

FloridaCommerce & CareerSource Florida

Streamlined Instructions for WIOA Two-Year Modification: Workforce Services Plan Guidelines

January 1, 2027 – December 31, 2028

CareerSource Board / Planning Region	Submission Option	Date Submitted
CareerSource Citrus Levy Marion (LWDA10)	☒ Standard Local Plan + Regional Addendum ☐ Preferred Combined Regional Plan	[XX/XX/2026], 2026/2027
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Revision Intent

This streamlined version reduces duplicative narrative prompts and shifts the submission toward standardized tables, dashboards, evidence attachments, certifications, and change-only narrative responses. The revisions preserve the strategic objectives for Five Pillars alignment, performance data, apprenticeship growth, employer engagement, regional coordination, and statewide accountability.

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1. Required Evidence and Certification Checklist

Attach or link the documents below. Narrative is only required to identify changes, gaps, pending updates, or documents expiring within six months of submission.

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed Interlocal Agreement	Yes, if applicable	X	X Yes ☐ No	Attached, expires 6/30/2030, pg 25
Executed CLEO–LWDB Agreement	Yes	X	X Yes ☐ No	Attached, expires 6/30/2030, pg 37
Fiscal Agent Designation	If other than CLEO	X	X Yes ☐ No	Attached, expires 6/30/2030, pg 37
Current Bylaws	Yes	X	X Yes ☐ No	Updated 6/10/2026
Board Roster, Minutes, and Vote	Yes	X	X Yes ☐ No	Board Roster Board Minutes/Vote
Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator	Yes	X	X Yes ☐ No	Org Chart Scroll to bottom under “More Information”
One-Stop Partner MOUs and Infrastructure Funding Agreement	Yes	X	X Yes ☐ No	Partner MOU's Scroll to “Required Partner MOU's”
Firewalls / Conflict Mitigation Documentation	If applicable	X	X Yes ☐ No	Attached, pg 44
Planning Region Agreements	For regional plan	X	X Yes ☐ No	Regional Plan Scroll to “Services Plan”
Public Comment Documentation	Yes	☐	☐ Yes ☐ No	Pending
Staff Training and Credentialing Evidence	Yes	X	X Yes ☐ No	Attached, pg 64
Plan Review Checklist	Recommended	☐	☐ Yes ☐ No	N/A

2. Regional Plan Requirements — Streamlined Framework

The regional plan should be organized around four integrated sections. Each section may use tables, dashboards, evidence links, existing data sources, and concise summaries. Avoid repeating the same strategy across multiple sections.

Regional Section	Covers	Required Evidence / Response Format
A. Regional Economy and Labor Market	Shared labor market, common economic development area, commuting patterns, population centers, targeted industries, in-demand sectors and occupations, regional assets, and education/training resources.	Regional labor market table; industry/occupation dashboard; list of data sources; one-page summary of major changes.
B. Regional Service Delivery and Customer Experience	Regional service strategies, consistent eligibility/enrollment processes, supportive services coordination, universal services, accessibility, and business/job seeker customer experience.	Service delivery matrix; regional customer experience baseline; shared agreements; service gaps and actions.
C. Regional Operations and System Efficiencies	Administrative cost arrangements, shared services, technology/data-sharing practices, procurement coordination, regional agreements, and reduced duplication.	System efficiencies table; administrative cost-sharing summary; regional agreements; shared tools list.
D. Regional Performance, Employer Engagement, and Apprenticeship	Performance negotiation support, letter grade improvement strategies, sector partnerships, coordinated business services, employer retention/market penetration, apprenticeship and preapprenticeship expansion, MCL alignment, and talent pipeline actions.	Regional scorecards for performance, employer engagement, apprenticeship, credentials, and sector partnerships.

Regional Strategy Summary Table

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Targeted Industries / Sector Partnerships	Shared priority sectors across all four boards: Healthcare, Construction, Utilities, Manufacturing & Logistics, Military & Defense, and Agriculture	CSCLM (LWDB10), CSNF (LWDB6), CSNCF (LWDB26), CSNEFL (LWDB8), Industry Associations, Colleges, K-12, IECs, Chambers, Economic Development Organizations	Job Growth in Sectors, Industry Customer Satisfaction, Repeat Business Engagement	RPA Plan: A. Regional Economy and Labor Market
Coordinated Service Delivery	Uniform WIOA Application, Secret Shopper Projects, Navigator/Program Managers Meetings, Cross-County Career Exploration Events	CSCLM (10), CSNF (6), CSNCF (26), CSNEFL (8); Community Based Organizations; inventor y or partners across RPA	Customer satisfaction, job placement across counties.	RPA Plan: B. Regional Service Delivery and Customer Experience
Supportive Services Coordination	Develop an inventory/asset map of partner agencies that provide support services across RPA counties, identify innovative opportunities to use flexible TANF funding.	CSCLM (10), CSNF (6), CSNCF (26), CSNEFL (8); Community Based Organizations; inventor y or partners across RPA	Customer satisfaction, job placement across counties. Decrease in welfare assistance.	RPA Plan: B. Regional Service Delivery and Customer Experience

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Administrative Efficiencies	CLM provides financial management services and serves as employer of record for NF (since 2011); NEFL provides IT support (cloud migration, hardware, network modernization) to CLM and NCF. All regions in the RPA share costs for the Rapid Registration tool Employ Florida API tool.	CSCLM (10), CSNF (6), CSNCF (26), CSNEFL (8)	RPA ROI – cost savings, expansion of services available within same budget constraints.	RPA Plan C: Regional Operations and Systems Efficiencies
Coordinated Performance Improvement	Created shared performance dashboard; share challenges, best practices and track improvement across the region, business services and pipeline collaboration.	CSCLM (10), CSNF (6), CSNCF (26), CSNEFL (8)	Meeting or exceeding performance measures, all LWDBs ranked in the top 50% of the grades for all 21 regions.	RPA Plan: D. Regional Performance, Employer Engagement and Apprenticeship
Apprenticeship / Work-Based Learning	SAA coordination and an apprenticeship-inventory study to expand apprenticeship/pre-apprenticeship opportunities in target industries. Leverage the region's transitioning military workforce (5,200+ separations/year) , Work-Based Learning through shared H-1B Broadband Expansion Grant for CSCLM (10), CSNF (6) and CSNCF (26)	CSCLM (10), CSNF (6), CSNCF (26), CSNEFL (8); Industry Associations, Colleges, K-12, IECs, Chambers, Economic Development Organizations	Increase in apprenticeships and diversification of industries utilizing apprenticeships across the RPA	RPA Plan: B. Regional Service Delivery and Customer Experience RPA Plan: D. Regional Performance, Employer Engagement and Apprenticeship
MCL / Credential Alignment	Alignment of business needs and training programs through local Industry and Education Consortiums, quarterly outreach to school partners	CSCLM (10), CSNF (6), CSNCF (26), CSNEFL (8); All County school districts, FCS partners, Tech schools, State Colleges, ETPL Training Providers	Job Placement and Retention, wages	RPA Plan: D. Regional Performance, Employer Engagement and Apprenticeship
Coordinated Business Services	Joint representation in the North Florida Economic Development Partnership (NFEDP) and Florida Economic Development Council (FEDC) aligns business engagement strategy region wide. Coordinated business outreach for Broadband/Fiberoptic employers as part of shared H-1B DOL Grant for CSCLM (10), CSNF (6) and CSNCF (26)	CSCLM (10), CSNF (6), CSNCF (26), CSNEFL (8); Industry Associations, Colleges, K-12, IECs, Chambers, Economic Development Organizations	Enhanced employer engagement, job placement and training.	RPA Plan: B. Regional Service Delivery and Customer Experience RPA Plan: D. Regional Performance, Employer Engagement and Apprenticeship

3. Local Plan Addendum Requirements — Streamlined Framework

The local plan addendum should provide board-specific information not already answered in the regional plan. When the regional plan fully addresses a topic, the local addendum may state: “Addressed in the Regional Plan, Section __,” and provide only local exceptions, changes, or board-specific actions.

Local Section	Required Response	Narrative Limit	Evidence / Attachment
Governance and Organizational Structure	Update only changes to CLEO, LWDB membership, fiscal agent, one-stop operator, providers, youth provider, organizational chart, required roles, or delegated signatory authority.	Change-only narrative; 1 page max	Roster, bylaws, organizational chart, agreements
Analysis of Need and Available Resources	Use current labor market and service data to identify top industry needs, workforce gaps, population barriers, and available resources.	2 pages max plus dashboard	Labor market dashboard; data source list
Strategic Alignment and Five Pillars	Complete the Strategic Alignment Framework in Section 7.	Table only plus 1-page summary	State Plan / local strategy crosswalk
Program Services and Partner Coordination	Summarize program/service delivery across core and combined partners, including Adult, Dislocated Worker, Youth, TANF, SNAP, JVSG, UI, SCSEP, CSBG, HUD where available, Perkins V, and other partners.	Table plus exceptions narrative	Partner matrix, MOUs, LOPs
One-Stop Delivery System	Summarize access points, customer access, accessibility, technology, integration, and significant changes since prior plan.	Change-only narrative; 2 pages max	Access point table; certification; accessibility evidence
Employer Engagement, Sector Strategies, and Apprenticeship	Complete the scorecards in Sections 9A and 9B and explain major actions to strengthen employer-driven strategies and apprenticeship expansion.	Scorecards plus 1-page action summary	Business services data, sector reports, apprenticeship evidence
Performance and Continuous Improvement	Complete the Performance Dashboard and Improvement Plan in Section 8.	Dashboard plus 2 pages max	Federal indicators, letter grade, improvement actions

A. Governance and Organizational Structure

The following changes have been made since our 2024 WIOA Plan:

- Updated Bylaws – elimination of Audit Committee, updated board membership number from 33 to 32 by eliminating one non-private sector position that termed out. This increased our percentage of private sector members. We added representation to each committee through non-board community members to provide broader representation in decision-making.
- New Board Chair
 - o Arno Proctor
Chair Term: July 2026 – June 2028
Private Sector
ANCORP
PH:352-528-7813
aproctor@ancorp.com
- New Vice Chair

- o Al Jones
Chair Term: July 2026 – June 2028
Private Sector
Autozone
PH:352-422-3185
Albert.jones@autozone.com

- Youth provider contract with Eckerd Connects ended 6/30/2026. CareerSource Citrus Levy Marion took over youth services 7/1/2026.
- New Chief Ethics Officer – Cira Schnettler (Administrative Manager/EO Officer)
- New Equal Opportunity Officer – Cira Schnettler (Administrative Manager/EO Officer)

B. Analysis of Need and Available Resources: 2 pages max plus dashboard

The dashboard below illustrates current industry needs in our targeted sectors of Healthcare, Construction, Education, Manufacturing and Logistics. Healthcare is the largest sector in the region, with a projected total need of 17,941 positions over the next 5 years. Demand is being driven primarily by replacement of exiting and transferring workers, as well as growth due to an increase in population. Manufacturing offers some of the highest average wages among major industries at \$64,156 annually and is projected to create 6,668 total openings over the next 5 years. Employers will need skilled workers trained in advanced manufacturing, automation, maintenance, and production technologies. Construction is a regional strength with a high location quotient (1.57), indicating significant industry concentration. The sector employs more than 17,600 workers and is projected to generate 8,932 openings over five years, including 1,417 new jobs (1.6% annual growth). Continued residential, commercial, and infrastructure development will require a steady pipeline of skilled tradespeople, project supervisors, and construction managers.

Area 10, 2026Q1 ¹									
NAICS	Industry	Current			5-Year Forecast				
		Empl	Avg Ann Wages	LQ	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	29,799	\$63,536	1.03	17,941	7,645	7,656	2,640	1.7%
44	Retail Trade	27,780	\$41,616	1.56	20,651	8,724	10,421	1,507	1.1%
72	Accommodation and Food Services	18,250	\$27,410	1.13	17,634	7,250	9,066	1,319	1.4%
23	Construction	17,609	\$57,986	1.57	8,932	3,017	4,498	1,417	1.6%
61	Educational Services	12,613	\$45,425	0.83	6,716	2,936	3,135	644	1.0%
31	Manufacturing	11,477	\$64,156	0.80	6,668	2,355	3,484	829	1.4%
92	Public Administration	10,467	\$64,363	1.20	5,566	2,090	2,792	684	1.3%
56	Administrative and Support and Waste Management and Remediation Services	9,903	\$43,772	0.89	6,345	2,466	3,226	653	1.3%
81	Other Services (except Public Administration)	8,422	\$36,993	1.07	5,481	2,153	2,721	607	1.4%
48	Transportation and Warehousing	8,302	\$49,642	0.88	5,199	2,025	2,531	644	1.5%
54	Professional, Scientific, and Technical Services	7,293	\$70,610	0.54	3,600	1,195	1,781	624	1.7%

Source: Jobs EQ

The table below illustrates the top 15 occupation gaps in our area as projected over the next 10 years. Registered Nurses are expected to experience the largest annual gap, followed by General and Operations Managers, reflecting strong demand driven by both industry growth and worker replacement needs. Additional shortages are projected for Nurse Practitioners, Medical and Health Services Managers, Construction Managers, truck drivers, construction supervisors, carpenters, software developers, and accountants. These gaps in high-wage occupations, including healthcare, management, and technology roles, suggest opportunities to upskill existing workers into higher wage, higher skill positions. These are also excellent positions to promote to graduating seniors in our work with the local school districts.

Potential Average Annual Occupation Gaps over 10 Years in Area 10							
SOC	Occupation	Annual Supply Gap	Current Employment 2026Q1	Projected Employment 2036	Accumulated Supply 2036	Accumulated Demand 2036	Avg Wages
29-1141	Registered Nurses	(32)	3,830	4,429	1,662	1,981	\$84,100
11-1021	General and Operations Managers	(28)	3,680	4,281	2,288	2,568	\$107,500
29-1171	Nurse Practitioners	(15)	450	696	184	329	\$128,800
53-3032	Heavy and Tractor-Trailer Truck Drivers	(14)	3,054	3,591	2,408	2,544	\$54,900
11-9199	Managers, All Other	(14)	1,414	1,655	766	905	\$98,000
11-9111	Medical and Health Services Managers	(14)	787	1,072	470	615	\$113,000
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	(13)	1,617	1,911	1,138	1,271	\$74,000
11-9021	Construction Managers	(12)	943	1,147	495	618	\$119,300
11-9013	Farmers, Ranchers, and Other Agricultural Managers	(11)	1,838	2,010	1,032	1,138	\$98,000
25-2021	Elementary School Teachers, Except Special Education	(10)	1,986	2,185	1,106	1,203	\$57,800
47-2031	Carpenters	(10)	1,346	1,578	918	1,017	\$49,700
49-9071	Maintenance and Repair Workers, General	(9)	1,826	2,124	1,340	1,428	\$48,500
15-1252	Software Developers	(9)	688	863	361	450	\$123,200

49-3023	Automotive Service Tech and Mechanics	(9)	1,550	1,814	1,097	1,186	\$52,600
13-2011	Accountants and Auditors	(8)	1,234	1,445	837	912	\$82,800

Source: Jobs EQ

The table below outlines the population groups and barriers for our local workforce area. Significant barriers include our aging population and percentage of those with a disability, currently 14% of citizens between the ages of 18 and 64, workforce participation challenges, access to transportation, and poverty levels. These barriers often prevent workforce participation, especially in rural areas with decreased access to services.

Population Summary		
	Percent	Value
	Area 10	Area 10
Demographics		
Population (ACS)		607,941
Male	48.6%	295,369
Female	51.4%	312,572
Median Age ²		50.2
Under 18 Years	17.7%	107,780
18 to 24 Years	6.1%	37,317
25 to 34 Years	10.4%	63,087
35 to 44 Years	10.2%	62,143
45 to 54 Years	10.6%	64,539
55 to 64 Years	14.4%	87,614
65 to 74 Years	16.4%	99,903
75 Years and Over	14.1%	85,558
Race: White	74.8%	454,810
Race: Black or African American	9.0%	54,931
Race: American Indian and Alaska Native	0.3%	1,681
Race: Asian	1.6%	9,526
Race: Native Hawaiian and Other Pacific Islander	0.1%	411
Race: Some Other Race	3.2%	19,365
Race: Two or More Races	11.1%	67,217
Hispanic or Latino (of any race)	13.8%	84,138
Population Growth		
Population (Pop Estimates) ⁴		662,846
Population Annual Average Growth ⁴	2.4%	14,043
People per Square Mile ⁴		201.6
Economic		
Labor Force Participation Rate and Size (civilian population 16 +)	46.7%	239,747
Prime-Age Labor Force Participation Rate and Size (civilian pop. 25-54)	75.3%	142,844
Work from Home	12.1%	26,914
Armed Forces Labor Force	0.0%	211
Veterans, Age 18-64	6.1%	19,260

Veterans Labor Force Participation Rate and Size, Age 18-64	61.6%	11,860
Median Household Income ²		\$59,450
Per Capita Income		\$34,356
Mean Commute Time (minutes)		27.3
Commute via Public Transportation	0.2%	431
Educational Attainment, Age 25-64		
No High School Diploma	10.8%	29,933
High School Graduate	35.8%	99,393
Some College, No Degree	21.2%	58,769
Associate's Degree	11.5%	31,768
Bachelor's Degree	14.1%	39,071
Postgraduate Degree	6.7%	18,449
Housing		
Total Housing Units		294,678
Median House Value (of owner-occupied units) ^{2,5}		\$239,918
Homeowner Vacancy	1.3%	2,773
Rental Vacancy	8.5%	4,788
Renter-Occupied Housing Units (% of Occupied Units)	20.1%	51,121
Owner-Occupied Housing Units (% of Occupied Units)	79.9%	203,613
Occupied Housing Units with No Vehicle (% of Occupied Units)	4.7%	11,907
Social		
Poverty Level (of all people)	15.0%	89,072
Households Receiving Food Stamps/SNAP	13.2%	33,535
Enrolled in Grade 12 (% of total population)	1.0%	6,030
Disconnected Youth ³	5.0%	1,162
Children in Single Parent Families (% of all children)	40.5%	40,641
Uninsured	12.0%	71,694
With a Disability, Age 18-64	14.7%	45,196
With a Disability, Age 18-64, Labor Force Participation Rate and Size	36.0%	16,279
Foreign Born	8.0%	48,563
Speak English Less Than Very Well (population 5 yrs and over)	4.4%	25,600

Source: Jobs EQ

C. Strategic Alignment Framework

Complete the table below to show how the LWDB and/or planning region aligns local and regional strategies with the Five Pillars, statewide priorities, performance outcomes, and available resources. This table replaces duplicative narrative across the plan.

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Industry-Driven Strategies	Employer engagement, sector strategies, in-demand occupations, targeted	CareerSource Citrus Levy Marion (CSCLM) supports	Citrus, Levy and Marion County Public Schools, the		Partner MOU's/Contracts

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
	industries, OJT, apprenticeship, preapprenticeship, MCL alignment	regional employers through a range of workforce development strategies, including incumbent worker training, on-the-job training, customized training, apprenticeship, preapprenticeship, career pathways initiatives, industry sector partnerships, and other business services tailored to local workforce needs. These programs are especially valuable to small businesses by helping offset training costs while maintaining daily operations. CSCLM also collaborates with local chambers of commerce, economic development organizations, and small business incubators in Citrus, Levy, and Marion counties to connect businesses with workforce resources and opportunities that help individuals gain skills while supporting business growth. CSCLM works closely with economic development partners, educational institutions, industry associations, and the Industry and Education Consortium to ensure training programs align with current and future workforce demands. Recent	Ocala Metro Chamber and Economic Partnership, Levy County BOCC, Citrus County BOCC, the Industry and Education Consortium, College of Central Florida, Mid-FL Regional Manufacturing Association		

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		initiatives include partnerships with the College of Central Florida on broadband grant-funded paid training opportunities, and internship programs connecting students and graduates with local employers. Business services staff focus on key sectors including manufacturing, healthcare, information technology, transportation, distribution and logistics, construction, and education, maintaining ongoing engagement with employers to identify emerging workforce needs. Occupational training priorities are guided by the Regional Demand Occupation List (RDOL) and Master Credential List (MCL) supported by labor market intelligence from sources such as state labor market statistics, supply and demand reports, Help Wanted Online (HWOL), JobsEQ, and Lightcast.			
Worker Mobility	Credential attainment, career pathways, supportive services, reduced public assistance, wage progression	CSCLM seeks to ease access to services across our three counties by offering services through 5 career centers and 2 mobile resource centers. Two of our centers are co-located with FCS campuses,	College of Central Florida (Citrus, Levy and Marion Campuses), Levy County Disadvantaged Transportation Committee, City of Ocala Affordable Housing Committee, United Way of Citrus,	Credential Attainment, Employment Placement	Common Indicators of Performance Metrics

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		ensuring students and professionals seeking credentials have simplified access to career services as well. Training, support services, experiential learning and credentials are offered in high wage, high demand occupations in each of our 3 counties, with targeted outreach to disconnected populations through memberships on the local Early Learning Coalition, Continuum of Care, Affordable Housing and Disadvantaged Transportation Committees.	Marion and Alachua Counties, Marion County Continuum of Care		
Integrated Systems	Core and combined partner coordination, regional service delivery, education/workforce/economic development alignment	Core programs are offered within all of our centers, and include WP, VETS, WIOA Adult/DW/Youth Self, Career and Training Services, RESEA, HOPE, TANF and SNAP. Core programs provided within the system through memorandum of understanding (MOU) include VR through the Department of Education, SCSEP provided through local MOU, Adult Education and Literacy through local MOU with Withlacoochee Technical College, Marion Technical College and the College of Central Florida and Community Action Agency training and employment services available	Department of Education, Marion Technical College, Withlacoochee Technical College, College of Central Florida, Citrus County BOCC, Levy County BOCC, Ocala Chamber and Economic Partnership, Community Action Agency	MOU Scope of Work	Partner MOU's

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		within our comprehensive center through MOU. Economic Development efforts are coordinated through local performance-based MOU's in each of our three counties to assist with business services.			
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	Common Indicators of Performance, Letter Grades and other management reports are reviewed both monthly for local reports and quarterly for State reports as they are released. These are reviewed with our Board's Performance & Monitoring Committee and Local Consortium as well.	CSCLM Board and Consortium	Goals Negotiated with FloridaCommerce every two years	Common Indicators of Performance and Letter Grades
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative training, customer access, continuous improvement	Regional efficiencies include our agreement with LWDB 6 by which we are their employer of record and financial administrator. We seek to acquire new technologies and products from a regional standpoint when cost savings are possible, such as our regional acquisition of the Palm Beach registration tool. Our region employs the NetPromoter customer satisfaction program and local staff goals to drive continuous improvement.	Local Workforce Development Boards 6, 8 and 26	Regional Plan Addendum	Regional Plan Addendum

CareerSource Citrus Levy Marion (CSCLM) supports regional employers through workforce development strategies including incumbent worker training, on-the-job training, customized training, apprenticeships, pre-apprenticeships, career pathways, industry sector partnerships, and other business services tailored to workforce needs. These programs are especially valuable to small businesses by helping offset training costs while maintaining operations. CSCLM collaborates with local chambers of commerce, economic development organizations, and business incubators in Citrus, Levy, and Marion counties to connect employers with workforce resources that support both skill development and business growth.

CSCLM works closely with economic development partners, educational institutions, industry associations, and the Industry and Education Consortium to align training opportunities with current and future workforce demands. Recent initiatives include partnerships with the College of Central Florida and Central Florida Broadband programs to provide grant-funded paid training and internship opportunities linking students and graduates with local employers. Business services staff focus on key sectors including manufacturing, healthcare, information technology, transportation, distribution and logistics, construction, and education, while training priorities are guided by the Regional Demand Occupation List (RDOL), Master Credential List (MCL), and labor market intelligence from state and industry data sources.

To improve accessibility, CSCLM operates five career centers and two mobile resource centers, including two centers co-located with Florida College System campuses. Training, support services, experiential learning, and credentialing opportunities are available in high-wage, high-demand occupations throughout the three-county region, with targeted outreach to underserved populations through partnerships with organizations focused on early learning, housing, transportation, and workforce inclusion.

Core programs available across all centers include Wagner-Peyser, Veterans Services, WIOA Adult, Dislocated Worker and Youth programs, Career and Training Services, RESEA, HOPE, TANF, and SNAP. Additional partner services are provided through Memoranda of Understanding (MOUs) with Vocational Rehabilitation, Adult Education and Literacy providers, Community Action Agencies, economic development organizations, and other workforce system partners.

Additional employment and training services include Ticket-to-Work, Small Business Administration support, Kids Central, Early Learning Coalitions, the Center for Independent Living, and PACE Center for Girls through referral and partnership arrangements.

CSCLM reviews common performance indicators, report cards, and management reports monthly and quarterly with its Board Performance & Monitoring Committee and Local Consortium. Staff performance goals are established annually and regularly monitored to support successful outcomes. Regional efficiencies are strengthened through partnerships with LWDB 6, shared financial administration, collaborative technology investments, the Net Promoter customer satisfaction program, and continuous improvement initiatives.

D. Program Services and Partner Coordination: Table plus exceptions narrative

Service	Partner
WIOA Adult/DW	FloridaCommerce
WIOA Youth	FloridaCommerce
TANF	Department of Children and Families
SNAP	Department of Children and Families
JVSG	FloridaCommerce
RA	FloridaCommerce
SCSEP	Florida Department of Elder Affairs, National Caucus and Center on Black Aging, Inc. (NCBA), Pinellas County Urban League

CSBG	FloridaCommerce
HUD	Ocala Housing Authority
Perkins V	Withlacoochee Technical College, Marion Technical College, College of Central Florida
Vocational Rehabilitation	Department of Education
LIHEAP	Community Action Agency of Central Florida
Ticket to Work	Social Security Administration

Please refer to the attached document, “Partner Matrix” for a comprehensive list of system partners.

E. One-Stop Delivery System: Change-only narrative; 2 pages max

Changes to our One-Stop Delivery system include updates to access points in Levy County with the closure of our Levy County Career Center at 11th Drive in Chiefland and the opening of two new Levy Career Centers, one on campus at the College of Central Florida’s Jack Wilkinson Campus in Chiefland, and a second co-located with the Levy County Government Complex in Bronson, FL. The new offices have been updated in Employ Florida. The addresses are:

Chiefland Carer Center:

College of Central Florida Jack Wilkinson Campus
15390 US-19, Room 102, Chiefland, FL 32626

Bronson Career Center:

Levy County Government Complex
375 Garner St., Suite E Bronson, FL 32621

Additional changes include a new Economic Development partner in Levy County, where the Levy County Board of County Commissioners has brought Economic Development in-house.

F. Apprenticeship and Employer Engagement Scorecards

1. Employer Engagement and Sector Strategy Scorecard

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Employers Served	PY25/26: 819 distinct employers	N/A	Healthcare, Manufacturing, Logistics, Construction, Education	See Key Actions below for outreach methods by service	Employ Florida
Repeat / Retained Business Customers	PY25/26: 41% (by Worksite ID)	35%	See above	CSCLM prioritizes existing business relationships. Each business staff person has an individual goal of serving at least 35% of the businesses they served in	Employ Florida

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
				the previous year.	
New Business Customers	PY25/26: 78	N/A	See above	Key speaking engagements to share services with new potential employers include the SHRM Greater Ocala and various Chambers of Commerce. The Citrus Chamber, Ocala Chamber and Economic Partnership and Levy BOCC Economic Development serve as extensions of our business services team through MOU's and bring key CSCLM staff in to assist in recruiting new business relationships.	Employ Florida
OJT Employers	PY25/26: 7 (67 total work-based learning agreements – OJT, CBT, Internship, PWE)	CSCLM has increased our Work-Based Learning budget for PY26-27 with the intent to double OJT and Customized Training agreements.	See above	Social Media campaign targeting local businesses for CBT/OJT. Development of OJT short term marketing video.	Employ Florida/Local Database
Sector Partnerships	5	N/A	See above	We serve on the local healthcare continuum, Mid-FL Regional Manufacturing Association, the Marion County Building Industry	MOU's and local memberships

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
				Association and partner closely with sector priority initiatives with our local Chambers and Economic Development groups.	
Employer Referrals to Training	55	N/A	See above	Linkages through Industry and Education Consortium. Joint meetings with business and local training providers to discuss provision and funding of training.	Employ Florida/Local Database
Market Penetration		N/A	See above	See Key Action for New Business above.	
Business Services to Targeted Industries		N/A	See above	See Key Action for Sector Partnerships above.	Employ Florida/Local Database

2. Apprenticeship and Work-Based Learning Scorecard

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
New Registered Apprentices	1	206	Healthcare, Manufacturing, Logistics, Construction, Education	Incorporate WIOA application with new apprenticeship orientations	Electrical Training Alliance, JATC
Registered Apprenticeship Programs	0	1	See above	Participation in local SHRM chapter and industry associations to provide information on	SHRM Greater Ocala, Mid-FL Regional Manufacturing Association, Marion County BOCC, MC4

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				Apprenticeship registration and how we can assist	Healthcare Council
Registered Preapprenticeship Programs	0	1	See above	Participation in Industry and Education Consortium meetings and Industry Associations	Marion County Building Industry Association, Ocali Charter School, Marion Schools, Mid-FL Regional Manufacturing Association, Levy Schools, Citrus Schools
OJT Placements	0	30	See above	Social Media campaign targeting local businesses for CBT/OJT. Development of OJT short term marketing video.	Ocala/Marion County Chamber and Economic Partnership, Citrus County Chamber, Levy County BOCC
Work-Based Learning Opportunities	1	50	See above	Social Media campaign targeting local businesses for CBT/OJT. Development of OJT short term marketing video.	Ocala/Marion County Chamber and Economic Partnership, Citrus County Chamber, Levy County BOCC
Apprenticeship Navigator Activities	8	65	See above	Participate in Apprenticeship Navigator meetings, collaborate with ATRs	Apprenticeship Training Representatives, Department of Education
Career Center Staff Training on Apprenticeship	6	12	See above	Staff are encouraged to participate in any available apprenticeship training through platforms like Florida WINS and Workforce	Apprenticeship Training Representatives, Department of Education

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				GPS. Staff who attend the Annual Workforce Summit also have opportunities to participate in training.	
WIOA Supportive Services for Apprentices	1	100	See above	Incorporate WIOA application with new apprenticeship orientations	Electrical Training Alliance, JATC
Apprenticeship Sponsorship	0	2	See above	Participation in local SHRM chapter and industry associations to provide information on Apprenticeship registration and how we can assist	SHRM Greater Ocala, Mid-FL Regional Manufacturing Association, Marion County BOCC, MC4 Healthcare Council, Marion County Building Industry Association, Ocala Charter School

Action Steps: Employer Engagement

Our primary focus is to deepen relationships with existing employers while continuing to expand outreach to new businesses. Business services staff should maintain a strong retention strategy, targeting at least 40% repeat engagement with previously served employers. New employer outreach will be driven through partnerships with local chambers, economic development organizations, and professional associations such as SHRM Greater Ocala. Marketing efforts, including social media campaigns and promotional videos, should increase awareness and utilization of workforce services, particularly work-based learning opportunities, On-the-Job Training (OJT), and Customized Training programs.

Action Steps: Sector Strategies

CSCLM will continue active participation in our established targeted sector partnerships, including healthcare, manufacturing, construction and economic development networks. The team will leverage these relationships to identify labor market needs, connect employers with training resources, and facilitate referrals to training programs. Collaboration through industry associations, our local chambers, and the Industry and Education Consortium should strengthen alignment between employer demand and workforce training investments.

Action Steps: Apprenticeship Development

A significant priority of ours is expanding registered apprenticeship and preapprenticeship opportunities. Actions will include integrating WIOA enrollment into apprenticeship orientations, increasing employer awareness of apprenticeship sponsorship through industry associations, and participating in Apprenticeship Navigator activities. Staff training on apprenticeship programs will be expanded to improve service delivery and employer engagement. Partnerships with education providers, industry groups, Apprenticeship Training Representatives and existing apprenticeship sponsors will be critical to increasing apprentice participation, creating new apprenticeship and pre-apprenticeship programs, and expanding supportive services for apprentices.

F. Performance Dashboard and Improvement Plan

Complete the dashboard and brief improvement narrative. The purpose is to strengthen accountability while avoiding lengthy repeated explanations.

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
Employment Rate 2nd Quarter After Exit	AD: 88 DW: 84 Youth: 79.3 WP: 70.5	AD: 87.1/98.98% DW:100/119.05% Youth: 66.7/84.11% WP:66.2/93.9%	Met or Exceeded all measures except for Youth		
Employment Rate 4th Quarter After Exit	AD: 86 DW: 77.4 Youth: 77.1 WP: 67.1	AD:88/102.33% DW:75/96.9% Youth: 68/88.2% WP:67.6/100.75%	Met or Exceeded all measures except for Youth		
Median Earnings 2nd Quarter After Exit	AD:\$9,900 DW:\$8,070 Youth:\$3,759 WP:\$5,979	AD:\$9,579/96.76% DW:\$15,078/186.83% Youth:\$5,077/135.06% WP:\$7,167/119.87%	Met or Exceeded all measures		
Credential Attainment Rate	AD: 70.9 DW: 75.1 Youth: 86.7	AD:83/117.07% DW:66.7/88.81% Youth: 78.6/90.66%	Met or Exceeded all but DW	Low DW enrollment numbers	Individual staff goals were introduced in PY25-26 to increase DW enrollments. From PY24 to PY25, DW enrollments increased by 633%
Measurable Skill Gains	AD: 60.4 DW: 75 Youth: 91.7	AD:82.3/136.26% DW:78.6/104.8% Youth: 82.1/89.53%	Met or Exceeded all numbers by Q4 (data not yet		

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
			posted). MSG is an annual measure, not quarterly.		
State Accountability Letter Grade	N/A	84.25	B	Low DW enrollment/outcomes	Staff goals introduced in PY25/26 to increase DW enrollments. From PY24 to PY25, DW enrollments increased by 633%
Return on Investment / Wage Growth	Letter Grade Measure 1 50.00	45.93	91.86%		
Public Assistance Transition Outcomes	Letter Grade Measure 2 50.00	46.98	93.96%		
Business Services Outcomes	Measure 5: 35% Measure 6: 100%	Measure 5: 23.28% Measure 6: -1.64 YOY Difference	Measure 5: 66.51% Measure 6: 70%	This measures grows over the course of the year	Staff goals introduced to our Business Services team to encourage serving existing businesses
Apprenticeship / Preapprenticeship Outcomes	Enrollment goal for 2030 – 206	1 Registered Apprentice Currently Active, 28 Preapprentices enrolled in PY25-26	Working to ramp up enrollments	Businesses hesitant to register/sponsor, paperwork burden on employers	CSCLM offers to serve as sponsor, assist with onboarding costs and data entry into RAPIDS system

Performance Improvement Narrative

- What is performing well? Identify the strongest results and the strategies driving those results.
 - All Adult measures were met or exceeded as of PY2025, Quarter 3 Common Indicator Data.
 - All Wagner Peyser Measures were met or exceeded.

- 4 out of 5 Dislocated Worker Measures were met or exceeded.
 - 3 out of 5 Youth Measures were met or exceeded.
 - 15 out of 18 total Measures were met or exceeded.
 - Strongest performance was in Adult Credential Attainment, Adult MSG, Dislocated Worker Median Wages 2nd Quarter After Exit, Youth Wages 2nd Quarter After Exit and Wagner Peyser Wages 2nd Quarter After Exit. Performance for each of these measures exceeded our goal at over 100%.
 - Our case management approach stresses not only eligibility, but suitability and diligent communication as well. This ensures that the candidate fully understands the requirements of the occupation they are interested in, and whether the program is right for them. They also receive a signed copy of their responsibilities as a trainee. Supportive services are provided as needed to help the trainee be successful in their training program.
2. What is underperforming or at risk? Identify data points, root causes, populations, programs, or service gaps requiring improvement.
- Underperforming areas include Dislocated Worker Credential Attainment, Youth Employed 2nd Quarter After Exit, Youth Employed 4th Quarter After Exit and Apprenticeship Enrollments
 - Historically, Dislocated Worker enrollments have been low in our area. Often, this population is seeking immediate reemployment rather than training. Increased promotion of short-term, industry-recognized credentials that align with immediate employment opportunities and greater integration of work-based learning options that allow participants to earn while they learn can help engage this population.
 - Young Adults are more likely to relocate outside of the service area during or shortly after program participation. This mobility makes it difficult to maintain contact and accurately capture outcome data. Enhanced post-exit follow-up strategies and improved communication during engagement can be used to better capture outcomes. Stronger use of support networks and alternative contact methods can improve long term outcome tracking.
 - Registered Apprenticeship enrollment remains below desired levels. While local opportunities exist, employer participation and participant awareness must be expanded to increase participation. There is a need for stronger outreach, leveraging existing programs to help businesses better see the value of what is often seen as a longer-term investment.
3. What actions will be taken? Identify no more than five priority actions, responsible parties, timelines, and expected outcomes.
- Action 1: Increase Apprenticeship Enrollments over the next two years. Through our Business Services, Leadership Team and Apprenticeship Navigator, we hope to enroll 50 apprentices in the next two program years (PY2026-2027 and PY2027-2028). Our expected outcome is to enroll 50 new apprentices and strengthen employer engagement.
 - Action 2: Continue to increase Work-Based Learning enrollments like OJT, Customized Training and Paid Work Experience/Internship. Goals have been set for our Business Services Team and Apprenticeship Navigator to increase enrollments through the next two program years (PY2026-2027 and PY2027-2028). This is a good mechanism for serving Dislocated Workers who are seeking immediate employment but may have a skills gap. Our expected outcome is to increase participant enrollment in Work-Based Learning, reduce skills gaps and improve talent pipeline development in targeted industries.
 - Action 3: Expand access to short-term training opportunities within the Youth Program and require each participant to identify a support system and develop alternative success pathways ("Plan B" and "Plan C") to improve program completion outcomes, a strategy that has been effective in our YouthBuild grant program. Youth program staff and Career Development Coaches will work closely with youth to identify suitable training opportunities. The expected outcome is to increase youth enrollment in short-term credential programs, improve training completion and credential attainment rates, strengthen participant resilience and engagement, and replicate successful practices demonstrated through the YouthBuild program.

ATTACHMENTS

**INTERLOCAL AGREEMENT AMENDING THE
CITRUS, LEVY, MARION WORKFORCE
CONSORTIUM AS CALLED FOR BY THE
WORKFORCE INNOVATION AND OPPORTUNITY
ACT, Public Law No. 113-128**

THIS INTERLOCAL AGREEMENT, made and entered into as provided in paragraph 12, pursuant to the authority of Section 163.01, Florida Statutes, by and between the counties of Citrus, Levy and Marion, of the State of Florida, each of which has adopted a resolution approving this Agreement.

WITNESSETH:

WHEREAS, Public Law 113-128, enacted by the Congress of the United States effective July 22, 2014, which act is known as the "Workforce Innovation and Opportunity Act" (hereinafter "WIOA") establishes a program to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment, who are in special need of such training to obtain productive employment; and

WHEREAS, the WIOA replaces the Workforce Investment Act of 1998 under which Federal job training monies were administered, and the adoption of the WIOA necessitates the amendment of the Interlocal Agreement creating the Citrus, Levy, Marion Workforce Consortium; and

WHEREAS, the WIOA creates a partnership among state and local governments, and the private sector, with primary emphasis upon the coordination of workforce development programs; and

WHEREAS, the WIOA requires the Governor to designate Local Workforce Development Areas (LWDA) to promote the effective delivery of workforce development programs and further provides that a consortium of units of general local government may constitute such a LWDA; and

WHEREAS, Citrus, Levy and Marion Counties desire to form a LWDA under the WIOA for workforce development; and

WHEREAS, the Board of County Commissioners of each of the parties to this Agreement desires that its county be included in an area workforce development plan to avail its citizens of the benefits of the WIOA; and

WHEREAS, the Governor has the authority to "grandfather" the parties to this Agreement as a LWDA for the purposes of the WIOA; and

WHEREAS, the WIOA requires the establishment of a Workforce Investment Board (WIB) to provide policy guidance for, and exercise oversight with respect to, activities under the Workforce program for its LWDA in partnership with the units of general local government within its LWDA; and

WHEREAS, it is the responsibility of the Board of County Commissioners of each County in the LWDA to appoint members to the WIB in accordance with the WIOA and an agreement entered into by the Board of County Commissioners of each County; and

WHEREAS, it is the responsibility of the WIB, in accordance with an agreement with the Board of County Commissioners of each County in the LWDA, to develop a workforce development plan; and

WHEREAS, the workforce development plan must be approved jointly by the WIB and the Board of County Commissioners of each County in the LWDA and thereafter be submitted to the Governor; and

WHEREAS, within the Local Workforce Development Area comprised of Citrus, Levy and Marion Counties, there currently exists an efficient and effective delivery system of federally and state- funded employment and training programs which are customer-centered; and

WHEREAS, Citrus, Levy and Marion Counties now desire to enter into an Interlocal Agreement to provide for the creation of a local WIB and to provide workforce development services within the LWDA; and

WHEREAS, the U.S. Department of Labor, has encouraged the development of a workforce development system governed by local WIBs; and

WHEREAS, the purpose of these local boards is to develop local workforce development policies and strategies; to oversee the management and administration of those policies and strategies; and to develop an approach which consolidates the delivery of those workforce development strategies into a comprehensive, customer centered system at the local level in concert with the chief elected officials of the local governments of the LWDA; and

WHEREAS, the programs envisioned under the control of the local workforce development boards include, but are not limited to, those currently funded through the WIOA, the Florida Welfare Transition Program, the Wagner-Peyser Act, Perkins vocational training, school-to-work transition programs, vocational rehabilitation, Job Opportunity Basic Skills Program,

(JOBS), Welfare to Work (WTW), Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs;

NOW, THEREFORE, the parties hereto agree as follows:

1. Establishment of the Citrus, Levy, Marion Workforce Development Consortium (CLMWDC).

There is hereby established a multi-jurisdictional arrangement, the "Citrus, Levy, Marion Workforce Development Consortium" (CLMWDC) among all the parties hereto for the express purpose of collectively carrying out the individual responsibilities of each party to this Agreement under the WIOA. The CLMWDC shall consist of three (3) members. The Boards of County Commissioners of each county shall each designate a member of the County Commission to serve as the County's representative on the CLMWDC.

2. Identification of Parties to this Agreement

Each of the parties to this Agreement is a county of the State of Florida, and as such is a general purpose political subdivision which has the power to levy taxes and spend funds, as well as general corporate and police powers. The governing body of each of the parties to this Agreement is its Board of County Commissioners and each party to this Agreement is identified as follows:

NAME/ADDRESS

Board of County Commissioners
Citrus County, Florida
110 N. Apopka Ave.
Inverness, FL 34450

Board of County Commissioners
Levy County, Florida
P. O. Box 310
Bronson, FL 32621

Board of County Commissioners
Marion County, Florida
601 SE 25th Avenue
Ocala, FL 34471

3. Geographical Area to be Served by this Agreement

The geographical areas which will be served by this Agreement are the entire geographical areas of each of the three (3) member counties, which geographical areas are legally described in Chapter 7, Florida Statutes, which legal descriptions are incorporated herein by this reference.

4. Size of Population to be Served

The population of the three-county area to be served by this Agreement is 619,923 (Citrus 166,696 / Levy 43,268 / Marion 409,959) based upon the US Census, 2023 American Community Survey 1-Year Estimate (Citrus and Marion) and 2022 American Community Survey 5-Year Estimate (Levy)

5. Agreement Not Prohibited By Law

This Agreement is not prevented by State or local law from taking effect in the entire geographical area which the parties intend to serve.

6. Powers of the CLMWDC.

The parties hereto empower the Citrus Levy Marion Workforce Development Consortium (CLMWDC) to exercise the following designated decision-making powers, delegated to the Board of County Commissioners of each county pursuant to the WIOA, over all plans, programs, and agreements and to enter into agreements and contracts to provide those services currently provided or contemplated to be provided under Florida's Welfare Transition Program, the Wagner-Peyser Act, Perkins vocational training, school-to-work

transition programs, Vocational rehabilitation, JOBS, WTW, Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs. More specifically, the CLMWDC is hereby authorized and empowered:

(1) to establish the WIB as the Citrus, Levy, Marion Regional Workforce Development Board (CLMRWDB) and, where such authority is delegated by an individual Board of County Commissioners to its CLMWDC member, to appoint local members to the CLMRWDB, all in accordance with Section 107 of the WIOA and F.S. 445. CLMRWDB board members shall serve the functions described in Section 107 of the WIOA. In the absence of such a delegation, the authority to appoint local CLMRWDB Board members shall reside in the individual Boards of County Commissioners for the county from which the individual CLMRWDB Board member is to be appointed. The authority to appoint at-large members to the CLMRWDB shall reside in the CLMWDC; and

(2) to enter into an agreement(s) with the CLMRWDB to determine the selection of a grant recipient and an entity to administer the job training plan, the one stop operator and to determine the procedures for development of the job training plan as described in Section 108 of WIOA; and

(3) to review and approve all workforce development plans prepared under Section 108 of the WIOA and jointly submit, along with the CLMRWDB, said plans to the Governor; and

(4) to perform any other appropriate duties necessary for the accomplishment of and consistent with the purposes of this Agreement and the WIOA; and

(5) to further empower the CLMRWDB to enter into agreements

with the State of Florida Department of Commerce (Commerce) or any other selected entity to administer Florida's Welfare Transition Program, Wagner-Peyser Act Funds, Perkins vocational training, school-to-work transition programs, vocational rehabilitation, JOBS, WTW, Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs; and to manage and control all those local functions traditionally managed and controlled by the Commerce; and

(6) to further empower CLMRWDB to enter into agreements to provide marketing services for the above referenced functions; and

(7) to establish rules for the conduct of business.

7. Quorum and Voting

At all meetings of the CLMWDC, the presence in person of a majority of the whole CLMWDC shall be necessary and sufficient to constitute a quorum for the transaction of business. At all meetings of the CLMWDC at which a quorum is present, all matters shall be decided by a majority vote of the members of the CLMWDC present.

8. Workforce Area Designation

Pursuant to the designation by the Governor, the three (3) counties constituting the CLMWDC shall be the LWDA as provided for in Section 106 of the WIOA for the geographical area covered by this Agreement.

9. No Local Funds Required of Counties

No funds will be provided from the treasuries of any of the parties to this Agreement for implementation of the WIOA program, it being the intent hereof that all funding of the WIOA program and the other programs contemplated to be managed pursuant to this Agreement shall be accomplished entirely by grants pursuant to the WIOA and any other available State or Federal grants.

However, in accordance with Section 117(d)(3)B of the WIOA, each county recognizes that appointing a WIB does not release the local elected officials or the Governor of the State of Florida for liability for misuse of grant funds obtained under the WIOA.

10. Legal Requirements

a. All parties agree to comply with all Federal, State and Local anti-discrimination laws in the administration of this Agreement.

b. All Workforce Development Plans shall be approved by the CLMRWDB and all individual members of the CLMWDC.

11. Duration of Agreement

This Agreement shall commence on the Effective date described in Paragraph 12 and shall run through the thirtieth (30th) day of June 2030. Thereafter, this Agreement may be renewed by a further writing between the parties.

12. Applicability and Effective Date

This Agreement replaces the previous Interlocal Agreement Creating the Citrus, Levy, Marion Workforce Consortium and shall be effective July 1, 2025 upon the execution hereof by the final signatory adopting this Agreement and upon filing the same with the Clerk of the Circuit Court in each County prior to July 1, 2025.

13. Dispute Resolution Process

If, during the course of this Agreement, there is a dispute between the parties, the following procedures will apply:

(1) The party which has the dispute shall notify the other parties of the nature of the dispute, in writing, with a copy to the Governor of the State of Florida.

(2) All disputes and controversies of every kind and nature between the parties arising out of or in connection with this meaning, performance, nonperformance, enforcement, operation, breach, continuance, or termination shall be submitted to non-binding mediation. If the parties cannot agree upon a mutually satisfactory mediator within sixty (60) days of receiving a request for appointment of a mediator from any party to this agreement, then the Chief Judge of the Fifth Judicial Circuit shall be requested to select a mediator to mediate the dispute. The cost of the mediator shall be shared equally by the parties.

(3) If, after hearing the dispute, accord is not reached on the resolution of the dispute, the party that raised the dispute may, by giving one hundred eighty (180) days written notice, before the end of the program year (before June 30th) withdraw from the CLMWDC, effective July 1st of the following program year, or at such later time as designated by the Governor of the State of Florida.

IN WITNESS WHEREOF, the parties hereto have executed this Interlocal Agreement on the dates set forth below, and hereby agree to be bound by the terms and provisions set forth herein.

SIGNATURE PAGE

APPROVED

APR 8 2025

BOARD OF COUNTY
COMMISSIONERS

DATE: 4/8/2025

COUNTY OF CITRUS

BY: Rebecca Bays

Rebecca Bays, Chairman



ATTEST: Traci Perry

Traci Perry, Clerk

SIGNATURE PAGE

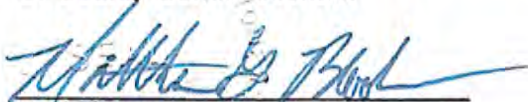
COUNTY OF LEVY



Desiree Mills, Chair, Board of
County Commissioners

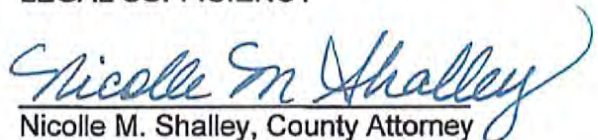
DATE: _____

ATTEST: Clerk of the Circuit Court
And Ex Officio Clerk to the Board
Of County Commissioners



Matt Brooks, Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY



Nicolle M. Shalley, County Attorney

SIGNATURE PAGE

COUNTY OF MARION

BY: Kathy Bryant
Kathy Bryant, Chairman

ATTEST: G C Harrell
Gergory C. Harrell, Clerk

DATE: March 18, 2025

MEMORANDUM OF AGREEMENT

BETWEEN

**THE CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT
BOARD, INC.**

AND

**THE CITRUS, LEVY, MARION WORKFORCE
DEVELOPMENT CONSORTIUM**

THIS AGREEMENT is made and entered into between the Citrus, Levy, Marion Regional Workforce Development Board, Inc., hereinafter referred to as the **CLMRWDB**, and the Citrus, Levy, Marion Workforce Development Consortium, hereinafter referred to as the **CLMWDC**, for the purpose of establishing a Workforce Development Partnership, as authorized and provided for under Public Law 113-128, enacted by the Congress of the United States, which act is known as the "Workforce Innovation and Opportunity Act (herein after referred to WIOA), and Florida Statutes (F.S.) Chapter 445, and for the purpose of establishing an integrated management and control structure for the provision of job training, job placement and related benefits service.

WITNESSETH:

WHEREAS, the receipt and expenditure of WIOA funds authorized for certain Workforce Development Programs within Local Workforce Development Areas (LWDA) are dependent upon the establishment of a partnership between business and government; and

WHEREAS, the Governor on the part of the State of Florida has designated the counties of Citrus, Levy and Marion as a LWDA; and

WHEREAS, the Counties of the LWDA each represented by an Elected Official appointed by the governing board, have formed the **CLMWDC** through adoption of an Amended Interlocal Agreement pursuant to Florida Statutes, Chapter 163.01 to carry out these local governments' responsibilities within their collective and respective boundaries for the purpose of Workforce Development; and

WHEREAS, the **CLMRWDB**, representing business by its private sector majority, has been duly appointed by the **CLMWDC**; and

WHEREAS, the **CLMRWDB** is empowered and has the responsibility under the WIOA to provide policy guidance for, and exercise oversight with respect to, activities under a Plan for the LWDA in partnership with the **CLMWDC**; and

WHEREAS, the WIOA requires the **CLMRWDB** and the **CLMWDC** to define the scope of their partnership by means of an Agreement; and

WHEREAS, the U.S. Department of Labor, has encouraged the development of a workforce development system governed by local workforce investment boards; and

WHEREAS, the purpose of these local boards is to develop local workforce development policies and strategies; to oversee the management and administration of those policies and strategies; and to develop an approach which consolidates the delivery of those workforce development strategies into a comprehensive, customer-centered system at the local level in concert with the chief elected officials of the local governments; develop broad regional plans that promote economic development through a trained workforce; and

WHEREAS, within the LWDA comprised of Citrus, Levy and Marion Counties, there currently exists an effective, efficient and highly successful delivery system of federally and state-funded employment and training programs which are not customer-centered; and

WHEREAS, the programs envisioned under the control of the local workforce development boards include, but are not limited to, those funded through the WIOA, the Wagner-Peyser Act, Perkins vocational training, school-to-work transition programs, vocational rehabilitation, Job Opportunity Basic Skills Program (JOBS), Welfare to Work (WTW), Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs and services;

NOW THEREFORE, be it resolved that this Agreement be made and entered into by the **CLMRWDB** and **CLMWDC** pursuant to WIOA, and that the parties mutually agree as follows:

I. Authorities and Responsibilities Held Jointly by CLMRWDB and CLMWDC

A. It is the joint responsibility and responsibility of both parties to ensure effective service delivery to provide the most beneficial program services possible to the eligible residents of the LWDA. It is further the shared responsibility of all sectors of the community to participate in the provision of program services.

B. **CLMWDC** hereby designates **CLMRWDB** as the grant recipient and administrative entity for the LWDA for the period July 1, 2025 through June 30, 2030.

C. **CLMRWDB** and **CLMWDC** shall jointly submit an approved local Workforce Development Plan to the Governor in accordance with the provisions of the WIOA and other applicable laws. **CLMRWDB** shall develop, in concert with other workforce investment boards within the workforce development region prescribed by the Governor, and present to the **CLMWDC**, a regional workforce development plan in accordance with Section 106 (c) of WIOA, to be approved and forwarded to the Governor.

D. **CLMRWDB** and **CLMWDC** shall decide the allocation of funds for the Workforce Development Plan's Budget.

E. **CLMRWDB** and **CLMWDC** shall jointly select and approve of the One Stop Operator.

F. **CLMRWDB** and **CLMWDC** shall jointly approve locally negotiated performance measures. These measures will be negotiated by the senior management of **CLMRWDB** and presented to **CLMRWDB** for review and approval; and then to **CLMWDC** for final approval at the next regularly scheduled meetings of each body. **CLMRWDB** staff shall report performance metrics to each body at least quarterly. Any performance incentives shall be incorporated into the operational budget for the general good of the workforce area.

G. Because the WIOA indicates that a partnership exists that requires mutual agreement on certain matters, any disputes between the partners to this Agreement shall be resolved by a mutually satisfactory negotiation. It is understood that in accordance with the WIOA, the failure to resolve any dispute to the mutual satisfaction of both parties regarding the WFR's make-up, submission of the Workforce Development Plan, designation of an administrative entity and grant recipient, or **CLMRWDB's** make-up shall result in the forwarding of the unresolved matter to the Governor of the State of Florida for resolution.

II. Authorities and Responsibilities of the CLMRWDB

CLMRWDB shall:

A. Develop, review and approve the Workforce Development Plan for the LWDA and the Regional Plan (WIOA, 106 (c);

- B. Provide policy guidance in the development of Workforce Development activities and for the provision of services;
- C. Provide oversight of Workforce Development programs, activities and services conducted under the Workforce Development Plan;
- D. Solicit the input and participation of the local business community in the development and provision of program services to eligible residents of the LWDA;
- E. Develop By-Laws to determine its operation;
- F. Have the authority to:
 - 1. Develop and approve a budget for itself within the parameters established in the Workforce Development Plan's provisions and WIOA Budget contained therein;
 - 2. Select and hire a staff; and establish criteria for its chief executive to be approved by CLMWDC;
 - 3. Develop and prepare five year local and regional Workforce Development Plans for approval by the **CLMRWDB** and by the **CLMWDC**;
 - 4. Provide staff support to the **CLMWDC**;
 - 5. Collect data necessary for management and evaluation and the preparation of required and desired reports;
 - 6. Exercise oversight with respect to activities under the Workforce Development Plan;
 - 8. Arrange for service delivery through non-financial agreements; and contracts.
 - 9. Procure all goods, services and property, including the maintenance and inventorying thereof, necessary for its proper operation;
 - 10. Procure annual audits of funds and resolve any questions arising therefrom and provide copies of same, as well as an audited financial statement, to the **CLMWDC** annually;

11. Develop and maintain procedures to hear and resolve grievances;
12. Perform such other duties as are necessary to fulfill its obligations and responsibilities under this Agreement and applicable Federal and State laws, rules, policies and plans;
13. Procure director's and officer's and other liability insurance on behalf of itself and the **CLMWDC** to the extent that such insurance is available, budgetarily feasible, and allowable as an expense;
14. Provide quarterly reports to the **CLMWDC**; and
15. Remove **CLMRWDB** members for cause per procedures established by the **CLMWDC**; and

III. Authorities and Responsibilities of the CLMWDC

The **CLMWDC** shall:

- A. Review and approve the Workforce Development Plans for the LWDA and Regional Programs;
- B. Provide public policy guidance in the development of job training activities and provision of services under the Workforce Development Plan;
- C. Establish the **CLMRWDB**, appoint members to the **CLMRWDB** if such authority is delegated to individual **CLMWDC** members by their respective county commissions (absent such delegation the power to appoint **CLMRWDB** members from any of the three counties shall reside in the respective County commissions and the power to appoint area representatives shall reside in the three county commissions or in their respective **CLMWDC** representatives authorized to appoint members, if any) and maintain the make-up of the **CLMRWDB** in compliance with the requirements of the WIOA, F. S., Chapter 445 and other applicable laws on a continuous basis, all in accordance with the agreement which created the **CLMRWDB**; and
- D. Suggest such changes in the organization, composition and management of the **CLMRWDB** or shall be desirable to best meet the needs of the citizens of the counties within the LWDA.

IV. Term of Agreement

This Agreement shall become effective July 1, 2025 and shall continue in effect until June 30, 2030. Thereafter, this Agreement may be renewed by a further writing between the parties.

V. Merger

It is understood and agreed that the entire Agreement between the parties is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. All items and other agreements referred to in this Agreement are incorporated herein by reference and are deemed to be part of this Agreement. This Agreement replaces all prior Agreements between the parties as to the subject matter hereof as of the effective date of this Agreement.

VI. Amendment

Either party to this Agreement may propose to amend or modify the terms of this Agreement consistent with applicable Federal and State laws, Federal Regulations and State requirements, by providing to the other party sixty (60) days written notice of any proposed amendments. Any and all modifications or amendments to this Agreement are subject to the approval of both the **CLMRWDB** and **CLMWDC**.

VII. Independence of Terms Under This Agreement

If any terms or provisions of this Agreement or the application thereof to any person or circumstance shall, to any extent be held invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to such person or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the 1st day of May, 2025, and hereby agree to be bound by the terms and provision set forth herein effective July 1, 2025.

**Citrus, Levy, Marion Regional Workforce
Development Board, Inc.**

BY: _____

Carl Flanagan, Chair

Cinda Mettles

Witnesses as to CLMRWDB

**Citrus, Levy Marion Workforce
Development Consortium**

BY: _____

Commissioner Carl Zalak,
Consortium Chair

Gerrit Sholin

Witnesses to CLMWDC

2025-2026 Internal Control Questionnaire and Assessment

**Bureau of Financial Monitoring and Accountability
Florida Department of Commerce**

September 30, 2025

FLORIDACOMMERCE

107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399
www.floridajobs.org

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OVERVIEW

Introduction and Purpose

The Internal Control Questionnaire and Assessment (ICQ) was developed by the Florida Department of Commerce (FloridaCommerce), Bureau of Financial Monitoring and Accountability, as a self-assessment tool to help evaluate whether a system of sound internal control exists within the Local Workforce Development Board (LWDB). An effective system of internal control provides reasonable assurance that management's goals are being properly pursued. Each LWDB's management team sets the tone and has ultimate responsibility for a strong system of internal control.

The self-assessment ratings and responses should reflect the controls in place or identify areas where additional or compensating controls could be enhanced. When the questionnaire and the certification are complete, LWDBs submit them to FloridaCommerce by uploading to SharePoint.

Definition and Objectives of Internal Control

Internal control is a process, effected by an entity's board of directors, management, and other personnel, designed to provide "reasonable assurance" regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations

The concept of reasonable assurance implies the internal control system for any entity will offer a reasonable level of assurance that operating objectives can be achieved.

Need for Internal Control

Internal control helps to ensure the direction, policies, procedures, and practices designed and approved by management and the governing board are put in place and are functioning as designed/desired. Internal control should be designed to achieve the objectives and adequately safeguard assets from loss or unauthorized use or disposition, and to provide assurance that assets are used solely for authorized purposes in compliance with federal and state laws, regulations, and program compliance requirements. Additionally, Title 2, Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, § 200.303 Internal controls, states:

The recipient and subrecipient must:

- (a) Establish, document, and maintain effective internal control over the Federal award that provides reasonable assurance that the recipient or subrecipient is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. These internal controls should align with the guidance in “Standards for Internal Control in the Federal Government” issued by the Comptroller General of the United States or the “Internal Control-Integrated Framework” issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
- (b) Comply with the U.S. Constitution, Federal statutes, regulations, and the terms and conditions of the Federal award.
- (c) Evaluate and monitor the recipient's or subrecipient's compliance with statutes, regulations, and the terms and conditions of Federal awards.
- (d) Take prompt action when instances of noncompliance are identified.
- (e) Take reasonable cybersecurity and other measures to safeguard information including protected personally identifiable information (PII) and other types of information. This also includes information the Federal agency or pass-through entity designates as sensitive or other information the recipient or subrecipient considers sensitive and is consistent with applicable Federal, State, local, and tribal laws regarding privacy and responsibility over confidentiality.

What Internal Control Cannot Do

As important as an internal control system is to an organization, an effective system will not guarantee an organization's success. Effective internal control can keep the right people, such as management and the governing board members, informed about the organization's operations and progress toward goals and objectives. However, this control cannot protect against economic downturns or make an understaffed entity operate at full capacity. Internal control can only provide reasonable, but not absolute, assurance the entity's objectives can be met. Due to limitations inherent to all internal control systems, breakdowns in the internal control system may be caused by a simple error or mistake, or by faulty judgments made at any level of management. In addition, control may be circumvented by collusion or by management override. The design of the internal control system is dependent upon the resources available, which means there must be a cost-benefit analysis performed as part of designing the internal control system.

Five Components of Internal Control

- **Control Environment** – is the set of standards, processes, and structures that provide the basis for carrying out internal control across the organization. The board of directors and senior

management establish the tone at the top regarding the importance of internal control and expected standards of conduct.

- **Risk Assessment** – involves a dynamic and iterative process for identifying and analyzing risks to achieving the entity’s objectives, forming a basis for determining how risks should be managed. Management considers possible changes in the external environment and within its own business model that may impede its ability to achieve objectives.
- **Control Activities** – are the actions established by policies and procedures to help ensure that management directives mitigate risks so the achievement of objectives are carried out. Control activities are performed at all levels of the entity and at various stages within business processes, and over the technology environment.
- **Information and Communication** – are necessary for the entity to carry out internal control responsibilities in support of achieving its objectives. Communication occurs both internally and externally and provides the organization with the information needed to carry out day-to-day internal control activities. Communication enables personnel to understand internal control responsibilities and their importance to the achievement of objectives.
- **Monitoring** – are ongoing evaluations, separate evaluations, or some combination of the two used to ascertain whether the components of internal controls, including controls to affect the principles within each component, are present and functioning. Findings are evaluated and deficiencies are communicated in a timely manner, with serious matters reported to senior management and to the board of directors.

Makeup of the ICQ

Subsequent sections of this document emphasize the “17 Principles” of internal control developed by the COSO and presented in the Internal Controls – Integrated Framework. The five components of internal control listed above are fundamentally the same as the five standards of internal control and reflect the same concepts as the “Standards for Internal Control in the Federal Government.”

The principles are reflected in groupings of questions related to major areas of control focus within the organization. Each question represents an element or characteristic of control that is or can be used to promote the assurance that operations are executed as management intended.

It should be noted that entities may have adequate internal control even though some or all of the listed characteristics are not present. Entities could have other appropriate internal control operating effectively that are not included here. The entity will need to exercise judgment in determining the most appropriate

and cost-effective internal control in any given environment or circumstance to provide reasonable assurance for compliance with federal program requirements.

Completing the Questionnaire

On a scale of 1 to 5, with “1” indicating the area of greatest need for improvements in internal control and “5” indicating that a very strong internal control exists, select the number that best describes your current operating environment. Please provide details in the comments/explanations column for each statement with a score of 1 or 2. **For questions requiring a narrative, please provide in the comments/explanations column.**

Certification of Self-Assessment of Internal Controls

Attachment A includes a certification which should be completed and signed by the LWDB Executive Director, then reviewed, and signed by the LWDB Chair or their designee, and uploaded to SharePoint.

CONTROL ENVIRONMENT

		<i>Self-Assessment of Policies, Procedures, and Processes</i>					Comments/Explanations
		<i>Weak</i>		<i>Strong</i>			
		1	2	3	4	5	
Principle 1. The organization demonstrates a commitment to integrity and ethical values.							
1.	The LWDB's management and board of directors' commitment to integrity and ethical behavior is consistently and effectively communicated throughout the LWDB, both in words and deeds.	☐	☐	☐	☐	☐	
2.	The LWDB has a code of conduct and/or ethics policy that is periodically updated and has been communicated to all staff, board members, and contracted service providers. Provide the date of the last code of conduct/ethics policy update. How was this update communicated to all staff?	☐	☐	☐	☐	☐	
3.	When the LWDB hires employees from outside of the organization the person is trained or made aware of the importance of high ethical standards and sound internal control. How is ethics training provided to new staff?	☐	☐	☐	☐	☐	
4.	The LWDB management has processes in place to evaluate the performance of staff and contracted service providers against the expected standards of conduct.	☐	☐	☐	☐	☐	
Principle 2. The board of directors demonstrates independence from management and exercises oversight of the development and performance of internal controls.							
5.	The board of directors define, maintain, and periodically evaluate the skills and expertise needed among its members to enable them to question and scrutinize management's activities and present alternate views, and act when faced with obvious or suspected wrongdoing.	☐	☐	☐	☐	☐	
6.	The board of directors oversees the LWDB's design, implementation, and operation of the organizational structure so the board of directors can fulfill its responsibilities.	☐	☐	☐	☐	☐	
7.	The board of directors and/or audit committee maintains a direct line of communication with the LDWB's external auditors and internal monitors.	☐	☐	☐	☐	☐	
8.	The board of directors establishes the expectations and evaluates the performance of the chief executive officer or equivalent role.	☐	☐	☐	☐	☐	

Principle 3. Management establishes, with LDWB oversight, organizational structure, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.							
9.	Management periodically reviews and modifies the organizational structure of the LWDB in light of anticipated changing conditions or revised priorities. Please provide the date of last review.	☐	☐	☐	☐	☐	
10.	Specific lines of authority and responsibility are established to ensure compliance with federal and state laws and regulations and a proper segregation of duties.	☐	☐	☐	☐	☐	
11.	The LWDB management maintains documentation of controls, including changes to controls, to meet operational needs and retain organizational knowledge.	☐	☐	☐	☐	☐	
Principle 4. The organization demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.							
12.	The LWDB's recruitment processes are centered on competencies necessary for success in the proposed role.	☐	☐	☐	☐	☐	
13.	The LWDB provides training opportunities or continuing education to develop and retain sufficient and competent personnel. Training includes a focus on managing awards in compliance with federal and state statutes, regulations, and the terms and conditions of the award.	☐	☐	☐	☐	☐	
14.	The LWDB has succession plans for senior management positions and contingency plans for assignments of responsibilities important for internal control. Describe the succession and/or contingency planning for senior management positions.	☐	☐	☐	☐	☐	
Principle 5. The organization evaluates performance and holds individuals accountable for their internal control responsibilities in the pursuit of objectives.							
15.	Job descriptions include appropriate knowledge and skill requirements for all employees. Components of performance expectations are consistent with federal and state requirements applicable to each position. For all employees, the LWDB regularly evaluates performance and shares the results with the employee.	☐	☐	☐	☐	☐	

16.	The LWDB has mechanisms in place to ensure that all required information is timely published to the LWDB's website in a manner easily accessed by the public in compliance with laws, regulations, and provisions of grant agreements.	☐	☐	☐	☐	☐	
17.	The LWDB's management structure and tone at the top helps establish and enforce individual accountability for performance of internal control responsibilities.	☐	☐	☐	☐	☐	
18.	The LWDB has policies, processes, and controls in place to evaluate performance and promote accountability of contracted service providers (and other business partners) and their internal control responsibilities.	☐	☐	☐	☐	☐	

RISK ASSESSMENT

RISK ASSESSMENT		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
Principle 6. The organization defines objectives clearly to enable the identification of risks and define risks tolerances.							
19.	Management establishes a materiality threshold for each of its major objectives and identifies risk at each location where the LWDB conducts activities.	☐	☐	☐	☐	☐	
20.	Management uses operational objectives as a basis for allocating the resources needed to achieve desired operational and financial performance.	☐	☐	☐	☐	☐	
21.	The LWDB sets entity-wide financial reporting controls and assesses the risks that those controls will not prevent material misstatements, errors, or omissions in the financial statements. Financial reporting controls are consistent with the requirements of federal awards.	☐	☐	☐	☐	☐	
Principle 7. The organization identifies risks to the achievement of its objectives across the organization and analyzes risks as a basis for determining how the risks should be managed.							
22.	Management ensures that risk identification and analysis consider internal and external factors and their potential impact on the achievement of objectives.	☐	☐	☐	☐	☐	

RISK ASSESSMENT

		<i>Self-Assessment of Policies, Procedures, and Processes</i>					Comments/Explanations
		<i>Weak</i>		<i>Strong</i>			
		1	2	3	4	5	
23.	The LWDB adequately and effectively manages risks to the organization and has designed internal controls in order to mitigate the known risks. What new controls, if any, have been implemented since the prior year and which organizational risks do they mitigate?	☐	☐	☐	☐	☐	
24.	The LWDB's risk identification/assessment is broad and includes both internal and external business partners and contracted service providers.	☐	☐	☐	☐	☐	
Principle 8. The organization considers the potential for fraud in assessing risks to the achievement of objectives.							
25.	The LWDB periodically performs an assessment of each of its operating locations' exposure to fraudulent activity and how the operations could be impacted. When was the last assessment performed on each operating location to identify any fraudulent activity? What is the assessment frequency?	☐	☐	☐	☐	☐	
26.	The LWDB's assessment of fraud risks considers opportunities for: • unauthorized acquisition, use and disposal of assets; • altering accounting and reporting records; • corruption such as bribery or other illegal acts; and • other forms of misconduct, such as waste and abuse. Provide a narrative of the system/process for safeguarding cash on hand, such as prepaid program items (i.e. gas cards, Visa cards) against unauthorized use/distribution.	☐	☐	☐	☐	☐	

Principle 9. The organization identifies, assesses, and responds to changes that could significantly impact the system of internal control.							
27.	The LWDB has mechanisms in place to identify and react to significant changes presented by internal conditions including the LWDB’s programs or activities, oversight structure, organizational structure, personnel, and technology that could affect the achievement of objectives. Describe the mechanisms in place to identify and react to significant changes presented by internal conditions, such as what type of event or condition activates the review mechanism.	☐	☐	☐	☐	☐	
28.	The LWDB has mechanisms in place to identify and react to significant changes presented by external conditions including governmental, economic, technological, legal, regulatory, and physical environments that could affect the achievement of objectives.	☐	☐	☐	☐	☐	
29.	Considering significant changes affecting the LWDB, existing controls have been identified and revised to mitigate risks.	☐	☐	☐	☐	☐	

CONTROL ACTIVITIES

						Self-Assessment of Policies, Procedures, and Processes	Comments/Explanations
						Weak Strong	
						1 2 3 4 5	
Principle 10. The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.							
30.	The LWDB has a written business continuity plan which includes contingencies for business processes, assets, human resources, and business partners, and is periodically evaluated and updated to ensure continuity of operations to achieve program objectives.	☐	☐	☐	☐	☐	
31.	Controls employed by the LWDB include authorizations, approvals, comparisons, physical counts, reconciliations, supervisory controls, and ensure allowable use of funds. What type of training is provided to program and administration staff to ensure the allowable use of grant funds?	☐	☐	☐	☐	☐	

Principle 11. The organization selects and develops general control activities over technology to support the achievement of objectives.						
32.	The LWDB periodically (e.g., quarterly, semiannually) reviews system privileges and access controls to the different applications and databases within the IT infrastructure to determine whether system privileges and access controls are appropriate. How frequently (quarterly, semiannually, etc.) are system privileges reviewed?	☐	☐	☐	☐	☐
33.	Management selects and develops control activities that are designed and implemented to restrict technology access rights to authorized users commensurate with their job responsibilities and to protect the organization's assets from external threats.	☐	☐	☐	☐	☐
34.	Management has identified the appropriate technology controls that address the risks of using applications hosted by third parties.	☐	☐	☐	☐	☐
35.	The LWDB has considered the protection of personally identifiable information (PII), as defined in section 501.171(1)(g)1, F.S., of its employees, participants/clients and vendors, and have designed and implemented policies that mitigate the associated risks.	☐	☐	☐	☐	☐
36.	The LWDB has established organizational processes and procedures to address cybersecurity risks to its critical information infrastructure. (Reference: National Institute of Standards and Technology (NIST) Cybersecurity Framework) What measures are being taken to address the risk of cybersecurity in the organization?	☐	☐	☐	☐	☐

Principle 12. The organization deploys control activities through policies that establish what is expected and procedures that put policies into action.							
37.	The LWDB has policies and procedures addressing proper segregation of duties between the authorization, custody, and recordkeeping for the following tasks, if applicable: Prepaid Program Items (Participant Support Costs), Cash/Receivables, Equipment, Payables/Disbursements, Procurement/Contracting, and Payroll/Human Resources.	☐	☐	☐	☐	☐	
38.	The LWDB has written procedures that minimize the time elapsing between the receipt of advanced funds and disbursement of funds as required by 2 CFR 200.305(b)(1).	☐	☐	☐	☐	☐	
39.	The LWDB has processes to ensure the timely submission of required reporting (i.e., financial reports, performance reports, audit reports, internal monitoring reviews, or timely resolution of audit findings).	☐	☐	☐	☐	☐	
40.	The LWDB has a records retention policy and has implemented internal controls to ensure all records are retained, safeguarded, and accessible, demonstrating compliance with laws, regulations, and provisions of contracts and grant agreements.	☐	☐	☐	☐	☐	
41.	LWDB periodically reviews policies, procedures, and related control activities for continued relevance and effectiveness. Changes may occur in personnel, operational processes, information technology, or governmental regulations.	☐	☐	☐	☐	☐	

INFORMATION AND COMMUNICATION

		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
Principle 13. The organization obtains or generates and uses relevant, quality information to support the functioning of internal control.							
42.	Federal, state, or grant program rules or regulations are reviewed by one or more of the following: governing board, audit, finance, or other type committee. How often are these reviewed?	☐	☐	☐	☐	☐	
43.	The LWDB considers both internal and external sources of data when identifying relevant information to use in the operation of internal control.	☐	☐	☐	☐	☐	
44.	The LWDB has controls in place to ensure costs are accurately recorded and allocated to the benefiting federal/state fund or grant.	☐	☐	☐	☐	☐	
Principle 14. The organization internally communicates quality information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.							
45.	Communication exists between personnel, management, and the board of directors so that quality information is obtained to help management achieve the LWDB's objectives.	☐	☐	☐	☐	☐	
46.	There is a process to quickly disseminate critical information throughout the LWDB when necessary. Provide a description of the dissemination process.	☐	☐	☐	☐	☐	
47.	Management has a process for the development, approval and implementation of policy updates and communicates those updates to staff.	☐	☐	☐	☐	☐	

Principle 15. The organization communicates with external parties regarding matters affecting the functioning of internal controls.							
48.	The LWDB has a means for anyone to report suspected improprieties regarding fraud; errors in financial reporting, procurement, and contracting; improper use or disposition of equipment; and misrepresentation or false statements. Describe the process of how someone could report improprieties. Who receives/processes/investigates, etc.?	☐	☐	☐	☐	☐	
49.	The LWDB has processes in place to communicate relevant and timely information to external parties.	☐	☐	☐	☐	☐	
50.	The LWDB has processes in place to communicate the results of reports provided by the following external parties: Independent Auditor, FloridaCommerce Bureau of Financial Monitoring and Accountability, FloridaCommerce Bureau of One-Stop and Program Support, FloridaCommerce Office of Inspector General, Florida Auditor General, and federal awarding agencies (U.S. Department of Labor, U.S. Department of Health and Human Services, and U.S. Department of Agriculture to the Board of Directors).	☐	☐	☐	☐	☐	

MONITORING ACTIVITIES

MONITORING ACTIVITIES						Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
						Weak		Strong			
						1	2	3	4	5	
Principle 16. The organization selects, develops, and performs ongoing and/or separate evaluations to ascertain whether the components of internal controls are present and functioning.											
51.	The LWDB periodically evaluates its business processes such as cash management, comparison of budget to actual results, repayment or reprogramming of interest earnings, draw down of funds, procurement, and contracting activities. Describe the process of how funding decisions are determined. What are the criteria, who initiates/approves, etc.?	☐	☐	☐	☐	☐					

MONITORING ACTIVITIES

		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
52.	The LWDB considers the level of staffing, training and skills of people performing the monitoring given the environment and monitoring activities which include observations, inquiries, and inspection of source documents.	☐	☐	☐	☐	☐	
53.	LWDB management periodically visits all career center locations in its local area (including subrecipients) to ensure the policies and procedures are being followed and functioning as intended. When was the most recent visit performed, by whom, and who were the results communicated to?	☐	☐	☐	☐	☐	
Principle 17. The organization evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the board of directors, as appropriate.							
54.	The LWDB management takes adequate and timely actions to correct deficiencies identified by the external auditors, financial and programmatic monitoring, or internal reviews.	☐	☐	☐	☐	☐	
55.	The LWDB monitors all subrecipients to ensure that federal funds provided are expended only for allowable activities, goods, and services and communicates the monitoring results to the board of directors. Are subrecipient monitoring activities outsourced to a third party? If so, provide the name of the party that performs the subrecipient monitoring activities.	☐	☐	☐	☐	☐	

See next page for signatures

ATTACHMENT A

Florida Department of Commerce Certification of Self-Assessment of Internal Controls

Local Workforce Development Board Number: _____

To be completed by the Executive Director:

A self-assessment of internal control has been conducted for the 2025-2026 fiscal monitoring period. As part of this self-assessment, the Internal Control Questionnaire developed by the Florida Department of Commerce has been completed and is available for review.

Signature: _____

Printed Name: _____

Title: _____

Date: _____

To be completed by the Board Chairperson or their designee:

I have reviewed the self-assessment of internal control that was conducted for the 2025-2026 fiscal monitoring period.

Signature: _____

Printed Name: _____

Title: _____

Date: _____

Please scan and upload to SharePoint an executed copy of this certification on or before **October 31, 2025**.

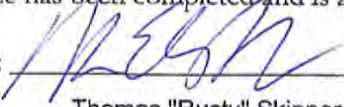
ATTACHMENT A

Florida Department of Commerce Certification of Self-Assessment of Internal Controls

Local Workforce Development Board Number: 10

To be completed by the Executive Director:

A self-assessment of internal control has been conducted for the 2025-2026 fiscal monitoring period. As part of this self-assessment, the Internal Control Questionnaire developed by the Florida Department of Commerce has been completed and is available for review.

Signature: 

Printed Name: Thomas "Rusty" Skinner

Title: CEO

Date: 2/9/26

To be completed by the Board Chairperson or their designee:

I have reviewed the self-assessment of internal control that was conducted for the 2025-2026 fiscal monitoring period.

Signature: 

Printed Name: Carl Flanagan

Title: Board Chair

Date: 2-9-26

Please scan and upload to SharePoint an executed copy of this certification on or before **October 31, 2025**.

2E Segregation of Duties Worksheet																		
Instructions: Enter in the top row the names and position of staff who have any of the responsibilities listed in the table. Place a checkmark (✓) below a name if that person has responsibility for that function.																		
Internal Control Activity	Individuals with Responsibility for Internal Controls																Compensating Controls	
	Thomas Skinner, CEO	Dale French, EVP	Susan Heller, Dir. Of Finance	Cory Weaver, Sr. Dir. Of Operations	Dwain Henderson, Dir. Of IT	Mayra Carrion, Accountant	Wendy Ross, Bookkeeper	Christopher Wilkinson, Asst. Dir. of Career Services	Sandra Crawford, Asst. Dir. Of Workforce Initiatives	Cira Schnettler, Administrative Manager	Name, Position	Name, Position	Name, Position	Name, Position	Name, Position	Name, Position		
Cash/Checks Receipts																		
Opens mail containing checks	C	✓	✓	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Receives cash and checks	C	✓	✓	✓	☐	☐	✓	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Custody of cash and checks	C	☐	☐	✓	☐	☐	✓	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Prepares Bank Deposit	R	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Deposits cash and checks	C	☐	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Post Receipts and deposit transactions into Accounting Records	R	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Reconciles deposits to amounts recorded in the G/L	RR	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Prepares Bank Reconciliation	RR	☐	☐	☐	☐	☐	✓	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	
Approves Bank Reconciliation	A	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Petty Cash Replenishment	C	☐	☐	☐	☐	☐	☐	✓	☐	☐	✓	☐	☐	☐	☐	☐	☐	
Audits Petty Cash	RR	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Prepares Cash Advance Request	R	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Approves Cash Advance Request	A	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Purchasing & Disbursements																		
Creates Requisition	R	☐	☐	☐	☐	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	
Approves Requisition	A	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Creates Purchase Orders	R	☐	☐	☐	✓	☐	☐	☐	✓	✓	✓	☐	☐	☐	☐	☐	☐	
Approves Purchase Orders	A	✓	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Creates Vouchers	R	☐	☐	☐	✓	☐	☐	☐	✓	✓	✓	☐	☐	☐	☐	☐	☐	
Compare Checks with Vouchers	RR	☐	☐	☐	☐	☐	✓	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Approves Vouchers	A	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Authorizes Disbursements	A	☐	✓	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Prepares Checks	C	☐	☐	☐	☐	☐	✓	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Signs Checks - Manual	A	✓	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
- Machine	A	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Custody of Blank Checks	C	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Custody of check signing device	C	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Custody of signature stamp	C	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Distribute Checks	C	☐	☐	☐	☐	☐	☐	✓	☐	☐	☐	☐	☐	☐	☐	☐	☐	

Internal Control Activity		Individuals with Responsibility for Internal Controls															Compensating Controls
		Thomas Skinner, CEO	Dale French, EVP	Susan Heller, Dir. Of Finance	Cory Weaver, Sr. Dir. Of Operations	Dwain Henderson, Dir. Of IT	Mayra Carrion, Accountant	Wendy Ross, Bookkeeper	Christopher Wilkinson, Asst. Dir. of Career Services	Sandra Crawford, Asst. Dir. Of Workforce Initiatives	Cira Schnettler, Administrative Manager	Name, Position	Name, Position	Name, Position	Name, Position	Name, Position	
Updates (Add/Edit) Vendor Files	A	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	
Approves updates to Vendor Files	A	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	
Post Disbursements	R	☐	☐	☐	☐	☐	☒	☒	☐	☐	☐	☐	☐	☐	☐	☐	
Journal Entries																	
Enters accounting transactions/journal entries	R	☐	☐	☒	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Approves accounting transactions/journal entries	A	☐	☐	☒	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Prepays NO PREPAID ITEMS																	
Custody of Prepaid Program Items	C	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Post Prepaid Program Items	R	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Reconciliation of Prepaid Program Items	RR	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Physical Inventory of Prepaid Program Items	RR	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Approves Reconciliation of Prepaid Program Items	A	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Reconciliation																	
Reconciliation of actual to budget revenue and expenditures	RR	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Prepares and Reconciles Financial Reports	R, RR	☐	☐	☐	☐	☐	☒	☒	☐	☐	☐	☐	☐	☐	☐	☐	
Approves Financial Reports and Reconciliations	A	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Reconciliation of SERA Expenditures	R	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Approval of Reconciliation of SERA Expenditures	A	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Personnel																	
Update Employee Records - Hire/terminate from system	R	☐	☒	☐	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	
Update Employee Records - Pay authorizations	A	☐	☒	☐	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	
Update Employee Records - Change compensation and benefits)	A	☐	☒	☐	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	
Reconcile personnel and payroll data	RR	☐	☒	☐	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	
System Access																	
Add/Edit/Delete User Access within the IT Infrastructure	R	☐	☒	☐	☒	☐	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	
Approve User Access within the IT Infrastructure	A	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	

COSO Category	
Record	R
Authorize	A
Custody	C
Reconcile/Review	RR



LWDB Staff Security and Credentialing Certification PY 2025-2026

LWDB Number & Name	CareerSource Citrus Levy Marion - LWDB10
Review Period	PY25-26
Submitted by	Iris Pozo
Date of Submission	Feb-26
☒	By checking this box, I am providing this form in connection with the FloridaCommerce Local Workforce Development Board (LWDB) Staff Security, MIS & Information Security, and Individual Staff Florida Workforce Professional Development Credentialing review. I certify, to the best of my knowledge and belief, that the information and representations provided below are true and correct.

Last Name	First Name	Title	Primary Office Location	Employing Entity	Type of Employer	Date of Hire	Date of Separation	Initial Background Screening Date for New Hires During Review Period	Last Background Screening Date for Employee at Current Employing Entity	Frontline Staff (Y/N)	Date of Frontline Staff Tier 1 Completion	CEUs Earned by Front-Line Staff During Review Period *	Individual Non-Disclosure Form Completion Date	Security Access Form "Add" Completion Dates	System Name(s) on SAF Access Request	Security Access Form Removal Submission Dates (if applicable)	Date of Access to DCF FLORIDA System? (if applicable)	FLORIDA System DCF Security Awareness Completion Date (if applicable)
Lindsey	Christine	Career Development Coach	Levy County One-Stop, Chiefland	CSCLM	LWDB	08/17/2025		8/1/2025	n/a	Y	9/4/2025		7/31/2025	8/1/2025				
Rosario	Julieann	Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	08/11/2025		8/1/2025	n/a	Y	3/10/2023 Previous CS		7/31/2025	7/31/2025				
Vanbuskirk	James	IT Support Tech	Marion County One-Stop, Ocala	CSCLM	LWDB	06/02/2025	10/2/2025	5/8/2025	n/a	N			5/8/2025	5/6/2025				
Battillo	Amber	Intern	Marion County One-Stop, Ocala	CSCLM	LWDB	05/12/2025	08/28/2025	4/30/2025	n/a	N			4/25/2025	5/5/2025				
Torres	Malika	CAREER DEVELOPMENT TECH	Marion County One-Stop, Ocala	CSCLM	LWDB	04/22/2025		4/18/2025	n/a	Y	8/12/2025		4/15/2025	4/15/2025				
Cole	Craig	Janitor	Marion County One-Stop, Ocala	CSCLM	LWDB	04/07/2025		4/2/2025	n/a	N		N/A	4/3/2025	4/3/250	n/a	N/A		
Koger	Kalena	Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	3/24/2025		3/5/2025	n/a	Y	4/28/2025		3/5/2025	3/5/1935	3/5/2025			
Garcia	Samantha	Career Development Coach	Levy County One-Stop, Chiefland	CSCLM	LWDB	12/16/2024			n/a	Y	1/16/2025							
Toscano	MariyJane	MRMA EXECUTIVE DIRECTOR	Marion County One-Stop, Ocala	CSCLM	LWDB	12/7/2024			n/a	N		N/A						
Harris	Kemya	Success Mentor	Marion County One-Stop, Ocala	Eckerd	Service Provider	10/21/2024			n/a	Y	12/20/2024							
Quinones	Juan	Business Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	10/14/2024		3/5/2025	n/a	Y	11/15/2024							
Phillips	Kaley	Digital Marketing Manager	Marion County One-Stop, Ocala	CSCLM	LWDB	10/7/2024			n/a	N	N/A	N/A						
Pinerio	Mary	Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	9/5/2024			n/a	Y	3/13/2024 Previous CS		31.75					
Flores	Raeda	Career Development Coach	Levy County One-Stop, Chiefland	FL Commerce	FL Commerce	8/13/2024			n/a	Y	2/7/2017 Rehire	24.5						
Causey	Therese	Career Development Tech	Marion County One-Stop, Ocala	CSCLM	LWDB	8/6/2024			n/a	Y	12/20/2024							
Howerton	Brittany	Business Development Coach	Levy County One-Stop, Chiefland	CSCLM	LWDB	7/19/2024			n/a	Y	8/22/2024							
Sanders	April	Workshop Coordinator	Marion County One-Stop, Ocala	CSCLM	LWDB	7/19/2024		2/12/2025	n/a	Y	12/18/2024							
Gouveia	Aaliyah	Career Development Coach PT	TALENT CENTER	CSCLM	LWDB	5/6/2024			n/a	Y	12/16/2024							
Avila	Michelle	Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	03/07/2024			n/a	Y	4/29/2024							
Prado	Cristina	Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	01/29/2024			n/a	Y	2/20/2024	19.5						
Austin	Kiska	Career Development Coach	Citrus County One-Stop, Lecanto	CSCLM	LWDB	12/15/2023			n/a	Y	3/27/2024	20.25						
Warren	Patricia	Business Development Coordinator	Citrus County One-Stop, Lecanto	CSCLM	LWDB	12/15/2023			n/a	Y	2/8/2024	20.25						
Sanford	Sophia	Career Development Coach	TALENT CENTER	CSCLM	LWDB	11/06/2023			n/a	Y	12/19/2023	15						
Cox	Heather	Workforce Career Coach/YouthBuild	Marion County One-Stop, Ocala	Eckerd	Service Provider	10/10/2023			n/a	Y	1/19/2024	22.5						
Brown	Amy	Workforce Career Coach	Levy County One-Stop, Chiefland	Eckerd	Service Provider	8/17/2023			n/a	Y	12/19/2023	26.5						
Irvin	April	OPS	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	5/17/2023			n/a	Y	8/21/2023	17.75						
Sanchez	Michelle	Workforce Career Coach	Marion County One-Stop, Ocala	Eckerd	Service Provider	3/22/2023			n/a	Y	6/28/2023	21						
Escandon	Shirley	OPS	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	3/20/2023			n/a	Y	9/11/2023	19.75						
Smallwood	Stephanie	OPS	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	2/27/2023			n/a	Y	4/3/2023	18.5						
Hammer	Stephanie	ESRI	Citrus County One-Stop, Lecanto	FL Commerce	FL Commerce	9/12/2022			n/a	Y								
Greene	Diane	Career Development Coach	Levy County One-Stop, Chiefland	CSCLM	LWDB	09/06/2022			n/a	Y		22.75						
Hernandez	Ana	ESRI	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	8/19/2022			n/a	Y		16						
Patton-Allen	Angelic	Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	07/11/2022			n/a	N	N/A	N/A						
Kong-quee	Talia	Retention Specialist	Citrus County One-Stop, Lecanto	Eckerd	Service Provider	3/16/2022			n/a	Y		19						
Deskovic	Edward	Workforce Development Specialist	Marion County One-Stop, Ocala	Eckerd	Service Provider	1/18/2022			n/a	Y		15.25						
Venerio	Angelica	Business Development Coordinator	Marion County One-Stop, Ocala	CSCLM	LWDB	05/05/2021	6/6/2025		n/a	Y		23						
Rodriguez	Elizabeth	Career Development Coach	Citrus County One-Stop, Lecanto	CSCLM	LWDB	01/11/2021			n/a	Y		28.75						
Belvis	Brenda	Career Development Coach	Citrus County One-Stop, Lecanto	CSCLM	LWDB	09/08/2020			1/23/2025	Y		30.75						
Crawford	Larry	Assistant Director Workforce Initiatives	Marion County One-Stop, Ocala	CSCLM	LWDB	08/24/2020			1/23/2025	N	N/A	N/A						
Trowbridge	Larry	Assistant Director of Career Services	Marion County One-Stop, Ocala	CSCLM	LWDB	03/25/2020	9/30/2025		1/23/2025	Y		15.75						
Miller	Kwame	Systems Administrator	Marion County One-Stop, Ocala	CSCLM	LWDB	03/18/2020			1/23/2025	N	N/A	N/A						
Fish	Brittney	Workforce Career Coach	Marion County One-Stop, Ocala	Eckerd	Service Provider	2/24/2020			n/a	Y		18.5						
Wilkinson	Christopher	Talent Center Manager	TALENT CENTER	CSCLM	LWDB	12/09/2019			5/30/2024	Y		23.25						
Lazu	Little Star	Apprenticeship Coordinator	Marion County One-Stop, Ocala	CSCLM	LWDB	11/18/2019			6/3/2024	Y		28.25						
Peddle-Williams	Carlene	Business Development Coordinator	Marion County One-Stop, Ocala	CSCLM	LWDB	11/18/2019			6/12/2024	Y		16						
Tumlin	Deana	OPS	Levy County One-Stop, Chiefland	FL Commerce	FL Commerce	10/18/2019			6/17/2024	Y		15.75						
Escobar-Givens	Ivette	OPS	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	8/14/2019			6/12/2024	Y		17.25						
Nocera-Marz	Maria	Business Development Coordinator	TALENT CENTER	CSCLM	LWDB	06/26/2019			6/12/2024	Y		26						
Saco	Melissa	Assistant Director of Business Services	Marion County One-Stop, Ocala	CSCLM	LWDB	02/13/2018			5/30/2024	Y		15.5						
Schulze	Michele	Broadband Grant Coordinator	Marion County One-Stop, Ocala	CSCLM	LWDB	01/22/2018			5/30/2024	Y		27.25						
Chlymer	Janet	Career Development Coach	Citrus County One-Stop, Lecanto	CSCLM	LWDB	12/13/2017			9/26/2022	Y		16.5						
Cardona	Syra	ESRI	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	10/23/2017			n/a	Y		20.17						
Nguyen	Tuan	Accountant Exempt	Enterprise Ctr. CF	CSCLM	LWDB	04/03/2017			9/19/2022	N	N/A	N/A						
Roberson	Marcella	Career Center Support Specialist	Citrus County One-Stop, Lecanto	CSCLM	LWDB	10/29/2015			9/15/2022	Y		16						
Schnettler	Gira	Research / Executive Assistant	Enterprise Ctr. CF	CSCLM	LWDB	09/21/2015			9/15/2022	N	N/A	N/A						
Leitgeb	Donald	ESRI	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	7/20/2015			n/a	Y		15						
Wilson-Reich	Victoria	Workforce Career Coach	Citrus County One-Stop, Lecanto	Eckerd	Service Provider	8/18/2014			n/a	Y		21.5						
Shannon	Site Manager	Mobile Career Development Representative	Marion County One-Stop, Ocala	Eckerd	Service Provider	3/10/2014			n/a	Y		21						
Ayala	Henry	LVER	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	11/18/2013			n/a	Y		16						
Colon	Heaven	Program manager	Marion County One-Stop, Ocala	Eckerd	Service Provider	8/14/2013			n/a	Y		15.5						
Salatino	Noreen	Sr. Career Development Coach	Levy County One-Stop, Chiefland	CSCLM	LWDB	11/27/2012			9/21/2022	Y		17						
Ross	Wendy	Sr. Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	06/04/2012			9/15/2022	Y		17.75						
Gamble	Heather	Program Development & Reporting Manager	Enterprise Ctr. CF	CSCLM	LWDB	05/14/2012			9/21/2022	N	N/A	N/A						
Letterman	Deborah	Career Center Manager	Citrus County One-Stop, Lecanto	CSCLM	LWDB	10/03/2011			9/15/2022	Y		21.5						
Litzinger	Steven	Director of Continuous Improvement	Marion County One-Stop, Ocala	CSCLM	LWDB	09/19/2011			9/20/2022	N	N/A	N/A						
Carrión	Mayra	Sr. Bookkeeper	Enterprise Ctr. CF	CSCLM	LWDB	07/01/2011			9/15/2022	N	N/A	N/A						
Davidyock	Carol	Sr. Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	07/01/2011			9/15/2022	Y		21						
Flanders	Jerry	Mobile Career Development Representative	Marion County One-Stop, Ocala	CSCLM	LWDB	07/01/2011			9/20/2022	Y		31.75						
French	Dale	Executive Vice President	Enterprise Ctr. CF	CSCLM	LWDB	07/01/2011			9/15/2022	N	N/A	N/A						
Hancock	Valerie	Sr. Career Development Coach II	Marion County One-Stop, Ocala	CSCLM	LWDB	07/01/2011			9/15/2022	Y		22.5						
Ocasio	Yolanda	Sr. Career Development Coach II	Marion County One-Stop, Ocala	CSCLM	LWDB	07/01/2011			9/26/2022	Y		27.75						
Perez	Luis	Sr. Career Development Coach	Marion County One-Stop, Ocala	CSCLM	LWDB	01/18/2011			9/16/2022	Y		26.25						
Byrnes	Laura	Director of Communications	Enterprise Ctr. CF	CSCLM	LWDB	09/07/2010			9/20/2022	N	N/A	N/A						
Spence	Penny	Mobile Career Development Representative	Marion County One-Stop, Ocala	CSCLM	LWDB	07/25/2008			9/19/2022	Y		27.5						

Weaver	Corian	Director Of Operations	Enterprise Ctr. CF	CSCLM	LWDB	09/08/2007			9/16/2022	N	N/A	N/A					
Young	Sharon	Sr. Career Development Coach II	Marion County One-Stop, Ocala	CSCLM	LWDB	01/10/2004			9/15/2022	Y		23.5					
HELLER	SUSAN	Director of Finance	Enterprise Ctr. CF	CSCLM	LWDB	07/28/1999			9/15/2022	N	N/A	N/A					
Henderson	Dwain	Director of IT	Enterprise Ctr. CF	CSCLM	LWDB	09/21/1998			9/15/2022	N	N/A	N/A					
Johnson	Ardwenia	ESR III	Marion County One-Stop, Ocala	FL Commerce	FL Commerce	4/1/1996			n/a	Y		22.5					
Pozo	Iris	Human Resources Manager / EO Officer	Enterprise Ctr. CF	CSCLM	LWDB	07/01/1995			9/15/2022	N	N/A	N/A					
Skinner	Thomas	CEO	Marion County One-Stop, Ocala	CSCLM	LWDB	07/01/1992			9/15/2022	N	N/A	N/A					