



Career Center Committee  
 College of Central Florida  
 Enterprise Center, Suite 206  
 3003 SW College Rd., Ocala, FL 34474

## AGENDA

Thursday, November 15, 2018 – 9:30 a.m.

<http://careersourceclm.adobeconnect.com/careercenter11-15-2018/>

Conference Call: 1-866-848-2216 – after prompt, enter code 5355193397#

|                                      |             |               |
|--------------------------------------|-------------|---------------|
| Call to Order                        |             | S. Owen       |
| Roll Call                            |             | C. Schnettler |
| Approval of Minutes, August 23, 2018 | Pages 2 - 3 | S. Owen       |

### **ACTION ITEMS**

|                                       |              |           |
|---------------------------------------|--------------|-----------|
| Direct Service Provider Annual Report | Pages 4 - 13 | D. French |
|---------------------------------------|--------------|-----------|

### **DISCUSSION ITEMS**

|                                 |               |           |
|---------------------------------|---------------|-----------|
| Youth Build Finding Resolution  | Pages 14 - 17 | D. French |
| Bridge Grant Performance Report | Pages 18 - 20 | D. French |

### **PROJECT UPDATES**

|                      |               |              |
|----------------------|---------------|--------------|
| Net Promoter Reports | Pages 21 - 27 | S. Litzinger |
| TPMA                 | Pages 28 - 30 | D. French    |
| Panhandle Update     |               | E. Pasbjerg  |
| Coop Video           |               | L. Byrnes    |

### **MATTERS FROM THE FLOOR**

### **ADJOURNMENT**

| 2018 – 2019 MEETING SCHEDULE  |                        |                    |                    |                    |                     |              |
|---|------------------------|--------------------|--------------------|--------------------|---------------------|--------------|
| Business and Economic Development   | Performance/Monitoring | Marketing/Outreach | Career Center      | Executive          | Full Board          |              |
| All committee meetings are held at the CF Ocala Campus, Enterprise Center, Room 206 |                        |                    |                    |                    |                     |              |
| Tuesday, 9:00 am  | Tuesday, 9:00 am       | Wednesday, 9:00 am | Thursday, 9:30 am  | Wednesday, 9:30 am | Wednesday, 11:30 am |              |
| 8/14/18   | 8/21/18                | 8/15/18            | 8/23/18 (10:30 am) | 8/29/18            | 9/12/18             | CF Chiefland |
| 11/6/18   | 11/13/18               | 11/7/18            | 11/15/18           | 12/5/18            | 12/12/18            | MTC Ocala    |
| 2/19/19   | 2/26/19                | 2/20/19            | 2/21/19            | 3/6/19             | 3/13/19             | CF Lecanto   |
| 4/30/19   | 5/7/19                 | 5/8/19             | 5/2/19             | 6/5/19             | 6/12/19             | CF Ocala     |

### **OUR VISION STATEMENT**

*To be recognized as the number one workforce resource in the state of Florida by providing meaningful and professional customer service that is reflected in the quality of our job candidates and employer services.*



**CAREERSOURCE CITRUS LEVY MARION  
Career Center Committee**

**MINUTES**

DATE: August 23, 2018  
PLACE: College Of Central Florida, Enterprise Center, Building 42, Ocala, FL  
TIME: 10:30 a.m.

**MEMBERS PRESENT**

Carol Jones  
Charles Harris  
David Benthussen  
Judy Houlios  
Jorge Martinez  
Lanny Mathis

**MEMBERS ABSENT**

Scott Owen, Chair  
Amy Meek  
Carla Butts  
Debra Stanley  
Gloria Bishop  
Peter Shepis

**OTHER ATTENDEES**

Rusty Skinner, CSCLM  
Kathleen Woodring, CSCLM  
Brenda Chrisman, CSCLM  
Dale French, CSCLM

Cira Schnettler, CSCLM  
Steven Litzinger, CSCLM

**CALL TO ORDER**

The meeting was called to order by Charles Harris, Past Chair, at 10:37 a.m.

**ROLL CALL**

Cira Schnettler called roll and a quorum was declared present.

**APPROVAL OF MINUTES**

Carol Jones made a motion to approve the minutes from the May 25, 2018 meeting.  
David Benthussen seconded the motion. Motion carried.

**ACTION ITEMS**

Training Provider Certifications 2018-19

- David Benthussen made a motion to approve final Targeted Occupation List per the approved programs and providers. Carol Jones seconded the motion. Motion carried.

## Staff Credentialing and Skill Standards Policy

- Jorge Martinez made a motion to approve the draft ADM-23 Staff Credentialing and Skill Standards policy for inclusion in the official CSCLM policies. David Benthussen seconded. Motion carried.

## **DISCUSSION ITEMS**

### Alternative Service Schedule

- Rusty Skinner explained that the State is asking local boards to evaluate if there is a need in our area for our centers' hours to be open beyond Monday through Friday, 8 am – 5 pm. We have garnered as much statistical information as we can, with the tools we have, regarding traffic patterns in our centers reflected on the attached report. We do not see a pattern that would warrant an alternative schedule. Candidates have not been surveyed for a census on a time shift, though. We also do not have access to times and activity occurring on Employ Florida. Rusty asked the committee, based on the information provided, should we explore an alternate schedule. After discussion it was determined that an alternate schedule was not necessary. Rusty explained that this issue will be periodically evaluated and if any changes, or improvements to the data sources occurs, the topic will come before the committee at that time.

## **PROJECT UPDATES**

### Net Promoter Regional Summary Jan-July 2018

- Steven Litzinger reviewed the Net Promoter reports with the committee. The scores are consistent. SNAP customers have recently been introduced to the survey system causing a slight fluctuation. The SNAP program supervisor is working with employees to grow customer service skills with those that engage with the participants.
- Brenda Chrisman updated the committee on hiring events activities. The business services team has surveyed participating businesses and evaluated the hiring event process. After receiving feedback from the businesses a different approach will be taken towards hiring events this year. Events will be targeted by industry versus widespread job fairs or singular events.
  - The recent Medical Career Fair had 18 businesses participating and 86 attendees. There will be a skilled trades job fair on September 18. MTC also requested a hiring event for the upcoming graduating class of construction core program.

## **MATTERS FROM THE FLOOR**

## **ADJOURNMENT**

There being no further business, the meeting was adjourned at 11:12 p.m.

## **APPROVED:**

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## **RECORD OF ACTION/APPROVAL**

### **Career Center Committee Meeting**

**November 15, 2018**

#### **TOPIC/ISSUE:**

Direct Services Annual Report Submission

#### **BACKGROUND:**

The Citrus Levy Marion Regional Workforce Development Board currently acts as the direct service provider for services made available through the One Stop career centers. We have been granted the ability to be the service provider (in lieu of contracting a provider) through a waiver granted by the governor through CareerSource Florida. This waiver was originally granted in 2011. This waiver must be renewed every three years and maintained through submission of an annual report at the beginning of each program year.

This report extends the second year of the current waiver. A full waiver submission will need to be done in 2020.

#### **POINTS OF CONSIDERATION:**

This annual report must be submitted to CareerSource Florida for approval in order to maintain the ability to provide direct services within the One Stop career centers.

#### **STAFF RECOMMENDATIONS:**

Approve submission of the enclosed annual report.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



[careersourceclm.com](http://careersourceclm.com)

October 01, 2018

CareerSource Florida  
1580 Waldo Palmer Lane, Suite 1  
Tallahassee, FL 32308

CareerSource Florida:

Pursuant to CareerSource Florida's Administrative Consultation paper #83 "Direct Provider of Workforce Services", LWDB 10 is submitting the required annual report to maintain as the direct provider of services. This report covers the second year of the three year extension granted in 2016.

The attached request includes all necessary items as specified in the guidance. These items are consistent with those provided in our local plan.

Please contact me with any questions.

Sincerely,

Thomas "Rusty" Skinner  
CEO

3003 SW College Road I Suite 205  
Ocala, Florida 34474  
p. 352-873-7939 | 800-434-5627



# **LWDA 10 – CareerSource Citrus Levy Marion**

## **Direct Services Provider – Annual Report**

### **Overview:**

CareerSource CLM (CSCLM) initially took over direct services in 2011. This change to our business model became a necessity due to continued cuts in formula funding and ongoing reduction of services as a direct result. The initial consolidation resulted in a cost saving of approximately \$455,000.00 by compressing the layer of management between the workforce board and the contracted service provider. Since the restructuring of the organizational chart we have retained the same level of management staffing allowing for additional manpower to be added to our most crucial areas of service provision – front line staff and business development. Our intent is to maintain the current level of management and staffing while routinely monitoring effectiveness and efficiency through ongoing continuous improvement efforts. As unemployment rate figures continue to lower we are finding that the individuals seeking our services are often the hardest to serve populations and require additional assistance with Career and Training services. Our staffing plan allows for additional resources for employment coaching and development of work-based training opportunities.

Since the original re-organization we have also realized a streamlining in management of services and staff by removing a secondary layer of hierarchy. Our current structure allows for direct communication to front line staff and cohesive practices across all levels of management. This direct communication eliminates a ‘middle-man’ and provides a clean, consistent, and unfiltered conduit of information to staff insuring quick turn around on directives and changes in business. It allows us to be more proactive to changes in the economy and business environment by being a more lean and nimble organization.

LWDB 10 was one of the first boards in Florida to commission a One Stop Operator. Procurement was completed in May 2017 allowing for full implementation beginning July 1, 2017. This operator, functioning under the direction of the administrative branch of board staff, is working to build on our continuous improvement efforts and works directly with senior management and the board of directors to ensure all necessary MOUs are in place, are managed and implemented correctly, and all partner programs are working in tandem to braid and blend formula funding for the greatest positive impact in our workforce area. The provider is instrumental in making recommendations

as to methods for added efficiencies and best practices in service provision within our career services.

Additionally, we have found that consistent messaging to front line staff has eliminated most perceived communication issues within the organization. Because administrative and Operator staff closely plan and implement any changes to the organization the consistency of messaging provides a clear and concise vision to all staff. All CareerSource CLM and Operator staff receives the same messaging so all expectations and service delivery requirements are managed and delivered to the same exacting level across all programs of the organization.

The Operator coordinates services within the One Stop career centers, but does not provide direct services. CareerSource CLM staff will continue to deliver basic, individualized, and career services. CareerSource CLM will also continue to provide services for all partner programs that are managed by the One Stop system (see section 6) with the exception of Youth services.

Youth services are contracted to Eckerd Connects. It is our plan to retain a contracted Youth provider due to the complexities and specialization of provision of Youth services.

### **Administrative Structure:**

CareerSource CLM's organizational structure allows for clear delineation between administration and operations. Career Center operations are managed by the Business Services and Career Center Officer. Programmatic support and continuous improvement are driven by the Director of Program Development and the Director of Continuous Improvement. These directors ensure that all partner programs within the One Stop 'system' are performing at maximum efficiency and work directly with the Administrative Manager and EO Officer in regards to internal programmatic reviews and monitoring. The Director of Program Development acts as the liaison between the One Stop Operator and CSCLM senior management. Both of these directors report administratively and act as a firewall for quality and monitoring of the services provided within the One Stop centers. Both work closely with the Business Services and Career Center Officer to ensure maintenance of quality and compliance within the centers.

Administration consists of EO/Human Resources, Information Technology, Finance, Program Development and Continuous Improvement. The staff members within these departments are not directly involved in the daily execution of services within the One Stop centers, but act as oversight and technical support for management and staff in Operations. Below are the primary roles of each department:

- EO/Human Resources – manages all facets of employee record keeping and staff training and development.
- Finance – daily management and processing of all financial budgeting and AR/AP activities generated by Operations and Administration.
- Information Technology – manages all facets of technology and communications for the organizations. Provides support to staff members in all departments and monitors activities within our system to provide a secure network for customers and staff. Information being transmitted through our network is routinely monitored to ensure that all activities fall within the requirements of applicable State and Federal laws.
- Program Development – Conducts ongoing internal monitoring for programs, service accessibility and One Stop Credentialing. Acts as technical assistance to program management and staff in the One Stop career centers and oversees the development, activities, performance and deliverables for all competitive grants. Program Development also contains the functions of EO for the organization as well as the regional security officer to maintain full controls over all applications and systems used within our One Stop career centers. Primary areas of technical support responsibility: Welfare Transition/SNAP, WIOA AD/DW/Youth, TAA.
- Continuous Improvement – conducts ongoing internal monitoring of all programs beyond that conducted by the Program Development unit. This unit also manages customer and employer surveys through the Net Promoter Score to monitor and maintain a high level of services throughout the system. Primary areas of technical support responsibility: Wagner Peyser, JVSG, RESEA and mobile unit service provision.

All departments report to the Executive Vice President who in turn reports to the Chief Executive Officer.

Because we are currently acting as the service provider we manage all partner grants funded through the DEO:

- Wagner Peyser
- Veteran Outreach
- WIOA – Workforce Innovation and Opportunity Act (Adult, Dislocated, Youth)
- TANF – Temporary Assistance for Needy Families
- SNAP – Supplemental Nutrition Assistance Program
- TAA – Trade Assistance Act
- RESEA
- Recently received grants: YouthBuild, Bridge to Skilled Trades



We are working on the same organizational structure and staffing level as during our original request in 2011. At that time, the compression of the organizational chart reduced the management of the provider – eliminating seven positions that would be deemed redundant under direct management. Between benefits and salaries that reduction accounted for a total of \$455,000.00. That savings, coupled with ongoing budgetary reductions allows us to continue providing full services to our customers while maintaining quality and performance. Since our original request to provide direct services in 2011 and our most recent operating budget for program year beginning July 1, 2018 we are still experiencing a difference of 8% reduction in funding and reached a disparity level of 42% during the 2016/2017 program year. Annual operating budgets for recent years are detailed below:

|  |               |              |
|--|---------------|--------------|
| Initial Request to Provide Direct Services | PY 2011/2012: | \$10,203,262 |
| Second Request to Provide Direct Services  | PY 2013/2014: | \$ 7,260,495 |
| Third Request to Retain Direct Services    | PY 2016/2017: | \$ 5,985,492 |
| 2017 Request to Retain Direct Services     | PY 2017/2018: | \$ 7,937,502 |
| 2018 Request to Retain Direct Services     | PY 2018/2019: | \$ 9,484,445 |

### **Performance:**

Two performance charts are provided below to illustrate the positive impacts of direct services to our annual performance. The first chart shows the performance figures for LWDA 10 in regards to Common Measures dating back to the program year prior to direct service provision by the board. The dip in AD and DW entered employment rate (PY 13/14) resulted from mass case closures stemming from ARRA enrollments in 2008 and 2009. Many of these cases were inactive and closure was approved through the DEO. The chart shows all performance measures that: Not Met, Met, or Exceeded negotiated performance since these numbers were tracked.

The second chart shows the quarterly progression of performance for PY 2017/2018. With the exception of Adult Median Wages 2<sup>nd</sup> Quarter After Exit we exceeded in all categories. We continue to monitor and analyze Adult data from last program year to determine the best strategy to raise 2<sup>nd</sup> quarter wages, though this appears to be a statewide issue.

**PY 2015 - 2016 FLORIDA WORKFORCE COMMON MEASURES**  
**LWDA 10 - CareerSource Citrus Levy Marion**  
 July 1, 2010 - June 30, 2016 Outcomes

| Common Measures                       | Performance<br>2010-2011 | Performance<br>2011-2012 | Performance<br>2012 -2013 | Performance<br>2013 -2014 | Performance<br>2014-2015 | Performance<br>2015-2016 | PY 2015-2016<br>Performance<br>Goals | % of PY 2015-2016<br>Performance Goal<br>Met |
|---------------------------------------|--------------------------|--------------------------|---------------------------|---------------------------|--------------------------|--------------------------|--------------------------------------|--|
| <b>Adults:</b>                        |                          |                          |                           |                           |                          |                          |                                      |  |
| Entered Employment Rate               | 95.80%                   | 86.90%                   | 91.10%                    | 57.00%                    | 84.75%                   | 74.71%                   | 87.70%                               | 85.19%                                       |
| Employment Retention Rate             | 88.80%                   | 93.40%                   | 87.80%                    | 85.41%                    | 93.30%                   | 96.43%                   | 86.10%                               | 112.00%                                      |
| Average 6-Months Earnings             | \$19,674.60              | \$16,129.70              | \$13,811.20               | \$14,105.05               | \$16,024.16              | \$15,651.31              | \$13,533.20                          | 115.65%                                      |
| <b>Dislocated Workers:</b>            |                          |                          |                           |                           |                          |                          |                                      |  |
| Entered Employment Rate               | 94.10%                   | 93.30%                   | 93.30%                    | 53.66%                    | 79.75%                   | 72.22%                   | 87.21%                               | 82.81%                                       |
| Employment Retention Rate             | 92.80%                   | 90.80%                   | 91.30%                    | 84.95%                    | 89.00%                   | 94.87%                   | 86.50%                               | 109.68%                                      |
| Average 6-Months Earnings             | \$14,059.30              | \$13,982.50              | \$13,172.60               | \$12,494.72               | \$15,986.97              | \$15,741.08              | \$13,636.40                          | 115.43%                                      |
| <b>Youth Common Measures:</b>         |                          |                          |                           |                           |                          |                          |                                      |  |
| Placement in Employment or Education  | 38.40%                   | 71.40%                   | 87.80%                    | 71.13%                    | 76.47%                   | 74.68%                   | 83.32%                               | 89.64%                                       |
| Attainment of a Degree or Certificate | 46.90%                   | 88.50%                   | 92.40%                    | 90.77%                    | 82.02%                   | 74.30%                   | 92.10%                               | 80.67%                                       |
| Literacy and Numeracy Gains           | 30.20%                   | 38.00%                   | 69.20%                    | 64.64%                    | 57.84%                   | 63.08%                   | 68.30%                               | 92.36%                                       |
| <b>Wagner-Peyser:</b>                 |                          |                          |                           |                           |                          |                          |                                      |  |
| Entered Employment Rate               | 47.00%                   | 53.00%                   | Not Available             | 67.00%                    | 62.95%                   | 60.36%                   | 63.50%                               | 95.06%                                       |
| Employment Retention Rate             | 78.00%                   | 81.00%                   | Not Available             | 83.00%                    | 84.01%                   | 84.73%                   | 79.00%                               | 107.25%                                      |
| Average 6-Months Earnings             | \$11,357.00              | \$11,393.00              | Not Available             | \$11,449.00               | \$11,831.46              | \$12,765.00              | \$11,160.00                          | 114.38%                                      |

|  |
|--|
| Not Met (less than 80% of negotiated)      |
| Met (80-100% of negotiated)                |
| Exceeded (greater than 100% of negotiated) |

**WIOA INDICATORS OF PERFORMANCE**  
**CareerSource Citrus Levy Marion**  
 July 1<sup>ST</sup>, 2017 – June 30<sup>TH</sup>, 2018

| Measures                           | PY2017-2018<br>1st Quarter<br>Performance | PY 2017-2018 %<br>of Performance<br>Goal Met For<br>Q1 | PY2017-2018<br>2nd Quarter<br>Performance | PY 2017-2018 %<br>of Performance<br>Goal Met For<br>Q2 | PY2017-2018<br>3rd Quarter<br>Performance | PY 2017-2018 %<br>of Performance<br>Goal Met For<br>Q3 | PY2017-2018<br>4th Quarter<br>Performance | PY 2017-2018 %<br>of Performance<br>Goal Met For<br>Q4 | PY 2017-2018<br>Performance<br>Goals |
|------------------------------------|---|--|---|--|---|--|---|--|--------------------------------------|
| <b>Adults:</b>                     |   |  |   |  |   |  |   |  |                                      |
| Employed 2nd Qtr After Exit        | 85.00                                     | 95.51  | 97.60                                     | 109.66   | 91.50                                     | 102.81   | 90.70                                     | 101.91   | 89.00                                |
| Median Wage 2nd Quarter After Exit | \$5,403                                   | 68.83  | \$6,577                                   | 83.78  | \$7,150                                   | 91.08  | \$6,361                                   | 81.03  | \$7,850                              |
| Employed 4th Qtr After Exit        |   | 0.00   |   | 0.00   | 81.00                                     | 95.29  | 90.50                                     | 106.47   | 85.00                                |
| <b>Dislocated Workers:</b>         |   |  |   |  |   |  |   |  |                                      |
| Employed 2nd Qtr After Exit        | 75.00                                     | 90.36  | 83.30                                     | 100.36   | 85.70                                     | 103.25   | 88.90                                     | 107.11   | 83.00                                |
| Median Wage 2nd Quarter After Exit | \$11,913                                  | 173.91   | \$11,913                                  | 173.91   | \$12,124                                  | 176.99   | \$12,124                                  | 176.99   | \$6,850                              |
| Employed 4th Qtr After Exit        |   | 0.00   |   | 0.00   | 75.00                                     | 94.94  | 83.30                                     | 105.44   | 79.00                                |
| <b>Youth:</b>                      |   |  |   |  |   |  |   |  |                                      |
| Employed 2nd Qtr After Exit        | 72.22                                     | 95.03  | 78.90                                     | 103.82   | 78.60                                     | 103.42   | 83.50                                     | 109.87   | 76.00                                |
| <b>Wagner Peyser:</b>              |   |  |   |  |   |  |   |  |                                      |
| Employed 2nd Qtr After Exit        | 67.54                                     | 105.53   | 67.15                                     | 104.92   | 68.70                                     | 107.34   | 68.90                                     | 107.66   | 64.00                                |
| Median Wage 2nd Quarter After Exit | \$4,729                                   | 97.51  | \$5,184                                   | 106.89   | \$4,834                                   | 99.67  | \$4,890                                   | 100.82   | \$4,850                              |
| Employed 4th Qtr After Exit        |   | 0.00   |   | 0.00   | 68.00                                     | 103.03   | 68.70                                     | 104.09   | 66.00                                |

|                                       |
|---------------------------------------|
| Not Met (less than 90% of negotiated) |
| Met (90-100% of negotiated)           |
| Exceeded (greater than 100%)          |

## **Business Highlights and Best Practices:**

### **Internal Communications – In The Know!**

- Development of a weekly e-mail newsletter to all internal staff members and partners.
- Provides weekly updates, helpful hints for Employ Florida, programmatic updates, state, federal, and local policy changes and a weekly trivia question to bolster internal knowledge of all aspects of workforce

### **Florida Probation and Parole**

- We conduct monthly workshops and hiring events at their facility
- Career center office space is provided at the Marion and Citrus Career Centers so jobseekers can conduct required visits to their probation offices while conducting job searches at our offices
- We are currently developing a veteran offender workshop that will roll out in 2019

### **Marion County Judicial Court System**

- Currently coordinating with the judicial courts system to support child support enforcement agency staff to connect parents without employment to CSCLM services. Our Mobile Unit is scheduled to make onsite quarterly visits to the court house for court ordered individuals to use our services.

### **Soft Skills**

- Conducting soft skills training to middle and High school students in all three counties
- Expanding WIN soft skill certification by offering to all high school seniors in Marion County
- Training Citrus County school instructor on how to teach soft skills and connecting them to the WIN soft skill certification

### **Senior Workshop – Citrus County**

- We are working with Citrus County SCORE to identify seniors over 55 who are seeking employment, but having difficulty due to lack of hard skills (ie. Computer, technology)
- Hosting senior workshops to bring seniors back into the workforce and connecting them to businesses needing experience workers

### **College of Central Florida Partnership**

- Assisting by conducting in-classroom workshops to share soft skills, social media and resume writing tips for future graduates
- Partnering to provide paid internship opportunities for students
- Planned specialized hiring events for spring semester graduates in tandem with workshops focusing on soft skills and resume writing

### **Marion County Public Schools**

- Promoting Apprenticeship Expansion through Marion Technical College to support construction needs in the area by developing carpentry, masonry, heating ventilation and air conditioning, plumbing, and electrical apprenticeship programs

### **Levy County**

- Launching the Levy County Business Alliance quarterly meetings. These meetings bring small businesses together with guest speakers to discuss how to grow businesses using resources from Grow Florida

### **Career Center Training**

- We have established standardized training for all CSCLM staff:
  - All staff have received rigorous training on resume critique. We currently have 10 staff that are nationally certified as Certified Professional Resume Writers (CPRW)
- Mock Interviewing – all staff have been trained to deliver consistent messaging and delivery techniques

### **Sector Focused Hiring Events**

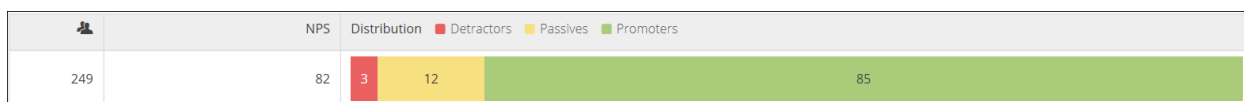
- Business Services staff are aligned by sector for job order maintenance, hiring events and experiential learning development
- We have added specialized recruitment staff by sector to focus on placement and recruitment needs of local business
- We have moved away from the traditional model of job fairs. In times of low unemployment we find that attendance is spotty and does not often meet the needs of all attending businesses. Focus is given to creating smaller, industry specific hiring events where specialized marketing and promotion can be conducted to drive the needed attendance

**Net Promoter Score:** LWDB 10 currently uses the Net Promoter Score (NPS) customer service rating system that has become common place in large corporations. Surveys are sent to customers at various benchmarks as they receive CSCLM services. Customers actively participating in each of the partner programs are solicited for feedback on their overall customer experience. The information is reported back to staff and management. We have instituted a ‘closed loop’ approach for any negative feedback (detractors). Any score received that is less than a 7 out of a 0-10 rating receives a call from management inquiring to what could have been done better to improve the customer experience. The chart below is an aggregate display of overall satisfaction for all of our centers. This style of report is broken down internally by office and program to provide real-time satisfaction ratings within our system. This example shows the results of 249 customers surveyed.

Detractors rating: 1-6

Passive rating: 7 or 8

Promoter rating 9 or 10



Per NPS, a score of 50 or higher equates to an excellent service score. It is important to note that our score in program year 2016-2017 was 46. This score was raised to 62 in program year 2017-2018.

**Outreach:** CSCLM participates in bi-weekly radio shows hosted on local talk-radio station WOCA 96.3 in Ocala. These 30 minute radio spots feature staff and partners of the One Stop system to raise community awareness of upcoming events, initiatives and news about the state of the labor force. WOCA has been broadcasting in Ocala since 1959 and is a well-respected source for local news and events.



FINAL DETERMINATION  
YouthBuild (YB)

SEP 26 2018

Reference: June 28, 2018

Mr. Thomas Skinner  
Chief Executive Officer  
Citrus Levy Marion Regional Workforce Development Board Inc.  
3003 SW College Rd, Suite 205  
Ocala, FL 34474-4415

Dear Mr. Skinner:

This letter is to transmit the Grant Officer's (GO) Final Determination (FD) on the audit of the Employment and Training Administration (ETA) program operated by Citrus Levy Marion Regional Workforce Development Board Inc. The Initial Determination was issued on the date referenced above. The final audit report (FAR) contains \$5,952.64 in questioned costs. The enclosed FD on the audit finding is summarized as follows:

Audit Report Number: OIG-04-18-002-03-001  
Audit Period: July 1, 2011 through June 30, 2016  
Grant No.: YB-24696-13-60-A-12  
Amount Questioned: \$5,952.64  
Amount Allowed: \$5,952.64  
Amount Disallowed and Subject to Federal Debt Collection: \$0

You are hereby notified that all questioned costs are allowed.

Copies of the FD are being provided to the Office of the Inspector General for Audit and the ETA Regional Administrator.

Sincerely,

A handwritten signature in black ink, appearing to read "Ana I. Mulero", is written over a horizontal line.

ANA I. MULERO

Grant Officer

Division of Policy, Review, and Resolution

Enclosure



YouthBuild (YB)

**SEP 26 2018**

Reference: June 28, 2018

SUBJECT: FINAL DETERMINATION

REFERENCES: YouthBuild Program— Citrus Levy Marion Regional  
Workforce Development Board Inc.

Audit Report Number: OIG-04-18-002-03-001  
Audit Period: July 1, 2011 through June 30, 2016  
Grant No.: YB-24696-13-60-A-12  
Amount Questioned: \$5,952.64  
Amount Allowed: \$5,952.64  
Amount Disallowed and Subject to Federal  
Debt Collection: \$0

This is the Grant Officer's (GO) Final Determination (FD) on the findings and recommendations contained in the above-referenced performance audit report (PAR) on the Employment and Training Administration's (ETA) YouthBuild program and the resulting finding for the YouthBuild program operated by the Citrus Levy Marion Regional Workforce Development Board Inc. (WDB). The audit report covered the period of July 1, 2011 through June 30, 2016. The audit report contained questioned costs in the amount of \$5,952.64 for WDB.

The performance audit was performed by the Office of the Inspector General (OIG) in accordance with generally accepted auditing standards issued by the United States Comptroller General, Single Audits of States, Local Governments and Non-Profit Organizations.

On May 2, 2018, the GO transmitted the PAR to the grantee as issued to the U.S. Department of Labor, Employment and Training Administration (USDOL/ETA) by the OIG.

On May 4, 2018, WDB responded by telephone to the PAR.

On June 28, 2018, the GO transmitted the Initial Determination (ID) to WDB, which provided WDB with another opportunity to respond to the audit findings.

On July 23, 2018 and August 6, 2018, WDB provided responses to the ID.

All available information has been reviewed and considered in developing this FD.

## QUESTIONED COSTS:

|                             |   |                   |
|-----------------------------|---|-------------------|
| <b>Finding No. 1:</b>       | <b>Noncompliance with YB Program Requirements</b> | <b>\$5,952.64</b> |
| <b>OIG Recommendation 3</b> | <b>(Pages 2-7)</b>                                |                   |

OIG's review disclosed that grantee did not comply with program requirements and allowed participants to remain in the YB program longer than the 24 month limitation established by federal regulations resulting in a questioned cost in the amount of \$5,952.64.

20 CFR § 672, Subpart C, Section 672.315, April 16, 2012, states, "An eligible individual selected for participation in the program must be offered full-time participation in the program for not less than 6 months and not more than 24 months."

2 CFR 200.303, December 26, 2014, states, "The non-Federal entity must: (a) Establish and maintain effective internal control over the Federal award that provides reasonable assurance that the non-Federal entity is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. These internal controls should be in compliance with 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 Federal statutes, regulations, and the terms and conditions of the Federal awards."

29 CFR § 99.300(b), July 1, 2015, states, "Auditee shall maintain internal control over Federal program that provides reasonable assurance that the auditee is managing Federal awards in compliance with laws, regulations, and the provisions of contract or grant agreements that could have a material effect on each of its federal programs."

OIG recommended that the Assistant Secretary for ETA ensure grantees are complying with federal regulations and recover questioned costs from grantees that allowed participants to remain in the YB program for more than 24 months. OIG identified \$5,952.64 in questioned costs for the grantee.

In response to OIG, ETA concurred with the finding and has initiated the audit resolution process and is issuing the initial and final determination outlined in the Department of Labor Manual Series (DLMS) 8 Chapter 500 to determine if the disallowed costs subject to repayment. ETA explained that there are three possible reasons that could lead to a participant appearing to have been served for more than 24 months: the grantee did not understand the policy relating to the allowable period of time to serve participants; the grantee chose to disregard the policy or the grantee re-enrolled participants it served previously after a gap in service. With regard to the last reason, the re-enrollment of previous participants, it is possible that some of the participants in question were not in the program for more than 24 months. The web-based case management system used by grantees under WIA was not designed to track gaps in service that often occur when serving disconnected youth populations. Youth often leave the program and reappear later for additional support. When this occurs, the system is unable to show that the participant left and then returned, and instead shows that the participant received continuous services.

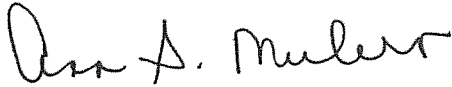
In response to the PAR, WDB contacted ETA to inquire about the audit resolution process but did not submit documentation.



In response to the ID, WDB submitted participant case notes and activity history from their State MIS tracking system, EmployFlorida.com. The documentation clearly demonstrated that the YouthBuild participants identified in the program audit were exited from the program within the allowable period for participation.

ETA determined that the grantee submitted sufficient documentation to resolve the questioned costs.

**Determination: Based on the above, questioned costs in the amount of \$5,952.64 are allowed.**

A handwritten signature in black ink, appearing to read "Ana I. Mulero". The signature is fluid and cursive, with the first name "Ana" and last name "Mulero" clearly distinguishable.

ANA I. MULERO  
Grant Officer  
Division of Policy, Review and Resolution

# CareerSource Citrus Levy Marion

## Bridge to Skilled Trades Grant

Performance Report - July 1, 2017 through September 30, 2018

### Scope of Work:

Our Bridge to Skilled Trades grant is comprised of three components of training: Commercial Driving (CDL-A), Construction Core and Manufacturing Core. Each component is designed to meet immediate training needs in targeted industries within our region. The Construction and Manufacturing components provide core competency training within their respective industries. The Construction Core training results in the National Center for Construction Education & Research (NCCER) credential. Both the Construction and Manufacturing components couple paid work experience and On the Job Training (OJT) opportunities to assist local businesses offset the extraordinary costs of hiring new employees. Both of these work-based initiatives exhibit our investment and commitment to the program's success with our business customers.

### Enrollments/Participants:

**CDL Training** – Through September 30, 2018 we had 36 enrollments into CDL training. Of the 36 enrollments 11 are currently working in training related employment and 2 working in non-training related employment. The remaining are still in training or interviewing.

Enrollment Goal for Grant: 24

Enrollments to year one goal: 150% of goal

Average wage at placement: \$14.93

**Construction Core** – The construction core program was newly created through our partnership with Marion Technical College and Withlacoochee Technical College. Through September 30, 2018 three classes were offered between the two schools which resulted in 21 enrollments with 7 entering training related employment and 2 entering non-training related employment. Each class concluded with a special hiring event at the college with industry related businesses. Recruitment and enrollment will continue as we work with local builders, the local builders associations and apprenticeship representatives.

Enrollment Goal for Grant: 48

Enrollments to year one goal: 43% of goal

Average wage at placement: \$12.64

**Manufacturing Core** – the manufacturing core program is currently under development and will be launching in the spring of 2019. We are working with several manufacturing partners to maximize our efforts in this program. Lockheed Martin will be the primary partner and is needing to do mass training/hiring. Due to this need we have held back on enrollments since Lockheed is working with us on the final curriculum development.

Enrollment Goal for Grant: 48

Enrollments to year one goal: N/A

Average wage at placement: N/A

## **Timetables:**

**CDL Training** – we have exceeded our timetables for enrollments and goals. Close partnership with Truck Driver Institute and Marion Technical College have led 150% of enrollments for the grant. We will be wrapping up the CDL component of the grant during the fall of 2018.

**Construction Core** – this program is on track with enrollments with our most recent class beginning in August 2018. Continued classes will see our goals made for this program by spring of 2019. Ongoing hiring events are scheduled to be held for all current and previous course graduates through spring of 2019.

**Manufacturing Core** – this program is behind in development, but was delayed to allow for coordination with Lockheed Martin. Lockheed will be instrumental in the curriculum development for the Manufacturing Core classes and will embrace advanced methods of manufacturing. Although we have not begun enrollments for this program it is anticipated that all 48 needed enrollments and placements will occur in spring 2019.

## **Successes:**

The CDL component of the training has been a tremendous success. Not only have we reached 150% of our enrollment goal for the life of the grant, but due to negotiations with our training providers we will be able to train a total of 42 drivers with the funding provided in the grant.

Our quick influx of CDL drivers has led to additional industry partnerships with local businesses. This additional supply has led trucking companies from inside and outside of our three county region to reach out to us to partner for placement.

## **Challenges:**

The manufacturing component of the training is considered a challenge since it is still in development. This delay was intentional to satisfy the immediate needs for CDL drivers. We are working with our local manufacturers to refine the curriculum to ensure the skills obtained will allow for swift placement. While this component is behind schedule there are no concerns with meeting grant deliverables.

## **Additional Information for Funding:**

At this time we feel we are on track with the original budget as submitted during the application process. A reduction in tuition rates for our CDL program will lead to additional trainee enrollments. Support services expenditures have been less than expected. These expenditures will be monitored and a request to move funds into ITA costs may be requested during the next reporting period.

## **Return on Investment:**

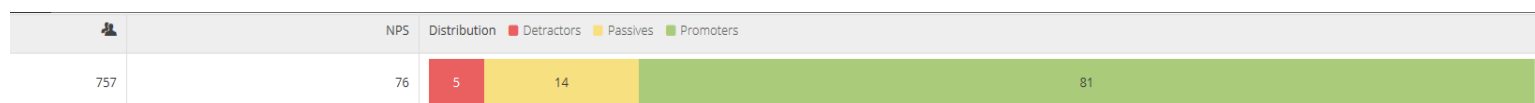
This grant has provided for development of three sustainable training programs that will extend beyond the grant period. All three programs are relevant to our in-demand and expanding targeted sectors. This grant provided us the flexibility to develop these programs with our local educational providers with the intent of continuation beyond funding availability.

# NET PROMOTER

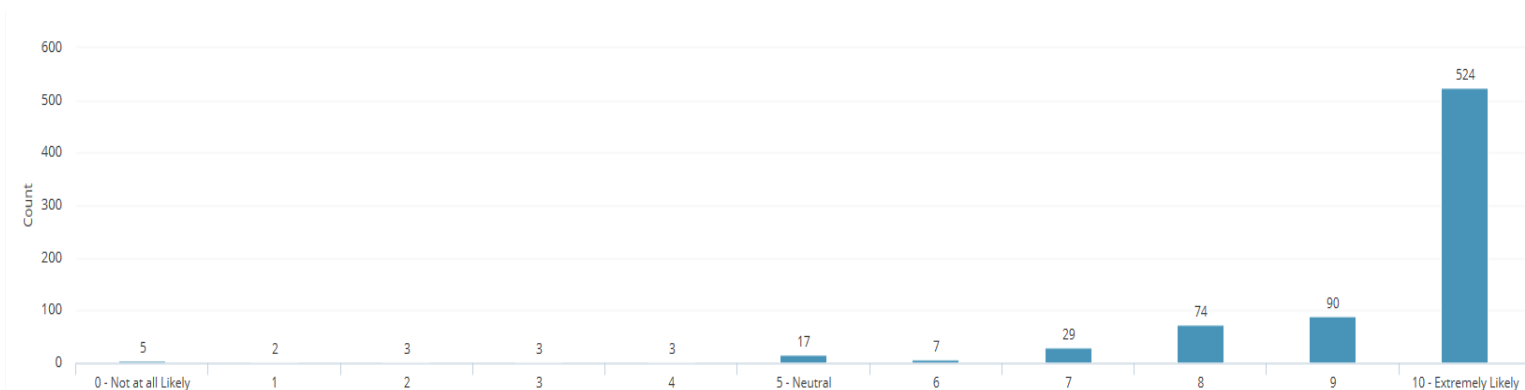
## Transactional Net Promoter Cumulative Report Jan to Oct 2018

| Candidate Report               | Region 10 Net Promoter Score 2018 |
|--------------------------------|-----------------------------------|
| Net Promoter Score–Area/Region | ► +76                             |

**Some Context on the Score:** This score is based on a survey taken approximately 1 to 4 weeks after the first service. Net Promoter scores range between -100 and +100. Based on global NPS standards, any score 0 to 49 would be considered “Good” – scores between 50 and 69 are “Excellent” and scores 70 and above are considered “World Class” or “Exceptional”. Simply put, any positive score means that you have more promoters (advocates willing to recommend you) than detractors (unhappy or dissatisfied customers).



### Transactional Net Promoter Score Distribution By Rating



### Transactional Net Promoter Score By Office

| City          |     | NPS | Distribution   |
|---------------|-----|-----|--|
| Chiefland     | 44  | 84  | <div> <div>Detractors: 2</div> <div>Passives: 11</div> <div>Promoters: 86</div> </div> |
| Lecanto       | 186 | 79  | <div> <div>Detractors: 3</div> <div>Passives: 16</div> <div>Promoters: 82</div> </div> |
| Ocala         | 526 | 74  | <div> <div>Detractors: 6</div> <div>Passives: 13</div> <div>Promoters: 80</div> </div> |
| Talent Center | 1   | 100 | <div> <div>Detractors: 0</div> <div>Passives: 0</div> <div>Promoters: 100</div> </div> |

### Transactional Net Promoter Word Cloud

helpful staff job great service resume friendly professional career good knowledgeable nice people helped always everyone information excellent time extremely work source needed get questions search well find services assistance customer feel informative like really employment provided resources kind will able way better available center courteous everything gave looking ms ricky assist awesome computer helping just lot one person process willing employees office patient getting go many received need new patterson treated can computers explained respect things use best caring done even experience finding going got learned made mr much needs place polite amazing attention attentive easy encouraging felt given

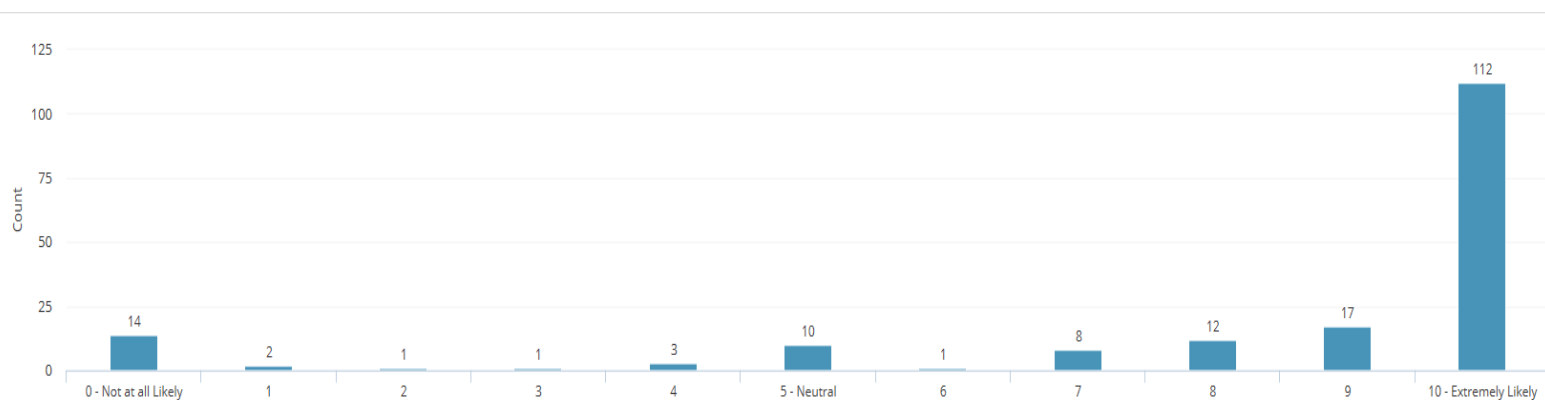
## Relationship Net Promoter Cumulative Report Jan to Oct 2018

| Candidate Report               | Region 10 Net Promoter Score 2018 |
|--------------------------------|-----------------------------------|
| Net Promoter Score–Area/Region | ► +53                             |

**Some Context on the Score:** **This score is based on a survey taken approximately 6 months after the first service.** Net Promoter scores range between -100 and +100. Based on global NPS standards, any score 0 to 49 would be considered “Good” – scores between 50 and 69 are “Excellent” and scores 70 and above are considered “World Class” or “Exceptional”. Simply put, any positive score means that you have more promoters (advocates willing to recommend you) than detractors (unhappy or dissatisfied customers).

|     | NPS | Distribution | Detractors | Passives | Promoters |
|-----|-----|--------------|------------|----------|-----------|
| 181 | 53  |              | 18         | 11       | 71        |

### Relationship Net Promoter Score Distribution By Rating



### Relationship Net Promoter Score By Office

| City      |     | NPS | Distribution | Detractors | Passives | Promoters |
|-----------|-----|-----|--------------|------------|----------|-----------|
| Chiefland | 10  | 60  |              | 10         | 20       | 70        |
| Lecanto   | 46  | 37  |              | 26         | 11       | 63        |
| Ocala     | 125 | 59  |              | 15         | 10       | 74        |
| Overall   | 181 | 53  |              | 18         | 11       | 71        |

### Relationship Net Promoter Word Cloud

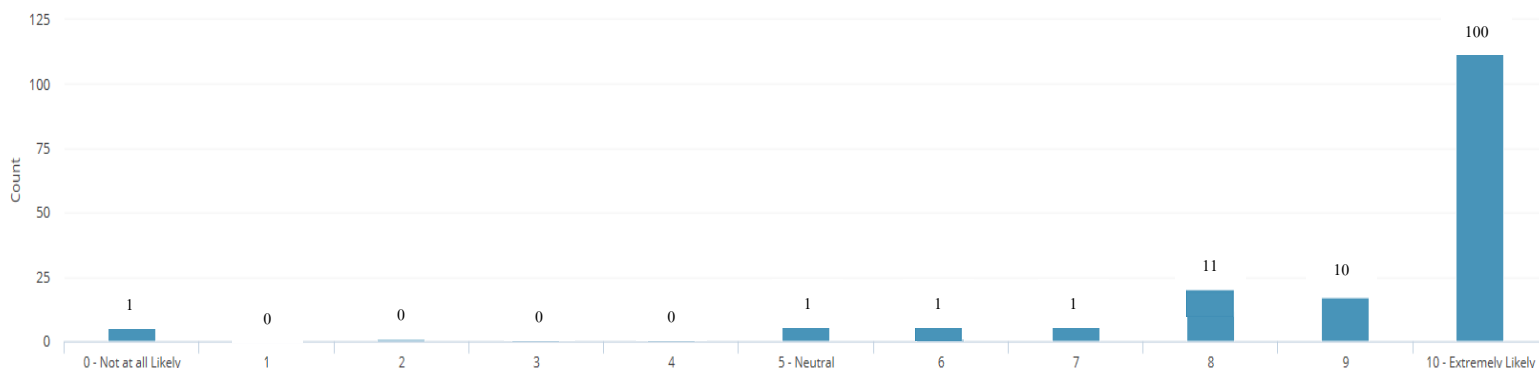
helpful job service staff friendly people professional get good great helping work always employment knowledgeable like resume career found helped never everyone find know need office services best employees everything excellent lot provided questions really source system time use working alicia back better can careersource customer extremely looking many one opportunities take able agency already areas assist available care computer day different experience fact florida genuine getting helpfull interviews jobs just knowledge much needed needs nice now offers others person personnel pleasant resources resumes someone training will writing



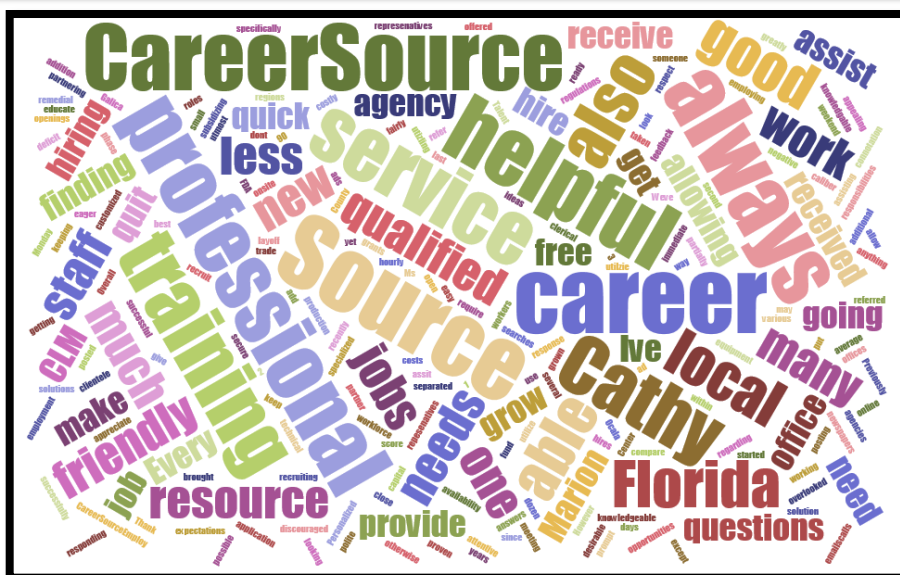
# Business Report

## Net Promoter Score—Area/Region

**Some Context on the Score:** **This score is based on a survey taken approximately 6 months after the first service. Net Promoter scores range between -100 and +100.** Based on global NPS standards, any score 0 to 49 would be considered “Good” – scores between 50 and 69 are “Excellent” and scores 70 and above are considered “World Class” or “Exceptional”. Simply put, any positive score means that you have more promoters (advocates willing to recommend you) than detractors (unhappy or dissatisfied customers).



## Business Net Promoter Word Cloud



| Contact Name      | Address Line 1 | Likely to Recommend-Value | Recommend Comment  | Call Center Services-Value | Effectiveness of Job Search Tools-Value | Email and Voice Mail Responsiveness-Value | Employ Florida - Ease of use-Value | Office Cleanliness-Value | Satisfaction : The availability of technology (computers, printers, copiers, fax etc) in our resource room-Value | Staff Effectiveness-Value | Staff Friendliness-Value | Staff Knowledge-Value | Staff Professionalism-Value | Utilize in the Future-Value | Wait Time-Value | Welcome Desk Services-Value |
|-------------------|----------------|---------------------------|--|----------------------------|---|---|------------------------------------|--------------------------|--|---------------------------|--------------------------|-----------------------|-----------------------------|-----------------------------|-----------------|-----------------------------|
| WAYNE SWIFT       | Marion County  | 10                        | Alicia provided me with a wealth of knowledge from resume writing, interviewing, and educational opportunities. She was very easy to work with and kept me motivated.  | 10                         | 9                                       | 10  | 8                                  | 9                        | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 9                           |
| Hermion McCain    | Levy County    | 10                        | Friendly, professional   | 9                          | 9                                       | 10  | 10                                 | 10                       | 10   | 9                         | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| CRISTINA MURRAY   | Citrus County  | 5                         | Can't get there to far to walk no car, no job , no Money   | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| HEATHER LEMAY     | Citrus County  | 1                         | I had better results on my own rather than use of CLM resources.   | 0                          | 1                                       | N/A                                       | 1                                  | 9                        | 9  | N/A                       | 10                       | N/A                   | 8                           | 1                           | 6               | 9                           |
| Leon Corrica      | Marion County  | 10                        | The friendly and dedicated service.  | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 7                           | 10              | 10                          |
| Nilda Danielson   | Marion County  | 8                         | Working with a job coach.  | 10                         | 9                                       | 10  | 8                                  | 10                       | 10   | 9                         | 10                       | 10                    | 10                          | 10                          | 9               | 10                          |
| Camille Davis     | Marion County  | 10                        | I am very happy with the available services career source offers me.   | 10                         | 10                                      | 8   | 8                                  | 8                        | 10   | 9                         | 10                       | 9                     | 9                           | 9                           | 8               | 9                           |
| CAROLE THOMAS     | Citrus County  | 9                         | very helpful   | 8                          | 9                                       | 8   | 8                                  | 9                        | 8  | 9                         | 9                        | 9                     | 9                           | 10                          | 8               | 9                           |
| Luz Medina        | Marion County  | 7                         | Good service   | 7                          | 8                                       | 8   | 7                                  | 8                        | 9  | 8                         | 7                        | 8                     | 8                           | 7                           | 8               | 8                           |
| Rhonda Larimore   | Citrus County  | 5                         | Found the staff helpful but was very time consuming entering data in computer system which often was not working   | 7                          | 2                                       | 7   | 0                                  | 9                        | 8  | 7                         | 9                        | 6                     | 9                           | 3                           | 9               | 7                           |
| Kathy Mitchell    | Marion County  | 8                         | Friendly and helpful   | 8                          | 8                                       | 10  | 8                                  | 9                        | 10   | 5                         | 10                       | 8                     | 10                          | 8                           | 9               | 10                          |
| Cristina Adorno   | Marion County  | 0                         | Never help me. Never pick up the phone. I left voice mail and no response back.  | 0                          | 0                                       | 0   | 0                                  | 10                       | 10   | 0                         | 4                        | 0                     | 3                           | 0                           | 0               | 7                           |
| SHARON WASHINGTON | Citrus County  | 10                        | The agency is very efficient with helping in the areas of finding employment   | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| Jackie Combs      | Levy County    | 8                         | Don't know   | 8                          | 7                                       | 8   | 5                                  | 8                        | 8  | 7                         | 8                        | 7                     | 8                           | 7                           | 8               | 8                           |
| Yvonne Hall       | Marion County  | 10                        | Staff is helpful   | N/A                        | 10                                      | N/A                                       | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 2                           | 10                          | 10              | 10                          |
| MISTY BOYERS      | Citrus County  | 7                         | The ladies at the CareerSource office in Lecanto where I went were very helpful in showing me how to re-write and customize my resume and cover letters which helped me to get more interviews but I do not like Employ Florida.   | 10                         | 5                                       | 10  | 0                                  | 10                       | 10   | 7                         | 10                       | 9                     | 10                          | 7                           | 10              | 10                          |
| Elena Pflieger    | Marion County  | 10                        | Everyone was so helpful!   | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| TINA FOOTE        | Marion County  | 10                        | You are an excellent resource for help getting back on your feet !   | 9                          | 9                                       | 10  | 7                                  | 9                        | 10   | 8                         | 10                       | 10                    | 10                          | 10                          | 9               | 10                          |
| Imad Rouane       | Marion County  | 10                        | Because they explain to me everything about the carrier, They listen they provided all kind of help.   | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| CHRISTINE GRAVES  | Marion County  | 8                         | very helpful   | 10                         | N/A                                     | 10  | N/A                                | 10                       | 10   | 8                         |                          | 9                     | 10                          | 10                          | 10              | 10                          |
| JOSE AGUILAR      | Marion County  | 10                        | The individual attention and with respect to attend one.   | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| TIMOTHY MAXWELL   | Marion County  | 10                        | She seemed to take a personal interest in me.  | N/A                        | 10                                      | 8   | 8                                  | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 9               | 10                          |
| Robin Arnaud      | Marion County  | 10                        | They are very proactive in helping you with your resume. I even had them call me one day when reviewing my resume to let me know of some things I needed to fix. They kept on top with helping me prepare for interviews and reviewing with me afterwards to see the pros and cons of my interviews. | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| Sylvette Cortes   | Marion County  | 10                        | The service tha I received was excellent.  | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | N/A                         | 10              | 10                          |
| OCTAVIA Spencer   | Marion County  | 10                        | The person was very knowledgeable of her job and was able to place me on some tracks to obtain employment  | 9                          | 10                                      | 9   | 7                                  | 10                       | 10   | 9                         | 10                       | 10                    | 10                          | 10                          | 9               | 9                           |
| THOMAS PRUET      | Levy County    | 10                        | I chose this score because of the staff's due diligence and perseverance in helping find a suitable career   | 10                         | 10                                      | 10  | 10                                 | 10                       | 10   | 10                        | 10                       | 10                    | 10                          | 10                          | 10              | 10                          |
| ALBERT ZENTGRAF   | Marion County  | 10                        | These people help you a lot  | 10                         | 9                                       | 10  | 10                                 | 10                       | 10   | 9                         | 10                       | 10                    | 10                          | 10                          | 9               | 10                          |



| Contact Name        | Address Line 1 | Soar Score-Value | Recommend Comment (Why?)  | Personalized Comment  | Staff Providing Service  | Trigger Event            | Trigger Event Date | Staff First Name | Staff Last Name |
|---------------------|----------------|------------------|---|---|--|--------------------------|--------------------|------------------|-----------------|
| Melissa Sandoval    | Marion County  | 10               | Always greeted kindly and I felt like I was cared about   |   |  | WIOA Training Completion | 9/24/2018 12:00    | Andrea           | Abrams          |
| AUNDRELLA SINCLAIR  | Marion County  | 10               | Pleasant and friendly atmosphere  | Yes   | No   | Resource Room Services   | 9/24/2018 12:00    | Syra             | Cardona         |
| REBECCA MARTINEZ    | Marion County  | 10               | They are very helpful   | Somewhat yeah   | They helped me to find and fill up applications  | Resource Room Services   | 9/24/2018 12:00    | Syra             | Cardona         |
| CYNTHIA CROCKETT    | Marion County  | 10               | Great customer service very helpful with the internet problem with the website i was trying to sign up for a workshop that was mandatory for my job with urban league   | They were very helpful  | Everyone is very helpful in the office   | Resource Room Services   | 9/24/2018 12:00    | Syra             | Cardona         |
| Tamara Hendricks    | Marion County  | 10               | The positive encouraging attitude of the staff in general. Their readiness and willingness to assist each person who walks through those doors. They availability of computers and resources are amazing. My specific encounter was awesome. I was assigned to a case worker and he (Leroy - Scott- Waters) was wonderful, insightful; energetic and well prepared for all my particulars.  | Yes. I received more than I expected and experienced great customer service overall. They are great.  | Dallina was a wonderful help, both with my professional concerns and with some personal ones as well. She was very informative and encouraging.  | Resource Room Services   | 8/30/2018 12:00    | Syra             | Cardona         |
| Elisa Vazquez       | Marion County  | 10               | Employee very sweet, kind and patience.   | Yes.  | NO.  | Resource Room Services   | 9/4/2018 12:00     | Syra             | Cardona         |
| VICTOR DIAZ         | Marion County  | 8                | I believe this facility offers resources to help individuals looking for employment and or schooling to be able to obtain better employment options.  | Yes I do  | No thank yoy   | Resource Room Services   | 8/31/2018 12:00    | Syra             | Cardona         |
| Richard Byrne       | Marion County  | 10               | very nice and helpful they treat you with respect   | yes   | a gentlemen at the front desk did not get his name sorry   | Resource Room Services   | 8/29/2018 12:00    | Syra             | Cardona         |
| EDWIN RAMOS         | Marion County  | 10               | The respect and attentions  | Yes. Definitely   | They all very nice 🍷   | Resource Room Services   | 9/4/2018 12:00     | Syra             | Cardona         |
| dorothea schneibolk | Marion County  | 10               | Staff is very courteous and most helpful with helping with computers and questions  | Very much   | No   | Resource Room Services   | 9/4/2018 12:00     | Syra             | Cardona         |
| KEASUA RUSHING      | Marion County  | 10               | She explained everything very well and made sure you understood before you left   | Yes   | No   | Resource Room Services   | 9/4/2018 12:00     | Syra             | Cardona         |
| Sarah Mills         | Marion County  | 10               | Very courteous, helpful, and attentive.   | Definitely  | Sharron young. She has been incredibly helpful.  | Resource Room Services   | 9/4/2018 12:00     | Syra             | Cardona         |
| RUDARFUS WILSON     | Marion County  | 10               | Staff are friendly and very helpful   | I think the overall experience was very helpful the staff was very helpful do the whole process from beginning to end and i'm still going there   | Luis Perez was great help me on my journey   | Resource Room Services   | 8/9/2018 12:00     | Syra             | Cardona         |
| LAQUINTANA MCGOLLIE | Marion County  | 10               | Assistance with NCLEX testing fees  | Yes   | No   | Career Success Services  | 9/19/2018 12:00    | Carol            | Davidyock       |
| Tanner Morley       | Marion County  | 10               | Excellent service   | Yes   | No   | WIOA Training Completion | 9/21/2018 12:00    | Carol            | Davidyock       |
| MARIA BROWN         | Marion County  | 10               | Everyone is very helpful  |   |  | Career Success Services  | 8/8/2018 12:00     | Carol            | Davidyock       |
| JOHN BRADLEY II     | Marion County  | 10               | Service was good  | Yes   | No   | Resource Room Services   | 8/29/2018 12:00    | Michael          | Dougherty       |
| LAURA Hallonquist   | Marion County  | 10               | Learned so much. Impressed with trainers capabilities and knowledge.  |   |  | WIOA Training Completion | 9/20/2018 12:00    | Valerie          | Hancock         |
| Olivia Watkins      | Marion County  | 10               | Staff members explained everything very clearly and they were very helpful.   | Yes they were.  | Sonja McCullough   | WIOA Training Completion | 9/20/2018 12:00    | Valerie          | Hancock         |
| Walter Matlack      | Marion County  | 10               | Professionalism and thoroughness of the staff, in particular Ms. Johnson. She is truly vested in me achieving my goals.   | You are exceeding my expectations!  | I was early, and while I waited I watched the staff at the front desk helping people. They were all cheerful and considerate as they provided services to the customers they were helping. Career Source is lucky to have these motivated people.                                      | Career Success Services  | 8/29/2018 12:00    | Ernestine        | Johnson         |
| Tommy Tieche        | Marion County  | 10               | From the very first time I walked into the Ocala Career Service Center, the very day I lost my job, I was treated with outstanding customer service. The staff was both efficient and sensitive to my needs. It has been a thoroughly enjoyable and empowering experience considering the circumstances of becoming recently unemployed after long term employment. Because of the services I have received, the caring and sharing of the staff, it has helped me adjust to this transition. | I had no expectations and did not have much hope... so it is fair to say you more than exceeded my imagination.   | E.J. was great and provided me a lot of information to digest while Jerry Flanders offered training and encouragement. I enjoyed the two workshops I've participated in so far and am grateful for all the staff I've met in this process, and only wish I could remember their names. | Career Success Services  | 8/30/2018 12:00    | Ernestine        | Johnson         |
| Natalia Cox         | Marion County  | 10               | Trainings, career coaching, resume building assistance, notification of upcoming events and positions of interest.  | Yes.  | Mr. Flanders. He is excellent! A true asset.   | Career Success Services  | 8/9/2018 12:00     | Ernestine        | Johnson         |
| Richard Finiels     | Levy County    | 10               | good help   | yes   | no   | Career Success Services  | 8/30/2018 12:00    | Cassie           | Journigan       |
| Louise Peters       | Levy County    | 10               | Workers willing to help with anything that I needed   | Very patient  |  | Career Success Services  | 8/16/2018 12:00    | Cassie           | Journigan       |
| Matthew Minnilo     | Marion County  | 10               | Unlike many government employees, I felt that Mr. Kent was diligently performing his duties in a genuine attempt to assist me. Mr. Kent displayed concern and attention and I believe he will continue to do as much as he can to assist me with my job search.   | I am pleased to report that you exceeded my expectations. I expected to be met by indifferent bureaucrats, but was instead met by caring professionals who were doing their best to assist me with my job search. | I initially met with Ernestine Johnson. I also felt that she diligently performed her duties in a genuine attempt to assist me. Even after I was referred to Mr. Kent, Ernestine continued to send me job information.   | Veteran SBE Services     | 8/29/2018 12:00    | George           | Kent            |
| FREDERICK THOMAS    | Marion County  | 10               | because of the prompt service   |   |  | Veteran SBE Services     | 8/9/2018 12:00     | George           | Kent            |
| LESLIE Smith        | Marion County  | 10               | Staff is extremely helpful  | Absolutely  | Michael & Don  | Resource Room Services   | 9/24/2018 12:00    | Don              | Leitgeb         |
| MALVERIA CARTER     | Marion County  | 10               | Great information and customer service  | Absolutely  | No   | Resource Room Services   | 9/19/2018 12:00    | Don              | Leitgeb         |
| ROBERT LINGENFELTER | Marion County  | 10               | Helps Me. Very Nice.  | YES   | Kim  | Resource Room Services   | 9/24/2018 12:00    | Don              | Leitgeb         |
| Jennifer Brinson    | Marion County  | 7                | First time not great second better  | In a way  | Sencond person was very helpful bet don't remember a name  | Resource Room Services   | 8/29/2018 12:00    | Don              | Leitgeb         |
| Tamero Barnes       | Marion County  | 10               | The staff was extremely helpful with assisting me with the application process  | Yes   | No   | Resource Room Services   | 8/29/2018 12:00    | Don              | Leitgeb         |
| Migdalia Seda       | Marion County  | 10               | Great customer service  | Yes indeed  | Mrs. Siria   | Resource Room Services   | 8/29/2018 12:00    | Don              | Leitgeb         |
| James Parrish       | Citrus County  | 10               | Making sure we are prepared for our interviews  | Yes your interview techniques are very helpful and informative  |  | Career Success Services  | 9/19/2018 12:00    | Deborah          | Letterman       |
| Linda Watson        | Citrus County  | 7                | She was great   | yes   | No   | Career Success Services  | 9/19/2018 12:00    | Deborah          | Letterman       |
| WAYNE BARNES        | Citrus County  | 10               | Courteous, helpful service from friendly personnel  | More than met my expectations   | All I was assisted by were helpful and courteous   | Career Success Services  | 8/29/2018 12:00    | Deborah          | Letterman       |

|                  |               |    |  |  |  |                         |                 |                   |                   |
|------------------|---------------|----|--|--|--|-------------------------|-----------------|-------------------|-------------------|
| Susan Murkerson  | Citrus County | 10 | The staff has been very helpful to me in the situation I am in. I have brought my son to the center as he will graduate this year and we both feel the services here will help.  | I am currently being helped in many ways from updating my resume and learning to focus it, unemployment assistance, job search assistance, and many more and this office keeps meeting or exceeding my expectations. Thank You.  | All of the staff is great. I have interacted with most of the individuals here and feel welcome every time I arrive.   | Career Success Services | 9/4/2018 12:00  | Deborah           | Letterman         |
| Cheryl Sly       | Citrus County | 10 | Very professional and experienced staff. Assistance with computer and use of available software job search outstanding.  | Absolutely!  | I believe Chris at the reception, great assistance with all aspects of help on computers and prigrams.   | Career Success Services | 8/16/2018 12:00 | Deborah           | Letterman         |
| Dianne Connolly  | Citrus County | 8  | Great resources, information and service. It is challenging to me to work on their computer systems, I am used to Apple. Also I am not at all computer savvy and have difficulty remembering an hour and a half worth of tech info and being able to apply it at home. | I was looking for resume assistance. Yes, more than I expected.  |  | Career Success Services | 8/20/2018 12:00 | Deborah           | Letterman         |
| Heidi Reynolds   | Citrus County | 10 | Excellent help to find a job. They try their best.   | Of course  | Chriss and Debbie are so helpful. God bless you both   | Resource Room Services  | 9/21/2018 12:00 | Christine         | Mestrovich        |
| Marion Landram   | Citrus County | 10 | The staff at the Lecanto office have always been helpful when I visit the office.  | They are all helpful when I have questions. This is the first time I've been unemployed in Florida and things run a lot different from Pennsylvania and Ohio and Kentucky. Everything is online now if you have the time & energy to read it all. I'm finding that you need to know what questions to ask. | I can't remember everyone's names, but I believe it was another Debbie & maybe a Linda?  | Resource Room Services  | 9/21/2018 12:00 | Christine         | Mestrovich        |
| Timothy Long     | Citrus County | 8  | Bad web site great people  | Yes  | Chris  | Resource Room Services  | 9/4/2018 12:00  | Christine         | Mestrovich        |
| Linda Rosenbaum  | Citrus County | 10 | The ladies are always so helpful   | Yes  |  | Resource Room Services  | 9/4/2018 12:00  | Christine         | Mestrovich        |
| Jacki Douse      | Citrus County | 10 | Every time I have gone in there for any reason, Christine Mestrovich has been extremely helpful and acceptationally nice. She is the most friendliest, nicest person there!  | Definitely!  | No   | Resource Room Services  | 9/4/2018 12:00  | Christine         | Mestrovich        |
| JOANNE HUGHES    | Citrus County | 10 | Work on resume   | Absolutely   | Debbie was very helpful  | Resource Room Services  | 9/4/2018 12:00  | Christine         | Mestrovich        |
| Kelvin Blandon   | Citrus County | 10 | It was the email that was send to me. It doesn't hurt and stop what I'm doing to answer some questions and rate my experience with CareerSource.   | Yes , I'll will keep coming back   | All the staff members were very attentive and extremely nice to me, as well every one in the room  | Resource Room Services  | 8/16/2018 12:00 | Christine         | Mestrovich        |
| THOMAS LAMOREE   | Citrus County | 9  | Staff  | Yes . vary helpful   | Yes all of the Staff I encountered ....  | Resource Room Services  | 8/15/2018 12:00 | Christine         | Mestrovich        |
| JILL RHOADS      | Citrus County | 10 | Well Christina at the Lecanto office is a bright individual and very very helpful. I enjoy listening to her and her advice she has to offer.   | Oh Christine met my expectiobs and then some   | Christine Mestrvich is AWESOME, she is caring and knows what she is talking about. She is helpful beyond her needs. I enjoy her time andxwoud recommend her to anyone in my position, she's great.   | Resource Room Services  | 8/21/2018 12:00 | Christine         | Mestrovich        |
| ROSA LORENZO     | Marion County | 5  | Wrong information given that delayed payments  | No not the first visit cause delayed payments  | Not sure of her name but she handled my second visit and she cleared the mess up for my future payments  | RESEA Planning          | 8/14/2018 12:00 | Not Staff Related | Not Staff Related |
| MARQUITA TYSON   | Marion County | 10 | I always get great answers for all my questions  | Yes  | No not familiar with names   | Resource Room Services  | 8/7/2018 12:00  | Gianezy           | Orozco            |
| TAKABIA KINSLER  | Marion County | 8  | Everybody was very helpful and informative   | Yes  | Mrs Bonnie heath she's always so encouraging   | Resource Room Services  | 8/6/2018 12:00  | Gianezy           | Orozco            |
| JOSEPH KASPAR    | Marion County | 10 | Counselor was very informative   | Yes  | N/A  | RESEA Planning          | 8/30/2018 12:00 | Ricky             | Patterson         |
| LAWONDA HUNT     | Marion County | 10 | The friendliness,patients and caring   | Yes  | Bonnie Johnson   | RESEA Planning          | 8/30/2018 12:00 | Ricky             | Patterson         |
| SHARROD TOLLIVER | Marion County | 10 | You folks r helpful  | Absolutely   | The young lady that helps you with food stamp sanctions she sits right to the left first computer booth as u walk in from the parking lot I think she's latino also the gentleman that sits at front desk in front of the right check-in computer, every1 there has helped me in 1 facet or another. I Thank God for all of the staff there. | RESEA Planning          | 8/30/2018 12:00 | Ricky             | Patterson         |
| ZACHARY EVANSON  | Marion County | 8  | Very hands on. The gentlemen at a Career source was a terrific listener and really understood where I was coming from. I felt like he really cared.  | I feel it did. It should me some tools I wasn't aware of that could benefit my job search  | Nope. Mr Patterson is the best!  | RESEA Planning          | 8/29/2018 4:13  | Ricky             | Patterson         |
| ALLENE MILLER    | Marion County | 8  | good service   | yes  | no   | RESEA Planning          | 8/29/2018 12:00 | Ricky             | Patterson         |
| REBECCA ROSE     | Marion County | 10 | The service received from Mr. Patterson was outstanding. He gave me hope in my jobless situation. Very bright and informative young man.   | Yes because he assisted in job searching and resources to help me while in this transitional era of my life.   | No I only had dealings with him and he was great.  | RESEA Planning          | 8/30/2018 12:00 | Ricky             | Patterson         |
| MAUREEN PERRY    | Marion County | 10 | Ricky was very helpful and knows his job. N  | Yes, I was given the info I needed to keep looking for a permanent job.  | No   | RESEA Planning          | 8/16/2018 12:00 | Ricky             | Patterson         |
| MARY FRANCIS     | Marion County | 9  | I was giving a lot of help and information on my visit.  | Yes and thank you.   | No he was very helpful and easy to talk to.  | RESEA Planning          | 8/2/2018 12:00  | Ricky             | Patterson         |
| LAUREN TURNER    | Marion County | 8  | Great customer service   | Yes  | Ricky was a big help   | RESEA Planning          | 8/9/2018 12:00  | Ricky             | Patterson         |
| WILKA RUIZ       | Marion County | 10 | Un excelente servicio  | So cumplio mis expectativas  | Excelente  | RESEA Planning          | 8/13/2018 10:46 | Ricky             | Patterson         |
| Rebecca Morales  | Levy County   | 10 | It is comforting to have a place that I can go to for help in finding employment.  | Yes I feel I have advanced in both my job search and have started to practice on the computer to improve on my computer skills.  | Rachel was the initial person who helped me in registering as a user on the computer. She also helped me initiate a resume. Mrs/Ms Barbara also helped me apply for a job. Natalie helped me fax information in reference to unemployment request.   | Resource Room Services  | 9/20/2018 12:00 | Raquel            | Perryman          |
| JOSEPH KASCO     | Levy County   | 10 | Good costamer sevice   | Yes  | No   | Resource Room Services  | 9/24/2018 12:00 | Raquel            | Perryman          |
| Wendy Woods      | Levy County   | 10 | They are always extremely helpful when I go in   | Yes  | There was also the lady helping me as soon as I come in. Idk her name  | Resource Room Services  | 8/29/2018 12:00 | Raquel            | Perryman          |

|                   |               |    |   |   |  |                             |                 |           |            |
|-------------------|---------------|----|---|---|--|-----------------------------|-----------------|-----------|------------|
| GARY RAMSEY       | Levy County   | 10 | The lady that are was extremely helpful as I am really not good with internet applications and stuff and she went out of her way to help me and did a great job. Now if I could just get the job. | I have no idea how to answer that I guess I was hoping automatically my profile would be opened up to more possibilities of employment instead of having to apply for each individual one as it appears I'm going to have to do. Having been sick and needing to get back to work it's very stressful for me to have to keep coming back and getting back on the internet and continuing to work at this one is all I'm really wanting and needing is a job to get me back into the work world unfortunately you all can only do what you can do and I appreciate what you have done. | No I've only been there twice and both times they were very helpful.         | Resource Room Services      | 8/30/2018 12:00 | Raquel    | Perryman   |
| Daniel Norman     | Levy County   | 10 | The variety of different types and sizes of job employment  | Yes   | They all were helpful to me, thanks  | Resource Room Services      | 8/10/2018 12:00 | Raquel    | Perryman   |
| brenda strong     | Levy County   | 10 | Very nice people N  | Yes and she was so helpful  | No   | Resource Room Services      | 8/10/2018 12:00 | Raquel    | Perryman   |
| David Mahan       | Marion County | 10 | Knowledge of staff  |   |  | Recruitment Services        | 8/30/2018 12:00 | Geraldine | Phillips   |
| Houston Burke     | Marion County | 10 | The staff was extremely professional and helpful.   | Yes   | I spoke with multiple people.  | Career Success Services     | 9/20/2018 12:00 | Lisa      | Reynolds   |
| Anthony Gonzalez  | Marion County | 10 | Great helpful staff   | Exceeded my expectations  |  | Career Success Services     | 9/19/2018 12:00 | Lisa      | Reynolds   |
| LUCIA ORTIZ       | Marion County | 10 | Great services  |   |  | WT IRP Completion           | 8/29/2018 12:00 | WENDY     | ROSS       |
| SUSAN COLBY       | Marion County | 5  | The Career Source office was fine, the employer who was suppose to interview was 2 hours late.  | N/A   | Everyone, including Schulze was fine. The employer was the problem.          | Job Fair Services           | 9/20/2018 12:00 | Michele   | Schulze    |
| Sandra Mercado    | Citrus County | 10 | Everyone is always so friendly, always willing to help, and available to answer any questions you may have.   | Yes very much so.   | Everyone there is very helpful.  | Welfare Transition Services | 9/19/2018 12:00 | Penny     | Spence     |
| Felix Vazquez     | Marion County | 8  | Job searches for me Thanks  | Some what   | They were great  | Career Success Services     | 8/30/2018 12:00 | Larry     | Trowbridge |
| Richard Goetz     | Marion County | 10 | All the staff were very helpful, they took turns to assist me great team work   | yes   | there were several, I cannot remember their names                            | Career Success Services     | 8/31/2018 12:00 | Larry     | Trowbridge |
| Kari Kelsall      | Marion County | 10 | Staff is extremely helpful and positive.  | Yes, and exceeded   | Larry is fantastic   | Engagement Services         | 9/4/2018 12:00  | Alicia    | Willis     |
| Mary Anne Collins | Marion County | 10 | Alicia Willis has worked hard to help me perfect my resume and find employment.   | Exceeded expectations   | At this time I have only met with her  | Engagement Services         | 8/30/2018 12:00 | Alicia    | Willis     |
| APRIL SMITHBROWN  | Marion County | 5  | Services was good   | Yes   | Every one was good   | Welfare Transition Services | 9/24/2018 12:00 | Sharon    | Young      |
| Mike Gibbs        | Marion County | 10 | Stacey helped me with my resume with explanation on how to target my resume to specific employers.  | I feel you exceeded my expectations as I think I will have a better opportunity with EmployFlorida and the Talent Center.   | Can not remember his name but he was at the front desk and was very helpful. | Engagement Services         | 9/20/2018 12:00 | Stacey    | Zawacki    |
| MARYANNE YOUNGER  | Marion County | 10 | Stacey was very helpful. She brought me up to date on how to do a resume & cover letter.  | Yes, Right now I'm recuperating from surgery & my husband has Stage 4 bladder cancer which takes a bit of my time.  | Richard started me off & listened to what I needed most.                     | Engagement Services         | 8/2/2018 12:00  | Stacey    | Zawacki    |



## THOMAS P. MILLER & ASSOCIATES

### Program Year 18 Quarter 1 Summary Report

#### Activities Completed

- PY17 Q4 Report/Recommendations/Communication  
*Submitted the report from the Q4 visit, including general observations on updates and overall center operations, and follow up meeting with Business Development Managers.*
- First Quarter Site Visit
  - 8/20/2018: Meeting with senior staff, Meeting with Business Services Managers
  - 8/21/2018: Visited the Lecanto Center and Chiefland Center for observation and speaking with staff
  - 8/22/2018: Attended YouthBuild house blessing and dedication, Visited the 14<sup>th</sup> Street Center for observation and speaking with staff, Visited the Healthcare Career Fair
  - 8/23/2018: Attended YouthBuild wall raising, Career Center Committee meeting, and debrief meeting with senior staff

#### On-Site Summary/Observations

- Overall, everything seems to be running smoothly and there is a positive atmosphere/work environment within the centers. The staff we spoke with had largely positive reactions to much of the change that is occurring, at minimum being open to seeing how the change plays out as time goes on. There is a commitment to continuous improvement.
- The performance metrics that were rolled out for all staff also seemed to be accepted for the most part. There were some concerns about the quality referral metrics, including for those who work with candidates that have many barriers and rarely meet all criteria specified in job postings. However, most staff with concerns recognized that the goals were set at reasonable levels, which will likely reflect these difficulties.
- The addition of quality and endorsed referrals is valuable to connecting each staff member's individual role to the larger mission of the organization and our candidates.
  - While there was some concern that the quality referrals percentage calculation could provide a disincentive to helping candidates find multiple options, it really should incentivize staff to refer candidates to the best fit opportunities, rather than any opportunity for which they qualify.
  - Endorsed referrals are a great way to connect further with businesses and should be used even for businesses that aren't currently working with CSCLM. Contacting a business who has posted on Employ Florida with an endorsed referral could be a great way to start a relationship, showing an immediate service.
- The new/clarified roles and responsibilities for Job Readiness Coaches, Business Development Coordinators, and Recruitment Specialists were just recently rolled out and seem to provide clarity on their roles and the connections among them to other staff at the centers. Since they are still newly being implemented, it will take some time to fully get adjusted and see whether the roles are working out or may need further adjustments. The training provided needs to be continually reinforced through leadership. .
- With all of the business services staff primarily located at the 14<sup>th</sup> Street center, there seems to be a perception by some staff at the other centers of a lack of ongoing business services

- within their counties. This could be in part due to lack of visibility of business service staff or targeted communication, but increasing the awareness of the activities that are going on in all counties will help staff to better communicate opportunities. Ensure that these activities continue in Citrus and Levy Counties, including participation in local meetings such as chamber events, targeted employer outreach, etc.
- We attended the Healthcare Career Fair held on August 22, and it was a great event! It seemed well-attended and had a good number of employers and education institutions represented. It was valuable to have both business and education there and in separate rooms so there was a distinction. Having these events targeted to specific industries is a good strategy to increase the value, making feeling more personalized to both the candidates and employers.
  - The shift in staffing within the WT/SNAP programs has been implemented, with the added staff member in Levy County identified and in training. The reaction seems to be positive and we'll continue to check in as it gets further along to see how the team is working and work loads are adjusting.
  - We reviewed the paperwork required for supportive service payments in the WT program and it seems that while it still takes up time, it has been streamlined and is likely the best solution for balancing the burden on staff and compliance/maintaining documentation. Concerning delays in receiving payment, some of this may be unavoidable due to processes that are required, but we need to make sure that we present the payments as reimbursements rather than incentives to manage expectation of candidates. To minimize the delay as much as possible, staff should order cards for candidates immediately following their orientation to get the process started.

## Recommendations

Our primary recommendation from this quarter is to continue to monitor the implementation of recent changes. With new roles and processes already underway, it will be important to see how things work out and make adjustments as needed for continuous improvement. Staff should be proud of the foundation of CSCLM and services provided at the centers, and at this point we are looking at small tweaks to continue to enhance service delivery and customer flow.

1. Incorporate new metrics with a staff evaluation tool that is in alignment with the broader mission, vision, and goals of the Board and organization. Tying the metrics to the bigger picture will help with communicating the "Why" behind each measurement and continue the work toward collaborating as one larger CSCLM team.
2. Develop "if, then" scenarios to help illustrate the effects of exceeding, meeting, or not meeting metrics. "If I meet my metrics, then what happens?" These can then roll up to identify larger goals or metrics for the region as a whole.
3. Continue to provide training on adjusted roles and responsibilities to ensure that all staff have been able to participate and have received the training in full. Continue to reinforce to ensure clarity as implementation moves forward.
4. Clarify processes for marketing, design, and communications creation and approvals. While there has been some transition in the last few months in this area will help to ensure things can be done in a timely manner and that the capacity of the department is being utilized in the best/most efficient way.

5. Contact partners at DCF to bring someone in to provide training to staff in the resource room to help candidates to come in to register for cash assistance. While staff don't need to act as an "unemployment office" a better understanding on how to navigate application process or how to direct applicants would be a small way to add value to these individuals.

## Next Steps

In the second quarter, we will focus on the following activities:

- Provide recommendations on staff performance tool
- Quarterly visit:
  - Half-day visit at each center (including checking in on updated/clarified JRC, BDC, RS roles and responsibilities, and quality and endorsed referral process implementation)
  - Meet with Business Development Coordinators and Recruitment Specialists
  - Meet with a selection of MOU partners

