



**Citizen Advisory Committee**  
South St. Petersburg Community Redevelopment Area

April 2, 2019  
5:00 pm, Conference Room 100 of City Hall  
175 5<sup>th</sup> Street North, St. Petersburg, Florida

- I. Citizen Advisory Committee and Staff Introductions**
- II. Approval March 5, 2019, CAC Meeting Minutes (Vote)**
- III. Increased Funding for Workforce Development Contract with PERC (Info)**
- IV. Commercial Grant Program Applications (Info)**
  - 1. Funding Applications and Amounts
  - 2. Review Committee Meetings
- V. Roll-out of ABCD (Daycare Business Development Program) (Info)**
- VI. Public Comment and Correspondence (3 minutes per speaker)**
- VII. New Business**
- VIII. 2019 Regular Meeting Schedule –May 7<sup>th</sup>, June 4<sup>th</sup>, July 2<sup>nd</sup>, August 6<sup>th</sup>, September 10<sup>th</sup>, October 1<sup>st</sup>, November 5<sup>th</sup>, and December 3<sup>rd</sup>**
- IX. Adjourn**

**ST. PETERSBURG CITY COUNCIL**  
**Consent Agenda**  
**Meeting of April 18, 2019**

**To: The Honorable Charlie Gerdes, Chair, and Members of City Council**

**Subject:** Approving an increase in allocation for the Workforce Readiness and Development Program with Pinellas Ex-Offender Re-Entry Coalition, Inc. (PERC), in the amount of \$662,500, for a total contract amount of \$1,312,428.

**Explanation:** The South St. Petersburg Community Redevelopment Plan adopted in 2015 identifies improving education and workforce development as one of three key pillars in the Plan for reducing poverty in South St. Petersburg. To implement this initiative, the Plan calls for funding workforce development providers to train residents for entry into the workforce as well as future career opportunities.

On May 26, 2017, Administration approved a one-year blanket purchase agreement for the workforce readiness and development program through May 31, 2018. On April 19, 2018, City Council approved a two-year renewal option. The agreement expires on May 1, 2020. Administration expects to release another Request for Proposal in late 2019 to identify a contractor to continue providing workforce development services to the South St. Petersburg Community Redevelopment Area.

The City has expanded the scope of services with PERC for the remainder of the term, which expires in May 2020, to pay for continued monthly payments for program implementation with expanded client services. It is intended to increase:

- the number to 60 of new St. Petersburg companies participating in the program;
- the number of placements in full-time jobs to 145 and requiring 130 of them to be unique, first-time placements;
- the number of CRA residents to 220 that are identified for targeted job training from the private sector;
- the number of CRA residents to 120 that are attending and graduating from the education or certification programs;
- the number of CRA residents to 165 that graduate the training program; and
- incentives to PERC for ensuring clients are retained by their employers over three-, six- and twelve-month periods.

Because of the additional fees associated with the expansion of workforce development services for more clients, an increase in allocation is requested.

The program provides education and job training to prepare residents of the South St. Petersburg Community Redevelopment Area for opportunities with emerging St. Petersburg jobs, as well as job placement and mentoring. The primary client focus is unemployed young adults between 16 and 24 years of age; single-parent households; ex-offenders and/or unemployed residents of the CRA census tracts with the highest unemployment rates. In addition, the provider is responsible for data management and reporting services for the City to assess the program, seeking additional funding from other non-profit and public resources, status reports on participants, and providing career-driven job placement.

The Procurement and Supply Management Department, in cooperation with the Economic and Workforce Development Department, recommends for approval:

Pinellas Ex-Offender Re-Entry Coalition, Inc. ....	\$662,500
Original agreement	\$49,928
1 <sup>st</sup> renewal	600,000
Allocation increase	662,500
New contract amount	\$1,312,428

**Cost/Funding/Assessment Information:** Funds have been appropriated in the South St. Petersburg CRA Redevelopment Trust Fund (1104), Education Job Readiness Project (16067).

**Attachments:** Resolution

**Approvals:**

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**Administrative**

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**Budget**

## SECOND AMENDMENT TO AGREEMENT

**THIS SECOND AMENDMENT** (“Second Amendment”) is made and entered into on this \_\_\_\_ day of \_\_\_\_\_, 2019, by and between Pinellas Ex-Offender Re-Entry Coalition, Inc. (“Contractor”) and the City of St. Petersburg, Florida, (“City”) (collectively, “Parties”).

**WHEREAS**, the Parties entered into an agreement on May 26, 2017 (“Agreement”), for Contractor to provide a workforce readiness program to prepare residents of the South St. Petersburg Community Redevelopment Area for employment; and

**WHEREAS**, on June 19, 2018, the Parties amended the Agreement to extend the term, modify the payment paragraph, and modify the Scope of Services; and

**WHEREAS**, the Parties now desire to amend the Agreement to modify the Scope of Services, increase the payment accordingly, and update the compliance with laws paragraph.

**NOW, THEREFORE**, for and in consideration of the mutual promises, covenants, and conditions herein contained and other good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, the Parties hereby agree as follows:

1. Paragraph 5. of the Agreement is hereby amended to read as follows:

**Payment.** Provided Contractor faithfully performs its obligations contained in this Agreement, the City shall pay Contractor for the services rendered; provided, however, that the City shall not be required to pay Contractor for services unless they conform to the requirements of this Agreement, and further provided that the total amount paid to Contractor pursuant to this Agreement, which shall be inclusive of any out-of-pocket expenses (including but not limited to transportation, mileage, lodging, and meals) shall not exceed six hundred sixty two thousand, five hundred dollars (\$662,500) for the period starting on April 18, 2019 and ending May 1, 2020 (“Payment”). Contractor shall invoice the City for services in accordance with Appendix A. The Payment may be increased only in strict accordance with this Agreement.

2. The following language is added to the end of paragraph 17:

Contractor hereby makes all certifications required under Florida Statute section 287.135, and the City may terminate this Agreement as provided in Florida Statute section 287.135.

3. All references in the Agreement and this Second Amendment to “Appendix A” shall mean the Second Amended Appendix A attached to this Second Amendment and made a part hereof.

4. Any and all provisions of the Agreement not specifically amended by this Second Amendment shall remain in full force and effect.

**IN WITNESS WHEREOF**, Contractor and the City have caused this Second Amendment to be executed by their duly authorized representatives on the date first above written.

**PINELLAS EX-OFFENDER RE-ENTRY WITNESSES  
COALITION, INC.:**

By: \_\_\_\_\_ By: \_\_\_\_\_  
Print: \_\_\_\_\_ Print: \_\_\_\_\_  
Title: \_\_\_\_\_

**CITY OF ST. PETERSBURG, FLORIDA: ATTEST**

(SEAL)

By: \_\_\_\_\_  
Louis Moore, CPPO, Director  
Procurement & Supply Management

\_\_\_\_\_  
City Clerk (Designee)

Provisions of Contract Approved:

Approved as to Form and Content:

By: \_\_\_\_\_  
Print: \_\_\_\_\_  
Project Manager

\_\_\_\_\_  
City Attorney (Designee)  
00435013

This Scope of Services sets forth the services, activities and responsibilities that will be performed by the Pinellas Ex-Offender Re-Entry Coalition, Inc. (PERC) and the Deliverables that will be provided by PERC pursuant to the Agreement. The terms contained in this Scope of Services shall have the meanings set forth in the Agreement unless otherwise defined in the Scope of Services.

**1. Scope of Work**

PERC shall provide all labor, materials, supervision, tools, equipment, and transportation assistance necessary to provide the program set forth herein to prepare residents of the South St Petersburg Community Redevelopment Area (“CRA”) for long-term employment (see Exhibit 1 for boundaries of the CRA). During the extended Term, the program shall operate from the Effective Date until May 1, 2020, and PERC shall ensure that all program participants begin the program by January 1, 201920, to ensure graduation by April 1, 201920.

**2. Contractor Responsibilities**

At a minimum, PERC shall provide and meet the following responsibilities:

- A. Provide a single point of contact to administer the Agreement.
- C. Provide data management, assessment and case management of clients, and report on these efforts to the City. Reports shall include the work performed on behalf of each client by PERC’s partner organizations, including Mount Zion Human Services, Pinellas Opportunity Council, Pinellas Technical College, St. Petersburg College, Career Source and the Pinellas Urban League.
- D. Provide and leverage training to South St. Petersburg CRA residents for specific job opportunities that companies are currently hiring for in the region by working directly with the companies and the CRA unemployed residents.
- E. Expand and/or develop programs focused on the CRA’s five hardest hit census tracts (CT), unemployed 16-24 years old, single-parent households, ex-offenders and other hard-to-hire CRA residents. These are CT212, CT206, CT208, CT219 and CT205. See Exhibit 1 for a map of CRA census tracts within the South St. Petersburg CRA.
  - 1) Develop an outreach strategy for training and placement of CRA residents to optimize their opportunities for employment either inside or outside the CRA.
  - 2) Prioritize the client group to serve based on program costs, effectiveness and timeliness of job placement.

- 3) Give preference to single-parent households when prioritizing client groups.
- 4) Accomplish the following goals and final numerical targets by May 30, 201920.
  - a) Identify at least ~~50 (fifty)~~ 60 (sixty) St. Petersburg companies to participate in the program and pledge to give CRA residents first priority in job opportunities with their company.
    - (i) Work to place up to ~~130 (one hundred and thirty)~~ 145 (one hundred and forty-five) CRA residents in full-time jobs offered by the ~~560~~ private sector participants with 130 (one hundred and thirty) being unique first-time placements.
  - b) Recruit at least ~~200 (two hundred)~~ 220 (two hundred and twenty) CRA residents for targeted job training supported by private sector participants. Participants in on-the-job training (OJT) can be included in this category.
  - c) Recruit at least ~~100 (one hundred)~~ 120 (one hundred and twenty) CRA residents to attend education or certification training in targeted occupations supported by PERC and/or its partners identified in Section 6. PERC will coordinate recruitment efforts with the City of St. Petersburg to ensure the workforce development opportunities are marketed as broadly as possible within the CRA.
  - d) Ensure at least ~~150 (one hundred and fifty)~~ 165 (one hundred and sixty-five) CRA residents graduate the program that is described in 2.F. below and/or be placed in career-driven employment.
  - e) No less than 75 percent of the clientele identified by PERC as meeting the measures specified in 2.e.4 above shall be permanent residents of the CRA. For the purpose of this contract, “permanent resident” shall be defined as client living in a non-institutionalized residence within the South St. Petersburg CRA before, during and after matriculating through PERC’s workforce program. The remainder may be temporary residents of social service institutions that are located within the CRA.
  - f) PERC is responsible for payment to the following partner organizations in the amounts as set forth below including marketing and community outreach costs of St Pete Works, which involve the maintenance of the St Pete Works Website, creation and distribution

of marketing materials, door-to-door outreach to identify clientele and related activities. Any increase or decrease in the amounts identified below will require approval from the City of St. Petersburg as well as any change in provider. With the exception of the STARS program that is operated by PERC and will be paid by the City in monthly installments, City payments to PERC for programs offered by partners will be paid after the client services have been rendered and adequate documentation has been provided. For a description of program activities by partner, please see Exhibit 2.

Partner	Total	Program Implement. (1)	Retention Bonus	Marketing	Trainee Wages (1)(2)	Trainee Support (2)(3)	Evaluation (3)(4)
PERC	\$347,500 <b>\$410,000</b>	\$217,500 <b>\$245,000</b>	<b>\$50,000</b>	<b>\$5,000</b>	\$70,000 <b>\$80,000</b>	\$60,000 <b>\$30,000</b>	
POC	\$30,000					\$30,000	
MZHS	\$68,500	\$54,000				\$14,500	
2020	\$25,000				\$10,000		\$15,000
PCUL	\$129,000	\$110,000				\$19,000	
<b>TOTAL</b>	<b>\$600,000</b> <b>\$662,500</b>	<b>\$381,500</b> <b>\$409,000</b>			<b>\$80,000</b> <b>\$90,000</b>	<b>\$123,000</b> <b>\$93,500</b>	<b>\$15,000</b>

(1) Program Implementation including \$5,000 for marketing and community outreach for St Pete Works

(1) (2) Trainee Wages: PERC - OJT Stipends; (\$20,000 going to other employers with whom St Pete Works is Partnering); 2020 - Intern Stipends

(2) (3) Trainee Support: PERC - Tuition/Fees at SPC and PTC; POC - Tuition/fees, transportation, and other life needs while in training or transition to higher paying job; MZHS - \$13,000 to Childcare stipends and \$1,500 to meal allowances for mentor/mentee meetings; PCUL - same as POC categories of support

(3) (4) Evaluation: 2020 – contract for Data Coordinator.

F. Solidify and strengthen “St. Pete Works” the (South St. Petersburg Workforce Development Council and Collaborative) (Workforce Collaborative) and continue implementing the following activities and programs:

- 1) Initial targeting of clientele (CRA residents) interested in developing a long-term career. Targeting clients shall include but not limited to the following strategies

- a) Working directly through both PERC and Mount Zion Human Services local and grass root networks of citizens and partner providers;
  - b) Working with appropriate staff within the City of St. Petersburg including the St. Petersburg Police Department and the Offices of the Mayor and Director of Urban Affairs;
  - c) Working with the program services staff of the Pinellas County Jail targeting those returning to zip codes associated with the CRA;
  - d) Working with probation supervisors and probation officers of the Florida Department of Corrections;
  - e) Working with the staff of the St. Petersburg Community Release Center;
  - f) Working with the workforce and career development staff at both Pinellas Technical College and St. Petersburg College to identify potential participants, including students that are residents of the CRA;
  - g) Working with the career development and case management staff of the Pinellas County Urban League to identify potential clients from their array of programs; and
  - h) Working with the staff of WestCare Gulfcoast and their centers and clients at the Davis Bradley Center programs located in the CRA as well as those residing at the Mustard Seed Inn releasing to the CRA.
  - i) Utilizing social media and marketing through the St.Pete Works website and job board to solicit prospective clients.
- 2) Implementation of program activities for new clients including
- a) Orientation and assessment
  - b) Career Pathway Services
    - (i) Continuing education
    - (ii) Industry certification
  - c) Participant Level Services including
    - (i) Case management activities, including supportive services and Wrap-around services.

- (ii) Mentoring - including one-on-one and group mentoring and skills training.
  - (iii) Education programs such as Adult Basic Education, English as a Second Language and GED preparation.
  - (iv) Follow-up services for at least twelve months for each participant in program. Will include but not be limited to regular contact with participants to ensure retention in employment and/or school; assistance in addressing work- and/or school-related issues; career development and continuing education.
- G. Provide monthly reports to the City that quantify the above activities by summarizing where the clients are in the training program and when they are expected to graduate. This information must be provided in conjunction with a request for payment.
- H. By January 1, 2019~~20~~, (or on an appropriate date commensurate with the opening of the project) coordinate with the businesses occupying the St. Petersburg Commerce Park and City of St. Petersburg to ensure that the activities described below will occur in a timely manner in advance of the businesses' opening to optimize recruitment, training and hiring for the Commerce Park employment opportunities.
  - 1. Develop an outreach strategy with the City of St. Petersburg for training and placement of CRA residents to optimize their opportunities for employment at the Commerce Park both during construction and for placement in businesses once the Park opens.
  - 2. Identify the workforce training/curriculum needs for the Commerce Park businesses and develop programs and materials that will ensure placement of eligible candidates in construction and permanent jobs.
- I. Maintain detailed client records sufficient to indicate that the program(s) components funded by tax increment financing revenue are being delivered to the residents of the CRA at the time of service delivery and in a manner consistent with the contractor responsibilities described above, both PERC's and their partner organizations.
- J. Continue to seek funding and resources from other non-profit and public resources to support the City's workforce development initiatives in the South St. Petersburg CRA, including but not limited to multiagency partnerships and grant writing to augment resources.

- K. Provide materials, in accordance with the number of participants, as they relate and are approved by the City for the specific program(s) that PERC provides.
- L. Provide evidence of program graduates new employment hire within 30 days.
- M. Monitor program graduates for 12 months after each graduate's completion of the program, including retaining records for multiyear tracking and reporting.
- N. Provide mentoring for program participants for a minimum of 12 sessions per participant which will take place over a minimum of six months, including retaining records for multiyear tracking and reporting.
- O. Provide quarterly status reports to the City on each program graduate for review for one year after the graduate's completion of the program. Reports for each graduate shall include
  - 1) Name of graduate, current address and address at the beginning of the training program.
  - 2) Status of graduate at the beginning of program (employed, partially employed, etc.).
  - 3) Program activities the graduate undertook while going through the program and the career skill credential earned by the graduate.
  - 4) Current employment status of graduate.
  - 5) Activities undertaken by PERC and its associates during the reporting period and planned activities for the future.
- Q. Provide status reports on program graduates from the employer to the City for review for each month for the first 12 (twelve) months in the program. (See Exhibit 3 for reporting requirements).

### 3. City Responsibilities

The City shall provide a single point of contact (Project Manager or designee) to administer the Agreement.

### 4. Project Management

PERC shall provide a single point of contact (project manager), who will be readily available during normal business hours to administer the Agreement. PERC is responsible for notifying the City of any changes in project manager or contact information or changes

in partner organizations or their duties. PERC's project manager's responsibilities shall include, but are not limited to, overseeing all aspects of implementation, servicing, reporting, and issue resolution.

#### **5. Summary of Total Service Charges and Fees**

PERC shall furnish the Procurement and Supply Management Department, within thirty (30) calendar days after a request, a detailed summary of invoices and summaries. The summary shall include an itemized description of services delivered and dollar amount of each. Failure to provide this information within 30 calendar days following the request may result in PERC being found in default.

#### **6. Personnel/Partner Organizations**

PERC shall assign the following key partners to assist PERC in performance of its obligations: Mount Zion Human Services, Pinellas Technical College, St. Petersburg College, CareerEdge, 2020 Initiative, Career Source Pinellas, the Pinellas Opportunity Council and Pinellas County Urban League. PERC shall obtain written approval of the City prior to reassigning any key partners. Replacement of key partners, upon written approval by the City, shall be with partners of equal or greater ability and qualifications. PERC's replacement of key partners shall not be grounds for an increase in the total Agreement price or extension of the time for completion of the services required. The unauthorized change of key partners by PERC shall be considered by the City as a material breach of the Agreement and grounds for termination.

#### **7. Quality Assurance**

The City reserves the right to perform random evaluations and inspections during the training program to ensure that all prescribed and agreed upon services are met. At the conclusion of the program, the City's Project Manager may secure evaluations from PERC and its partners, clients, mentors/volunteers, city staff evaluators, and evaluation committee members as appropriate, based on the services provided and the achievement of the established outcomes of the program provided.

#### **8. Training and Support**

All training is to be delivered in a professional, educational, and supportive environment. Prior to the start of the program, PERC will provide an electronic copy of all proposed educational materials to the project manager or designee as assigned.

#### **9. Safety**

PERC shall be responsible for ensuring that its staff follow all established safety regulations pertaining to the work to be performed per OSHA and/or City standards.

#### 10. Service Rendering Facility

- a. City reserves the right to inspect the business location and any other business location PERC may operate and upon reasonable notice to inspect the business location at any time during the Term.
- b. PERC shall provide access to all testing, storage, operations, and other areas, as requested by the City's representatives.
- c. City reserves the right to conduct an on-site inspection of any subcontractor facilities during the Term.
- d. PERC and its subcontractors shall notify the City, in writing, within 30 days of any relocation of its servicing facility.

#### 11. Conditions for Acceptance

Upon completion of all the work and services required by this Agreement pursuant to the City's satisfaction and at the City's sole discretion, the City will issue a written notice of acceptance to PERC, after which payment shall be authorized.

#### 12. Ownership of Deliverables

All deliverables, marketing materials, websites, naming rights of "St. Pete Works", drafts and any fixture, set-up or tool created specifically for the production of the work ("Work") developed by PERC pursuant to this agreement shall become the sole and exclusive property of the City of St. Petersburg upon acceptance and payment. PERC shall transfer and assign to the City all rights, title and interest in and to the Work.

#### 13. Invoices

PERC shall invoice the City as follows:

- a. Beginning June 1, 2018 19, and ending on May 1, 2019 20, PERC shall invoice the City monthly (a total of 12 invoices) for ~~\$16,313~~ \$18,375 per month. The invoice shall also include any invoices and supportive documentation from members of the Workforce Collaborative for compensation in rendering services for clients provided to PERC. The City shall pay each invoice within thirty (30) days of receipt (provided PERC is in compliance with the terms and conditions of this Agreement).

- b. By May 1, 2020, PERC shall invoice the City for the remainder of the Maximum Annual Price (i.e., \$21,750) for the first year of the Term for the STARS program within thirty days after the City has received the final status report for all graduates of the program as required by section 2. O.
- c. By May 1, 2021, PERC shall invoice the City for the remainder of the Maximum Annual Price (i.e., \$24,500) for the second year of the Term for the STARS program within thirty days after the City has received the final status report for all graduates of the program as required by section 2. O.
- d. By May 1, 2021 PERC shall invoice the City for the Job retention bonus up to the Maximum of \$50,000 calculated per placement accumulative as follows:
- 3 months retained with the same employer - \$1,000
  - 6 months retained with the same employer - \$1,500
  - 12 months retained with the same employer - \$2,500
- Within thirty days after the City has received the final status report for all graduates of the program as required by section 2. O. The City will continue paying the Job Retention bonus up to 12 months from the last graduating class or until the maximum bonus of \$50,000 is reached.

Exhibit 1

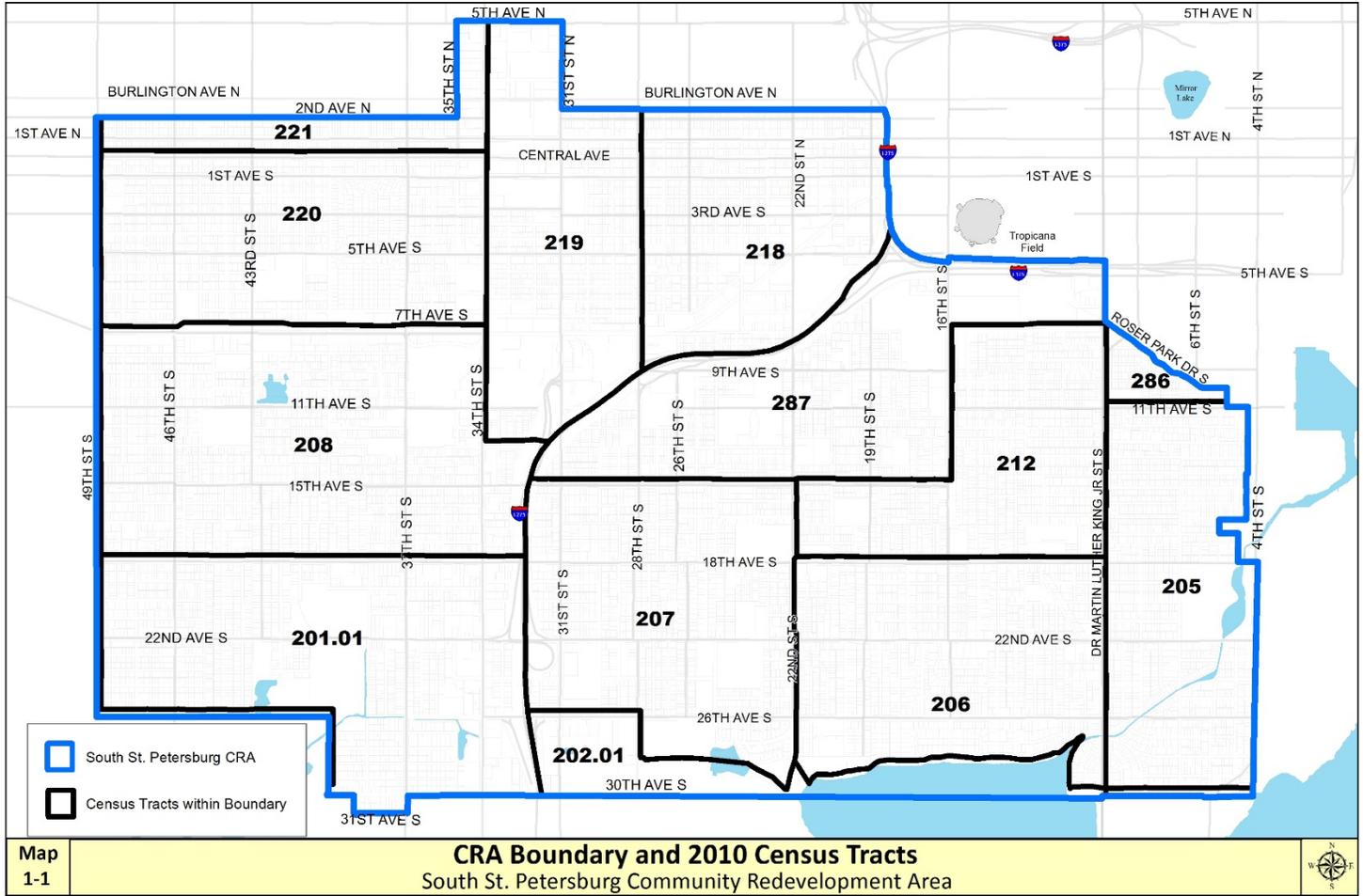


Exhibit 2

## CRA Workforce Collaborative

### Roles of the Partners

#### Lead Agency:

◆ Pinellas Ex-Offender Re-Entry Coalition (PERC) will centrally managing functions such as convening partners, fiscally managing the grant, collecting data (with the help of an evaluator), and reporting on program impact.

#### Implementation Partners:

◆ PERC will use CRA funds to **implement** two programs (see below).

◆ Pinellas County Urban League will use CRA funds to **implement** three programs (see below).

◆ Pinellas Opportunity Council will use CRA funds to **enhance** the results of three programs that are funded by other sources; CRA funds will pay for training-related costs such as tuition, fees, certification costs, childcare and transportation while training.

◆ Mt Zion Human Services will centrally manage recruitment of volunteer coaches & mentors who

will be coupled with participants across three programs.

In addition, all partners will support a communitywide Resource & Job Fair and multiple mini job fairs year-round.

#### Evaluation Partner:

◆ The 2020 Plan will develop and supervise an evaluation plan to gauge the outcomes and impacts of the CRA investment, and will produce half-year and end-of-year Impact Reports, in-kind. CRA funds will be used to support a

part-time Data Coordinator, a researcher, and student interns.

### Targeted Outputs & Outcomes

- 86% of program starters will complete training programs
- 78% of completers will be hired into new jobs or promoted
- 70% of completers will earn a career skill credential\*
- 80% of those promoted or hired will increase earnings

### Components of collaborative

Programs	No. Wrkrs	Assessment	Pathway Plan Set	Care Coordination	Financial Help*	Pre-Cursors	Mentor or Coach	Soft Skills Training	Career Skills Training	OJT or Stipend	Job Match
1. PERC STARS Program	80	Yes	Yes	Yes	Yes	Yes	1on1	Group	All	Some	Yes
2. PERC Coaching & Care Coordination	50	Yes	Yes	Yes	Yes	Yes			Many		Yes
3. POC Family Development PLUS+	30	Yes	Yes	Yes	Yes	Yes		1on1	Many		Yes
4. POC Getting Ahead>Staying Ahead	10	Yes	Yes	Yes	Yes	Yes	Group	Group	Many		Yes
5. POC Cohorts Family Development	50	Yes	Yes	Yes	Yes	Yes		1on1	Many		Yes
6. PCUL Employment Training Pgms	30	Yes	Yes		Yes			Group	All		Yes
7. PCUL Coaching & Care Coord.	20	Yes	Yes	Yes	Yes	Yes			Some		Yes
8. PCUL STEP Initiative	20	Yes	Yes	Yes	Yes	Yes	1on1	Yes	Some		Yes
9. 2020 Workforce Collab Interns	5	Yes	Yes		Yes			Yes		Yes	Yes
10. FDOT OnBoard4Jobs Program	60	Yes	Yes		Yes			Yes	Many		Yes
<b>TOTAL:</b>	<b>355</b>										



Pinellas County Urban League

**Exhibit 3**

**Employer Status Reports to City of St. Petersburg**

Workforce Readiness and Development Program

**1. How likely is it that you would recommend this employee to a colleague?**

Not likely

Extremely likely

0	1	2	3	4	5	6	7	8	9	10
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**2. How good is the quality of this employee’s work?**

Not at all good

Extremely good

1	2	3	4	5
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**3. How productive is this employee?**

Not so productive

Extremely productive

1	2	3	4	5
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**4. How well does this employee work with others?**

Not so well

Extremely well

1	2	3	4	5
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**5. How well does this employee solve problems independently?**

Not so well

Extremely well

1	2	3	4	5
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**6. How proactive is this employee?**

Not so proactive

Extremely proactive

1	2	3	4	5
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