented efforts that independently address individual firms. The process is driven by the workforce needs of the *industry*. *Key features include: focus on jobs; strong workforce or human resources component; emphasis on labor needs of employers in target industry.* Examination of Space Coast EDC Target Cluster data reveals that 36 of the 48 cluster areas listed involve some level of manufacturing. Since it would be impossible to center our efforts on such a wide range of manufacturing, **Alternative/Clean Energy** has been selected for the focus for the following reasons:

- Existing efforts at the state and regional levels to position Florida as a “major player” in the Alternative/Clean Energy job creation efforts.
- Local efforts by the Space Coast Energy Consortium to establish a team of local and regional businesses and community leaders involved in “energy economic development.
- Efforts by the Florida Solar Energy Center and the Employ Florida Banner Center for Clean Energy

The sector strategy will be developed in the following phases: Phase I – Establish Core Sector Leadership Team; Phase II – Planning the Sector Strategy; Phase III – Sector Strategy Roll Out.



SECTION	INSTRUCTION
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);
RWB RESPONSE	
<p>BW uses a wide range of methods to “stay abreast of current and emerging workforce needs”. These are as follows:</p> <ul style="list-style-type: none"> • Conduct and promote Business Learning Events throughout the year that addresses the general workforce concerns of the employer community. • Conduct Human Resource Professional Learning events with availability of Continuing Education Units to highlight services and programs of benefit to HR professionals and the businesses they serve. (Heartland Event) • Industry Relations Senior Management staff participates in all of the various BW Committee and Board of Director Meetings. In particular the Business Workforce Committee is involved in engaging business members and key stakeholders in “voice of the customer” dialog. • BW staff provides guidance, steering committee activity and services to the Florida Solar Energy Center’s Banner Center for Clean Energy. Aviation and Aerospace, Manufacturing • BW staff attends and is involved in the following business lead efforts Florida Energy Workforce Consortium (FEWC), Space Coast Energy Consortium (SCEC) • BW has created and uses the Aerospace Career Development Council (ACDC) to provide business and key stakeholder input regarding many of the Aerospace Workforce Transition (AWT) program. • BW creates a staff “Ad Hoc” business oriented groups to review and provide guidance for our programs and services for business customers. For example, an “Ad Hoc” group was assembled to determine how the AWT On-the-Job training program would be implemented in a manner which would best serve the business and job seeker customer. • BL Rep on all the Cape Academies. 	

SECTION	INSTRUCTION
V.G.16.j.	How the region will increase workforce awareness via visibility at target industry specific events; and
RWB RESPONSE	
<p>Designing and distributing business-targeted mailers and posters highlighting the key employer services (including and in addition to placement services) available through the Career Centers. Utilize Labor Market Information (LMI) to identify particular industries having high demand jobs in the area. Maintaining ongoing communication with regional stakeholders (i.e. AWI, EDO’s WFI, Space Florida, etc.) to learn about downsizing companies and companies moving in or out of the Brevard County area.</p>	

SECTION	INSTRUCTION
V.G.16.k.	Showcase successful workforce/business partnerships at local economic development business events.
RWB RESPONSE	
<p>Historically, we have had an extensive partnership with the area Economic Development Organizations (EDO) in Region 13. We not only have active representatives on or in their board meetings, but have a comprehensive strategy to engage each organization where workforce is an important issue in their endeavors. Specifically, we are a</p>	

part of a team that is called in often (on short notice) any time there is a company that is investigating moving to the area. We also fund a Workforce Advisor position in our Industry Relations Department that specifically partners with the Economic Development Commission of Florida's Space Coast as a liaison for our area businesses. BW has also recently created local guidance (BW Policy PLN 11-01) designed to assist with the allocation and commitment of funds to all EDO efforts to create new and expanded jobs in our region.

BW has worked very closely with EDO's to meet the challenge of the end of the Space Shuttle Program and the transition of approximately 7,000 workers at Kennedy Space Center and associated businesses.

From a regional perspective, BW participates in the "Open for Business Management Committee" which is a part of "The Florida Eight" strategic initiative. This effort includes RWB, EDO, college and universities, business alliances, chambers of commerce and other business development and business climate organizations. The focus of the group is to ensure inclusiveness and region-wide impact and participation.

17. Services to Targeted Populations

SECTION	INSTRUCTION
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	
<p>BW always focuses on the needs of the individual and then triages that customer to ensure they have access to the resources best suited to meet their needs no matter what the barrier. Historically, BW has successfully competed for and received state funds for services to target populations. We continue to work on providing services to that non-traditional population. Services have included:</p> <ul style="list-style-type: none"> • Project SEARCH provides services to disabled youth and adults. BW). SEARCH is a nationally recognized, award winning business-led high school transition (school to work) and adult employment program. This project focuses on students and adults with disabilities in Brevard County through community and business partnerships. B.E.S.T (Business Employment Solutions and Training). Our focus with this grant was to reach out to our non-traditional populations and supply them with the services they need to enter and advance in the workforce. For the grant we defined non-traditional as youthful offenders, foster youth, mature workers and the disabled . BW • WIN (Workplace Investment Now) was geared to provide employed/incumbent worker training that will upgrade skills, is occupation specific, and which will help employees achieve job retention, earnings gains and career advancement. The aerospace industry has been the primary focus of one element of this grant. • BW has been funded for a Disabilities Resources Coordinator. This position is tasked with addressing the needs of individuals with disabilities seeking training and employment opportunities through the Career Center. Most recently we have begun to decentralize the Disabilities Resources Coordinator position so that each of the career centers has an on-site resource to assist. 	

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**

SECTION	INSTRUCTION
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	
See Attachment D.7., BW Policy PLN 01-06, Dislocated Worker Program Eligibility Policy	

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	
The local definition of underemployed is “A person who is working part-time but is seeking full-time (35+ hrs./wk.) employment; or a person who is working full-time but whose current annualized wage rate (in relation to family size) is not in excess of the self-sufficiency standards specified in BW Self-sufficiency Policy PLN 01-08.	

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).
RWB RESPONSE	
Income maintenance for dislocated workers simply stated is when the dislocated worker is earning less than 80% of their layoff wage or family earnings at or below the income standards specified in BW Self Sufficiency Policy PLN 01-08.	

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.
RWB RESPONSE	
BW frequently experiences a higher demand for training services than available funding. The Scholarship Unit is the focal point in ensuring that strategies include focusing training dollars based upon the guidance set by the Board to businesses and individuals (whether adult or dislocated worker) who meet the gateway requirements and demonstrate financial need. The Unit will explore, for each request for funds, the feasibility of alternative funding sources to finance the training or supportive service. These alternative sources may include using a more abundant program funding source, grants, scholarships, employer tuition assistance, On-the-Job training Apprenticeships and foundations.	

Where alternative funding sources are not available, the Scholarship Unit will use the following priorities coupled with Brevard Living Wage Study information when obligating program funds:

- First priority will go to low income individuals who are currently enrolled in training services and continue to demonstrate financial need
- Second priority will go to low income individuals who are just beginning their training program and demonstrate financial need
- Third priority will go to individuals who are currently enrolled in training services and continue to demonstrate financial need but whose income does not meet the low income threshold

*NOTE: With each customer group served, veterans receive priority of service.

Establishing a priority, however, does not limit BW to serving only WIA-defined low income individuals nor does such a priority system require BW to "withhold" intensive or training assistance from a current customer in anticipation that a WIA-defined low income customer may apply for training services in the future.

BW reserves the right to transfer funds among and between funding titles to the fullest extent possible, if doing so is in the best interest of Brevard County job seekers and employers. Additionally, as community needs and priorities are assessed, BW reserves the right to identify and add target groups as priority for services determined to have fund limitations.

The Career Centers follow the guidance put forth in the Veteran Program Guide which states: Priority of service is provided for veterans in all Department of Labor job training programs within the one-stop career center delivery system. A qualified job training program is considered any workforce preparation, development, or delivery program or service that is directly funded, in whole or in part, by the Department of Labor. Priority of service means, with respect to any qualified job training program, that a covered person (veteran) shall be given priority over non-veterans for the receipt of employment, training, and placement services provided under that program.

As community needs and priorities are assessed, BW reserves the right to identify and add new target groups for priority of labor exchange services.

V.G.18.c.2 Review/Update Required	Describe the strategies used to provide priority of service under the WIA Adult program. <ol 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?
RWB RESPONSE	
See Section V.G.18.c.1 (above)	

V.G.18.c.3 Review/Update Required	<p>i. Explain the process used by the board for determining whether adult formula funds are not limited, and therefore, priority of services is not required to apply. Note Any change to this process as well as deactivation and reactivation of priority of services require a modification of the local plan with <u>submission to WFI</u>.</p> <p>ii. Are adult formula funds currently limited so that priority of services does not apply in the region?</p>
RWB RESPONSE	
See Section V.G.18.c.1 (above)	

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, and individuals with disabilities, older workers, limited English speakers, and other target groups.
RWB RESPONSE	
This section is duplicative of V.G.17	

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).

SECTION	INSTRUCTION
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, farmers, hard-to-serve, individuals with disabilities and other target groups.
RWB RESPONSE	
See Attachment 5, BW Policy PLN 00-02, Supportive Services	
The services discussed in BW Policy PLN 00-02, Supportive Services are available to all individuals eligible for services at the Career Center. This includes Brevard's non-traditional population that is made up of the homeless, ex-offenders, individuals with disabilities, the hard to serve and other target groups. BW is continually, partnering with local agencies and organizations to gain access and provide services to our counties hard to serve populations. This is done through our relationships with organizations such as the School Board, Coalition for the Homeless, Brevard Achievement Center, and others.	

In Region 13, the Aerospace Workforce Transition program has been established to assist the estimated 7,000 workers impacted by the closure of the Space Shuttle Program. A non-traditional supportive service strategy selected to help the dislocated workers and their families has been the establishment of a “Community Resources” program. The mission of the program is to “Plan, organize and coordinate the activities of engaging community-based organizations and volunteers in workforce support effort. Oversee the recruitment and programming of Brevard based organizations and businesses to issue timely and needed information and/or services to dislocated aerospace workers.” The program is offered and available to all customers or the general public interested in learning about a support services available in the community. A brief list of Partners include: Brevard County Government; Brevard County Libraries ;Brevard Community College; Brevard Health Alliance; Central Florida Urban League; Consumer Credit; Creative Management Technologies, Inc. Double Health USA;Edward D. Jones;Family Counseling Centers of Brevard;Heartland Institute for Financial Education;Housing Partnership, Inc.;Insphere Insurance SolutionsSM;Merrill Lynch;Monster.com;Parrish Medical Center;Spacehelpwanted.com;The Huff Group;The Joseph Fund;Walter Manning, Author;Your Workplace Partners

The types of classes being offered to support the effort include the following:

- **Navigating Your Health Insurance Options** | Taking a proactive approach to planning your health insurance needs and understanding your choices.
- **Preparing for Transition** | Focuses on staying afloat financially after a job loss. Includes benefit options, 401Kaccounts and loans, budgeting techniques, debt elimination, emergency cash reserves, and options for lines of credit.
- **Mortgage Modifications and Foreclosure Options** | Housing Partnership is helping homeowners preserve their investment through its Foreclosure Prevention Workshops, which provides group education and individual counseling for customers in danger of foreclosure.
- **Understanding Health Insurance Options** | Whether you are transitioning between jobs, starting a new business or suffered a job loss, what private and public health insurance options are available in Brevard County.
- **Mortgage and Debt Options** | An informative and educational look at viable options for mortgages and credit cards for those experiencing reduced income.
- **Money Management Essentials** | This class focuses on budgeting essentials, debt elimination strategies, emergency funds, managing and reducing your personal risk, retiring with confidence, tax strategies and estate planning 101.
- **Facing and Managing Unemployment** | Addressing emotions and attitude, reducing expenses, formulating a plan, and managing finances.
- **The Write Stuff** | Challenged by writing a resume? Learn a proven process for creating job-winning resumes. Get your resume critiqued by nationally-renowned Staff .

These no-cost sessions are open to the public and pre-registration is required. To register and for more information about the sessions, please visit: www.launchnewcareers.com/paying-your-bills-options.

For the WT/TANF, please add additional information:

SECTION	INSTRUCTION
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	
See V.G. 20.c	

SECTION	INSTRUCTION
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>

RWB RESPONSE

BW believes that workforce development programs should lead with labor force attachment, but not at the expense of human resource development. As such, BW supports a long-term view of a customer's employment prospects. Supportive services are those services or activities provided either directly to, or on behalf of job seekers which are necessary to reduce or eradicate barriers to obtaining or retaining employment. Supportive services are viewed individually and creatively to enable customers to fully participate in education and training activities contained in his/her employment plan. Customers are first informed of various support services they may be eligible for during their WT Orientation. Participants are continually assessed and informed of support services. Staffing Specialists stay abreast of the customer's situation at each appointment.

Florida Statutes allow WT customers to receive transitional services and supportive services for up to two years following program exit provided they maintain eligibility. Some examples of the types of support services include transportation, childcare, and clothing. Each participant may receive a maximum allocation based on the BW Policy PLN 00-02 Support Services Policy for support services annually.

SECTION	INSTRUCTION
V.G.20.d	When and how are customers, including applicants for cash assistance, provided information about One-Stop Career Center services?
RWB RESPONSE	
See V.G..8.a.1.	

SECTION	INSTRUCTION
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>

RWB RESPONSE

Research suggests that domestic violence is oftentimes a part of many welfare recipients' lives. While not always obvious, the physical violence and other tactics used by the abuser rob the victim of one of the most basic of human needs; that is, the need for security. Past victims of domestic violence may suffer from post-traumatic stress not

unlike that experienced by military personnel required to live for periods of time in highly volatile, dangerous situations as well as with low self-esteem, low academic achievement, occupational impairments and physical health problems. Current victims are often harassed at work, denied access to transportation, and/or live in fear of repercussions to self or one's children.

WT customers who may be current or past victims of domestic violence require a compassionate service design grounded in confidentiality and safety. To ensure services meet the above criteria, BW will work with community groups and providers who specialize in services to victims and their families.

The guidelines of the BW domestic violence plan are identified below. The guidelines are designed in such a way as to ensure compliance with the Workforce Florida, Inc. policy and Florida statutory requirements. Specifically:

- a. *Awareness of Available Resources* - Career Center staff have incorporated information regarding domestic violence services into key activities including orientation and the self-serve resource room. Such information will be provided in such a way as to provide opportunities for confidential, voluntary self-disclosure. BW will monitor information dissemination strategies to ensure accurate understanding by the intended receiver.
- b. *Screening, Identification, Assessment and Referral* - The Career Center uses a screening tool developed in part by the ADM WorkFirst Plus staff which provides indicators of domestic violence. Once an individual has been tentatively identifies them or self-discloses, the individual will be offered the opportunity to speak confidentially with a training specialist. Partnership arrangements allow for immediate access to a WorkFirst, Circles of Care and/or Family Counseling Center staff. These staff members work closely with the Brevard Workforce staff to design an alternative plan which takes into account the safety of the victim and the victim's children.
- c. *Confidentiality* - All information pertaining to any individual who claims to be a past or present victim of domestic violence will be kept confidential and stored in a separate designated file. Information regarding domestic violence will only be released with the written authorization of the individual and only to those with a "need to know" except where required to conform to child abuse and neglect laws. No attempt will be made by staff or its partners to contact the alleged perpetrator for the purpose of confirming or documenting the allegation of abuse.
- d. *Documentation of Eligibility for Applying Domestic Violence Provisions* - BW will require only the self-disclosure of the WT customer as evidence of abuse. Such self-disclosure will automatically invoke the option by the customer to develop an alternative plan of service. The alternative plan will include access to professional domestic violence services and be driven by safety as well as self-sufficiency objectives. Allowable activities will include, but not be limited to, those identified in Section G of the State WT Domestic Violence Plan. Customers failing to participate in an alternative plan who cannot demonstrate good cause will be subject to sanction as set forth in Florida statute.

These guidelines will only be effective if they are understood and used. To ensure the plan is implemented BW will continue the following steps:

- a. *Improved Information Dissemination* – BW has expanded the distribution of materials to include community fairs, faith-based group mailings, and Brevard Workforce restrooms. It is also a component in BW's youth services strategy. Pamphlets in Spanish, which is Brevard's most frequently spoken foreign language, are maintained in Brevard Workforce centers.
- b. Annually provide Brevard Workforce staff training regarding this policy and identifying signs of possible domestic violence.
- c. Explore the need to expand the Brevard Workforce partnership to include additional domestic violence providers.

SECTION	INSTRUCTION
V.G.20.f	Describe the type of support services the RWB provides to applicants of cash assistance.
RWB RESPONSE	
<p>WT Applicants are provided and screened for Up Front Diversion and/or Relocation Assistance services as applicable. Other support services are not available for applicants, such as; child care and transportation since the work registration for applicants is only up to 10 calendar days. In the event that services are provided, the cases will be registered in OSST as an applicant. Services provided will be entered on the skill development screen in OSST. Customer's seeking employment will be registered in EFM and services provided will be documented as such.</p>	

SECTION	INSTRUCTION
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.
RWB RESPONSE	
<p>TANF recipients, who find themselves ineligible for cash due to earnings, are taking a giant step towards self- sufficiency. All former recipients must meet with their Staffing Specialist to have the array of transitional services explained to them. These transitional services include; Transitional Childcare, Transitional Education, and supportive services. These Transitional Services may be received for up to 24 months as long as the former TANF recipient's is employed and earnings do not go over 200% of Federal Poverty Level.</p> <p>Transitional Child Care is available beginning with the first month the individual does not receive Temporary Cash Assistance or the month following receipt of the UP-FRONT Diversion payment and/or services, if resources permit. The child care authorization shall cover the hours of employment plus reasonable transportation time.</p> <p>Transitional Childcare referrals are authorized in six month increments. Customers are required to provide verification of pay on a monthly basis. If they fail to provide the wage verification BW will begin the termination process.</p> <p>Transitional participants who are working or actively seeking employment in continuing their training and upgrading their skills, education, or training, support services may be eligible for training and education after the family is no longer receiving temporary cash assistance. This section does not constitute an entitlement to transitional education and training. If funds are not sufficient to provide services under this section, BW may limit or otherwise prioritize transitional education and training.</p>	

1. BW may authorize child care or other support services in addition to services provided in conjunction with employment. For example, a participant who is employed full-time may receive subsidized child care related to that employment and may also receive additional subsidized child care in conjunction with training to upgrade the participant's skills.
 2. Transitional education or training must be job-related, but may include training to improve job skills in a participant's existing area of employment or may include training to prepare a participant for employment in another occupation.
 3. BW may enter into an agreement with an employer to share the costs relating to upgrading the skills of participants hired by the employer. For example, BW may agree to provide support services such as transportation or a wage subsidy in conjunction with training opportunities provided by the employer.
- Customers are notified of the Transitional Services they may be eligible for during a meeting with their Staffing Specialist. If a one-on-one meeting cannot take place, then a letter will be sent explaining Transitional Services and inviting the customer to make an appointment if they are interested in using any of the services. The Staffing Specialist assesses the need for transitional services ongoing during follow-up.
- These follow-ups take place every six months when the customer comes in for transitional childcare verification appointment. The participant is questioned on their status or need for other services. Staff goes over with the participant all transitional services they are eligible for.

SECTION	INSTRUCTION
V.G.20.h	Describe how career center staff link participants of the WT Program to other services and funding streams.
RWB RESPONSE	
BW is making a special emphasis to fully utilize funds from across the spectrum to provide services to all Brevard Workforce customers. During initial registration and assessment, Staffing Specialists analyze the needs and barriers that customers have and refer them to the agency(s) and services the customers are eligible for. Some of the agencies are required partners by statute and regulation while others are set up under MOU or contract.	

VI. Signature Page

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

This plan represents the **Brevard 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: **Region 13 – Brevard County**.

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
Jack Rood
Name (printed or typed)

Signature
Robin Fisher
Name (printed or typed)

Chairman
Title

Chairman, Brevard County Board of County Comm.
Title

Date

Date

VII. Required Attachments

The following forms or documents must be completed and signed for the period covered by this plan update included in the Workforce Services Plan as required by law (see Attachment 5):

1. Current Membership – Regional Workforce Board
2. Fiscal Agent Design/Administrative Entity/One-Stop Operator
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