

Please be reminded pursuant to Section 3 of Article X of the Bylaws, no member of the Board shall cast a vote on any matter on which he or she has a conflict of interest as defined by federal or state law. Upon discovery of an actual or potential conflict of interest, the Board Member shall promptly disclose the actual or potential conflict of interest, promptly file a written statement of disqualification, shall withdraw from any further participation in the transaction involved, and shall abstain from voting on the matter. In the event of such disclosure or abstention, Article IX Section 3 shall govern the voting requirements on such matter.

Executive Committee Meeting Agenda - Amended

April 14, 2022 – 9:00 a.m.

Join the meeting via Microsoft Teams

Committee Members

Mark Barry, Mark Earl, Charles Gibbons, David Lambert, Lex Smith

Call to order David Lambert, Chair

Public Comments

No requests from the public were received during the allotted time published in the Public Notice.

Action Items

1. Meeting Minutes (David Lambert)..... Page 2
2. Training Provider Approval (Dave Hamilton) Page 5
3. Negotiations for WIOA Youth Services Provider (Brenda Gause)..... Page 6
4. Board Candidate – Tate Foster (Jerome Salatino) Page 221
5. Board Candidate – Lee Middleton (Jerome Salatino) Page 228
6. Resolution (Jerome Salatino) Page 234

Information Items

1. One Stop Operator Report (Brenda Gause) Page 240

Chair Comments

CEO Comments

Adjournment



ACTION ITEM 1
Approval of Minutes

In accordance with Article VI, Section 2 of the approved bylaws, the Board is required to keep correct and complete minutes of the proceedings of any Board or Committee meeting.

Draft minutes of the January 13, 2022 Executive Committee Meeting are presented for review. Any modifications should be requested prior to approval.

FOR CONSIDERATION

Approval of January 13, 2022 Executive Committee Meeting Minutes, to include any modifications or changes noted by the Committee.

Executive Committee Meeting Minutes - DRAFT

January 13, 2022 – 9:00 a.m.

Committee Members**Present:** Mark Barry, Mark Earl, Chuck Gibbons, Lex Smith **Absent:** David Lambert**Quorum Present:** Yes**Others Present:**

PHWB Staff – Heather Harter, Theresa Miner, Kenneth Russ, Jerome Salatino

Proceedings:

Meeting called to order at 10:06 a.m. by Chuck Gibbons in David Lambert's absence.

Public Comments

No public comments were received.

Action Item 1 – Approval of August 12, 2021 Executive Committee Meeting Minutes

Chuck Gibbons asked the Committee members to review the minutes from the August 12, 2021 Executive Committee meeting for any corrections or comments. Hearing none, a motion was made to accept the minutes of the meeting.

MOTION was made by Lex Smith and seconded by Mark Barry to approve the minutes. MOTION carried 4-0.

Action Item 2 – Procurement Thresholds

Committee members reviewed the changes of the procurement thresholds. The changes included an increase from \$50,000 to \$150,000 for Small Purchase Procedures, and an increase from \$100,000 to \$150,000 for Sealed Bids and Competitive Proposals.

MOTION was made by Lex Smith and seconded by Mark Barry to approve the threshold increases contingent upon attorney review and approval. MOTION carried 4-0.

Action Item 3 – Regional Demand Occupations List

The Committee reviewed the Regional Demand Occupations List. Jerome Salatino discussed the five new additions as well as the criteria for adding and removing occupations.

MOTION was made by Mark Barry and seconded by Lex Smith to approve the additions to the 2021-22 Regional Demand Occupations List. MOTION carried 4-0.

Information Item 1 – Financial Reports

Theresa Miner reviewed the Financial Reports.

Information Item 2 – RFP for Auditing Services

Theresa Miner reviewed the RFP for Auditing Services.

Discussion Item 1 – Board Member Recruitment

Jerome Salatino discussed the current board vacancies under the education, and labor and apprenticeship categories.

Board Chair Comments

Charles Gibbons thanked everyone for participating.

CEO Comments

Jerome thanked everyone for their service and participation.

With no further business to discuss, the meeting adjourned.

ACTION ITEM 2

Training Provider Approval

The Pasco Hernando Workforce Board (PHWB), under the Workforce Innovation Opportunity Act (WIOA), must approve training providers where WIOA funds are used. When new schools submit application to become training provider, the Board or its designated committee must approve before a school can be designated as a WIOA provider.

Ultimate Medical Academy has submitted application to become an approved training provider. Ultimate Medical Academy is in good standing with Florida's Department of Education and has submitted the following eight training programs for approval.

Programs:

- Dental Assistant w/ Expanded Functions (Diploma)
- Medical Assistant
- Medical Office and Coding (Diploma)
- Medical Billing and Coding Associate
- Medical Office and Billing Specialist (Diploma)
- Patient Care Technician
- Medical Administrative Assistant (Diploma)
- Phlebotomy Technician

FOR CONSIDERATION

To approve the eight training programs listed above for the remainder of the 2021-2022 program year.

ACTION ITEM 3
Negotiations/contract for WIOA Youth Services Provider PY 22-23

Currently, Eckerd Connects/Workforce Development provides services to job seekers and employers, marketed under the name "CareerSource Pasco Hernando" in our three one stop centers. With the contract ending June 30, 2022, and with the issuance of Youth Services RFP #01-2022-0107WYS, Eckerd Connects was the only proposal received.

CareerSource Pasco Hernando (CSPH) staff rated the proposal to ensure it met RFP requirements. Staff will provide copies of rating sheets to Board Members.

The following PHWB policy in the latest RFP states: "The funding period for contracts awarded under this solicitation will be from July 1, 2022 through June 30, 2023, provided performance remains acceptable during that period. Any contract awarded from this RFP will include an option to renew for up to two (2) 1-year periods, contingent upon successful performance" and funding availability.

Prior to receiving budget information for the next PY 22-23, staff would like to begin negotiating contract and performance measures for Provider as funding is available.

In keeping with current CSPH policy, staff has issued an RFP and solicited proposals from interested organizations. Eckerd submitted the only proposal. The proposal met all requirements in the RFP. During the last three program years, Eckerd has had excellent participation and performance.

FOR CONSIDERATION

To negotiate and enter into a contract with Eckerd Connects not to exceed \$1,004,000.00 to be the WIOA Youth Services Provider and to begin negotiations with the knowledge that budget cuts may be forthcoming and that Provider budget would need to be adjusted accordingly.

PASCO-HERNANDO WORKFORCE BOARD, INC.
Proposal Cover sheet

Submitted in response to RFP # 01 2022-0107WYS

NAME OF PROPOSING AGENCY: Eckerd Youth Alternatives, Inc.

ADDRESS: 100 N. Starcrest Drive

TELEPHONE NUMBER: (727) 461-2990

FAX NUMBER: (727) 443-1915

EMAIL ADDRESS: JZeigler@eckerd.org

Name and title of person authorized to answer any questions about the proposal, negotiate the contract terms and contractually bind the proposer:

Jonathan Zeigler

Vice President, Operations

I do hereby certify that this proposal is submitted in accordance with the provisions and conditions outlined in RFP # 01 2022-0107WYS, that all the information is complete and accurate, and that this proposal represents a firm and fixed offer to provide the requested services. This offer shall remain valid for a minimum of 90 days. I also certify that the fees in the proposal have been arrived at independently, without consultation, communication, or agreement with any other proposer or with any other competitor for the purpose of restricting competition, as to any matter relating to such fees; and no attempt has been made or will be made by the proposer to induce any other person or agency to submit or not submit a proposal for the purpose of limiting or restricting competition. I further certify that this agency can and will provide and make available, at a minimum, all services described in this proposal.



Signature of Individual with Signatory Authority

J. Anthony Van Slyke

Typed name and Title



Date

PASCO-HERNANDO WORKFORCE BOARD, INC.
Proposal Abstract – RFP # 01 2022-0107WYS

Name of proposing agency: Eckerd Youth Alternatives, Inc.

Total proposed cost: \$ 1,004,000

Proposal is for (check one):
☐ Performance-based, fixed-unit cost contract.
☒ Cost-reimbursement contract with demonstrated performance holdback.
☐ Percentage amount of performance holdback:

Description: Provide a brief but thorough summary of the experience, capabilities and plans of the proposing organization, including the requirements listed in Part 3, Section D2:

Eckerd Youth Alternatives, Inc. dba Eckerd Connects (Eckerd) is pleased to present our plan to the Pasco-Hernando Workforce Board, Inc. (PHWB) for Workforce Innovation and Opportunity Act (WIOA) Youth Services. Headquartered in Clearwater, Florida, Eckerd is a national, non-profit 501(c)(3) organization with a full continuum of workforce development, juvenile justice, behavioral health, and educational programs in nineteen (19) states and the District of Columbia. Eckerd manages an annual budget of nearly \$244M which is used to operate nearly 150 programs serving over 40,000 participants throughout the country each year.

• *Describe the intentions and purpose of your organization and provide your organization's mission statement.*

Eckerd's mission is to "Provide and share solutions that promote the well-being of children, young adults, and families in need of a second chance." Eckerd believes providers and agencies are strongest when they are working together to develop impactful solutions for communities. The Eckerd Connects Workforce Development mission is to "Provide fundamental life, education, and workforce skills that together form the building blocks for better lives," which aligns with the guiding mission and vision of the overall Eckerd organization. For every person, getting an education, having a job, and being self-sufficient are foundational aspects of life success. As championed by our CEO, David Dennis, we believe workforce development programming is a key to break cycles of abuse and generational poverty that are impacting communities across the nation. Our administrative and operational teams work in concert to ensure every young person, adult, and family has an opportunity to succeed & access to meaningful employment, Eckerd is focused on building with community organizations, workforce partners, economic development entities, and educational institutions to create an integrated, customer focused system.

• *Describe your philosophy for management and service delivery.*

Eckerd proposes WIOA Youth Programming) specifically designed to meet the needs of Pasco Hernando young adult participants. If awarded, Eckerd management and staff will continue to work closely with the CareerSource Pasco Hernando Board to ensure our program aligns with the needs of eligible young people the priorities of the region. Eckerd will provide a comprehensive program offering four tracks each designed to meet the need of specific participants in the program and align with their career plans outlined in their ISS:

- o Fast Track: These individuals come to us with a stronger work history and situational barriers. They require less support at the start of the program. the hopes of them finding employment
- o Skills Track: Participants with an aptitude or interest in one of the region's in-demand occupations will have the opportunity to attend one of our Career Academies.
- o Traditional Track: is geared towards participants who have minimal to no work experience, who cannot articulate a career of interest and who may lack basic skills and workforce competencies.
- o Pre-Military Track: Participants will be defined as pre-military based in engagement with local military recruiters for enlistment but are not currently eligible for or have not received a placement/report date.

- *Describe whom you see as your customer(s) in the CareerSource Pasco Hernando System, and define your view of quality service to those customers.*

Eckerd's Workforce Development philosophy focuses on meeting the needs of three distinct customers. These include the participants, employers, and CS Pasco Hernando. Eckerd has partnered with CareerSource Pasco Hernando to provide WIOA services in the region since 2016, thus we are familiar with the local labor market, business needs, and emerging industry sectors relevant to the area. The target population for the proposed program is eligible/suitable young adults between the ages of young people 18-24 years old who face barriers such as being Basic Skills Deficient, High School Dropouts, Homeless, Runaway or Foster Child, Pregnant or Parenting, an Offender, or Disabled. We define quality service to these customers as a focused, integrated seamless delivery process and excellent customer service, quality career management, and effective job placement to ensure their long-term success. Quality services to business customers is defined as providing them with a talent pipeline that has the skills, competencies, and knowledge required to add immediate value to employers and their businesses. Quality service to CS Pasco is defined as meeting all contractual goals and obligations, providing meaningful and impactful services to both youth participants and employers and providing the training, development, and academic enrichment required for participants to reach self-sufficiency and embark on a meaningful career pathway that provide family supporting wages.

- *Discuss your management structure, and describe your strategies for motivating staff from different organizations to provide excellent customer service while achieving measurable performance outcomes.*

Eckerd has operated workforce development programs for youth in the State of Florida since 1998, thus we are experienced providing dynamic services in a number of diverse CareerSource regions with proven success, including our current WIOA Youth Services program in the Pasco Hernando region. Jonathan Zeigler, Vice President and Operations, and Dannielle Brun, Florida Workforce Operations Director, will provide leadership of program implementation and ongoing operations; both are proven leaders with more than 35 years' experience with workforce program administration. Rachael Ginnick, the current Eckerd Program Manager for our CareerSource Pasco Hernando program, will continue to provide day-to-day leadership of services across the region.

- *Describe any special strengths or features that distinguish your services from other organizations – i.e., the value that will be added to the CareerSource Pasco Hernando System through your organization.*

As a national workforce services provider, Eckerd has a clear and complete understanding of WIOA and TANF services, including effective program design features and supportive administrative structures to effectively manage proposed services from an operational and organizational perspective. Eckerd will successfully operate services that fully implement WIOA Youth Services in concert with the vision of CareerSource Pasco Hernando and community partners. The following criteria positions Eckerd to accomplish this objective:

- ✓ Experience: Eckerd has over 35 years of experience and operates over eighty (80) WIOA and TANF funded programs throughout the country, providing direct services for more than 17,000 youth, young adult, and adult participants each year.
- ✓ Financial Strength: With nearly \$244M in annual revenue and a history of organizational growth, we have the stability, credibility, and financial wherewithal to execute this project.
- ✓ Organizational Resources: Eckerd has the administrative and organizational capacity to support staff, finance, quality, external relations, and operational elements of the proposed project, including personnel, payroll, insurance, and liability.
- ✓ In-Kind Capacity: As a non-profit organization Eckerd has the ability to secure in kind funding to support the WIOA Youth program. Eckerd was awarded a \$15,000 grant from Bank of America which enhances supportive service costs, provides emergency resources, and subsidizes a drone training program for young people enrolled in Eckerd Connects Pasco Hernando WIOA Youth services. This funding award is a strong example of the value Eckerd can bring to the region if awarded ongoing services.

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4. Proposal Narrative

Eckerd Youth Alternatives, Inc. dba Eckerd Connects (Eckerd) is pleased to present our plan to the Pasco-Hernando Workforce Board, Inc. (PHWB) for Workforce Innovation and Opportunity Act (WIOA) Youth Services. Headquartered in Clearwater, Florida, Eckerd is a national, non-profit 501(c)(3) organization with a full continuum of workforce development, juvenile justice, behavioral health, and educational programs in nineteen (19) states and the District of Columbia. Eckerd manages an annual budget of nearly \$244M which is used to operate nearly 150 programs serving more than 40,000 participants throughout the country each year.

A. Organizational Experience / Capabilities [maximum eight pages]

Describe the proposing agency's mission and philosophy for management and service delivery, and organizational experience in providing the services proposed, as well as the organization's capabilities to deliver the proposed services by thoroughly responding to the directions below.

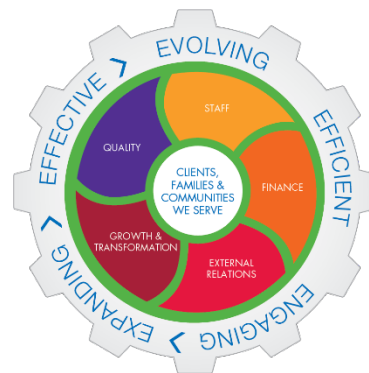
(1) Describe your organization's specific experience, to include:

- *The intentions and purpose of your organization, and provide your organization's mission statement.*

Organizational Mission and Vision: Founded by Jack and Ruth Eckerd in 1968, Eckerd provides life changing workforce development, child welfare, behavioral health, and juvenile justice services to more than 40,000 participants and families every year. Eckerd's mission is to *"Provide and share solutions that promote the well-being of children, young adults, and families in need of a second chance."* Eckerd believes providers and agencies are strongest when they are working together to develop impactful solutions for communities.

- *Your philosophy for management and service delivery.*

Management and Service Delivery Philosophy: The Eckerd Connects Workforce Development mission is to *"Provide fundamental life, education, and workforce skills that together form the building blocks for better lives,"* which aligns with the guiding mission and vision of the overall Eckerd organization. Eckerd has instituted a performance wheel to ensure that weaknesses which are identified in the course of contract performance can be managed and resolved. The Performance Side of the Wheel is divided into the five spokes of Quality, Staff, Finance, External Relations and Growth & Transformation with the "Hub" being the Clients, Families and Communities we serve as shown in the graphic to the right. Additionally, every program has a monthly performance scorecard containing indicators from each of the five Performance Spokes. This is done to ensure our values are woven into the operational fabric of our programs and that the spokes are given equal attention programmatically with respect to performance improvement and decision-making.



- *Whom you see as your customer(s) in the CareerSource Pasco Hernando System, and define your view of quality service to those customers.*

Quality Services for CareerSource Pasco-Hernando Customers: As a current WIOA Youth service provider in the region, Eckerd understands the quality of service needed to provide effective and impactful services for young people 18-24 years old who face barriers such as being Basic Skills Deficient, High School Dropouts, Homeless, Runaway or Foster Child, Pregnant or Parenting, an Offender, or Disabled. During the past six years our organization, our Florida workforce leaders, and our direct services staff in the regions have effectively aligned local service delivery with the strategic plan of CareerSource Pasco Hernando to provide WIOA Youth services that are business-led, market-responsive, results-oriented and to maintain an integrated workforce development system that maximizes competitiveness, productivity, and economic

prosperity. If selected to continue providing WIOA Youth Services, Eckerd is committed to building on our current program, refining service delivery, identifying national best practices, and enhancing our program, with emphasis on the following baseline priorities:

- ✓ Adhere to the highest standard of customer service with both businesses and job seekers;
- ✓ Maintain perpetual performance improvement resulting in “zero finding” DEO monitoring
- ✓ Maintain strong, productive collaboration with core partners, such as adult education, career and technical education, and vocational rehabilitation.

• *Any special strengths or features that distinguish your services from other organizations – i.e., the value that will be added to the CareerSource Pasco Hernando System through your organization.*

Unique Organizational Features: As noted, Eckerd has been delivering services for over fifty years and is a fiscally stable non-profit that can access community as well as national resources to ensure effective service delivery. Some of our overall strengths are as follows:

- ❑ Eckerd is *Data Driven*, relying on real-time assessment of performance through electronic record keeping and an established scorecard reporting system.
- ❑ *Organizational transparency* is a key component of service delivery, regardless of service type or location.
- ❑ Services are offered based on the specific needs of each funder resulting in a *Flexible and Adaptable Program Design* that maximizes our impact.
- ❑ Eckerd serves highly *Diverse Populations* throughout the country, with programs designed for job seekers, offenders, children & families, and other vulnerable populations.
- ❑ Our organization has a history of *Demonstrated Performance* across all service types, including meeting contract and performance outcomes in addition to financial benchmarks.
- ❑ Eckerd incorporates a number of *Evidence-based and Informed approaches* in our model for workforce development programs, ensuring that staff have a basic understanding of the psychological, neurological, physical, and social effects unemployment has on our participants
- ❑ As a non-profit organization Eckerd has the ability to secure *In-kind* funding to support the WIOA program. Eckerd was awarded a \$15,000 grant from Bank of America which enhances supportive service costs, provides emergency resources, and subsidizes a drone training program in PY 21. This funding award is a strong example of the value Eckerd can bring to the region if awarded ongoing services.

Current Eckerd programs providing services in the Pasco-Hernando region include the Project Bridge DJJ Transitions Program which works with young offenders returning home from placement in a juvenile residential commitment program. We are intimately familiar with the vulnerable youth population and understand how to appropriately engage these young people and help them successfully achieve their goals. Finally, as a non-profit 501(c)(3) organization, Eckerd has the ability to secure private funding outside of WIOA to support youth in the program, such as the Bank of America grant funding recently awarded to Eckerd’s Pasco-Hernando WIOA Youth Program.

(2) *Describe your organization’s specific experience in managing and delivering youth services mentioned in this RFP’s Scope of Work. Include in the description the organization’s experience and capabilities in:*

• *Managing and delivering these services in Florida;*

Eckerd experience providing WIOA Youth Services in Florida: In the State of Florida, Eckerd operates WIOA funded Youth Services programs in partnership with six (6) CareerSource Boards, managing 50 staff members who serve more than 1,000 young adult participants each day. Eckerd currently manages

\$5.6M in WIOA funded services throughout FL and has provided WIA/WIOA youth services in the following CareerSource Regions in Florida:

Current Programs:

R08 CSNE (Duval) 2015 to present	R10 CareerSource CSPH (Citrus/Levy/Marion) 2003 to present
R11 CSFV (Flagler/Volusia) 1998 to present	R16 CSPH (Pasco-Hernando) 1980-2011, 2016 to present
R20 CSRC (Indian River/St. Lucie/Martin) 2012 to present	

Former Programs:

R12 CSCF (Orange, Osceola, Seminole, Lake, Sumter) 2004-2007, 2013-2016	R17 CSP (Polk) 1996-1999, 2001-2013
R19 CSH (Heartland- Desoto, Hardee, Highlands, Okeechobee) July 2012-2016	R24 CSSW (Charlotte, Collier, Glades, Hendry, Lee) 2004-2016

Eckerd experience managing integrated multi-funded/multi-program systems:

Through our *Eckerd Connects Workforce Development* division, we conduct business in Arkansas, California, Florida, Georgia, Indiana, Kansas, Louisiana, Maryland, Missouri, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, and South Carolina, providing direct services to more than 17,000 youth, young adult, and adult participants annually and serving over 200,000 job seekers through One-Stop Centers each year. Through operation of or partnership in Title 1 Adult/Dislocated Worker and Youth programs we understand the importance of seamless service delivery and ensuring that we educated our staff and program participants of the serves offered through mandated and non-mandated workforce eco-system partners to ensure participants are co-enrolled in programs that will provide the training and services to assist them in reaching their career goals. Eckerd manages over \$45 million in annual cost reimbursement revenue contracts for fifty (50) workforce boards. On a daily basis our organization interfaces with a diverse group of funders across the country, including the federal government, state-level agencies, and local workforce boards. The table below provides an overview of Eckerd's national service array:

Service Type	Service Description
Workforce Development	Eckerd operates a national array of workforce programs which are customized based on the needs of local workforce development areas, including a number of WIOA funded. These programs encompass One-Stop Operations, Adult & Dislocated Worker Services, and Young Adult programs.
Juvenile Justice	Eckerd implements residential facilities that operate 24 hours per day, probation programs with a focus on employment training, and re-entry services with a focus on vocational services, HSE instruction and career planning.
Direct Federal Contracts	Eckerd implemented an Early Head Start program in the Tampa area serving over 80 children per year and was awarded a DOL REXO grant to serve 560 court involved young adults with employment training and placement.

Innovative business and job-seeker services: Eckerd believes that comprehensive training is critical for delivering quality services to the young people we serve. Eckerd recognizes that job seekers are more likely to succeed when receiving intensive case management and service coordination in tandem with hard skills

work readiness training. For this reason, Eckerd incorporates a number of evidence-based and informed approaches, including:

- ❑ **Human-Centered Design:** Human-centered design aims to make systems usable and useful by focusing on the users, their needs and requirements, and by applying human factors/ ergonomics, usability knowledge, and techniques. Eckerd utilized Human Centered Design as an ongoing effort to redesign our workforce programming. Through research, we have recognized that a number of workforce systems across the country are utilizing this approach to ensure that they are keeping the needs of the job seeker at the center of the system. We believe working within this framework will result in higher levels of customer satisfaction, and therefore, program success.
- ❑ **Trauma Informed Care:** Eckerd's proposed program will use a Trauma Informed Approach during services. Eckerd has developed Trauma Informed training focusing on SAMHSA's six principles of a trauma informed approach:
 - *Safety:* Provision of welcoming and secure setting and in-depth interpersonal interactions.
 - *Trustworthiness and Transparency:* Participants involvement in every decision related to case plan development, career pathway exploration, and job placement.
 - *Peer Support:* Identification of supportive community members with shared experiences.
 - *Collaboration and Mutuality:* Participants and staff, workforce partners, and supportive service providers will utilize a strength-based approach.
 - *Empowerment, Voice, and Choice:* Participants, staff, and partners will recognize the will build on strengths identified through the planning process.
 - *Cultural, Historical, and Gender Issues:* Services will be culturally relevant, unbiased, gender responsive, rely on community connections, and responsive to individual needs.
- ❑ **Social Determinants of Health:** Eckerd believes that the Social Determinants of Health (SDOH) are closely related to the overall success of WIOA participants who engage in services at the Center. Primary SDOH that Eckerd will address through services include income level; educational opportunities; occupation, employment status, and workplace safety; access to housing and utility services; and availability of transportation.
- ❑ **Customer Surveys and Feedback:** Customer satisfaction surveys are utilized to evaluate program performance and ensure we are aligned with the expectations of the customers. Surveys are administered anonymously so that participants give honest feedback.

• *Managing an integrated multi-funded / multi-program system;*

The efficiency of the utilization of WIOA funds is dependent on the effectiveness of relationships of the partnerships within the system. By ensuring that each organization within the system understands the services available through the partners' duplication of services is eliminated. Understanding the allowable activities and expenditures for each funding stream allows for a strategic strategy for a jobseeker's pathway through services. This could mean co-enrollment, sequencing services to maximize impact will reducing costs and most importantly, matching the right jobseeker to the right services. Return on investment is the true barometer of if funds are being utilized effectively. Eckerd has developed enduring relationships with entities, programs, and agencies in the Workforce system which has led to co-enrollment of participants in partner programs as well as title I Adult programming throughout our tenure of providing youth services in the Pasco-Hernando region.

• *Providing business and job-seeker services, including any innovative methods used in the delivery of these services;*

Eckerd utilizes an employer driven service delivery model which requires a high level of communication, flexibility and responsiveness in order to motivate the participant and support the needs of the employer. We

will collaborate and align our approach with the business services efforts conducted by CS Pasco-Hernando work closely with the Pasco-Hernando to promote a demand-driven approach that drives our relationship with employers. We have developed strong relationships with employers and conduct needs assessments to understand initial and evolving workforce needs. We believe that creating strong partnerships with employers strengthens our Career Pathways model. Employer partners assist us in understanding the growth potential in their particular industry and inform our training to ensure we are preparing participants for these opportunities. We seek input from business partners on our program design so that we can ensure our offerings align with their needs, which shifted many of them from working with us solely as an internship worksite, to them looking to us to assist with their hiring requirements. We developed a detailed Employer Engagement Plan for each project that includes local labor market trends. Staff engages local employers by attending Chamber of Commerce sessions and job fairs, identifying community volunteers, and networking with human resources staff at local businesses. We also collaborate with local workforce staff to coordinate job placement efforts.

The following outlines our top priorities in working with employers:

- Develop referrals for employers to various community resources
- Identify training opportunities and resources for employers and educational institutions
- Work with employers on training, placement, retention, labor trends, and compliance
- Schedule monthly meetings with Board staff to ensure coordination of employer outreach
- Develop agreements with employers
- Establish Industry Partnerships and research industry trends

Based on services in the area, Eckerd has identified employers/business partners that offer employment in regional demand occupations offering sustainable wages, with local businesses, such as Brooksville Healthcare Center, Eugene Conklin Shiloh Construction, G&E Welding, Team Farrell, Royal Oak Assisted Living Facility, Pasco Window and Door, 7-Eleven, the Humane Society, Kids Worx LLC, Love, Val Foundation, Northbrook Center for Rehabilitation and Healing, Rad Sports/Wiregrass Ranch Sports Complex, and many more. Eckerd currently works with the employers listed above for work experience and on the job training opportunities.

(3) Provide in table format your organization's experience and capabilities in achieving measurable performance outcomes by identifying goals set (either through a contract, plan, or policy) and providing verifiable performance achievement data against those set goals (training completion rate, job placement rate, average wage at placement, six-month job retention rate, cost per placement, participation rate, job seeker and employer satisfaction rate, etc.). Provide this information for each of the programs mentioned above for each contract held in Florida and in other states during the last 18 months. Provide a contact person, phone number and email address for each such contract.

Eckerd has maintained strong partnerships with local CareerSource Boards to provide solutions to employer needs for the development of a skilled young talent pool. Please see reference information for Eckerd's current CareerSource partners below:

CareerSource Region	Contact Name	Contact Information
Region 8 CareerSource Northeast Florida	Terri, Rozier, VP of Contracts & Grant Management	(904) 385-8119 trozier@careersourceneffl.com
Region 10 CareerSource Citrus Levy Marion	Dale French, VP	(352) 861-1657 dfrench@careersourceclm.com
Region 11 CareerSource Flagler Volusia	Christine Sikora, VP, Innovative Workforce Solutions	(386) 323-7082 christinesikora@careersourcefv.com
Region 20 CareerSource Research Coast	Tracey McMorris, VP/COO	(866) 482-4473 X528 tmcmorris@careersourcerc.com

Florida WIOA Performance for the last two program years is detailed below:

Please see Florida Workforce Common Measures Performance for Youth Services for the areas in which we operate WIOA programs for the last 3 program years detailed in the table below:

Youth Common Measures	Performance PY 16-17	Performance PY 17-18	Performance PY 18-19	Performance PY 19-20	Performance PY 20-21	PY 20-21 Goal
R8– CS Northeast FL						
Placement Employment/Education 2 nd Qtr	75%	75%	68%	73%	77%	79%
Placement Employment/ Education 4 th Qtr	68%	69%	61%	74%	73%	79%
Credential Attainment Rate	96%	100%	94%	82%	82%	77%
R10 – CS CLM						
Placement Employment/Education 2 nd Qtr	76%	75%	84%	93%	81%	79%
Placement Employment/Education 4 th Qtr	69%	69%	71%	77%	78%	73%
Credential Attainment Rate	94%	89%	96%	99%	76%	76%
R11 – CS Flagler-Volusia						
Placement Employment/Education 2 nd Qtr	76%	76%	80%	75%	77%	79%
Placement Employment/Education 4 th Qtr	69%	69%	76%	75%	83%	73%
Credential Attainment Rate	100%	100%	96%	95%	68%	80%
R16– CS Pasco-Hernando						
Placement Employment/Education 2 nd Qtr	75%	77%	85%	82%	71%	82%
Placement Employment/Education 4 th Qtr	69%	70%	83%	72%	70%	73%
Credential Attainment Rate	100%	97%	99%	97%	99%	85%
R20 – CS Research Coast						
Placement Employment/Education 2 nd Qtr	76%	75%	85%	81%	71%	82%
Placement Employment/Education 4 th Qtr	69%	69%	79%	78%	78%	83%
Credential Attainment Rate	99%	95%	96%	98%	100%	90%

(4) Describe your organization's financial and administrative experience and capabilities. Include in that description experience in:

- *Managing and accounting for multiple federal, state and local funding sources in accordance with GAAP;*

Managing and accounting for multiple federal, state and local funding sources in accordance with

GAAP: Eckerd's finance team safeguards funds and assets, ensures the integrity of financial reporting, and provides timely financial data through a highly effective electronic financial management system. The system is designed to ensure appropriate utilization of diversified funding sources, effective cash flow management and accurate and timely reporting to meet the needs of various users such as the Board of Directors, management, funders and other stakeholders. The system is built on a strong foundation of internal controls and is overseen by a Chief Financial Officer, Controller, two Vice Presidents of Finance, and a 20-member accounting staff. Eckerd utilizes the Unit 4 electronic accounting system, which is designed to ensure appropriate utilization of diversified funding sources, effective cash flow management and accurate and timely reporting to meet the needs of various users such as the Board of Directors, management, funders and other stakeholders. Our finance and accounting teams possesses extensive experience effectively managing cost reimbursement contracts for a variety of funding sources, including WIOA funded cost reimbursement programs. Each year every Eckerd program develops an operating budget with the overall budget process coordinated by a dedicated financial director and a VP of Finance; the operating budget is reviewed monthly with leadership, highlighting expenditures and performance.

- *Maintaining timely and accurate data in the various MIS systems*

Maintaining timely and accurate data in the various MIS systems: We understand Employ Florida (EF) System and maximize efforts for proper coding and tracking of participants. Career Coaches will fulfill all case management responsibilities including the proper entry of all required data into the EF System to ensure accurate and timely reporting of data from certification to exit. All federal, state and local reporting requirements will be complied with and all results will be reviewed with our staff, our partners, and the PHWB

Staff monthly via our Performance Scorecard. Eckerd has developed a set of Key Performance Indicators that we track weekly, monthly, and quarterly via our Performance Scorecard to ensure we are on target to meet overall performance outcomes. Our internal goals are always set to exceed the goals established in our Statement of Work, driving our staff to achieve more than the minimum requirements. Eckerd has experience with documenting participant data in the PHWB's ATLAS paperless system to upload all program documentation on each participant case file. Eckerd staff have three years of "zero findings" DEO WIOA Youth Monitoring reports. Employ Florida will be the primary tool for Eckerd case management of all WIOA youth participant cases with entering and monitoring of activities, case notes, goals, closures and follow-up services.

- *Conducting self-monitoring for contract performance and compliance;*

Conducting self-monitoring for contract performance and compliance: Eckerd management team audits all youth intakes before active youth participation commences and uses the DEO Auditing Monitoring tool before every case is transitioned into closure/follow-up. Management also performs reviews with all vouchers, purchase orders and any other financial data. Eckerd conducts internal program reviews, provides training & technical assistance and tracks key performance indicators on a continuous basis as follows: Every eligibility application is reviewed for accuracy prior to program enrollment; All enrollments are reviewed which includes a review of the assessment and initial ISS; All training packets are approved by the Program Manager; Use of reports to track enrollments, employer satisfaction and performance goal attainment. ; Weekly follow-up reports are sent to Program Managers so that follow-up remains on schedule; Eckerd will ensure that the files have up to date information and meets the standards of monitoring set by the PHWB.

Aggregate data encompassing outcome requirements and other indicators critical to program success are summarized in a customizable monthly scorecard that identifies target performance, measures current progress and assesses risk. The local management team has a central role in developing processes and mechanisms to stimulate consistent, proactive dialogue with Board staff throughout the relationship. Eckerd has developed a system for monitoring contract performance that aligns with our own organizational standards and WIOA requirements: Program leadership conducts a random monthly file review (minimum of 10% of caseload); Internal outcome reporting system is captured via organizational scorecard reporting; Eckerd utilizes the State Reporting System to generate reports to validate service delivery.

- *Developing and implementing a continuous improvement model.*

Developing and implementing a continuous improvement model: Eckerd clearly understands the connection between quality practices and participant success in sustaining exceptional performance outcomes for our customers. The Eckerd model of performance improvement is both qualitatively and quantitatively driven, relying on accurate data collection and analysis to measure key benchmarks and assess achievement of desired program outcomes. Collecting, analyzing, and acting on data ensures that the practice model used in the proposed program is consistently followed and executed to standard. Aggregate data encompassing outcome requirements and other indicators critical to program success are summarized in a customizable monthly scorecard that identifies target performance, measures current progress, and assesses risk. In coordination with PHWB, Eckerd will implement a balanced scorecard summarizing and reporting the range of metrics used to evaluate performance at the proposed WIOA Youth Program. The scorecard is the mechanism to define the standard, communicate it in a clear, realistic, and achievable way to others, and to report progress or areas where additional effort is needed. Scorecards are reviewed with program leadership, analyzed for trends and opportunities for improvement, and incorporated into a series of cross-functional meetings every month.

(5) Identify key staff that will be assigned to work on this project, including the lead for the local operation, describe why these key staff would be successful on this project, and provide copies of their résumés. In addition, describe what further assistance and expertise will be made available by the proposing organization to support these key staff.

The Eckerd operational team responsible for effective implementation and leadership of the proposed program has extensive experience operating WIOA programs in the State of Florida and throughout the country. Key management staff members are listed in the table below:

Name/Title	WIOA Experience and Duties
Jonathan Zeigler <i>VP Operations</i> 1 FTE (.74% time)	Mr. Zeigler is responsible for financial management, customer relations, and resource development. He has over twenty (20) years' experience providing leadership for workforce programs, has received a National Job Development Certification from the Nat'l Association of Workforce Development Professionals and is a member of the Southeast Employment & Training Association.
Dannielle Brun <i>Operations Director</i> 1 FTE (7.43% time)	Ms. Brun is responsible for program operations, compliance, performance and fiscal management for the several FL contracts and contracts in Oklahoma. She has over twenty (20) years' experience in workforce development programs and is a member of the Nat'l Association of Workforce Development Professionals.
Rachael Ginnick <i>Program Manager</i> 1 FTE (60%)	Ms. Ginnick is responsible for local staff supervision, day-to-day operations and compliance within the CareerSource Pasco Hernando workforce system. She has over 15 years of dedicated workforce experience in the Pasco and Hernando region.

The organizational charts in Attachment I detail our national workforce development operational administration and lines of authority through our Florida State-level Operations Director, Dannielle Brun. The Eckerd administrative team members who will support effective implementation of the proposed WIOA program brings over 100 years of combined experience within WIOA and workforce development program design and operation:

Name/Title	Responsibilities
Ellyn Evans <i>Vice President, Finance</i>	Provides high level leadership of direct service operations, including WIOA services across the country.
Lauren Lewis <i>Director Finance, Workforce</i>	Manages around 70 projects and is responsible for financial oversight, including budget creation, monthly invoice generation, and accounts receivable.
Daisy Hall <i>Quality Improvement Manager</i>	Supports workforce services via internal monitoring quality and performance; assists operational team by facilitating professional development with staff teams.
Ryan Salzer <i>Sr. Director, Program Development & Strategy</i>	Coordinates program implementation activities working closely with operational leadership and administrative teams; supports ongoing service initiatives via private funding and foundation grant opportunities.

The Eckerd Performance Wheel, depicted on page 5, illustrates our administrative structure and how key organizational functions are integrated into a single program such as the proposed project. The Performance Side of the Wheel is divided into the five spokes of Quality, Staff, Finance, External Relations and Growth & Transformation with the “Hub” being the Participants, Families, and Communities we serve. Each “Spoke” of the Performance Side can then be “mapped” to one of the other remaining values as shown in the table on the following page. Additionally, every program completes a monthly performance scorecard containing indicators from each of the five Performance Spokes, a practice that ensures each Spoke is given equal attention programmatically with respect to performance improvement and decision-making.

B. Service Strategy

Through addressing the items below, outline your organization's understanding of the current needs of the local workforce and detail how you plan to deliver the services requested while meeting the service guidelines provided.

(1) Describe your organization's understanding of the Pasco and Hernando County communities, and the local labor market.

Eckerd has been the WIOA Young Adult service provider in Region 16 (comprised of Pasco and Hernando counties) since 2016. As such, we understand the region is located within the Metropolitan Statistical Area (MSA) Hernando, Pasco, Pinellas, and Hillsborough Counties. The major cities and communities in the Region can be separated into three sections:

- Western Region: Spring Hill, Hudson, Port Richey, New Port Richey, and Holiday along the U.S. 19 corridor;
- Central Region: Brooksville and Land O'Lakes along U.S. 41;
- Eastern Region: Dade City, Wesley Chapel and Zephyrhills along U.S. 301.

CareerSource Pasco Hernando offers a business-led, market-responsive, results-oriented and integrated workforce development system. Current Eckerd services in the region closely align with core philosophies of customer service excellence, continuous improvement and enhancing employment opportunities for young adults. During the past six years, Region 16 has targeted five industry clusters: Healthcare, Manufacturing, Retail, Finance and Construction as priority industries. Eckerd's current WIOA Youth Program closely aligned with these sectors to prepare young adults to meet the entry level needs. Examples include nursing assistant and patient care technician occupations (healthcare) as well as in through the Phoenix Rising pre-construction program model (construction trades). Through our proposed Legends Career Academies component, Eckerd will work with customers to enter and retain employment in Manufacturing, Healthcare, Construction, Information Technology and Transportation & Warehousing. The Legends Career Academies component will provide training, education, work experience and mentoring directly aligned with these sectors to prepare young adults to meet the entry level and middle skills level needs of local employers. Throughout the past program year, we have added specialized training components to ensure that participants are prepared to work in remote/virtual environments. Remote work requires a host of skill sets and competencies that traditional work readiness curriculums and trainings did not address. As such, Eckerd has revised and updated our training to emphasis such competencies as digital literacy, collaborative problem-solving, time management, and maybe most importantly for the youth population, soft skills required for remote work including and most importantly, self-awareness. We work with participants on appropriate dress for the remote work environment, how to use filters and background screens, and the like.

Eckerd Workforce Development Specialists collaborate with the CareerSource Pasco Hernando Business Services efforts to seek the input of businesses as to where they see skill gaps and how we can assist in filling them with young talent. One strategy we have effectively implemented is the use of the paid, work experience activity that permits employers to develop a collaborative industry focused training addressing the industry specific skills required. Additionally, coordinated efforts with local educational training providers such as, Marchman Technical, Pasco Hernando State College, Hernando County Schools and Pasco County Schools ensure young adults access the technical skills needed for local businesses. We are confident that strong collaboration with the CS Pasco-Hernando business services efforts and system partners will create pathways to employment services, including creating consistent strategies for resume development, work readiness training, job and career fairs and work based learning opportunities, including On-the-Job Training (OJT) and Work Experience.

(2) Describe your complete staffing plan, to include:

- Management structure and qualifications of lead staff;
- Brief job descriptions of all staff positions;
- Table of Organization, to include number of positions by location and service delivery function;

Eckerd has designed proposed staffing for WIOA Youth Services to maximize available funding and provide impactful, participant-focused services. The program staffing detailed below is structured to provide significant support and attention to the needs of each young adult participant. Eckerd understands that the final staffing pattern and personnel costs will be determined in collaboration with PHWB if Eckerd is selected for contract negotiations. Eckerd proposes the following program specific positions will be funded in whole or in part with WIOA funding:

Title/Status/Location	Job Description & Qualifications
Program Manager 1 FTE – 100% time <u>Rachael Ginnick, Brooksville, Hernando</u>	<i>Duties:</i> Assess and oversee WIOA implementation to ensure alignment with the Regional and Local Plan design as well as overall contract compliance. <i>Qualifications:</i> Bachelor's degree from an accredited College or University, in a related field and 3+ years relevant work experience
Career Coach 3.0 FTEs <u>Katie Stroman</u> <u>Brooksville, Hernando</u> <i>(100% time)</i> <u>Antwon Gildon</u> <u>Dade City, East Pasco</u> <i>(100% time)</i> <u>Vacancy/TBD</u> <u>New Port Richey, West Pasco</u> <i>(79% time)</i>	<i>Duties:</i> Recruit, assess and determine recruits eligible for the WIOA program, develop comprehensive ISS plans, maintain case records, facilitate workshops. <i>Qualifications:</i> Bachelor's degree from an accredited College or University, in a related field and 3+ years relevant work experience.
Workforce Development Specialist 2.0 FTEs – 100% time <u>Kelly Durante,</u> <u>Brooksville, Hernando</u> <u>Christopher Mahan</u> <u>New Port Richey, West Pasco</u>	<i>Duties:</i> Maintain regular contact with employers interested in being worksites or mentors, monitor worksite contracts, market the WIOA program to employers, assist with placing participants in employment. <i>Qualifications:</i> BA/BS degree, from an accredited College or University, and 2+ experience related to job placement/ recruiting.
Workforce Retention Specialist 1.0 FTE – 100% time <u>Ashley McNeil</u> <u>Brooksville, Hernando</u>	<i>Duties:</i> Ensure participants continue to be successful through case management processes to include, ongoing contact, face to face meetings, visiting worksites, contacting employers, schools, etc. <i>Qualifications:</i> Associate's degree, from an accredited College or University, and at least four years of work experience in social services, business or educational field; or the equivalent combination of education and experience.
Vocational (Construction) Instructor 1 FTE – 60% time <u>Allen Morris</u> <u>Dade City, East Pasco</u>	<i>Duties:</i> Provides individualized and program specific instruction to participants including assessments, GED training and remedial services, pre-employment, and vocational training with a primary emphasis on excellence in classroom instruction.

	<i>Qualifications:</i> Bachelor's degree (preferred), from an accredited College or University or equivalent years of experience, or Teaching certification and one year of work experience in business or Instructor/Teacher preferred
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The Organizational Charts in Exhibit A detail our operational staffing design, showing the supervision and work flow from leadership through case management. Resumes for key staff are included as Exhibit B. Complete Job Descriptions are also included in Exhibit C.

Staff Development

Eckerd believes that comprehensive training and staff development is critical for delivering quality services to the customers we serve. Eckerd new hires are provided a new employee orientation by the local management team. This includes a review of job description and essential duties, contract requirements, the program work plan, and Eckerd policies and procedures, as well as the establishment of 90-day goals. New-hire staff receive daily check-ins and weekly supervision sessions with their direct supervisor during their first month of employment to align expectations, provide performance feedback, answer questions, and address concerns. All employees receive a 90-day performance review, which evaluates performance and assesses progress with goals.

Our organization utilizes EckerdU a web-based Learning Management System that includes more than one hundred topics, from mandatory safety training to effective workshop facilitation, and how to maximize use of Microsoft Office 365, among many others. Eckerd utilizes dedicated instructors and implements a train-the-trainer model for evidence-based and best practices requiring mastery of engagement techniques and the utilization of interpersonal interaction, including Motivational Interviewing, Trauma Informed Care, CPR/First Aid, and other foundations of effective service delivery. At the program level, Eckerd operational leadership and the local leadership team conducts regularly scheduled training to continue staff development, ensuring complete comprehension and mastery of core service delivery, including Eligibility and Intake, Finance and Budget Management, Performance Management, Client Centered Customer Service, and Participant Goal Setting and Engagement. Our training schedule is one component of an overall program sustainability plan that maintains staff skills levels, engagement, and enthusiasm for working with program participants.

To further supplement these efforts, Eckerd has developed a series of courses specifically designed to provide comprehensive training for our workforce development teams around the country. This E-Learning platform was developed by TAD Grants, a national workforce consultant and training organization, working closely with Eckerd operational leadership teams to create a globally relevant and impactful curriculum. The training includes seven modules which can be facilitated individually, in any combination, or as a whole based on the training needs and job duties of specific staff. The following provides an overview of the Eckerd *Foundations of Workforce and Career Development* training curriculum:

- **Course 1: Customer Service 101:** This course will teach professionals how to best apply high quality customer service strategies to quickly identify a customer's needs; prioritize those needs based upon resource allocation; and handle customer requests with the utmost of care and professionalism. Staff will also learn how to efficiently move customers into the most appropriate program/service that effectively meets their needs. Additionally, Customer Service 101 will provide both an overview and detailed information regarding the workforce system, the engagement of customers in the system, and the variety of pathways that customers can travel as they navigate through the workforce system.

- **Course 2: Case Management Fundamentals:** This course targets learners who are new to job seeker services and workforce development case management. Content is designed to orient new hires to the important role of case management within the workforce development system and will equip learners with the key elements of an effective case management system, the fundamental roles and responsibilities of a case manager/career practitioner, and the case management-focused process that will enable them to successfully guide job seekers through workforce development programs and services.
- **Course 3: Career Advising Fundamentals:** This course will provide learners with an overview of career advising within the workforce development system. Learning objectives will include career assessments, individual career planning, career transition planning, and retention strategies. These objectives will be underpinned and woven together by focusing on the importance of relationships throughout the advising process; each topic will stress the importance of building a strong and productive relationship with job seekers as learners guide them through the career advising process and support them in the achievement of their identified career goals.
- **Course 4: Developing Individual Career Plans:** Developing a career plan with a job seeker requires in-depth knowledge of the effective use of career assessments and the ability to develop detailed career action plans. This course will provide learners with practical skills for assisting customers as they make career decisions and explore career pathways and will walk learners through the process, they can utilize to develop comprehensive, detailed career plans.
- **Course 5: Assessments and the Career Professional:** Career Assessments are an important component of workforce and career development. In order to best serve job seekers and support them in identifying career pathways, workforce development practitioners should understand the role of assessments within the career planning process. Learning objectives for this course will include an overview of assessments; the different types of assessments that exist and the strengths of each type; understanding an applying assessment results; and the role of the Career Professional in recommending and interpreting assessments within the workforce development framework.
- **Course 6: Preparation and Placement Strategies:** Designed for career practitioners who provide direct support to job seekers as well as program managers and senior staff, this course will discuss a variety of specific strategies for engaging, motivating and preparing job seekers as they navigate through the workforce development system. Additional course content includes the development and utilization of placement strategies within the demand driven workforce development model as well as methods designed to increase employment outcomes.
- **Course 7: Business Services Fundamentals:** This course will provide new hires responsible for business engagement and business services with the foundation of the Demand Driven Business Services Model. Objectives will include the implementation of Demand Driven Business Services; understanding business language; identification of business needs; and techniques to build strong working relationships with the business community.

To ensure quality service delivery each Eckerd staff member receives a detailed Individual Performance Objective Form (IPOF) from their supervisor that ensures performance objectives are aligned with contractual requirements, such as assessment, participant engagement, placements, incentives, and other key indicators. Performance is discussed during weekly supervision sessions with each employee where strengths and areas for improvement are discussed and documented.

(3) Describe your plan to provide all of the services listed in the Scope of Work.

A. Targeted Services

Targeted services must be provided to the following customers, as appropriate and within funding/eligibility guidelines:

During the PY 21 program year we began individualizing our program services to best meet the needs of each individual program participant. We have organized the programming in three broad categories which are outlined below. We believe that this system will assist us to provide the best possible interventions to the participants we service. The four service tracks include-

- **Traditional Eckerd WIOA Program Track:** Individuals who enroll in the WIOA Youth program with can't articulate a career of interest will be included in our traditional CS Pasco-Hernando WIA program. This individuals will receive all required elements with an emphasis on labor market data and career exploration.
- **Fast Track:** These individuals come to us with a stronger work history and situational barriers. They require less support at the start of the program. They may have recently faced obstacles including dealing with new workplace situations and challenges and have had difficulty meeting their own and their employers' job expectations. With this group, we will focus on providing participants with a better understanding of what it means to be "an employee" and how that relates to someone else controlling their lives and how to appropriately handle that authority. We will provide this group of participants with more aggressive job placement services and more intensive strategies for career advancement, with the hopes of them finding employment
- **Skills Track:** Participants with an aptitude or interest in one of the region's in-demand occupations will have the opportunity to attend one of our Legends Career Academies. These participants will receive specific educational and occupational skills training to begin a career in Construction, Healthcare, Culinary Arts, Logistics/Warehousing or Information Technology. As a component of their training these participants will be matched with a Work Experience site directly tied to their Career Academy. Additionally, they will be assigned a mentor that works in this specific industry.
- **Pre-Military Track:** Participants will be defined as pre-military based in engagement with local military recruiters for enlistment but are not currently eligible for or have not received a placement/report date. The intent of this targeted group is to provide positive employment and education services, including paid work-experience until enlistment. Participants in this track will have access to ASFAP remediation if they have not tested high enough to be assigned to their chosen placement. Also in this group are participants who are interested in joining the military but have not attained a high school diploma or GED. Eckerd is currently operating successful a Pre-Military program in partnership with CS Pasco-Hernando. To date we have enrolled six participants and have had two successful placements thus far. We have developed a collaborative relationship with the US Army Recruiters in the area We look forward to expanding this pilot in the coming program year.

Training Services are defined as services designed to equip individuals to enter the workplace and retain employment. Training services include:

1. Occupational skills training, including training in non-traditional jobs.

Eckerd will work in conjunction with CS Pasco-Hernando to connect young adults with occupational skills training and certifications for careers in manufacturing and construction through apprenticeship and pre-apprenticeship programming. Eckerd will emphasize in-demand and high growth occupations, using the Regional Demand Occupations List (RDOL) along with national statistics in high growth fields. Young adults enrolled in our program will be exposed to a variety of occupational and career exploration programs

throughout their participation. We have professionally trained and certified staff to provide a cost effective and efficient provision of credentials to young adults, whenever possible. Many of these credentials address the immediate needs of the young adults to gain entry level employment, while providing a foundation for career ladders and future employment goals. Participants in both Fast Track and Career Academy Skills Track will have the opportunity to participate in a number of occupational skills training. Each of these trainings conclude with the individual having the opportunity to attain a recognized credential. These credentials include: HBI PACT Certification, National Retail Foundation Federation Customer Service certification, ServSafe Food Manager Certification, CNA/HHA Credential, Forklift Certification and CompTIA A+ Core 1 and 2 Certifications.

2. Training programs operated by the private sector.

Eckerd will work within the local employment and with industry experts to identify and utilize private sector opportunities for training when available. A number of the Skills Track Career Academy components are facilitated by experts in their specific career sector. We will subcontract with these providers as the training requires instructors to have certifications and/or licenses that Eckerd staff do not possess. We will also continue to facilitate our in-house offerings to ensure all participants are able to earn an industry specific credential, Eckerd will create strong relationships with local training and education providers to ensure we are able to effectively connect young adults with certifications in a variety of career pathways. Eckerd will emphasize in-demand and high growth occupations, using the Regional Demand Occupations List (RDOL) along with national statistics in high growth fields.

3. Skills upgrading and retraining, including incumbent worker training.

Eckerd has been at the forefront of assisting both businesses and participants pivot to the changing needs of the post-pandemic world of work. We recognize that the “new normal” is an adjustment for both our “customer” populations and as such we are working alongside our employer partners to upskill and/or train job seekers in the skills required for them to be successful in the endemic world. As mentioned previously, we have updated our work readiness training to include working in a remote or hybrid environment, how to practice social distancing in facilitates with limited space, and how to utilize technology such as SLACK or WhatsApp for business purposes.

Through our EBSCO Workforce Skills for 21st Century Success program we can assist participants with increasing their reading and/or math as well as workplace literacy skills. The program allows for self-directed, self-paced learning that can lead to the acquisition of a high school equivalency or Work Keys credentials which are sometimes required for upward movement in the workplace. This platform along with our traditional or Legends Career Academy programming can move participants from entry level to certified positions along their career pathway.

4. Entrepreneurial training.

Our program will provide entrepreneurial training in partnership with Young Entrepreneurial Students (Y.E.S) an organization that focuses on developing underestimated youth through the introduction of entrepreneurship, life skills education and innovative thinking. The program affords participants the ability and opportunity to pursue their passions, goals and dreams as they learn and develop skills that will benefit them now and in the future. The program will provide participants with knowledge, skills and competences required to create and establish a viable business venture.

5. Internships/Apprenticeships/Work Experience

Employment and Career Pathways research has shown that disconnected young people tend to reconnect first with employment, as opposed to education. Experts agree that young people need the opportunity to connect to employment. According to Youth Employment Matters!, a policy brief from the Urban Alliance, programs that provide youth with real-world work experience help participants gain necessary “soft skills,” such as the ability to work in teams, communicate, solve problems, and dress and behave appropriately in a professional setting. Youth indicate that their work experiences help them take responsibility, develop time-management skills, and overcome shyness with adults. Other skills gained include perseverance, responsibility, and self-discipline. Research by Nobel Prize-winning economist James J. Heckman shows that skills like these are essential to success in terms of educational attainment, future wages, and life outcomes. Early work experiences help young people develop a stronger sense of self-efficacy, especially if the jobs pay well and provide opportunities to advance. Adolescent workers also begin to acquire “work values,” which lay the foundation for decision making about education and careers

Early work experiences alleviate the challenge of obtaining a first job and gaining job experience, leading to smoother transitions into the workforce and greater success once there. Having worked in a given year increases teens’ chances of being employed the following year by as much as 86 percentage points, while older youth have almost a 100% chance of being employed if they worked more than 40 weeks the previous year. Moreover, participating in internships can increase a participant’s salary by as much as 11% up to as many as eight years after exiting a workforce development program. Meanwhile, youth who do not work while in the program and do not enroll in post-secondary schools often face lower employment rates and earnings later. Our internship program is designed around best-practices in work-based learning and include the following characteristics

- Support entry and advancement in a career track: Eckerd’s model for work-based learning provides opportunities to build knowledge, develop skills and advance in career pathways.
- Provide meaningful job tasks that build career skills and knowledge: We identify work-based learning sites that support learning through mentoring. Work based learning allows participants to develop skills, gain experience, and position themselves for career entry and advancement
- Offer compensation: For many youths, participation in education and training often must be balanced against the need to earn a paycheck. By combining paid work with academic instruction, work-based learning allows youth participants to support themselves.
- Identify target skills and how gains will be validated: The Eckerd model includes mechanisms to articulate and validate skills development and integrates larger learning goals and formal assessments. Individual plans provide an opportunity to articulate skills and reflect on progress.
- Reward skill development: Youth who succeed during initial assignments are given opportunities to continue growth through greater responsibility and more challenging tasks. Additionally, we utilize the Income Growth Strategy to promote advancement and wage gain.
- Support post-secondary training/education entry, persistence, and completion: Our model is designed to support transitions to further postsecondary education and training, exposing youth to different career opportunities, building work experience, and applying classroom learning.
- Provide comprehensive participant supports: Our program provides participants with case management to help them overcome barriers to successful completion of work-based learning. Supports include peer cohorts; flexible schedules; and access to benefits and resources.

Our program provides participants with case management to help them overcome barriers to successful completion of work-based learning. Each youth participating in a Work Experience will work closely with their Career Coach who will monitor their job performance. The Career Coach is available to the participant and the worksite supervisor to discuss any issues or concerns during the training period. Participants are evaluated on attendance and punctuality, appearance, taking initiative, quality of work, communication skills, teamwork, critical thinking and workplace policies. Eckerd utilizes a payroll service to process payment for Work Experience as the employer of record. The participant is given a bi-monthly timesheet where they must record their time and have their supervisor validate their time before it's submitted. Once the Career Coach receives the timesheet from the participant, they will confirm hours worked and create a voucher for payment, which is submitted to our corporate office for payment by designated dates.

Paid Work Experience programming would provide 180 hours of paid hands-on experience in the participants chosen career pathway OR the opportunity to learn and demonstrate soft skills in entry-level positions for those that lack a work history. Participants will be paid \$13.00 hour or minimum wage, whichever is higher and would receive bi-weekly employer feedback on their progress in both hard and soft skills that the Career Coach will use to provide additional supports and training for. Participants would work no more than 30 hours per week and no more than 8 hours per day to ensure adequate time for other learning and program objectives that may be part of the participants ISS and overall career plan.

Our program will offer participants who are unable to articulate a career field of interest the opportunity to participant in job shadowing. A job shadowing experience is literally spending time "in the shadow" of a person performing his or her job functions. It's typically a day-long workplace visit with an individual working in a position, career or industry of interest to the participant. While occupational research, reading job descriptions and conducting informational interviews are all great ways to learn about an occupation, job shadowing provides a far more realistic preview of the "day in the life" of an employee. Job shadowing helps the participant answer these questions: Can I see myself in this role? Doing these types of tasks? Collaborating with these kinds of people? Working in this kind of environment?

6. Adult education and literacy activities in combination with services described above.

Eckerd will link youth with education services directly through partnership with each of the local school districts and Pasco Hernando State college and Marchman Technical College, as the primary local Adult Basic Education provider. As part of our assessment and orientation process our staff measure each youth's functional academic level through administration of the CASAS. Young people who have not already earned a diploma will be enrolled for GED instruction with our identified education partners. We maintain a strong partnership with and have a streamlined referral process that minimizes the amount of time needed for enrollment and initiation of academic instruction. We design each ISS to facilitate a smooth transition from academic instruction into workforce preparation activities each service day, ensuring concurrent training. The goal of concurrent academic instruction and workforce preparation is to develop the skills and that will help each youth succeed in a competitive job market while bolstering their resume with a diploma, industry recognized credentials, and other validated suitability indicators.

7. Customized training.

As a component of Work Based Learning, we work with our employer partners to develop a customized training plan for each youth that interns at a specific job site. The training plan ensures that participants have opportunities to engage in appropriately complex and relevant tasks (i.e., those that are representative of work in a particular industry, rather than general support roles) and that are aligned with participants' career goals. By developing customized work-based learning plans we are certain participants are given the opportunity to

perform meaningful job tasks which allows opportunities to develop skills and gain experience relevant to a specific industry, positioning them for successful career entry and advancement.

Additionally, if an opportunity becomes available for multiple participants to be hired by a specific business customer, we will work with the employer to develop a customized training plan to ensure that participants are armed with the skills and competencies required for them to be productive on the job day one. This could include training on a specific tool or technology, day-one job coaching, or the creation of an employee manual or handbook.

8. On the Job Training (OJT)

Eckerd utilizes a Talent Pipeline approach. Traditional workforce development models recruit participants, provide some type of training, and then place graduates in jobs. A “talent pipeline” approach starts with the employer, who will help identify hard-to-fill positions, work closely with the organization to identify specific job skill requirements rather than proxy hiring screens (such as automatically requiring a bachelor’s degree), help screen promising candidates, commit to hiring successful candidates or hire them during training,

OJT is a proven, evidence-based strategy under WIOA that provides for reimbursements to businesses to help compensate for the costs associated with skills upgrading and loss of production for the training of newly hired employees. The concept of observational learning was introduced by Albert Bandura, whose social cognitive theory suggests people learn best by observing others. According to his theory, people must pay attention to those around them first, retain what they have observed, and try to reproduce it. Bandura’s theory is implemented in the aspect of on the job training, where the new employees first observe their trainer completing the tasks, before trying to perform the task themselves. After observing for some time, they will imitate the action they had observed. This is exactly how on-the-job training is expected to occur until the new employee can perform the task on their own. While the goal of OJT is to teach basic workplace skills, it also instills aspects of the workplace culture and performance expectations in new employee as well. For participants, on-the-job training is beneficial because it allows them to learn a new skill or qualification within their field of work while earning a paycheck. During on-the-job training, they are engaged in the real production process instead of the simulated learning process. The participant is being introduced to the team and the company’s values during the first step of the on-the-job training.

B. Additional Youth Programs for consideration

1. Pilot Programs with a focus on CSPH Targeted Industry Sectors (Construction, Manufacturing, Healthcare, Retail, IT, Transportation & Warehousing, Finance)

As discussed above the proposed program will offer the young adults the opportunity to participate in one of the four program tracks. That said, the offerings are fluid and participants can transition in and out of each the Fast Track, Traditional Track, and Skills Track.

- **Fast Track** is generally geared towards participants who have had attachment to the workforce beyond a first time job. These individuals may need training in workplace behaviors, norms and/or competencies depending on the reason for detachment from the job. Along with targeted workshops, these individuals will update their employment portfolio which includes a resume, thank you letter, cover letter and job application. In addition they will participate in financial literacy and any other desired WIOA element will be provided in-house or through referrals to program partners.
- **Traditional Track** is geared towards participants who have minimal to no work experience, who cannot articulate a career of interest and who may lack basic skills and workforce competencies.

This individuals will be offered basic skills remediation, work readiness training, career exploration, labor-market information, internship site placement, life skills workshops, entrepreneurial and leadership skills training, in-house occupational skills training, and financial literacy. In addition they will be offered the opportunity to participate in any other desired WIOA element which will be provided in-house or through referrals to program partners.

- **Skills Track** (Legends Career Academies) are offered to prepare participants for employment in one of the five in-demand industries. These academies offer the training, credentials and tools to begin on a career path. These are offered through our relationships with external training providers who have the required licenses and credentials required to facilitate these courses.

Construction Academy- Phoenix Rising- We will continue to offer our successful Phoenix Rising Construction program. We will enroll 15 participants in the program. Through this program participants will have the opportunity to earn the HBI PACT certification as well as the opportunity to earn their high school diploma through Penn Foster. Work Based Learning is offered in conjunction with classroom training. Participants who complete this academy will be prepared to work in the construction industry.



Culinary Academy- We will offer the training required to begin a career in culinary services. The initial training will focus on appropriate food handling, food storage, food allergens and food borne illnesses, protection from food borne allergens and illnesses, and much more. Through this academy participants will have the opportunity to attain a Safestaff/ServSafe Food Manager Certification, High School Diploma through Penn Foster, Customer Service Training, Customized Culinary Training, Develop U Training, Industry tours and informational sessions with industry experts, and Work-Based Learning in conjunction with classroom training.

Healthcare Academy. We will partner with recognized, certified training provider to facilitate the healthcare training. This training will lead to participants having the opportunity to obtain CNA/HHA training, CAN exam prep, CPR/First Aid Training, their high school diploma through Penn Foster, Develop U Training, and Industry tours and informational sessions with industry experts at Tampa General Hospital and Timber Pines ALF . Work Based Learning is offered in conjunction with classroom training. Participants who complete this academy will be prepared to work in the Healthcare industry.





Logistics/Warehouse. We will partner with recognized, certified training provider to facilitate the Logistics/Warehouse training. This training will lead to participants having the opportunity to earn their Forklift certification, their high school diploma through Penn Foster, Develop U workshops, Customer Service training, Workforce Industrial Training, and Drone Smartz training. Work Based Learning is offered in conjunction with classroom training. Participants who complete this academy will be prepared to work in the Logistics and Warehouses. Industry tours will take place at Pasco County Sheriff's Office, Pasco County Fire Department, Home Inspectors, Realtors, and FEMA

Information Technology Training. This training will lead to participants having the opportunity to receive A+ training and exam prep, Customer Service training, and Develop U workshops as well as their high school diploma through Penn Foster. This course will be facilitated by an Eckerd employee who has the requisite training and credentials required. Work Based Learning is offered in conjunction with classroom training. Participants who complete this academy will be prepared to work in the Information Technology industry. Industry tours will take place at Emergency Management Operations, County Sheriff's Office, County Fire Departments, and local I.T Companies



2. Summer Youth Programs; will consider year-round, after school/weekend pilots as well

Although we are not proposing a Summer Youth Program, we are open to and willing to partner with CS Pasco-Hernando if funding is available. If the opportunity avails itself Eckerd staff will partner with CS Pasco-Hernando and other local partners to provide Summer Work programming. We would utilize the same process as our traditional, year-round work experience activities to develop a summer work program, only slightly more condensed. While these costs are allowable towards WBL costs tracking, currently our budget does not include any funds for this activity. We can however, easily implement a summer work experience program, should additional funding be allotted.

3. Community Service-Learning Projects with paid work experience

Service Learning is a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. Personalizing learning is an essential part of all Eckerd programs. We provide opportunities for participants to develop agency through voice and choice. Learning through service enables participants to apply academic knowledge and critical thinking skills to meet genuine community needs. Staff-guided reflection and assessment, combined with community enrichment, helps participants gain a deeper understanding of program content, develop their sense of self-efficacy, and build their future as active citizens. Researchers have found a statistically significant impact of service-learning programs on multiple outcomes, including improved social skills; lower levels of problem and delinquent behavior; better cooperation skills in the classroom; improved psychological well-being; and a better ability to set goals and adjust behavior to reach these goals. The research has shown that high-quality service-learning programs

can promote participants' civic knowledge and commitment to continue contributing to their community and to society as a whole.

Service-learning projects that Eckerd CS Pasco-Hernando Youth have successfully executed in the past include working with Make A Difference and Feeding Tampa Bay where Eckerd participants were able to assist in packing and distributing healthy, nutritious and nonperishable foods for those in need. Eckerd also partnered with Pasco County UF/IFAS Cooperative Extension to support their *Luggage of Love* program, whose mission is to serve the displaced children of Pasco County with a way to transport their belongings. Participants sorted, inspected, and sanitized dozens of donated suitcases and bags that had been delivered by various organizations and community members, in order to ensure that they were ready for distribution. Additionally, Eckerd partnered with Dentistry from the Heart where over 400 residents were provided much needed dental education and services.



4. Pre-Military Pilots

Participants will be defined as pre-military based in engagement with local military recruiters for enlistment but are not currently eligible for or have not received a placement/report date. The intent of this targeted group is to provide positive employment and education services, including paid work-experience until enlistment. Participants in this track will have access to ASVAB remediation if they have not tested high enough to be assigned to their chosen placement. Also in this group are participants who are interested in joining the military but have not attained a high school diploma or GED. Eckerd is currently operating successful a Pre-Military program in partnership with CS Pasco-Hernando. To date we have enrolled six participants and have had two successful placements thus far. We look forward to expanding this pilot in the coming program year.

C. Other Requirements

A more detailed description of some of the services identified above that are to be managed and provided in each center is enumerated below.

1. Outreach and Recruitment.

Eckerd will begin outreach and recruitment prior to July 1st, 2019 to identify eligible youth that are ready to enroll in services. Eckerd uses several methods for recruitment of out-of-school youth, ages 18-24 years old; we will develop a comprehensive local recruitment plan designed to attract out-of-school youth (OSY) participants who seek support navigating the pathway towards high quality career services, education, training and support services that lead to quality jobs and opportunities in the CareerSource Pasco Hernando region.

By partnering with area and regional stakeholders, we have developed a seamless referral process where young and emerging professionals are quickly identified and introduced to the WIOA Youth Program, using both onsite and virtual orientations. Our WIOA Youth Staff also rely on peer to peer referrals to recruit new participants for the program. Eckerd recruitment strategies are described below:

❑ **Social Media** – Eckerd has a strong presence on social media sites such as Facebook, Instagram and Twitter. We are confident that marketing efforts through social media will create a competitive edge in the region. For example, we have seen student success stories viewed over 1,000 times, we see active conversations between staff, youth, parents and community partners and we see our youth recommending the program to others. Social Media is a great way to keep stakeholders connected to the organization as they encourage participants, both new and old, on their pathway towards success.

❑ **Partner Referrals** – A primary method of recruitment includes the strategic use of community events and partnerships. Eckerd will maintain a visible presence in the community appear at community events to facilitate workshops or to set up a table with information. We believe that an active presence in the community will increase the pipeline of youth seeking out WIOA services. Eckerd has marketed its services at community events, job fairs, career days and faith-based events. We will direct interested youth to the CareerSource Pasco Hernando and Eckerd websites for additional information about the program, including a virtual orientation, which serves as an introduction to the WIOA youth program.

❑ **Peer to Peer Referrals** – We understand that youth tend to rely on feedback from peers when making both small and large decisions. Eckerd will acknowledge the power of direct peer to peer referrals through a Peer Ambassador Program, which will recognize participants who have met or exceeded all of the goals outlined in their individual service strategy (ISS). These young adults will work collaboratively as a cohort and will be invited back to share their testimonies with their peers at various community events. Eckerd believes these personal accounts of successful program experiences will provide a large number of recruits each year.



Participants referred to the program through any outreach efforts will be invited to attend an Information Session. This is the first opportunity recruits have to learn about the full menu of services offered through the WIOA youth program. Eckerd will conduct group orientations as well as one-on-one appointments for assessments and eligibility determination. We have learned to overcome obstacles and adjust to help our CareerSource Board partners meet enrollment targets.

2. Orientation

Eckerd staff provides an in-depth orientation once participants meet the suitability and eligibility requirements and are approved for services. Power Point presentations are used to explain the programs purpose, conditions, and standards for program participation to include the type and extent of available services and available training. Program Staff explain both youth and staff responsibilities and expectations regarding results and outcomes through program participation.

Eckerd will continue to ensure that 100% of program participants meet income requirements in Section 129(a)(3) of WIOA prior to receiving any training in the program. Eckerd has established a structured orientation, application and intake/eligibility process to enable staff to build rapport with the new applicants and completely assess their life situation, barriers, and initial eligibility for the program. As part of our orientation process, Eckerd's Career Coach will describe the full array of available services and resources in the local Workforce Investment Area to each young adult, including but not limited to all WIOA funded programming. The Eckerd program eligibility review and intake process is scheduled over multiple meetings,

allowing participants to demonstrate their investment in program participation and responsibility with keeping scheduled appointments. The intake process is designed to accomplish the following:

Young adults are provided an overview and orientation to the program throughout the initial assessment and prior to enrollment. This process may include group and online orientation sessions, as well as individualized meetings to review:

- Program eligibility requirements
- Program standards and code of conduct
- Participant expectations and participation requirements
- Incentive possibilities
- Communication guidelines and requirements
- Outcome expectations
- Follow-up expectations

By communicating these factors repeatedly and early within the engagement process, staff are able to clearly align program and young adults' expectations, prior to enrollment and ensure that young adults understand the program they are enrolling in. The program alignment ensures they understand that while the program provides tools and opportunity for success, the real investment is by the young adults... in themselves.

We have the ability to conduct initial eligibility screening and orientation both through appointments at Centers and virtually. Eckerd will utilize virtual meeting tools such as WebEx, Zoom, and Teams when face-to-face is not possible. However, we will also conduct orientation and screening via telephone when necessary to maximize enrollment, especially during initial phases of services delivery.

The eligibility review process begins with an interview by the Career Coach and/or Program Manager that includes open ended questions and completion of the eligibility application. Participants are provided with a list of required intake/eligibility documents to include Assessment Orientation, customer affidavit, residency, I-9, compliance verification, family composition, employment status/self-attestation, orientation certification, grievance and compliance, WIOA training applications, service request, education level/self-attestation, test authorization, medical release form, statement of preferences, emergency contact form, annual share/release of information form, eligibility requirements, drug free workplace, hot careers and then scheduled for an appointment to complete required paperwork.

Eckerd staff then complete an objective assessment for each youth to determine individual level of need. Directly following assessments, Individual Service Strategy development begins with the participant.

Following intake and assessment, youth are placed in "Develop U" training. As participants progress through training, they are placed in either work experience (WEX) or into advanced training and/or educational opportunities, or directly into unsubsidized employment.

3. WIOA Registration

All youth must be WIOA eligible in order to receive Eckerd services in the proposed program. Ineligible youth will be referred to partnering agencies for other opportunities as appropriate. Eckerd staff will gather all required eligibility documents, determine eligibility and input the information into the Employ Florida (EF) system. Cases will be checked and reviewed by Eckerd management for eligibility and accuracy prior to being data entered into EF. In our other Florida programs Eckerd has created a streamlined eligibility process where a Career Coach can assess, certify and determine participant eligibility over the course of two to four

office visits. The eligibility process is one of the first impressions that an interested participant has of the WIOA Youth Program so it's important that the process is a clear and efficient transition into active service delivery.

Eckerd Career Coaches will provide interested recruits with a list of eligibility documents at orientation that clearly explains all required paperwork that is needed to validate eligibility criteria. WIOA defines eligibility criteria for out-of-school (OSY) as an individual who is not younger than 16 or older than 24 at the time of enrollment, is not attending any school, and is one or more of the following:

1. A school dropout
2. A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent complete school year calendar quarter
3. A low-income individual who is a recipient of a secondary school diploma or its recognized equivalent, and is either basic skills deficient or an English Language Learner;
4. An individual who is subject to the juvenile or adult justice system
5. A homeless individual (as defined in the Violence Against Women Act of 1994 or the McKinney-Vento Homeless Assistance Act), a runaway, an individual who is in foster care who has aged out of the foster care system, a child eligible for assistance under Section 477 of the Social Security Act, or an individual who is an out-of-home placement;
6. An individual who is pregnant or parenting;
7. An individual with a disability; or
8. A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

Providing eligibility documentation should not present any additional hardships or barriers on the recruit seeking services. If a participant is having difficulty securing required documentation, self-attestation to one or more program elements may be necessary in order to move the process forward. Eckerd's Career Coach staff will work with each participant individually to assess their circumstances to determine the best course of action to complete the eligibility process in EF.

Eckerd realizes that every interaction is an opportunity to impact the youth's success, and thus builds relationships with participants that embody our commitment to their success and our concern for their needs. This supportive relationship allows us to motivate youth, which in turn leads to successful outcomes. At the conclusion of the eligibility process, the Career Coach will create a hard file for the participant, which includes all copies of eligibility documents and will complete required enrollment case notes and activities in EF.

Eckerd has a demonstrated history of successfully recruiting and enrolling WIOA eligible, out of school youth in the State of Florida, by serving over 1200 young adults across, five workforce regions, in nine (rural and metropolitan) counties

Eckerd recognizes each local community comes with its own unique needs, which may result in difficulty in achieving the target goals. When this occurs, we engage our Quality team and meet with the local workforce board leadership to develop a corrective action plan and re-focus our priorities to maximize outcomes.

4. Youth who meet the requirements for WIOA registration and are included in the priority of service categories, who are enrolled in and provided outreach, recruitment, eligibility determination, assessment, counseling, training, job development and placement services;

- **Increase in skills attainments from prior year's Monthly Management Report**
- **Expand working relationship with the Career Academies in both counties**

- **Stronger focus on STEAM (Science, Technology, Engineering, Arts and Math) including tours/field trips, internships and certificates with a focus on Youths' career choices**
- **Follow-up and provide Employment Verification to Employment Support Center staff**

Eckerd will target the following populations for program recruitment:

Job Seekers with a High School Credential/GED – Eckerd has developed a strong referral process with Adult Education where both agencies work collaboratively to develop a structured career pathway for each participant. Once the participants demonstrates mastery of critical basic skills, Adult Education staff refer the participant to the WIOA youth program to continue education in occupational specific education that creates a clear pathway to advanced jobs and entry into middle income opportunities. Career Coach Staff coordinate monthly meetings with teachers and administrators in Adult Education in Pasco and Hernando Counties to identify participants who are ready to pursue services with the WIOA youth program. Frequent, in-person contact helps solidify the partnership and streamline the pipeline of participants who are ready to transition to the next phase of the employment pathway. Eckerd also offers an online High School Diploma option through Penn Foster to those that may qualify. Career Coaches will assess to determine the best option for the youth based on school history and learning style.

Foster care youth are a targeted population that is largely underserved in workforce programming across Florida. Eckerd has extensive experience working with this population as the Lead Agency for Child Welfare in Hillsborough, Pasco, and Pinellas Counties. We have a strong partnership with DCF and will prioritize these young people for provide workforce skills and academic training in the region. Eckerd is acutely aware of the unique needs of the foster care population, and has relationships throughout the state with key stakeholders.

Youth participants with offenses on their records face a difficult employment outlook and often require the support and guidance of the WIOA youth program to help them gain employment. Eckerd operates a large scale, community-based DJJ Transitions Program (Project Bridge) serving eleven counties throughout Central Florida. Project Bridge serves the DJJ Re-Entry population and provides linkages to skills training and employment as a primary component of services. Additionally, Eckerd is very experienced partnering with community agencies that specifically work with the offender population, DJJ at the state and local level, detention facilities, and organizations to support and empower youthful offenders. Eckerd will also leverage the Federal Bonding program for youth participants to assist with job placements.

Youth with disabilities will benefit from the service elements offered through the WIOA youth program and will receive training and work experience opportunities that will prepare them for the workforce and greater independence. Eckerd staff works closely with community partners, such as Vocational Rehab, The Arc of Nature Coast, Center, AFIRE of Pasco County, and the local school districts Adult Education and Exceptional Student Education departments to provide youth with disabilities the wraparound services necessary to achieve the goals outlined in their individual employment plan.

Career Academies (CTE): Eckerd will offer OSY services as described within this proposal; however, we possess the flexibility and expertise to provide an ISY option dependent on future CSPH needs and funding availability. Under this scenario, ISY services would be offered in partnership with the public school system as a Career Academies training model to increase workforce skills and knowledge for students to succeed in college and in the workplace. This new program model will combine academic and career or technical courses based on a career theme work-based learning experiences, such as internships. The goal would be to further develop the student's future towards education and career advancement upon secondary school graduation. Career Academies create a future talent pipeline for today's youth to consider in-demand, fast

growing occupations in the area of high skill and wages in, Manufacturing, Construction, Health Care career clusters.

Interacting with At-Risk Populations: Eckerd staff members receive on-going training to maximize interactions with at-risk populations. Staff will continue to attend the Florida Workforce Summit to stay up to speed on the new requirements of the State. All staff in place has worked with youth in the past and during their time working with Eckerd/CSPH.

- Youth Mental Health First Aid USA: Youth Mental Health First Aid is an 8-hour course that teaches front-line professionals who work with at-risk youth, how to help someone who may be experiencing a mental health or addictions challenge. The course introduces common mental health/substance abuse challenges, reviews typical adolescent development, and teaches a 5-step action plan for how to help someone in both crisis and non-crisis situations. Currently, all of our current staff have attended the training and earned a certificate.
- Motivational Interviewing (MI): All Eckerd staff will participate in the 14 hour MI training course to enhance skills coaching skills to influence youth participants to the process of change. The principles of MI are embedded in a philosophical style of coaching that uses specific techniques to move participants through the process of change, which includes six stages: Pre-Contemplation; Contemplation; Determination; Action; Maintenance; and Relapse. Program staff utilizes this blended approach to individualize discussions, interventions and activities with each participant, helping them explore the full scope of their opportunity and overcome barriers that prevent economic independence.
- Tier 1 Workforce Professional Certification: All Eckerd staff members have earned the certification with the exception of three new-hire staff. Tier 1 covers 9 competency areas:
 - Business & Economic Development Intelligence
 - Career Development Principles
 - Collaboration, Problem Solving, and Teamwork
 - Customer Service Methodology
 - Diversity in Workforce Development
 - Labor Market Information and Intelligence
 - Principles of Communication
 - Program Implementation Principles and Strategies
 - Workforce Development Structure, Policies, and Programs
- Case Management and Youth Enhancement Trainings: Eckerd staff will participate with in-house trainings from Eckerd management and through the online interactive EckerdU. Staff will actively participate in areas that will improve their interaction with youth participants and WIOA case management efforts. Topics include Federal WIOA or program changes with implementation of new processes, best practices, setting goals/ISS, case-noting, youth activities, EF guidance, counseling techniques, safety, workforce development, customer service, diversity, communication, problem-solving, interpersonal relations and other specific trainings in WIOA.

5. Assessment.

Young adults will receive Career Pathway Training, Basic Skills Remediation, Occupational Skills Training, Work Readiness Training and Work-Based Learning, Placement and Follow up Services based on their needs which will be determined from a variety of assessments. Eckerd's Career Coach Staff will conduct a comprehensive Objective Assessment Summary of each participant's needs to identify barriers or hardships that may exist and need to be addressed prior to pursuing comprehensive services, including training opportunities. Staff will also review assessments, including CASAS, My Next Move, and other diagnostic testing to determine if a participant has the academic aptitude and interest to pursue training services.

Eckerd has tested and utilized an array of assessment tools over the years to perfect the case planning process and accurately identify academic interests and skill sets. Assessments are used to measure strengths, needs, and resources that are key components used to create a roadmap for each participant and ensure that they successfully achieve their goals. A foundation of our effective program design is the blended approach of evidence-based practices known as Motivational Interviewing (MI) (Miller and Rollnick 2002) and cognitive restructuring (Beck, Ellis, et al.) combined with the Stages of Change Model (Prochaska and DiClemente 1983). These methods are integrated within Eckerd's enhanced assessment/ planning process and ongoing service delivery. The principles of MI are embedded in a philosophical style of coaching that uses specific techniques to move participants through the process of change. This change model is characterized as having six stages: Pre-Contemplation (not willing to change), Contemplation (thinking about change), Determination (deciding to change), Action (doing something about it), Maintenance (holding onto change) and Relapse (falling back into old behaviors). Program staff utilizes this blended approach to individualize discussions, interventions and activities with each participant, helping them explore the full scope of their opportunity and overcome barriers that prevent economic independence.



The proposed program incorporates a case management system that provides the foundation for assisting participants with accomplishing goals and executing services as proposed. We have developed a common approach, philosophy and language which our youth and staff can understand, maximizing successful outcomes. Our case management system is a participant-centered, goal-oriented process that accurately assesses youth needs, identifies appropriate community resources, and assists him/her in obtaining and completing services. During the assessment period, Eckerd's Career Coach completes an evaluation of each youth's strengths and areas for improvement by using staff-guided interviews and assessments such as:

❑ **Collateral Contacts:** Individuals and stakeholders critical to the support of each participant are interviewed for information that will assist in the development of an appropriate ISS.

❑ **CASAS:** Measures participant proficiencies in literacy and numeracy at both program entry and continuously throughout the program to determine and measure gains. This assessment adheres to indicators specified by the U.S. Department of Education's Educational Functioning Levels when measuring literacy/numeracy. The CASAS will be used only for basic skills assessment in order to establish standardized Reading and Math grade levels.

❑ **O*NET:** Sponsored by the U.S. Department of Labor, this website provides a robust search engine to explore occupations, apprenticeships and career pathways crosswalks.

❑ **ACT Profile:** ACT Profile is a college and career planning platform of tools for students, counselors and educators that provides personalized insights needed to make smarter decisions during key transition points. ACT Profile is free and can be accessed via any desktop, laptop, or mobile device with an internet connection. The system features unique student, counselor experiences, and parent experiences focusing on personalized college and career planning tools that leverage ACT research and vary based on each user's needs.

All assessment results are analyzed by Eckerd staff and then documented in each case file for easy review and monitoring. The CASAS results and other assessments inform the development of participant's Individual Service Strategy (ISS).

6. Employment Plan (ISS)

Once eligibility determination has been made young adults will work with their own career coaches for development on an Individual Service Strategy (ISS) and develop goals to complete while enrolled. Goals will be monitored through case management, ISS Planning and use of Employ Florida Marketplace. The Program Manager and Career Coach assess each participant enrolled in the program to deliver effective services resulting in positive growth and development in the timeframe that is most appropriate for each individual. Since our instruction is targeted and individualized, we precisely identify participant needs and help determine a relevant pathway to success. We use Motivational Interviewing techniques to ascertain service objectives, academic levels, goals, interests, skill levels, abilities, aptitudes, supportive services, barriers, and strengths.

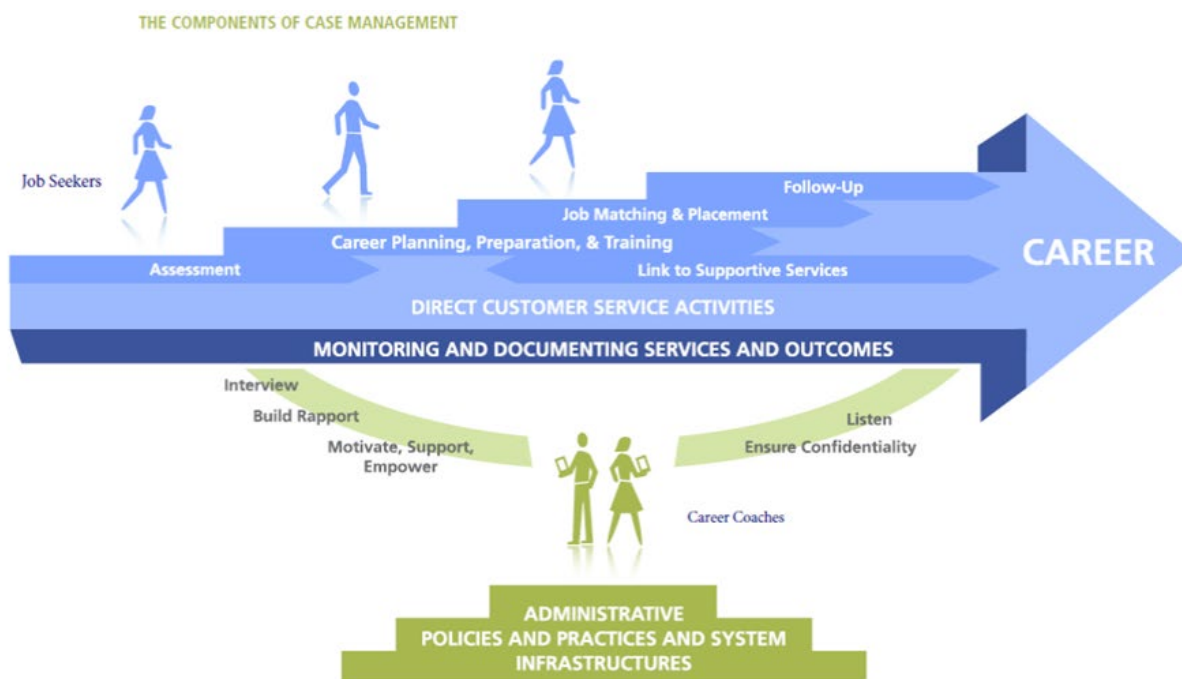
Our in-depth interview process includes a review of basic and occupational skills, prior work experience, employability potential and developmental needs. Assessment results are incorporated into the collaborative plan created by the participants and Eckerd staff, which is constantly reviewed and updated. The Career Coach, in partnership with each participant, develops an Individual Service Strategy (ISS). The ISS considers each participant's career and educational goals, training and employment ambition, assessment results, educational backgrounds, barriers to employment, and supportive service needs, while establishing clear objectives designed to empower youth while propelling them toward individual achievement.

ISS goals are comprehensive, including scheduled activities, timeframes for goal achievement, and specific action steps that will allow each participant to meet his/her objectives. Goals are developed collaboratively, with the participant identifying the best avenue for achieving success and Eckerd staff providing guidance and insight regarding available resources. The ISS planning process concludes with a prescription of services and a defined action plan for implementing activities that will achieve success. The Career Coach provides ongoing assessment of participants' capabilities and supportive service needs and updates the ISS as necessary. All gathered information is used to pinpoint strengths, identify barriers to completion, and enhance counseling activities and outcomes. Eckerd staff adheres to the following elements, ensuring a comprehensive ISS is developed in conjunction with each participant:

- ✓ **Individual:** Each participant's ISS will meet, or exceed, his or her specific needs.
- ✓ **Customer Service Focused:** Eckerd staff is trained in the area of customer service, including the dual nature of our program participants. Awareness of and adherence to our client-centered philosophy has proven to result in a high level of customer satisfaction.
- ✓ **Strength-Based:** Eckerd staff works with participants to elicit their strengths, including hidden skills and abilities that a participant might otherwise overlook. Participants are encouraged to look past current issues or barriers in favor of future goals and aspirations.
- ✓ **Accountable:** Because ISS plans are developed in collaboration with participants, we hold participants accountable for the tasks necessary to achieve their goals. Without accountability, success may be elusive.
- ✓ **Face-to-Face Contact:** Eckerd staff members forge personal connections with our participants, enabling youth to rapidly and competently achieve identified goals. For that reason, each ISS is developed in face-to-face meetings between participants and our staff. At least quarterly, a Career Coach conducts a status review with each participant to assess progress and identify challenges to success.

1. Career Management

Our program components have been developed to help participants secure and maintain unsubsidized competitive employment using a holistic, individualized, direct-service delivery approach. Through regular, scheduled meetings between the participant and their career coach, we expect that participants will gain critical interpersonal skills such as the ability to build trust, handle conflict, value differences, listen actively, empathize with others, and have understanding of their own identity. The Career Coach will be the participant's first contact and liaison at the program, they will collaborate to solve problems and to meet the participants' learning needs. Case management sessions will allow the staff to build a caring relationship with the participant's, provide "just in time" interventions, and continuously evaluate their progress. We have developed a common approach, philosophy and language which our participants and staff can understand, maximizing successful outcomes. Our case management approach is a person-centered, goal-oriented process that accurately assesses individual needs, identifies appropriate community resources, and assists participants in successfully completing services.



Eckerd will ensure effective case management and career guidance services are provided which are formulated on a proven coaching/mentoring strategy developed to assist participants with preparing for, finding and keeping a job. The coaching chart illustrates the 9 steps and 9 skills Eckerd staff will be trained on and use to incorporate the 5 key elements of the case management system.

□ **C** (*Clarify Focus*): Eckerd staff will help each youth understand the goals of participation with the program, service expectations, and the actions that will help them achieve targeted goals. This will be accomplished through our detailed orientation process, through the individual case planning, and will be integrated through all interactions and activities.

□ **O** (*Opportunities to Develop*): The program will provide each youth with individualized services directly based on their needs, strengths, and interests. Youth will commit to services that are aligned with their desire to change. We have identified skills training and structured activities that will engage referred youth and motivate them to follow-through.

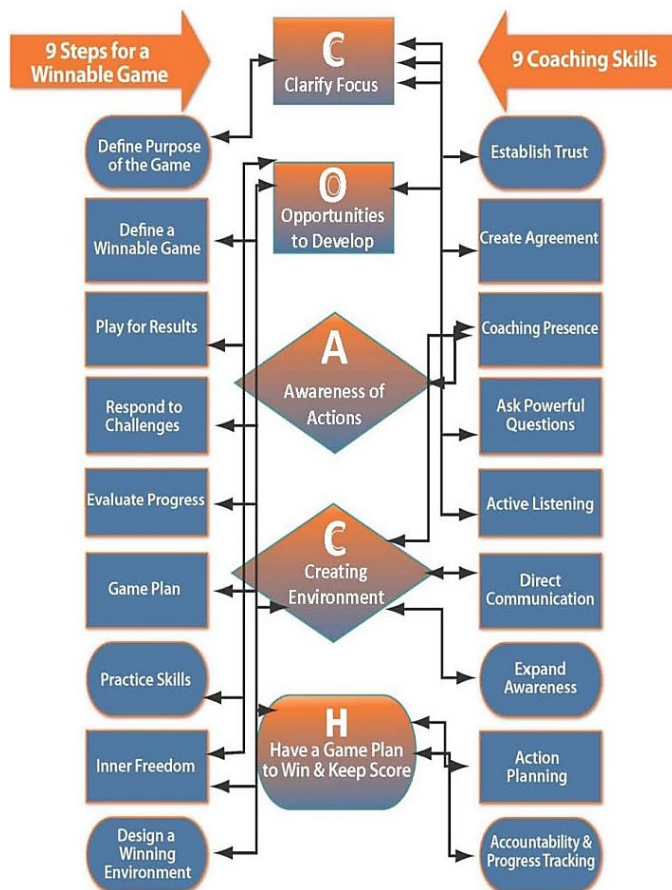
□ **A** (*Awareness of Actions*): Identified interventions are designed to help each youth move through the process of change. We understand that this process may be difficult and prompts youth to experience new insight and feelings based on their past behavior. Our staff will be acutely aware that the change process is an expected part of program participation and will be equipped to provide appropriate support for youth as they experience change.

□ **C** (*Creating Environment*): Program services will be offered in a welcoming, supportive environment that is conducive to learning, skills development, and change.

□ **H** (*Have a Game Plan to Win and Keep Score*): Our Career Coaches and other staff will use ISS Plan reviews as opportunities to provide additional support for each youth by focusing on positive achievements rather than lack of progress.

This model incorporates a scorecard system to assist the participant with managing their progression and provides our staff with the basic skills necessary to accelerate the employment process. Our Career Coach provides the primary case management activities for the youth. They will collaborate with the participants and guide them on the path of their specific goals until they achieve and sustain the agreed upon definition of winning or goal attainment, essentially serving as mentors and coaches throughout the program delivery of services. This includes a community wide strategy for coordinating the provision of services to ensure duplication of activities does not occur and maximizing existing resources. Strategic case management is critical in creating and maintaining positive relationships with participants by developing trust, creating a team approach and setting goals. Community employers, educators and volunteer mentors are coordinated to provide additional assistance based on assessment.

Eckerd staff will be trained in the techniques of Motivational Interviewing to elicit responses from participants, providing them with an informed choice and voice in the process. Established face to face meetings will be conducted, during which staff will review goals with the participants, thus creating a feedback loop.



Satisfaction surveys will also be administered to the participants to receive feedback on the assessment process and planning period of enrollment.

Case Management services align with the Eckerd Workforce Division's overall mission *"To provide fundamental life, education, and workforce skills that together form the building blocks for better lives."* Effective planning always begins with comprehensive staff training, validating staff's understanding of the Eckerd system and stimulating successful collaboration with partner agencies involved with program participants. Our current WIOA operations in Florida reflect our commitment to both youth and community engagement based on our provision of workforce development programs that focus on participants' personal strengths and interests. Eckerd programs provide substantive phases of self-exploration by virtue of assessment, career exploration utilizing various methods, and planning via effective case management.

Eckerd understands the many needs of our target population. As these participants may not have adequate resources, we will look to our community partners to address the needs of youth holistically. One of the most important resources we provide to each youth is an introduction to the CareerSource Centers, where many community resources are co-located. This also brings other professionals into our network of support and opens the door for a variety of referral services. We feel this strategy is most effective in that it prevents duplication of services being provided in any area and helps to connect the youth to an ongoing system that can assist them as they transition into the workforce. This knowledge is presented at all information session events and is reiterated when the youth is assigned a Career Coach. Supportive services are available to participants who have barriers that would normally keep them from successfully completing their goals in the program. All youth are assessed to determine their need for supportive services. Some examples of supportive services include: assistance with child care payments, transportation assistance and assistance with exam fees, books and uniforms. These services are provided on a case by case basis after all other available resources have been exhausted. Eckerd will leverage funds for support services with Mid Florida Community Services include educational assistance, vocational training, rent/mortgage assistance, energy assistance and food assistance. In addition, Mid Florida will assist with childcare, medical and financial literacy.

8. Training Referral

Eckerd will ensure all WIOA program elements are available directly through the proposed program or through coordination with local partners and services providers. Eckerd Career Coaches along with program management/support staff will administer the activities with each element as the local provider, with the option to refer select participants as needed to other partner providers that are members of the community alliance. As needed, a referral letter, email, or phone call will be made to the partner to establish connection with the youth participant and referral to the additional services. In some cases, community partners may be invited to Eckerd workshops to provide further training in a given area, based on the 14 WIOA Program Elements.

WIOA Required Program

Elements	Provider / Referral Agency	Instructional Activities
1. Tutoring, academic remediation; study skills training, and instruction leading to secondary school completion, including dropout prevention strategies	Eckerd / Public school partners (James Irvin Technical Center; Marchman Technical College)	Computer based training / instructor facilitated FCAT and GED Practice, GED Prep materials, e.g. Khan Academy (online), Ebsco Learning Express, Practice GED exams

2. Alternative secondary school offerings	Eckerd / Penn Foster/ Local Charter and Alternative Schools	Florida Department of Education Standards
3. Summer employment opportunities directly linked to academic and occupational learning	Eckerd / Community Business partners, Community Based Organization (CBO's), and Faith Based Organizations (FBO's)	Year-Round Services Eckerd documented summer work experience best practices program activities, coordinated activities with community partners
3A. Paid and unpaid work experiences, including internships and job shadowing	Eckerd /Community Business partners, CBO's, FBO's	On-site job shadow opportunities; Paid, work experience for 180 hours for \$13.00 per hour, with a training plan for technical and soft skills.
4. Occupational skills training	Eckerd / Approved Training Provider Partners	Various. Based on identified occupations/career fields on the Targeted Occupations List with Approved Training Providers
5. Leadership development opportunities, including such activities as positive social behavior and soft skills, decision making, teamwork, etc.	Eckerd in connection with various community partner agencies and employers	Employability Skills, Life Skills curriculum that includes leadership development, health, nutrition, sexual behavior, and substance abuse prevention
6. Supportive Services	Eckerd in connection with various partner agencies and/or employers	Independently driven by participant needs. Supportive services for educational training and employment activities such as gas cards, bus passes, emergency 'triage',
7. Adult mentoring for at least 12 months	Eckerd in connection with partner agencies and employers	Career Coach may provide mentoring during enrollment and in follow-up status. Independently driven by participant needs; Case managed and documented. Volunteers from outside agencies may be considered as mentors.
8. Comprehensive guidance and counseling	Eckerd and/or community agencies	Ongoing intensive case management. Community/locally based programming
9. Follow-up services no less than 12 months after exit	Eckerd	Independently driven by participant needs. Contact with employer, post-secondary entities, job retention coaching, academic support, incentives, support, career and education counseling. (Continuous service until participant has completed follow-up period of 12 months)

10. Financial Literacy	Eckerd / Community Business partners	Eckerd will provide financial literacy as a part of our work readiness activities in a class setting or individually
11. Entrepreneurial Skills Training	Eckerd / Y.E.S partnership	In collaboration with the Y.E.S program Career coach to assist youth that may be interested in establishing their own business with research and guidance. Community partners and business shadowing can be used in the area.
12. Activities that help youth transition to postsecondary education and training	Eckerd in connection with local colleges and technical schools	Career coach can assist with guidance and referrals to colleges or technical schools. They can help with career exploration and what is needed for training/education in the field. We can assist with FAFSA application as needed.
13. Services that provide labor market and employment information in the local area	Eckerd	Eckerd will provide this information as a part of our work readiness activities in a class setting or individually
14. Education offered concurrently with and in the same context as workforce preparation	Eckerd / Community Business partners	Eckerd may provide basic skills in reading and math to assist young adults while they receive work readiness activities in a class setting or individually.

Career Pathways/Occupational Certifications: Eckerd staff will provide each OSY participant with an opportunity to explore career options, understand local labor market information, and help them use this information to identify a career cluster, field or pathway. Participants in any of the program tracks will have the opportunity to receive training that leads to the attainment of a recognized credential. Eckerd staff will continue to provide support in the community to our incarcerated and foster care youth as a part of the eligibility process. Staff will provide in-house training as well as information regarding training available through recognized providers in the community.

Through our Legends Career Academies young adults will have the opportunity participate in training opportunities that are specifically designed to meet the needs of the business community while preparing participants for meaningful employment with career laddering opportunities. Our training menu was developed utilizing local labor market data and aligns with the high growth/high demand industries in the Pasco-Hernando region. Though our training will be preparing jobseekers for entry-mid level positions, we recognize the potential for advancement and growth in these industry sectors. We believe that these occupational courses are excellent foundation trainings for jobseekers and serve as a springboard into any of the priority sectors, as they teach many of the hard and soft skills that employers expect of workers across industries. Moreover, the preparation



to take the associated credential exams reinforces the reading, math and critical thinking skills that our program will cover in the basic skills and work readiness components.

Community Partnerships: Eckerd has established a strong network of community-based partners to implement new programs such as the Work Experience Program and will continue to work with community partners to meet their needs for employment needs. Partnering agencies also provide training key occupations such as the following:

- *Certified Nursing Assistant:* At-Home Senior Care; A-1 Healthcare Academy; 4YourCNA
- *Patient Care Technician:* Pasco Medical Training; Marchman Technical College
- *Assistant Teacher/Child Care Specialist:* Department of Children and Families/Early Learning Coalition
- *Forklift Operator/OSHA 30 Hour:* Workforce Industrial Training

Eckerd will continue to work with the School District Workforce Education, DJJ facilities and alternative education providers throughout the region, including, Marchman Technical College, Moore Micks, James Irvin Technical Center, and Pasco Hernando State College.

STEAM in Workforce Development: Region 16, Career Source Pasco Hernando, has the ideal blend of attributes for building and supporting a highly skilled STEAM labor pool. Millennials are a perfect a demographic for technology-based fits occupations that are STEAM related. In our current program, Eckerd connects WIOA eligible, out of school youth with local post-secondary institutions and companies through industry tours to provide students with hands-on opportunities to gather knowledge about the diverse and growing industries and occupations that align with STEAM. These field-based experiences give OSY the ability to experience real-world application of STEAM and consider a career in a field they might not have previously known. In the past, participants have visited local colleges and universities, such as St. Leo University, University of South Florida, Pasco Hernando State College, Marchman Technical College, and St. Petersburg College to explore programs that have a STEAM focus. Additionally, local companies were toured to connect in-demand occupations, such as Welbilt Manufacturing, Legget & Plat Manufacturing, Volunteer Way (Hydroponic Gardens); Tampa International Airport for Aviation Operations/Mechanics, WTPS News Station (Graphic Arts, Film, Sound, Lighting Production); and New Port Richey Police Station for IT department for (technology).

Work-Based Learning Opportunities: Eckerd has extensive experience operating work-based learning activities. In Florida, Eckerd has placed nearly 1000 youth in paid, work experience opportunities and collaborating with over 350 local businesses (for profit, municipalities, and non-profit organizations) to provide participants with hands-on training annually. In 2021 Region 16, placed 72 participants in paid work experience placements in local businesses. These placements resulted in over \$114,000 in wage related payments for participants and saved local employers these funds in onboarding and training costs.

Early work experiences alleviate the challenge of obtaining a first job and gaining job experience, leading to smoother transitions into the workforce and greater success once there. Having worked in a given year increases young adults' chances of being employed the following year by as much as 86 percentage points, while older youth have almost a 100% chance of being employed if they worked more than 40 weeks the previous year. Moreover, participating in internships can increase a participant's salary by as much as 11% up to as many as eight years after exiting a workforce development program. Meanwhile, youth who do not work while in the program and do not enroll in post-secondary schools often face lower employment rates and earnings later. Our internship program is designed around best-practices in work-based learning and include the following characteristics:

Support entry and advancement in a career track

Eckerd's work-based learning activities are an opportunity for immersion in the participant's field of interest and allows for the interaction with professionals who are already working in it. Eckerd's effective model for work-based learning provides participants with opportunities to build knowledge, develop skills and advance in specific career pathways. Our work-based learning supports the development of industry specific technical skills and professional skills, such as communication, teamwork, and problem solving, valued by all employers.

Provide meaningful job tasks that build career skills and knowledge

Participants in our work-based learning have opportunities to engage in appropriately complex and relevant tasks (i.e., those that are representative of work in a particular industry, rather than general support roles) aligned with participants' career goals. We select work-based learning sites that support learning by providing appropriate mentoring and supervision. Work-based learning allows participants the opportunity to perform meaningful job tasks which allows opportunities to develop skills and gain experience relevant to a specific industry, positioning them for successful career entry and advancement.

Offer compensation

For many low-income youth, including those with children or other dependent family members, participation in education and training often must be balanced against the need to earn a paycheck. By combining paid work with academic instruction, work-based learning makes it easier for youth participants to support themselves and their families while gaining skills and credentials that translate into longer-term career advancement.

Identify target skills and how gains will be validated

Eckerd believes mutual understanding of the skills to be attained through work-based learning increases its value to both participants and employers. We developed our model to include mechanisms to articulate and validate skills development and integrates larger learning goals and formal assessments. Individual learning plans that are co-created by participants and their career coaches also provide an opportunity to articulate the skills to be attained and to reflect on progress.

Reward skill development

Our work-based learning model reinforces learning by recognizing and rewarding skills development. Participants who succeed in their initial assignments are given opportunities to continue to grow through taking on greater responsibility and more challenging tasks. Additionally, we utilize the Income Growth Strategy which is a philosophy to maintain youth in the labor force as well as to promote advancement and wage gain opportunities. It takes the career goal setting a step further and promotes wage progression through rapid attachment to the workforce, on-going skills gains and personal development. The strategy involves a planned sequence of service interventions, which targets the needs of both participant and business customers at the same time. The IGP will be updated regularly to reflect the new skills acquired by the participant and the changing demands of the labor market. All participants who become employed will be encouraged to attend quarterly Income Growth Planning Sessions during their follow-up period. The sessions will continue the process of identifying the necessary actions and support services. In addition, they will be invited to attend follow-up Financial Literacy workshops to reevaluate their financial situation and continue their financial skills attainment and assessment to maintain the individual in the labor force as well as to promote advancement and wage gain opportunities.

Support post-secondary training/education entry, persistence, and completion

While some work-based learning models are designed to lead directly to full-time employment, our model is designed to support transitions to further postsecondary education and training. Our model exposes youth to different career opportunities, helps them build work experience and a work history, increases their understanding of the application of classroom learning on the jobsite, and connects them with adult mentors successfully working in their chosen industry. Research suggests that work-based learning activities enable youth to develop goals and envision their participation along a pathway to achieving these goals are correlated with better educational and employment outcomes.

Provide comprehensive student supports

To support work-based learning and ensure that participants' progress is not slowed or stopped by challenges such as a lack of transportation or childcare. Our program provides participants with case management and counseling services helps them overcome barriers to successful completion of work-based learning. Other supports provided include peer cohorts who provide access to mentors in academic and workplace settings; flexible schedules to accommodate individual needs; and access to benefits and resources, such as transportation, childcare, and emergency assistance

Participants are directly supported by Eckerd Workforce Development Specialists to evaluate the participant's interest and aptitudes and provide job-matching services. The Workforce Development Specialists will meet with local businesses to develop worksite partnerships for short-term job shadowing, work-place mentoring, and paid internships. Our staff will provide each worksite with an orientation to train worksite supervisors on the responsibilities and procedures of a worksite and conduct, a site monitoring to ensure the site is a safe, environment and accessible to the public. Eckerd will continue to engage a payroll company that will become the employer of record and ensure wages and taxes are paid to the participant for hours worked.

10. Job Placement

Eckerd has been developing successful employment partnerships for more than 18 years in the State of Florida; we have established almost 600 employer relationships statewide, through either direct hire placements or work experience partnerships. In the 20-21 program year, amid the pandemic, our CSPH Youth program was able to see 112 young adults into employment and education placements, despite the various impacts that COVID-19 placed on the participants, our community and local employers.

Placements are identified based on matching skills and abilities to open positions. Our core beliefs and values described below drive the process:

- **Prepare participants through training and guidance in soft skills:** To accomplish this, Instructors provide participants with comprehensive pre-employment skills training.
- **Train participants in technical skills, or hard skills, needed for specific career pathways or work settings:** Our program focuses on providing industry recognized training and credentials based upon high demand jobs identified from labor market information.
- **Developing and maintaining relationships with employers: The Program Manager and Career Coach** identify employers that will partner with us while also collaborating with local workforce staff to coordinate job placement efforts.
- **Carefully match participants based on interests and skill:** Our Career Coach conducts in-depth discussions with each participant to determine their interests, skills, and abilities to increase motivation, develop successful placement, and solidify retention.
- **Incorporating positive development principles:** Our staff treats each participant with respect, modeling appropriate work ethic when providing training.

- **Creating case plans with a focus on both short and long-term goals:** We believe that working together with each participant and building on their strengths and abilities will help with experiencing success, initially with short term goals and progressing to long term goals.
- **Provide on-going support to participants and employers to ensure job continuity:** The Career Coach maintains weekly communication with each participant to ensure a successful experience. It is critical that employers feel that they can contact our staff to discuss issues or concerns before they become irreconcilable, therefore, each employer is given an evaluation checklist that is used to show the participant's progress or skills for improvement.
- **Have a follow up strategy to ensure job continuity:** Staff strategically matches follow-up services to each participant's characteristics, needs and personal situations. This allows staff to better understand what motivates each participant to remain engaged on the job.

Advanced Training for Targeted Sectors: As noted, Eckerd has a great deal of experience in operating work-based learning activities. In Florida, Eckerd more than 1000 youth in paid, work experience opportunities and collaborates with over 350 local businesses (for profit, municipalities, and non-profit organizations) to provide participants with hands-on training annually. Eckerd has maintained great success by offering occupational training that align with the regions targeted sectors and occupations gaining the most new jobs. Many young adults are working towards earning their high school diplomas/or state issued GED; however, obtaining employment is a priority for their continued success. Eckerd will evaluate the career pathway and will work with the young adults in completion of the registration and enrollment process through an ITA into additional training as assessed. This investment of resources for short-term advanced credential trainings will lead to higher wages and increased employment retention. Eckerd will collaborate with CareerSource Pasco-Hernando to identify additional eligible training providers to ensure that the entry level trainings are available to support the targeted sectors.

The addition of our Legends Career Academies will offer participants the opportunity to train for occupations in the high demand/high growth industries of Healthcare, Information Technology, Warehouse/Logistics, and Culinary Arts, these academies were developed utilizing the same successful model of our Phoenix Rising Pre-Construction program.

We have had great success collaborating with local state colleges and technical programs, and other approved providers to enroll youth into these careers or even support the CAPE academy graduates to complete the required state certification testing, gain additional work experience and to obtain unsubsidized employment. Eckerd will coordinate with CareerSource Pasco-Hernando to approve training sectors prior to placement. Further, Eckerd will work with the CSPH Business Services to attend local Chamber of Commerce and Economic Development events and targeted sector recruitment events to support young adult workforce engagement.

11. Job Retention / Follow-up.

Over the past two years, Eckerd has aligned training with in-demand industries leading to workforce engagement in employment and retention either be within 90-100% of target in all regions we serve.

Measures	PY2020-2021 1st Quarter Performance	PY2020-2021 % of Performance Goal Met For Q1	PY2020-2021 2nd Quarter Performance	PY2020-2021 % of Performance Goal Met For Q2	PY2020-2021 3rd Quarter Performance	PY2020-2021 % of Performance Goal Met For Q3	PY2020-2021 4th Quarter Performance	PY2020-2021 % of Performance Goal Met For Q4	PY2020-2021 Performance Goals
Adults:									
Employed 2nd Qtr After Exit	86.10	100.70	86.70	101.40	86.50	101.17	84.50	98.83	85.50
Median Wage 2nd Quarter After Exit	\$8,300	118.57	\$8,320	118.86	\$8,386	119.80	\$8,381	119.73	\$7,000
Employed 4th Qtr After Exit	84.20	100.24	83.90	99.88	83.10	98.93	82.80	98.57	84.00
Credential Attainment Rate	77.30	113.68	77.20	113.53	76.50	112.50	78.50	115.44	68.00
Measurable Skill Gains	66.50	141.49	64.20	136.60	66.30	141.06	80.70	171.70	47.00
Dislocated Workers:									
Employed 2nd Qtr After Exit	82.60	97.18	81.50	95.88	82.30	96.82	83.90	98.71	85.00
Median Wage 2nd Quarter After Exit	\$8,911	127.30	\$9,292	132.74	\$9,889	141.27	\$10,666	152.37	\$7,000
Employed 4th Qtr After Exit	81.90	103.67	79.70	100.89	78.30	99.11	76.60	96.96	79.00
Credential Attainment Rate	80.40	114.86	79.40	113.43	80.10	114.43	82.50	117.86	70.00
Measurable Skill Gains	56.70	120.64	59.10	125.74	66.00	140.43	83.20	177.02	47.00
Youth:									
Employed 2nd Qtr After Exit	81.40	103.04	80.10	101.39	79.90	101.14	79.50	100.63	79.00
Median Wage 2nd Quarter After Exit	\$3,900	121.88	\$3,848	120.25	\$3,760	117.50	\$3,900	121.88	\$3,200
Employed 4th Qtr After Exit	79.00	108.22	78.70	107.81	77.70	106.44	76.60	104.93	73.00
Credential Attainment Rate	75.60	98.82	82.90	108.37	82.10	107.32	80.50	105.23	76.50
Measurable Skill Gains	50.90	111.87	48.50	106.59	47.70	104.84	53.00	116.48	45.50
Wagner Peyser:									
Employed 2nd Qtr After Exit	64.10	98.62	66.90	102.92	64.60	99.38	62.30	95.85	65.00
Median Wage 2nd Quarter After Exit	\$5,389	107.78	\$5,450	109.00	\$5,448	108.96	\$5,510	110.20	\$5,000
Employed 4th Qtr After Exit	61.60	95.95	66.30	103.27	64.50	100.47	62.20	96.88	64.20
Not Met (less than 90% of negotiated)									
Met (90-100% of negotiated)									
Exceeded (greater than 100% of negotiated)									

Each participant who enrolls in our program will be matched with a service track that directly corresponds to his/her assessed needs, identified skill level, and motivation to complete services. Our proposed program provides substantive phases of self-exploration by virtue of assessment, career exploration utilizing various methods, and planning via effective case management. Eckerd will utilize evidence-based MI to generate strong engagement, beginning with our initial interactions, during active program participation, and continuing through follow-up. We understand that not all youth enrolled in services will maintain an appropriate level of engagement throughout the entire program, and thus have developed a system of monitoring and responding to changes in overall youth participation levels. We understand that individualized assessment and ongoing case management are not dynamic enough to maintain effective engagement during services. Our engagement strategy includes regular, sustained interaction with a dedicated staff member, allowing youth to bond with our staff for authentic coaching, skill development, and relationship building.

Eckerd Career Coaches provide regular, ongoing contact and identifies and addresses work related problems as they arise. During the first two quarters of employment youth are contacted via phone, social media, face-to-face, text or email as often as necessary. After this period, youth are contacted a minimum of one time per quarter if they are employed and more often if unemployed or underemployed. Youth will be contacted via monthly newsletters, email blasts and via social media, notifying them of activities at our program, including informational interviews, guest speakers, and job fairs. The following follow-up strategies include:

Period	Strategy	Actions
<i>Prior to Exit</i>	Develop and Review Strategic Exit Plan	<ul style="list-style-type: none"> • Schedule times for contact-minimum of 1/month • Discuss what to expect in follow-up • Monthly contact with questions regarding status and future needs • Ensure contact information is up to date, including social media information such as Facebook, Twitter, LinkedIn, etc. • Consent to release form updated as needed
<i>First Quarter</i>	Bi-monthly contact	<ul style="list-style-type: none"> • Know the job, the employer and the status of success • Identify challenges & barriers • Utilize MI to assess if youth remains in the “Action” stage of change • Review goals established on exit plan • Encourage attendance in a quarterly face-to-face meeting to discuss successes and other needs • Verify employment, post-secondary, or military placement • Document in EF with activity code & case note
<i>Second Quarter</i>	Bi-monthly contact	<ul style="list-style-type: none"> • Identify challenges & barriers • Utilize MI to assess if youth remains in the “Maintenance” stage of change • Review goals established on exit plan • Engage in re-employment activities if required • Verify the employment & median earnings • Document in EF with case note
<i>Third Quarter</i>	Monthly contact	<ul style="list-style-type: none"> • Utilize MI to assess if youth remains in the “Maintenance” stage of change • Review goals established on exit plan • Monitor employment and/or re-employment needs • Encourage attendance in a quarterly face-to-face meeting with all 3rd quarter completers to discuss promotion strategies and validate self-sufficiency • Verify employment, post-secondary, or military placement • Continue placement and retention strategies, as needed • Document in EF with activity code & case note
<i>Fourth Quarter</i>	Monthly contact	<ul style="list-style-type: none"> • Engage in re-employment activities if required • Verify the employment retention & credential attainment • Continue placement and retention strategies • Collect and enter data related to placement and earnings • Document in EF with activity code & case note

12. File Maintenance and Documentation

Eckerd will adhere to Region 16's operational policies and procedures for the delivery of programs and program services for WIOA Youth funding. Eckerd staff training, and development is seamless, and we track delivery of services through a single integrated state management system, Employ Florida (EF), which captures staff-assisted and self-services through labor exchange. One central MIS system strongly supports coordination and reduces duplication of services. LWDA 16's central document management system, ATLAS

system, helps support participant record retention promotes coordination of services and reduces duplication of services.

Career Coaches will monitor the youth's progress toward set goals and will close each goal upon completion. The Career Coach will ensure that youth measurable skills goals are set, and training milestones are recorded in EF at all times while the case is active.

13. Customer Inquiries

Understanding that youth have shifts in priorities and can quickly lose motivation for change Eckerd Connects ensures that all inquiries from potential participants are responded to within 2 hours of when the initial inquiry was made. Our experience has demonstrated that it is imperative to engage youth with the enrollment process as quickly as possible. This type of responsiveness creates the initial building blocks of a trusting relationship between the youth and case manager. If the inquiry comes from a program partner, we will respond within 4-6 hours. We will request a meeting between the program partner and the young person be scheduled within 24 hours or (preferably) we will reach out to the young person directly and schedule an initial meeting. As recently discussed in the Journal of Adolescent Research, increasing engagement is a mechanism to both promote positive outcomes and reduce involvement in negative behaviors. That said the sooner we can engage participants in the process the better their chances are of making good choices and reduces the likelihood of their involvement in harmful or anti-social activities.

(4) Describe your plan to establish and maintain a continuous improvement process that includes data collection, reporting, data analysis, and corrective action mechanisms to ensure that performance goals are achieved.

Eckerd conducts internal program reviews, provides training & technical assistance and tracks key performance indicators on a continuous basis as follows:

1. Every eligibility application is reviewed for accuracy prior to program enrollment.
2. All enrollments are reviewed which includes a review of the assessment and initial ISS.
3. All training packets are approved by the Program Manager.
4. Use of reports to track enrollments, employer satisfaction and performance goal obtainment.
5. Weekly follow-up reports are sent to Program Managers so that follow-up remains on schedule.

Aggregate data encompassing outcome requirements and other indicators critical to program success are summarized in a customizable monthly scorecard that identifies target performance, measures current progress and assesses risk.

The local management team has a central role in developing processes and mechanisms to stimulate consistent, proactive dialogue with Board staff throughout the relationship. In addition, our local management team focuses on internal communication, coordination of various partnering organizations, and benchmarking to identify and apply organization wide *Best Practices*. Eckerd has developed a system for monitoring contract performance that aligns with our own organizational standards and WIOA requirements:

- Program leadership conducts a random monthly file review (minimum of 10% of caseload);
- Internal outcome reporting system is captured via organizational scorecard reporting;
- Eckerd utilizes the EF System to generate reports to validate service delivery

(5) Include any creative and innovative methods in the delivery of the proposed services.

We have modified our program design to allow for more specialized and individualized services for both youth and employer customers.

Through our ***Pre-Military Pilot*** program participants will receive “just in time interventions” necessary to ensure that they remain on a positive trajectory until they are placed in their assignment of choice. In addition to providing these young people with structured education and workforce training, we are able to help them gain the increased knowledge, skills sets and education necessary to be placed in their selected assignment if they did not meet the minimum standards on initial testing.

Through our ***Legends Career Academies*** participants will have the opportunity to immerse themselves in their field of interest. Each academy focuses on an in-demand occupation and access to experts in the field who can assist participants during their tenure in the program and beyond. Cohort training uniquely positions participants to network and develop relationships. In addition to learning from the instructor, participants benefit from learning from each other. If members have a question or need support, they can turn to their peers. Being regularly exposed to new ideas can expand their perspectives and spark creativity. Frequent group discussions all enhance the learning experience. Additionally, engaged cohorts transcend the learning community and often spend their free time together in pro-social activities.

Transition Plan

As noted in this proposal, Eckerd is the current WIOA Youth Services provider working in partnership with CareerSource Pasco-Hernando. Therefore, if Eckerd is selected for award we will continue our current program utilizing the leadership and staff team that is in place with no disruption to services for young people currently enrolled in the WIOA program.

5. Budget

A detailed line-item budget must be submitted. Costs included in the proposed budget must be actual costs incurred in delivering the proposed services.

A. Provide a detailed budget narrative that justifies each proposed expense in terms of it being necessary, allowable and reasonable. Please provide specific details for the method of computation.

Budget and budget narrative start on the next page.

Budget Item	Annual Cost	In-Kind	How Cost Determined	Justification	(For Board Use Only) Cost/Price Analysis		
					Reas	Nec	Basis
Staff Salaries	\$ 346,520.91		Amount of Salary budgeted per person based on actual time required	Staff required to operate program			
Staff Fringe Benefits	\$ 113,613.14		Applicable benefits per staff as detailed in narrative	Benefits eligible per employee			
Mileage	\$ 10,800.00		Estimated miles @ \$.44 / mile	Travel required to provide services			
Other Travel (Lodging & Meals)	\$ 2,598.00		Lodging cost per night plus per diem allowable for overnight trips	Overnight trips for program oversight, support & training			
Staff Background Screening	\$ 436.00		Average of \$250 per new hire, \$30 per annual renewal	Screening required per Eckerd HR policy			
Conference Registration Fees	\$ 937.50		Cost for 2 staff to attend Statewide Conference, plus 50% operations director	Engages staff and trains on latest updates to policies and procedures			
Office Supplies	\$ 1,800.00		Historical averages of other programs	Required supplies to operate program			
Postage	\$ 840.00		Historical averages of other programs	Postage to securely mail participant checks and other documents			
Computers	\$ 7,440.00		New Computer cost of \$1200 per FTE	Outdated computers to be replaced			
Software Licensing Fees	\$ 4,580.00		Annual cost fees to license certain software for program execution	Software tools that will enhance program offerings & training opportunities			
Property Rent	\$ 7,788.00		Current lease cost of \$649 / month	Lease space at the Dade City to serve additional participants			
Internet	\$ 3,300.00		\$275 / month for internet services at site locations	Required for adequate connectivity for program usage			
Cell Phone	\$ 6,048.00		Cost per month per staff for unlimited talk/text/data	Staff are accessible & secure communication lines			
Liability Insurance	\$ 6,024.00		Calculated as .6% of program revenue	Required by Eckerd for program operations			
Client Transportation	\$ 16,375.00		131 participants will receive up to \$125 as a stipend	Transportation assistance will increase attendance			
Work Experience Wages	\$ 175,500.00		75 participants, 30 hours per week up to 6 weeks at \$13 per hour	Wages to place participants in subsidized employment			
Work Experience Taxes & Fees	\$ 43,875.00		25% of wages	All required taxes, insurances, and processing fees			
Client Verification	\$ 1,991.25		\$14.75 per access to national database to verify employment	Provides useful data when otherwise not able to obtain by using national database			
Client Credential Certification	\$ 27,700.00		Actual cost of various credential options for different participant tracks	Credentials aid in long term employment and develop skills			
Client Tuition	\$ 56,250.00		Actual cost of GED training & testing via Penn Foster at \$750 per	Develops core knowledge and aids in employability skill gains			
Client Testing Fees	\$ 3,150.00		Certification Exam Fees (A+, DCF, CNA)	Exam required to obtain certification			
Client Incentives - Attainment	\$ 3,000.00		Credential attainments and GED attainments	Incentivizes completion of training			
Client Incentives - Completion	\$ 12,000.00		Participants complete training	Incentivizes participation			
Client Incentives - Retention	\$ 8,750.00		Paid for employment at 2nd and 4th quarter after exit	Incentivizes prolonged unsubsidized employment			
Client Incentives - WEX	\$ 38,000.00		Participants who complete internship and stipends paid while participating in credential training	Bonus for achieving program benchmarks			
Client Allowances	\$ 10,350.00		Support Services allotment for tools, books, etc.	Assistance required for participants to be successful in training			
Client Clothing	\$ 3,950.00		Team shirts, uniforms, scrubs etc for participants	Assistance required for participants to be successful in training			
Client Background Screens	\$ 1,600.00		Average cost to screen participants for employment	Required for certain work internship opportunities			
Printing / Copying	\$ 630.55		Cost for large-scale print runs	Flyers and other required paperwork for program			
Indirect Costs	\$ 88,152.66		12.10% of modified total direct costs	Allocation of indirect costs per federal guidance			
Profit/Program Income (%)							
TOTAL COST (100%)	1,004,000						

BUDGET NARRATIVE - YOUTH

- **Salaries:** Eckerd's staffing plan for the Youth project includes an allocation of oversight staff including the VP of Operations (48 hours; \$3,483), and Operations Director (835 hours, \$33,418) who also support other projects in the surrounding areas. The Program Manager (1,253 hours, \$38,824) dedicated to the Pasco Hernando region would support this project in addition to the Welfare Transition project. A total of three career coaches are planned to serve this program only as full-time staff with one of them being a lead (Lead CC \$41,760, CC2 \$38,628, CC3 \$40,647). The other full-time staff include two workforce development specialists (2,088 hours each; one at \$40,668, one at \$43,849), and a retention specialist (2,088 hours at \$39,319). The last employee who would be leveraged by splitting time with the Welfare Transition program is a construction instructor (1,253 hours, \$25,924).
- **Fringe:** *FICA* is calculated at 7.65% times payroll that is subject to FICA taxes. If an employee has deductions from their check for qualifying health benefits, their taxable wages are reduced by that same amount. The **Worker's Compensation** rate is an estimate based on the prior fiscal year's actual workers compensation expenses as a percentage of the company's projected total salaries for the upcoming year. This is considered a "provisional rate" and will be adjusted (if needed) in the middle of the fiscal year as actual expenses are incurred. The rate budgeted is .5% and is applied to actual payroll. The **health insurance** rate is calculated based on the total number of employees electing coverage. The actual per employee per year rate is calculated as estimated total health claims and administrative expenses divided by the number of employees electing coverage. This is converted to a monthly amount and charged to each contract based on employees that have elected coverage. This is considered a "provisional amount" and will be adjusted as the actual expenses are incurred. The amount per employee per month is \$785. The monthly amount is multiplied by the Full Time Equivalent amount (FTE). To calculate the FTE, each month the total number of hours worked on a project by those employees who elect coverage is divided by the number of working hours that month. Other Employee Benefits are also included with the health insurance line. This includes the cost of our EAP, Life Insurance and Short-Term Disability for all employees. The amount per employee per month budgeted is \$35. The monthly amount of \$35 is multiplied by the Full Time Equivalent amount (FTE). To calculate the FTE, each month the total number of hours worked on a project by each employee is divided by the number of working hours in that month. The **Pension** rate is an estimate based on the prior fiscal year's actual retirement expenses as a percent of the company's projected total salaries for the upcoming year. This is considered a "provisional rate" and will be adjusted (if needed) towards the end of the fiscal year as the actual employer contribution is calculated. The rate budgeted is 2.2% and is applied to actual payroll. Eckerd Connects is self-insured for **unemployment**. The rate is set by a company that administers the unemployment program. The rate budgeted is .79% and is applied to actual payroll.
- **Mileage** for local staff is budgeted to travel approximately 2,000 miles per month and is reimbursed at \$0.445 cents per mile.
- **Airfare, Lodging, Meals & Other travel expenses** are budgeted for oversight travel to the site to assist with onboarding, training, enrollment, and implementation as well as staff costs to attend the statewide symposium.
- **Staff Background Screening** is planned for new hires at an average cost of \$250 each plus annual motor vehicle re-screens for existing staff at approximately \$15 each.

- **Conference Registration Fees** are included for 2 staff to attend the statewide conference, plus 50% of the operations director.
- **Office Supplies** including pens, pencils, paper, etc. for \$1800 annually.
- **Postage** is planned at \$840 annually based on historical averages at this site.
- **Computers** are budgeted to replace existing staff machines that are outdated at an average cost of \$1,200 per unit.
- **Software Licensing Fees** are included for an annual subscription per employee for AdobePro for document management (\$1,080), Learning Express (\$3,000) and also 14elements.org (\$500).
- **Property Rent** is included for leasing additional space in Dade City to engage with additional participants.
- **Internet** is included to enhance connectivity at all Eckerd site locations.
- **Cell Phone** expenses are planned at an average of \$60 / month per line which includes unlimited talk/text/data the staff that are split with the WIOA youth program will also allocate their cell phones.
- **General Liability Insurance** is allocated based on a fixed percentage that is applied to the previous month's revenue. The fixed percentage is determined by weighting the different classes of programs based on risk factor. The risks are assessed at the parent company level (Eckerd Connects). This is considered a "provisional rate" and will be adjusted (if needed) in the middle of the fiscal year as actual expenses are incurred. The rate budgeted is .60% and is applied to actual revenue. Final adjustments are made to actual costs at the end of each fiscal year.
- **Client Transportation** is included as a support service to participant for a bus pass or other approved stipend at an average of \$125 for 131 clients.
- **Work Experience** wages are budgeted for 75 clients working up to 6 weeks for 30 hours per week at a wage of \$13 per hour.
- **Work Experience Taxes & Fees** are also factored in at a cost of 25% of wages and include all required taxes, worker's compensation, unemployment and processing fees.
- **Client Verification** is included at \$14.75 each to access the national database to verify sustained employment with Equifax/The Work Number.
- **Credentials** are included as follows:
 - a. 20 HBI PACT Certifications – Construction @ \$75 each
 - b. 120 National Retail Federation @ \$55 each
 - c. 15 Coleman – Logistics, Workforce Industrial Training @ \$700 each
 - d. 20 ServSafe Manager Training – Culinary @ \$70 each
 - e. 10 CNA Training @ \$350 each
 - f. 10 CPR & First Aid Training @ \$50 each
 - g. 5 A+ Certification - IT @ \$150 each
 - h. 10 DCF ChildCare Training @ \$70 each
 - i. 30 AHLEI @ \$75 each
- **Client Tuition** is included for participants to enroll in GED training through Penn Foster (\$750 each, 75 qty).
- **Training Materials** are budgeted to allow for additional work-readiness curriculum to be utilized (TOPUCU, Microsoft suites, etc.) at a cost of \$8,000 for the project term.
- **Incentives** are planned for participants who achieve the following benchmarks:

- a. Attainment of credentials – 120 @ \$25 each
 - b. Completion – 120 @ \$100 each
 - c. Retention Q2 – 100 @\$50 each
 - d. Retention Q4 – 75 @ \$50 each
 - e. WEX Completions – 20 @ \$100 each
 - f. WEX Training – 60 @ \$600 each
- **Client Allowances** to include the purchase of supplies as follows:
 - a. Culinary tools / equipment (Knives, apron) - \$100 each for 20 participants
 - b. Computers for IT Track - \$700 each for 5 participants
 - c. Healthcare tools - \$60 for 10 participants
 - d. Logistics , boots, brace - \$150 for 15 participants
 - e. Construction tools - \$100 for 20 participants
- **Client Clothing** to include the purchase as follows:
 - a. Shirts for Construction & Logistics - \$70 each for 35 participants
 - b. Scrubs for Healthcare - \$150 each for 10 participants
 - c. Other clothing - \$75 each for 60 participants
- **Client Background Checks** included for participants who require them before being placed in a work experience opportunity with local employers. 20 @ \$80 each
- **Printing/Copying** budget of \$631 for printing of flyers, posters, etc.
- **Indirect Costs** This cost is budgeted at 12.10% of modified total direct cost per uniform guidance. Eckerd's rate is audited and approved annually by a cognizant agency and is federally approved and recognized.

B. Give details of the organization's cost allocation method if one is used, e.g., prorating the cost of supplies based on the number of staff, or the cost of salaries based on percentage of time spent on this contract. Please be specific.

Eckerd utilizes a Cost Allocation method which is detailed on our Cost Allocation Plan, which is included as proposal Exhibit D.

C. Identify any in-kind resources/support for the service delivery system beyond that requested for reimbursement in the budget. Include each committed or proposed source of funding and the amount of that funding.

Success awards provide financial support to participants through use of NFY funding as mentioned previously. The NFY funding will also support a refer-a-friend program where participants can receive \$25 for every eligible enrollment. Lastly, the NFY funding will support up to \$2,000 in outreach and marketing to recruit and advertise the program.

D. State what contingency plans are in place to repay the PHWB in the event that there are any disallowed costs as a result of an audit or monitoring review.

The financial reporting and accounting system has been designed to ensure appropriate utilization of diversified funding sources and accurate and timely reporting to meet the needs of various users such as program management and funders. Separate general ledger cost centers are established to track receipts and expenditures by contract and funding streams to meet contract requirements. Eckerd currently supports over 120 cost centers in managing revenue streams of approximately \$220M annually. In the event we are required to repay a disallowed cost, Eckerd has sufficient resources to cover the expense. We plan contingency funds for unexpected expenses as part of our organizational budgeting process.

E. Describe how the proposing agency will financially support the costs of doing business until an invoice can be submitted and paid by PHWB. Note: No advance payment will be made.

Eckerd is a financially strong organization and maintains sufficient assets to operate our entire organization for at least two months if we experience delays in contract reimbursement. Eckerd maintains a highly effective electronic financial management system that safeguards funds and assets, ensures the integrity of financial reporting and provides timely financial data. Eckerd tracks and manages our cash flow projections weekly to ensure sufficient cash to meet our payroll and vendor obligations. Eckerd's working capital (current assets less current liabilities) is over \$12 million dollars. We maintain a \$5M line of credit through Bank of America to draw upon if required.

F. State what method of payment will be requested, either fixed-unit price or cost-reimbursement with a demonstrated performance basis.

If a fixed-unit price contract is proposed, describe in detail the proposed outcome-based payment points and the documentation that will be submitted to prove attainment of each outcome. If a cost-reimbursement with a demonstrated performance holdback contract is proposed, provide the proposed percentage of the total cost that will be withheld (minimum is 10%) until measurable performance outcomes are achieved and documented. Describe the measurable performance outcomes to which the proposer will tie payment and the documentation that will be submitted to prove attainment of each outcome.

Eckerd is requesting to opt into the cost-reimbursement with a performance holdback as the method of payment. Eckerd proposes to adhere to a 10% performance holdback amount to be withheld until measurable performance outcomes are achieved and documented. Eckerd will measure and bill for performance on a monthly basis.

Performance Benchmark Measure	Percentage of Holdback	Total Holdback Per Measure	Max Per Year/Unit Price
Measurable Skill Gain attainment for Youth in education or occupational training (414, 415, 418, and 430)- 78%	20%	\$20,080	\$1673.33 per month/12 months if percentage achieved
Internship Placements- 60 youth	20%	\$20,080	60 @ \$334.67 per unit
WIOA Credential Attainment Rate- 90.3%	20%	\$20,080	\$5,020/quarter
2nd Quarter Placement Rate-81.5%	20%	\$20,080	\$5,020/quarter
4th Quarter Retention Rate-77%	20%	\$20,080	\$5,020/quarter

Definitions of Payable Measures: Each definition below is to describe the methodology of tracking and monitoring the achievement of the performance measure.

1. Measurable Skills Gains: A minimum of 78% of WIOA defined exits within the program year, will successfully achieve at least one documented skill gain. Eckerd will bill \$1,673.33 for each month that 78% or more of WIOA defined exits have achieved a measurable skill gain. Documentation of skills gains will be validated through Employ Florida data entry that includes youth activity codes, and both goals and objectives entered in the Individual Services Strategy. Skills gains are defined as:

- WIOA enrolled youth that exit who are initially assessed as basic skills deficient that increase their individual basic skills level in reading and/or math by at least one EFL within 12 months of the goal set as documented by academic assessment pre-test and post-test and will attain a related basic skills goal attainment prior to termination from the WIOA program;
- WIOA enrolled youth that exit who participate in work-based learning activities where a minimum of one documented work-readiness skill (such as the completion of Develop U training) is achieved, as documented by employer and outlined in approved Internship training plan AND/OR successfully complete a minimum number of (144) hours of work-based learning, as documented by timesheets or employer verification;
- WIOA enrolled youth that exit who participate in work-readiness or financial readiness activities that successfully demonstrate a knowledge gain through pre and post-test documentation of skills;

2. Work Experience Placement: The service provider will target 60 youth to be placed in a paid work experience. Participants will be paid for 30 hours per week for 6 to 8 weeks @ \$13.00/hour, or current minimum wage, whichever is greater, for up to 180 hours total based on individual participant needs and goals. Eckerd will bill \$334.67 for each youth who is placed in a paid work experience.

3. Attainment of Credential: A minimum of 93% of WIOA defined exits within the program year will successfully achieve at least one documented credential. Eckerd will bill \$5,020 for each

quarter that 93% or more of WIOA defined exits have attained a credential. Documentation will be validated through Employ Florida data entry that includes youth activity codes, and both goals and objectives entered into the Individual Services Strategy. Attainment of credentials are defined as:

- WIOA enrolled youth that exit who participate in occupational skills training activities that attain a degree, certificate or industry recognized credential;
- WIOA enrolled youth that exit who engage in academic and secondary educational activities and have successful promotion of a grade level, attain a High School Diploma or equivalent certificate and/or are accepted into advanced education/post-secondary training programs;
- Other approved WIOA related work preparation attainments, as defined and approved by CSPH.

4. Youth Positive Outcome 2nd Quarter After Exit: A minimum of 81.5% of files closed during program year will successfully be placed in employment, military, registered apprenticeship or post-secondary education at the time of closure. The measure will include the total number of youth exited with employment and education placement divided by the total number of youth exited from the program. Eckerd will bill \$5,020 for each quarter that the positive outcome rate equals or exceeds 81.5%.

5. Youth Positive Outcome 4th Quarter After Exit: A minimum of 77% of files closed during program year will successfully be placed in employment, military, registered apprenticeship or post-secondary education at the time of closure. The measure will include the total number of youth exited with employment and education placement divided by the total number of youth exited from the program. Eckerd will bill \$5,020 for each quarter that the positive outcome rate equals or exceeds 77%.

G. If funded, what percentage of the proposing agency's total budget will this contract represent?

If funded, this will represent less than 1% of the agency's total budget.

H. Describe how the proposer will budget and maximize the total cost of the contract on direct program costs. Describe any indirect costs that are proposed. If an indirect cost rate is utilized, please provide a copy of the indirect cost rate approval letter and the approved rate.

Eckerd works to leverage resources in order to maximize the impact to PHWB and ultimately the participants. As a large organization, Eckerd obtains discounts on purchasing operating items needed to operate programs effectively. As a nonprofit, we also apply for grants from foundations and corporations to provide additional resources to programs. Based on the Modified Total Direct Cost methodology, our effective indirect rate is competitive at 8.16%. The indirect rate of 12.10% is applied to the Modified Total Direct Cost (MTDC). It is calculated on allowable costs per the Uniform Guidance (2 CFR 200.68) yielding an effective indirect rate of 8.16%. This letter is included as Exhibit B.

6. Value Added Services

[maximum two pages] – Answer the question: What does your organization bring to the area as a value-added service?

Through quality and operations, we focus on the following key aspects to ensure that services can be refined based on changing market conditions, as a value add to our workforce region partners. As your Young Adult service provider, Eckerd is committed to being the subject matter expert on all facets of youth programming in the region.

- **Development of Local Youth Policies and Best Practices:** Eckerd assumes a lead role in researching state, and federal rules, guidance papers, and best practices to ensure that CSPH remains a leader in workforce development in the state. We review youth policies each year and make the necessary updates to align with compliance requirements. Eckerd also utilizes its national experience to garner ideas from up to 13 other states in which we provide the full variety of workforce services including TANF, Welfare Transition, WIOA Adult and Dislocated worker and One-Stop operations.
- **Leveraging Resources:** Eckerd has experience integrating services within the community to leverage resources to support participants to eliminate barriers identified in their Individual Service Strategy. Eckerd staff and program management attend community partner meetings and seek opportunities to develop grants with community-based organizations to leverage resources. Our CSPH WIOA youth program has been leveraging a Bank of America grant, of \$15,000 to offer more Penn Foster scholarships for young adults scholarships for customers interested in entrepreneurship, in the Personal Care services industry as cosmetologists or barbers. These are not demand occupations, therefore are not allowable training programs for subsidy under WIOA training funds. This award has been leveraged locally for several years.
- **Rewarding Success:** As mentioned previously in the program narrative, Eckerd has the support of the National Foundation for Youth (NFY) that provides support through various mechanisms to include the Success Awards. These awards, that can range from a couple hundred dollars to a just over a thousand dollars, provide recipients with needed assets to overcome hurdles to their success. These are not need based awards, but instead an opportunity for someone who is making the change in their life see themselves into the next steps through a small financial scholarship. Local Pasco and Hernando participants have already received scholarships for housing and car repairs as well as training scholarships and technology needed for education and training.

7. Mandatory Attachments to Proposal

Exhibit A – Organizational Chart

Exhibit B – Resumes

Exhibit C – Job Descriptions

Exhibit D – Cost Allocation Plan

Exhibit E – Indirect cost rate approval letter

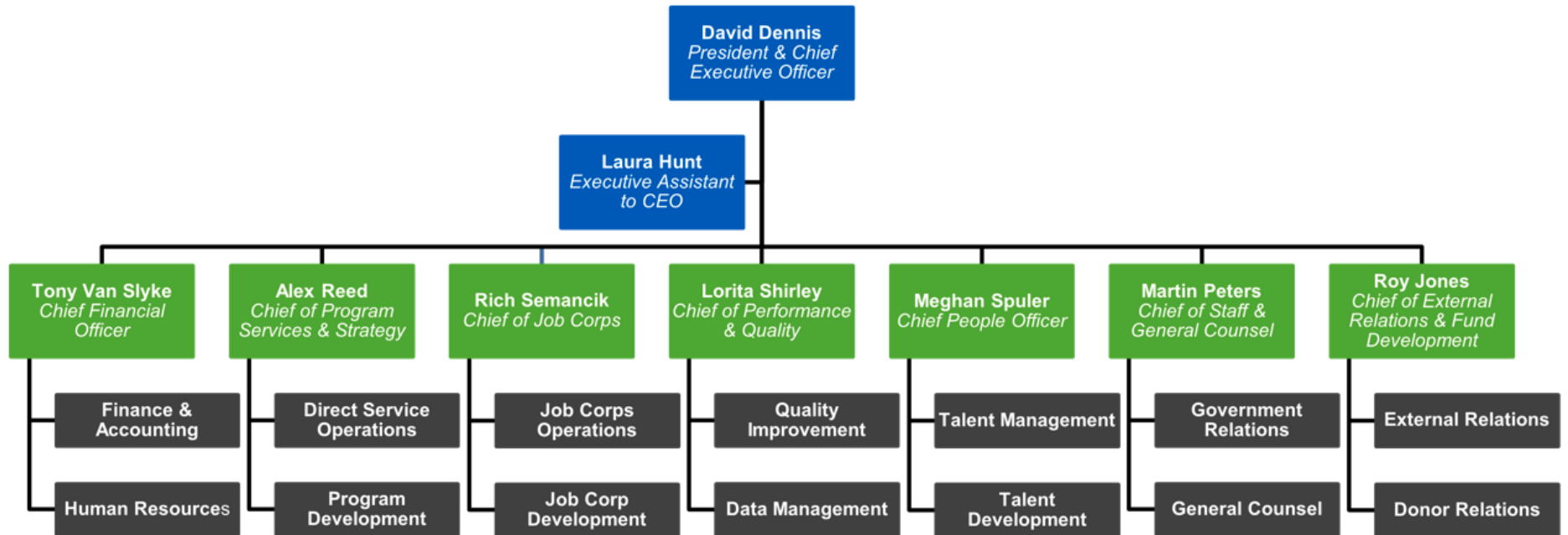
Exhibit F – Letters of Support

Appendix A – Required Forms, Documents & Certifications

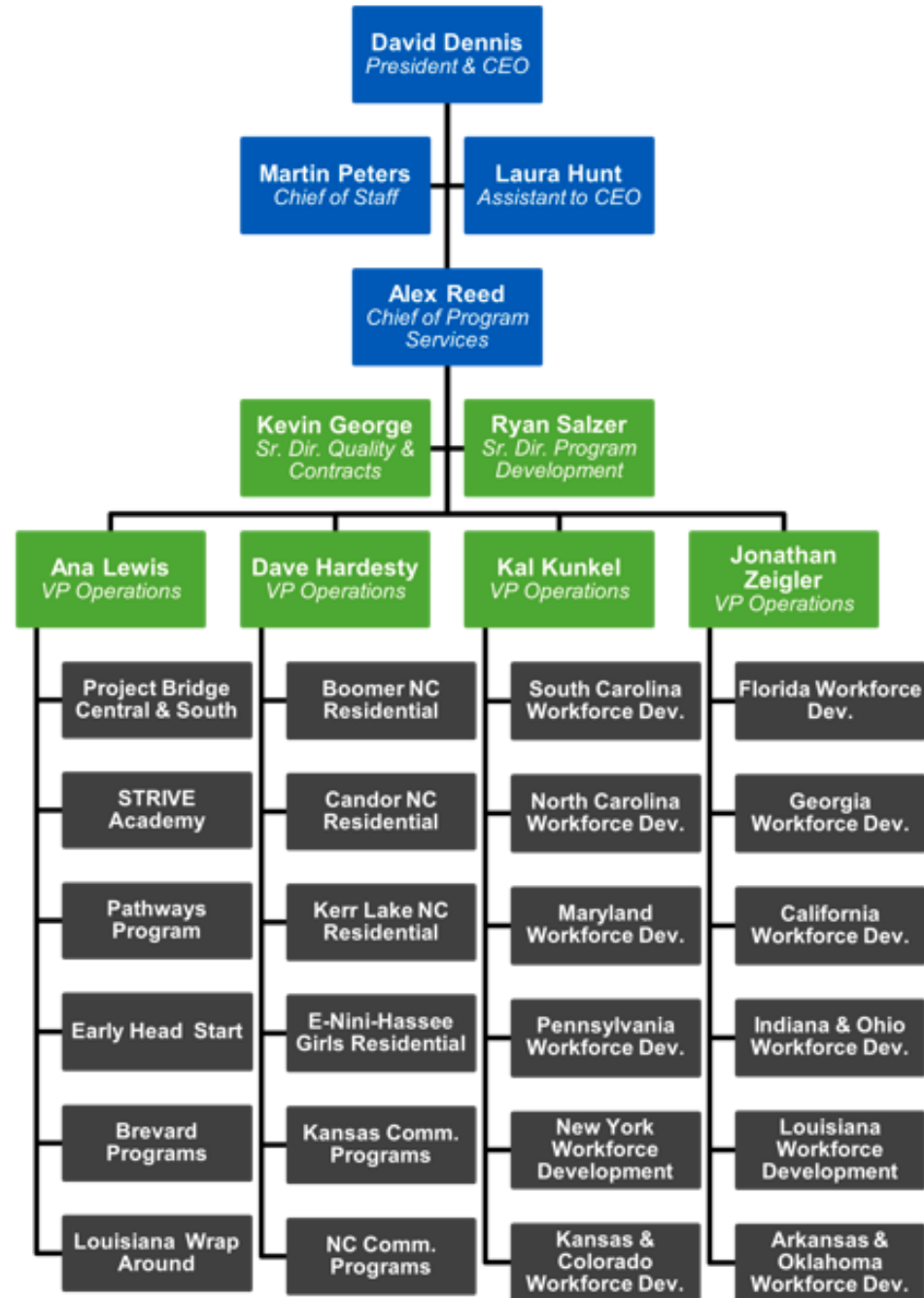
Appendix B: References

Exhibit A – Organizational Chart

Executive Leadership



Operational Leadership



Proposed Organizational Chart



Workforce
Development

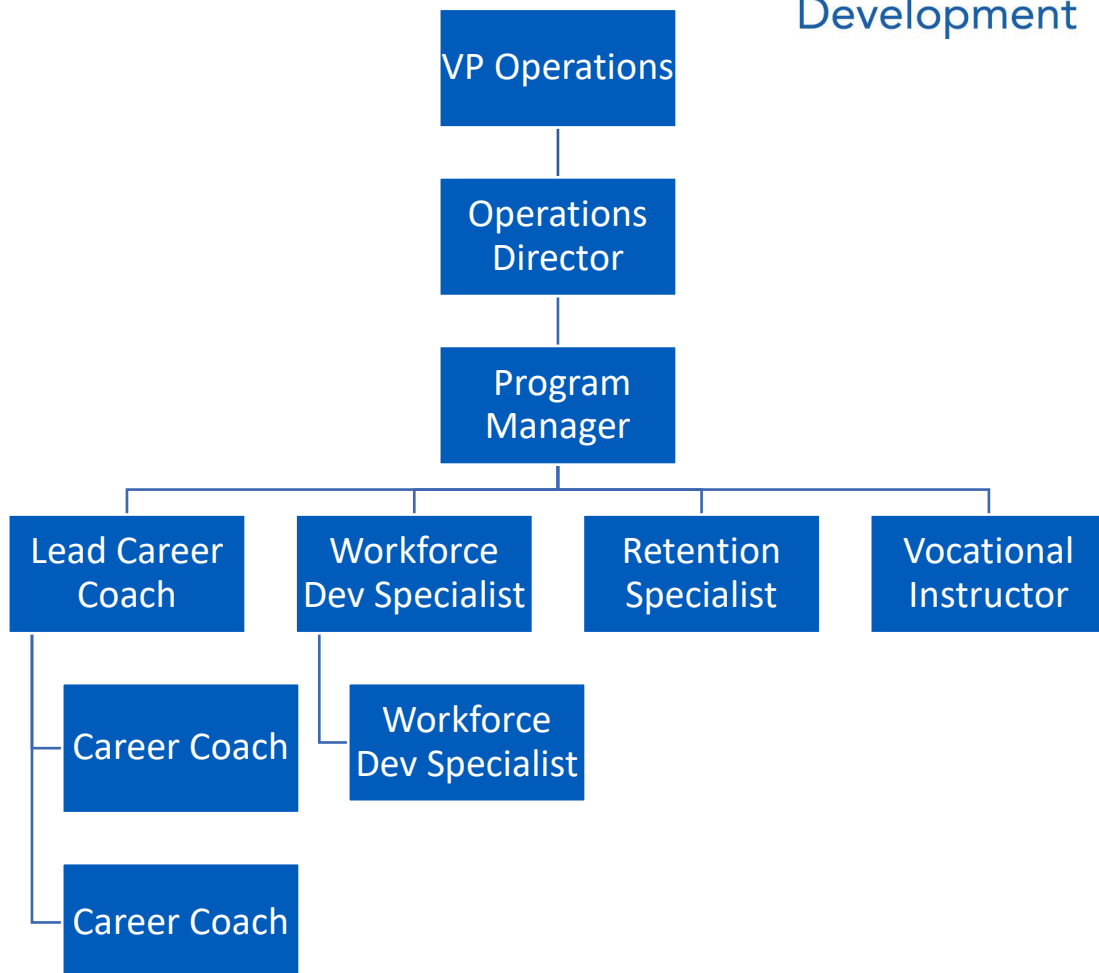


Exhibit B – Resumes

Jonathan Zeigler

Mobile: (321) 615 – 4636 * Email: jzeigler@eckerd.org

An innovative and resourceful professional with more than 18 years of experience in management and business development. Responsible for executing strategic plans while identifying areas for growth and expansion. Providing direct oversight to operational directors ensuring the fidelity of program performance and customer satisfaction.

Core Skills

- | | | |
|---|--|------------------------------|
| ➤ Strategy, Mission and Vision Planning | ➤ Program Development and Implementation | ➤ Policy & Procedural Design |
| ➤ Coaching and Development | ➤ Budget Analysis | ➤ Process Improvement |
| ➤ Restructuring & Reorganization | ➤ Contract Negotiation | ➤ Project Management |
| ➤ Employee Relations | ➤ Relationship Building | ➤ Community Connections |

PROFESSIONAL EXPERIENCE

Eckerd Connects and Paxen Learning Services

Vice President of Operations	(2018 – Present)
Sr. Director, Business Operations and Program Development	(2018)
Sr. Operations Director	(2017 – 2018)
VP of Operations - SC/GA/DC/HI/FL	(2010 – 2017)
General Manager - SC/GA/HI/FL/NY	(2008 – 2010)
Workforce Solutions Representative	(2007 – 2008)
Sr. Training Manager - HI/FL	(2006 – 2007)
State Program Manager – Hawaii	(2003 – 2006)
In-School Manager - South Carolina	(2000 – 2003)
Program Manager - South Carolina	(June/July 1999)
Instructor - South Carolina	(June/July 1998)

Notable Achievements

- Recipient of the Eckerd Outstanding Performance and Quality Award
- Leader of 10 sub-groups responsible for developing operational procedures with new legislation as part of Paxen’s integration with Eckerd
- Historical retention rate of contracts at over 90%
- Successful start-up of 11 programs in SC, GA, FL and DC from June 2016 to present
- Increased program revenue and infrastructure in the state of HI by \$5 million in 4 years
- Facilitate interactive staff leadership training including the use of 16 valuable traits to enhance focus on the organizational culture of the company
- Managed the workforce operational aspects of the merger and acquisition of a private for profit corporation to become a disregarded entity of a well-established 501(c)(3)
- Partnered with the Finance and Accounting Department to implement a budget tracking system that allowed for an average spend rate of 90%

Managerial Contributions

- Responsible for ensuring high quality staff are hired and trained with fundamental business skills and industry best practices to provide outstanding service to clients and customers
- Oversight of multi-state contracts of various funding streams with over 115 staff with an average revenue of \$11 million annually
- Created a positive work environment by promoting teamwork through effective and constructive communication
- Developed, coached and mentored staff regarding strategic outcomes along with training focused on the organizational performance of Quality, Staff, Growth and Transformation, Finance and External Relations
- Formulated goals and regional plans that support company strategies, mission and vision
- Expanded existing programs and identified new areas for growth
- Maintained and expanded solid business relationships
- Responsible for budget construction, program design, contract negotiation, program start up and sustainability
- Created operational goals that are meaningful and attainable
- Increased program efficiencies through review of data for trend analysis and ensured overall effective delivery of contracted services
- Created best practices with oversight of the implementation company wide

EDUCATION & CERTIFICATIONS

University of South Carolina – Organizational Leadership (2016 – Present)

Clemson University (1999 – 2001)

Global Career Development Facilitator (GCDF) – December 2016

Workforce 180 Career Development Certification - 2016

National Association of Workforce Development Professionals – Job Development Certification – 2013

PROFESSIONAL AFFILIATIONS

Southeastern Employment & Training Association (SETA).

National Association of Workforce Development Professionals (NAWDP)

COMPUTER SKILLS

Proficient in Microsoft Office (Word, Excel, PowerPoint)

Experience with Multiple Data Management Systems to include:

Youth Empowerment System (YES), Profile and Performance Information Collection System (PPICS), GeoSolutions Work Ready Participant Portal (GWROPP), SC Works Online Services (SCWOS), the Juvenile Justice Information System (JJIS) and Employ Florida Marketplace (EFM)

D Dannielle Brun

Lehigh Acres, FL
dbrun@eckerd.org
239-246-3472

Work Experience

Regional Manager/Quality & Contracts/Operations Director

Eckerd Connects/Henkels & McCoy Training Services Group - Fort Myers, FL
June 2008 to Present

Oversight and management of sub-contracted, grant based workforce development projects throughout the South region of Florida. Included management of over \$2Mil worth of contracts and 20+ professional staff. In June of 2017 due to company restructure was moved to quality and contract position within Organization with continuous improvement and quality and grant compliance standards, quality, and performance oversight for the workforce programs across the country. This included full development and deployment of internal performance management system for Workforce programs that included compliance with federal WIOA legislation, local contracting measures and overall customer/client satisfaction tracking.

Project Coordinator

Southwest Florida Workforce Development Board - Port Charlotte, FL
September 2007 to June 2008

Grant funded position what produced a published and replicable standard for establishing Youth One Stop centers to assist communities identify and build capacity for serving at-risk teen populations.

VP of Operations

America's First Home of SWFL - Fort Myers, FL
May 2004 to August 2007

Directly responsible for oversight and compliance of all company departments except sales and construction for a residential construction company. Coordination of daily operations of organization, including review of P&L, financial and operational projections, staffing needs and patterns and growth opportunities. Additional responsibilities included HR compliance reporting to Corporate HR Director; Customer Service and warranty review and scheduling, IT management working with sub-contracted service provider; and all staffing needs of the organization.

Program Coordinator

Global Health Systems/WorkSmart - Cape Coral, FL
March 2001 to May 2004

Responsible for full grant funded Workforce Innovation Act Youth programming, including work readiness preparation, math and reading skills upgrades, and overall life skills and career planning for participants ages 13-21. Position included developing curriculums, grant writing and reporting, program compliance monitoring and case management requirements. Additional duties included financial reporting to grant funded on a monthly basis, review and submission of grant performance reporting to Board of Directors, outreach and recruitment of program participants and all service delivery to clients. Program contracted for 35 participants in it's first year, prior to my involvement,

had only 8 enrolled. During my time as Program Coordinator, contract measures were met or exceeded each year and program grew from contracted 35 participants to over 100 served per year.

Sales Support and Billing Rep

Gartner Group - Fort Myers, FL
December 1999 to March 2001

Provide contract review and support for both US based and Global sales teams. Including service pricing review, contract billing and payment tracking, and contract renewal processing.

Community Education Coordinator/Counselor

CCCS of the Florida Gulf Coast - Fort Myers, FL
September 1997 to December 1999

Provided financial management counseling to clients, including debt management programming. Provided community based education programs for housing, debt management, budget and money management, and savings and expense planning. Provided HUD approved housing programming and counseling for first time home buyers, foreclosure avoidance clients and reverse mortgage clients. Liaison to the community for community outreach, fund development and grant procurement for local office.

Education

Bachelor's in Liberal Studies

University of Washington-Tacoma Campus - Tacoma, WA
June 1997

Skills

- Performance Management (10+ years)
- Contract Negotiation (10+ years)
- Staff Management (10+ years)
- Staff Development (10+ years)
- Grant Writing (10+ years)
- Community Relations (10+ years)
- Presentation Skills (10+ years)
- Communication and Marketing (10+ years)
- Organizational Development (10+ years)
- Budget Development (10+ years)
- Human Resources (10+ years)
- Operational Excellence (10+ years)
- Process Development (10+ years)
- Process Improvement (10+ years)
- Public Speaking (10+ years)
- Contract Management (10+ years)
- Staff Training (10+ years)
- Workforce Development (10+ years)
- Database Management (10+ years)

- Reporting (10+ years)
- Business Development (10+ years)
- Youth Programming (10+ years)
- Curriculum Development (10+ years)
- Customer Service and Satisfaction (10+ years)

Groups

Alumnae PanHellenic Association of SWFL

Present

Active Member representing Sigma Kappa Sorority. Previously served Secretary.

Mother's Against Drunk Driving

Present

Southwest Florida Advisory Board Member, Local Victim Advocate and volunteer National MADD Helpline Associate.

Fort Myers Youth Service Council

Present

Youth Mentor (Project Bridge, Local Youth Council, and Career Source Programs)

Present

Mentoring at-opportunity youth with focus on career and academic success .

Tampa Bay & Southwest Florida Alumnae Chapter of Sigma Kappa

Present

Active member, previous VP of Communications and VP of Programming. Current Advisor to USF Collegiate Chapter.

Collegiate Chapter Advisor and Live With Heart Facilitator

Present

Act as advisor to Vice President of Finance as well as several other officer/chairs for the Lambda Zeta Chapter of Sigma Kappa Sorority. Includes collegiate chapter finance expertise, navigating the sorority budgeting and billing and support for officers as the work to balance sorority life with academics. Since September 2018, I have served the national sorority as a traveling facilitator, providing chapters around the nation with programming including substance abuse and mental health, sexual safety, and sisterhood.

Rachael Ginnick

8061 Philatelic Dr. | Spring Hill, FL 34606 | springhillrg@yahoo.com | 352.345.9640

Energetic, dedicated Program Manager with over 15 years' experience in workforce development. Possess strong interpersonal and customer service skills. Proven ability to work effectively with people of various ages, cultural backgrounds, and socio-economic statuses. Long-time passion for helping others remove barriers and achieve goals.

Professional Qualifications

- Case Management Skills
- Personnel Management
- Community Outreach
- Communication Skills
- Customer Service Skills
- Conflict Resolution
- Program Tracking and Reporting
- Audit Compliance
- Recruitment
- Resource and Referral

Professional Experience

Program Manager, Eckerd Connects/CareerSource Pasco Hernando, Brooksville, FL, 07/2016-Present

Program Manager working with youth/adult population and program staff. Community collaboration, staff coaching and development, conflict resolution, and comprehensive monitoring of program health and safety to consistently meet and exceed contract performance deliverables.

- Successful implementation of specialized projects
- Performance management and budget monitoring
- Ensure policy and procedure compliance and verify accuracy of case management through audits
- Employee engagement and recognition

Functional Team Lead-Youth, Goodwill Industries-Suncoast/CareerSource Pasco Hernando, Spring Hill, FL, 09/2012- 07/2016

Functional Team Lead working with "at-risk" youth population and program staff. Implementing a foundation of teamwork and support to facilitate program success. Coordination of program objectives and performance goals to ensure contract fulfillment. Participation in community based events and committees serving the youth of Pasco and Hernando counties.

- Responsible for hiring and direct supervision of program staff in multiple locations
- Created and implemented new and ongoing staff trainings
- Confirmed compliance with local, state, and federal policies and procedures
- Maintained daily program functions

Career Specialist, Henkels & McCoy/Goodwill Industries-Suncoast/Career Central, Spring Hill, FL, 07/2006-8/2012

Senior Case Manager working with an "at-risk" youth population to provide work experience, occupational training, and employability skills. Creating individual goals with youth and strategies for achieving them. Tracking of programmatic goals relating to youth. Partnering with outside vendors and community employers to create successful outcomes.

- Conducted the intake process to determine program eligibility and suitability
- Created and maintained vendor relationships in Hernando County
- Partnered with Placement staff to facilitate youth internship process
- Maintained proper case noting, Workforce Investment Act follow-ups, and program reports

Professional Development / Certifications

- Florida Certified Workforce Professional 1
- Motivational Interviewing Certification
- Florida Ready to Work Gold Credential
- Goodwill Industries-Suncoast CORE Management Program

Education

D'Youville College, Buffalo, NY, 1995-1997

P.O .Box 2223
Dade City, FL. 33526

352.807.2413
allenbmorris@yahoo.com

Allen Bruce Morris

Objective

A position where my extensive experience can contribute in helping the youth of our community by building them up to become strong stable adults that can also give back to our community and help in your company's success.

Experience

Eckerd Connects, Workforce Instructor; Construction

May 07 2018 to Present

- Supervision of Phoenix Rising Youth Program participants
- Facilitation of construction site training
- Maintaining participant payroll documentation
- Relationship development with community partners and local businesses

Habitat for Humanity

May 07 2018-January 25 2019

- Construction Site Supervisor
- Volunteer Coordinator and Instructor
- Habitat for Humanity Competent Person

Cutrale Citrus Juice

January 2010 to April 2017

Dade City / Auburdale, FL

Lead Man / Operator

- Lead Man for the 2nd shift.
- Forklift Operator.
- Operator Trainer and Leader.
- Handyman work
- Maintenance man
- Mechanic
- Aseptic OJ and Pulp Pasteurizer Operator
- QA Lab Technician
- Truck Scale Operator
- Aseptic Tank Farm Inspector
- Janitor work

Data Entry

- Inventory control.
- Ordering material and supplies.
- Logging monthly utilities.
- Schedule deliveries
- Data entry for receiving and deliveries

Safety Coordinator

- Help coordinate weekly safety meetings.
- Assist with power point and video safety training.

2010 to Present New Walk Church Zephyrhills and Dade City, FL.

Volunteer Services

- I have coordinate volunteers to help on the different serve teams.
- I have coordinate, direct and lead special events for Holidays and the Men's Ministry.
- I have coordinate, direct and lead the parking team every Sunday in Dade City
- I have coordinate, direct and lead the parking lot setup and tare down team.
- I have coordinate, direct and lead the annual chili cook off for New Walk Church.
- I coordinate, direct and lead weekly connection groups to help bring our community together.

Education

Over 25 years Farming / Residential Construction Construction in Lake County

- I grew up building barns and putting up fence all through my middle and high school years.
- In those 25 years I had been in residential construction.
- I coordinate, direct and lead jobs for my own construction company and other company's
- I was ordering material for the jobs.
- I was keeping inventory for all the jobs.
- I was doing engineering for some of my jobs.
- I have been a crew leader, a supervisor and a business owner in construction.
- I have done framing, flooring, siding, window installation, screen rooms, gutters, painting, doors and more.

HBI Certified OSHA Trainer

2021 Graduate

Habitat for Humanity International Competent Safety Training

2019 Graduate

ICA- Inspection Certification Associates

FL Home Inspectors

2016 Graduate

Pasco-Hernando State Collage

2015 Freshmen

Business Administration

Cutrale Citrus Juice

Over 7 years

Forklift operator

Lake County, Fl.

Over 15 years

Field Experience in Construction and as a Supervisor

Leesburg High School

12 years

High School Diploma

References

Ed Blommel
813-783-4261

Laurel Wheatmen
813-713-1713

K.C. Jones
New Walk Church
813-997-1717

To Whom it May Concern,

This letter is to confirm that Allen B. Morris has performed & managed many skilled functions through & for our church in the area's carpentry, maintenance, and other "Handyman" type projects over the last 6 years. I have also personally hired Allen to assist on a residential remodeling project of my own home. He is clearly experienced & very efficient in every project we have asked him to handle for us! I'm writing this as a letter of high recommendation of his work quality, his reliability, & his integrity in all I have witnessed! If you have any questions or concerns you may contact me personally at 813-997-1717, at the office number 813-469-9299, or email kc.jones@mynewwalk.com

Sincerely,

K.C. Jones
New Walk Church

Antwon Gildon
6727 Runners Oak Dr.
Wesley Chapel, FL 33545

Cell: 813-404-9397

E-Mail: Antwon.Gildon@gmail.com

Summary

Highly-motivated professional skilled at networking, media outreach and relationship development.
Flexible and versatile team player who maintains a sense of humor under pressure.

Experience

December 2019– Present

Career Source /Eckerd Connect Pasco County, FL

Workforce Development Specialist

- Attend/conduct activities in the community relating to employment services and connect with employers and community organizations on a frequent basis to market and enrich the program and the success of the participants.
- Maintain regular contact with employers to monitor employment satisfaction and to suggest refinement of requirements to better prepare participants and meet employer hiring needs.
- Works with participants to develop assigned subsidized placement, accurately completes Worksite Agreements, clearly reviews policies and process with participant and employer.
- Assists in the development and documents job duties, and follows up with employer/participant surveys regularly to ensure program satisfaction and success.
- Develop and/or strengthen relationships with local employers, colleges, military, and social service agencies leading to fulfillment of contractual objectives.

May 2016 – December 2019

Captivate Marketing Solutions Tampa, FL

Social Media/Marketing Director

- Oversee day-to-day management of campaigns and ensure brand consistency
- Facilitate scaling brand and company awareness through various social media channels
- Work with brand to create and implement social media strategies monthly
- Supervise all aspects of social media interaction between customers and the company, and ensure a positive customer service experience
- Create actionable plans to both grow and maintain followers through popular social media platforms such as Twitter, Facebook, Pinterest, YouTube and LinkedIn
- Ensure progress on all platforms by using analytical tools such as Google Analytics and others

November 2014-May 2015

Ultimate Medical Academy Tampa, FL

Online Admission Representative

- Enroll qualified applicants
- Meet monthly start goals
- Complete required quota of outbound calls daily
- Conduct admissions interviews & Follow Admissions Code of Conduct
- Adhere strictly to accrediting agency and U.S. Department of Education guidelines

November 2013 to October 2014

Neighborhood News Tampa, FL

Sales & Marketing Assistant

- Served as a professional representative of the GM to executive clients, investors and board members.
- Handled and distributed all incoming and outgoing mail.
- Created and maintained computer- and paper-based filing and organization systems for records, reports and documents.
- Addressed customer questions and concerns regarding products, prices and availability.
- Negotiated details of contracts and payments and prepared sales contracts and order forms.

August 2013 to November 2013

DCI Biologicals Dunedin, FL

Training Coordinator

- Directed, oversaw and lead training within Plasma Collection Center by partnering with the Regional Training staff to ensure training compliance is met.
- Collaborated with regional training staff to meet training goals within the Plasma Collection Center and implements operational changes to enhance effectiveness.
- Continuously trained employees on new or modified scheduling process effectuated to accommodate donor cycle improvements.
- Oversaw and coordinated the work of designated trainers throughout the center.
- Identified areas of operational opportunity for continuous improvement.
- Continuously trained employees on new or modified scheduling process effectuated to accommodate donor cycle improvements.

November 2012 to July 2013

Grifols Plasma Milwaukee, WI

Operations Supervisor

- Ensured that accurate and thorough documentation of necessary records is performed.
- Under the guidance of the Center Manager and/or the Assistant Manager, assured facility was maintained in a neat and clean condition and all equipment was kept in good working order.
- Build rapport with donors to ensure overall customer satisfaction with the center to support long-term donation..
- Assisted in the control of center donor funds as determined by the Center Manager and/or the Assistant Manager.
- Assisted in the training of new employees and retraining of current employees.

February 2009 to May 2012

Aegis Sciences Corporation Tampa, FL

Collection Tech Coordinator

- Responsible for collecting urine and oral fluid specimens at client sites for the purpose of conducting scientific testing for the presence of prescribed and un-prescribed medications and illicit drugs.
- Maintain Compliance Training Comply with all applicable safety requirements include the use of personal protective equipment
- Maintain regular communication with Regional Sales Manager and Regional Logistics
- Coordinator Work with RSM/ASM/RLC to evaluate weekly hours/samples collected
- Support ASM in his/her marketing and sales objectives with regard to sample collection

Education

University of Tampa- Tampa, FL

Completed Coursework towards Marketing

ASHLEY MCNEIL

3798 W. Northcrest Ct., Lecanto, FL 34461
727-488-2433 amcneil417@gmail.com

Objective:

Focused and driven workforce professional pursuing a career in Case Management, passionate in the pursuit of helping individuals to meet goals and providing quality customer service while ensuring policy and procedures are met.

Key Skills and Qualifications

- Competent in multiple computer programs such as: Microsoft office, Employ Florida Marketplace, Atlas, OSST, FLORIDA, Gazelle, Empyra and GIS
- Capable of concise data entry and case noting as required by agency policy and regulations
- 7+ years' experience in case management support such as entering JPR's, data entry, filing and communicating with the case manager regarding cases
- Create and maintain customer budgets within WTP/SNAP policy
- Ability to discuss with customer any concerns or complaints and resolve
- Create new customer files in Atlas, OSST, Employ Florida, Gazelle and Empyra
- Conduct follow-up with customers via email, telephone or one on one meeting
- Conduct intakes with customer and determined needs and/or barriers to the program
- Maintain consistent monthly reports
- Perform applicant case closures and verified pertinent documents are scanned and filed.
- Ability to meet goals and deadlines accurately and in a timely manner
- Flexible and capable of prioritizing tasks as assigned
- Capable of professional communication written and verbally
- Work as a team player in order to provide optimal customer service
- Facilitate new customer group orientations and follow up appointments
- Listens to each customers goals and provide advice to help each customer decide the best services for them
- Case tracking, Job participation rate entry and reimbursement issuance

Accomplishments

- Completed Florida Workforce Service- Tier One
- Recognized for ability to learn quickly
- Completed 4 years in the WTP/SNAP programs with 2+ years as a SNAP career specialist

Work History

02/2019-Current	Career Coach	Eckerd Connects/PHWB	New Port Richey, FL
09/2018-01/2019	Retention Specialist	Eckerd Connects/PHWB	New Port Richey, FL
3/2016 -08/2018	Career Specialist	PHWB	New Port Richey, FL
5/2014-3/2016	MIS Specialist	Goodwill Industries/PHWB	New Port Richey, FL
2/2012-5/2014	Customer Service	Car Financial Services	New Port Richey, FL
12/2007-4/2011	Senior Teller	J.P. Morgan Chase	New Port Richey, FL

Christopher S. Mahan

5847 Fall River Drive, New Port Richey, FL 34655
(727) 271-7883 · leadyourteen@gmail.com

Profile

I am seeking a position that allows me to grow within the company, utilizing my 10 years of leadership experience working with youth with a variety of backgrounds, educational and employment needs; as well as using my intrapersonal, coaching and communication skills to assist them in fulfilling their full potential.

Professional Accomplishment

- Teach leadership skills and employment development to participating young adults ages 18 to 24. Skills include Safe Staff, NRF, Employability skills and job readiness.
- Responsible for obtaining local contracts with area businesses to place the youth in paid internship worksites and direct hire opportunities.
- Teach both a 20 and 25-hour Self-Advocacy and Work Readiness classes to teens age 14 to 21 through Vocational Rehabilitation for the State of Florida and U.S. Dept. of Education.
- Work directly with youth with a variety of educational needs from learning disabilities, depression, ADHD to Autism. All the participants have an IEP and 504.
- Life Coach families and teens on the many issues of the digital age.
- Co-founder of Crazy 8 Freedom. Advocated for teens in the schools and with their parents. Coached teens and early 20-year-olds with suicide prevention. Organized local events to promote the awareness of teen suicide in Pasco County and the Tampa Bay area.
- Aide plaintiffs with disputes under \$10,000.
- Facilitate a mutual negotiation among the parties in a neutral setting to an agreed resolution.

Employment History

2017-Present	Self -Advocacy Coach	Vocational Rehab, State of Florida
2016-Present	Workforce Developer	Eckerd Connects, New Port Richey, FL
2012-Present	Certified Life Coach	Smile Faith Foundation, Port Richey, FL
2012-2016	Workforce Developer	Goodwill Industries, New Port Richey, FL
2013-2014	Co-Founder/ Director	Crazy 8 Freedom LLC, New Port Richey, FL
2011-2013	Supreme Court Mediator	Pasco County, FL

Education

Safe-Serve Instructor Certification	2016
Mental Health First Aide	2020 to 2023
National Retail Federation Trainer Certification	2016
Florida Supreme Court Mediation	2011 to 2013
Certified Life Coach	2012
Southern New Hampshire University	BS, Psychology
	Pending

Glenn Anderson

615 Melody Street, Inverness, FL 34453

Cell: (727) 255-2979 | E-Mail: glenn.anderson0128@gmail.com

Summary

Workforce professional with over fifteen years' combined experience including employability skills training, career counseling, youth employment services, peer training, case management and auditing using WIOA legislative requirements, and community outreach, including eight years experience as Career Specialist for the District School Board of Pasco County (DCBPC), providing post-secondary advising to students.

Skills

Support and educate youth as they navigate and explore post-secondary options, including employability and occupational skills training; cultivate relationships with local workforce agencies, post-secondary institutions, and state financial aid agencies; provide excellent customer service and demonstrate professional communication skills; innovate delivery of resources using technology, including social media; conduct peer training and coaching; exhibit proficiency with computer software/websites including Employ Florida, ATLAS, FLORIDA, TERMS (DSBPC student record platform), Microsoft Office, ETO, and Empyra; certified instructor for National Retail Federation (NRF); certified instructor for Motivational Interviewing; certified instructor for SafeStaff Foodhandlers credentialing; certified Mental Health First Aid responder.

Experience

Career Coach/Educational Instructor – Eckerd Connects/Goodwill Industries **2015 - Present**

- Provide guidance and training to qualified participants including, but not limited to, career exploration, resume writing, goal setting, soft skills, interview skills, customer service/sales training, and safe food handling
- Conduct peer training/coaching and "train-the-trainer" workshops for new hires and new workforce programs within Eckerd Connects, including Motivational Interviewing, employability skills workshop, and NRF
- Recruit youth for WIOA training and employment program by speaking to individuals and groups, including family support groups, high school classes, and community partners
- Perform intake interviews and proctor TABE and CASAS assessments of potential enrollees
- Process applications and supporting documentation per Federal guidelines and regional workforce board requirements
- Provide financial assistance in the form of transportation aid and tuition coverage
- Document progress through the program, perform follow-ups after successful outcomes, and conduct audits (self and peer) to ensure quality compliance with WIOA legislation

Career Specialist – Sunlake High School/Anclote High School **2007 - 2015**

- Provided individual and classroom post-secondary guidance
- Maintained a Career Resource Center website to provide updated information including financial aid presentations and scholarship opportunities, scheduled college visits, and more
- Presented information during Open Houses, Parent Nights, Curriculum Fairs, and staff/faculty meetings
- Coordinated annual College and Career Fair on campus, as well as individual college visits and FAFSA Family Night, where representatives from PHSC assisted families with financial aid applications
- Crafted annual Career Academic Plan to outline quality delivery of services to students, parents, and faculty
- Developed and maintained relationships with local colleges, universities, and regional workforce board representatives to create pipelines from high school to post-secondary life
- Conducted meetings with students and parents to discuss post-secondary options
- Worked closely with Guidance department and Medical and Electricity academy programs regarding testing opportunities (PLAN, PSAT, PERT, CPT, ACT, SAT, ASVAB, and CTE) and registration
- Tracked post-secondary readiness status of juniors and seniors each year using data collected by District/school

Youth Services Program Manager – Henkels & McCoy**2006-2007**

- Managed program which provides assistance to youth age 16-21 in obtaining training and employment
- Developed partnerships with community agencies to aid in delivery of services to qualified youth
- Supervised Career Coaches, Job Developers and Data Manager
- Monitored statistical performance and reported results to regional workforce agency and corporate management
- Tracked expenditures related to yearly budget

Career Specialist (Welfare Transition/WIA) – Career Central**2004-2006**

- Conducted interviews with applicants to determine eligibility for receipt of WIA services, including training and job placement assistance
- Developed partnerships with local schools and community agencies to aid in delivery of services
- Assisted career candidates with obtaining employment through skill assessments, career counseling, and job placement services
- Referred candidates to appropriate agencies, programs, and training to facilitate completion of targeted career goals
- Trained and monitored three temporary intake workers
- Maintained detailed case records for 50-80 job candidates
- Provided support services and incentives to eligible candidates
- Tracked recipient participation of Temporary Aid for Needy Families (TANF)

Economic Self-Sufficiency Specialist I/Intake Specialist – FL Dept. of Children & Families**2003-2004**

- Managed caseload of over 750 clients/families
- Enforced federal and state policy for public assistance programs
- Screened applicants for eligibility during abbreviated interviews
- Administered public assistance programs for needy individuals and families, including Food Stamps, Medicaid, and Cash Assistance (TANF)
- Scheduled as many as 120 interviews per month to renew clients' benefits

Education**Bachelor of Arts (Major: Fine Arts)****1993**

University of South Florida

Associate of Arts**1990**

Pasco-Hernando Community College

KATIE STROMAN

13108 Bartow St. Hudson, FL 34667 727-459-2026

K.STROMAN@CAREERSOURCEPASCOHERNANDO.COM

12 years' experience in Workforce with CareerSource Pasco Hernando and partner programs

EXPERIENCE

2018-PRESENT

CAREER COACH- ECKERD CONNECTS,CAREERSOURCE PASCO HERNADO

Maintain a caseload of youth participants, responsible to monitor cases on a daily basis and provide services to active participants. Recruiting and working with partners in the community maintaining a constant client base to serve. Ensuring that State and Local requirements are being followed. Auditing cases on a monthly basis to insure compliance.

2017-2018

RETENTION SPECIALIST- ECKERD CONNECTS,CAREERSOURCE PASCO HERNADO

Responsible for quarterly retention follow-up's. Verification of employment and post-secondary enrollments. Reporting information to Direct Supervisor for State and Local records.

2015-2017

CAREER SPECIALIST- CAREERSOURCE PASCO HERNANDO WORKFORCE BOARD

Maintain a large caseload of participants of the Supplemental Nutritional Assistance Program (SNAP). Responsible to monitor cases on a daily basis to ensure participants are meeting program requirements according to the State and Local Policies.

2010-2015

RESOURCE SPECILAIST-GOODWILL INDUSTRIES, CAREERSOURCE PASCO HERNANDO

Responsible for conducting the intake process for Welfare Transition and Supplemental Nutritional Assistance Programs. Assisted customers with various inquiries while providing support and resources to all participants.

EDUCATION

11/2003

HIGH SCHOOL DIPLOMA, MARCHMAN TECHNICAL

8/2016-PRESENT

ASSOCIATE DEGREE, SPCA, RAPHA SCHOOL OF MINISTRY

Started with associates in science in fall of 2016. Currently enrolled with Rapha School of Ministry pursuing an associate's degree in ministry.

SKILLS

- Case Management- maintaining participant records, to include verification of eligibility
- Extensive participant interaction
- Detailed Oriented
- Recruiting Specialist
- Skilled planner and coordinator
- Data Entry- Keeping detailed case notes and client information on State and Local level
- Assisting young adults achieve self-sufficiency through employment or post-secondary school enrollment

Kelly A. Durante

4672 Birchfield Loop Spring Hill, FL 34609 | 352-610-3148 | kellydurante@live.com

Objective

An organized, detail oriented, creative self-starter. Able to strategize and prioritize effectively to accomplish multiple tasks; while maintaining high energy and effective leadership skills. I have a keen eye for details and the ability to process information, delegate tasks, and utilize the support of all team members, to ensure the overall objective is achieved.

Skills & Abilities

- 12+ years of management experience
- Exceptional listener and communicator who effectively conveys' information verbally and in writing
- Results oriented
- Flexible team player with the ability to effectively prioritize
- Strong analytical, problem-solving, and decision-making capabilities
- Interpersonal and conflict management skills
- Proficient in Microsoft Office

Experience

WORKFORCE DEVELOPMENT SPECIALIST | ECKERD CONNECTS | BROOKSVILLE, FL |FROM: FEBURARY 2019-PRESENT

- Advising clients and consulting with managers regarding goal plans and deadlines implemented and customized to each individual, by listening to clients' needs and factoring the needs into the goal plan.
- Defined the clients goal and created a plan to track progress.
- Strong knowledge of full-cycle recruitment and selection plans using best practices to attract and retain diverse, experienced candidates. Collaborate and advise on talent and recruitment strategies in order to enhance employer's workforce
- Managing the business of strategic planning to include workforce analysis, talent acquisition, skills gap analysis, and other business processes, interpreting policies and standards and soundness of judgment.
- Establishing and maintains effective relationships with managers, vendors, customers, and peers at all levels providing advice and guidance concerning workforce activities to include human-related issues.
- Conducting one-on-one client interviews to assess clients' needs, abilities, aptitudes, experiences, qualifications and job interests.
- Coordinated ideas with team members and factored them into clients' goal plan.

RESTAURANT GENERAL MANAGER | PIZZA HUT | BROOKSVILLE, FL |FROM: FEBURARY 2011 – FEBURARY 2019

- Responsible for scheduling and directing staff in daily work assignments to maximize productivity, while maintaining a fun work environment and achieving company goals.
- Monitor all time sheets and payroll changes to ensure there were no mistakes and completed on time.
- Do quarterly reviews of all employees and evaluated their training paths
- Responsible for all interviews and hiring as well as all disciplinary actions
- One of my greatest accomplishments was taking a failing store and making it profitable within one year.

REFERENCES

- Hillary Smith – 352-442-7909
- Dale Jones- 352-212-8868
- Glenn Anderson- 727-255-2979

Exhibit C – Job Descriptions

Job Description

Title:	Vice President, Operations	Effective:	July, 2017
Job No:	VPOPS	Division:	Executive
Supersedes:	July, 2007	Program:	Operations
Status:	Exempt	Location:	Multiple

I. Position Concept:

The position assists in developing and implementing the strategic business plan and direction for the assigned operations areas of the organization. Supports and implements the vision, policies, and goals established by the CEO and the Board of Directors. This position ensures operational excellence across the 5 dimensions of leadership competence from the Eckerd Organizational Performance and Organizational Culture Wheels.

II. Essential Job Responsibilities:

- Provides strategic direction to all assigned operations activities that are aligned with the Eckerd Kids Strategic and Annual Operating Plans.
- Creates a strong, positive organizational culture in assigned operational areas with an emphasis on leadership development, capacity-building, and succession planning.
- Develops and executes procedures and controls to promote communication and effective information flow within the organization.
- Establishes and implements operating policies consistent with the organization's broad policies and objectives and ensures their execution.
- Implements safe, innovative programs that meet corporate goals and objectives.
- Creates the structure and processes necessary to manage the organization's current activities and its projected growth.
- In collaboration with Chief of Program Services as well as contracting agencies, establish meaningful /achievable performance measures and ensure that performance meets expectations. Ensure that all programs are rated as acceptable or better based on the applicable contract and licensing standards.
- Defines outcomes and measures of success. Ensures that regular and systematic evaluations are conducted against these measures.
- Ensures that the responsibilities, authorities, and accountability of all staff members are clearly defined, understood, and implemented effectively.
- Ensures that all organization activities and operations in assigned areas are carried out in compliance with local, state, and federal regulations and laws governing business operations.
- Maintains strong relationships with current stakeholders while identifying and establishing new relationships that enable the expansion of Eckerd Kids business.
- Continually research and analyze market trends and funding streams to ensure the long term viability of Eckerd programming and promote the development of new innovation.

III. Nonessential Job Duties:

- Perform other duties as assigned.

IV. Position in Organization:

- A. Reports to:
Chief of Program Services
- B. Directly supervises:
Operations Director(s) and Program Manager(s)
- C. Indirectly supervises:
All assigned operations supervisors and staff

V. Relationships:

- A. Internal:
All levels of employees within the organization

B. External

Board of Directors
Government Officials
Representatives of Regulatory Agencies
Clients and Family members
Members of the Media
Current and Potential Contributors to the Organization
The Public at Large
Federal, state and local governmental agencies
Industry groups and organizations

VI. Education & Experience:

- A. Education – Bachelor’s degree, from an accredited College or University, required. A related field Master’s strongly preferred.
- B. Experience – Minimum of ten years of related work experience at the corporate level. Prefer detailed understanding of both non-profit and for profit businesses. Operational program experience preferred.
- C. Skills – Demonstrated strong customer-focus, marketing skill, and ability to exercise independent judgment. Must be self-motivated and organized, and have excellent people skills, strong presentation and persuasion skills, and verbal and written communication skills; Drive for results; Ability to negotiate and influence decision makers; Computer literate with basic word processing and database skills.
- D. Physical Demands - Requires sitting for approximately 2/3 of each day with periodic lifting of up to 25 pounds. Ability to communicate via telephone; Ability to travel regularly to accomplish goals. Must be free of communicable diseases as defined by state and to the extent that knowledge is attainable under the law as defined by the appropriate state and to the extent that knowledge is attainable under federal law.
- E. Other – Must meet state criminal background check requirements.
- F. Travel - Must be able to meet requirements for Eckerd’s Auto Insurance and be able to drive for business purposes. Must have and maintain an appropriate and valid state driver’s license.

Supervisor

Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

Employee – Print and sign

Date

Job Description

Title:	Operations Director	Effective:	July, 2016
Job No:	OPDR	Division:	Operations
Supersedes:	N/A	Program/Dept:	Multiple
Status:	Exempt	Location:	Multiple

I. Position Concept:

This position is responsible for providing primary oversight, direction and expansion for multi-state workforce programs as per WIOA federal regulations. Incumbent is accountable for the performance of all assigned programs to include but not limited to achievement of all outcomes, contract performance, quality, human resource, financial, and expansion. Incumbent will facilitate broad reaching quality actives for overall workforce programs with a focus on program implementations, data processes and performance scorecard tracking.

II. Essential Functions:

- Supervise, direct, and evaluate program managers while providing or arranging for their training in a manner consistent with corporate succession planning goals. Supplement efforts of Training Department through mentoring, coaching, and direct training interactions with subordinates. Coordinate travel to visit sites as deemed appropriate to ensure that the programs and staff have needed supports.
- Work with program leaders to develop the Program Operating Plans that support WIOA regulations and ensures conformance to contracts and take necessary steps to ensure successful plan execution.
- Work with program managers to develop and successfully execute annual operating budgets for operational programs. Monitor program financial goals monthly and amend as required in order to achieve the targeted goal.
- Research, develop, and coordinate the successful expansion of new business in existing states, as well as states being targeted for growth, to provide a financial contribution to the organization's overall operating income. Actively participate in the construction and evaluation of proposals to maintain or expand business.
- Establish meaningful /achievable performance measures and ensure that performance meets expectations. Evaluate performance measures monthly and develop corrective action plans for those programs not meeting expectations. Ensure that all programs are rated as acceptable or better based on the applicable contract and licensing standards
- Ensure Eckerd Workforce is represented on local and statewide councils, workgroups, alliances, coalitions, etc. in each assigned state. Keep abreast of statewide and federal policy, legislative and fiscal matters that could either positively or negatively impact the organization related to operations.
- Ensure that all Human Resources policies are followed, and that every program has a positive productive work environment. Ensure staff turnover and retention at each assigned program is within targeted goals and implement strategies to achieve goals if they are not meeting expectations.
- Ensure that each program has effective community outreach and fund development strategies. Ensure assigned programs develop and maintain effective and fully functioning Advisory Councils.
- Liaison with the Quality and Performance division to create effective scorecards across the entire workforce division and well as coordinate start up processes on newly implanted programs for youth, young adults, and adults.
- Oversee the data management processes for workforce division and supervise the Data Manager providing effective leadership and direction. Works closely with the Quality and Performance division to set standardized systems of tracking and reporting.

III. Other Duties Include, But Not Limited To:

- Assist the Chief of Quality and Performance in the areas of quality and program improvement
- Other duties as assigned by the Chief of Program Services

IV. Position in Organization:

- A. Reports to:
Chief of Program Services
- B. Directly supervises:
Assigned Area Managers, Program Managers, and Data Specialists

V. Relationships:

- A. Internal:
Operations Directors
Clearwater Support Center Staff
- B. External:
Contracted agency staff
State and Federal Contract Managers

VI. Position Specifications:

- A. Education - Bachelor's degree, from an accredited College or University, in business or public administration.
- B. Experience – 10 years of progressively responsible full-time work experience in the area of workforce development with a specific focus on workforce operations. At least five years of which must have been in a supervisory capacity of multiple staff. Experience in supervising multiple programs or multi-site locations preferred. Demonstrable experience in budget management is required. Preference is extended to those having experience in overall workforce programming.
- C. Skills – Leadership, management for results, collaborative skills, change agent, developing and coaching people, team building, promoting diversity, business planning, continuous improvement, professional expertise, decision maker, planning and organizational skills. Excellent verbal and written communications skills. Proficiency in computer applications such as Word, PowerPoint, and Excel preferred.
- D. Physical Demands - Periodic long and irregular working hours; considerable travel; must be able to visit all assigned programs/facilities located in multiple states.
- E. Other - Must maintain an appropriate and valid state driver's license. Must meet state criminal background check requirements.
- F. Travel - Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes.

Supervisor

Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

Employee – Print and sign

Date

Job Description

Title:	Program Manager - Youth	Effective:	July 2016
Job No:	PRGMGR	Division:	Workforce
Supersedes:	N/A	Program/Dept:	Operations
Status:	Exempt	Location:	Multiple

I. Position Concept:

The Youth Program Manager is primary assigned to assist the Operational Director or Area Manager with the day-to-day supervision of the project. This position typically operates programs with a single customer including fiscal oversight and program billing. The Program Manager will supervise and direct front line project staff while working together with a mentoring operational leader to build partnerships to secure additional/sustaining funding including assisting with grant development. The Program Manager is responsible for the coordination, operation and performance of the program. The Program Manager provides/assists with front line staff training. The Program Manager will lead the front line project staff to ensure that student outcomes and contract performance are met on a timely basis. The Program Manager develops relationships with other community service agencies and identifies those agencies that will provide services not directly provided by Eckerd Workforce. The Program Manager manages and tracks the student incentives/skill invoices process & procedure as well as the monthly project performance reporting. The Program Manager manages the process of recording case notes, goal attainments, and program outcomes into the funding agency data management system and will fill in for front line staff when required. The Program Manager must be knowledgeable in WIOA and WIOA data management systems and able to stay current with changing legislation. The Program Manager must pursue methods of increasing performance through implementation of continuous staff training.

II. Essential Functions:

- Ensure that all programs are on track to meet or exceed contractual performance goals within the guidelines of the operating budget and program deliverables.
- Staff Training & Development a minimum of one training session per quarter with documented evidence of 80% staff attendance.
- Conduct business development activities and assist the Regional Manager in responding to RFP's, grant opportunities, in an effort to grow business in the Region.
- Community outreach service agencies to assist where necessary to fulfill delivery of contract compliance.

III. Other Duties Include, But Not Limited To:

- Participate in training as required.
- Ensure adherence to Eckerd's Policy and Procedure Manual. Report any acts, incidents, or conditions that reflect the possibility of inappropriate staff-to-youth/family relationships.
- Report any use of physical force and all unusual incidents per Eckerd policy and state guidelines.
- Perform other duties as assigned or needed.

IV. Position in Organization:

- A. Reports to:
Operations Director or Area Manager
- B. Directly supervises:
Project Staff

V. Relationships:

- A. Internal:
Program Staff
- B. External:
Funding Partners
Community Agencies

VI. Position Specifications:

- A. Education – Related Bachelor’s Degree (social services, counseling, business) from an accredited College or University.
- B. Experience – 3+ years relevant work experience. Past experience working with the targeted population.
- C. Skills - Drug free, clear background check relevant to working with young adults. Experience with at-risk youth, particularly in workforce, employment and training. Demonstrated proficient in using Microsoft Office applications, VOS or other online database tracking systems. (XP) Hardware knowledge a plus. Possess a valid driver’s license and reliable transportation to facilitate travel through the assigned area. Ability to maintain a leadership role with the students to motivate and influence positive behaviors. Excellent verbal and written communication skills. Knowledge and or experience with classroom management techniques. Well-developed presentation and facilitation skills to engage students to meet program goals. Identify and recruit target population of clients and employers. Ability to deliver program curriculum/objectives in classroom/simulated workplace environment. Provide assessment of youth and make enrollment recommendations. Manage and complete paperwork on time with accuracy. Assist in establishing linkages with other community service related agencies. When permitted, input data, as appropriate, in the MIS system, work with project connected staff. Place students in Employment / Internship opportunities. Case follow up and documentation for students who have exited the program. Provide input to project coordinator and make recommendations for improvements to program. Plan, organize, and arrange award ceremonies, other duties as assigned
- D. Physical/Mental Demands - The environment is an open office/classroom type facility that is reasonably clean and comfortable. The incumbent is in a non-confined setting in which he/she is free to move about.
- E. Other – Must be free of communicable disease. Must meet criminal background check requirements. A valid driver's license and a vehicle with appropriate insurance coverage, if required to drive in the course of performing assigned duties and responsibilities. Must successfully pass a background screening process.
- F. Travel - must be able to meet requirements for Eckerd’s Auto Insurance and be able to drive for business purposes. Must have and maintain an appropriate and valid state driver’s license. Must be capable of extensive driving and travel.

Supervisor

Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

Employee – Print and sign

Date

Job Description

Job Code:	02000142	Job Title:	Workforce Career Coach - Youth
Pay Grade:	15	EEO:	2 W/C: 8868
Status:	Non-Exempt	Division:	Workforce
Program/Dept(s):	All Workforce Programs	Location(s):	Multiple
Relationships (Internal):	Program and Eckerd Staff	Relationships (External):	Community Agencies; Local School Officials; Families; Funder/Workforce boards
Effective:	July, 2017	Supersedes:	September, 2015

I. Position Concept:

The Youth Career Coach is the primary point of contact with the participants and others in the participant's circle of influence. The Youth Career Coach will recruit for the program as well as seek employment and educational opportunities as participants complete the program. The Youth Career Coach must display initiative, exercise judgment and make decisions that are consistent with program goals. Provides case management and service coordination to assist participants attain academic, personal, and professional goals. Serve as a Primary Person and liaisons to services and resources at the Workforce Solution Center and with partner agencies and is vital to developing the key data points needed to ensure program completion. Assists with the development, coordination, and implementation of the ISS to ensure positive placement and retention at the conclusion of services. The Youth Career Coaches will maintain a caseload of Youth participants.

II. Essential Functions:

- Outreach/Recruitment through attending/conducting activities in the community relating to participant development.
- Assessment/Eligibility of participants per project plan.
- Maintain case records detailing service needs and activities/arrangements for their fulfillment, according to data-management procedures established by program management and the funding sources.
- Deliver skills training in software applications, work readiness skills and the development of basic remedial skills in math and reading. Develop presentation and facilitation skills to engage students in meeting program goals.
- Deliver program curriculum/objectives in classroom/simulated workplace environment.
- Job Development by connect with employers and community organizations on a frequent basis to market and enrich the program and the success of the participants.
- Identify and recruit target population of clients and employers.
- Data and paperwork management.

III. Other Duties Include, But Not Limited To:

- Participate in training and development activities as required.
- Report any acts, incidents or conditions that reflect the possibility of inappropriate participant-to-participant or staff-to-participant relationships.
- Report any use of physical force and all unusual incidents per Eckerd Kids policy and state guidelines.
- Perform other duties as assigned.

IV. Position Specifications:

Education: Related Bachelor’s degree, from an accredited College or University preferred.

Experience: Past experience working with the targeted population. 3+ years relevant work experience.

Skills: Demonstrated proficient in using Microsoft Office applications or online database tracking systems. Must have the ability to efficiently manage a large participant caseload (Active and Follow-up) in a fast pace environment. Must have the ability to work independent of central office or direct management support. Ability to maintain a leadership role with the students to motivate and influence positive behaviors. Excellent verbal and written communication skills. Knowledge and or experience with classroom management techniques.

Physical Demands: The environment is an open office/classroom type facility that is reasonably clean and comfortable. The incumbent is in a non-confined setting in which he/she is free to move about. The position requires that the incumbent spend time writing, typing, speaking, listening, lifting (up to 25 pounds), carrying, seeing (such as close, color and peripheral vision, depth perception and adjusted focus), sitting, pulling, walking, standing, squatting, kneeling and reaching.

Other: Must have appropriate and valid state driver’s license and be able to meet requirements for Eckerd’s Auto Insurance and be able to drive for business purposes. Must meet state criminal background check requirements.

Travel: Must be able to meet requirements for Eckerd’s Auto Insurance and be able to drive for business purposes.

Supervisor

Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

Employee – Print and sign

Date

Job Description

Job Code:	02000143	Job Title:	Workforce Development Specialist
Pay Grade:	15	EEO:	2 W/C: 8868
Status:	Non-Exempt	Division:	Workforce Development
Program/Dept(s):	Workforce Programs	Location(s):	Multiple
Relationships (Internal):	All Staff	Relationships (External):	Workforce partners; Vocational Institutions; Professional organizations; Youth and Community Centers
Effective:	July 2017	Supersedes:	September 2015

I. Position Concept

The Workforce Development Specialist is the primary point of contact between our staff, participants and potential employers. The WDS will build a network of business relationships that support subsidized and unsubsidized employment opportunities for participants.

II. Essential Functions

- Attend/conduct activities in the community relating to employment services and connect with employers and community organizations on a frequent basis to market and enrich the program and the success of the participants.
- Maintains regular contact with employers to monitor employment satisfaction and to suggest refinement of requirements to better prepare participants and meet employer hiring needs.
- Works with participants to develop assigned subsidized placement, accurately completes Worksite Agreements, clearly reviews policies and process with participant and employer.
- Assists in the development and documents job duties, and follows up with employer/participant surveys regularly to ensure program satisfaction and success.
- Develop and/or strengthen relationships with local employers, colleges, military, and social service agencies leading to fulfillment of contractual objectives.
- Enter data collected on client and employer activity in an internal and/or state system. Maintain accurate participant records, performs filing and general clerical functions. Tracks and reports on placement activities. Works with staff to identify job placement concerns and propose solutions.
- Program marketing, minimum one event/quarter (Specialized Recruitments, job fair).
- Understands of Labor Market Information, Demand Occupations, and watch for trends in employment.

III. Other Duties Include, But Not Limited To

- Report any acts, incidents or conditions that reflect the possibility of inappropriate youth-to-youth or staff-to-youth relationships.
- Report any use of physical force and all unusual incidents per Eckerd policy and state guidelines.
- Perform other duties as assigned.

VI. Position Specifications

Education: Related Bachelor's Degree from an accredited College or University preferred.

Experience: 2+ years relevant work experience hiring, training, and managing staff. Past experience working with the targeted population.

Skills: Excellent people skills and a ability to build relationships. Ability to work effectively with a diverse group of participants, staff, and community. Basic knowledge and understanding of issues that affect people with barriers and

disabilities. Strong process orientation: Detail oriented, logical, and methodological approach to problem solving. Ability to read, analyze and interpret general business periodicals, professional journals, and technical procedures. Ability to deal with complex problems involving multiple facets and variables in non-standardized situations.

Other: Must have appropriate and valid state driver's license. Must meet state criminal background check requirements.

Travel: Travel up to 40% of the time. Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes.

Physical Demands: The environment is an open office/classroom type facility that is reasonably clean and comfortable. The incumbent is in a non-confined setting in which he/she is free to move about. The position requires that the incumbent spend time writing, typing, speaking, listening, lifting (up to 25 pounds), carrying, seeing (such as close, color and peripheral vision, depth perception and adjusted focus), sitting, pulling, walking, standing, squatting, kneeling and reaching.

Supervisor

Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

Employee – Print and sign

Date

Job Description

Title:	Retention Specialist	Effective:	July, 2016
Job No:	RETNSPEC	Division:	Eckerd
Supersedes:	N/A	Program/Dept:	Operations
Status:	Non-exempt	Location:	Multiple

I. Position Concept:

The Retention Specialist works with participants who have completed their activities and have exited the program. He/she works to ensure they continue to be successful through case management processes to include, ongoing contact, face to face meetings, visiting worksites, contacting employers, schools, etc. She/he links participants to supportive services when needed, counsels and monitors their progress to ensure they progress towards established goals which may include placement in employment, advanced training or educational institutions. He/she ensures that participants receive appropriate, competent and professional information and advice to achieve successful outcomes; and ensures the delivery of services are consistent with program objectives and standards. This position is also responsible for the on-going follow-up activities and data management of the participants.

II. Essential Functions:

- The Retention Specialist will provide follow-up services for a minimum of 12 months following the first day of employment, to registered participants who are placed in unsubsidized employment. The goal of follow-up services is to ensure job retention, wage gains and career progress. Follow-up services will be determined based on the needs of the individual as well as the goals and objectives for the local workforce investment system.
- The incumbent is responsible for monthly contact with the participants. She/he provides supportive counseling to strengthen the participant's ability to make appropriate life decisions; monitors participant needs and progress on an ongoing basis; and updates participant plans and records, with accuracy, in accordance with program standards and contract requirements.
- He/she works with participants to determine their work history and qualifications; informs and counsels participants regarding job opportunities and vocational choices; and matches knowledge and abilities with job requirements and educational placement.
- This position will make periodic visits to employers and participants and will document employment activities into the designated system. He/she will also formulate periodic oral and written reports regarding participant employment activities.
- She/he serves as liaison to other community-based organizations to promote visibility of the program to ensure ongoing referrals and effective utilization of services and to meet program contract, enrollment and outcome goals.
- The Retention Specialist builds relationships with business and community leaders and educational institutions by visiting their worksites and promoting Eckerd's programs; collaborates with local workforce agencies to plan, coordinate and organize job fairs and workshops and identifies job opportunities.
- He/she may visit training sites to support training operations, and/or conduct ISS reviews and updates as required by the funding source.
- The incumbent evaluates and collects data to ensure timely reporting for internal and external use; routinely analyzes reporting and data collection mechanisms to ensure accurate and timely information and prepares routine and special reports as needed, all within confidentiality guidelines.
- General duties include but are not limited to: assisting with instruction and job placement duties; attending required training sessions; assisting with the placement of participants in employment and/or education.
- Contributes collaboratively to overall team effort and performs other related duties as assigned.

III. Other Duties Include, But Not Limited To:

- Participate in training and development activities as required.
- Report any acts, incidents or conditions that reflect the possibility of inappropriate youth-to-youth or staff-to-youth relationships.

- Report any use of physical force and all unusual incidents per Eckerd policy and state guidelines.
- Perform other duties as assigned.

IV. Position in Organization:

- A. Reports to:
Program Manager
- B. Directly supervises:
N/A

V. Relationships:

- A. Internal:
Program staff
- B. External:
Clients
Community Based Organizations
Local Employers
Community Leaders

VI. Position Specifications:

- A. Education - Associate's degree, from an accredited College or University, and at least four years of work experience in social services, business or educational field; or the equivalent combination of education and experience. Prior experience working with at-risk youth population is preferred.
Experience – Four years of work experience in social services, business or educational field. Prior experience working with at-risk youth population is preferred.
- C. Skills – Exceptional oral, written and interpersonal communication skills with the ability to apply common sense to carry out instructions and instruct others, interpret documents, understand procedures, write reports and correspondence, speak clearly. Must be able to read and follow lesson plans, apply effective classroom management skills; possess strong presentation skills; and utilize effective training/instructional methods. Analytical ability is required to gather and summarize data for reports, find solutions to various administrative problems and prioritize work. The position requires continual attention to detail and interaction with participants and the community. Professional in interactions with co-workers, participants, funding sources, the community and in appearance, the incumbent refrains from any conduct that would negatively impact the program or Eckerd's reputation. The incumbent must possess the ability to handle sensitive and confidential situations and continually demonstrate poise, tact and diplomacy. Strong process orientation: Detail oriented, logical, and methodological approach to problem solving. Possess the ability to read, analyze and interpret general business periodicals, professional journals, and technical procedures. Demonstrated ability to deal with complex problems involving multiple facets and variables in non-standardized situations. Excellent organization and time management skills and the ability to provide leadership and training using positive techniques to ensure maximum productivity; demonstrated ability in organization and delegation skills. Ability to work with minimal to no supervision while performing duties. Must be proficient in Microsoft Office products (Word, Excel, PowerPoint, Outlook).
- D. Physical/Mental Demands – The environment for this position is an open office that is clean and comfortable and includes driving a vehicle approximately 25% of the time. The incumbent is in a non-confined office-type setting in which he/she is free to move about at will. In the course of performing this position the incumbent spends time writing, typing, speaking, listening, lifting (up to 20 pounds), carrying, seeing (such as close, color and peripheral vision, depth perception and adjusted focus), sitting, pulling, walking, standing, squatting, kneeling and reaching. This position may be required to operate any or all of the following: telephone, cellular telephone, general office equipment including copy and fax machines, calculator, personal computer and related printers. He/she must be able to sit for prolonged periods and work non-traditional hours when needed. The incumbent in this position must be able to: read and interpret documents or instruments, perform highly detailed work, assist or guide problem solving, resolve employee issues, perform mathematical functions, conduct meetings and presentations, prepare written communication, perform analytical reasoning, withstand stress, handle multiple, concurrent tasks and constant interruptions.

- E. Other – Must interface effectively at all organization levels, with commitment to professional standards and personal development; must meet state criminal and Eckerd background screening requirements. Must successfully pass background screening process.
- F. Travel - Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes. Must have and maintain an appropriate and valid state driver's license and personal transportation are required for local travel between sites.

Supervisor

Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

Employee – Print and sign

Date

Job Description

Title:	Occupational Instructor	Effective:	June, 2016
Job No:	OCCINS	Division:	Workforce
Supersedes:	N/A	Program/Dept:	Multiple
Status:	Non-Exempt	Location:	Multiple

I. Position Concept:

The Occupational Instructor position provides program specific training to participants with a primary emphasis on excellence in classroom instruction. Staff are expected to demonstrate and maintain competence in each of areas outlined below.

II. Essential Functions:

- The Occupational Instructor is responsible for adhering to the prescribed, authorized lesson plan and providing an environment conducive to the learning experience, including supervision of participants and assessment of participant skill levels in order to assist them with reaching their full potential and achieving goals.
- The incumbent will present information to participants in a clear, effective fashion using a variety of teaching aids such as black board, flip chart, overhead, etc., on a regular basis. She/he will address questions or concerns and utilize training and instructional methods that reinforce learning. It is expected that the Work Readiness Instructor will use past experience and best practices from professional experience to enhance the learning experience.
- She/he will utilize effective classroom management skills; assist, advise and counsel a diverse participant population with regard to program policies and standards while demonstrating sensitivity to participant needs and circumstances; and performs routine follow-up with participants as it relates to education and employment.
- This position is responsible for periodically administering orientation sessions and providing participants with the necessary program information, i.e., enrollment packets, curriculum information, etc.; additionally, he/she may supervise participants during the work-based projects or work experience activities and, in some instances, be required to attend training on counseling techniques in order to further assist the participant population.
- He/she attends mandatory training sessions and regularly conducts presentations about Eckerd Learning's business model in order to further develop Eckerd's business network and relationships.
- The Occupational Instructor is responsible for filing and maintaining thorough, accurate participant records, including assessments, assignments, tests, reports, performing data entry and other program related information as required; conducts case management sessions and maintains case notes as required by the funding source.
- The incumbent conducts ISS reviews and updates as required by the funding source.
- Performs other related duties as assigned.

III. Other Duties Include, But Not Limited To:

- Report any acts, incidents or conditions that reflect the possibility of inappropriate youth-to-youth or staff-to-youth relationships.
- Report any use of physical force and all unusual incidents per Eckerd policy and state guidelines.
- Perform other duties as assigned.

IV. Position in Organization:

- A. Reports to:
Program Manager
- B. Directly supervises:
None

V. Relationships:

A. Internal:

B. External:

State Department of Education

Professional organizations

Parents and community

VI. Position Specifications:

- A. Education- Related Bachelor's degree, from an accredited College or University preferred.
- B. Experience- Past experience working with the targeted population. 3+ years relevant work experience.
- C. Skills –Demonstrated proficient in using Microsoft Office applications or online database tracking systems. Must have the ability to efficiently manage a large participant caseload (Active and Follow-up) in a fast pace environment. Must have the ability to work independent of central office or direct management support. Ability to maintain a leadership role with the students to motivate and influence positive behaviors. Excellent verbal and written communication skills. Knowledge and or experience with classroom management techniques.
- D. Physical Demands – The environment is an open office/classroom type facility that is reasonably clean and comfortable. The incumbent is in a non-confined setting in which he/she is free to move about. The position requires that the incumbent spend time writing, typing, speaking, listening, lifting (up to 25 pounds), carrying, seeing (such as close, color and peripheral vision, depth perception and adjusted focus), sitting, pulling, walking, standing, squatting, kneeling and reaching.
- E. Other – Must have appropriate and valid state driver's license and be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes. Must meet state criminal background check requirements.
- F. Travel - Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes.

Supervisor

Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

Employee – Print and sign

Date

Exhibit D – Cost Allocation Plan

Eckerd Connects Workforce Development Cost Allocation Plan Fiscal Year 2022

Eckerd Connects has structured a cost allocation plan in accordance with OMB Uniform Guidance. All direct costs are charged directly to the program that incurs or benefits from the cost. A cost within Eckerd Connects that benefits multiple programs may be set up as a single cost objective and allocated to programs that benefit from these costs.

The methodology for allocating costs to a program is as follows:

Wages

Staff who work across multiple programs charge their time to the individual program project numbers based on actual time spent or benefit received in connection with a specific program. The pay associated with these hours is then directly charged to the benefitting program. Some examples of individuals working across multiple programs are the Vice President(s) of Operations, and Operations Director. Staff who are paid an hourly rate are allocated by taking their hourly rate times the number of hours charged per project. For salaried individuals, each pay period an effective hourly rate is calculated by taking the pay period salary amount and dividing by the number of hours that employee worked in the same pay period. The effective hourly rate is then multiplied by the number of hours charged per project. The effective hourly rate fluctuates per pay period depending on the working hours in that pay period. Staff are paid semi-monthly.

Fringe Benefits

The fringe benefits include FICA, unemployment, workers compensation, retirement health insurance and other employee benefits and are calculated as follows. Fringe benefit costs are evaluated quarterly against actual costs. Adjustments are made if actual costs are significantly different from accrual rates. Final adjustments are made to actual costs at the end of each fiscal year.

FICA – FICA is calculated at 7.65% times payroll that is subject to FICA taxes. If an employee has deductions from their check for qualifying health benefits, their taxable wages are reduced by that same amount.

Unemployment – Eckerd Connects is self-insured for unemployment. The rate is set by a company that administers the unemployment program. The rate for FY22 is .79% and is applied to actual payroll.

Workers Compensation – The rate is an estimate based on the prior fiscal year's actual workers compensation expenses as a percentage of the company's projected total salaries for the upcoming year. This is considered a "provisional rate" and will be adjusted (if needed) in the middle of the fiscal year as actual expenses are incurred. The rate for FY22 is .5% and is applied to actual payroll.

Retirement – The rate is an estimate based on the prior fiscal year's actual retirement expenses as a percent of the company's projected total salaries for the upcoming year. This is considered a "provisional rate" and will be adjusted (if needed) towards the end of the fiscal year as the actual employer contribution is calculated. The rate for FY22 is 2.2% and is applied to actual payroll.

Health Insurance – Eckerd Connects is self-insured for health insurance. The health insurance rate is calculated based on the total number of employees electing health coverage. The actual per employee per year rate is calculated as the estimated total health insurance claims and administrative expenses divided by the total number of employees electing health coverage. This is then converted to a monthly amount and charged to each contract based on those employees that have elected health coverage. This is considered a "provisional amount" and will be adjusted (if needed) towards the middle of the fiscal year as the actual expenses are incurred. The amount per employee per month for FY22 is \$785. The monthly amount of \$785 is multiplied by the Full Time Equivalent amount (FTE). To calculate the FTE, each month the total number of hours worked on a project by those employees who elect health insurance coverage is divided by the number of working hours in that month.

Other Employee Benefits: This includes the cost of our EAP, Life Insurance and Short-Term Disability for all employees. The amount per employee per month for FY22 is \$35. The monthly amount of \$35 is multiplied by the Full Time Equivalent amount (FTE). To calculate the FTE, each month the total number of hours worked on a project by each employee is divided by the number of working hours in that month.

Office Supplies

Office supplies are direct charged to the program purchasing and benefiting from the item at a discounted rate based on an organizational procurement conducted by Expense Reduction Analysts. The costs related to Expense Reduction Analysts (company hired to review and reduce certain operating expenses) are allocated to each program based on the savings received by the program. For office supplies, the actual savings for each purchase is tracked by program. Expense Reduction Analysts receives 50% of this savings. The Expense Reduction Analysts fees are then charged to each program based on their actual purchases and respective savings.

Licensing Fees

The annual licensing costs for Empyra are charged to each program based on the number of users utilizing the participant tracking software at that program. The licensing cost per user is \$310.00 per year.

Mileage

Mileage is reimbursed at the federal rate of .56 unless another rate is specified by a funding agency. All staff in the State of Florida are reimbursed at \$.445 cents per mile and staff in the State of Ohio are reimbursed \$.50 cents per mile.

Cell Phone

Cell phone charges are direct charged to the program based on the staff working in the program. The costs related to Expense Reduction Analysts (company hired to review and reduce certain operating expenses) are allocated to each program based on the savings received by the program. For cell phones, the actual savings for each phone line is tracked by program. Expense Reduction Analysts receives 50% of this savings. The Expense Reduction Analysts fees are then charged to each program based on the actual phone lines and respective savings.

General Liability Insurance

Eckerd Connects is self-insured for general liability insurance and does not pay a traditional premium on a monthly basis. General Liability Insurance is allocated based on a fixed percentage that is applied to the previous month's revenue. The fixed percentage is determined by weighting the different classes of programs based on risk factor. The risks are assessed at the parent company level (Eckerd Connects). This is considered a "provisional rate" and will be adjusted (if needed) in the middle of the fiscal year as actual expenses are incurred. The rate for FY21 is .60% and is applied to actual revenue. Final adjustments are made to actual costs at the end of each fiscal year.

Indirect Costs

The approved indirect cost rate is charged using the Modified Total Direct Cost method under the federal Uniform Guidance requirements. The Modified Total Direct Costs are calculated as total expenses less expenses for equipment and property rent expense, client tuition, subcontractors over \$25,000 and some participant support costs (such as incentives, transportation, allowances and clothing). The approved indirect rate is then applied to the modified total expenses. The federally approved provisional rate for FY21 is 12.10%.

Paxen programs utilize a 10% de minimus indirect cost rate.

Any expenses not listed above are considered direct costs or expenses. These expenses are charged directly to the program receiving benefit and no allocation is required.

Exhibit E – Indirect cost rate approval letter

NONPROFIT RATE AGREEMENT

EIN: 1592551416A2

DATE: 05/04/2021

ORGANIZATION:

FILING REF.: The preceding
agreement was dated
06/10/2020

Eckerd Youth Alternatives, Inc.
100 North Starcrest Drive, P.O. Box
7450
Clearwater, FL 33758-7450

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: INDIRECT COST RATES

RATE TYPES: FIXED FINAL PROV. (PROVISIONAL) PRED. (PREDETERMINED)

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
FINAL	07/01/2019	06/30/2020	11.40	On Site	Head Start
FINAL	07/01/2019	06/30/2020	12.10	On Site	Non-Head Start
PROV.	07/01/2020	06/30/2023	11.40	On Site	Head Start
PROV.	07/01/2020	06/30/2023	12.10	On Site	Non-Head Start

*BASE

Total direct costs excluding capital expenditures (building, individual items of equipment, alternations and renovations), rental costs, vehicle leases, scholarships and fellowships, participant (client) support costs and that portion of each subaward in excess of \$25,000.

ORGANIZATION: Eckerd Youth Alternatives, Inc.

AGREEMENT DATE: 5/4/2021

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:

The fringe benefits are specifically identified to each employee and are charged individually as direct costs. The directly claimed fringe benefits are listed below.

TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims are not made for the cost of these paid absences.

This organization charges all costs direct to a particular final cost objective; i.e., a particular award, project, service or other direct activities, with the exception of the costs listed below:

1. Salaries and Wages -

Account Administrator
Accountant
Accounting Manager
Accounting Specialist-4
Accounting Supervisor-2
Administrative Coordinator
Application Database Developer
Area Manager
Assistant Controller
Assist. to the Pres/CEO
Associate HRIS Specialist
Benefits Specialist
Benefits-Payroll Assistant
Billing Analyst
Billing Manager
Career Facilitator II
Chief Devel./Relations Officer
Chief Financial Officer
Chief Information Officer
Chief of Community Based Care
Chief of Program Operations
Chief of Program Services-4
Chief of Staff
Chief Perform. Officer
Chief Strategic Relations Officer
Chief Talent Officer
Client Trust Fund Specialists
Client Trust Fund Supervisor ECA

ORGANIZATION: Eckerd Youth Alternatives, Inc.

AGREEMENT DATE: 5/4/2021

Contracts Manager-2
Contracts Specialist
Controller
Creative Services Manager
Data Integrity Manager
Data Integrity Specialist
Director, Budget and Financial Mgmt.
Director, Contract Management
Director, Data and Reporting
Director, Service Contracts
Director, Finance
Director, Finance, ECA
Director, National Educational Services
Director, Public Relations
Director, Quality/Treatment Services
Director, Quality Improvement
Director, Quality Management
Director, Risk Management and Privacy
Director, Special Projects/Innovation
Director, Talent Development
Director, Talent Management
Divisional Operations Director
EHR Report Writer
E-Learning Administrator
Executive Assistant-2
Executive Director, Caring
External Relations Manager
Facility Services Manager
Facility Services Technician
Financial Analyst
HR Business Partner-2
HR Generalist
Human Resources Assistant
H/R Specialist
Lead Client Trust Specialist
Lead Q.M. Specialist
Lead Software Developer
Operations Director
Ops Dir., FL Residential Programs
Ops Dir., FL Juvenile Programs
Payroll Specialist
President/CEO
Program Manager-3
Quality Management-5
Regional Manager-2
Report Writer Specialist
Senior Accounting Manager-2
Senior Benefits Specialist
Senior Data Analyst

ORGANIZATION: Eckerd Youth Alternatives, Inc.

AGREEMENT DATE: 5/4/2021

Senior Director-4
Senior HR Business Partner
Senior Manager-3
SIS Coordinator
Special Projects Manager
State Director, West
Training Manager/Specialist-5
Tutor
V/P Finance
Web Content-2
Workforce Career Coach

2. Fringe benefits for the above personnel only.

The following fringe benefits are included in the fringe benefit charging rate: FICA, Health Insurance, State Unemployment, Retirement, Worker's Compensation, and Life Insurance

3. Non-labor expenses associated with the indirect departments only.

Supplies and Materials, Travel, Telephone, Repairs & Maintenance, Insurance, Professional Fees, Utilities, Rent, Purchased Services

Equipment means tangible personal property (including information technology systems) having a useful life of more than one year, and a per-unit acquisition cost which equals or exceeds \$5,000.

The indirect cost rate(s) has/have been negotiated in compliance with the applicable Administration for Children and Families Program Instructions for the Head Start program (ACYF-PI-HS-05-01 and ACYF-PI-HS-08-03). ACYF-PI-HS-08-03, dated 5/12/2008, specifically defines "compensation" and limited the cost of "compensation" charged to any federally funded program to zero for any staff whose "compensation" exceeded the rate payable for level II of the Executive Schedule. As of January 2021, the Executive Schedule Level II rate is \$197,300.

The next indirect cost rate proposal based on actual costs for the fiscal year ending 06/30/2021 is due in our office by 12/31/2021.

ORGANIZATION: Eckerd Youth Alternatives, Inc.

AGREEMENT DATE: 5/4/2021

SECTION III: GENERAL

A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its indirect cost pool as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as indirect costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

E. OTHER:

If any Federal contract, grant or other agreement is reimbursing indirect costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of indirect costs allocable to these programs.

BY THE INSTITUTION:

Eckerd Youth Alternatives, Inc.

(INSTITUTION)

(SIGNATURE)

(NAME)

(TITLE)

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Darryl W. Mayes

-S

(SIGNATURE)

for Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

5/4/2021

(DATE) 2839

HHS REPRESENTATIVE:

Telephone:

(214) 767-3261

Exhibit F – Letters of Support



**SCHOOL DISTRICT OF DESOTO COUNTY
DIVISION OF CAREER AND ADULT EDUCATION**

Family Service Center
310 West Whidden Street
Arcadia, Florida 34266
(863) 993-1333

Kathy Severson
Director of Career, Technical & Adult Education
School District of DeSoto County
310 W. Whidden Street
Arcadia, Florida 34266
(863) 993-1333 / kathy.severson@desotoschools.com

RE: CareerSource Heartland WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded a contract to provide WIOA Youth services for the CareerSource Heartland region, we will assist in their recruitment efforts by referring eligible and suitable candidates from our organization. We are also open to providing Eckerd Connects staff with the ability to provide on-site services at our location on a regular basis, to better ensure participant access to services. Lastly, when appropriate, Eckerd will refer program participants in need of our services to our agency/organization.

Vision: The DeSoto Way: Building minds leveraging all available resources to ensure every graduate is ready for college, career, and life.

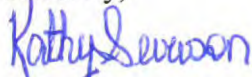
Mission: The School District of DeSoto County will partner with parents and the community to:

- Deliver a safe and secure learning environment.
- Optimize communication to strengthen inclusivity.
- Guarantee students have equitable access to rigorous engaging instruction.
- Shape minds to build a strong social-emotional foundation for responsible citizenship.

As the Director of Career, Technical & Adult Education, I recognize the need for young adults, especially those with barriers to employment, to have access to high quality workforce development training. Understanding that youth historically experience higher levels of unemployment the current economic environment is drastically increasing the number of youth detached from the workforce. I believe that the program that Eckerd is proposing emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

The mission of Eckerd Connects Workforce Development is to provide fundamental life, education and workforce skills that together form the building blocks for better lives. I trust that Eckerd Connects will re-establish a high-quality program for our community.

Sincerely,


Kathy Severson

February 17, 2022

Mr. Kunal Patel
Owner
7-Eleven
6315 Rowan Rd,
Port Richey, FL 34653, United States
Phone 727 271 4169

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA Youth Services contract for the CareerSource Pasco Hernando region, we will continue to partner with them to provide employment opportunities.

We look forward to continuing an enduring and meaningful relationship with Eckerd Connects if they are awarded. We understand the collaboration and leveraging of resources is required to provide the most robust programming possible to the young people in the area.

On behalf of 7-Eleven, it is with great enthusiasm that I submit this letter providing our commitment to the Eckerd Connects plan for WIOA Youth programming services in partnership with the CareerSource Pasco Hernando Workforce Development Board. The support of our organization and our commitment to the strategies outlined in the Eckerd Connects proposal will be in effect for the duration of the proposed contract.

Sincerely,

KUNAL PATEL

Signature

Kunal Patel



ANCLOTE HIGH SCHOOL

1540 Sweetbriar Drive, Holiday, FL 34691
(727) 246-3000 Fax (727) 246-3091

Principal
Vanessa Moon
Assistant Principals
Dillard Caldwell
Erin Newberry
James Smith
Deanna Waide

February 11, 2022

Riana Barber
Career Specialist
Anclote High School
1540 Sweetbriar Dr.
Holiday, FL 34691
rbarber@pasco.k12.fl.us

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded a contract to provide WIOA Youth services for the CareerSource Pasco Hernando region, we will assist in their recruitment efforts by referring eligible and suitable students, both past and presently enrolled.

As the Career Specialist, I recognize the need for young adults, especially those with barriers to employment, to have access to high quality workforce development training. Understanding that youth historically experience higher levels of unemployment the current economic environment is drastically increasing the number of youth detached from the workforce. I believe that the program that Eckerd is proposing emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

Sincerely,



Every ONE Deserves
A Home!



P.O. Box 10328, Brooksville, FL 34603 🐾 (352) 796-2711 📞 www.HumaneRescue.org

2/15/2022

Dear Selection Committee:

The Humane Society of the Nature Coast is pleased to provide this letter of support for Eckerd Connects and their proposal for the CareerSource Pasco Hernando WIOA Youth Services.

Our Company/Business is dedicated to animal welfare and rescue.

On behalf of HSNC, it is with great enthusiasm that I submit this letter celebrating our commitment to the Eckerd Connects plan for WIOA Youth services in partnership with CareerSource Pasco Hernando.

We recognize Eckerd Connect as a leader in the field of workforce development and know that the education, training, and support they will provide the youth job seekers in the CareerSource Pasco Hernando region will result in job ready candidates that can add to our talent pipeline. We hope that you give the Eckerd Connects proposal serious consideration due to their exceptional performance and the commitment of their staff to always go above and beyond their scope of work for the job seekers and businesses they serve.

Sincerely,

Charley Harris, Office Manager
Humane Society of the Nature Coast
352-796-2711
officemanager@humanerescue.org



February 28, 2022

Gene Tomashosky
President
Kid Worx, LLC & Love, Val Foundation, Inc.
2294 Hyacinth Ln. Spring Hill, FL 34609
352-679-9914
gene@loveval.org

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded a contract to provide WIOA Youth services for the CareerSource Pasco Hernando region, we will assist in their recruitment efforts by referring eligible and suitable candidates from our organization. Additionally, when appropriate, Eckerd will refer program participants in need of our services to our agency/organization.

Kid Worx, a member of the Love, Val Foundation family, was founded in Central High School Cadet Lt. Valentina Tomashosky's memory. The mission of Kid Worx and the Love, Val Foundation is to continue Valentina's spirit of selfless generosity, support, and service to Hernando County youth and underrepresented residents through career, trade, and life skills training, mentoring, and support.

As the President of the Love, Val Foundation, I recognize the need for young adults, especially those with barriers to employment, to have access to high quality workforce development training. Understanding that youth historically experience higher levels of unemployment the current economic environment is drastically increasing the number of youth detached from the workforce. I believe that the program that Eckerd is proposing emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

The mission of Eckerd Connects Workforce Development is to provide fundamental life, education and workforce skills that together form the building blocks for better lives. I trust that Eckerd Connects will develop a high-quality program.

Sincerely,

Gene Tomashosky,
President





Northbrook™

Center for Rehabilitation
and Healing

January 25, 2022

Reginald Eldridge, Administrator
Organization: Northbrook Center for Rehab & Healing
Phone: (352) 799-2226
Email: admin@northbrookcr.com

RE: CareerSource Pasco Hernando WIOA Youth Services

Dear Selection Committee:

The Northbrook Center for Rehab & Healing is pleased to provide this letter of support for Eckerd Connects and their proposal for the CareerSource Pasco Hernando WIOA Youth Services.

Our Company/Business is dedicated to healthcare services.

On behalf of Northbrook Center for Rehab & Healing, it is with great enthusiasm that I submit this letter celebrating our commitment to the Eckerd Connects plan for WIOA Youth services in partnership with CareerSource Pasco Hernando. The support of our organization and our commitment to the strategies outlined in the Eckerd Connects proposal will be in effect for the duration of the proposed contract.

We recognize Eckerd Connect as a leader in the field of workforce development and know that the education, training, and support they will provide the youth job seekers in the CareerSource Pasco Hernando region will result in job ready candidates that can add to our talent pipeline. We hope that you give the Eckerd Connects proposal serious consideration due to their exceptional performance and the commitment of their staff to always go above and beyond their scope of work for the job seekers and businesses they serve

Sincerely,

Signature

Extraordinary care.
Infinite possibilities.

575 Lamar Avenue
Brooksville, FL 34601

352.799.2226
northbrookcr.com

PASCO ADULT EDUCATION @Wesley Chapel

30651 Wells Road, Wesley Chapel, Florida 33545 (813) 794-8777

February 28, 2022

Name-Anthony Lister
Title- Underage GED instructor Wesley Chapel High Campus
Organization -Marchman Technical College
Address
Phone/e-mail- Alistar@pasco.k12.fl.us

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA youth Services contract for the CareerSource Pasco Hernando region, we will partner with them to provide support services (or Work Experience) to eligible enrolled participants in their program.

As the Underage GED instructor, I recognize the need for a high-quality workforce development training program to help my students achieve the workplace skills needed for success in the 21st Century. Being a teacher and life coach, I am constantly seeking qualified programs to help my students develop the needed skills beyond passing the GED and getting their diplomas. The proposed program emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

Sincerely,

Signature

Anthony Lister

Underage GED Instructor

WC-PAE

813-794-8777



Pasco Window & Door *Plus More*

5838 Trouble Creek Road
New Port Richey, FL 34652
(727) 847-2254

February 20, 2022

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA youth Services contract for the CareerSource Pasco Hernando region, we will partner with them to provide support services (or Work Experience) to eligible enrolled participants in their program.

As local business owners, we recognize the need for high quality workforce development training to help future employees achieve the workplace skills needed for success in the 21st Century. Being a growing business, we are constantly seeking qualified employees for both customer service and computer technician positions. The proposed program emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, we fully support Eckerd Connects in their proposal to continue operation of this program.

Sincerely,

A handwritten signature in black ink that reads 'Andrea Scura'.

Pasco Window & Door
Andrea Scura/ Owner

February 28, 2022

Jose Mendoza
Talent Acquisition Manager
Premier Community Healthcare
37912 Church Ave, Dade City, FL 33525
Jose.mendoza.813@gmail.com

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA youth Services contract for the CareerSource Pasco Hernando region, we will partner with them to provide support services (or Work Experience) to eligible enrolled participants in their program.

As the Talent Acquisition Manager I recognize the need for high quality workforce development training to help future employees achieve the workplace skills needed for success in the 21st Century. Being a Talent Acquisition Manager I am constantly seeking qualified employees for both customer service and computer technician positions. The proposed program emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

Sincerely,

Jose Mendoza



Terrance M Dotson, Div. Mgr.
Republic Services Hudson, FL
(727)233-3892
tdotsonm@republicservices.com

FEB 28, 2022

RE: CareerSource Pasco Hernando WIOA Youth Services

Dear Selection Committee:

Republic Services is pleased to provide this letter of support for Eckerd Connects and their proposal for the CareerSource Pasco Hernando WIOA Youth Services.

Republic Services is dedicated to the success and development of the youth of the communities we serve.

On behalf of Republic Services, it is with great enthusiasm that I submit this letter celebrating our commitment to the Eckerd Connects plan for WIOA Youth services in partnership with CareerSource Pasco Hernando. The support of our organization and our commitment to the strategies outlined in the Eckerd Connects proposal will be in effect for the duration of the proposed partnership.

We recognize Eckerd Connect as a leader in the field of workforce development and know that the education, training, and support they will provide the youth job seekers in the CareerSource Pasco Hernando region will result in job ready candidates that can add to our talent pipeline. We hope that you give the Eckerd Connects proposal serious consideration due to their exceptional performance and the commitment of their staff to always go above and beyond their scope of work for the job seekers and businesses they serve

Sincerely,



F.W. SPRINGSTEAD HIGH SCHOOL

3300 MARINER BLVD.

SPRING HILL, FL 34609

(352) 797-7010

Suzanna Gunter, LCSW
School Counselor
Springstead High School
3300 Mariner Blvd.
Spring Hill, Florida 34609
352-797-7010

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded a contract to provide WIOA Youth services for the CareerSource Pasco Hernando region, we will assist in their recruitment efforts by referring eligible and suitable candidates from our organization. Additionally, when appropriate, Eckerd will refer program participants in need of our services to our agency/organization.

As a School Counselor I recognize the need for young adults, especially those with barriers to employment, to have access to high quality workforce development training. Understanding that youth historically experience higher levels of unemployment the current economic environment is drastically increasing the number of youth detached from the workforce. I believe that the program that Eckerd is proposing emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

The mission of Eckerd Connects Workforce Development is to provide fundamental life, education and workforce skills that together form the building blocks for better lives. I trust that Eckerd Connects will develop a high-quality program.

Sincerely,

Suzanna Gunter

Suzanna Gunter, MSW
School Counselor
Springstead High School
352-797-7010 ext. 216
Gunter_S@hcsb.k12.fl.us



February 28, 2022

Ronnie Outen
Director of Basketball
Radd Sports/Wiregrass Ranch Sports Campus
3021 Sports Coast Way Wesley Chapel, Florida 33543
813-503-9841/ronnie@raddsports.com

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA youth Services contract for the CareerSource Pasco Hernando region, we will partner with them to provide support services (or Work Experience) to eligible enrolled participants in their program.

As the Director of Basketball, I recognize the need for high quality workforce development training to help future employees achieve the workplace skills needed for success in the 21st Century. Being a community sports facility, I am constantly seeking qualified employees for both customer service and computer technician positions. The proposed program emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

Sincerely,
Ronnie Outen

Ronnie Outen



February 28, 2022

Shari Bresin
Family and Consumer Sciences Agent
University of Florida/Pasco County Extension
36702 State Road 52, Dade City, FL 33525
352-518-0156 / Sbresin@ufl.edu

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA youth Services contract for the CareerSource Pasco Hernando region, we will partner with them to provide support services (or Work Experience) to eligible enrolled participants in their program.

As the Family and Consumer Sciences Agent, I recognize the need for high quality workforce development training to help future employees achieve the workplace skills needed for success in the 21st Century. Being a Family and Consumer Sciences Agent, I am constantly seeking qualified employees for both customer service and computer technician positions. The proposed program emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

Sincerely,



Shari Bresin



DEPARTMENT OF THE ARMY
SAINT PETERSBURG RECRUITING COMPANY
9500 Koger Boulevard North
Saint Petersburg, Florida 33702

RCSE-TA-SP

24 January 2022

MEMORANDUM FOR RECORD

SUBJECT: WIOA YOUTH SERVICES FOR CAREERSOURCE PASCO HERNANDO REGION

To Whom It May Concern:

This letter is to confirm that if Eckerd Connects is awarded a contract to provide WIOA Youth services for the CareerSource Pasco Hernando region, we will assist in their recruitment efforts by referring all eligible and suitable candidates from our organization. Additionally, when appropriate, Eckerd will refer program participants in need of our services to our agency/organization.

The Brooksville Army recruiting station strives to give everyone who wants it, the opportunity to serve his or her country and earn the educational benefits and career training that that it provides. Unfortunately, sometime those who are interested and who would benefit the most from joining are not qualified to do so. Due to them not graduating high school, or due to other reasons. Through our partnership with the CareerSource Pasco Hernando region, we have been able to refer these individuals to them and watch as they help the applicant overcome their obstacles. Many times helping them finish high school and find career opportunities. Allowing several people to join the military that would not be able to otherwise, and even those who end up not being able to join are given an amazing opportunity to get their life back on track and headed in the right direction that they would not have had otherwise.

As the Senior Recruiter and Army Career Counselor for Hernando County, I recognize the need for young adults, especially those with barriers to employment, to have access to high quality workforce development training. Understanding that youth historically experience higher levels of unemployment the current economic environment is drastically increasing the number of youth detached from the workforce. I believe that the program that Eckerd is proposing emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

The mission of Eckerd Connects Workforce Development is to provide fundamental life, education and workforce skills that together form the building blocks for better lives. I trust that Eckerd Connects will develop a high-quality program.

Sincerely,

Devon Z. Ziske
SSG, USA

US Army Recruiter
7028 Coastal Blvd Ste 101
Brooksville, FL 34613
O (352) 592-4329
C (813) 494-6134



February 28, 2022

RE: CareerSource Pasco Hernando WIOA Youth Services

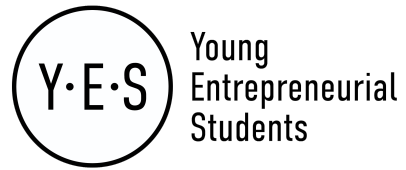
To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA youth Services contract for the CareerSource Pasco Hernando region, we will partner with them to provide support services (or Work Experience) to eligible enrolled participants in their program.

As the Founder/CEO of Young Entrepreneurial Students I recognize the need for high quality workforce development training to help future employees achieve the workplace skills needed for success in the 21st Century. Being a Social Entrepreneur, I am constantly seeking qualified employees for both customer service and computer technician positions. The proposed program emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

Sincerely,

Sammy Ortiz



15029 14th Street, Dade City, FL 33523 | (352) 521-1257 | Young Entrepreneurial Students



**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**

Paul Conley
District Executive Director
East Pasco YMCA
37301 Chapel Lane
Zephyrhills FL 33541
813-757-6677
Paul.conley@tampymca.org

RE: CareerSource Pasco Hernando WIOA Youth Services

To Whom It May Concern:

The intent of this letter is to confirm that if Eckerd Connects is awarded the WIOA youth Services contract for the CareerSource Pasco Hernando region, we will partner with them to provide support services (or Work Experience) to eligible enrolled participants in their program.

As the District Executive Director I recognize the need for high quality workforce development training to help future employees achieve the workplace skills needed for success in the 21st Century. Being an Executive I am constantly seeking qualified employees for both customer service and computer technician positions. The proposed program emphasizes the use of innovative occupational skills training that will open career opportunities and pathways for program participants. For this reason, I fully support Eckerd Connects in their proposal to continued operation of this program.

Sincerely,

Paul Conley

East Pasco YMCA Executive Director

Appendix A – Required Forms, Documents & Certifications

ORGANIZATIONAL BACKGROUND

1. Name of Organization: Eckerd Youth Alternatives, Inc.
2. Contact Person: Jonathan Zeigler
3. Address: 100 N. Starcrest Drive
4. Telephone Number: (321) 615-4636 5. FEID Number: 59-2551416
6. The Proposer's organization operates as: ☐ an individual, ☐ a partnership, ☐ a public agency (specify): _____
☒ a corporation incorporated under the laws of the State of Florida, or other (specify): _____
7. Check to indicate if your organization is: ☐ community-based organization (CBO), ☐ minority-owned enterprise, ☐ female-owned enterprise
8. The proposer's organization operates on: ☒ not-for-profit, ☐ for-profit basis
9. The proposer certifies ☒ without exception, ☐ with exception, as explained on the attached, that:
 - a. it has no outstanding liens, claims, debts, judgments, or litigation pending against it which would materially affect its programmatic or financial abilities to implement and carry out its proposed program;
 - b. it has not complied with an official order of any agency of the State of Florida, or the United States Department of Labor to repay disallowed costs incurred during its conduct of projects or services;
 - c. it is current in its payment of applicable federal, state, and local taxes;
 - d. it is free and clear of any disallowed audited costs;
 - e. its costs and pricing data submitted with this proposal are representative of only those reasonable, allowable, and allocable costs necessary for carrying out its proposed program;
 - f. it will comply with the assurances attached to this RFP, and the WIOA and its promulgated rules and regulations;
 - g. it is authorized to submit this proposal in accordance with the policies of its governing body; and
 - h. the attached certifications for suspended or debarred, lobbying, and assurances have been signed by the organization's authorized person.

By my signature, I am empowered to and can act on behalf of the proposing organization in submitting this proposal. I certify that the information contained herein is true and correct to the best of my knowledge, and that the offer contained herein is true and correct to the best of my knowledge, and that the offer contained herein is firm and valid for a period not to exceed 60 days from this proposal's date.

Eckerd Youth Alternatives, Inc.

Organization

J. Anthony Van Slyke

Name of Certifying Official



Signature

2/28/2022

Date

ADMINISTRATIVE AND FINANCIAL CAPABILITIES CHECKLIST

Please respond to each statement or question with a "yes" or "no" answer. Briefly explain any "no" answer on another page or in the limited space provided.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 1. All positions with the proposing agency have up-to-date job descriptions. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 2. All employees meet the minimum qualifications specified in their job descriptions. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 3. All W-2's and I-9's with appropriate documentation are on file. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 4. Withholding and FICA deposits have been made in full on a timely basis. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 5. Insurance and bonding policies are current and all appropriate staff are covered. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 6. The facilities of this agency and any training location are accessible to the disabled. Attach a completed ADA facility checklist. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 7. The books of account are auditable. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 8. Administrative and internal accounting controls are adequate to safeguard program assets. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 9. The accounting system adequately accounts for program funds. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 10. Financial reports fairly present accrued program expenditures by established cost categories. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 11. Budgetary procedures are adequate to control expenditures. |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | 12. The agency has a written accounting procedures manual that includes procedures for: |
| | a) coding of expenditures by: |
| | (1) contract year or program year |
| | (2) funding source |
| | (3) cost category; |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | b) bank reconciliations |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | c) posting to books |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | d) monthly close-out |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | e) trial balancing |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | f) development of accruals |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | g) segregation of duties |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | h) cost allocation |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | i) budgetary control |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | j) cash management |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | k) cash receipt and disbursement |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | l) payroll |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | m) reconciliation of any petty cash fund |
| | 13. The procedures in the accounting manual are being followed. |
| | 14. Internal controls |
| | a) for cash receipts: |
| | (1) cash is properly controlled and promptly deposited when received |
| | (2) funds are deposited in a bank in interest bearing checking accounts and secured by FDIC or other security |
| | b) checks are: |
| | (1) pre-numbered |
| | (2) adequately safeguarded |
| | (3) properly mutilated when voided |
| | (4) not allowed to be written for cash |
| | (5) not allowed to be signed in advance; |
| | c) for cash disbursements: |
| | (1) invoices are approved prior to payment |
| | (2) documentation accompanies checks to be signed |
| | (3) documentation is stamped to prevent reuse |
| | (4) control over signature machine is adequate |
| | (5) disbursements are made only by check |
| | (6) checks are not returned to preparer after signing |
| | d) for bank reconciliations: |

- ☒ Yes ☐ No (1) they are performed on time
☒ Yes ☐ No (2) they are performed by someone **who** does not perform cash functions
☒ Yes ☐ No (3) unusual items are investigated promptly
 e) for payroll:
☒ Yes ☐ No (1) time sheets are used and signed by both the employee and supervisor
☒ Yes ☐ No (2) payrolls are approved by management for accuracy and existence of bona fide employees
☒ Yes ☐ No (3) preparation and check distribution functions are segregated
☒ Yes ☐ No (4) leave time is properly controlled
 f) for purchases:
☐ Yes ☒ No (1) purchase orders are pre-numbered and controlled
☐ Yes ☒ No (2) receiving reports are prepared and compared to P.O. and invoice
☐ Yes ☒ No (3) returned purchases are controlled
☐ Yes ☒ No (4) payments are made within discount periods
☒ Yes ☐ No 15. The agency's budget has no areas for potential cost overruns.
☒ Yes ☐ No 16. The agency is not trying to make up for a shortfall in another program by using the funds from this program.

I hereby certify that I have completed this Administrative and Financial Capabilities Checklist accurately and to the best of my knowledge. I, the financial officer or C.E.O. of the proposing agency, accept responsibility for providing financial services adequate to insure the establishment and maintenance of an accounting system with internal controls adequate to safeguard program funds.

Eckerd Youth Alternatives, Inc.

Organization

J. Anthony Van Slyke

Name of Certifying Official



Signature



Date

Explanation for "No" answers above

14b 1 & 2 – The checks are blank (don't include bank information or numbering). All information including the check number, bank information and signature are printed on the blank check stock when the check is printed by the authorized accounting personnel.

14c 2 – The signature is electronic and printed on check when printed by authorized accounting personnel. If a check requires a second signature, this is done manually and documentation is reviewed.

14c 3 – Documents are all electronic so documents aren't stamped. However, the system prevents the use of duplicate invoice numbers by vendor eliminating duplicate entry.

14c 4 – A signature machine isn't used since signature is printed on checks when prepared.

14c 5 – Disbursement is also made by ACH payment as well as a purchasing card. The same controls for a check are in place for the ACH payments.

14c 6 – This is NA since signature is printed on check during the printing process.

14f – This entire section is NA since we don't use PO's

CONFLICT OF INTEREST STATEMENT/CERTIFICATION

Contract No: **RFP # 01 2022-0107WYS**

The Contractor must execute either Section I or Section II hereunder relative to Florida Statute 112.313(12). Failure to execute either Section may result in rejection of this Contract.

SECTION I

I hereby certify that no official or employee of the Grantee or independent agency requiring the goods or services described in these specifications has a material financial interest in this company.

Signature _____ Eckerd Youth Alternatives, Inc.
Company Name _____

J. ANthony Van Slyke 100 N. Starcrest Drive
Name of Official (Type or Print) Business Address

Clearwater, FL 33765
City, State, Zip Code

SECTION II

I hereby certify that the following named Grantee official(s) and employee(s) having material financial interest(s) [in excess of 5%] in this company have filed the appropriate Conflict of Interest statements with the Grantee prior to the beginning date of this Contract.

Name	Title or Position	Date of Filing
_____	_____	_____
_____	_____	_____
_____	_____	_____

Signature _____ Company Name _____

Name of Certifying Official	Business Address
-----------------------------	------------------

City, State, Zip Code

APPENDIX C
FEDERAL AND FLORIDA COMPLIANCE ASSURANCES AND CERTIFICATIONS

(Company Name) (hereinafter referred to as "Contractor") acknowledges and certifies that, to the extent applicable to this contract/agreement (based on (insert information) funding source, program activities, and statutory requirements) Contractor shall comply with the following if applicable:

APPENDIX II TO PART 200—CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY CONTRACTS UNDER FEDERAL AWARDS

- A. **TERMINATION PROVISIONS (CONTRACTS OF \$150,000).** Contracts for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate. The parties agree that in the event Contractor shall fail to comply with any term, provision, or condition of this Agreement, then in the absence of a remedy provision contained elsewhere in the Master Agreement, Pasco-Hernando Workforce Board, Inc. may at its sole election terminate this Agreement without being liable to prosecution or may bring a claim for specific performance or may bring an action to recover damages caused by such breach. Additionally, Pasco-Hernando Workforce Board, Inc. (PHWB) may consult with an attorney concerning PHWB's rights hereunder, and Contractor agrees in each and any such case to pay to PHWB its reasonable attorney's fees therefore.
- B. **TERMINATION PROVISIONS (CONTRACTS OF \$10,000).** All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be affected and the basis for settlement. The parties agree that in the event there is no provision contained elsewhere in the Master Agreement to the contrary, then the Parties agree that this Agreement may be terminated by either party with, or without, cause upon thirty (30) day's prior written notice. Further, PHWB is a quasi-governmental entity reliant in part on funding received from governmental grants. Accordingly, notwithstanding anything else contained herein to the contrary, PHWB shall have the right to terminate the Agreement or any of the agreements comprising the Master Agreement by reason of funding unavailability at any time by providing thirty (30) days advance written notice. If this agreement is terminated, all payments defined therein shall cease to be due as of the date of termination.
- C. **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
- D. **DAVIS-BACON ACT, AS AMENDED (40 U.S.C. 3141-3148).** When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or sub-recipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

- E. **CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. 3701-3708).** Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
- F. **RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT.** If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or sub-recipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or sub-recipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.
- G. **CLEAN AIR ACT (42 U.S.C. 7401-7671Q.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. 1251-1387), AS AMENDED.** Contracts and sub-grants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- H. **DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689).** A contract award (see 2 CFR 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.
- I. **BYRD ANTI-LOBBYING AMENDMENT (31 U.S.C. 1352).** Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.
- J. **SOLID WASTE DISPOSAL ACT, AS AMENDED BY THE RESOURCE CONSERVATION AND RECOVERY ACT (42 USC 6962; 2 CFR §200.322).** A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.
- K. **TRAFFICKING VICTIMS PROTECTION ACT OF 2000 (2 CFR 175.15(B)).** During the term of the Agreement, Contractor, and its employees, may not engage in severe forms of trafficking in persons, procure a commercial sex act, or use forced labor in the performance of the Agreement.

- L. **VETERAN'S PRIORITY OF SERVICE PROVISIONS (38 USC 4215; 20 CFR 1010).** A covered person is entitled to priority of service under any qualified job training program if the person otherwise meets the eligibility requirements for participation in such program. An entity of a State, a political subdivision of the State, or in this case, a Contractor, that administers or delivers services under a qualified job training program shall provide information and priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers; and ensure that each covered person who applies to or who is assisted by such a program is informed of the employment-related rights and benefits to which the person is entitled under this section.
- M. **EQUAL TREATMENT FOR FAITH BASED ORGANIZATIONS (29 CFR 2, Subpart D).** Any organization that participates in a program funded by federal financial assistance shall not, in providing services or in outreach activities related to such services, discriminate against a current or prospective program beneficiary on the basis of religion, religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice. However, an organization that participates in a program funded by indirect financial assistance need not modify its program activities to accommodate a beneficiary who chooses to expend the indirect aid on the organization's program.
- N. **PURCHASE OF AMERICAN MADE PRODUCTS (P.L. 103-333 §507).** It is the sense of the Congress that, to the greatest extent practicable, all equipment and products purchased with funds made available under Public Law 103-333 should be American-made. Funds made available under this Public Law may be used to fund Contractor's performance under this Agreement. In providing financial assistance to, or entering into any contract with, any entity using funds made available in this Act, Contractor, to the greatest extent practicable, shall provide to such notice describing the statement made by the Congress, as to American made products.
- O. **PUBLIC ANNOUNCEMENTS AND ADVERTISING (P.L. 103-333 §508).** When issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with Federal money, all Contractors receiving Federal funds, including but not limited to State and local governments and recipients of Federal research grants, shall clearly state (1) the percentage of the total costs of the program or project which will be financed with Federal money, (2) the dollar amount of Federal funds for the project or program, and (3) percentage and dollar amount of the total costs of the project or program that will be financed by nongovernmental sources.
- P. **CODES OF CONDUCT (29 CFR 95.42).** The Contractor shall maintain written standards of conduct governing the performance of its employees engaged in the award and administration of contracts. No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by Federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the Contractor shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub-agreements. However, Contractor may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct shall provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the Contractor.
- Q. **EMPLOYMENT ELIGIBILITY REQUIREMENTS.** Employment of unauthorized aliens by Contractor is considered a violation of the Immigration and Nationality Act. Contractor shall use the U.S. Department of Homeland Security's E-verify system to verify the employment eligibility of all new employees hired by Contractor during the contract term. Contractor shall be responsible for including the provisions of this paragraph in any context with, and requiring compliance by any/all subcontractors performing under this Agreement. If Contractor knowingly employs unauthorized aliens, in violation of this paragraph, such action shall be cause for unilateral cancellation of this Agreement and PHWB may recover damages from Contractor resulting from such cancellation. Further, PHWB may unilaterally terminate this Agreement, without penalty, if Contractor is determined to have violated a prohibition in this paragraph of this Agreement; or has an employee who is determined by PHWB to have violated a prohibition in this paragraph of this Agreement through conduct that is either associated with performance of this Agreement or imputed to Contractor using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, "OMB Guidelines to Agencies on Government-wide Debarment and Suspension (Non-procurement)," as implemented by PHWB.

R. **ASSURANCES AND CERTIFICATIONS.** The Department of Economic Opportunity (DEO) will not award federal workforce funds where the PHWB or its contractors have failed to complete the ASSURANCES AND CERTIFICATIONS contained in this Appendix. In performing its responsibilities under the Master Agreement, the Contractor provides the following certifications and assurances:

1. Assurances – Non-Construction Programs (SF 424 B)
2. Debarment and Suspension Certification (29 CFR Part 98 and 45 CFR Part 74)
3. Certification Regarding Lobbying (29 CFR Part 93 and 45 CFR Part 93)
4. Drug free Workplace Certification (29 CFR Part 98 and 45 CFR Part 82)
5. Nondiscrimination & Equal Opportunity Assurance (29 CFR Part 37 and 45 CFR Part 80)
6. Certification Regarding Environmental Tobacco-Smoke
7. Association of Community Organizations for Reform Now (ACORN) Funding Restriction Assurance (Pub. L 111-117)
8. Scrutinized Companies Lists Certification (Section 287.135.F.S.)

NOTE: Certain of these Assurances may not be applicable to your project or program. If you have questions, please contact PHWB.

S. **ASSURANCES – NON-CONSTRUCTION PROGRAMS.** As the duly authorized representative of the Contractor, I certify that Contractor:

1. Will give the Department, the Comptroller General of the United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award, and will establish a proper accounting system in accordance with generally accepted accounting standards or Department directives.
2. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color, or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of handicaps; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255) as amended, relating to nondiscrimination the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L., 91-616) as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) Sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd.3 and 290 cc-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights act of 1968 (42 U.S.C. 3601 et seq.) as emended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and (j) the requirements of any other non-discrimination statute(s) which may apply to the Agreement.
3. Will comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
4. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. 276a to 276a7), the Copeland Act (40 U.S.C. 276c and 18 U.S.C. 874), and the Contract Work Hours and Safety Standards Act (40.327-333), regarding labor standards for federally assisted construction sub-agreements.
5. Will comply with environment standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-

190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in flood plains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. 1451 et. seq.); (f) conformity of Federal actions to State (Clear Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. 7401 et. seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended, (P.L. 93-205).

6. Will cause to be performed the required financial and compliance audits in accordance with the single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
7. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing the programs associated with the Agreement.
8. Will comply with the procurement standards of 2 CFR 200.318 –200.326.

T. **CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS – PRIMARY COVERED TRANSACTION.** The Contractor certifies to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by a State or a Federal department or agency;
2. Have not within a three-year period preceding the Agreement been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (B)(2) of this certification; and/or
4. Have not within a three-year period preceding the Agreement had one or more public transactions (Federal, State, or local) terminated for cause or default.
5. Have not been placed on the convicted vendor list following a conviction of a public entity crime as set forth in Fla. Stat. 287.133(2)(a).
6. Have not been placed on the discriminatory vendor list described in Section 287.134 Fla. Stat.

U. **CERTIFICATION REGARDING LOBBYING – CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS.** The Contractor certifies, to the best of its knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement;
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employees of Congress, or employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions;
3. The undersigned shall require that language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly;

4. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure;
5. Contractor shall not, directly or indirectly, expend either state or federal funds either (i) for the purpose of lobbying any branch, unit or instrumentality of the state or federal governments, or (ii) for any otherwise allowable purpose which could result in unauthorized lobbying.

V. **CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS.** Pursuant to the Drug-Free Workplace Act of 1988 and its implementing regulations codified at 29 C.F.R. Part 94, the undersigned Contractor, attests and certifies that it will provide a drug-free workplace by the following actions.

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the RWBs' workplace and specifying the actions that will be taken against employees for violation of such prohibition.
2. Establishing an ongoing drug-free awareness program to inform employees concerning:
 - a. The dangers of drug abuse in the workplace;
 - b. The policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation and employee assistance programs;
 - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the agreement be given a copy of the statement required by paragraph V.1. of this certification.
4. Notifying the employee in the statement required by paragraph V.1. of this certification that, as a condition of employment under the contract, the employee will:
 - a. Abide by the terms of the statement;
 - b. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring the workplace no later than five (5) calendar days after such conviction.
5. Notifying the PHWB in writing ten (10) calendar days after receiving notice under subparagraph 4.b. of this Section from an employee or otherwise receiving actual notice of such conviction. Provide such notice of convicted employees, including position title, to every Grant Officer on which Grant activity the convicted employee was working. The notice shall include the identification number(s) of each affected contract/Grant. An Incident Report Form, which can be found on the Department's intranet site, should be completed and submitted to the following address:

Office of the Inspector General
Department of Economic Opportunity
MSC# 130, Caldwell Building
107 East Madison Street
Tallahassee, Florida 32399-4126

6. Taking one of the following actions, within thirty (30) calendar days of receiving notice under subparagraph 4.b., with respect to any employee who is so convicted.
 - a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973 as amended.
 - b. Requiring such employee to participate satisfactorily in drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State or local, health, law enforcement, or other appropriate agency.

7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of this entire certification.

W. **NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE.** As a condition of the Contract the Contractor assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1. Section 188 of the Workforce Investment Act of 1998 (WIA) which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title IB financially assisted program or activity;
2. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
3. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
4. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
5. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in education programs; and
6. The American with Disabilities Act of 1990 (Pub. L. 101-336), prohibits discrimination in all employment practices, including, job application procedures, hiring, firing, advancement, compensation, training, and other terms, conditions, and privileges of employment. It applies to recruitment, advertising, tenure, layoff, leave, fringe benefits, and all other employment-related activities.

The Contractor also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the Contractor's operation of the WIA Title I – financially assisted program or activity, and to all agreements the Contractor makes to carry out the WIA Title I – financially assisted program or activity. The Contractor understands that PHWB, DEO and the United States have the right to seek judicial enforcement of the assurance.

X. **CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO-SMOKE.** As a condition of the contract, the Contractor assures that it will comply fully with the certification regarding environmental tobacco-smoke.

The Pro-Children Act of 2001, 42 U.S.C. 7181 through 7184, imposes restrictions on smoking in facilities where Federally-funded children's services are provided. Grants are subject to these requirements only if they meet the Act's specified coverage. The Act specifies that smoking is prohibited in any indoor facility (owned, leased, or contracted for) used for the routine or regular provision of kindergarten, elementary, or secondary education or library services to children under the age of 18. In addition, smoking is prohibited in any indoor facility or portion of a facility (owned, leased, or contracted for) used for the routine or regular provision of federally funded health care, day care, or early childhood development, including Head Start services to children under the age of 18. The statutory prohibition also applies if such facilities are contracted, operated or maintained with Federal funds. The statute does not apply to children's service provided in private residences, facilities funded solely by Medicare or Medicaid funds, portions of facilities used for inpatient drug or alcohol treatment, or facilities where WIC coupons are redeemed. Failure to comply with the provision of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per violation and/or the imposition of an administrative compliance order on the responsible entity.

Y. **ASSOCIATION OF COMMUNITY ORGANIZATIONS FOR REFORM NOW (ACORN) FUNDING RESTRICTIONS ASSURANCE (Pub. L. 111-117).** As a condition of the Agreement, the Board assures that it will comply fully with the federal funding restrictions pertaining to ACORN and its subsidiaries per the Consolidated Appropriations Act, 2010, Division E, Section 511 (Pub. L. 111-117). The Continuing Appropriations Act, 2011, Sections 101 and 103 (Pub. L. 111-242), provides that appropriations made under Pub. L. 111-117 are available under the conditions provided by Pub. L. 111-117. Note: As of June 20, 2011, this matter is in litigation in the District Court for the Eastern District of New York.

Z. **SCRUTINIZED COMPANIES LISTS CERTIFICATION, SECTION 287.135, F.S.** If a board that is affiliated with the local governmental entity enters into a contract in the amount of \$1 million or more, in accordance with the requirements of section 287.135, F.S., the Contractor will submit a certification that the contractor is not listed on

the Scrutinized Companies that Boycott Israel list, or is engaged in a boycott of Israel, the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, engaged in business operations in Cuba or Syria, or meets the conditions for exemption as provided in section 287.135(4), F.S.W. Both lists are created pursuant to section 215.473, F.S.

AA. **PUBLIC RECORDS LAW; SUNSHINE LAW.** Contractor agrees to comply with public records and open meeting requirements as applicable including 2 CFR 200.333, and 2 CFR 200.336, and as may be required by Florida Public Records Law, and Florida Sunshine Law. In furtherance of this provision, Contractor is required to:

1. keep and maintain public records required by PHWB to perform the service;
2. upon request from PHWB's custodian of public records, provide PHWB with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a reasonable or as otherwise provided by law;
3. ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if Contractor does not transfer the records to PHWB;
4. upon completion of the Agreement, transfer, at no cost, to PHWB all public records in possession of Contractor or keep and maintain public records required by PHWB to perform the service. If Contractor transfers all public records to PHWB upon completion of the Agreement, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of the Agreement, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to PHWB, upon request from PHWB's custodian of public records, in a format that is compatible with the information technology systems of PHWB.

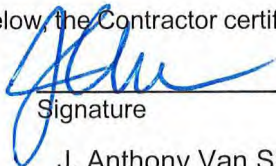
IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO ITS DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: PUBLIC RECORDS CUSTODIAN, PASCO HERNANDO WORKFORCE BOARD, INC. (PO BOX 6589, SPRING HILL, FL 34611; PUBLICRECORDSCUSTODIAN@CAREERSOURCEPASCOHERNANDO.COM; 352-593-2220).

BB. **INDIVIDUAL NON-DISCLOSURE AND CONFIDENTIALITY CERTIFICATION.** To the extent any Contractor, or employee of Contractor, is granted authorization to access workforce information systems, including systems containing confidential information, Contractor and its employees are required to complete the established Individual Non-Disclosure and Confidentiality Certification Form upon request.

CC. **MANDATE TO REPORT ABUSE OF VULNERABLE POPULATIONS.** In compliance with Sections 39.021 and 415.1034 Florida Statutes, if Contractor, and its agents, employees, or others performing services on Contractor's behalf, knows or has reasonable cause to suspect that a child, aged person or disabled adult is or has been abused, neglected, or exploited, Contractor, and its agents, employees and others performing services on Contractor's behalf, agree to immediately report such knowledge or suspicion to the Florida Abuse Hotline by calling 1-800-96ABUSE or via the web reporting option at [http:// www.dcf.state.fl.us/abuse/report](http://www.dcf.state.fl.us/abuse/report) or via fax 1-800-914-0004.

By signing below, the Contractor certifies and assures that it will fully comply with the applicable assurances outlined above.

Contractor:



Signature

J. Anthony Van Slyke, Chief Financial Officer

Print Name and Title

Appendix B: References

Appendix B: References

Proposers shall provide three (3) references for services outlined in this RFP.

Reference #1	
Company Name	CareerSource Research Coast
Contact Person	Tracey McMorris, VP/COO
Address	584 Northwest University Boulevard, Port St. Lucie, FL 34986
Phone Number	866-482-4473 Ext.528
Email	tmcmorris@careersourcerc.com
Service Dates	Current contract year 7/1/2021 - 6/30/2022; service provider for past 11 years

Reference #2	
Company Name	CareerSource Citrus Levy Marion
Contact Person	Dale French, Executive VP
Address	3003 SW College Road, Suite 205, Ocala, FL 34474
Phone Number	352-861-1657
Email	dfrench@careersourceCLM.com
Service Dates	Current contract year 7/1/2021 - 6/30/2022; service provider for past 13 years

Reference #3	
Company Name	CareerSource Flagler-Volusia
Contact Person	Christine Sikora, VP, Innovative Workforce Solutions
Address	29 Bill France Boulevard, Daytona Beach, FL 32114
Phone Number	386-323-7082
Email	christinesikora@careersourcefv.com
Service Dates	Current contract year 7/1/2021 - 6/30/2022; service provider for past 13 years

As part of the reference check process, PHWB reserves the right to review the specific qualifications and relevant capabilities of all personnel; review licensing; review audits; and contact any individuals, agencies or employers listed in the proposal and/or others who may have experience or knowledge of the bidder's performance and qualifications to do the work.



Pasco-Hernando
Workforce Board, Inc.

REQUEST FOR PROPOSAL
FOR
WIOA YOUTH SERVICES

RFP # 01 2022-0107WYS

Release Date: January 7, 2022
RFP Due Date: March 17, 2022 – 3:30 pm EST

Pasco-Hernando Workforce Board, Inc.
dba CareerSource Pasco Hernando
ATTN: Brenda Gause
Sr. VP of Operations

PASCO-HERNANDO WORKFORCE BOARD, INC.

**REQUEST FOR PROPOSAL
FOR WIOA YOUTH SERVICES
RFP # 01 2022-0107WYS**

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PART I: GENERAL INFORMATION

A. Introduction

General Information

Pasco-Hernando Workforce Board, Inc., dba CareerSource Pasco Hernando, hereinafter referred to as PHWB, is a 501(c)(3) not-for-profit organization that is chartered with the provisioning of various services associated with workforce development in Pasco and Hernando counties. As one of 24 Local Workforce Development Boards, PHWB receives federal funding for the operation of several programs including (but not necessarily limited to) those associated with the Workforce Innovation and Opportunity Act (WIOA), the Welfare Transition Program (WTP) and the Wagner-Peyser Act.

Stevens Amendment - The funds related to this agreement are expected to be 100% federal, funded by the United States Department of Labor using 100% WIOA Youth funds. The federal dollars are part of awards totaling \$1,004,000.

The Pasco-Hernando Workforce Board, Inc. (PHWB) is issuing this Request for Proposal (RFP) to solicit organizations with the expertise and demonstrated capacity to effectively and efficiently provide training and training related services in Pasco and Hernando counties under Section 129 of Workforce Innovation and Opportunity Act (WIOA). Services would be provided from July 1, 2022 through June 30, 2023. The PHWB reserves the option to extend any contract awarded for two additional one-year periods.

The PHWB is the designated administrative entity and sub-state grantee for Florida Workforce Region 16 and has been chartered by the Governor as the Regional Workforce Development Board. As such, PHWB oversees the planning and implementation of a variety of welfare reform and workforce development programs in Pasco and Hernando Counties. The PHWB is a not-for-profit corporation registered under Section 501(c) (3) of the U.S. Internal Revenue Code. The PHWB is governed by a board of directors comprised of 30 members representing business, education, labor, social services, local government, community-based organizations, and state agencies, in accordance with the federal Workforce Innovation and Opportunity Act (WIOA). The PHWB has professional staff designated to perform administrative and fiscal duties for the Board. Joint oversight is provided through an agreement with the Board of County Commissioners from both Pasco and Hernando Counties.

The vision of the Pasco-Hernando Workforce Board, Inc. is "To serve as a catalyst in the community for promoting self-sufficiency through the development of a quality workforce."

There are currently three (3) career centers: New Port Richey, Brooksville, and Dade City. Staff is also co-located at Health & Human Services and Fred K. Marchman Technical College. Services to job seekers and employers are marketed under the name "CareerSource Pasco Hernando."

Through this RFP, the PHWB plans to secure youth services that will move the regional workforce investment system forward by focusing on Out of School Youth, career technical education, apprenticeships, STEAM (Science, Technology, Engineering, Arts and Math) and internships/work experience for youth that is demand-driven and offers accessibility, convenience and consumer choice. The chosen organization will be held accountable for achieving certain standards of performance and must utilize a performance management system that incorporates the principles of continuous improvement.

B. Services Solicited Under This RFP

The objective of this procurement is to secure comprehensive programs to provide services to youths (age 16 through 24 years), with at least 75% being Out of School Youth, facing barriers to employment in Pasco and

Hernando Counties as part of the WIOA Youth Activities. The selected service provider will be responsible for:

- Outreach
- Intake
- Assessment
- Career planning
- Counseling
- Mentoring
- Increase the awareness of STEAM (Science, Technology, Engineering, Arts and Math)
- Focus on Career Pathways
- Internship and Apprenticeship Programs
- Pilot Programs with a focus on CSPH Industry Sectors and Pre-Military Programs. All new and innovative ideas will be considered.
- Recognized Industry Certifications and/or college credits
- Education and Employment 2nd and 4th quarter after exit
- Meet all performance goals
- Form partnerships with the educational system, youth providers, businesses, Chambers, Economic Development and community agencies
- A Summer Youth Program is requested but a year-round after school/weekend program would be an advantage to youth and would be seriously considered in addition to the above criteria.

All new youths served in contracts generated through this RFP will face one or more of the following barriers

- Basic Skills Deficient (BSD)
- High School Dropouts
- Homeless, Runaway or Foster Child (including those timed-out of foster care)
- Pregnant or Parenting
- An Offender
- Disabled, including Learning Disabilities

In School Youth (no more than 25%) served in these contracts will have goals established and entered into Employ Florida Marketplace (EFM). These goals will adhere to WIOA guidelines.

All new youths will be assessed for basic skills proficiency in reading and math skills and assessed for career interest and aptitude.

In addition, the organization will be required to:

- Maintain a high standard of professionalism within the system
- Present the centers under the CareerSource Pasco Hernando brand name
- Nurture a customer service attitude among staff to ensure that services are delivered in an efficient, timely and professional manner
- Meet/exceed all State Negotiated Performance Goals (Appendix 2 shows the last 2 years goals)

Bidders are expected to rely on public law in the preparation and execution of program services solicited under this RFP. Acceptable proposals will meet the specifications contained in this RFP, the requirements of the Workforce Innovation and Opportunity Act, PHWB's strategic plan, Temporary Assistance to Needy Families program and all applicable policies and regulations. It is expected that bidders will be proficient in their understanding of workforce development and welfare reform legislation and regulations. Reference copies of the PHWB program plans are available on the Internet at www.careersourcepascohernando.com.

C. Procurement Timetable

<u>Procurement Action</u>	<u>Date</u>
RFP Issued	January 7, 2022
Letter of Intent	March 3, 2022
Q&A Period Ends	March 3, 2022
Proposals Due	March 17, 2022 @ 3:30pm
Proposal Rating Review Meeting	TBD
Proposal Review Committee Meeting	TBD
Board Selection of Contractor	TBD
Begin Contract Negotiations	June 01, 2022
Transition Period	June 13 – June 24, 2022

All times shown are Eastern Standard Time (EST). The PHWB reserves the right to adjust the schedule when it is in the best interest of the PHWB, or to extend any published deadline in this RFP upon notification to those who have submitted a Letter of Intent to Bid by the date specified.

D. Funding Availability

The PHWB will make sufficient funding available from various sources to deliver the services requested in this RFP. The proposer is responsible for proposing a reasonable total cost for delivering the services described in this RFP. Funding during the contract period may be adjusted due to changes in funding received. This funding level does not include other funding resources managed by PHWB (e.g., Wagner-Peyser, Veterans services, etc.).

E. Period of Performance & Contract

The funding period for contracts awarded under this solicitation will be from July 1, 2022 through June 30, 2023, provided performance remains acceptable during that period. Any contract awarded from this RFP will include an option to renew for up to two (2) 1-year periods, contingent upon successful performance and funding availability.

Proposed costs will be analyzed and a contract will be negotiated on a cost-reimbursement and with a demonstrated performance basis. **There will be no contract negotiated with a straight 100% cost-reimbursement payment structure.**

In past contracts, payments for staff costs have been cost-reimbursement while profit is dependent on negotiated performance measures reported by the Department of Economic Opportunity and CareerSource Florida.

Payment under a cost-reimbursement with a demonstrated performance contract will have a significant portion of the funds (a minimum of 10%) withheld until achievement of measurable performance outcomes has been

documented. The remaining funds will be used to reimburse allowable expenditures submitted on a monthly invoice with appropriate documentation.

For the purposes of responding to this RFP, proposers should develop a line-item budget showing all expected costs associated with delivering the proposed services and a performance payment proposal showing the proposed amount of performance revenue (profit or incentives).

Profit may be earned by commercial (for profit) organizations, depending on the risk involved and provided that profit is reasonable and not excessive. Determination of reasonable profit is at the sole and absolute discretion of PHWB, but in no case may it exceed 10%.

Due to the nature of the funding sources, potential changes in legislation and policies, and performance achieved, proposers are advised that any contract awarded under this RFP may be modified to incorporate such changes, system-wide adjustments in the delivery system, or any activities provided.

F. Conditions of RFP

This Request for Proposal does not commit or obligate PHWB to award a contract, to commit any funds identified in this RFP document, to pay any costs incurred in the preparation or presentation of a proposal to this RFP, to pay for any costs incurred in advance of the execution of a contract, or to procure or contract for services or supplies.

The following conditions are applicable to all proposals. The PHWB reserves the right to:

1. Accept or reject any or all proposals in whole or in part, which it considers not to be in its best interest.
2. Change or waive any provisions set forth in this RFP.
3. Return non-conforming proposals without review.
4. Waive informalities and minor irregularities in proposals received.
5. Negotiate any and all proposed terms, conditions, costs, staffing level, services / activities mix, and all other specifics.
6. Request a) additional data, b) technical or price revisions, or c) oral presentations in support of a written proposal.
7. Determine that an arms-length agreement exists between the proposer and any subcontractors or vendors they might choose to use.
8. Require the establishment of escrow accounts for a Contractor that currently has outstanding debts to the PHWB as a result of audits or monitoring reviews.
9. Conduct a pre-award review that may include, but is not limited to, a review of the proposer's record-keeping procedures, management systems, accounting and administrative systems, and program materials.
10. Use additional or de-obligated grant funds to increase the allocations of successful programs.
11. Change specifications and modify contracts as necessary to (a) facilitate compliance with the legislation, regulations and policy directives, (b) to manage funding, and (c) to meet the needs of the customers.
12. End contract negotiations if acceptable progress, as determined by the PHWB, is not being made within a reasonable time-frame.

G. Questions & Communication with PHWB

Written questions regarding this solicitation should be submitted via email no later than March 3, 2022. No questions about the development of proposals will be accepted after March 3, 2022. A summary of the questions and answers will be available on the website at www.careersourcepascohernando.com.

Any question(s) must be submitted in writing, by email to:

Brenda Gause

Email: bgause@careersourcepascohernando.com

Except for the written Q&A, PHWB staff is prohibited from communicating with proposers, and proposers shall not attempt to contact or communicate with staff in any manner regarding any portion of this RFP.

Ex parte communication regarding this solicitation is prohibited between a potential and or current contractor and any PHWB Board member, staff, or any other person serving as an evaluator during this competitive procurement process. Proposers directly contacting Board members, committee members, staff or evaluators risk elimination of their applications from consideration. Correspondence to the public bulletin board on the PHWB Web site does not constitute ex parte communication.

Bidders are required to submit a Letter of Intent. Failure to meet this requirement could result in the bidder's disqualification from submitting a response.

PART 2: SCOPE OF WORK

Staffing

The Contractor must hire qualified programmatic and technical staff with the expertise to meet the goals, objectives and requirements of this RFP. The Contractor also must maintain sufficient staffing levels and coordinate the activities of staff to maximize the efficiency and effectiveness of service delivery.

The experience, abilities, and motivation of the staff play a critical role in the ultimate success of the service delivery. The Contractor shall ensure that:

- Staff are trained as necessary to effectively carry out all activities contracted;
 - An ongoing training program that focuses on ensuring that staff acquire the basic competencies of their positions is developed;
 - Staff is kept abreast of all new information and processes in a timely manner.
-

A. Targeted Services

Targeted services must be provided to the following customers, as appropriate and within funding/eligibility guidelines:

Training Services are defined as services designed to equip individuals to enter the workplace and retain employment. Training services include:

1. Occupational skills training, including training in non-traditional jobs.
2. Training programs operated by the private sector.
3. Skills upgrading and retraining, including incumbent worker training.
4. Entrepreneurial training.
5. Internships/Apprenticeships/Work Experience
6. Adult education and literacy activities in combination with services described above.
7. Customized training.
8. On the Job Training (OJT)

Additional Youth Programs for consideration

1. Pilot Programs with a focus on CSPH Targeted Industry Sectors (Construction, Manufacturing, Healthcare, Retail, IT, Transportation & Warehousing, Finance)
2. Summer Youth Programs; will consider year-round, after school/weekend pilots as well
3. Community Service Learning Projects with paid work experience
4. Pre-Military Pilots

Other Requirements

A more detailed description of some of the services identified above that are to be managed and provided in each center is enumerated below.

1. Outreach and Recruitment. The Contractor shall be responsible for adequately informing individuals and groups of the services available in the CareerSource Pasco Hernando centers. This outreach and recruitment shall also be conducted in order to attract a sufficient number of individuals who need the services provided and who meet the requirements to receive such services that would allow the agency contracted with in response to this RFP to meet the contract's measurable performance outcomes.

Outreach and recruitment methods may include formal advertising, use of reciprocal agreements with other agencies, flyers, brochures, word-of-mouth or other methods of program information dissemination. The Contractor must ensure that the outreach and recruitment is conducted within communities where potentially eligible customers reside and through on-going coordinated efforts with other community-based organizations. *Note: All outreach activities, materials, and publications must be approved by PHWB.*

2. Orientation. The Contractor shall provide at each CareerSource Pasco Hernando location program specific orientations that inform individuals of the full array of services available, including non-traditional opportunities and services available from other sources. The Contractor is responsible for ensuring that all program-specific requirements are addressed in the orientations.

3. WIOA Registration. Registering and determining the priority of service of individuals prior to providing career services with WIOA funds must be completed in each center. Registration involves certifying and documenting the WIOA eligibility and priority of service of the individuals to be served. This WIOA eligibility must be completed in accordance with the strict standards established by the State of Florida and USDOL. This includes completing the required state WIOA application, obtaining the necessary documentation (i.e., number in family, family income, residency, etc.), identifying barriers to employment, etc. Proposers should take into consideration that certifying WIOA eligibility and priority of service is a very time-consuming, detailed process. In addition, eligibility for WIOA carries with it liability for dollars spent in serving individuals who are not eligible.

4. Youth who meet the requirements for WIOA registration and are included in the priority of service categories, who are enrolled in and provided outreach, recruitment, eligibility determination, assessment, counseling, training, job development and placement services;

- Increase in skills attainments from prior year's Monthly Management Report
- Expand working relationship with the Career Academies in both counties
- Stronger focus on STEAM (Science, Technology, Engineering, Arts and Math) including tours/field trips, internships and certificates with a focus on Youths' career choices
- Follow-up and provide Employment Verification to Employment Support Center staff

5. Assessment. An initial employment assessment shall be made available to all Youth customers who are interested in receiving such service and shall be provided to all WIOA youth that are also welfare transition referrals. A more comprehensive assessment shall be made available to all customers registered for WIOA and shall be provided to all youth that are also welfare transition customers. Any individual advancing to Training services must have a comprehensive assessment completed prior to receiving a Training scholarship.

6. Employment Plan (ISS/IRP): An Employment Plan shall be developed for each registered WIOA customer. This "road map" shall be jointly developed with the customer. The Employment Plan must use the assessment results and will, at a minimum, identify employment and educational goals, describe all employment barriers identified and include the mix, sequence and time-frames of services that should help the customer overcome the barriers identified, supportive services to be provided, and the expected employment outcome(s) or goals. The Employment Plan should also identify the responsibilities of the customer and the career manager. Coordination of services/resources that are

available to the client needs to be ongoing with other partners' career managers to ensure that no services are duplicated.

As the needs of the customer change, the Employment Plan shall be modified to reflect these changes. Since the PHWB approach to career management is to provide individualized attention, the customer's changing needs should be identified quickly and a revised action plan developed to meet those needs. This new or revised action plan shall become a modification or addendum to the customer's Employment Plan.

7. Career Management. Career management services shall be provided to all individuals who receive career services. Within this Region, career management is recognized as a key component of the service delivery plan and critical to the ultimate success of the customers. Career management is necessary to assure that the needs of customers are met and information required for program and performance reporting is collected.

Career management is a process activity that ensures the customer is progressing through the service strategy that was agreed to, and that on-going contact with the customer is maintained throughout the time of participation, upon employment, and following termination.

Career management shall be provided as a customer-focused service delivery strategy designed to assist individuals with multiple needs and barriers. It is both a "customer-driven" and a "systems-driven" human resource development strategy. Career management shall balance sensitivity to the needs, dreams and goals of the customers with a commitment to well-managed, effective and efficient human services program. As a customer-driven strategy, career management must offer an array of interventions designed to address a customer's needs in a holistic and individualized manner. As a systems-level strategy, career management encourages inter-organizational partnerships (both formal and informal) in order to maximize the proper utilization of human and financial resources and minimize fragmentation, duplication, rigidity and inaccessibility of program services.

Using the career management approach described above, individual customers' needs for specialized services should be recognized almost immediately and additional assistance provided. Through a triage-type approach, career management services shall be provided at the level that the customer and career manager identify a need for such services. Information already collected in the various management information systems shall be reviewed to eliminate any duplication of effort.

8. Training Referral. The Contractor is responsible for assigning, or in some cases referring, each individual to the most appropriate activity for the individual as determined from the assessment and documented in the Employment Plan.
10. Job Placement. The Contractor will be responsible for providing job listings and referrals to assist customers with finding a job, and coordinate these efforts with CareerSource Pasco Hernando partners. The Contractor is also responsible for providing more intensive job placement assistance to each customer that advances to Intensive and Training services. This may include coordinating with a local education agency's placement staff if the customer is enrolled in training at that institution, working with the customer directly to provide job leads, specific job development for individual customers, job matching to jobs listed in various job banks, etc.
11. Job Retention / Follow-up. After job placement, the Contractor will be responsible for assisting the customers and their respective employers with job retention. It is the intent of this job retention assistance to help these customers placed into jobs from Intensive and Training services overcome any problems that may arise during this critical period and to ensure further progress toward long-term employment and, therefore, self-sufficiency. This should be accomplished by providing frequent follow-along with the customer and possibly the employer.
12. File Maintenance and Documentation. The Contractor shall be responsible for maintaining an electronic case file for every job-seeker customer that has received services. At a minimum, the case file shall include information on and documentation of each of the following, as applicable: WIOA

application and eligibility documents, WIOA enrollment form, the initial and comprehensive assessments, the Employment Plan and its updates, school registrations, progress reports, time and attendance, training completion certification, and counseling notes as well as employment verification and follow-up documentation.

These files are the property of the PHWB and must be turned over to PHWB upon request or at the end of the contract.

The Contractor shall ensure that all customers' files are up-to-date and legible as well as to ensure that no more than 3% of the files have out-of-date or incorrect information when monitored by the PHWB or its designee.

13. Customer Inquiries. The Contractor shall respond appropriately and in a timely manner to all customer inquiries, including letters, telephone calls (should be returned within two hours or have calls forwarded to another staff member that can respond to customers questions/concerns), or emails that may have been routed through any partner agency. The Contractor shall establish procedures to manage such customer inquiries and the responses provided.

B. Service Guidelines

1. CareerSource Pasco Hernando Locations. The Contractor shall deliver the services described in this statement of work at the locations determined by PHWB. The current centers are located at:

Brooksville

16336 Cortez Blvd.
Spring Hill, Florida
(352) 200-3020

WEST PASCO

4440 Grand Blvd.
New Port Richey, Florida
(727) 484-3400

EAST PASCO

15000 Citrus Country Way
Dade City, Florida
(813) 377-1300

Levels of service needed in each location are dependent, to a certain extent, upon the traffic within each office. Therefore, proposers need to account for the flexibility to assign staff and other resources as needed to accommodate customer flow.

2. Hours of Operation. CareerSource Pasco-Hernando's hours of operation may vary based on customer needs, but at a minimum, the centers will be open from 8:00am – 5:00pm, Monday through Friday. The Contractor must ensure that arrangements are made to keep service delivery available throughout the holiday seasons with limited closings for major holidays.
3. Drug-Free and Smoke-Free Workplace. A drug-free and smoke-free workplace for both employees and customers must be maintained.
4. Non-Discrimination. No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with this program on the basis of race, sex, national origin, religion, age, or disability and each customer shall have such rights as are available under any applicable Federal, State, or local law prohibiting discrimination.
5. Job Vacancies. The Contractor will list all of their organization's job vacancies with CareerSource Pasco Hernando and commit to hiring customers into those job vacancies whenever possible.

6. Customer Service Commitment. The Contractor will be expected to nurture a customer service attitude that ensures that friendly, courteous service and accurate information will be delivered by knowledgeable staff in a timely manner. The customer service approach must empower staff to recognize the individuality of our customers and to deliver individual solutions and services. The Contractor will maintain a high standard of appearance in the CareerSource Pasco Hernando centers, commensurate with a business setting, and ensure professional staff conduct and presentation.
7. Corporate Identity. The Contractor will represent the CareerSource Pasco Hernando centers regionally and statewide under the CareerSource Pasco Hernando brand name, rather than the Contractor's corporate name. CareerSource Pasco Hernando will be the only brand name put forth in correspondence, forms, flyers, business cards, news stories, and phone communications.
8. Management and Financial Requirements

- a) Capabilities. Contractor must demonstrate the management and financial capability needed to effectively and efficiently deliver the program proposed. Management capability includes the ability to manage the delivery system effectively and efficiently, conduct self-monitoring for contract compliance, implement a continuous improvement model, achieve the contract objectives, provide quality service delivery, keep appropriate records in an auditable manner, and meet/exceed performance standards. The Contractor is responsible for all data entry into the various management information systems, including Employ Florida Marketplace (EFM).

Financial capability includes the ability to maintain fiscal controls, accounting procedures, and financial reporting in accordance with generally accepted accounting principles and requirements established by PHWB, demonstrate sound financial practices, and show evidence of continued financial stability. The proposer is advised that separate accounting records must be kept for the contract to ensure accurate and appropriate reporting of contract expenditures, and costs must be tracked in sufficient detail to determine compliance with contract requirements and ensure funds have not been unlawfully spent. All accounting records must be made available for review upon request for examination, audit, or for the making of excerpts or copies of such records for the purpose of determining compliance with all applicable rules and regulations, and the provisions of the contracts.

- b) Profit/Program Income. Profit may be earned by commercial (for profit) organizations. A reasonable profit objective is defined by PHWB as no more than 10%.

Any revenues above costs generated by any not-for-profit agency through use of these funds, including interest income or other program-generated income, must be reported and returned to the PHWB to be utilized to support the system. The PHWB may agree to allow these revenues to be returned to the contractor to extend the contract or provide additional services.

- c) Direct program costs. Proposers are advised that PHWB requires, and will negotiate a contract to ensure, that the total budget consists of direct program costs. Direct program costs are defined by PHWB to include, but are not limited to:
 - The cost of salaries and fringe benefits for staff involved in the direct delivery of services to customers (e.g., employer services staff, career managers, job placement specialists, employability skills workshop instructors, outreach and recruitment staff, resource room assistants, front desk receptionists/greeters, orientation specialists, etc.) and their direct supervisors, CareerSource Pasco Hernando center managers, staff trainers, quality control and continuous improvement staff, and local system management staff who provide program oversight and direction to the CareerSource Pasco Hernando centers; and
 - Associated travel, cellular phones, pagers, and training costs, etc., for the staff identified above.

- d) **Staff Costs.** Due to the nature of the services solicited by this RFP, the PHWB will only reimburse personnel costs for time actually worked, and reasonable vacation, sick leave, and holidays as provided for in the proposing organization's personnel policies and earned during the contract term. No other paid leaves of absence will be reimbursed by the PHWB, nor should they be part of the negotiated fixed-unit price.
- e) **Purchasing.** Proposing agencies awarded a contract under this RFP shall be required to follow the PHWB's purchasing procedures or obtain approval to follow their own written procedures. If the proposer intends to procure equipment, materials, etc., from itself or an affiliated organization, it must be identified as such in the budget narrative, and any profit generated from that transaction(s) must be identified in the proposal.

Contractors who fail to adequately track obligations and expenditures against these budgeted funds are liable for any over-expenditure resulting from such failure.

Invoices will be due to PHWB on a monthly basis. Invoices that are submitted later than 30 working days after the end of each month may be subject to a 10% reduction penalty.

C. Quality Assurance & Continuous Improvement

The Contractor shall develop a quality control unit comprised of representatives of all partners that will identify technical assistance needs and provide quality assurance on all levels of the system. The Contractor's quality control process shall include mechanisms to detect and reduce fraud and errors in data collection, eligibility determinations and service delivery. All Contractor staff shall be responsible for error and fraud detection and reduction.

The Contractor shall establish and maintain reliable mechanisms that will immediately identify when a problem – administrative or programmatic – occurs, and when corrective action is necessary. This continuous improvement process shall include, but not be limited to, the following:

- **Automation** – The Contractor shall use automation whenever and wherever possible to deliver services. The Contractor shall also explore other uses of technology to continue to improve service delivery.
- **Use of Forms** – The Contractor will ensure the effective use of forms and documents initially, by using existing documents, then by initiating a review process to streamline the use of forms and reduce redundancy of data in form and document creation. Forms should always be easy to understand, professionally written and presented, and not overwhelming in terms of the frequency or number.
- **Monitoring Activities** - The Contractor's internal monitoring activities shall include customer file review, data entry review, caseload contacts, and quality control monitoring to ensure continuous improvement and will be submitted to Sr. VP of Operations and Operations Analysts on a monthly basis. Submission dates to be discussed with Operations Analysts.
- **Tracking Effectiveness** – The Contractor will track effectiveness using monitoring data, State reporting data, customer feedback (client and employer focus groups and survey results), and feedback from the general public. The Contractor shall also conduct at least a monthly review and analysis of the data to identify trends, issues, etc.
- **Performance Evaluation** – The Contractor shall continuously evaluate its performance and the overall success of the service delivery system. This shall include a comprehensive analysis of both financial and performance aspects of the Contractor's operation. The evaluation shall address such aspects as accountability, supervisory review, monitoring customer progress, customer/ employer feedback, cost accounting, monitoring contract compliance, reaching performance objectives, continuous improvement, and immediate corrective action.
- **Supervisory Case Review** – The Contractor shall perform supervisory case review to ensure compliance with procedural and policy requirements and to ensure the effective provision of services to accomplish the contract goals and objectives. The Contractor should document deficiencies, take

corrective action (to include both system-wide and individualized training), and follow-up to ensure that all issues of non-compliance are addressed and corrected.

D. Reporting Requirements.

The Contractor will maintain documentation necessary to generate information for required federal, state and PHWB reports, and provide financial and other information on daily operations as requested. The Contractor will carefully analyze existing reports to determine whether reports or report elements are necessary and whether the reports meet the needs of PHWB, Federal and State agencies or the Contractor's own business requirements.

The Contractor shall ensure coordination with the PHWB for further development of management reporting. The Contractor shall also develop systems (either electronic or manual) to provide user-friendly ad-hoc reporting capability. The Contractor shall ensure that the combination of the various systems and the Contractor's processes produce all information needed to manage the daily operations of the system, including performance measures, unduplicated client and transaction counts, training enrollments by location and vendor, and recidivism rates across integrated enrollment programs.

The following reports are required:

Fiscal

Monthly: All invoices will be submitted not later than close of business on the 5th day of the following month.

Close of Contract: The final invoice will be submitted no later than 30 days after the close of the contract.

Note: The Contractor must maintain a fiscal management system that provides an accurate reporting of contract, ITA, and supportive service expenditures and obligations and deliver reports within two business days of requests by PHWB. In addition, the Contractor must maintain all physical documentation supporting payment requests.

Program Activity

Monthly: Operational report (details of needed information will be discussed during contract negotiations)

Monthly: Customer flow counts, new enrollments and outcomes by program, along with projected expenditures on training and supportive services. Detailed summary reports of each program/pilot to be submitted separately to Sr. VP of Operations.

Weekly: Placement - This data will be supplied to PHWB for WIOA Youth programs.

Monthly: Meet Youth measures as included on DEO's Monthly Management Report (MMR) issued by 22nd of each month. The MMR will include the actual performance results that are used to derive the performance measures in the State of Florida issued MMR. The report will also include comment & analysis from the contractor on anomalies and trends, and the corrective measures it plans to employ to answer same. The MMR will also include details on progress of the participants, goals and objectives and how they are being met, problems encountered, corrective actions taken, coordination strategies, etc.

Quarterly/Yearly: Meet/Exceed all State Negotiated Performance Measures as shown in Appendix 2.

All reporting requirements will be discussed during contract negotiations. Due to changes that occur within programs, the selected provider may be asked to submit reports, as needed, to the Sr. VP of Operations.

PART 3: PROPOSAL SUBMISSION REQUIREMENTS

A. Eligible Entities

All public or private not-for-profit corporations, local education agencies, governmental units, public agencies, or private-for-profit corporations properly organized in accordance with State and Federal law and in business for at least one (1) year may submit a proposal for funding. Minority and women-owned and operated businesses are encouraged to submit a proposal.

No entity may compete for funds if: (1) the entity has been debarred or suspended or otherwise determined to be ineligible to receive federal funds by an action of any governmental agency; (2) the entity's previous contract(s) with the PHWB have been terminated for cause; (3) the entity has not complied with an official order to repay disallowed costs incurred during its conduct of programs or services; or (4) the entity's name appears on the convicted vendor list.

B. Letter of Intent

A letter of intent to bid is mandatory and must clearly identify the proposer and the activities or services that proposer will deliver. The letter of intent does not commit a proposer to submitting a proposal. The letter of intent to bid must be postmarked no later than March 3, 2022.

The letter of intent may be emailed to:

Brenda Gause
bgause@careersourcepascohernando.com

The prospective proposer is solely responsible for assuring that anything sent to the PHWB arrives safely and on time.

C. Proposal Format

All proposals must be submitted with the same topic headings, and in the same order, as in the Proposal Outline set forth below. The proposal document format must be single-spaced, with 12-point type, and margins of one inch on each side. Each page of the proposal should be numbered sequentially at the bottom of the page. These page numbers should be reflected in the proposal's table of contents.

Each proposal should be prepared simply and economically, providing a straightforward response to this RFP. Elaborate or expensive bindings, colored displays, and promotional materials are not desired.

D. Proposal Content & Organization

1. Cover Page – use form provided [1 page]
2. Proposal Abstract – use form provided [1-2 pages]
 - Describe the intentions and purpose of your organization, and provide your organization's mission statement.
 - Describe your philosophy for management and service delivery.

- Describe whom you see as your customer(s) in the CareerSource Pasco Hernando System, and define your view of quality service to those customers.
- Discuss your management structure, and describe your strategies for motivating staff from different organizations to provide excellent customer service while achieving measurable performance outcomes.
- Describe any special strengths or features that distinguish your services from other organizations – i.e., the value that will be added to the CareerSource Pasco Hernando System through your organization.

3. Table of Contents

4. Proposal Narrative *[Note: Using the outline numbering format provided below, ensure that the requirements listed in the Scope of Work are addressed in detail. Clear, thorough, concise answers are requested. Do not repeat statements or ideas within the text of the proposal. Referring the reviewer to another section of the proposal for previously stated information is preferred over repeating the information.]*

A. Organizational Experience / Capabilities [maximum eight pages]

Describe the proposing agency's mission and philosophy for management and service delivery, and organizational experience in providing the services proposed, as well as the organization's capabilities to deliver the proposed services by thoroughly responding to the directions below.

(1) Describe your organization's specific experience, to include:

- The intentions and purpose of your organization, and provide your organization's mission statement.
- Your philosophy for management and service delivery.
- Whom you see as your customer(s) in the CareerSource Pasco Hernando System, and define your view of quality service to those customers.
- Any special strengths or features that distinguish your services from other organizations – i.e., the value that will be added to the CareerSource Pasco Hernando System through your organization.

(2) Describe your organization's specific experience in managing and delivering youth services mentioned in this RFP's Scope of Work. Include in the description the organization's experience and capabilities in:

- Managing and delivering these services in Florida;
- Managing an integrated multi-funded / multi-program system;
- Providing business and job-seeker services, including any innovative methods used in the delivery of these services;

(3) Provide in table format your organization's experience and capabilities in achieving measurable performance outcomes by identifying goals set (either through a contract, plan, or policy) and providing verifiable performance achievement data against those set goals (training completion rate, job placement rate, average wage at placement, six-month job retention rate, cost per placement, participation rate, job seeker and employer satisfaction rate, etc.). Provide this information for each of the programs mentioned above for each contract held in Florida and in other states during the last 18 months. Provide a contact person, phone number and email address for each such contract.

(4) Describe your organization's financial and administrative experience and capabilities. Include in that description experience in:

- Managing and accounting for multiple federal, state and local funding sources in accordance with GAAP;
- Maintaining timely and accurate data in the various MIS systems;

- Conducting self-monitoring for contract performance and compliance;
 - Developing and implementing a continuous improvement model.
- (5) Identify key staff that will be assigned to work on this project, including the lead for the local operation, describe why these key staff would be successful on this project, and provide copies of their résumés. In addition, describe what further assistance and expertise will be made available by the proposing organization to support these key staff.

B. Service Strategy

Through addressing the items below, outline your organization's understanding of the current needs of the local workforce and detail how you plan to deliver the services requested while meeting the service guidelines provided.

- (1) Describe your organization's understanding of the Pasco and Hernando County communities, and the local labor market.
- (2) Describe your complete staffing plan, to include:
 - Management structure and qualifications of lead staff;
 - Brief job descriptions of all staff positions;
 - Table of Organization, to include number of positions by location and service delivery function;
- (3) Describe your plan to provide all of the services listed in the Scope of Work.
- (4) Describe your plan to establish and maintain a continuous improvement process that includes data collection, reporting, data analysis, and corrective action mechanisms to ensure that performance goals are achieved.
- (5) Include any creative and innovative methods in the delivery of the proposed services.

5. Budget

A detailed line-item budget must be submitted. Costs included in the proposed budget must be actual costs incurred in delivering the proposed services.

- A. Provide a **detailed budget narrative** that justifies each proposed expense in terms of it being necessary, allowable and reasonable. Please provide specific details for the method of computation.
- B. Give details of the organization's cost allocation method if one is used, e.g., prorating the cost of supplies based on the number of staff, or the cost of salaries based on percentage of time spent on this contract. Please be specific.
- C. Identify any in-kind resources/support for the service delivery system beyond that requested for reimbursement in the budget. Include each committed or proposed source of funding and the amount of that funding.
- D. State what contingency plans are in place to repay the PHWB in the event that there are any disallowed costs as a result of an audit or monitoring review.
- E. Describe how the proposing agency will financially support the costs of doing business until an invoice can be submitted and paid by PHWB. *Note: No advance payment will be made.*
- F. State what method of payment will be requested, either fixed-unit price or cost-reimbursement with a demonstrated performance basis.

If a fixed-unit price contract is proposed, describe in detail the proposed outcome-based payment points and the documentation that will be submitted to prove attainment of each outcome. If a cost-reimbursement with a demonstrated performance holdback contract is proposed, provide the proposed percentage of the total cost that will be withheld (minimum is 10%) until measurable performance outcomes are achieved and documented. Describe the measurable performance outcomes to which the proposer will tie payment and the documentation that will be submitted to prove attainment of each outcome.

G. If funded, what percentage of the proposing agency's total budget will this contract represent?

List the proposed profit, if applicable. Profit may be earned by commercial (for-profit) organizations, depending on the risk involved and provided that profit is reasonable and not excessive. A reasonable profit objective is defined by PHWB as a gross profit objective of no more than 10%.

H. Describe how the proposer will budget and maximize the total cost of the contract on direct program costs. Describe any indirect costs that are proposed. If an indirect cost rate is utilized, please provide a copy of the indirect cost rate approval letter and the approved rate.

In preparing the budget, proposers should take into consideration that PHWB will directly pay for facility costs (rent, utilities, phones), equipment (copiers, desks, chairs, tables), information technology (data lines, network development and maintenance, hardware, software, technical support), customized training costs, and the majority of outreach costs (name-recognition media buys, resource room supplies and information pieces, center signage, assistance with other brochure development). Therefore, proposers should not include costs for such expenses in the budget submitted with the proposal

All proposals will be evaluated on the basis of cost-effectiveness in relation to high quality service delivery. To accomplish this, the PHWB's staff shall conduct an analysis of proposed costs during the proposal review process. Agencies are therefore encouraged to submit their best offer for providing the program solicited in this RFP and to thoroughly describe and justify the proposed costs. This analysis shall be conducted to ensure that the proposed costs are necessary, fair and reasonable; to determine if the proposed costs are allowable and allocable; to determine if there is no duplication of costs with other programs; to ensure that the costs are directly associated with carrying out only the proposed services; and to ensure that the proposed costs will benefit the CareerSource Pasco Hernando system.

6. Value Added Services [maximum two pages] – Answer the question: What does your organization bring to the area as a value-added service?

E. Proposal Submission

Proposals must be received by the PHWB no later than **March 17, 2022 at 3:30pm (EST)**. Proposals must be delivered to bgause@careersourcepascohernando.com

Until the proposal submission deadline, errors in proposals may be corrected by a request in writing to withdraw the proposal and by submission of another set of proposals with the mistakes corrected. Corrections will not be accepted once the deadline for submission of proposals has passed.

It is the sole responsibility of the submitting proposer to ensure that its proposal is received before the submission deadline. Submitting proposers shall bear all risks associated with delays in delivery by any person or entity, including the U.S. Mail. Any proposals received after the scheduled closing time for receipt of proposals will be returned to the sender unopened. Timely hand delivered proposals are acceptable. No facsimile (fax) or electronic mail (e-mail) copies will be accepted.

The PHWB will not return proposals, binders or exhibits to proposals. All proposals become the property of the PHWB and will be a matter of public record subject to the provisions of Chapter 119, Florida Statutes. The PHWB shall have the right to use all ideas, or adaptations of those ideas, contained in any proposal received in response to this RFP without the necessity of paying a fee, license, or royalty. Selection or rejection of the proposal will not affect this right.

PART 4: SELECTION PROCESS

A. Selection Policy

The PHWB maintains a policy that an organization must possess the demonstrated ability to perform successfully under the terms and conditions of a proposed contract prior to the contract being executed. Determinations of demonstrated performance shall take into consideration such matters as to whether the organization has:

- Adequate financial resources or the ability to obtain them;
- The ability to meet the RFP design specifications at a reasonable cost, as well as the ability to meet performance goals;
- A satisfactory record of past performance in delivering the proposed services, including demonstrated quality of services and successful outcome rates from past programs;
- The ability to provide services and/or a program that can meet the need identified;
- A satisfactory record of integrity, business ethics and fiscal accountability;
- The necessary organizational, accounting and operational controls; and
- The technical skills to perform the work.

All prospective proposers are prohibited from contacting any PHWB board member, PHWB committee member or PHWB staff (other than contact person identified in Part I of this RFP) regarding this solicitation to avoid actual conflicts, the appearance of conflicts, or undue influence over the process. Contact during any part of this solicitation period with anyone for purposes of influencing the outcome of the procurement process will result in the disqualification of the prospective proposer.

B. Proposal Responsiveness

To be considered responsive, proposals must meet the following minimum criteria:

1. Send responses to bgause@careersourcepascohernando.com **no later than 3:30pm, March 17, 2022**. The timely delivery of a proposal is entirely the responsibility of the proposer. Proposals received after the due date or time will be considered non-responsive.
2. Proposals must be presented in the same order as set forth in "Proposal Format" below and contain all information requested.
3. Giving incomplete or erroneous information or withholding important information could result in disqualification or, later, contract termination.
4. Proposers must demonstrate a general understanding of the service delivery system; the services solicited by this RFP and the ability to effectively and efficiently manage and deliver those requested services.

C. Proposal Review & Evaluation

Proposals will be initially reviewed and rated by a PHWB Ad Hoc Committee using a point system based on a Proposal Evaluation/Rating Form. The Ad Hoc Committee will make recommendations to the PHWB Executive or full Board. The Board will approve a proposal for award contingent upon successful contract negotiation.

D. Contract Award

A contract may be awarded based on offers received, without discussion of such offers with the proposers. Each offer should, therefore, be submitted in the most favorable terms, from a price and technical standpoint

that the offeror can make. However, the Board reserves the right to request additional data, oral discussion or presentation in support of written proposals.

Final award of a contract will be contingent upon:

- Successful negotiation of a contract;
- Acceptance by the proposer of the contract terms and conditions;
- Satisfactory verification of past performance and systems (e.g., financial), where applicable; and
- Availability of funding.

E. Appeal Procedure

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

1. Submit a letter within three business days from the date of the contract award to the President/CEO of the Pasco-Hernando Workforce Board, Inc., stating that an appeal to the contract award is being filed and the specific reasons for that appeal. The reasons relied upon must be based on the four criteria listed below:
 - Clear and substantial error or misstated facts by the review team upon which the decision was made by the Board
 - Unfair competition or conflict of interest in decision making process
 - Any illegal or improper act or violation of law
 - Other legal basis on grounds that may substantially alter the Board's decision

The President/CEO (contact info below) will review the appeal and respond within 10 business days.

Jerome Salatino, President/Chief Executive Officer
Pasco-Hernando Workforce Board, Inc.
P.O. Box 6589
Spring Hill, FL 34611

2. In the event the President/CEO's response is not satisfactory to the proposer, an appeal to the PHWB Executive Committee may be requested. The request must be addressed in writing within 15 days from receipt of response from President/CEO to:

Chair, Executive Committee
Pasco-Hernando Workforce Board, Inc.
P.O. Box 6589
Spring Hill, FL 34611

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

APPENDIX A

Required Forms, Documentation & Certifications

PASCO-HERNANDO WORKFORCE BOARD, INC.
Proposal Cover sheet

Submitted in response to RFP # 01 2022-0107WYS

NAME OF PROPOSING AGENCY: _____

ADDRESS: _____

TELEPHONE NUMBER: _____

FAX NUMBER: _____

EMAIL ADDRESS: _____

Name and title of person authorized to answer any questions about the proposal, negotiate the contract terms and contractually bind the proposer:

I do hereby certify that this proposal is submitted in accordance with the provisions and conditions outlined in RFP # 01 2022-0107WYS, that all the information is complete and accurate, and that this proposal represents a firm and fixed offer to provide the requested services. This offer shall remain valid for a minimum of 90 days. I also certify that the fees in the proposal have been arrived at independently, without consultation, communication, or agreement with any other proposer or with any other competitor for the purpose of restricting competition, as to any matter relating to such fees; and no attempt has been made or will be made by the proposer to induce any other person or agency to submit or not submit a proposal for the purpose of limiting or restricting competition. I further certify that this agency can and will provide and make available, at a minimum, all services described in this proposal.

Signature of Individual with Signatory Authority

Date

Typed name and Title

PASCO-HERNANDO WORKFORCE BOARD, INC.
Proposal Abstract – RFP # 01 2022-0107WYS

Name of proposing agency: _____

Total proposed cost: \$ _____

Proposal is for (check one):
_____ Performance-based, fixed-unit cost contract.
_____ Cost-reimbursement contract with demonstrated
performance holdback.
_____ Percentage amount of performance holdback:

Description: Provide a brief but thorough summary of the experience, capabilities and plans of the proposing organization, including the requirements listed in Part 3, Section D2:

PASCO-HERNANDO WORKFORCE BOARD, INC.
Budget Forms – RFP # 01 2022-0107WYS

[illegible]

ORGANIZATIONAL BACKGROUND

1. Name of Organization: _____
2. Contact Person: _____
3. Address: _____
4. Telephone Number: (____) _____ 5. FEID Number: _____
6. The Proposer's organization operates as: ☐ an individual, ☐ a partnership, ☐ a public agency (specify): _____
_____ ☐ a corporation incorporated under the laws of the State of _____, ☐ other
(specify): _____
7. Check to indicate if your organization is: ☐ community-based organization (CBO), ☐ minority-owned enterprise,
☐ female-owned enterprise
8. The proposer's organization operates on: ☐ not-for-profit, ☐ for-profit basis
9. The proposer certifies ☐ without exception, ☐ with exception, as explained on the attached, that:
 - a. it has no outstanding liens, claims, debts, judgments, or litigation pending against it which would materially affect its programmatic or financial abilities to implement and carry out its proposed program;
 - b. it has not complied with an official order of any agency of the State of Florida, or the United States Department of Labor to repay disallowed costs incurred during its conduct of projects or services;
 - c. it is current in its payment of applicable federal, state, and local taxes;
 - d. it is free and clear of any disallowed audited costs;
 - e. its costs and pricing data submitted with this proposal are representative of only those reasonable, allowable, and allocable costs necessary for carrying out its proposed program;
 - f. it will comply with the assurances attached to this RFP, and the WIOA and its promulgated rules and regulations;
 - g. it is authorized to submit this proposal in accordance with the policies of its governing body; and
 - h. the attached certifications for suspended or debarred, lobbying, and assurances have been signed by the organization's authorized person.

By my signature, I am empowered to and can act on behalf of the proposing organization in submitting this proposal. I certify that the information contained herein is true and correct to the best of my knowledge, and that the offer contained herein is true and correct to the best of my knowledge, and that the offer contained herein is firm and valid for a period not to exceed 60 days from this proposal's date.

Organization

Name of Certifying Official

Signature

Date

ADMINISTRATIVE AND FINANCIAL CAPABILITIES CHECKLIST

Please respond to each statement or question with a "yes" or "no" answer. Briefly explain any "no" answer on another page or in the limited space provided.

- | | |
|--|---|
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 1. All positions with the proposing agency have up-to-date job descriptions. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 2. All employees meet the minimum qualifications specified in their job descriptions. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 3. All W-2's and I-9's with appropriate documentation are on file. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 4. Withholding and FICA deposits have been made in full on a timely basis. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 5. Insurance and bonding policies are current and all appropriate staff are covered. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 6. The facilities of this agency and any training location are accessible to the disabled. Attach a completed ADA facility checklist. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 7. The books of account are auditable. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 8. Administrative and internal accounting controls are adequate to safeguard program assets. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 9. The accounting system adequately accounts for program funds. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 10. Financial reports fairly present accrued program expenditures by established cost categories. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 11. Budgetary procedures are adequate to control expenditures. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 12. The agency has a written accounting procedures manual that includes procedures for: |
| | a) coding of expenditures by: |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (1) contract year or program year |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (2) funding source |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (3) cost category; |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | b) bank reconciliations |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | c) posting to books |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | d) monthly close-out |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | e) trial balancing |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | f) development of accruals |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | g) segregation of duties |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | h) cost allocation |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | i) budgetary control |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | j) cash management |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | k) cash receipt and disbursement |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | l) payroll |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | m) reconciliation of any petty cash fund |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 13. The procedures in the accounting manual are being followed. |
| | 14. Internal controls |
| | a) for cash receipts: |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (1) cash is properly controlled and promptly deposited when received |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (2) funds are deposited in a bank in interest bearing checking accounts and secured by FDIC or other security |
| | b) checks are: |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (1) pre-numbered |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (2) adequately safeguarded |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (3) properly mutilated when voided |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (4) not allowed to be written for cash |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (5) not allowed to be signed in advance; |
| | c) for cash disbursements: |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (1) invoices are approved prior to payment |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (2) documentation accompanies checks to be signed |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (3) documentation is stamped to prevent reuse |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (4) control over signature machine is adequate |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (5) disbursements are made only by check |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | (6) checks are not returned to preparer after signing |
| | d) for bank reconciliations: |

- ☐ Yes ☐ No (1) they are performed on time
☐ Yes ☐ No (2) they are performed by someone who does not perform cash functions
☐ Yes ☐ No (3) unusual items are investigated promptly
 e) for payroll:
☐ Yes ☐ No (1) time sheets are used and signed by both the employee and supervisor
☐ Yes ☐ No (2) payrolls are approved by management for accuracy and existence of bona fide employees
☐ Yes ☐ No (3) preparation and check distribution functions are segregated
☐ Yes ☐ No (4) leave time is properly controlled
 f) for purchases:
☐ Yes ☐ No (1) purchase orders are pre-numbered and controlled
☐ Yes ☐ No (2) receiving reports are prepared and compared to P.O. and invoice
☐ Yes ☐ No (3) returned purchases are controlled
☐ Yes ☐ No (4) payments are made within discount periods
☐ Yes ☐ No 15. The agency's budget has no areas for potential cost overruns.
☐ Yes ☐ No 16. The agency is not trying to make up for a shortfall in another program by using the funds from this program.

I hereby certify that I have completed this Administrative and Financial Capabilities Checklist accurately and to the best of my knowledge. I, the financial officer or C.E.O. of the proposing agency, accept responsibility for providing financial services adequate to insure the establishment and maintenance of an accounting system with internal controls adequate to safeguard program funds.

Organization

Name of Certifying Official

Signature

Date

CONFLICT OF INTEREST STATEMENT/CERTIFICATION

Contract No: **RFP # 01 2022-0107WYS**

The Contractor must execute either Section I or Section II hereunder relative to Florida Statute 112.313(12). Failure to execute either Section may result in rejection of this Contract.

SECTION I

I hereby certify that no official or employee of the Grantee or independent agency requiring the goods or services described in these specifications has a material financial interest in this company.

Signature

Company Name

Name of Official (Type or Print) Business Address

City, State, Zip Code

SECTION II

I hereby certify that the following named Grantee official(s) and employee(s) having material financial interest(s) [in excess of 5%] in this company have filed the appropriate Conflict of Interest statements with the Grantee prior to the beginning date of this Contract.

Name

Title or Position

Date of Filing

Signature

Company Name

Name of Certifying Official

Business Address

City, State, Zip Code

APPENDIX C
FEDERAL AND FLORIDA COMPLIANCE ASSURANCES AND CERTIFICATIONS

(Company Name) (hereinafter referred to as "Contractor") acknowledges and certifies that, to the extent applicable to this contract/agreement (based on (insert information) funding source, program activities, and statutory requirements) Contractor shall comply with the following if applicable:

APPENDIX II TO PART 200—CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY CONTRACTS UNDER FEDERAL AWARDS

- A. **TERMINATION PROVISIONS (CONTRACTS OF \$150,000).** Contracts for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate. The parties agree that in the event Contractor shall fail to comply with any term, provision, or condition of this Agreement, then in the absence of a remedy provision contained elsewhere in the Master Agreement, Pasco-Hernando Workforce Board, Inc. may at its sole election terminate this Agreement without being liable to prosecution or may bring a claim for specific performance or may bring an action to recover damages caused by such breach. Additionally, Pasco-Hernando Workforce Board, Inc. (PHWB) may consult with an attorney concerning PHWB's rights hereunder, and Contractor agrees in each and any such case to pay to PHWB its reasonable attorney's fees therefore.
- B. **TERMINATION PROVISIONS (CONTRACTS OF \$10,000).** All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be affected and the basis for settlement. The parties agree that in the event there is no provision contained elsewhere in the Master Agreement to the contrary, then the Parties agree that this Agreement may be terminated by either party with, or without, cause upon thirty (30) day's prior written notice. Further, PHWB is a quasi-governmental entity reliant in part on funding received from governmental grants. Accordingly, notwithstanding anything else contained herein to the contrary, PHWB shall have the right to terminate the Agreement or any of the agreements comprising the Master Agreement by reason of funding unavailability at any time by providing thirty (30) days advance written notice. If this agreement is terminated, all payments defined therein shall cease to be due as of the date of termination.
- C. **EQUAL EMPLOYMENT OPPORTUNITY.** Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
- D. **DAVIS-BACON ACT, AS AMENDED (40 U.S.C. 3141-3148).** When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or sub-recipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

- E. **CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. 3701-3708).** Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
- F. **RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT.** If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or sub-recipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or sub-recipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.
- G. **CLEAN AIR ACT (42 U.S.C. 7401-7671Q.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. 1251-1387), AS AMENDED.** Contracts and sub-grants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- H. **DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689).** A contract award (see 2 CFR 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.
- I. **BYRD ANTI-LOBBYING AMENDMENT (31 U.S.C. 1352).** Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.
- J. **SOLID WASTE DISPOSAL ACT, AS AMENDED BY THE RESOURCE CONSERVATION AND RECOVERY ACT (42 USC 6962; 2 CFR §200.322).** A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.
- K. **TRAFFICKING VICTIMS PROTECTION ACT OF 2000 (2 CFR 175.15(B)).** During the term of the Agreement, Contractor, and its employees, may not engage in severe forms of trafficking in persons, procure a commercial sex act, or use forced labor in the performance of the Agreement.

- L. **VETERAN'S PRIORITY OF SERVICE PROVISIONS (38 USC 4215; 20 CFR 1010).** A covered person is entitled to priority of service under any qualified job training program if the person otherwise meets the eligibility requirements for participation in such program. An entity of a State, a political subdivision of the State, or in this case, a Contractor, that administers or delivers services under a qualified job training program shall provide information and priority of service to covered persons regarding benefits and services that may be obtained through other entities or service providers; and ensure that each covered person who applies to or who is assisted by such a program is informed of the employment-related rights and benefits to which the person is entitled under this section.
- M. **EQUAL TREATMENT FOR FAITH BASED ORGANIZATIONS (29 CFR 2, Subpart D).** Any organization that participates in a program funded by federal financial assistance shall not, in providing services or in outreach activities related to such services, discriminate against a current or prospective program beneficiary on the basis of religion, religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice. However, an organization that participates in a program funded by indirect financial assistance need not modify its program activities to accommodate a beneficiary who chooses to expend the indirect aid on the organization's program.
- N. **PURCHASE OF AMERICAN MADE PRODUCTS (P.L. 103-333 §507).** It is the sense of the Congress that, to the greatest extent practicable, all equipment and products purchased with funds made available under Public Law 103-333 should be American-made. Funds made available under this Public Law may be used to fund Contractor's performance under this Agreement. In providing financial assistance to, or entering into any contract with, any entity using funds made available in this Act, Contractor, to the greatest extent practicable, shall provide to such notice describing the statement made by the Congress, as to American made products.
- O. **PUBLIC ANNOUNCEMENTS AND ADVERTISING (P.L. 103-333 §508).** When issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with Federal money, all Contractors receiving Federal funds, including but not limited to State and local governments and recipients of Federal research grants, shall clearly state (1) the percentage of the total costs of the program or project which will be financed with Federal money, (2) the dollar amount of Federal funds for the project or program, and (3) percentage and dollar amount of the total costs of the project or program that will be financed by nongovernmental sources.
- P. **CODES OF CONDUCT (29 CFR 95.42).** The Contractor shall maintain written standards of conduct governing the performance of its employees engaged in the award and administration of contracts. No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by Federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the Contractor shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub-agreements. However, Contractor may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct shall provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the Contractor.
- Q. **EMPLOYMENT ELIGIBILITY REQUIREMENTS.** Employment of unauthorized aliens by Contractor is considered a violation of the Immigration and Nationality Act. Contractor shall use the U.S. Department of Homeland Security's E-verify system to verify the employment eligibility of all new employees hired by Contractor during the contract term. Contractor shall be responsible for including the provisions of this paragraph in any context with, and requiring compliance by any/all subcontractors performing under this Agreement. If Contractor knowingly employs unauthorized aliens, in violation of this paragraph, such action shall be cause for unilateral cancellation of this Agreement and PHWB may recover damages from Contractor resulting from such cancellation. Further, PHWB may unilaterally terminate this Agreement, without penalty, if Contractor is determined to have violated a prohibition in this paragraph of this Agreement; or has an employee who is determined by PHWB to have violated a prohibition in this paragraph of this Agreement through conduct that is either associated with performance of this Agreement or imputed to Contractor using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, "OMB Guidelines to Agencies on Government-wide Debarment and Suspension (Non-procurement)," as implemented by PHWB.

R. **ASSURANCES AND CERTIFICATIONS.** The Department of Economic Opportunity (DEO) will not award federal workforce funds where the PHWB or its contractors have failed to complete the ASSURANCES AND CERTIFICATIONS contained in this Appendix. In performing its responsibilities under the Master Agreement, the Contractor provides the following certifications and assurances:

1. Assurances – Non-Construction Programs (SF 424 B)
2. Debarment and Suspension Certification (29 CFR Part 98 and 45 CFR Part 74)
3. Certification Regarding Lobbying (29 CFR Part 93 and 45 CFR Part 93)
4. Drug free Workplace Certification (29 CFR Part 98 and 45 CFR Part 82)
5. Nondiscrimination & Equal Opportunity Assurance (29 CFR Part 37 and 45 CFR Part 80)
6. Certification Regarding Environmental Tobacco-Smoke
7. Association of Community Organizations for Reform Now (ACORN) Funding Restriction Assurance (Pub. L 111-117)
8. Scrutinized Companies Lists Certification (Section 287.135.F.S.)

NOTE: Certain of these Assurances may not be applicable to your project or program. If you have questions, please contact PHWB.

S. **ASSURANCES – NON-CONSTRUCTION PROGRAMS.** As the duly authorized representative of the Contractor, I certify that Contractor:

1. Will give the Department, the Comptroller General of the United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award, and will establish a proper accounting system in accordance with generally accepted accounting standards or Department directives.
2. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color, or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of handicaps; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255) as amended, relating to nondiscrimination the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L., 91-616) as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) Sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd.3 and 290 cc-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights act of 1968 (42 U.S.C. 3601 et seq.) as emended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and (j) the requirements of any other non-discrimination statute(s) which may apply to the Agreement.
3. Will comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
4. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. 276a to 276a7), the Copeland Act (40 U.S.C. 276c and 18 U.S.C. 874), and the Contract Work Hours and Safety Standards Act (40.327-333), regarding labor standards for federally assisted construction sub-agreements.
5. Will comply with environment standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.I. 91-

190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in flood plains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. 1451 et. seq.); (f) conformity of Federal actions to State (Clear Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. 7401 et. seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended, (P.L. 93-205).

6. Will cause to be performed the required financial and compliance audits in accordance with the single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
7. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing the programs associated with the Agreement.
8. Will comply with the procurement standards of 2 CFR 200.318 –200.326.

T. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS – PRIMARY COVERED TRANSACTION. The Contractor certifies to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by a State or a Federal department or agency;
2. Have not within a three-year period preceding the Agreement been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (B)(2) of this certification; and/or
4. Have not within a three-year period preceding the Agreement had one or more public transactions (Federal, State, or local) terminated for cause or default.
5. Have not been placed on the convicted vendor list following a conviction of a public entity crime as set forth in Fla. Stat. 287.133(2)(a).
6. Have not been placed on the discriminatory vendor list described in Section 287.134 Fla. Stat.

U. CERTIFICATION REGARDING LOBBYING – CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS. The Contractor certifies, to the best of its knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement;
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employees of Congress, or employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions;
3. The undersigned shall require that language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly;

4. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure;
5. Contractor shall not, directly or indirectly, expend either state or federal funds either (i) for the purpose of lobbying any branch, unit or instrumentality of the state or federal governments, or (ii) for any otherwise allowable purpose which could result in unauthorized lobbying.

V. **CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS.** Pursuant to the Drug-Free Workplace Act of 1988 and its implementing regulations codified at 29 C.F.R. Part 94, the undersigned Contractor, attests and certifies that it will provide a drug-free workplace by the following actions.

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the RWBs' workplace and specifying the actions that will be taken against employees for violation of such prohibition.
2. Establishing an ongoing drug-free awareness program to inform employees concerning:
 - a. The dangers of drug abuse in the workplace;
 - b. The policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation and employee assistance programs;
 - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the agreement be given a copy of the statement required by paragraph V.1. of this certification.
4. Notifying the employee in the statement required by paragraph V.1. of this certification that, as a condition of employment under the contract, the employee will:
 - a. Abide by the terms of the statement;
 - b. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring the workplace no later than five (5) calendar days after such conviction.
5. Notifying the PHWB in writing ten (10) calendar days after receiving notice under subparagraph 4.b. of this Section from an employee or otherwise receiving actual notice of such conviction. Provide such notice of convicted employees, including position title, to every Grant Officer on which Grant activity the convicted employee was working. The notice shall include the identification number(s) of each affected contract/Grant. An Incident Report Form, which can be found on the Department's intranet site, should be completed and submitted to the following address:

Office of the Inspector General
Department of Economic Opportunity
MSC# 130, Caldwell Building
107 East Madison Street
Tallahassee, Florida 32399-4126

6. Taking one of the following actions, within thirty (30) calendar days of receiving notice under subparagraph 4.b., with respect to any employee who is so convicted.
 - a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973 as amended.
 - b. Requiring such employee to participate satisfactorily in drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State or local, health, law enforcement, or other appropriate agency.

7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of this entire certification.

W. ***NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE.*** As a condition of the Contract the Contractor assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1. Section 188 of the Workforce Investment Act of 1998 (WIA) which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title IB financially assisted program or activity;
2. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
3. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
4. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
5. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in education programs; and
6. The American with Disabilities Act of 1990 (Pub. L. 101-336), prohibits discrimination in all employment practices, including, job application procedures, hiring, firing, advancement, compensation, training, and other terms, conditions, and privileges of employment. It applies to recruitment, advertising, tenure, layoff, leave, fringe benefits, and all other employment-related activities.

The Contractor also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the Contractor's operation of the WIA Title I – financially assisted program or activity, and to all agreements the Contractor makes to carry out the WIA Title I – financially assisted program or activity. The Contractor understands that PHWB, DEO and the United States have the right to seek judicial enforcement of the assurance.

X. ***CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO-SMOKE.*** As a condition of the contract, the Contractor assures that it will comply fully with the certification regarding environmental tobacco-smoke.

The Pro-Children Act of 2001, 42 U.S.C. 7181 through 7184, imposes restrictions on smoking in facilities where Federally-funded children's services are provided. Grants are subject to these requirements only if they meet the Act's specified coverage. The Act specifies that smoking is prohibited in any indoor facility (owned, leased, or contracted for) used for the routine or regular provision of kindergarten, elementary, or secondary education or library services to children under the age of 18. In addition, smoking is prohibited in any indoor facility or portion of a facility (owned, leased, or contracted for) used for the routine or regular provision of federally funded health care, day care, or early childhood development, including Head Start services to children under the age of 18. The statutory prohibition also applies if such facilities are contracted, operated or maintained with Federal funds. The statute does not apply to children's service provided in private residences, facilities funded solely by Medicare or Medicaid funds, portions of facilities used for inpatient drug or alcohol treatment, or facilities where WIC coupons are redeemed. Failure to comply with the provision of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per violation and/or the imposition of an administrative compliance order on the responsible entity.

Y. ***ASSOCIATION OF COMMUNITY ORGANIZATIONS FOR REFORM NOW (ACORN) FUNDING RESTRICTIONS ASSURANCE (Pub. L. 111-117).*** As a condition of the Agreement, the Board assures that it will comply fully with the federal funding restrictions pertaining to ACORN and its subsidiaries per the Consolidated Appropriations Act, 2010, Division E, Section 511 (Pub. L. 111-117). The Continuing Appropriations Act, 2011, Sections 101 and 103 (Pub. L. 111-242), provides that appropriations made under Pub. L. 111-117 are available under the conditions provided by Pub. L. 111-117. Note: As of June 20, 2011, this matter is in litigation in the District Court for the Eastern District of New York.

Z. ***SCRUTINIZED COMPANIES LISTS CERTIFICATION, SECTION 287.135, F.S.*** If a board that is affiliated with the local governmental entity enters into a contract in the amount of \$1 million or more, in accordance with the requirements of section 287.135, F.S., the Contractor will submit a certification that the contractor is not listed on

the Scrutinized Companies that Boycott Israel list, or is engaged in a boycott of Israel, the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, engaged in business operations in Cuba or Syria, or meets the conditions for exemption as provided in section 287.135(4), F.S. Both lists are created pursuant to section 215.473, F.S.

AA. **PUBLIC RECORDS LAW; SUNSHINE LAW.** Contractor agrees to comply with public records and open meeting requirements as applicable including 2 CFR 200.333, and 2 CFR 200.336, and as may be required by Florida Public Records Law, and Florida Sunshine Law. In furtherance of this provision, Contractor is required to:

1. keep and maintain public records required by PHWB to perform the service;
2. upon request from PHWB's custodian of public records, provide PHWB with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a reasonable or as otherwise provided by law;
3. ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if Contractor does not transfer the records to PHWB;
4. upon completion of the Agreement, transfer, at no cost, to PHWB all public records in possession of Contractor or keep and maintain public records required by PHWB to perform the service. If Contractor transfers all public records to PHWB upon completion of the Agreement, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of the Agreement, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to PHWB, upon request from PHWB's custodian of public records, in a format that is compatible with the information technology systems of PHWB.

IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO ITS DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: PUBLIC RECORDS CUSTODIAN, PASCO HERNANDO WORKFORCE BOARD, INC. (PO BOX 6589, SPRING HILL, FL 34611; PUBLICRECORDSCUSTODIAN@CAREERSOURCEPASCOHERNANDO.COM; 352-593-2220).

BB. **INDIVIDUAL NON-DISCLOSURE AND CONFIDENTIALITY CERTIFICATION.** To the extent any Contractor, or employee of Contractor, is granted authorization to access workforce information systems, including systems containing confidential information, Contractor and its employees are required to complete the established Individual Non-Disclosure and Confidentiality Certification Form upon request.

CC. **MANDATE TO REPORT ABUSE OF VULNERABLE POPULATIONS.** In compliance with Sections 39.021 and 415.1034 Florida Statutes, if Contractor, and its agents, employees, or others performing services on Contractor's behalf, knows or has reasonable cause to suspect that a child, aged person or disabled adult is or has been abused, neglected, or exploited, Contractor, and its agents, employees and others performing services on Contractor's behalf, agree to immediately report such knowledge or suspicion to the Florida Abuse Hotline by calling 1-800-96ABUSE or via the web reporting option at [http:// www.dcf.state.fl.us/abuse/report](http://www.dcf.state.fl.us/abuse/report) or via fax 1-800-914-0004.

By signing below, the Contractor certifies and assures that it will fully comply with the applicable assurances outlined above.

Contractor:

Signature

Print Name and Title

Appendix B: References

Proposers shall provide three (3) references for services outlined in this RFP.

Reference #1	
Company Name	
Contact Person	
Address	
Phone Number	
Email	
Service Dates	

Reference #2	
Company Name	
Contact Person	
Address	
Phone Number	
Email	
Service Dates	

Reference #3	
Company Name	
Contact Person	
Address	
Phone Number	
Email	
Service Dates	

As part of the reference check process, PHWB reserves the right to review the specific qualifications and relevant capabilities of all personnel; review licensing; review audits; and contact any individuals, agencies or employers listed in the proposal and/or others who may have experience or knowledge of the bidder's performance and qualifications to do the work.

APPENDIX C
PROPOSAL EVALUATION FORMS

PROPOSAL RATING SHEET: RFP # 01 2022-0107WYS

PROPOSER: _____

Rater's Name: _____

Date: _____

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
1. Organization Experience Capabilities / Capacity	Max. 35. pts.			
a) Mission, views on quality & customer service, value added by organization	0-20 pts.	<p>Information not provided</p> <p>Addresses mission , views and value</p> <p>Mission, views and values closely related to PHWB's mission and values</p>		
<p>b) Previous specific experience in delivering WIOA and other services mentioned in RFP</p> <p>Performance results from current or recent contracts</p>	0-15 pts.	<p>No specific experience</p> <p>Experience in 1 or 2 of the listed programs</p> <p>Experience with 3 or more programs</p> <p>Exceptional experience, 5 or more years providing similar services</p> <p>Poor or unrelated performance results</p> <p>Achieved performance standards</p> <p>Exceeded most performance standards</p>		
References		<p>No references</p> <p>Sufficient references</p>		

		Exceptional references provided		
Total Points For This Section				
EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
Staffing and Staff Development Plan	Max. 30 pts.			
a) Management structure and qualifications of lead staff	0-15	<p>Insufficient management structure and qualifications</p> <p>Average management structure and qualifications</p> <p>Exceptional management structure and qualifications</p>		
b) Table of Organization, staffing plan, including number of positions by location, with job title and service delivery function specified	0-15	<p>Incomplete staffing plan</p> <p>Satisfactory staffing plan</p> <p>Exceptional staffing plan, maximizes organizational efficiency</p>		
c) Job descriptions		<p>Information not provided</p> <p>Incomplete job descriptions</p> <p>Job descriptions provided for all staff positions</p> <p>Exceptionally well thought-out job descriptions provided for all positions</p>		

d) Staff development plan		Development plan not provided Specific plan not provided Standard development plan Comprehensive development plan		
Total Points For This Section				
Budget	Max. 35 pts.			
a) Budget narrative The budget narrative incorporates the following: <ul style="list-style-type: none"> • specific details of method of calculation • justification of proposed expenditures • cost allocation methodology • any in-kind costs • contingency plans for repayment of disallowed costs • description of how the organization will support costs until invoices are paid • detail of the proposed method of payment 	0-10	Requirements not addressed or poorly addressed Requirements addressed Proposed expenditures justified and details of method of computation provided, cost allocation methodology and payment method clearly explained, in-kind costs provided		

<p>b) Budget costs:</p> <p>Proposed costs are necessary, allowable, reasonable, and properly supported</p> <p>Proposed profit is reasonable</p>	0-15	<p>Proposed costs not adequately supported</p> <p>Adequate justification provided to support costs; proposed costs are necessary and allowable</p> <p>Proposed costs are necessary, allowable and reasonable, profit is reasonable, total cost of project is reasonable</p>		
<p>c) Administrative and financial management experience and capabilities</p>	0-10	<p>Less than 3 years experience</p> <p>3 to 5 years of experience</p> <p>More than 5 years experience</p>		

Total Points For This Section				

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
2. Service Strategy	Max. 100 pts.			
a) Understanding of Pasco-Hernando community, CareerSource Pasco Hernando One-Stop system and suggestions to improve service delivery	0-10	Information not provided Inadequate understanding of local system Adequate understanding of local system, reasonable suggestions for service improvements Exceptional understanding of community and CareerSource Pasco Hernando; visited all sites, provided good suggestions for service improvements		
b) Resource management plan in coordination with partners and services, fiscal and customer services tracking systems	0-15	Plan not provided Does not address all of the requirements Addresses all of the requirements Provides innovative strategies to address all requirements		
c) Service Delivery Plan	0-20	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements		
Outreach plan	0-10	Limited outreach plan Exceptional outreach plan, includes creative and cost effective strategies to increase awareness and usage of services		

Creative and innovative methods of service delivery	0-10	Limited creativity and innovation Exceptional creativity and innovation		
d) Continuous Improvement plan	0-25	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements		
e) Transition plan	0-10	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan		
TOTAL POINTS THIS SECTION	100			

RATING SUMMARY – RFP # 01 2022-0107WYS

PROPOSER: _____

EVALUATION CRITERIA	MAXIMUM POINTS	POINTS AWARDED
1. Experience/Capabilities/References	100	
2. Service Strategy	100	

COMMENTS: _____

Rater's Signature

Date

APPENDIX D

REGION 16 PERFORMANCE DATA - EXAMPLE OF LAST TWO YEAR'S PERFORMANCE GOALS

PY 2020 & PY 2021 Performance Goals		
Local Workforce Development Board (LWDB): 16		
LWDB Contact Name:	Jerome Salatino	
LWDB Contact Email:	jsalatino@careersourcepascohernando.com	
LWDB Contact Email:	Region16@careersourcepascohernando.com	
Measures	PY 2020 Performance Goals	PY 2021 Performance Goals
Youth:		
Education and Employed 2nd Qtr. After Exit	81.0%	81.5%
Education and Employed 4th Qtr. After Exit	76.5%	77.0%
Median Wage 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment Rate	90.0%	90.3%
Measurable Skill Gains	55%	57%

Conflict of Interest/Non-Disclosure Statement

RFP # N0120220107WYS

I acknowledge that I have been appointed to conduct reviews of proposals received under the solicitation cited above. I have been briefed about my responsibilities relating to conflict of interest and non-disclosure of information obtained during these reviews.

I do not have any conflict of interest, personal or organizational, real or apparent, in participating in this procurement. If during the course of reviewing the proposals received in response to this solicitation, I become aware of an actual or possible conflict of interest, I will notify the person officially heading this procurement and seek advice on withdrawing from the reviewing group.

Further, I will disclose no information obtained in reviewing proposals under this solicitation to anyone not also participating in this review. Specifically, I will not disclose the number of respondents to the solicitation; the names of individuals and organizations that respond; the results of the review; nor will I disclose any information from technical or cost/pricing submissions of these offerors; except to other reviewers officially assigned to this solicitation during appropriately noticed evaluation meetings.

Finally, if anyone outside the official review chain seeks information about the procurement, I will not supply any information. But will refer him or her to the person officially heading this procurement, for action consistent with the Florida Public Records Act (Chapter 119, Florida Statutes), and the Federal Freedom of Information Act.



Signature/Date

Cheryl A. Goebel

Printed Name

PROPOSAL RATING SHEET: RFP # N0120220107WYS

PROPOSER: Eckerd

Rater's Name: Cheryl A. Goebel

Date: 3/14/2022

EVALUATION CRITERIA		POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
1. Organization Experience Capabilities / Capacity		Max. 35. pts.		34	
a) Mission, views on quality & customer service, value added by organization		0-20 pts.	<p>Information not provided</p> <p>Addresses mission , views and value</p> <p>Mission, views and values closely related to PHWB's mission and values</p>	19	
<p>b) Previous specific experience in delivering WIOA DW and other services mentioned in RFP</p> <p>Performance results from current or recent contracts</p>		0-15 pts.	<p>No specific experience</p> <p>Experience in 1 or 2 of the listed programs</p> <p>Experience with 3 or more programs</p> <p>Exceptional experience, 5 or more years providing similar services</p> <p>Poor or unrelated performance results</p> <p>Achieved performance standards</p> <p>Exceeded most performance standards</p>	15	
References			<p>No references</p> <p>Sufficient references</p>		

		Exceptional references provided		
Total Points For This Section				
EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
Staffing and Staff Development Plan	Max. 30 pts.		28	
a) Management structure and qualifications of lead staff	0-15	Insufficient management structure and qualifications Average management structure and qualifications Exceptional management structure and qualifications	14	
b) Table of Organization, staffing plan, including number of positions by location, with job title and service delivery function specified	0-15	Incomplete staffing plan Satisfactory staffing plan Exceptional staffing plan, maximizes organizational efficiency	14	
c) Job descriptions		Information not provided Incomplete job descriptions Job descriptions provided for all staff positions Exceptionally well thought-out job descriptions provided for all positions		Included
d) Staff development plan		Development plan not provided Specific plan not provided Standard development plan		Included

		Comprehensive development plan		
Total Points For This Section				
Budget	Max. 35 pts.		32	
a) Budget narrative The budget narrative incorporates the following: <ul style="list-style-type: none"> • specific details of method of calculation • justification of proposed expenditures • cost allocation methodology • any in-kind costs • contingency plans for repayment of disallowed costs • description of how the organization will support costs until invoices are paid • detail of the proposed method of payment 	0-10	Requirements not addressed or poorly addressed Requirements addressed Proposed expenditures justified and details of method of computation provided, cost allocation methodology and payment method clearly explained, in-kind costs provided	09	
b) Budget costs: Proposed costs are necessary, allowable, reasonable, and properly supported Proposed profit is reasonable	0-15	Proposed costs not adequately supported Adequate justification provided to support costs; proposed costs are necessary and allowable	13	

		Proposed costs are necessary, allowable and reasonable, profit is reasonable, total cost of project is reasonable		
c) Administrative and financial management experience and capabilities	0-10	Less than 3 years' experience 3 to 5 years of experience More than 5 years' experience	10	
Total Points For This Section				

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
2. Service Strategy	Max. 100 pts.		97	
a) Understanding of Pasco-Hernando community, CareerSource Pasco Hernando One-Stop system and suggestions to improve service delivery	0-10	Information not provided Inadequate understanding of local system Adequate understanding of local system, reasonable suggestions for service improvements Exceptional understanding of community and CareerSource Pasco Hernando; visited all sites, provided good suggestions for service improvements	10	
b) Resource management plan in coordination with partners and services, fiscal and customer services tracking systems	0-15	Plan not provided Does not address all of the requirements Addresses all of the requirements Provides innovative strategies to address all requirements	14	

c) Service Delivery Plan	0-20	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements	20	
Outreach plan	0-10	Limited outreach plan Exceptional outreach plan, includes creative and cost effective strategies to increase awareness and usage of services	10	
Creative and innovative methods of service delivery	0-10	Limited creativity and innovation Exceptional creativity and innovation	10	
d) Continuous Improvement plan	0-25	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements	24	
e) Transition plan	0-10	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan	09	
TOTAL POINTS THIS SECTION	100			

RATING SUMMARY – RFP # 01 02102022WIOADWPS

PROPOSER: _____

EVALUATION CRITERIA	MAXIMUM POINTS	POINTS AWARDED
1. Experience/Capabilities/References	100	94
2. Service Strategy	100	97

COMMENTS: _____



Rater's Signature

3/14/2022

Date

Conflict of Interest/Non-Disclosure Statement

RFP # N0120220107WYS

I acknowledge that I have been appointed to conduct reviews of proposals received under the solicitation cited above. I have been briefed about my responsibilities relating to conflict of interest and non-disclosure of information obtained during these reviews.

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Finally, if anyone outside the official review chain seeks information about the procurement, I will not supply any information. But will refer him or her to the person officially heading this procurement, for action consistent with the Florida Public Records Act (Chapter 119, Florida Statutes), and the Federal Freedom of Information Act.

Digitally signed by Desiree Huff
DN: cn=Desiree Huff, o=CareerSource Pasco Hernando, ou=Recruitment Coordinator,
email=dhuff@careersourcepascohermando.com, c=US
Date: 2022.03.14 15:34:45 -04'00'

Signature/Date

3/14/2022

Printed Name

PROPOSAL RATING SHEET: RFP # N0120220107WYS

PROPOSER: Eckerd Connect

Rater's Desiree Huff
Date: 3/14/2022

Name:

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
1. Organization Experience Capabilities / Capacity	Max. 35. pts.			
a) Mission, views on quality & customer service, value added by organization	0-20 pts.	<p>Information not provided</p> <p>Addresses mission , views and value</p> <p>Mission, views and values closely related to PHWB's mission and values</p>	20	
b) Previous specific experience in delivering WIOA DW and other services mentioned in RFP	0-15 pts.	<p>No specific experience</p> <p>Experience in 1 or 2 of the listed programs</p> <p>Experience with 3 or more programs</p> <p>Exceptional experience, 5 or more years providing similar services</p> <p>Poor or unrelated performance results</p> <p>Achieved performance standards</p> <p>Exceeded most performance standards</p>	15	
Performance results from current or recent contracts				
References		<p>No references</p> <p>Sufficient references</p>		

		Exceptional references provided		
Total Points For This Section			35	
EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
Staffing and Staff Development Plan	Max. 30 pts.			
a) Management structure and qualifications of lead staff	0-15	Insufficient management structure and qualifications Average management structure and qualifications Exceptional management structure and qualifications	15	
b) Table of Organization, staffing plan, including number of positions by location, with job title and service delivery function specified	0-15	Incomplete staffing plan Satisfactory staffing plan Exceptional staffing plan, maximizes organizational efficiency	15	
c) Job descriptions		Information not provided Incomplete job descriptions Job descriptions provided for all staff positions Exceptionally well thought-out job descriptions provided for all positions		
d) Staff development plan		Development plan not provided Specific plan not provided Standard development plan		

		Comprehensive development plan		
Total Points For This Section			30	
Budget	Max. 35 pts.			
a) Budget narrative The budget narrative incorporates the following: <ul style="list-style-type: none"> • specific details of method of calculation • justification of proposed expenditures • cost allocation methodology • any in-kind costs • contingency plans for repayment of disallowed costs • description of how the organization will support costs until invoices are paid • detail of the proposed method of payment 	0-10	Requirements not addressed or poorly addressed Requirements addressed Proposed expenditures justified and details of method of computation provided, cost allocation methodology and payment method clearly explained, in-kind costs provided	10	
b) Budget costs: Proposed costs are necessary, allowable, reasonable, and properly supported Proposed profit is reasonable	0-15	Proposed costs not adequately supported Adequate justification provided to support costs; proposed costs are necessary and allowable	15	

		Proposed costs are necessary, allowable and reasonable, profit is reasonable, total cost of project is reasonable		
c) Administrative and financial management experience and capabilities	0-10	Less than 3 years' experience 3 to 5 years of experience More than 5 years' experience	10	
Total Points For This Section			35	

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
2. Service Strategy	Max. 100 pts.			
a) Understanding of Pasco-Hernando community, CareerSource Pasco Hernando One-Stop system and suggestions to improve service delivery	0-10	Information not provided Inadequate understanding of local system Adequate understanding of local system, reasonable suggestions for service improvements Exceptional understanding of community and CareerSource Pasco Hernando; visited all sites, provided good suggestions for service improvements	10	
b) Resource management plan in coordination with partners and services, fiscal and customer services tracking systems	0-15	Plan not provided Does not address all of the requirements Addresses all of the requirements Provides innovative strategies to address all requirements	15	

c) Service Delivery Plan	0-20	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements	20	
Outreach plan	0-10	Limited outreach plan Exceptional outreach plan, includes creative and cost effective strategies to increase awareness and usage of services	10	
Creative and innovative methods of service delivery	0-10	Limited creativity and innovation Exceptional creativity and innovation	10	
d) Continuous Improvement plan	0-25	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements	25	
e) Transition plan	0-10	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan	10	
TOTAL POINTS THIS SECTION	100		100	

RATING SUMMARY – RFP # 01 02102022WIOADWPS

PROPOSER: Eckerd Connect

EVALUATION CRITERIA	MAXIMUM POINTS	POINTS AWARDED
1. Experience/Capabilities/References	100	100
2. Service Strategy	100	100

COMMENTS: _____

Digitally signed by Desiree Huff
DN: cn=Desiree Huff, o=CareerSource Pasco-Hernando, ou=Recruitment Coordinator,
email=dhuff@careersourcepascohermando.com, c=US
Date: 2022.03.14 06:19:26 -0400

Rater's Signature

3/14/2022

Date

Conflict of Interest/Non-Disclosure Statement

RFP # N0120220107WYS

I acknowledge that I have been appointed to conduct reviews of proposals received under the solicitation cited above. I have been briefed about my responsibilities relating to conflict of interest and non-disclosure of information obtained during these reviews.

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Further, I will disclose no information obtained in reviewing proposals under this solicitation to anyone not also participating in this review. Specifically, I will not disclose the number of respondents to the solicitation; the names of individuals and organizations that respond; the results of the review; nor will I disclose any information from technical or cost/pricing submissions of these offerors; except to other reviewers officially assigned to this solicitation during appropriately noticed evaluation meetings.

Finally, if anyone outside the official review chain seeks information about the procurement, I will not supply any information. But will refer him or her to the person officially heading this procurement, for action consistent with the Florida Public Records Act (Chapter 119, Florida Statutes), and the Federal Freedom of Information Act.

Kelly Castro 3/14/2022
Signature/Date

Kelly Castro 3/14/2022
Printed Name

PROPOSAL RATING SHEET: RFP # N0120220107WYS

PROPOSER: Eckerd Youth Alternatives _____

Rater's Name: Kelly Castro

Date: 3/14/22 _____

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
1. Organization Experience Capabilities / Capacity	Max. 35. pts.			
a) Mission, views on quality & customer service, value added by organization	0-20 pts.	<p>Information not provided</p> <p>Addresses mission, views and value</p> <p>Mission, views and values closely related to PHWB's mission and values</p>	20	Mission statement clearly outlined, value and views identified and relate to those of PHWB
b) Previous specific experience in delivering WIOA DW and other services mentioned in RFP	0-15 pts.	<p>No specific experience</p> <p>Experience in 1 or 2 of the listed programs</p> <p>Experience with 3 or more programs</p> <p>Exceptional experience, 5 or more years providing similar services</p> <p>Poor or unrelated performance results</p> <p>Achieved performance standards</p> <p>Exceeded most performance standards</p>	15	<p>WIOA and TANF experience identified at length</p> <p>ReAll standards shown met or exceeded expectations</p>
Performance results from current or recent contracts				
References		<p>No references</p> <p>Sufficient references</p>		Exceptional references provided

		Exceptional references provided		
Total Points For This Section			35	
EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
Staffing and Staff Development Plan	Max. 30 pts.			
a) Management structure and qualifications of lead staff	0-15	Insufficient management structure and qualifications Average management structure and qualifications Exceptional management structure and qualifications	15	Management identified is well qualified with a sufficient structure and plan outlined
b) Table of Organization, staffing plan, including number of positions by location, with job title and service delivery function specified	0-15	Incomplete staffing plan Satisfactory staffing plan Exceptional staffing plan, maximizes organizational efficiency	15	Very well organized, detailed staffing plan. Plan is throughout with positions, titled and delivery outlined
c) Job descriptions		Information not provided Incomplete job descriptions Job descriptions provided for all staff positions Exceptionally well thought-out job descriptions provided for all positions		Exceptional Job descriptions provided
d) Staff development plan		Development plan not provided Specific plan not provided Standard development plan		Comprehensive development plan in place

		Comprehensive development plan		
Total Points For This Section			30	
Budget	Max. 35 pts.			
a) Budget narrative The budget narrative incorporates the following: <ul style="list-style-type: none"> • specific details of method of calculation • justification of proposed expenditures • cost allocation methodology • any in-kind costs • contingency plans for repayment of disallowed costs • description of how the organization will support costs until invoices are paid • detail of the proposed method of payment 	0-10	Requirements not addressed or poorly addressed Requirements addressed Proposed expenditures justified and details of method of computation provided, cost allocation methodology and payment method clearly explained, in-kind costs provided	10	Budget is detailed and incorporates all items requested in detail. Payment method is explained and all in kind costs provided.
b) Budget costs: Proposed costs are necessary, allowable, reasonable, and properly supported Proposed profit is reasonable	0-15	Proposed costs not adequately supported Adequate justification provided to support costs; proposed costs are necessary and allowable	15	Proposed costs are supported

		Proposed costs are necessary, allowable and reasonable, profit is reasonable, total cost of project is reasonable		
c) Administrative and financial management experience and capabilities	0-10	Less than 3 years' experience 3 to 5 years of experience More than 5 years' experience	10	More than five years' experience shown
Total Points For This Section			35	

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
2. Service Strategy	Max. 100 pts.			
a) Understanding of Pasco-Hernando community, CareerSource Pasco Hernando One-Stop system and suggestions to improve service delivery	0-10	Information not provided Inadequate understanding of local system Adequate understanding of local system, reasonable suggestions for service improvements Exceptional understanding of community and CareerSource Pasco Hernando; visited all sites, provided good suggestions for service improvements	10	Eckerd shows a detailed understanding of the local system with suggestions for improvement in place. They have demonstrated years of experience and understanding in their proposal
b) Resource management plan in coordination with partners and services, fiscal and customer services tracking systems	0-15	Plan not provided Does not address all of the requirements Addresses all of the requirements Provides innovative strategies to address all requirements	15	There is a plan in place for job retention and tracking. Strategies are provided for multiple pathways post program. File maintenance also in

c) Service Delivery Plan	0-20	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements	20	Exceptional plan provided
Outreach plan	0-10	Limited outreach plan Exceptional outreach plan, includes creative and cost effective strategies to increase awareness and usage of services	8	The outreach plan is provided but could be enhanced with new methods and usage of services
Creative and innovative methods of service delivery	0-10	Limited creativity and innovation Exceptional creativity and innovation	8	Innovation and method is adequate but lacks new creative ways to deliver service
d) Continuous Improvement plan	0-25	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan, provides innovative strategies to address all requirements	23	Continuous improvement plan is provided and is thorough yet routine. New strategies could enhance service delivery methods
e) Transition plan	0-10	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan	10	Transition plan in exceptional with many pathways to achieve successful completion
TOTAL POINTS THIS SECTION	100		94	

RATING SUMMARY – RFP # 01 02102022WIOADWPS

PROPOSER: Eckerd Youth Alternatives____

EVALUATION CRITERIA	MAXIMUM POINTS	POINTS AWARDED
1. Experience/Capabilities/References	100	100
2. Service Strategy	100	94

COMMENTS: Proposal was overall detailed and innovative, addressing all required elements requested.

Kelly Castro

Rater's Signature

3/14/2022

Date

Conflict of Interest/Non-Disclosure Statement

RFP # N0120220107WYS

I acknowledge that I have been appointed to conduct reviews of proposals received under the solicitation cited above. I have been briefed about my responsibilities relating to conflict of interest and non-disclosure of information obtained during these reviews.

I do not have any conflict of interest, personal or organizational, real or apparent, in participating in this procurement. If during the course of reviewing the proposals received in response to this solicitation, I become aware of an actual or possible conflict of interest, I will notify the person officially heading this procurement and seek advice on withdrawing from the reviewing group.

Further, I will disclose no information obtained in reviewing proposals under this solicitation to anyone not also participating in this review. Specifically, I will not disclose the number of respondents to the solicitation; the names of individuals and organizations that respond; the results of the review; nor will I disclose any information from technical or cost/pricing submissions of these offerors; except to other reviewers officially assigned to this solicitation during appropriately noticed evaluation meetings.

Finally, if anyone outside the official review chain seeks information about the procurement, I will not supply any information. But will refer him or her to the person officially heading this procurement, for action consistent with the Florida Public Records Act (Chapter 119, Florida Statutes), and the Federal Freedom of Information Act.

Maria Reza
Digitally signed by Maria Reza
DN: cn=Maria Reza, o=CareerSource Pasco Hernando,
ou, email=mreza@careersourcepascohermando.com,
c=US
Date: 2022.03.14 22:34:19 -04'00'

Signature/Date

Maria Reza

Printed Name




PROPOSAL RATING SHEET: RFP # N0120220107WYS

PROPOSER: Eckerd Youth Alternatives, Inc.
Maria Reza

Rater's
Date: 3/14/2022

Name:

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
1. Organization Experience Capabilities / Capacity	Max. 35. pts.		35	
a) Mission, views on quality & customer service, value added by organization	0-20 pts.	<p>Information not provided</p> <p>Addresses mission , views and value</p> <p>✓ Mission, views and values closely related to PHWB's mission and values</p>	20	Agency closely relates to our mission and values.
b) Previous specific experience in delivering WIOA DW and other services mentioned in RFP	0-15 pts.	<p>No specific experience</p> <p>Experience in 1 or 2 of the listed programs</p> <p>Experience with 3 or more programs</p> <p>✓ Exceptional experience, 5 or more years providing similar services</p> <p>Poor or unrelated performance results</p> <p>Achieved performance standards</p> <p>✓ Exceeded most performance standards</p>	15	Many years experience in region 16 and other LWDBs.
Performance results from current or recent contracts				
References		<p>No references</p> <p>✓ Sufficient references</p>		

		Exceptional references provided		
Total Points For This Section			35	
EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
Staffing and Staff Development Plan	Max. 30 pts.		29	Clear and concise, staff brings a lot of successful experience.
a) Management structure and qualifications of lead staff	0-15	Insufficient management structure and qualifications Average management structure and qualifications  Exceptional management structure and qualifications	15	
b) Table of Organization, staffing plan, including number of positions by location, with job title and service delivery function specified	0-15	Incomplete staffing plan Satisfactory staffing plan  Exceptional staffing plan, maximizes organizational efficiency	14	1 staff vacancy in NPR.
c) Job descriptions		Information not provided Incomplete job descriptions Job descriptions provided for all staff positions  Exceptionally well thought-out job descriptions provided for all positions		
d) Staff development plan		Development plan not provided Specific plan not provided Standard development plan		

		✓ Comprehensive development plan		
Total Points For This Section			29	
Budget	Max. 35 pts.		35	
a) Budget narrative The budget narrative incorporates the following: <ul style="list-style-type: none"> • specific details of method of calculation • justification of proposed expenditures • cost allocation methodology • any in-kind costs • contingency plans for repayment of disallowed costs • description of how the organization will support costs until invoices are paid • detail of the proposed method of payment 	0-10	Requirements not addressed or poorly addressed Requirements addressed ✓ Proposed expenditures justified and details of method of computation provided, cost allocation methodology and payment method clearly explained, in-kind costs provided	10	
b) Budget costs: Proposed costs are necessary, allowable, reasonable, and properly supported Proposed profit is reasonable	0-15	Proposed costs not adequately supported Adequate justification provided to support costs; proposed costs are necessary and allowable	15	

		Proposed costs are necessary, allowable and reasonable, profit is reasonable, total cost of project is reasonable		
c) Administrative and financial management experience and capabilities	0-10	Less than 3 years' experience 3 to 5 years of experience ✓ More than 5 years' experience	10	
Total Points For This Section			35	

EVALUATION CRITERIA	POINT RANGE	RATING GUIDE	POINTS AWARDED	COMMENTS
2. Service Strategy	Max. 100 pts.			
a) Understanding of Pasco-Hernando community, CareerSource Pasco Hernando One-Stop system and suggestions to improve service delivery	0-10	Information not provided Inadequate understanding of local system Adequate understanding of local system, reasonable suggestions for service improvements ✓ Exceptional understanding of community and CareerSource Pasco Hernando; visited all sites, provided good suggestions for service improvements	10	
b) Resource management plan in coordination with partners and services, fiscal and customer services tracking systems	0-15	Plan not provided Does not address all of the requirements Addresses all of the requirements ✓ Provides innovative strategies to address all requirements	15	

c) Service Delivery Plan	0-20	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements ✓ Exceptional plan, provides innovative strategies to address all requirements	20	
Outreach plan	0-10	Limited outreach plan ✓ Exceptional outreach plan, includes creative and cost effective strategies to increase awareness and usage of services	10	
Creative and innovative methods of service delivery	0-10	Limited creativity and innovation ✓ Exceptional creativity and innovation	10	
d) Continuous Improvement plan	0-25	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements ✓ Exceptional plan, provides innovative strategies to address all requirements	25	
e) Transition plan	0-10	Plan not provided Inadequate or unworkable plan, does not address all of the requirements Adequate plan, appears to be workable, addresses all of the requirements Exceptional plan	6	
TOTAL POINTS THIS SECTION	100		96	

RATING SUMMARY – RFP # 01 02102022WIOADWPS

PROPOSER: Eckerd Youth Alternatives, Inc.

EVALUATION CRITERIA	MAXIMUM POINTS	POINTS AWARDED
1. Experience/Capabilities/References	100	99
2. Service Strategy	100	96

COMMENTS: Very clear provider has many years experience working with at-risk young adult. Very clear proposal with great success

examples and measurables.

Maria Reza

Digitally signed by Maria Reza
DN: cn=Maria Reza, o=GreenSource Peace Honduras,
c=US
Date: 2022.03.14 23:10:13 -0400

Rater's Signature

03/14/2022

Date

ACTION ITEM 4
Board Candidate – Tate Foster

Local Workforce Development Board Composition and Certification Policy Number 91 specifies membership requirements under the Labor/Apprenticeship category.

2. Labor/Apprenticeships
 - a. ...”two representatives of labor organizations nominated by local labor federations.”

With Board Chair approval, solicitations for nominations were sent to the West Central Florida Labor Council. A nomination letter for Tate Foster was received and is included in this action item, along with an application for Board membership and other supporting documentation.

FOR CONSIDERATION

Recommend the approval of Tate Foster for presentation to the Hernando County Board of County Commissioners for appointment to the Pasco-Hernando Workforce Board of Directors.



WEST CENTRAL FLORIDA LABOR COUNCIL

March 25, 2022

Ms. Heather Harter
Chief Human Resources & Board Relations Officer
CareerSource Pasco Hernando
VIA Email

RE: Organized Labor Appointment to Career Source Pasco Hernando

Dear Ms. Harter:

The West Central Florida Labor Council, AFL-CIO, would like your consideration of appointment of the following person to the Career Source Pasco Hernando Board of Directors representing Labor Organizations:

Mr. Tate DM Foster, Business Agent, Teamsters Local 79
Home: 110 Wickford St. East, Safety Harbor, FL 34695
Work: 5818 E. Martin Luther King Jr. Blvd., Tampa, FL 33619
Email: tfoster@teamsters79.com
Contact Phone: 813.476.1948 (work)
727.634.6864 (personal cell)

Please contact Mr. Foster if more information is needed. We look forward to confirmation of this appointment.

If you have any questions, please contact me.

Sincerely,

Shawn P. McDonnell
President

cc: Tate Foster

APPLICATION FOR MEMBERSHIP PASCO HERNANDO WORKFORCE BOARD

Please provide full and complete information. Send the completed form and attachments to Heather Harter at hharter@careersourcepascohernando.com.

Include a biography that includes pertinent employment and educational information, as well as information about other boards on which you serve.

Last Name: Foster	First Name: Tate	M.I.: DM
Street Address: 110 Wickford St E		
City: Safety Harbor	State: FL	Zip: 34695
County of Residence: Pinellas	Home Phone:	
Personal Email: tdmfoster@gmail.com	Cell Phone: 7276316864	
Employer or Organization that will be represented: Teamsters Local Union No. 79		
Job Title or Position: Business Agent	Est. Annual Revenue: \$125,000.00	
Street Address: 5818 E. Martin Luther King Jr. Blvd		
City: Tampa	State: FL	Zip: 33619
County of Business: Hillsborough, Pasco, Hernando, Citrus, Pinellas, Polk, Manatee	Work Phone: 8134761948	
Work Email: tfoster@teamsters79.com	Other Phone: 8136211391	
Assistant Name:	Assistant Title:	
Assistant Email:	Assistant Phone:	
Preferred Method of Contact: <input type="radio"/> Home Phone <input type="radio"/> Cell Phone <input type="radio"/> Personal Email <input checked="" type="radio"/> Work Phone <input type="radio"/> Work Email <input type="radio"/> Other:		
Please choose the industry sector that best fits your business/organization:		
<input type="radio"/> Accounting/Finance <input type="radio"/> Agriculture <input type="radio"/> Arts and Culture <input type="radio"/> Bio Tech <input type="radio"/> Communications <input type="radio"/> Construction <input type="radio"/> Education	<input type="radio"/> Government <input type="radio"/> Healthcare <input type="radio"/> Hospitality/Tourism <input type="radio"/> Insurance <input type="radio"/> Manufacturing <input type="radio"/> Social Services	<input type="radio"/> Real Estate <input type="radio"/> Retail <input type="radio"/> Utilities <input checked="" type="radio"/> Union <input type="radio"/> Wholesale <input type="radio"/> Other _____

DEMOGRAPHIC DETAILS

The following information is requested to assist CareerSource Pasco Hernando in complying with Board diversity and representation requirements as mandated by the Workforce Innovation and Opportunity Act, Florida Statute 445.007(1), and CareerSource Florida's Administrative Policy 091.

Gender: <input checked="" type="radio"/> Male <input type="radio"/> Female	Race/Ethnicity: <input checked="" type="radio"/> White (not Hispanic) <input type="radio"/> Black/African American (not Hispanic) <input type="radio"/> White and Hispanic <input type="radio"/> Black and Hispanic <input type="radio"/> Other	Other: <input type="radio"/> Disabled Individual <input checked="" type="radio"/> Older Individual <input type="radio"/> Veteran
---	---	--

Signature: 
Tate Foster (Mar 30, 2022 15:40 EDT)

Email: tfoster@teamsters79.com



**HERNANDO COUNTY
BOARD OF COUNTY COMMISSIONERS
BOARD/COMMITTEE APPLICATION**

Please type or print clearly

Name of Board/Committee Career Source Pasco Hernando
 Check one: ☒ **Full Member Position**
 ☐ **Alternate Member Position**

Name Tate David McLeod Foster
 (Your name must be listed as it appears on your voter registration card)

THE FOLLOWING INFORMATION IS REQUIRED FOR COUNTY RECORDS AND BECOMES PUBLIC RECORD UPON SUBMITTING THIS APPLICATION. IF YOU BELIEVE THAT YOU QUALIFY FOR AN EXEMPTION TO THE RELEASE OF THIS INFORMATION, PURSUANT TO F.S. 119.07, PLEASE STATE THE BASIS OF YOUR EXEMPTION. YOUR FAILURE TO ANSWER FULLY AND TRUTHFULLY ALL QUESTIONS COULD RESULT IN YOUR APPLICATION BEING DENIED OR YOUR SUBSEQUENT REMOVAL FROM ANY BOARD/COMMITTEE IF APPOINTED.

Address 110 Wickford St E
 City Safety Harbor Zip 34695
 Telephone 813-476-1948 (home) _____ (business) _____
 E-mail address TFoster@teamsters79.com

Are you a resident of Hernando County? No

Voter Registration Number 114274203

Education Florida State Fire Fighter Certificate, EVOC, UPS 5 Year Safe Driver Award
 (Please include any certificates, awards, diplomas, degrees, professional license numbers, etc.)

Employment History Nilpeter-USA, United Parcel Service, And IBT Teamsters Local Union No. 79
 (Attach a resume if available)

Licenses or Certificates Held Fire Fighter Certificate, EVOC, Class A Drivers License

Have you ever previously applied for a position on any County Board/Committee? No

If yes, please state the Board(s)/Committee(s) you applied for, when you applied, and whether you were appointed.
N/A

Have you ever been convicted, plead guilty or no contest, or entered into PTI for a felony or 1st/ 2nd degree misdemeanor? No
 Answering yes does not automatically disqualify you for consideration.

If yes, what charges? N/A

Are you currently involved as a defendant in a criminal case? No

If yes, what charges? N/A

Have you ever been named as a defendant in a civil action suit? No

If yes, when and describe action. N/A

Please state your reasons for applying to this Board/Committee I think this is the perfect chance to give back
and help people in need not only by aiding them in their daily lives, but also securing their future.

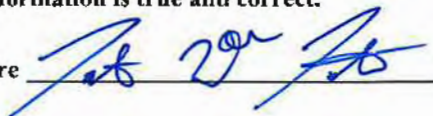
Please list three character references of persons NOT related to, NOT an employer, NOT an employee of you or your company, and whom you have known at least one (1) year. Please include addresses and phone numbers.

1. Ettore Sosnoff 727-686-4663 1937 Hastings Dr, Clearwater Fl 33755
2. David Vecchio 727-623-1624 1136 Alhambra Way S, St. Petersburg Fl 33705
3. Danny Barber 727-501-2808 417 N Lincoln Ave, Clearwater Fl 33755

I hereby request consideration as a committee/board appointee. It is my intention to familiarize myself to the duties and responsibilities of the office to which I may be appointed, and to fulfill the appointment to the best of my ability, exercising good judgement, fairness, impartiality, and faithful attendance. By my signature below, I hereby authorize Hernando County to check my references and my background, including, without limitation, obtaining a criminal history check. I also agree to file a Financial Disclosure form as required by State law, if applicable, and abide by provisions of the State Sunshine Law.

I hereby swear and affirm, under Penalty of Perjury, that the above information is true and correct.

Applicant's signature



(Please direct all inquiries to the County Administrator's Office at 754-4002.)

Completed applications may be submitted to the County Administrator's office, 15470 Flight Path Drive, Brooksville, Florida 34604, or faxed to 352-754-4025 Attention: Jessica Wright.



Hernando County Background Consent / Release Form

As a volunteer applicant, I understand and acknowledge that an investigative report may be compiled on me. This report may include information regarding any criminal records, and from various public and private sources including law enforcement agencies at the Federal, State or County level, courts record repositories, sexual offender registries and any other source required to verify information that I have voluntarily provided.

PERSONAL INFORMATION

Legal Name: Tate David McLeod Foster
Date of Birth: 03/06/1989
Other Names Used: _____
(Legal Name) First M.I. Last
Dates Used (from/to): _____
Home Phone #: _____
Cell Phone #: 813-476-1948
E-mail Address: Tfoster@teamsters79.com
Are you 18 years of age or older? ☒ Yes ☐ No

GEOGRAPHIC INFORMATION

Current Address: 110 Wickford St E
City, State, Zip : Safety Harbor FL 34695
Time at this address: 3 Years _____ Month
Previous Address: 313 Orangewood Ln
City, State, Zip : Largo FL 33770
Time at this address 2 Years _____ Month

By signing below, you hereby authorize, empower and release from all liability, without reservation, any agency contacted by Hernando County to furnish the above-mentioned information. You further authorize ongoing procurement of the above-mentioned information at any time during your relationship with Hernando County. You agree that a fax or photocopy of this authorization is to be considered and accepted with the same authority as the original.

Tate David McLeod Foster
Applicant's Signature

3/31/22
Date

ACTION ITEM 5
Board Candidate – Lee Middleton

Local Workforce Development Board Composition and Certification Policy Number 91 specifies membership requirements under the Labor/Apprenticeship category.

2. Labor/Apprenticeships

- a. ...”two representatives of labor organizations nominated by local labor federations.”

With Board Chair approval, solicitations for nominations were sent to the West Central Florida Labor Council. A nomination letter for Lee Middleton was received and is included in this action item, along with an application for Board membership and other supporting documentation.

FOR CONSIDERATION

Recommend the approval of Lee Middleton for presentation to the Pasco County Board of County Commissioners for appointment to the Pasco-Hernando Workforce Board of Directors.



WEST CENTRAL FLORIDA LABOR COUNCIL

March 24, 2022

Ms. Heather Harter
Chief Human Resources & Board Relations Officer
CareerSource Pasco Hernando
VIA Email

RE: Organized Labor Appointment to Career Source Pasco Hernando

Dear Ms. Harter:

The West Central Florida Labor Council, AFL-CIO, would like your consideration of appointment of the following person to the Career Source Pasco Hernando Board of Directors representing Labor Organizations:

Mr. Lee J Middleton, Business Agent, UA Plumbers & Pipefitters Local Union 123
Home 31406 Bugle Ln., Wesley Chapel, FL 33543
Work: 3601 McIntosh Rd., Dover, FL 33527
Email: leemiddleton10@gmail.com
Contact Phone: 813.299.3441 (cell)
813.636.0123 (work)

Please contact Mr. Middleton if more information is needed. We look forward to confirmation of this appointment.

If you have any questions, please contact me.

Sincerely,

Shawn P. McDonnell
President

cc: Lee Middleton

APPLICATION FOR MEMBERSHIP PASCO HERNANDO WORKFORCE BOARD

Please provide full and complete information. Send the completed form and attachments to Heather Harter at hharter@careersourcepascohernando.com.

Include a biography that includes pertinent employment and educational information, as well as information about other boards on which you serve.

Last Name: Middleton	First Name: Lee	M.I.: J
Street Address: 31406 Bugle Lane		
City: Wesley Chapel	State: FL	Zip: 33543
County of Residence: Pasco	Home Phone: 813-779-7398	
Personal Email: leemiddleton10@gmail.com	Cell Phone: 813-299-3441	
Employer or Organization that will be represented: Plumbers, Pipefitters & HVAC Technicians LU 123		
Job Title or Position: Training Director	Est. Annual Revenue: 93,000.00	
Street Address: 3601 N. McIntosh Road		
City: Dover	State: FL	Zip: 33527
County of Business: Hillsborough	Work Phone: 813-299-3441	
Work Email: lu123tc@uanet.org	Other Phone: 813-636-0123	
Assistant Name: William Holland	Assistant Title: Assistant Training Director	
Assistant Email: zac.holland@lu123.com	Assistant Phone: 727-623-6595	
Preferred Method of Contact: <input type="radio"/> Home Phone <input type="radio"/> Cell Phone <input type="radio"/> Personal Email <input checked="" type="radio"/> Work Phone <input type="radio"/> Work Email <input type="radio"/> Other:		
Please choose the industry sector that best fits your business/organization:		
<input type="radio"/> Accounting/Finance <input type="radio"/> Agriculture <input type="radio"/> Arts and Culture <input type="radio"/> Bio Tech <input type="radio"/> Communications <input type="radio"/> Construction <input type="radio"/> Education	<input type="radio"/> Government <input type="radio"/> Healthcare <input type="radio"/> Hospitality/Tourism <input type="radio"/> Insurance <input type="radio"/> Manufacturing <input type="radio"/> Social Services	<input type="radio"/> Real Estate <input type="radio"/> Retail <input type="radio"/> Utilities <input checked="" type="radio"/> Union <input type="radio"/> Wholesale <input type="radio"/> Other _____

DEMOGRAPHIC DETAILS

The following information is requested to assist CareerSource Pasco Hernando in complying with Board diversity and representation requirements as mandated by the Workforce Innovation and Opportunity Act, Florida Statute 445.007(1), and CareerSource Florida's Administrative Policy 091.

Gender: <input checked="" type="radio"/> Male <input type="radio"/> Female	Race/Ethnicity: <input checked="" type="radio"/> White (not Hispanic) <input type="radio"/> Black/African American (not Hispanic) <input type="radio"/> White and Hispanic <input type="radio"/> Black and Hispanic <input type="radio"/> Other	Other: <input type="radio"/> Disabled Individual <input checked="" type="radio"/> Older Individual <input type="radio"/> Veteran
---	---	--

Signature: Lee J Middleton
Lee J Middleton (Mar 31, 2022 15:33 EDT)

Email: leemiddleton10@gmail.com



PASCO COUNTY BOARD OF COUNTY COMMISSIONERS

West Pasco Government Center
8731 Citizens Drive, Suite 340
New Port Richey, FL 34654

Phone: (727) 847-8115
Fax: (727) 815-7010

APPLICATION FOR ADVISORY BOARD/COMMITTEE/COMMISSION

Advisory Board/Committee/Commission you are applying for:

Pasco Hernando Workforce Board

Are you willing to be considered for an alternate Board/Committee/Commission Yes ☒ No ☐

Are you a registered voter? (Need only answer if a requirement for the entity for which you are applying) Yes ☒ No ☐

Name **Lee James Middleton**

Address **31406 Bugle Lane**

City **Wesley Chapel**

State **FL**

Zip **33543**

I reside in Commission District # (can be found on back of your Voter Registration Card)

2

Are you a Year Round Resident? Yes ☒ No ☐

Do you reside in the unincorporated area? Yes ☐ No ☒

If no, please indicate city: **Wesley Chapel**

Home Phone **8137797398** Work Phone **8136360123** Cell Phone **8132993441**

Email **leemiddleton10@gmail.com**

Employer **Plumbers, Pipefitter and HVAC LU 123**

Address **3601 McIntosh Rd. Dover, FL 33527**

Occupation (if retired, please indicate) **Training Director**

Please list any governmental Advisory Boards/Committees/Commissions on which you currently serve

The Board of County Commissioners strives to ensure equal access for minorities and women to serve on advisory boards/committees/commissions. Completing this information will help the County Commissioners Office compile information needed to comply with Florida State Statutes 760.80.

African American ☐ Asian American ☐ American Woman ☐
Hispanic American ☐ Native American ☐ Other **White Non Hispanic**

For Office Use Only

Received: _____ Entered: _____

Meets Qualifications: Yes ☐ No ☐ Forwarded to Department: _____

Acknowledgement Sent: _____ BOCC Mtg Date: _____ Action: _____

Letter Sent: _____

APPLICATION FOR ADVISORY BOARD/COMMITTEE/COMMISSION

Complete the following. *Please describe those facets of your background/experience which you feel may be useful for membership on this Board/Committee/Commission.*

Academic - Degrees, Diplomas

High School, State Approved Apprenticeship Program in Plumbing and Pipefitting

Professional - Certification

Certified Welding Inspector, Certified Training Director, Instrumentation Technology, Authorize Testing Rep, Leadership and Development

Knowledge - Training, interest or experience

Training Director for Plumbing, Pipefitting, and HVAC. Pre apprenticeship Programs, MC3 PR Apprenticeship Program for Building Trades

Community Involvement - List organizations/positions

Little League Baseball Board Member (Zephyrhills)

Organizations - Memberships

United Association of Journeymen and Apprentices of the Plumbing, Pipefitting and HVAC Industry of the United States and Canada, American Welding Society
FLORIDA ASSOCIATION OF APPRENTICESHIP ADMINISTRATORS, Florida Association for Career and Technical Education

IMPORTANT INFORMATION

1. Eligibility for membership on certain advisory boards/committees/commissions requires a valid voter registration card.
2. Membership on certain advisory boards/committees/commissions requires financial disclosure or the submission of other information.
3. Florida State Statute 119.07 designates this application as a public document to be made available for anyone requesting to view it.
4. Pasco County Code of Ordinances Article V regulates Boards, Committees, Authorities, Councils, and Commissioners of the Board of County Commissioners.

The Board of County Commissioners of Pasco County, Florida does not discriminate upon the basis of any individual's disability status. This non discrimination policy involves every aspect of the Board's functions including one's access to, participation, employment, or treatment in its programs or activities. If you are a person with a disability who needs any accommodation in order to participate in this proceeding, you are entitled, at no cost to you, to the provision of certain assistance. Within two working days of your receipt of this notice, please contact Human Resources, West Pasco Government Center, 7536 State Street, New Port Richey, FL 34654; (727) 847-8030 and via 1-800-955-8771 if you are hearing impaired.

By typing my name and submitting this application, I acknowledge this constitutes my signature under the Florida Electronic Signature Act.

Electronic Signature

Type Name

Lee J Middleton

Date

4-12-22

PLEASE NOTE: Application will remain active for one (1) year. Resumes may be included; however, the application MUST still be completed. Read **Important Information** section, then sign the application.

Revised 5/9/2018

Email Form

ACTION ITEM 6
Resolution

The Department of Economic Opportunity (DEO) provides the Local Workforce Development Boards (LWDB) with CareerSource Florida Administrative Policy Number 118 that specifies the requirements to transfer funds between the Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs. At the March 10, 2022, Board Meeting, Action Item 4, transfer of WIOA DW to Adult funds was approved unanimously (12-0) and was sent to DEO along with the meeting minutes. Because the meeting minutes are in draft form until the Board meets again to adopt those minutes, DEO rejected the transfer request. After consulting with out attorney, Jennifer Rey, The Hogan Law Firm, it was recommended that the following resolution be presented for approval and adoption to confirm the above-referenced action taken by the Board.

FOR CONSIDERATION

Adopt and approve the resolution.

A RESOLUTION OF THE PASCO HERNANDO WORKFORCE BOARD, INC. APPROVING THE TRANSFER REQUEST TO AUTHORIZE THE TRANSFER OF \$651,000 FROM WIOA DISLOCATED WORKER (DW) PROGRAMS TO WIOA ADULT WORKER PROGRAMS.

WHEREAS, the Department of Economic Opportunity (DEO) allows Local Workforce Development Boards (LWDB) to transfer funds between WIOA Adult and Dislocated Worker Programs;

WHEREAS, DEO provides LWDBs with the requirements to transfer funds between WIOA Adult and Dislocated Worker Programs;

WHEREAS, Pasco-Hernando Workforce Board, Inc., d/b/a CareerSource Pasco Hernando is designated as the LWDB;

WHEREAS, Pasco-Hernando Workforce Board, Inc. has met the requirements to transfer said funds;

WHEREAS, at a duly noticed, regularly scheduled Board of Directors meeting, with a quorum having been established, held on March 10, 2022, the Board of Directors of Pasco Hernando Workforce Board, Inc. affirmatively voted, by a vote of 12 to 0, to approve the Transfer Request, attached hereto as Exhibit A, providing for the transfer of \$651,000 from WIOA Dislocated Worker Program Funds to WIOA Adult Worker Program Funds.

NOW, THEREFORE, BE IT RESOLVED by the Pasco-Hernando Workforce Board of Directors:

1. That Exhibit A Transfer Request Form, attached hereto and incorporated herein, was approved on March 10, 2022;
2. That \$651,000 of funds from WIOA Dislocated Worker Program Funds be transferred to WIOA Adult Worker Program Funds, upon approval from DEO; and
3. That Exhibit A, and all other required documentation, be submitted to DEO, for notice and final approval of the transfer of funds as set forth herein.

PASSED AND ADOPTED this ____ day of ____, 2022.

**PASCO HERNANDO WORKFORCE BOARD
OF DIRECTORS**

By: _____
David Lambert, Board Chair

Mark Barry, Secretary

EXHIBIT A

Department of Economic Opportunity (DEO)



Prior Approval Transfer Request Form - WIOA Adult and Dislocated Worker (DW) Programs
From July 1, 2021 through June 30, 2022

LWDB Number and Name (Requestor): 16, Pasco Hernando Workforce Board, Inc

Name / Title of Requestor Representative: Jerome Salatino, CEO

Adult and Dislocated Worker Transfer Request

Program Year	Program	Total Award Amount	Amount of Adult Requested to be Spent on DW	Percentage of Adult Requested to be Spent on DW	Amount of DW Requested to be Spent on Adult	Percentage of DW Requested to be Spent on Adult
2020-2021	WIOA - DW	1,351,032.00	0.00	0	651,000.00	48%

COMPLETE THE BELOW SECTIONS FOR REQUESTS THAT EXCEED 25% OF THE PROGRAM'S ANNUAL ALLOCATION

Reason for requesting the use of one program's funding for the other (e.g. anticipated depletion of current funds, changes in labor market conditions, etc.):

Transfer older DW funds to Adult to utilize total funding before expiration of NFA

A description of outreach/marketing activities conducted to ensure underserved populations were aware of available services:

We have information on our website, Pasco Economic Development Council, Social Media, Business Services team outreach

Labor market conditions contributing to the need for the transfer:

Lower than normal unemployment claims and the emergency/surge of the gig economy

The number of participants originally planned to be served by the base allocation compared to the estimated number of participants expected to be served after funds are transferred.

This has been a recurring process, to transfer DW funds to AD before expiration of NFA. We have served 80 DW clients, and expended \$407,486 in ITA's over the two year period in DW, and 104 clients and expended \$300,845.37 in ITA's, in AD for same period. We expect to continue serving clients at the same level we have been over the past 2 years.

COMPLETE THE BELOW CERTIFICATION FOR REQUESTS THAT EXCEED 25% OF THE PROGRAM'S ANNUAL ALLOCATION

I certify the following:

1. When transferring from Adult to Dislocated Worker - The LWDB has sufficient funds to serve the WIOA Adult priority populations.
2. When transferring from Dislocated Worker to Adult - The LWDB has sufficient Dislocated Worker funds to serve dislocated workers in the local area; there are no pending layoffs that may impact the need for dislocated workers in the local area.
3. The full board voted to approve this request to transfer funds and a copy of the LWDB's meeting minutes are included with this request.

I certify the above information is true and correct.

Signature of Board Chair

David Lambert, Chair
Print Name

3/10/2022
Date

REVISED August 2021

Pasco-Hernando Workforce Board, Inc.
Board Meeting Minutes - DRAFT
March 10, 2022

Meeting Location: Hampton Inn
11780 State Road 54
Odessa, FL 33556

Meeting Held Virtually via Microsoft Teams

Board Members Attending: Stephanie Adams, Turner Arbour, Keven Barber, Mark Barry, Timothy Beard, Mark Earl, Charles Gibbons, John Howell, Hope Kennedy, David Lambert, Nils Lenz, Kathryn Starkey

Board Members Absent: Dana Cutlip, Joelle Neri, Lex Smith, Bill Woodard

Staff Attending: Brenda Gause, Dave Hamilton, Heather Harter, Theresa Miner, Kenneth Russ, Jerome Salatino

Others Attending: Department of Economic Opportunity - Daniel Harper and Charles Williams, Goodwill – Kris Rawson

Quorum Present? Yes

Call to Order: The meeting was called to order at 3.01 p.m. by Chair, David Lambert.

Public Comments

No public comments were received.

Consent Agenda

There were no items on the Consent Agenda.

Before addressing any agenda items, an announcement was made regarding board member Mr. Todd Vega. Todd passed away on Feb. 28, 2022. Keven Barber, board member, fellow union representative, and friend, shared the sad news.

Action Item 1 – Approval of Minutes from December 9, 2021 Board Meeting

The Board reviewed the minutes from the December 9, 2021, Board meeting. All Board members were in agreement that the minutes correctly reflected the actions from that meeting.

MOTION was made by John Howell to approve the Dec. 9, 2021 Board meeting minutes.

MOTION was seconded by Mark Barry. Motion carried 12-0.

Action Item 2 – Board Candidate

The Board reviewed the application for Board membership for Ms. Sophia Watson to fill the vacancy under the education sector representing adult education and literacy activities.

MOTION was made by Keven Barber to approve the Board candidate recommendation.

MOTION was seconded by Mark Barry. Motion carried 12-0.

Action Item 3 – WT Youth Services

The Board reviewed the recommendation to select Eckerd as the youth services provider. Brenda Gause discussed the solicited services, the received proposals, and the selection process.

MOTION made by Charles Gibbons to approve Eckerd as the youth services provider.

MOTION seconded by Turner Arbour. Motion carried 12-0.

Action Item 4 – Transfer of WIOA DW Funding to WIOA AD Funds

The Board reviewed the request for transfer of the WIOA Dislocated Workers fund to the WIOA Adult fund. This transfer will help to utilize the 2020 WIOA DW fund that will be expiring June 30, 2022.

MOTION made by Kathryn Starkey to approve the transfer of WIOA Dislocated Workers funds.

MOTION seconded by Charles Gibbons. Motion carried 12-0.

Action Item 5 – Negotiations for WIOA DW Placement Services

The Board reviewed the request to begin negotiations for WIOA DW Placement Services with Goodwill Industries. Brenda Gause discussed the request for proposal, the response, and the scope of work.

MOTION made by Kathryn Starkey to approve the request to begin negotiations with Goodwill Industries.

MOTION seconded by Mark Barry. Motion carried 12-0.

Action Item 6 – Articles of Incorporation

The Board reviewed the changes to the Articles of Incorporation where a 2/3 vote was required. A notice of the proposed amendments has been furnished to the Board at the December 9, 2021 meeting.

MOTION made by Mark Barry to approve the amendments to the Articles of Incorporation.

MOTION seconded by Kathryn Starkey. Motion carried 12-0.

Action Item 7 – Contract Amendment

This item has been stricken from the agenda.

Information Item 1 – DEO Annual Performance Presentation

Daniel Harper and Charles Williams from the Department of Economic Opportunity, presented the CareerSource Pasco Hernando Annual Performance Presentation which included an overview of the workforce system, metrics, and monitoring report.

Information Item 2 – Executive Committee Minutes

Jerome Salatino reviewed the Executive Committee Minutes from January 13, 2022.

Information Item 3 – Financial Reports

Theresa Miner reviewed the Financial Reports.

Information Item 4 – Letter from CareerSource Pinellas

Jerome Salatino spoke about the letter from CareerSource Pinellas and the ongoing discussion regarding potential alignment of the local regions.

With no further business to discuss, the meeting adjourned.

INFORMATION ITEM 1
One Stop Operator Report

The following item is presented as information for the Committee.

No action is required.



ONE STOP OPERATOR

Gulf Coast Jewish Family & Community Services (GCJFCS) has been CareerSource Pasco Hernando's (CSPH) One Stop Operator (OSO) since October 2019. Services that are provided include reports for Partner Program Performance, sharing information between CSPH and partner agencies through Quarterly Partner Meetings and in-person or telephonic one on one meetings. The OSO may also assist with tracking within the One Stop including traffic flow, tracking in-house recruitments, placements and services as needed by CSPH.

GULF COAST JEWISH FAMILIES

Non-Custodial Parent Employment Program (NCPEP) assists unemployed or underemployed noncustodial parents in establishing a pattern of regular child support payments by obtaining and maintaining unsubsidized, competitive employment. We have had 367 enrollments since July 1 with 350 placements and over 300 Non-Custodial Parents have made on time child support payments.

SECTOR STRATEGY

CSPH continues to place a strong emphasis on our targeted sector strategies. Those sectors include Healthcare, Manufacturing, Construction Retail, Transportation,-Warehouse, Finance and Technology. Through February 2022 CSPH has over 934 job openings with approximately 118 customers being placed into one of these sectors.

VETERANS

CareerSource Pasco Hernando is dedicated to the delivery of services to veterans. Veterans are identified at the point of entry to each center and are given priority over non-veterans with respect to all Department of Labor funded programs and services. CSPH has assisted with 127 Veterans obtaining employment with our Veteran staff visiting nearly 260 of our local Employers. CSPH has also held 5 Job Fairs specifically for our Veterans.

YOUTH

The CareerSource Pasco Hernando Youth Program is designed to serve at-risk young adults between the ages of 18-24 overcome obstacles and barriers on their way to self-sufficiency. Since July 1, 56 participants have gained employment with 139 participants earning a nationally recognized credential that will assist them in their pursuit of employment.

YOUTH PRE-MILITARY EMPLOYMENT

The CareerSource Pasco Hernando Youth Pre-Military enrollment Program is designed to serve qualifying young adults between the ages of 18-24 overcome obstacles and barriers on their way to military enlistment. Education, support services, and paid work experience opportunities are personalized to fit each participant's goals for success. We have had 7 enroll in the program with 2 currently in progress. 2 have already deployed for basic training while one will leave out in March.

MID-FLORIDA COMMUNITY SERVICES

Mid Florida Community Services, Inc., is a mid-size nonprofit 501(c)(3) Community Action agency dedicated to eliminating the causes of poverty through a comprehensive service delivery approach. Ongoing funding and resources are primarily obtained from "pass through" grants originating at the federal and state levels. The agency also relies heavily on local donors, partners, in-kind contributions, fundraising activities, and volunteer support as a key strategy to long term sustainability. Through February 3,423 individuals and 3,411 families have been served. With 4,519 receiving household Emergency assistance.

TOBACCO FREE FLORIDA

CareerSource Pasco Hernando partners with Tobacco Free Florida in assisting individuals locally that wish to quit using all types of tobacco. Tobacco Free Florida provides free services, tools and tips to assist our customers and their loved ones with quitting tobacco use. CareerSource Pasco Hernando (CSPH) was awarded the Dr. Rosebud Foster Excellence Award for the most customers referred out of all 24 Regions in the State of Florida 3 years in a row. Though February we have assisted over 166 customer in quitting tobacco.

YTD Summary: Program Year 2021/2022



7,207 **Job Seekers Served (46% decrease)**
Total Services Provided: 40,766
Date Range: 7/1/21 – 2/28/22

1,092 **Job Seekers Entered Employment (32% decrease)**
Date Range: 7/1/21 – 2/28/22

\$15.51

Average Hourly Wage (1% increase)
Date Range: 7/1/21 – 2/28/22



8,784 **Customers Served in Resource Room Appointments**
Date Range: 7/1/21 – 2/28/22

65,957 **Calls, Chats, and Virtual Contacts**
Made by ESC, RR, and RESEA Staff
Date Range: 7/1/21 – 2/28/22

3,220

Virtual Courses Completed
By Job Seekers
Date Range: 7/1/21 – 2/28/22



325 **Cash Assistance Total Cases**
Average Monthly Total
Date Range: 7/1/21 – 2/28/22

401 **SNAP Total Cases**
Average Monthly Total
Date Range: 7/1/21 – 2/28/22

108

Cash Assistance/SNAP Program Placements
Date Range: 7/1/21 – 2/28/22



3,051* **Covid-19 Related Initial Claimants**
Hernando County: 849
Pasco County: 2,202
Date Range: 7/1/21 – 2/26/22

91,991* **Covid-19 Related Initial Claimants**
Combined Hernando/Pasco
Date Range: 3/1/20 – 2/26/22

772

RESEA Attended Appointments
Date Range: 7/1/21 – 3/4/22

791

RESEA No Show Appointments
Date Range: 7/1/21 – 3/4/22



12 **Opioid Recovery Program Enrollments**
9 Customers Placed in Employment
Date Range: 7/1/21 – 3/3/22

42 **Workforce Re-entry Program Placements**
3 Customers Placed in OJT
Date Range: 7/1/21 – 3/3/22

109

Covid-19 Relief Program Individuals Trained
82 Customers Placed in Employment
Date Range: 7/24/20 – 3/3/22



55 **WIOA AD/DW Enrollments**
35 Customers in Pipeline
Estimated ITA of \$212,800.00
Date Range: 7/1/21 – 2/28/22

47 **WIOA AD/DW Gained Employment**
40 Placements in Sector Strategy Fields
Date Range: 7/1/21 – 2/28/22

Targeted Sectors: Construction, Finance, Healthcare, IT, Manufacturing, Retail Trade, Transportation & Warehousing

*This number may include individuals claiming Reemployment Assistance for reasons other than COVID-19 related closures.