



**BOARD MEETING AGENDA**  
**Wednesday, September 8, 2021 – 11:30 a.m.**  
**(Revised 9/7/2021)**

**Zoom Link:** <https://us02web.zoom.us/j/89180725070>  
**Conference Line: 1 646 558 8656 Meeting ID: 891 8072 5070**

Call to Order		K. Baxley
Invocation and Pledge of Allegiance		R. Stermer
Roll Call		C. Schnettler
Public Comment		K. Baxley
Approval of Minutes, June 9, 2021	Pages 3 - 46	K. Baxley
Introduction of New Members		K. Baxley

**PRESENTATIONS**

Strategic Plan Process	Pages 47 - 93	D. French
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**DISCUSSION ITEMS**

State Update		R. Skinner
Workforce Issues that are Important to our Community		R. Skinner

**ACTION ITEMS**

2021/2022 Budget	Pages 94 – 95	D. French
Internal Control Questionnaire	Pages 96 - 115	D. French

**CONSENT AGENDA**

<u>Performance and Monitoring – 8/10/2021</u>		T. Knight
No Action Items		

<u>Business and Economic Development – 8/12/2021</u>		P. Beasley
No Action Items		

<u>Career Center – 8/19/2021</u>	Pages 116 - 119	C. Harris
OPS-27 Individual Training Account		
Ceipal - Talent Management/Tracking System RFP		
Virtual Event Platform		
OPS-09 - Employment Verification and Follow Up		

<u>Marketing and Outreach – 8/25/2021</u>	Page 120	A. Jones
Marketing and Outreach Strategic Plan		

**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.*



Executive Committee – 7/28/2021, 9/1/2021  
 Individual Training Account (ITA) Waiver Request  
 Payroll Services  
 Eckerd Performance Payment  
 Electrical, Construction and Masonry Apprenticeship WTC  
 Program Additions  
 FWDA Summit Sponsorship  
 Nature Coast Business Development Council Agreement  
 Policy OPS-84 – Emergency Paid Sick Leave

Page 121 - 129

K. Baxley /  
 R. Skinner

### **PROJECT UPDATES**

None

### **MATTERS FROM THE FLOOR**

### **ADJOURNMENT**

#### **2021 – 2022 MEETING SCHEDULE**

<b>Performance/ Monitoring</b>	<b>Business and Economic Development</b>	<b>Career Center</b>	<b>Marketing/ Outreach</b>	<b>Executive</b>	<b>Full Board</b>	
All in-person committee meetings are held at the CF Ocala Campus, Enterprise Center, Room 206. All teleconference meetings will be held through Zoom.						
Tuesday, 9:00 am	Thursday, 9:00 am	Thursday, 9:30 am	Wednesday, 9:00 am	Wednesday, 9:30 am	Wednesday, 11:30 am	
8/10/2021	8/12/2021	8/19/2021	8/25/2021	9/1/2021	9/8/2021	CF Levy
11/9/2021	11/18/2021 11 am	11/18/2021	11/17/2021	12/1/2021	12/8/2021	CF Ocala
2/8/2022	2/10/2022	2/17/2022	2/23/2022	3/2/2022	3/9/2022	CF Lecanto
5/10/2022	5/12/2022	5/19/2022	5/25/2022	6/1/2022	6/8/2022	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 BOARD MEETING**

### **MINUTES**

DATE: June 9, 2021  
PLACE: College Of Central Florida, Webber Center, Marion Campus, FL  
TIME: 11:30 a.m.

#### **MEMBERS PRESENT**

Albert Jones  
Angie White  
Brandon Whiteman  
Carl Flanagan  
Charles Harris  
Darlene Goddard  
David Pieklik  
Debra Stanley  
Fred Morgan  
Jeff Chang  
John Murphy  
Jorge Martinez  
Judy Houlios  
Kathy Judkins  
Kevin Cunningham  
Kimberly Baxley  
Lanny Mathis  
Mark Paugh  
Pat Reddish  
Pete Beasley  
Rachel Riley  
Theresa Flick

#### **MEMBERS ABSENT**

Arno Proctor  
Equilla Wheeler  
John Hemken  
Lewrissa Mainwaring  
Mark Vianello  
Ted Knight

#### **OTHER ATTENDEES**

Rusty Skinner, CSCLM  
Dale French, CSCLM  
Cory Weaver, CSCLM  
Cindy LeCouris, CSCLM  
Larry Trowbridge, CSCLM  
Laura Byrnes, CSCLM

Iris Pozo, CSCLM  
Cira Schnettler, CSCLM  
Commissioner Ruthie Schlabach  
Robert Stermer, Attorney  
Kim Grey, Eckerd  
Tiffany King Wiggins, Katch 22

#### **CALL TO ORDER**

The meeting was called to order by Kim Baxley, Chair, at 11:34 a.m.

## **ROLL CALL**

Cira Schnettler called roll and a quorum was declared present.

## **APPROVAL OF MINUTES**

Kevin Cunningham made a motion to approve the minutes from the April 8, 2021 meeting. Kathy Judkins seconded the motion. Motion carried.

## **DISCUSSION ITEMS**

### **Financial Disclosure Forms / Annual Conflicts Reminder**

Rusty Skinner reminded the members that Form 1 is due July 1<sup>st</sup> and late submissions could result in fines. Board attorney Bob Stermer is available to receive any questions.

### **Net Promoter Board Survey**

Rusty Skinner notified the members that a survey will be sent in the first quarter of the program year to help identify priorities and areas of opportunity to help the board and its committees function efficiently. He welcomed the members to send in questions that may be included in the survey by the end of the month.

### **Board Orientation**

Rusty Skinner reminded the members that the deadline to complete the board orientation is June 30. Chair Kim Baxley emphasized this is a requirement for all board members.

## **RELATED PARTIES CONTRACT APPROVALS 2021-2022**

### **Master Contracts Requiring 2/3rds Vote/Under \$25,000**

#### **1. Citrus County Chamber of Commerce**

Al Jones made a motion to approve the Citrus County Chamber of Commerce contract. Carl Flanagan, Kevin Cunningham, and John Murphy abstained due to a conflict. Kathy Judkins seconded the motion. Motion carried.

### **Master Contracts Requiring 2/3rds Vote/Under \$25,000 - OJT, CBT, or Internship/Paid Work Experience Training Opportunities**

#### **2. Ancorp**

Kevin Cunningham made a motion to approve the Ancorp contract. Arno Proctor disclosed a conflict but was not present to abstain. Deb Stanley seconded the motion. Motion carried.

#### **3. Key Training Center**

David Pieklik made a motion to approve the Key Training Center contract. Theresa Flick abstained due to a conflict. Mark Paugh seconded the motion. Motion carried.

#### **4. Lockheed Martin**

Kevin Cunningham made a motion to approve the Lockheed Martin contract. Jeff Chang abstained due to a conflict. Charles Harris seconded the motion. Motion carried.

#### **5. A & M Manufacturing**

David Pieklik made a motion to approve the A & M Manufacturing contract. John Hemken disclosed a conflict but was not present to abstain. Fred Morgan seconded the motion. Motion carried.



6. Ocala Housing Authority  
Kathy Judkins made a motion to approve the Ocala Housing Authority contract. Judy Houlios abstained due to a conflict. Mark Paugh seconded the motion. Motion carried.

#### Master Contracts 2/3rds Vote/Exceeds \$25,000

7. College of Central Florida  
Carl Flanagan made a motion to approve the College of Central Florida contract. Mark Paugh abstained due to a conflict. David Pieklik seconded the motion. Motion carried.
8. Marion County School Board  
Al Jones made a motion to approve the Marion County School Board contract. Mark Vianello disclosed a conflict but was not present to abstain. Carl Flanagan seconded the motion. Motion carried.
9. Ocala Metro Chamber and Economic Partnership  
Kevin Cunningham made a motion to approve the Ocala Metro County Chamber and Economic Partnership contract. Kathy Judkins abstained due to a conflict. Carl Flanagan seconded the motion. Motion carried.

#### Contracts Not Requiring 2/3rds Vote – No Conflicts

10. Youth Services Contracting – Eckerd Connects
11. Thomas P. Miller and Associates
12. Underwood and Sloan
13. Powell and Jones – Joint Auditing
14. Powell and Jones – Subrecipient Monitoring
15. Nature Coast Business Development Council
16. School Board of Levy County

Darlene Goddard made a motion to approve all other contracts. Mark Paugh seconded the motion. Motion carried.

### **ACTION ITEMS**

#### Schedule of Operations

Al Jones made a motion to approve the 2021-2022 Schedule of Operations. Kevin Cunningham seconded the motion. Motion carried.

#### Payroll Services Procurement

Dale French explained to the members that the current contract with CD Staffing has been extended the maximum times allowed under the contract. An RFQ for services was posted and two payroll services responded. Neither of the companies will meet the needs of the RFQ. A new RFQ will need to be posted. Al Jones made a motion to reject the current quotes received, re-release the RFQ, and approve a one-month extension for CD Staffing payroll services. Theresa Flick seconded the motion. Motion carried.

#### FWDA Dues

Kevin Cunningham made a motion to approve paying the FWDA dues from unrestricted funds. Kathy Judkins seconded the motion. Motion carried.

### 2021/2022 Budget

Dale French reviewed the proposed budget. The budget in the packet supersedes the previous budget approved by the Executive Committee, as new figures were received from CareerSource Florida. Due to a decrease in funding and a raise in insurance rates, there will not be staff increases this year. The final budget will be brought back to the September board meeting. Kevin Cunningham made a motion to approve the initial budget. Fred Morgan seconded the motion. Motion carried.

### **CONSENT AGENDA**

#### CEO Contract Review – 5/21/2021

CEO Contract Renewal

#### Performance and Monitoring – 5/11/2021

DEO Programmatic Monitoring and Close Out

TPMA Annual Review

On behalf of Ted Knight, Dale French provided a summary of the committee activities.

#### Business and Economic Development – 5/13/2021

No Action Items

On behalf of Pete Beasley, who had to leave the meeting early, Dale French provided a summary of the committee activities.

#### Career Center – 5/20/2021

Eckerd Budget Modification

Talent Management Selection RFP

Recovery Navigator

Committee Chair Charles Harris provided a summary of the committee activities.

#### Marketing and Outreach – 5/26/2021

No Action Items

Committee Chair Al Jones provided a summary of the committee activities.

#### Executive Committee – 4/29/2021, 5/24/2021, 6/2/2021

Sub-Grantee Agreement

Citrus Sign-On Bonus

Healthcare/Employee Benefits

FWDA Membership

Florida Department of Corrections Grant

Region 6 Agreement

Telework Flex Days

Kim Baxley and Rusty Skinner provided a summary of the committee activities.

Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.

**PROJECT UPDATES**

None

**MATTERS FROM THE FLOOR**

Laura Byrnes presented a video highlighting a variety of events that occurred this past program year including a Youth Build Wall Raising, the Lockheed Martin Apprenticeship Ribbon Cutting, Youth Career Expos, the State of the Workforce Virtual Conference, as well as the upcoming Job Fair.

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 12:43 p.m.

**APPROVED:**

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## CareerSource CLM - All Contracts 2021 - 2022

Item #	Contractor & Term of Contract	Purpose/Scope of Work Summary	Funding	Board Action	Contractor / SubContractor	Conflicts
		<b>Master Contracts Requiring 2/3rds Vote, Under \$25,000</b>				
1	<b>Citrus County Chamber of Commerce</b> July 01, 2021 - June 30, 2022	Employer outreach and job development services	\$ 20,000.00		C	John Murphy, Carl Flanagan, Kevin Cunningham
		<b>Master Contracts Requiring 2/3rds Vote/Under \$25,000 - OJT, CBT, or Internship/Paid Work Experience Training Opportunities</b>				
2	<b>ANCORP</b> July 01, 2021 - June 30, 2022	CBT and/or OJT Training Services - approval but to not exceed. or Internship/Paid Work Experience Training Opportunities	\$ 20,000.00		C	Arno Proctor
3	<b>Key Training Center</b> July 01, 2021 - June 30, 2022	CBT and/or OJT Training Services - approval but to not exceed. or Internship/Paid Work Experience Training Opportunities	\$ 20,000.00		C	Theresa Flick
4	<b>Lockheed Martin</b> July 01, 2021 - June 30, 2022	CBT and/or OJT Training Services - approval but to not exceed. or Internship/Paid Work Experience Training Opportunities	\$ 20,000.00		C	Jeff Chang
5	<b>A&amp;M Manufacturing</b> July 01, 2021 - June 30, 2022	CBT and/or OJT Training Services - approval but to not exceed. or Internship/Paid Work Experience Training Opportunities	\$ 20,000.00		C	John Hemken
6	<b>Ocala Housing Authority</b> July 01, 2021 - June 30, 2022	CBT and/or OJT Training Services - approval but to not exceed. or Internship/Paid Work Experience Training Opportunities	\$ 20,000.00		C	Judy Houlios
		<b>Master Contracts 2/3rds Vote/Exceeds \$25,000</b>				
7	<b>College of Central Florida</b> July 01, 2021 - June 30, 2022	Staff training services and facility usage and rental fees. This is a blanket approval but to not exceed. Have been determined to be contractor services and not subrecipients for the purpose of providing goods or services. Cost is an average based on prior year usage.	\$ 400,000.00		C	Mark Paugh
8	<b>Marion County School Board</b> July 01, 2021 - June 30, 2022	Staff training services and facility usage and rental fees. Cost is an average based on prior year usage. This is a blanket approval but to not exceed. Primary location for services is at MTC.	\$ 50,000.00		C	Mark Vianello
9	<b>Ocala Metro Chamber &amp; Economic Partnership (CEP)</b> July 01, 2021 - June 30, 2022	Employer outreach and job development services. Have been determined to be contractor for services and not subrecipients for the purpose of providing goods or services.	\$ 30,000.00		C	Kathy Judkins
		<b>Contracts Not Requiring 2/3rds Vote</b>				
10	<b>Eckerd Connects</b>	WIOA youth services provider, supportive services costs providing services to youth in all three counties.	\$ 190,000.00		S	
		Operating budget	\$ 615,000.00			
	July 01, 2021 - June 30, 2022	Total Contract Budget	\$ 805,000.00			
11	<b>Thomas P. Miller and Associates</b> July 01, 2021 - June 30, 2022	One Stop Operator Contract	\$ 75,000.00		C	
12	<b>Underwood and Sloan</b> July 01, 2021 - June 30, 2022	Internal monitoring	\$ 50,000.00		C	
13	<b>Powell and Jones</b> July 01, 2021 - June 30, 2022	Joint auditing (Financial)	\$ 16,500.00		C	
14	<b>Powell and Jones</b> July 01, 2021 - June 30, 2022	Subrecipient monitoring	\$ 3,800.00		C	
15	<b>Nature Coast Business Development Council</b> July 01, 2021 - June 30, 2022	Employer outreach and job development services	\$ 10,000.00		C	
16	<b>School Board of Levy County</b> July 01, 2021 - June 30, 2022	Training services and facility usage and rental fees. Cost is an average based on prior year usage. This is a blanket approval but to not exceed.	\$ 10,000.00		C	



## RECORD OF ACTION/APPROVAL

### Board Meeting Wednesday, June 9, 2021

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

Approval of 2021-2022 contracts

#### **BACKGROUND:**

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

Please see the attached Contracts Spreadsheet attached for details. Contracts with Board Member conflicts require approval from 2/3rds of the members present.

#### **STAFF RECOMMENDATIONS:**

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**

##### Master Contracts Requiring 2/3rds Vote/Under \$25,000

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**CareerSource Citrus Levy Marion**  
**Board Contract Approvals - June 9, 2021**  
**PY 2021-22 Contracts**

Board Members	Attended	Master Contracts											
		1	2	3	4	5	6	7	8	9			
Al Jones	1	1	1	1	1	1	1	1	1	1			
Angie White	2	1	1	1	1	1	1	1	1	1			
Brandon Whiteman	3	1	1	1	1	1	1	1	1	1			
Carl Flanagan	4	Abstain	1	1	1	1	1	1	1	1			
Charles Harris	5	1	1	1	1	1	1	1	1	1			
Darlene Goddard	6	1	1	1	1	1	1	1	1	1			
David Pieklik	7	1	1	1	1	1	1	1	1	1			
Debra Stanley	8	1	1	1	1	1	1	1	1	1			
Fred Morgan	9	1	1	1	1	1	1	1	1	1			
Jeff Chang	10	1	1	1	Abstain	1	1	1	1	1			
John Murphy	11	Abstain	1	1	1	1	1	1	1	1			
Jorge Martinez	12	1	1	1	1	1	1	1	1	1			
Judy Houlios	13	1	1	1	1	1	Abstain	1	1	1			
Kathy Judkins	14	1	1	1	1	1	1	1	1	Abstain			
Kevin Cunningham	15	Abstain	1	1	1	1	1	1	1	1			
Kimberly Baxley	16	1	1	1	1	1	1	1	1	1			
Mark Paugh	17	1	1	1	1	1	1	Abstain	1	1			
Nelson Mathis, Jr.	18	1	1	1	1	1	1	1	1	1			
Pat Reddish	19	1	1	1	1	1	1	1	1	1			
Pete Beasley	20	1	1	1	1	1	1	1	1	1			
Rachel Riley	21	1	1	1	1	1	1	1	1	1			
Theresa Flick	22	1	1	Abstain	1	1	1	1	1	1			
Arno Proctor	Absent												
Equilla Wheeler	Absent												
John Hemken	Absent												
Lewrissa Mainwaring	Absent												
Mark Vianello	Absent												
Ted Knight	Absent												
Total Votes		19	22	21	21	22	21	21	22	21			
Total # of Board Members Attending at Time of Vote		22	22	22	22	22	22	22	22	22			
% Board Members Approving without Abstention		86%	100%	95%	95%	100%	95%	95%	100%	95%			

CERTIFICATION:

DATE: 06/15/2021

Brandon Whiteman  
Brandon Whiteman, Vice-Chair

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Murphy, John	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)
MAILING ADDRESS 1624 N Meadowcrest Blvd	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY      COUNTY Crystal River      Citrus	NAME OF POLITICAL SUBDIVISION:
DATE ON WHICH VOTE OCCURRED 6/9/2021	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTEE

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)



## APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, John Murphy, hereby disclose that on June 9, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

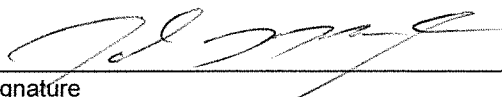
- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of \_\_\_\_\_ , by whom I am retained; or
- ☐ inured to the special gain or loss of \_\_\_\_\_ , which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

*Contract with The Citrus County Chamber of Commerce & a conflict is declared as I am a Board member of The Chamber of Commerce*

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

June 9, 2021  
Date Filed

  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Flanagan, Carl Douglas	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)
MAILING ADDRESS 6155 West Pinedale Circle	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY Crystal River	COUNTY Citrus
DATE ON WHICH VOTE OCCURRED 6/9/2021	NAME OF POLITICAL SUBDIVISION:  MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

## WHO MUST FILE FORM 8B

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Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

## APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Carl, hereby disclose that on June 9, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_;
- ☒ inured to the special gain or loss of Citrus County Chamber of Commerce, by whom I am retained; or
- ☐ inured to the special gain or loss of \_\_\_\_\_, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

While I am not a current voting member of the Citrus County Chamber of Commerce, and in keeping with an ethical standing, I hold the title of Life Director for the Citrus County Chamber of Commerce.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

6/9/2021

Date Filed

Carl Douglas Hays  
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Cunningham Kevin David	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)
MAILING ADDRESS Lecanto FL Citrus	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: <input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY
CITY COUNTY 2421 N. Lecanto Hwy	NAME OF POLITICAL SUBDIVISION:
DATE ON WHICH VOTE OCCURRED 6/9/2021	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTEE

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

### APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

### DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Kevin D. Cunningham, hereby disclose that on June 9, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of \_\_\_\_\_, by whom I am retained; or
- ☒ inured to the special gain or loss of Citrus County Chamber of Commerce, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

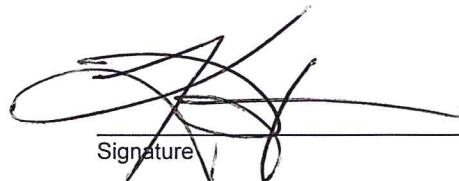
(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

Date Filed

06/09/21

Signature



NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <i>Flick Theresa Darts</i>		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)	
MAILING ADDRESS <i>11309 W. Amerindian Ct.</i>		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY <i>Crystal River</i>	COUNTY <i>Citrus</i>	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED 6/9/2021		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE	

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

## APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Theresa Flick, hereby disclose that on June 9, 20 21:

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_;
- ☒ inured to the special gain or loss of CCARC, Inc. dba Key Training center, by whom I am retained; or
- ☐ inured to the special gain or loss of \_\_\_\_\_, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

*My organization was being considered for award of Master contract for \$20,000 to provide OST, CBT or Internship/Paid Work Experience Training Opportunities. I am employee of Key Training Center, in a position of leadership and decision making. I am also a Board member for CLM Career Source.*

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

Date Filed

6/9/21

Signature

Theresa Flick

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <b>CHANG, JEFFREY JAMES</b>		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <b>Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)</b>	
MAILING ADDRESS <b>3471 SW 10th Court</b>		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY <b>OCALA</b>	COUNTY <b>MARION</b>	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED <b>6/9/2021</b>		NAME OF POLITICAL SUBDIVISION:	
MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE			

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

**PRIOR TO THE VOTE BEING TAKEN** by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

**WITHIN 15 DAYS AFTER THE VOTE OCCURS** by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

**IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:**

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)



## APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, JEFFREY CHANG, hereby disclose that on June 9, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- ☒ inured to the special gain or loss of Lockheed Martin, by  
whom I am retained; or
- ☐ inured to the special gain or loss of \_\_\_\_\_, which  
is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

Approval of master contract with Lockheed Martin for OJT, CBT, or Internship/Paid Work Experience Training Opportunities

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

June 7, 2021

Date Filed

Signature 

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <b>JUDITH HOULIOS</b>		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <b>Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)</b>	
MAILING ADDRESS <b>5720 SE 22 PLACE</b>		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY <b>OCALA</b>	COUNTY <b>MARION</b>	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED <b>6/9/2021</b>		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE	

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

## APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, JUDITH HOULIOS, hereby disclose that on June 9, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- ☒ inured to the special gain or loss of OCALA HOUSING AUTHORITY, by  
whom I am retained; or
- ☐ inured to the special gain or loss of \_\_\_\_\_, which  
is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

6/9/2021

Date Filed

Judith Houlios

Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.



# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME---FIRST NAME---MIDDLE NAME <b>Paugh, Mark L.</b>		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <b>Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)</b>	
MAILING ADDRESS <b>3001 SW College Road</b>		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY <b>Ocala</b>	COUNTY <b>Marion</b>	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED <b>6/9/2021</b>		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS:	
		<input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE	

## WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

## INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office **MUST ABSTAIN** from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also **MUST ABSTAIN** from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

\* \* \* \* \*

### ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

\* \* \* \* \*

### APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

### APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

### DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Mark L. Paugh, hereby disclose that on June 9, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- ☒ inured to the special gain or loss of College of Central Florida, by whom I am retained; or
- ☐ inured to the special gain or loss of \_\_\_\_\_ , which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

6/9/21

Date Filed

Signature



NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

# FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Judkins, Kathy		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE Citrus Levy Marion Reg. Workforce Dev. Board(CareerSource)	
MAILING ADDRESS 330 S. U.S. Hwy 301		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY Sumterville	COUNTY Marion	<input type="checkbox"/> CITY <input type="checkbox"/> COUNTY <input checked="" type="checkbox"/> OTHER LOCAL AGENCY	
DATE ON WHICH VOTE OCCURRED 6/9/2021		NAME OF POLITICAL SUBDIVISION:	
		MY POSITION IS:	
		<input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTEE	

## WHO MUST FILE FORM 8B

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\* \* \* \* \*

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\* \* \* \* \*

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## APPOINTED OFFICERS (continued)

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## DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Kathy Judkins, hereby disclose that on June 9, 20 21 :

(a) A measure came or will come before my agency which (check one or more)

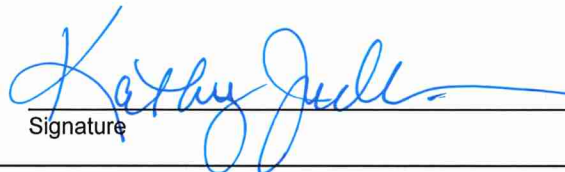
- ☐ inured to my special private gain or loss;
- ☐ inured to the special gain or loss of my business associate, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of my relative, \_\_\_\_\_ ;
- ☐ inured to the special gain or loss of \_\_\_\_\_ , by  
whom I am retained; or
- ☐ inured to the special gain or loss of \_\_\_\_\_ , which  
is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

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6/9/2021

Date Filed

  
Signature

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## **RECORD OF ACTION/APPROVAL**

### **Board Meeting Wednesday, June 9, 2021**

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

Subgrantee Agreement Compliance- Schedule of Operations

#### **BACKGROUND:**

The Subgrantee Agreement calls for certain approvals by the Board.

g. Annually before July 1 of each state fiscal year, the Board shall adopt a schedule of operations for the upcoming state fiscal year. Such schedule of operations shall include, but is not limited to, daily hours of operation of one- stop operators, and a holiday closure schedule which adopts either the federal, state, or appropriate county holiday schedule. If the Board has a career center that is affiliated with a college or university, the college or university schedule may be adopted for those centers. The proposed schedule must be approved by the Board and posted on the Board's website in a conspicuous, easily-accessible manner. The Board must give prior approval to any deviations from the schedule, except in emergency or reasonably unforeseeable circumstances (e.g., an order of the President or Governor, total loss of facilities from a catastrophic natural or man-made disaster, etc.). If emergency circumstances exist which result or could foreseeably result in a shutdown, the Board shall ensure that DEO and the State Board are informed within 48 hours of such shutdown or potential shutdown

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

Requires the Board to set hours of operation and official dates of closure. Holiday schedule should be either federal, state or county schedule. Board can give prior approval to deviations to the schedule.

CLM has 10 holiday closures, the same number as the federal schedule, except that instead of Washington's Birthday and Columbus Day, CLM has the Friday after Thanksgiving and Christmas Eve.

In addition, CLM offices/centers close four (4) times per year for staff training. For hours of operation, CLM's normal hours of operation are Monday through Friday, 8:00am until 5:00 pm.



**STAFF RECOMMENDATIONS:**

Adopt the Federal Holiday Schedule, with the following deviation: substitute the Friday after Thanksgiving and Christmas Eve for Washington's Birthday and Columbus Day, Christmas Day will be observed on Monday, December 27, 2021.

Approve CEO designating up to four (4) staff training days per year, providing the Board and DEO at least two weeks advanced notice with the notice posted on each office and on the website and through social media.

Approve the normal hours of operation to be Monday through Friday 8:00 am through 5:00 pm.

**BOARD ACTION:**

Al Jones made a motion to approve the 2021-2022 Schedule of Operations. Kevin Cunningham seconded the motion. Motion carried.

DRAFT



## **RECORD OF ACTION/APPROVAL**

### **Board Meeting Wednesday, June 9, 2021**

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

Payroll services procurement

#### **BACKGROUND:**

CD Staffing is the contracted staffing agency that processes payroll activities for our Paid Internship and Work Experience agreements. A Request for Quotes (RFQ) was released to procure a new contract to begin July 1, 2021. Two quotes were received:

Laine Federal Solutions: is based in Alabama and proposed providing services on-line.  
Quality Labor Management: is located in Sanford, Florida. While they will provide local services in our area their quote was too low for the scope of work involved.

We do not feel either respondent will meet our needs based on location and pricing quote. Due to timing, we have asked CD Staffing to continue providing payroll services through July 31<sup>st</sup> while we re-issue the RFQ. They have said that they can do that if an extension is approved.

An extension will continue the payroll services for the Paid Internship and Work Activities that we provide in Citrus, Levy and Marion counties through July 31, 2021.

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

The RFQ has been revised to clarify an in-depth scope of work and specific requirements for the need of localized services regardless of the company's location. It will be released for a three-week period. The previous respondents may submit a quote based on the updated RFQ and scope of work.

#### **STAFF RECOMMENDATIONS:**

Reject the current quotes from Laine Federal Solutions and Quality Labor Management, authorize a re-release of the RFQ and approve CD Staffing a one-month extension to their contract until a new contract can be procured.

#### **BOARD ACTION:**

Al Jones made a motion to reject the current quotes received, re-release the RFQ, and approve a one-month extension for CD Staffing payroll services. Theresa Flick seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

### **Board Meeting Wednesday, June 9, 2021**

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

FWDA Dues

#### **BACKGROUND:**

Membership to the Florida Workforce Development Association promotes collaboration, convening and sharing of best practices between member workforce boards.

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

#### **STAFF RECOMMENDATIONS:**

Approve paying \$3750.00 from unrestricted funds for FWDA dues.

#### **BOARD ACTION:**

Kevin Cunningham made a motion to approve paying the FWDA dues from unrestricted funds. Kathy Judkins seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021  
Executive Committee, Wednesday, June 2, 2021**

### **TOPIC/ISSUE:**

Budget for program year 7/1/21-6/30/22

### **BACKGROUND:**

### **POINTS OF CONSIDERATION:**

This budget is based on information we have at the moment. After we close out the current year in July, we will come back with an updated budget that has actual carryforward amounts.

\*Previously approved budget by the Executive Committee has been revised due to a receiving a final budget from CareerSource Florida.

### **STAFF RECOMMENDATIONS:**

Approve 2021 Budget

### **COMMITTEE ACTION:**

Al Jones made a motion to approve the 2021-2022 Budget. Charles Harris seconded the motion. Motion carried.

### **BOARD ACTION:**

Kevin Cunningham made a motion to approve the initial 2021-2022 Budget. Fred Morgan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021  
CEO Review Committee, Friday, May 21, 2021**

### **TOPIC/ISSUE:**

Discussion and recommendation for renewal of CEO contract for 2021 – 2022

### **BACKGROUND:**

CEO Salary History		
Year	Salary	Increase
2016	\$ 120,000.19	3%
2017	\$ 123,600.26	3%
2018	\$ 127,308.00	3%
2019	\$133,036.86	4.5 %
2020	\$137,027.97	3%

### **POINTS OF CONSIDERATION:**

### **STAFF RECOMMENDATIONS:**

### **COMMITTEE ACTION:**

Brandon Whiteman made a motion to approve Rusty Skinner's contract beginning on July 1, 2021 with the same terms in the contract that were granted last year, except there will be no annual increase. Kim Baxley seconded the motion. Motion carried.

### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

### **Board Meeting, Wednesday, June 9, 2021 Performance and Monitoring Committee, Tuesday, May 11, 2021**

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

Acceptance of 2019-2020 monitoring close-out

#### **BACKGROUND:**

State programmatic and finance monitoring occurred May 18 through May 29, 2020. We have submitted our responses to the monitoring for DEO's review and approval.

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

We received a close-out letter dated April 29, 2021 accepting our responses and officially closing the last programmatic monitoring review.

#### **STAFF RECOMMENDATIONS:**

Accept the final report and close-out letter.

#### **COMMITTEE ACTION:**

Brandon Whiteman made a motion to accept the close-out letter. Pat Reddish seconded the motion.

#### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021**  
**Career Center Meeting, Thursday, May 20, 2021**

### **TOPIC/ISSUE:**

Eckerd Budget Modification - 7

### **BACKGROUND:**

Currently there are available funds in the staff travel other line item which has been requested to be moved to the staff development line item. This will allow for needed staff development training to take place.

### **POINTS OF CONSIDERATION:**

The purpose of this modification is to move funds from line-item staff travel other to line-item staff development. The amount to be moved from line-item staff travel other to line-item staff development is \$1100.00.

Line-item changes are attached in Exhibit A.

### **STAFF RECOMMENDATIONS:**

Approve modification to the existing Eckerd budget.

### **COMMITTEE ACTION:**

David Benthussen made a motion to approve the budget modification. Judy Houlios seconded the motion. Motion carried.

### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021**  
**Career Center Meeting, Thursday, May 20, 2021**

### **TOPIC/ISSUE:**

Talent Management Software

### **BACKGROUND:**

On 8/30/2017 the Executive Committee approved the release of a Request for Proposals (RFP) to procure a professional talent management system that could operate within the expectations and level of service of the Talent Center. While there was no system that perfectly met the need, after evaluating several systems throughout the procurement process, AkkenCloud was recommended as the best fit at that time and the Executive Committee approved selection of the product on 10/19/2017.

In the time since the system was acquired, staff have experienced limitations and development setbacks in the Akken product. Through site searches and demos, staff have begun researching talent management systems with features that would better align with our current needs. Technology has progressed in recent years to the point that we feel it would be beneficial to review other software options as we reach the end of the AkkenCloud contract term.

### **POINTS OF CONSIDERATION:**

The AkkenCloud contract expires 10/31/2021. The current system does not have the level of candidate sourcing, search engine optimization and activity entry needed to meet service demand. Under the current timeframe, ideally, an RFP would be issued in July with a recommendation going to the board for selection in August and data migration and implementation prior to October 31<sup>st</sup>.

### **STAFF RECOMMENDATIONS:**

Staff requests approval to draft the RFP and begin the evaluation process of a new Talent Management System.

### **COMMITTEE ACTION:**

David Benthussen made a motion to approve the request to draft the RFP and begin the evaluation process of a new Talent Management System. Judy Houlios seconded the motion. Motion carried.

### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.





## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021**  
**Career Center Meeting, Thursday, May 20, 2021**

### **TOPIC/ISSUE:**

Recovery Navigator Position

### **BACKGROUND:**

The State Workforce Development Board recently approved state WIOA funding for a pilot project to place Recovery Navigators with selected Local Workforce Development Boards (LWDBs). LWDB 10 was selected based on the 2020 rate of drug/alcohol induced deaths within the region.

The award will be in the amount of \$260,870 to fund the position for two years, with a possible six-month extension. The Recovery Navigator will collaborate with internal and external partners to create and maintain linkages among addiction service providers, LWDBs, One-Stop partners, and educational and community-based organizations to help individuals with substance use disorder and those in recovery successfully (re)engage in the workforce, as well as help employers address addiction issues in the workplace.

### **POINTS OF CONSIDERATION:**

This position would not act as a substance use counselor, but would instead work with Partners, LWDB Career Coaches and Business Services staff to establish best practices on serving those with substance use disorders. This position would allow the LWDB to form key partnerships with agencies to aid in the reengagement of individuals with substance use disorders into the workforce.

### **STAFF RECOMMENDATIONS:**

Approve acceptance of Recovery Navigator funding and addition of new position.

### **COMMITTEE ACTION:**

David Benthussen made a motion to approve the acceptance of the Recovery Navigator funding and the addition of the position.

### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021**  
**Executive Committee, Thursday, April 29, 2021**

### **TOPIC/ISSUE:**

2021 Subgrantee Agreement

### **BACKGROUND:**

The 2021 Subgrantee Agreement has been updated by DEO after input from a workgroup made up of local board directors. The updates contain almost all of the recommendations of the workgroup, with only minor ones not included at this time.

### **POINTS OF CONSIDERATION:**

The Agreement is necessary for the Board to continue to receive funds to provide services and has been changed to remove the most troublesome requirements from the 2020 version.

### **STAFF RECOMMENDATIONS:**

Staff recommends approval.

### **COMMITTEE ACTION:**

Pete Beasley made a motion to accept the amended Sub-Grantee Agreement and approval of the Chair's signature. Charles Harris seconded the motion. Motion carried.

### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021  
Executive Committee, Monday, May 24, 2021**

### **TOPIC/ISSUE:**

Citrus Sign-on Bonus

### **BACKGROUND:**

The Citrus County BOCC recently approved \$100,000 in funding to CLM through the CARES Act to promote job growth in Citrus County. The YMCA is to receive \$30,000 of the \$100,000 for child-care services.

### **POINTS OF CONSIDERATION:**

### **STAFF RECOMMENDATIONS:**

Approve the acceptance of the funding from the Citrus County BOCC.

### **COMMITTEE ACTION:**

Al Jones made a motion approving the acceptance of the CARES Act funding and implementing the bonus program. Brandon Whiteman seconded the motion. Motion carried.

### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021**  
**Executive Committee, Monday, May 24, 2021**

### **TOPIC/ISSUE:**

Annual benefits renewal.

### **BACKGROUND:**

The annual health insurance renewals is July 1, 2021. Renewal rates were received through Benefit Advisors.

Florida Blue presented rates that average a 9.13% increase over last year. We feel that these rates are reasonable based on usage and a modest increase of 3.3% last year.

The base contribution toward each employee's benefits will be increased from \$601.52 to \$656.43. This represents a 9% increase in the employer funded portion.

All plan costs over the baseline employer contribution amount (\$656.43) will be paid by the employee. To help offset increases we will split the rate increase costs from last year on a 50/50 basis with the employee.

### **POINTS OF CONSIDERATION:**

- Company paid Principal Dental plan rates remain the same
- Company paid Principal Group Life rates remain the same
- Company paid Principal Short-Term disability rates remain the same
- Company paid Principal dependent Life rates remain the same
- Company paid Principal Vision plan rates remain the same.

### **STAFF RECOMMENDATIONS:**

Our recommendation is that we contract with Florida Blue for the five (5) options listed below:

1. 128/129 HSA – we recommend that the company offer \$240.00 one-time contribution to the HSA. The monthly company share of the premium plus the HSA contribution will be \$656.21.
2. Blue Options 5302 – a PPO plan with a monthly rate of \$656.43. This plan will be used as the baseline employer contribution amount for the remaining plans. This plan will be offered at \$0.00 cost to the employee.

3. Blue Care 47 – an HMO plan. We recommend the company pay the baseline amount of \$656.43 + 50% of the plan increase to equal \$681.56. Monthly employee contribution will be \$249.75.
4. Blue Care 60 – an HMO plan. We recommend the company pay the baseline amount of \$656.43 + 50% of the annual increase to equal \$685.77. Monthly employee contribution will be \$355.60.
5. Blue Options 5771 – a PPO plan. We recommend the company pay the baseline amount of \$656.43 + 50% of the annual increase to equal \$688.15. Monthly employee contribution will be \$413.88.
6. Continue with all Principal plans as currently contracted – no changes as shown on the attached spreadsheet.

#### **COMMITTEE ACTION:**

Charles Harris made a motion to approve the Florida Blue renewal rates. Brandon Whiteman with Benefit Advisors declared a conflict for the vote. Al Jones seconded the motion. Motion carried.

#### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021**  
**Executive Committee, Wednesday, June 2, 2021**

### **TOPIC/ISSUE:**

Appointment of second representative to FWDA

### **BACKGROUND:**

The Florida Workforce Development Association, the organization that represents the local workforce system, is amending its By-Laws to include two members from each local workforce board. The current membership is composed of the chief executive of each board. The second member cannot be staff.

FWDA meets in concert with CSF and discusses state issues that impact the local system, forms workgroups to review state policies and provide input to CSF and DEO. It also develops a legislative agenda and engages a lobbyist to further that agenda and provide information to the legislature on the impact of pending bills.

### **POINTS OF CONSIDERATION:**

A board member with a good understanding of our system would be an ideal representative.

### **STAFF RECOMMENDATIONS:**

Staff has contacted Kathy Judkins who has agreed to serve.

### **COMMITTEE ACTION:**

Al Jones made a motion to approve Kathy Judkins serving as a second representative to FWDA. Charles Harris seconded the motion. Motion carried.

### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

### **Board Meeting, Wednesday, June 9, 2021 Executive Committee, Wednesday, June 2, 2021**

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

Florida Department of Corrections Grant acceptance

#### **BACKGROUND:**

We originally accepted a grant from Worldwide Interactive Network (WIN) in the fall of 2019 to provide employment and training services to incarcerated individuals at the Lowell Correctional facility who were within 180 days of release. The goal of the project is to better prepare individuals with backgrounds to more easily reintegrate into the workforce and reduce recidivism. Those services were halted in the spring of 2020 due to Covid-19 restrictions and inaccessibility to the facility due to Covid. We re-launched the program in March 2021 under a budget that covered the period of March 30-June 30, 2021.

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

We are currently negotiating a new contract with WIN that will cover staffing and training services delivered at the facility for the period of July 1, 2021 through June 30, 2022. The proposed budget is \$160,095. However, the final agreed amount may vary based on specific services requested by WIN.

#### **STAFF RECOMMENDATIONS:**

Approve staff to move forward with a formal grant agreement with WIN to continue providing re-entry services at Lowell Corrections effective July 1, 2021.

#### **COMMITTEE ACTION:**

Charles Harris made a motion to move forward with a formal grant agreement to continue services at Lowell Corrections. Al Jones seconded the motion. Motion carried.

#### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## **RECORD OF ACTION/APPROVAL**

### **Board Meeting, Wednesday, June 9, 2021 Executive Committee, Wednesday, June 2, 2021**

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

Financial Services – Region 6

#### **BACKGROUND:**

Our region has performed financial services for Region 6 since 2015. These services include general accounting, AP/AR, financial statements, etc.

The previous agreement was written in 2017 and was renewable up to three terms. It was not renewable beyond June 30, 2021.

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

Region 6 will compensate CSCLM in the sum of \$55,000.00 annually to provide financial services.

#### **STAFF RECOMMENDATIONS:**

Approve acceptance and execution of the attached agreement.

#### **COMMITTEE ACTION:**

Al Jones made a motion to approve and execute the Region 6 agreement. Pete Beasley seconded the motion. Motion carried.

#### **BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.





## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, June 9, 2021**  
**Executive Committee, Wednesday, June 2, 2021**

### **TOPIC/ISSUE:**

Staff telework flex days

### **BACKGROUND:**

Telework has been an integral part of our business operations during the Covid-19 pandemic. It has allowed us, as an organization, to remain open, functional and available to serve the public while keeping our staff safe. Our offices are beginning to transition back to regular office hours. However, we understand the value and benefit that telework provides to the staff. We would like to add limited telework flex days to our employee benefits. This policy change would be added to our existing personnel handbook.

This benefit would allow staff that may otherwise have to miss work for reasons such as waiting at home due to deliveries, repairs, or sick children to remain productive and limit disruption to the daily workload in the career centers. It also adds flexibility to all employee's work/life balance.

### **POINTS OF CONSIDERATION:**

- Telework flex days will be available to all CLM staff that have completed their 180 day probation period
- Flex days must be submitted to, and approved by the employee's supervisor prior to using
- Flex days will be tracked in our existing ADP payroll software
- Flex days will be limited to 10 days annually from July 1 – June 30 (80 hours)
- Flex days do not accrue and do not carry over between program years
- Flex days must be taken in 8 hour increments
- All employees will sign an annual telework agreement with CareerSource CLM that requires each employee conduct 8 hours of work during telework. Telework hours may be flexible and must be approved in advance

- Employees reaching the completion of the 180 day probation period in a program year will be granted prorated flex days based on the number of full months remaining in the program year:
  - 11 months – 10 days
  - 10 months – 9 days
  - 9 months – 8 days
  - 8 months – 7 days
  - 7 months – 6 days
  - 6 months – 5 days
  - 5 months – 4 days

**STAFF RECOMMENDATIONS:**

Approve the adoption of a telework flex day policy.

**COMMITTEE ACTION:**

Pete Beasley made a motion to approve the adoption of the telework flex day policy. Charles Harris seconded the motion. Motion carried.

**BOARD ACTION:**

This action item was part of the board meeting consent agenda. Mark Paugh made a motion to approve all consent agenda items. Carl Flanagan seconded the motion. Motion carried.



## 2021-2022 Strategic Planning

### Proposed Timeline

September 8, 2021 – Board meeting kick-off, review/refine timeline

September – Develop and solicit Input surveys from Board members and community partners to refine scope

Mid October – Planning meeting with Executive Committee and community stakeholders

Early November – Planning meeting with entire Board

Mid November – Planning and review session with One Stop Operator

December/January – Draft proposed plan

February/March – Review proposed plan at Committee meetings

March – Propose final plan to Executive Committee/Full Board

March – begin implementation of plan

# CareerSource Citrus Levy Marion's Strategic Plan for the Workforce Innovation and Opportunity Act and Beyond

2015



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## A Strategic Plan for the Workforce Innovation and Opportunity Act and Beyond

In July 2014, Congress passed the Workforce Innovation and Opportunity Act (WIOA) to replace the Workforce Investment Act of 1998. Taking effect on July 1, 2015, WIOA provides an opportunity for local workforce development boards to review their current practices in light of the evolving workforce and economic dynamics within their communities. It provides an opportunity to transform the way the workforce system is doing business and realize a new vision for talent development built around the notion of a demand-driven system that leverages resources and partnerships to provide an inclusive talent pool.

CareerSource Citrus Levy Marion (CLM) is leading the charge among its peers in Florida and throughout the country with the development of its Strategic Plan in light of the new Act. In February 2015, the CareerSource Citrus Levy Marion (CLM) Workforce Development Board engaged Thomas P. Miller and Associates to facilitate the creation of a strategic plan and assist with preparation for the implementation of the Workforce Innovation and Opportunity Act (WIOA). The Board's goal was to review and refine its current policies and strategies in light of the vision of WIOA and the opportunities that the law presents.

### Planning for WIOA

The Workforce Innovation and Opportunity Act establishes an integrated, job-driven public workforce system that links diverse talent to businesses and adopts a broad perspective for talent development by linking with economic development, educational institutions, and other community-based organizations for comprehensive planning, collaboration, and service delivery.

In defining the role of local Workforce Development Boards, WIOA also outlines the following thirteen functions of a local board:

- Local Plan
- Workforce Research and Regional Labor Market Analysis
- Convening, Brokering, and Leveraging
- Employer Engagement
- Career Pathways Development
- Proven and Promising Practices
- Technology
- Program Oversight
- Negotiation of Local Performance Accountability Measures
- Selection of One-Stop Operators
- Coordination with Education Providers
- Budget and Administration
- Accessibility for Individuals with Disabilities

To frame the strategic discussions, the Board and CareerSource staff reviewed their current strengths and opportunities in light of these thirteen functions, and discussed priorities for the strategic plan.

Input for the strategic plan was also gathered through interviews with board members and partner organizations, as well as a comprehensive data analysis to understand the dynamics of the local workforce, economy, and targeted industries.

The strategic plan presented on the following pages was developed based on the information gathered throughout the planning process and refined during a Strategic Planning Retreat with board members. The plan sets a framework for the Board's work over the next three to five years.

### **The Strategic Plan: A Living Document**

The strategic plan developed by the CareerSource CLM Board is a living document that will be used to guide the work of the Board and its staff. Organized around five goals and corresponding strategies, the strategic plan provides an ambitious, yet realistic "compass" to guide the Board's, staff's, and system's work over the next three to five years.

While the Board should be relentless in its push toward accomplishing these goals, it is also important to make adjustments to the plan when necessary. As the market for talent evolves or other factors impact progress, the strategic plan should be adapted as necessary. It is critical, then, to monitor progress routinely at multiple levels of implementation.

In implementing the strategic plan, the Board members, staff, and partners have unique roles and responsibilities to maintain.

#### **Role of the Board**

The CareerSource Citrus Levy Marion Board is ultimately responsible for the success of its strategic plan. With that said, the Board should provide oversight and direction for plan at a strategic level, rather than getting "in the weeds" of implementation. The Board is responsible for monitoring progress toward the goals and metrics identified in the plan.

#### **Role of staff**

CareerSource CLM will be responsible for managing the implementation and success of strategies laid out for each goal. They will provide the day-to-day operational support and services that build toward the goals of the plan. Staff will be responsible for tracking progress and reporting this progress to the Board.

#### **Role of partners**

Partners from throughout the community will play a key role in the success of the plan. Many of the goals and strategies require collaboration among partners. In some cases, partners will be looked upon to lead strategies and initiatives that further the plan.

## MISSION AND VISION

### Mission

CareerSource Citrus Levy Marion brings together citizens, employers and educational providers to develop programs to support high-quality education/training and employment services to meet regional workforce needs.

### Vision

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.

## GOALS AND STRATEGIES

Conversations with the Board, its staff, and community partners revealed several overarching themes for focus areas of the Board's strategic plan. As much of the feedback related to the Board and staff's work was overwhelmingly positive, themes identified revolve around leveraging current strengths and expanding services to increase collaboration and reach more business and jobseeker customers.

The five goals below were identified as focuses of the Board's work for the next three to five years. Each will be expanded upon in the following pages, including specific feedback gathered and strategies identified for working toward the goals.

- GOAL 1:** Adopt a sector strategy approach that drives career pathways and addresses individual business services
- GOAL 2:** Build on the strong service delivery structure to provide access to the comprehensive talent pool
- GOAL 3:** Strengthen board member engagement
- GOAL 4:** Serve as the convener for talent development in the area
- GOAL 5:** Tell the talent development story of Citrus, Levy and Marion Counties



## GOAL 1: Adopt a sector strategy approach that drives career pathways and addresses individual business services

- Strategy 1.1 Strengthen and/or launch sector partnerships in the region
- Strategy 1.2 Provide proactive solutions-based business services to individual companies
- Strategy 1.3 Serve as the source of demand information for career pathways in the area
- Strategy 1.4 Strengthen the feedback loop between business services and CareerSource centers

Adopting and implementing a sector strategy approach is one of the top priorities of the Board which will create a mechanism to ensure career pathways and services to job seekers will be demand-driven and informed by industry.

While sector-based initiatives exist in some industries, they can be strengthened through launching more coordinated partnerships that meet regularly to be proactive about meeting the needs of the region's targeted industries.

Sector partnerships can greatly contribute to addressing any skills gaps issues that exist in the community. Skills gaps can be most effectively addressed when employers come to the table and work directly with partners and service providers to brainstorm solutions – and a sector partnership can provide exactly that “table” to host the conversation. CareerSource CLM can be the go-to source of demand information by combining its current LMI capabilities with the information and needs that come directly from these conversations with employers.

While strengthening sector partnerships will allow CareerSource CLM and its partners to hone in on *collective* industry needs and trends, it is also important to continue to provide value-adding, solutions-based business services to individual businesses. The CareerSource CLM business services staff can build on its collaborative approach to addressing business needs with other organizations by establishing a common approach to:

- Proactively target outreach to businesses in priority sectors and adopt a shared approach with partners – With partners utilizing an agreed upon approach to targeting businesses, business contacts and meetings can be conducted by partners so that services are not duplicated and/or partners do not “knock on the same doors.” This will not only avoid duplication, but also increase penetration into the market.
- Identifying standard information that will be collected from businesses by all partners conducting business outreach – With all partners gathering consistent information, the team will be able to identify the *comprehensive* needs of the business.
- Determining how information will be shared among partners – Once consistent information is gathered, partners will be able to share information with the entire team and identify how the team's collective services and resources can benefit the company.

- Providing a seamless and comprehensive solution to business needs – With partners ready to provide services to the business, the team will need to develop a way of providing those services – which will sometimes be from multiple agencies and organizations – in a way that feels seamless and systematic to the business.

The information gathered through sector partnerships and through targeted services to individual businesses will benefit all other CareerSource services if it is shared widely with staff and other customers. Strengthening the feedback loop means ensuring that information that business-facing staff gather is shared with jobseeker-facing staff so that jobseekers have a clear and accurate picture of what local employers are looking for in new employees. The reverse communication is just as important – staff serving jobseekers can provide business services staff with a picture of the talent pool, giving employers an idea of where to look for new talent.

## GOAL 2: Build on the strong service delivery structure to provide access to the comprehensive talent pool

- Strategy 2.1 Expand self-service options available to jobseekers
- Strategy 2.2 Expand connections to vocational rehabilitation, adult education, and TANF programs
- Strategy 2.3 Expand work-based learning opportunities
- Strategy 2.4 Expand talent pool to reach professional jobseekers

Input from Board discussions and partner interviews emphasized that the services and delivery structure of CareerSource are effective and appreciated in the community. Access to services is a strength, with multiple locations found throughout the region and two mobile units that help to reach even more areas.

Leveraging technology within service delivery is one of the emphasized roles of a local board under WIOA. Finding effective ways to incorporate technology through self-service options will allow CareerSource to serve more customers and reach new populations who may not be likely to enter the CareerSource center, such as youth or professional jobseekers. Providing more self-service options also allows case managers to focus more attention on those jobseekers who need the most one-on-one assistance.

CareerSource CLM already has a solid foundation for collaboration with partners, such as vocational rehabilitation. These partnerships should be leveraged and expanded, making closer connections with programs like Adult Education and Vocational Rehabilitation to find more efficiencies in serving common customers or coordinating overlapping services. This could mean more integration of staff, or finding efficiencies within certain programs. More collaboration and eliminating duplicity will allow for an increase in both the number served and the kinds of programs offered.

The Board and CareerSource staff want to make sure the community knows that they provide services for the full range of jobseekers and businesses, including services geared toward highly-skilled, highly-educated individuals and positions. To make sure this is apparent within the community, specific services for this category of jobseeker should be created and marketed to both businesses and participants, addressing both the supply and demand side of the talent equation.

### GOAL 3: Strengthen board member engagement

Strategy 3.1	Develop a robust Board member orientation and education process
Strategy 3.2	Focus Board meetings on strategic and/or informational issues and discussions
Strategy 3.3	Ensure investments are strategic and support the organization's mission and strategic priorities
Strategy 3.4	Clarify ways for Board members to get involved outside of Board and committee meetings

Strengthening board member engagement was the second goal that board members and staff considered a top priority. With the geographic spread of board members across the region, it has been difficult to get members all in one place for meetings. To remedy this, meetings have been shifted to allow for call-in access. While this may have increased participation, it has decreased engagement. Increasing board member engagement will improve the Board's effectiveness and its ability to impact the community through its strategic plan.

To start board members off on the right foot, CareerSource CLM should develop a robust orientation and education process so all board members understand the goals of the Board and their roles as members. This orientation should focus on exciting board members, emphasizing their roles in carrying out the vision of the Board and the opportunities they have to contribute.

- Excite – Initially, it is important to excite new board members about the impact they can have through the talent development system. Promote the benefits they can expect to receive personally and professionally by engaging with the board. Share real, tangible successes of the Board and talent development systems with new board members.
- Engage – Make sure board members understand their role on the board and the value of their perspective, especially business leaders. By relating CareerSource CLM's efforts to their business and talent development needs, board members will have a tangible understanding of how their time and efforts with the workforce system will impact growth at their business and in the community.
- Educate – The workforce system can be a complicated and sometimes confusing world. Focus board member education on the *strategic, big picture talent development strategies* first and layer tactical and operational information incrementally.

All board members interviewed saw staff as highly effective, however, they do not always understand how they as a Board can support the staff's efforts. Providing as many opportunities for board members to drive strategic decisions and get involved outside of board meetings will allow for an increased sense of contribution and impact. This could be through committee work, by volunteering in the CareerSource Centers, or at events. Board members representing business

should also be encouraged to utilize the services available from the workforce system if they are not already doing so.

After a strong orientation and education program, board members will be most engaged if meeting discussions are kept to a high-level, strategic focus. Ensure that for every Board meeting, a significant amount of time is spent in discussion or on Board education. One way to encourage this is through the use of a consent agenda. Items that need to be voted on can be sent to the Board in advance of the meeting for review, and therefore do not need to be covered in depth during meetings, leaving more time for strategic discussions. Board members felt that if the expectation is set with new members upfront that reviewing materials is expected before the meetings, this could be an effective tactic.

#### GOAL 4: Serve as the convener for talent development in the area

- Strategy 4.1 Map existing efforts and resources for talent development in Citrus, Levy, and Marion Counties
- Strategy 4.2 Analyze the alignment of partner plans to identify areas of convergence and identify gaps
- Strategy 4.3 Identifying collaborative priorities and how individual partner efforts support these efforts

CareerSource CLM staff are well engaged in the community. All partners interviewed noted that CareerSource is very responsive when needs arise, and organizations routinely collaborate on individual tasks or projects. However, many noted that collaboration exists mostly on a case-by-case basis throughout the three counties and there is not a continuous outlet for discussing and tackling some of the larger, more systemic talent development issues.

CareerSource CLM is a logical convener for this collaborative effort, especially as this work is emphasized as an important function of the Board under WIOA. With all partners at the table, the Board can lead the effort to begin mapping out all existing programs and initiatives that provide workforce development-related services to understand the landscape of the region. This will help to align goals and activities across organizations, leverage different strengths and opportunities, and reduce duplication of effort.

Serving as a convener will require a high level of effort, especially in the beginning as regular communication and interaction is initiated. Board members will have the opportunity to spread the word throughout the community, however, it will also have implications for CareerSource staff and may require some reorganization to allow for staff to be dedicated to this effort.



## GOAL 5: Tell the talent development story of Citrus, Levy and Marion Counties

- Strategy 5.1 Provide labor market information and demand intelligence for the region
- Strategy 5.2 Ensure messaging is accessible and engaging
- Strategy 5.3 Promote successes – not just ours, the larger community’s too
- Strategy 5.4 Market expanded services

CareerSource CLM already has a great foundation for communicating its services and successes through its website, social media marketing, and promotional materials. This is a strength that can be leveraged to make sure CareerSource and the Board are the go-to resource for information about the labor market and talent development system in the region.

CareerSource already has access to and provides a wealth of labor market information to others in the region. As partners and service providers come together for more regular collaboration, this information can be leveraged to ensure that all entities are on the same page, using the same information, and spreading the same message.

In addition to having a consistent message, board members can help to shape communications to ensure that they are presented in an accessible and engaging way that will be understood by businesses and jobseekers who may be unaware of government programs and technical terms.

Accessibility also extends to the user experience on the website. While the communication put forth on the internet is already a strength, it can be strengthened further by making it as user friendly as possible. Those who are unfamiliar with CareerSource should be able to easily understand the services that are provided and access information that is relevant to their needs. In order to understand what will create the best user experience and be most accessible to customers, the Board can research how people and businesses are currently using the website, where they go for information, and what would be the most effective mode of marketing and outreach.

The Board should be able to tell the “talent development story” for the whole region. This includes not only communicating the services and successes of CareerSource, but also from the community at large. Key audiences for information about talent development in the community include local elected officials, businesses and industry, K-12 education stakeholders (teachers, administrators, and counselors), parents, and job seekers. CareerSource can share information when employers are expanding and creating jobs, when other organizations are holding events, or when customers have success in training programs and landing a position in their career field. These stories will help communicate who the Board is, what it supports, and the message that it promotes a community-wide, collaborative strategy toward workforce development.

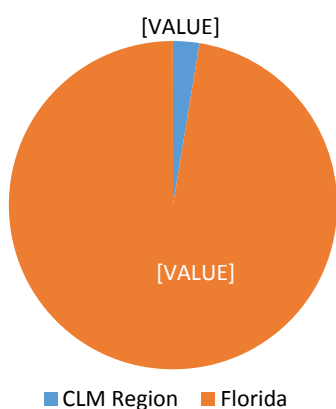
## CITRUS, LEVY, AND MARION REGIONAL LABOR MARKET ASSESSMENT

\*All data unless otherwise noted is from the February 2015 Summary of Employment, Demographics, and Community Patterns for Citrus, Levy, and Marion counties created by the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics.

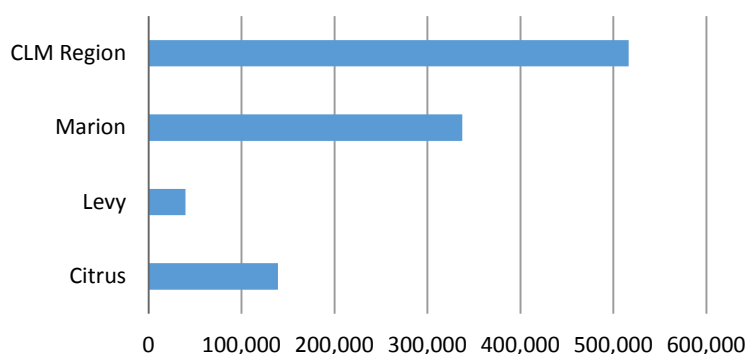
### Demographics

The three county region served by CareerSource Citrus Levy Marion is diverse, covering everything from rural agrarian areas to tourist hot spots. With an estimated 516,277 residents, the Citrus Levy Marion (CLM) Region accounts for **2.6%** of Florida's population.

Population, 2013 Estimate



CLM Population by County, 2013 Estimate



All three counties in the CLM Region have relatively more people living in poverty when compared to the Florida state's poverty level (16.3%) from the years 2009-2013. Levy County has a poverty level more than seven percentage points higher than the state, at 23.7%.

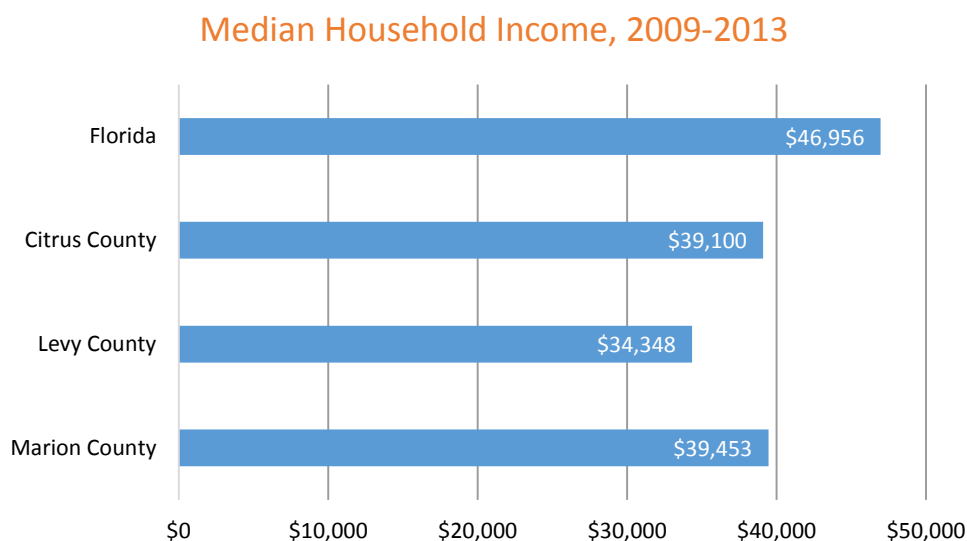
When considering poverty, it is important to keep in mind absolute versus relative poverty. For example, the poverty level set by the US Census in 2013 was an annual household income of \$23,834 for a family of 4, which is simply a threshold measure of how much it costs to meet basic needs. While the poverty level is determined by a set dollar amount, this amount **does not** count government transfer payments such as SNAP or housing assistance. In contrast, household income numbers **do** include these amounts, so both should be considered together.

### Persons below poverty level, percent, 2009-2013

Citrus County	16.80%
Levy County	23.70%
Marion County	18.10%
Florida	16.30%

In addition to higher poverty levels, households in Citrus, Levy, and Marion counties bring in a lower annual median income when compared to all households in the state of Florida. A lagging median wage could be the result of many possible factors, including but not limited to:

- Remnants of the economic crisis, including downward pressure on wages
- Relatively low educational attainment by residents
- Regional occupations and industry growth with generally lower paying jobs (e.g. service industries)
- Rising cost of employee benefits for employers
- Geography, with rural regions tending to have lower median wages and fewer jobs than more urban area

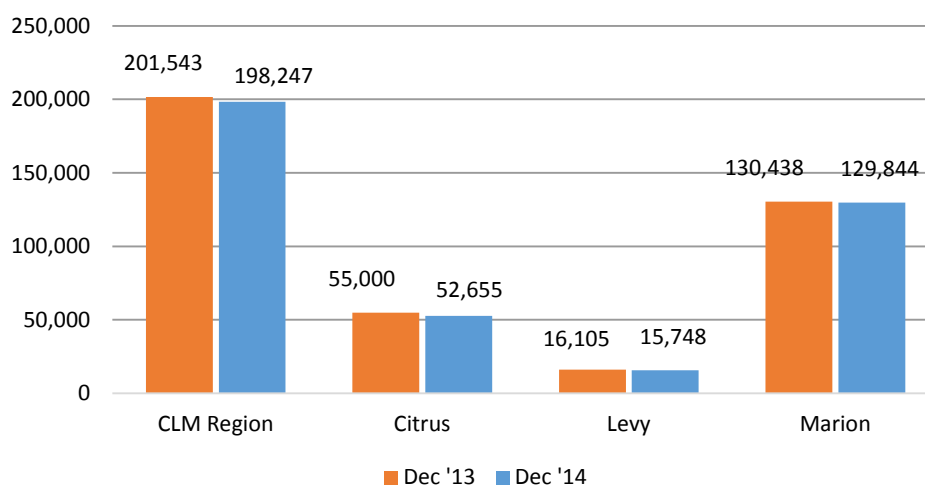


A relatively small population, higher poverty levels, and a lower median household income emphasizes the importance of CareerSource Citrus Levy Marion and the resources CareerSource can uniquely provide to residents of the region.

## Labor Force

The total labor force represents the number of people that are both employed and unemployed in a region. As of December 2014, Florida's labor force size is 9,571,000 people. The three county CLM region makes up **2.1%** of Florida's total labor force, with a total of 198,247 people. All three counties saw a slight decline over the twelve-month period from December 2013 to December 2014, for a total regional decrease of 3,296 people over the year.

**Labor Force Size**  
**December 2013 vs. December 2014**



While the total labor force tells us how many people there are either working or looking for work, the labor force participation rate tells us the ratio of those individuals to the total population considered to be of working age. For example, Marion County has a population aged 16 years or older of 277,618 people. Of these, only 136,003 are considered to be part of the labor force, creating a labor force participation rate of **49.0%**. The remaining 51% of individuals who reside in Marion County aged 16+ are not employed or looking for work. People are not part of the labor force for many reasons, which could include pursuing educational goals, frustration with the job market, older workers reaching retirement, among others.

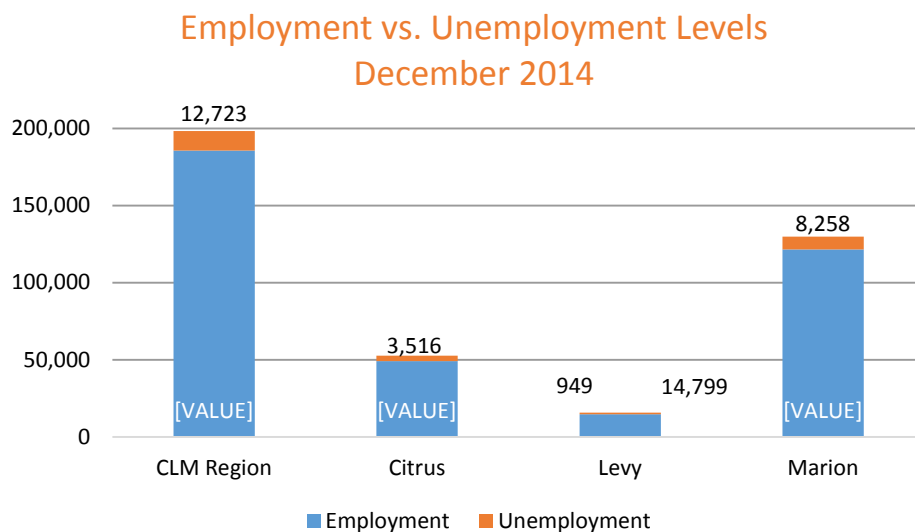
## Labor Force Participation Rates, 2013 Estimates

	Citrus County	Levy County	Marion County	<i>CLM Region</i>	Florida
Population 16+	121,243	32,909	277,618	431,770	15,563,534
Total Labor Force	51,945	16,371	136,003	204,319	9,355,809
Labor Force Participation Rate	42.8%	49.7%	49.0%	<b>47.3%</b>	60.1%

Source: US Census, 2013 5-year ACS estimates

Note: Total Labor Force numbers are slightly different due to differing data sources

Labor force participation rates are also directly tied to unemployment rates. If an individual drops out of the labor force, unemployment rates also drop because they are no longer considered to be looking for work.



The unemployment rate for the CLM Region was 6.4% in December 2014, a decrease of 0.6 percentage points from 12 months prior. This means 6.4% of individuals in the labor force in Citrus, Levy, and Marion counties were actively seeking work but could not find a job.

### Unemployment Rate

	Dec 2013	Dec 2014	Difference '13 to '14
Citrus County	7.0%	6.7%	-0.3%
Levy County	6.7%	6.0%	-0.7%
Marion County	7.0%	6.4%	-0.6%
<b>CLM Region</b>	<b>7.0%</b>	<b>6.4%</b>	<b>-0.6%</b>
Florida	5.9%	5.4%	-0.5%

Education is becoming increasingly important as the national economy shifts to account for “middle skill” jobs. A high school diploma or equivalent is often no longer enough to gain employment in a career field that pays a high wage and that has high expected growth into the future. The CLM Region is no exception to this shift.

Over half of residents, **52.6%**, of Citrus, Levy, and Marion counties have earned a high school diploma or less. 21.9% have been through some post-secondary education, with the remaining 25.5% of the CLM Region population earning some level of college credential.

### Regional Educational Attainment, 2014



	Education Level	2014 Population	2014 Percent	
●	Less Than 9th Grade	18,452	4.7%	■
●	9th Grade to 12th Grade	41,634	10.6%	■
●	High School Diploma	146,291	37.3%	■
●	Some College	85,794	21.9%	■
●	Associate's Degree	34,070	8.7%	■
●	Bachelor's Degree	42,922	10.9%	■
●	Graduate Degree and Higher	23,338	5.9%	■

Source: EMSI

## Local Economy

In order to know **how** to facilitate this change, it's important to know **what** key assets to leverage. A better understanding of the local economy is a tool to help boost current growth and/or attract new industries that may have similar workforce requirements.

In 2014, when examining the number of jobs within a larger industry, each county in the CLM Region had the same top 5 in terms of number of jobs with the exception of Citrus County, in which Construction replaces Public Administration. These top 5 industries represent 85,067, or **57.4%**, of jobs in the region.

### Top 5 Industries by Number of Jobs, 2014

Industry <sup>1</sup>	Citrus County	Levy County	Marion County	CLM Region
Health Care and Social Assistance	7,441	1,911	15,083	<b>24,435</b>
Retail Trade	4,582	1,296	14,933	<b>20,811</b>
Educational Services	4,057	1,580	10,334	<b>15,971</b>
Accommodation and Food Services	2,922	856	9,899	<b>13,677</b>
Public Administration	2,407	1,187	6,579	<b>10,173</b>

<sup>1</sup> Industry defined by 2-digit NAICS code

The top occupations ranked by the number of jobs in the CLM Region in 2014 encompasses **53.6%** of all jobs in the region.

### Top 5 Occupations by Number of Jobs, 2014

Occupation <sup>1</sup>	2014 Jobs	2019 Jobs	2014 – 2019 Change	2014 – 2019 % Change	2013 Avg. Hourly Earnings
Office and Administrative Support Occupations	23,337	24,614	1,277	5%	\$14.08
Sales and Related Occupations	17,921	18,914	993	6%	\$14.96
Food Preparation and Serving Related Occupations	13,342	15,064	1,722	13%	\$9.84
Healthcare Practitioners and Technical Occupations	10,569	11,823	1,254	12%	\$33.81
Education, Training, and Library Occupations	7,953	8,653	700	9%	\$20.95

<sup>1</sup> Occupations defined by 2-digit SOC code

Source: EMSI

This high-level account of the top jobs is made more meaningful by taking a deeper look at the occupations that require higher levels of education, since the majority of jobs in the CLM Region require some level of post-secondary education. Most of these jobs unsurprisingly also have a higher average hourly wage. For example, in 2014 there were 3,272 jobs in the CLM Region



categorized as Registered Nurses. The average hourly earnings for these Registered Nurses was \$27.93.

A cursory glance at the number of males versus the number of females employed in each top occupations shows some large gender disparities. When summed, the number of males in the top 10 occupations that require some level of post-secondary education during 2014 was only 4,599. This is far below the number of females in these same occupations, at 11,746. While this is just a snapshot of the people employed in those roles, challenging these gender norms may be another conscious action for CareerSource Citrus Levy Marion to take.

It is also important to note that many of these top occupations also fall into relatively clear career pathways. For example, Nursing Assistants, Medical Assistants, and Registered Nurses all follow the same career track and have similar, if not the same, required credentials. This is generally true for the teaching occupations and business occupations listed as well.

### Top 10 Occupations Requiring Education or Certification beyond a High School Diploma\* by Number of Jobs, 2014

Occupation <sup>1</sup>	2014 Jobs	Males	Females	Annual Openings	2013 Avg. Hourly Earnings
Registered Nurses	3,272	311	2,961	134	\$27.93
Nursing Assistants	2,504	299	2,205	97	\$11.02
Heavy and Tractor-Trailer Truck Drivers	1,857	1,789	68	73	\$16.79
Elementary School Teachers, Except Special Education	1,846	366	1,480	80	\$26.61
Medical Assistants	1,447	113	1,334	60	\$12.82
Teacher Assistants	1,254	105	1,148	50	\$11.08
Licensed Practical and Licensed Vocational Nurses	1,224	89	1,135	62	\$19.36
Secondary School Teachers, Except Special and Career/Technical Education	1,016	403	613	43	\$26.15
General and Operations Managers	997	751	246	46	\$48.57
Accountants and Auditors	929	373	556	39	\$32.31

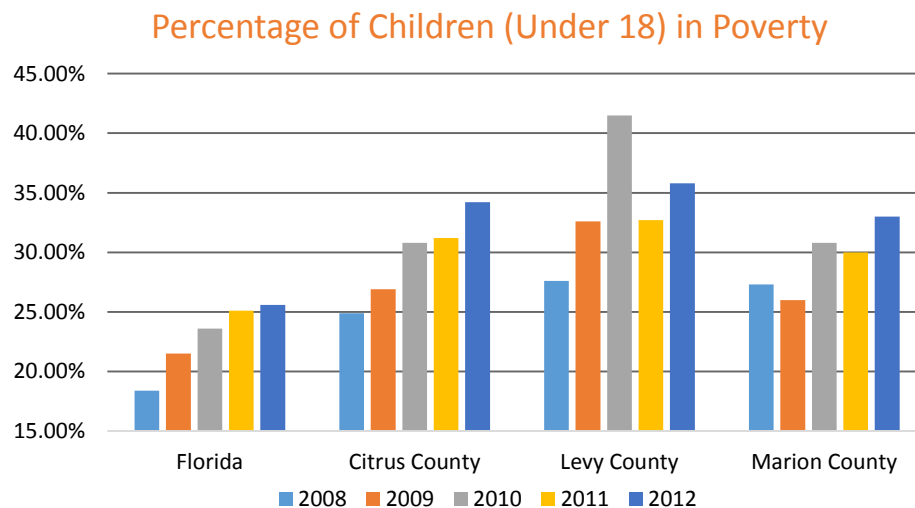
\*Includes occupations with a typical entry level education of: Postsecondary non-degree award, Some college no degree, Associate's degree, Bachelor's degree, Master's degree, Doctoral or professional degree

<sup>1</sup> Occupations defined by 5-digit SOC code

Source: EMSI

## Youth Trends

Though not consistent year-to-year, between 2008 and 2012 the rate of children under the age of 18 living in poverty has continued to rise. This is true for the CLM Region as well as the state of Florida as a whole. This growing relative poverty is alarming, particularly when coupled with other barriers to children's success that often accompanies growing up in poverty.



Source: Annie E. Casey Foundation, Kids Count Data Center

Within the CLM Region, 88.4% of students were enrolled in public schools during the 2012-2013 academic year, with 7.4% enrolled in private schools and the remaining 4.2% registered as home schooled. This generally mirrors the same distribution seen across the United States.

## School Enrollment, 2012-2013

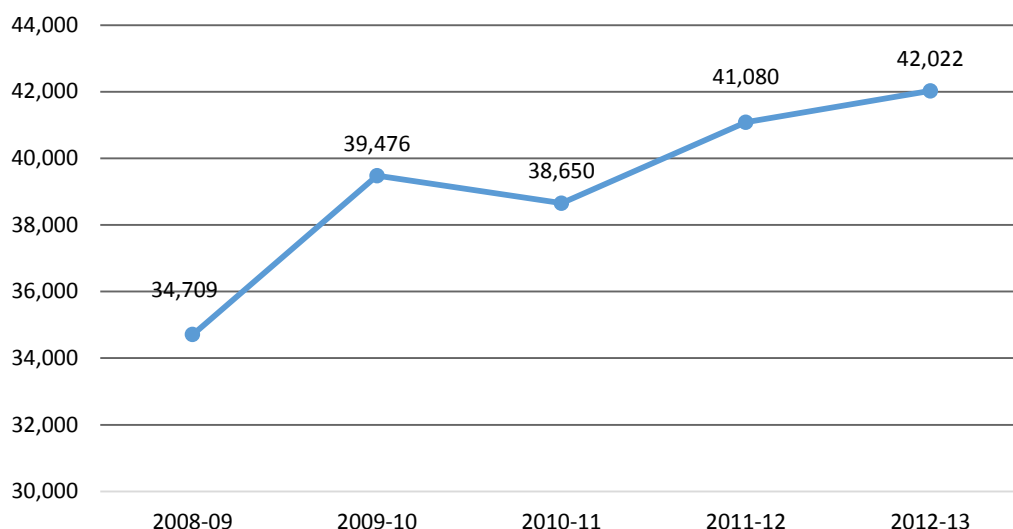
	Citrus County	Levy County	Marion County	CLM Region
Public School Enrollment	15,307	5,660	41,990	62,957
Private School Enrollment	883	240	4,164	5,287
Children Registered in Home Education Programs	959	242	1,785	2,986
All School Enrollment	17,149	6,142	47,939	<b>71,230</b>

Source: Annie E. Casey Foundation, Kids Count Data Center

Of the students attending schools participating in the federal National School Lunch Program in Citrus, Levy, and Marion counties, 42,022 students were eligible to receive free/reduced lunch. The National School Lunch Program subsidizes nutritionally balanced meals to children in eligible public, private, and residential child care institutions while students are in school. To qualify for a free meal, the household the student belongs to must earn at or below 130% of the federal poverty level. To qualify for a reduced price meal, a students' household income must be at or below 185% of the federal poverty level. As such, the growing rate of poverty for children aged

18 or under matches the trend in growing numbers of students eligible to participate in this federal program and receive meals while at school.

### Students Eligible to Participate in Free/Reduced Lunch, CLM Region 2008-2013



Source: Annie E. Casey Foundation, Kids Count Data Center

School graduation rates are a measure of how many students successfully complete their expected education attainment within the expected time frame. In the case of youth in the CLM Region, this would be how many students are graduating from high school within a four-year time period as counted as part of a cohort.

All three counties witnessed a higher graduation rate for the 2012-2013 school year than the state of Florida (75.6%), with Citrus County leading the group at 80.1%. However, these rates are trailing the national aggregates. The U.S. as a whole saw an overall graduation rate of 80% during the same school year according to the U.S. Department of Education.

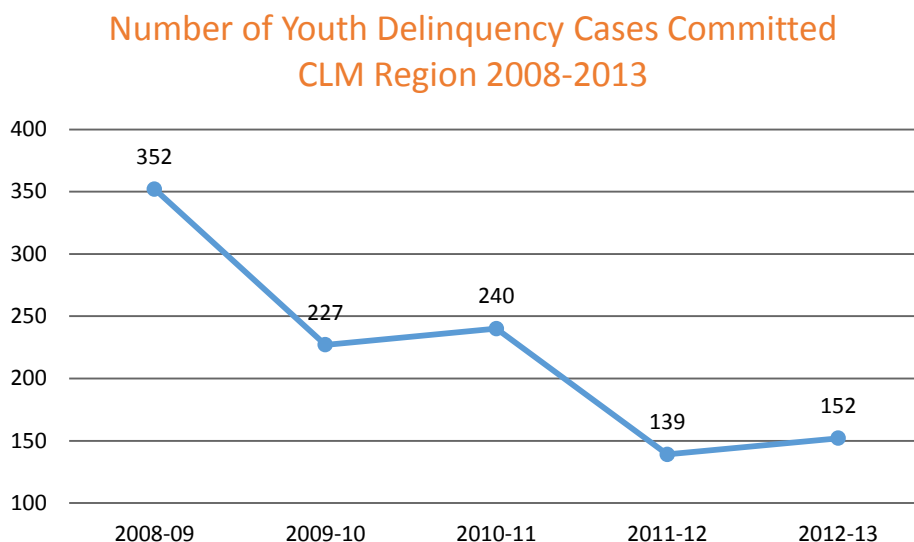
### 2012-2013 Graduation Rate, per 100 Students

Citrus County	Levy County	Marion County	Florida
80.1%	77.8%	76.7%	75.6%

Source: Annie E. Casey Foundation, Kids Count Data Center

Educational success and poverty are widely identified as risk factors for youth and increase the chance that a young person aged 17 or under will participate in illegal behaviors, also called juvenile delinquency. A delinquent act is an offense that would be considered a crime if done by an adult.

Generally, from 2008-2013 the number of youth delinquency cases committed to the Department of Juvenile Justice decreased. Commitment to residential programs can range in security level and length of time and may include training programs as is appropriate by law and determined by the juvenile court system.



*Source: Annie E. Casey Foundation, Kids Count Data Center*

This young population should be given special consideration when considering the future of the workforce, particularly when thinking about short-term preventative or intervention activities that can begin now. Juvenile violence is a national issue that can only be addressed at the local level, and the number of youth delinquency cases arguably represents the group who need to see opportunities for practical skill-building—whether educational or otherwise—to become productive members of society and active members of the labor force into the future.

## CITRUS, LEVY, AND MARION REGIONAL TARGET INDUSTRIES

In the CLM region, the recommended target industry clusters include:

- Manufacturing
- Healthcare
- Transportation and Warehousing

Each of these clusters is comprised of between 4 and 15 industry groups (6-digit NAICS codes). To determine the industry groups included in the region's target industry clusters, all 6-digit NAICS codes were analyzed and included or eliminated based on four main factors. Each industry group included follows the following criteria:

1. Current employment of more than 100 workers

And one or more of:

2. Positive competitive effect – industry group experienced growth based on local factors
3. Positive expected change – industry group experienced growth based on a combination of industry and national factors
4. Location quotient above 1.2 – industry group has a local employment concentration of at least 1.2 times the national average.

Also included is a fourth industry cluster, as a more “aspirational” cluster for the region – Information Technology. While it may not have the current strength and size in the economy as the other clusters, segments of the industry are growing quickly, and occupations classified as IT are critical to industries throughout the economy. The growth and potential of this cluster present an opportunity for the region moving forward.

The following pages provide profiles of each target industry cluster, focusing on each included industry and their characteristics, regional business establishments, cluster economic impact, associated occupations, and supply requirements.

### A Note on Data

All data and statistics used in this report were sourced from Economic Modeling Specialists Intl. (EMSI) 2015.1 data, unless otherwise noted. EMSI compiles data from a variety of federal, state, and private data sources. Projections are backwards-looking, which means that future projections are partially based upon 15-year trends and may not accurately predict real-time demand. Therefore, it will be critical to update projections, confirm employer demand, and assess workforce requirement on a regular basis.

## Growing Cluster in Manufacturing

The growing cluster in Manufacturing includes 9 6-digit NAICS code industries (shown in the table). Employment in this cluster grew 81% from 2009 to 2014 in the CLM region, 5 times higher compared to the rate of nation (14%).

Growth in this industry cluster was largely due to the region's competitive advantages. Regional factors account for around 90% new jobs in the following industries: All Other Miscellaneous Food Manufacturing (281, 94% of new jobs), All Other Miscellaneous Fabricated Metal Product Manufacturing (197, 87%), and Flat Glass Manufacturing (184, 95%).

Several individual industries within this cluster have very high Location Quotient (LQ), the most notable being Flat Glass Manufacturing with a location quotient of 24.24.<sup>1</sup> The industries with LQ above 2 are highlighted in blue. The concentration of workers in these industries in the region is significantly higher compared to the national concentration.

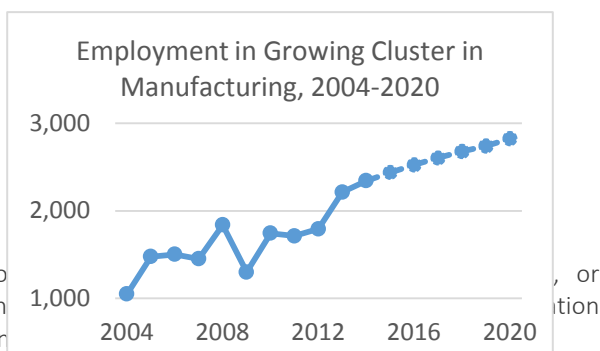
### GROWING CLUSTER IN MANUFACTURING AT A GLANCE

Establishments	
37	
Employment	2,344
Average Earnings	\$50,508

Industry	2014 Jobs	Growth, 2009-2014	Growth 2014- 2020	Average Earnings	LQ
All Other Miscellaneous Fabricated Metal Product Manufacturing	511	227	218	\$54,049	6.53
All Other Miscellaneous Food Manufacturing	438	299	123	\$51,436	15.46
Boat Building	287	71	-105	\$46,970	8.44
Upholstered Household Furniture Manufacturing	272	93	142	\$42,359	4.83
Flat Glass Manufacturing	265	194	70	\$47,746	24.24
Machine Shops	172	35	27	\$44,008	0.60
Surgical Appliance and Supplies Manufacturing	151	48	12	\$56,458	1.50
Mining Machinery and Equipment Manufacturing	128	38	-1	\$63,858	10.04
Steel Foundries (except Investment)	121	40	-5	\$52,720	6.57

## Employment Trends

Manufacturing companies in this cluster employ 2,344 individuals in 2014 in this region. Employment in this cluster has been increasing



<sup>1</sup> Location quotient measures the regional concentration of a demographic group as compared to the state or national concentration of specific industries to the national concentration of these industries.

since 2012 and is projected to continue to grow over the coming years.

### *Economic Impact*

If the CLM region attracts 100 new jobs within this industry cluster, the region can expect a total impact of 209 new jobs (including the initial +100) and \$10.3 million in combined annual earnings for the region.



### *Associated Occupations*

The following table displays the top ten occupations that are most often required to staff companies within the growing industry cluster in Manufacturing. Seven of these positions are Production Occupations.

Hourly earnings for these occupations in this region range from \$10.51 (Laborers and Freight, Stock, and Material Movers, Hand) to \$23.88 (First-Line Supervisors of Production and Operating Workers). <sup>2</sup> The median hourly earnings above the regional median (\$16) are highlighted in yellow.

Eight of the 10 occupations will require a High School diploma or equivalent. One occupation, First-Line Supervisors of Production and Operating Workers, requires a post-secondary non-degree award. Nine of these occupations rely on on-the-job training.

Occupation	2014 Jobs	Median Earnings	Education Requirement	Training Requirement
Team Assemblers	136	\$11.46	HS diploma or equiv.	Moderate OJT
First-Line Supervisors of Production and Operating Workers	103	<b>\$23.88</b>	Postsecondary non-degree award	None

<sup>2</sup> These values represent the wage levels for these occupations across all industries, not just in this industry cluster.



Machinists	102	\$14.93	HS diploma or equiv.	Long-term OJT
Welders, Cutters, Solderers, and Brazers	97	\$14.52	HS diploma or equiv.	Moderate OJT
Packaging and Filling Machine Operators and Tenders	81	\$11.07	HS diploma or equiv.	Moderate OJT
Fiberglass Laminators and Fabricators	67	\$13.47	HS diploma or equiv.	Moderate OJT
Laborers and Freight, Stock, and Material Movers, Hand	62	\$10.51	Less than high school	Short-term OJT
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	56	<b>\$21.06</b>	HS diploma or equiv.	Moderate OJT
Cabinetmakers and Bench Carpenters	50	\$15.58	HS diploma or equiv.	Moderate OJT
Industrial Machinery Mechanics	46	<b>\$19.19</b>	HS diploma or equiv.	Long-term OJT

### *Supply Requirements*

Combining these growing industries in manufacturing, this cluster in Citrus, Levy, and Marion Counties purchases nearly \$286 million in goods and services for its operation. The top three industries from which this group purchases are Crop Production (\$30.4 M); Corporate, Subsidiary, and Regional Managing Offices (\$17.9 M), and Animal Production and Aquaculture (\$12.9 M). It is worth noticing that Machine Shops (bolded) is part of this growing manufacturing cluster, and General Freight Trucking, Long-Distance, Truckload (bolded) belongs to the Transportation and Warehousing cluster. The third column in the table below shows the amount of purchases from these industries which are sourced from companies that are located within Citrus, Levy, and Marion Counties.

Industry	Amount Sourced	Percent In-Region
Crop Production	\$30,468,878	14.3%
Corporate, Subsidiary, and Regional Managing Offices	\$17,932,899	2.5%
Animal Production and Aquaculture	\$12,859,534	23.9%
Iron and Steel Mills and Ferroalloy Manufacturing	\$12,321,422	0.0%
Wholesale Trade Agents and Brokers	\$6,475,278	13.6%
Other Aluminum Rolling, Drawing, and Extruding	\$3,637,611	0.0%
<b>General Freight Trucking, Long-Distance, Truckload</b>	\$3,593,443	41.9%
Corrugated and Solid Fiber Box Manufacturing	\$3,554,874	5.1%
<b>Machine Shops</b>	\$3,415,743	8.3%
Flour Milling	\$3,363,270	0.0%

## Growing Cluster in Healthcare

The growing cluster in Healthcare includes 15 6-digit NAICS code industries (shown in the table). Employment in this cluster grew 28% from 2009 to 2014 in the CLM region, higher compared to the rate of nation (20%).

The largest driver of growth is Offices of Physicians (except Mental Health Specialists) (with 603 new jobs created), followed by Nursing Care Facilities (Skilled Nursing Facilities) (428), and Services for the Elderly and Persons with Disabilities (395). It is worth noticing that regional factors account for over 90% of new jobs in the following industries: Nursing Care Facilities (Skilled Nursing Facilities) (406, 95% of new jobs), Residential Mental Health and Substance Abuse Facilities (285, 99%), Outpatient Mental Health and Substance Abuse Centers (252, 95%).

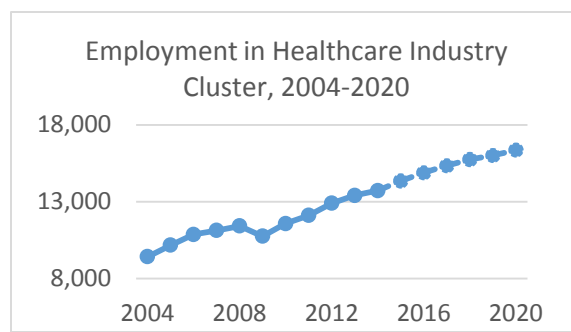
The industries with LQ above 2 are highlighted in blue. The concentration of workers in these industries in the region is more than doubled compared to the national concentration.

### GROWING CLUSTER IN HEALTHCARE AT A GLANCE

Establishments	
751	
Employment	13,724
Average Earnings	\$52,079

Industry	2014 Jobs	Growth, 2009-2014	Growth 2014- 2020	Average Earnings	LQ
Offices of Physicians (except Mental Health Specialists)	5,289	603	699	\$76,843	2.20
Nursing Care Facilities (Skilled Nursing Facilities)	3,385	428	217	\$35,025	2.11
Assisted Living Facilities for the Elderly	902	311	185	\$26,552	2.33
Offices of Physical, Occupational and Speech Therapists, and Audiologists	800	187	200	\$50,778	2.34
Services for the Elderly and Persons with Disabilities	645	395	237	\$18,603	0.44
Continuing Care Retirement Communities	612	108	268	\$26,965	1.45
Outpatient Mental Health and Substance Abuse Centers	346	267	167	\$41,420	1.68
Residential Mental Health and Substance Abuse Facilities	316	288	187	\$38,563	1.55
Specialty (except Psychiatric and Substance Abuse) Hospitals	292	119	219	\$48,745	1.47
Child and Youth Services	276	58	49	\$47,097	1.41
Diagnostic Imaging Centers	216	18	63	\$44,903	2.91
Ambulance Services	202	67	40	\$60,605	1.16
Offices of Optometrists	182	53	9	\$40,778	1.43
Offices of All Other Miscellaneous Health Practitioners	149	60	34	\$48,628	1.14
Psychiatric and Substance Abuse Hospitals	111	3	61	\$56,654	1.10

## Employment Trends



As of 2014, there are 13,724 workers employed by this growing cluster in Healthcare in this region. The industry cluster has been growing since 2009 and the trend is projected to continue during 2014-2020.

### *Economic Impact*

If the CLM region attracts 100 new jobs within this industry cluster, the region can expect a total impact of 131 new jobs (including the initial +100) and \$6.3 million in combined annual earnings for the region.



### *Associated Occupations*

The following table displays the top ten occupations that are most often required to staff companies within the growing Healthcare industry cluster. Hourly earnings for these occupations in this region range from \$8.20 (Maids and Housekeeping Cleaners) to \$78.69 (Physicians and Surgeons, All Other). The median hourly earnings above the regional median (\$16) are highlighted in yellow.

The occupations in this cluster have diversified education and training requirements compared to the other industries. Five of the 10 occupations require postsecondary education, such as Postsecondary non-degree award (3), Associate's degree (1), and Doctoral or professional degree (1), while the three occupations with the lowest wage only require less than high school education. Half of these occupations rely on on-the-job training. One occupation, Physicians and Surgeons, All Other, requires Internship/residency.

Occupation	2014 Jobs	Median Earnings	Education Requirement	Training Requirement
Nursing Assistants	1,850	\$10.64	Postsecondary non-degree award	None
Medical Assistants	1,128	\$12.66	Postsecondary non-	None

			degree award	
Registered Nurses	910	\$28.05	Associate's degree	None
Licensed Practical and Licensed Vocational Nurses	814	\$18.72	Postsecondary non-degree award	None
Receptionists and Information Clerks	585	\$11.73	HS diploma or equiv.	Short-term OJT
Physicians and Surgeons, All Other	424	\$78.69	Doctoral or professional degree	Internship/residency
Home Health Aides	405	\$9.12	Less than high school	Short-term OJT
Maids and Housekeeping Cleaners	366	\$8.20	Less than high school	Short-term OJT
Personal Care Aides	358	\$8.68	Less than high school	Short-term OJT
Medical Secretaries	340	\$13.36	HS diploma or equiv.	Moderate OJT

### Supply Requirements

Combining these growing industries in Healthcare, this cluster in Citrus, Levy, and Marion Counties purchases nearly \$464 million in goods and services for its operation. The top three industries from which this group purchases are Corporate, Subsidiary, and Regional Managing Offices (\$28.5 M); Lessors of Residential Buildings and Dwellings (\$28.0 M); and Lessors of Nonresidential Buildings (except Miniwarehouses) (\$25.7 M).

Industry	Amount Sourced	Percent Region	In-
Corporate, Subsidiary, and Regional Managing Offices	\$28,501,140	2.4%	
Lessors of Residential Buildings and Dwellings	\$28,001,520	30.1%	
Lessors of Nonresidential Buildings (except Miniwarehouses)	\$25,694,777	44.0%	
Offices of Real Estate Agents and Brokers	\$19,718,525	43.9%	
Direct Property and Casualty Insurance Carriers	\$14,624,222	12.9%	
Other Activities Related to Real Estate	\$13,799,544	35.4%	
Temporary Help Services	\$12,569,600	48.1%	
Direct Health and Medical Insurance Carriers	\$10,629,338	0.5%	
Residential Property Managers	\$9,626,452	14.4%	
Direct Life Insurance Carriers	\$9,588,789	2.8%	

## Growing Cluster in Transportation and Warehousing

The growing cluster in Transportation and warehousing includes 4 6-digit NAICS code industries (shown in the table). Employment in this cluster grew 53% from 2009 to 2014 in the CLM region, much higher compared to the rate of nation (10%).

The largest driver of growth is General Freight Trucking, Long-Distance, Truckload, which increased employment by 576 jobs in the last five years. Regional factors account for a significant portion of new jobs (550, 95%). Additionally, the location quotient (LQ) of this industry is 2.18, indicating that this region has a higher concentration of the industry than the national average.

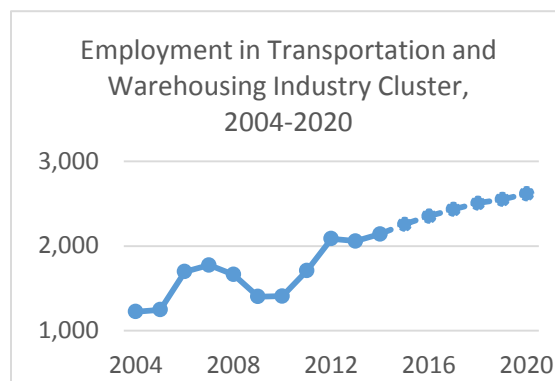
### GROWING CLUSTER IN TRANSPORTATION AND WAREHOUSING AT A GLANCE

Establishments	88
Employment	2,141
Average Earnings	\$42,633
Job Growth 2009-2014	748 (53%)

Industry	2014 Jobs	Growth, 2009-2014	Growth 2014-2020	Average Earnings	LQ
General Freight Trucking, Long-Distance, Truckload	1,300	576	333	\$38,885	2.18
Couriers and Express Delivery Services	370	63	8	\$44,138	0.70
General Warehousing and Storage	363	27	109	\$57,989	0.59
Local Messengers and Local Delivery	108	72	24	\$31,630	1.60

### Employment Trends

As of 2014, companies in this cluster employ 2,141 individuals. Projections show the region's employment increasing in the coming years, with employment rising to 2,616 by 2020.



### Economic Impact

If the CLM region attracts 100 new jobs within this industry cluster, the region can expect a total impact of 128 new jobs (including the initial +100) and \$4.8 million in combined annual earnings



for the region.

### *Associated Occupations*

The following table displays the top ten occupations that are most often required to staff companies within the growing Transportation and Warehousing industry cluster. Most of these positions fall into Office and Administrative Support Occupations and Transportation and Material Moving Occupations.

Hourly earnings for these occupations in this region range from \$10.51 (Laborers and Freight, Stock, and Material Movers, Hand) to \$23.66 (First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators). The median hourly earnings above the regional median (\$16) are highlighted in yellow.

Eight of the 10 occupations will require a High School diploma or equivalent. One occupation, Heavy and Tractor-Trailer Truck Drivers, requires a post-secondary non-degree award. Nine of these occupations rely on on-the-job training.

Occupation	2014 Jobs	Median Earnings	Education Requirement	Training Requirement
Heavy and Tractor-Trailer Truck Drivers	846	\$15.92	Postsecondary non-degree award	Short-term OJT
Laborers and Freight, Stock, and Material Movers, Hand	285	\$10.51	Less than high school	Short-term OJT
Light Truck or Delivery Services Drivers	213	\$12.10	HS diploma or equiv.	Short-term OJT
Couriers and Messengers	64	\$13.18	HS diploma or equiv.	Short-term OJT
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	49	<b>\$23.66</b>	HS diploma or equiv.	None
Dispatchers, Except Police, Fire, and Ambulance	47	\$14.75	HS diploma or equiv.	Moderate OJT
Cargo and Freight Agents	46	<b>\$19.51</b>	HS diploma or equiv.	Short-term OJT
Customer Service Representatives	46	\$12.90	HS diploma or equiv.	Short-term OJT
Office Clerks, General	44	\$10.89	HS diploma or equiv.	Short-term OJT

Bus and Truck Mechanics and Diesel Engine Specialists	41	<b>\$18.91</b>	HS diploma or equiv.	Long-term OJT
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### *Supply Requirements*

Combining these growing industries in Transportation and Warehousing, this cluster in Citrus, Levy, and Marion Counties purchases nearly \$160 million in goods and services for its operation. The top three industries from which this group purchases are Petroleum Refineries (\$39.4 M); Couriers and Express Delivery Services (\$12.1 M), and US Postal Service (\$5.3 M). Bolded industries are themselves part of the Transportation and Warehousing cluster.

Industry	Amount Sourced	Percent Region	In-
Petroleum Refineries	\$39,390,586	0.0%	
<b>Couriers and Express Delivery Services</b>	\$12,097,676	51.6%	
US Postal Service	\$5,331,963	48.2%	
<b>General Warehousing and Storage</b>	\$5,155,858	24.1%	
Freight Transportation Arrangement	\$4,022,579	23.4%	
Corporate, Subsidiary, and Regional Managing Offices	\$2,986,633	2.5%	
Temporary Help Services	\$2,577,834	45.0%	
Wholesale Trade Agents and Brokers	\$2,504,193	14.3%	
Lessors of Residential Buildings and Dwellings	\$2,372,242	30.2%	
Lessors of Nonresidential Buildings (except Miniwarehouses)	\$2,176,827	42.5%	



### Aspirational Cluster: Information Technology

The IT industry is an “aspirational” industry cluster for Citrus, Levy, and Marion Counties. While the presence of the cluster is not quite as large as others in the region, it is recognized as an important driver of the economy and an area for a lot of growth in the coming years.

The parameters used to define the IT industry in this section were adapted from a StatsAmerica definition of the Information Technology and Telecommunications cluster. This cluster covers a wide range of related industries, including manufacturing of IT and telecommunications equipment, equipment wholesalers, telecommunications service providers, and computer programming, system design, and consulting services. Because this is a customized cluster, there is some overlap with other industries, mainly in the manufacturing area.

From this customly defined IT industry cluster, eight industries have been identified below as those which show the most projected growth before 2020. These industries as a group are referred to as the growing IT industry cluster throughout this section.

#### GROWING IT CLUSTER AT A GLANCE

Establishments	381
Employment	2,792
Average Earnings	\$52,141
Proj. Job Growth by 2020	203

Industry	2014 Jobs	Proj. Growth '14-'20	% Growth	Average Earnings	LQ
Analytical Laboratory Instrument Manufacturing	151	89	59%	\$46,192	6.31
Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	162	62	38%	\$67,039	3.52
Software Publishers	36	59	164%	\$56,213	0.27
Wireless Telecommunications Carriers (except Satellite)	91	42	46%	\$51,996	0.79
Other Electronic Parts and Equipment Merchant Wholesalers	61	30	49%	\$52,726	0.72
Data Processing, Hosting, and Related Services	91	27	30%	\$40,030	0.41
Custom Computer Programming Services	200	21	11%	\$60,423	0.22
Other Management Consulting Services	84	19	23%	\$44,972	0.99

While employment across these industries is lower than some others in the CLM region, the percent of expected growth is significant, as high as a 164% increase for Software Publishers. These industries all provide high wages, relative to other industries in the region, and all eight provide higher average earnings than Citrus, Levy, and Marion Counties’ median household income – the highest being Marion County at \$39,453. Average earnings across these eight growing industries ranges from \$40,030 in Data Processing, Hosting, and Related Services to \$67,039 in Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables. Two of the growing industries have very strong location

quotients, measuring the concentration of the industry in comparison to the rest of the nation. Analytical Laboratory Instrument Manufacturing is 6.31 times more concentrated in Citrus, Levy, and Marion Counties than the national average, while Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables is 3.52 times more concentrated.

#### *Economic Impact*

If the CLM region attracts 100 new jobs within the growing IT industry cluster, the region can expect a total impact of 144 new jobs (including the initial +100) and \$7.2 million in combined annual earnings for the region.



#### *Associated Occupations*

The following table displays the top ten occupations that are most often required to staff companies within the growing IT industry cluster.

Occupation	2014 Jobs	Median Hourly Earnings	Education Requirements	Training Requirements
Customer Service Representatives	62	\$12.90	HS diploma or equiv	Short-term OJT
Sales Representatives, Services, All Other	37	\$18.60	HS diploma or equiv	Short-term OJT
Software Developers, Applications	30	\$30.41	Bachelor's degree	None
Computer Programmers	29	\$31.05	Bachelor's degree	None
Computer User Support Specialists	27	\$18.28	Some college, no degree	Moderate OJT
Business Operations Specialists, All Other	26	\$23.82	HS diploma or equiv	None
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	24	\$21.06	HS diploma or equiv	Moderate OJT
Computer Systems Analysts	24	\$25.09	Bachelor's degree	None
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	22	\$12.88	HS diploma or equiv	Short-term OJT
Management Analysts	22	\$27.96	Bachelor's degree	None

The IT industry offers employment opportunities within a wide range of occupations, including technical positions, as well as support. Wages for these positions range from \$12.88 on the low end for Secretaries and Administrative Assistants, to \$31.05 on the high end for Computer Programmers. Five of the top 10 occupations require more education than a high school degree, with four of those five requiring at least a Bachelor's degree. Those positions requiring just a high school degree typically involve some level of on-the-job training.

### Supply Requirements

Combining the top eight growing industries, the growing IT industry cluster in Citrus, Levy, and Marion Counties purchases nearly \$82.3 million in goods and services for its operation. The top three industries from which this group purchases are Wired Telecommunications Carriers (\$7.5 M), Semiconductor and Related Device Manufacturing (\$4.2 M), and Temporary Help Services (\$2.5 M). Bolded industries are themselves part of the IT cluster. In total, 21.4% of goods and services purchased by the IT industries come from within this region, while 78.6% are sourced from elsewhere.

Industry	Amount Sourced	Percent Purchased In-Region
<b>Wired Telecommunications Carriers</b>	<b>\$7,538,078</b>	<b>36%</b>
<b>Semiconductor and Related Device Manufacturing</b>	<b>\$4,158,764</b>	<b>0%</b>
Temporary Help Services	\$2,549,920	47%
Corporate, Subsidiary, and Regional Managing Offices	\$2,503,504	2%
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	\$2,084,654	10%
Lessors of Residential Buildings and Dwellings	\$1,867,012	30%
Engineering Services	\$1,859,823	11%
<b>Wireless Telecommunications Carriers (except Satellite)</b>	<b>\$1,803,850</b>	<b>25%</b>
<b>Software Publishers</b>	<b>\$1,767,597</b>	<b>1%</b>
Lessors of Nonresidential Buildings (except Miniwarehouses)	\$1,713,206	44%

### Information Technology Occupations

While IT industries have the potential for significant growth in the region, information technology occupations are not restricted to these industries, and are essential to many industries across the economy.

Analyzing the Information Technology Career Cluster, as defined by O\*NET, the following occupations are the top ten that are projected to experience the most growth in Citrus, Levy, and Marion Counties by 2020.

Occupation	2014 Jobs	Proj. Growth '14-'20	% Growth	Median Hourly Earnings
Computer User Support Specialists	279	34	12%	\$18.28
Software Developers, Applications	131	28	21%	\$30.41
Computer Systems Analysts	144	25	17%	\$25.09
Software Developers, Systems Software	82	15	18%	\$33.72
Network and Computer Systems Administrators	118	13	11%	\$27.69
Computer and Information Systems Managers	56	12	21%	\$44.81
Web Developers	68	10	15%	\$17.53
Computer Programmers	132	7	5%	\$31.05
Graphic Designers	153	6	4%	\$15.05
Architectural and Engineering Managers	74	6	8%	\$52.92

The Information Technology Career Cluster is projected to grow by 182 jobs between 2014 and 2020. Median hourly earnings for the top growing occupations range from \$15.05 for Graphic Designers, all the way to \$52.92 for Architectural and Engineering Managers.

The occupations in this career cluster are found in a variety of industries. Only three of the top industries that are providing IT jobs are also found in the IT industry cluster (those industries are bolded below), reinforcing that Information Technology careers can be found throughout the economy. The table below shows the top industries in which IT occupations are currently found in Citrus, Levy, and Marion Counties.

Industry	Career Cluster 2014	Jobs	Proj. Growth '14-'20	% Growth
<b>Custom Computer Programming Services</b>	<b>111</b>		<b>17</b>	<b>15%</b>
<b>Computer Systems Design Services</b>	<b>99</b>		<b>4</b>	<b>4%</b>
Elementary and Secondary Schools (Local Government)	62		4	6%
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	55		0	0%
Local Government, Excluding Education and Hospitals	55		5	9%
State Government, Excluding Education and Hospitals	52		1	2%
Temporary Help Services	38		7	18%
Commercial Banking	37		(1)	(3%)
<b>Wired Telecommunications Carriers</b>	<b>37</b>		<b>(2)</b>	<b>(5%)</b>
Graphic Design Services	34		8	24%

# ADDENDUM:

## Recommendations for Implementing the Sector Strategy Approach



## RECOMMENDATIONS FOR IMPLEMENTING A SECTOR STRATEGY APPROACH FOR WIOA

### Recommendation 1: Expand the CareerSource CLM Business Services Team with partner organizations

With WIOA's emphasis on employer engagement and new performance metrics to measure effective business services, a collaborative approach to business outreach and engagement with individual companies will expand penetration into the market, increase employer satisfaction, and result in better outcomes for job seekers in the long-term. A collaborative approach to business services will require CareerSource CLM to expand its business services team to include partner organizations in a formalized, structured way. The Business Services Team should include all organizations in the region that are conducting business outreach and/or business retention and expansion.

Together, these partners can adopt a shared, sector-driven approach to target businesses strategically, gather and share information among the team, and provide seamless solutions to meet business' needs. Through a team approach, CareerSource CLM and its partners can focus on *solutions-based engagements* with businesses that take into account where they are in the business life cycle and form a foundation for long-term relationships.

In expanding the Business Services Team, CareerSource CLM and its partners will need to:

- Clarify roles and responsibilities among all team members
- Develop a partnership agreement outlining roles and responsibilities and consider confidentiality agreements to protect sensitive information
- Adopt a methodology for targeting business strategically and proactively that may include filtering criteria such as:
  - Sector
  - Size of the company
  - Companies that are poised for growth or at risk
- Utilize consistent interview questions to gather information from the business that will provide a comprehensive picture of their needs
- Develop a strategy for sharing information among team members and identify potential solutions that provide a comprehensive response to the needs
- Deliver the solution or services seamlessly to the business so they experience a coordinated system of partners, rather than siloed programs and agencies

## Recommendation 2: Launch Sector Partnerships in a Career Pathways System Model

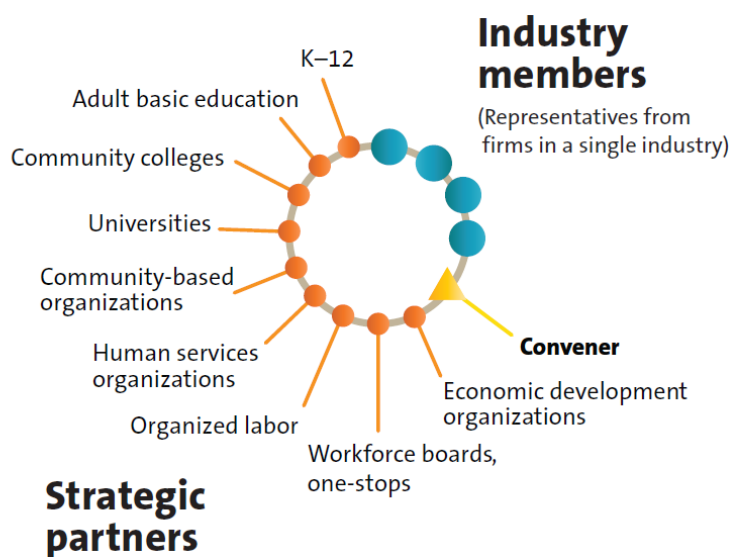
In a career pathways *system* model, individual programs and services are linked and aligned to create a full continuum of career and skill development strategies with multiple entry and exit points. Education, training, and employment services are aligned among partner entities in support of the career pathways, ultimately resulting in an effective way to address skills shortages in the area's key industries.

Sector partnerships play a vital role in the career pathways system. They provide the demand perspective to the system, identifying current and future talent needs, which should drive the resulting career pathways and supportive strategies. The National Governors Association defines sector strategies/partnerships as "Sector strategies are partnerships of employers within one industry that bring government, education, training, economic development, labor, and community organizations together to focus on the workforce needs of an industry within a regional labor market."

The characteristics of sector partnerships include:

- **Prioritized industries** – Sector partnerships focus on *a single* industry sector. There may be multiple industry partnerships in the region, but they should each focus on one industry to make sure industry representatives have the opportunity to talk about needs relative to their industry.
- **Identify common needs/trends**
- **Businesses drive the agenda** – Staff or partners should convene the sector partnership, but business representatives should drive the agenda and lead the conversation. Staff and partners are part of the conversation as a resource for information and to follow-up on needs.
- **Respond collaboratively** – The *system* of partners will be required to address collective needs of industry. In many cases, the collective needs identified through sector partnerships will require long-term solutions or non-traditional services that include education providers and economic development. It is important that there is a collaborative infrastructure of system partners in place to respond to the industry needs identified through each sector partnership.
- **Mechanism for on-going dialogue** – Businesses needs change frequently, so sector partnerships are a good tool for on-going, consistent information about industry needs.

Figure 1. Sector Partnership System Representatives



Source: National Governors Association



CareerSource CLM currently has a sector partnerships established for the manufacturing sector and can use this as a model for launching additional sector partnerships for the Healthcare and/or Technology sectors.

**Recommendation 2a: Formalize collaboration among system partners to respond to needs identified by sector partnerships**

In order to respond collaboratively, the system of workforce development, education, and training partners needs to be organized for a more systemic response to the talent development needs identified by businesses in Citrus, Levy, and Marion counties. Collaboration among CareerSource CLM, other workforce partners and programs, and education and training providers in the region is already strong and provides a foundation to support successful sector partnerships. CareerSource CLM can plan a leadership role in bringing *all* partners together to leverage this collaboration for a comprehensive *system* approach to the skill needs and talent development issues identified by the sector partnerships in the region.

As sector partnerships for manufacturing, healthcare and/or technology identify collective needs for their industry, the “response mechanism” to address these needs will be the same system of partners. These “strategic partners” or “system partners” should include:

- Education (K-12, CTE, Community College, Universities)
- Human Services
- Community Based Organizations
- Workforce Development
- Economic Development
- Government
- Labor
- Industry Representatives

CareerSource CLM can convene these system partners to support the region’s sector strategies. To establish a system of partners, CareerSource CLM can:

- *Organize a Steering Committee and Define the Vision for the System* – The Steering Committee should be comprised of partners committed to the system approach. This leadership group will be responsible for establishing the system vision so it can be communicated to other partners that will be engaged.
- *Engage Other Stakeholders* – This can be done through a Strategy/Planning Sessions or a wider planning summit in the community. Once other partners are engaged, the team should identify current assets for alignment, best practices, and define roles and responsibilities.
- *Organize for Sustained Implementation* – With the collaborative system of partners established, a plan and/or structure for sustained implementation should be developed

so that system partners are continuously engaged and available to support the region's sector partnerships. This can be done through a Memorandum of Understanding among partners organizations and reinforced through regular meeting structure, Action Teams for particular sector needs/focus areas, or the like.

Once the region has identified key stakeholders and defined roles and responsibilities, the "systems" structure is applicable to all sector partnerships. Industry member representatives will be different, of course, and specific partner representatives may be required as well. A health care sector partnership, for example, may need a different subject matter expert from workforce or education to participate in system discussions; however, the same institutions will likely need to be involved.

Regular convenings of the system partners can be held monthly (at least initially) to gain and sustain momentum. Once established, the system partners should focus on:

- Identifying opportunities for alignment, recognize gaps, and identify resources to support the system partners' activities; and
- Once collective sector needs are identified by sector partnerships, identifying solutions – both short-term and long-term – to address industry needs.

#### **Recommendation 2b: Establish sector partnerships based on key sectors in the region**

The CareerSource CLM strategic plan identifies Manufacturing, Healthcare, and Transportation and Warehousing as established target industries and Technology as an aspirational industry for the region. With this information, CareerSource CLM can expand its sector strategies to support these industry sectors. In launching new sector partnerships or strengthening existing partnerships, CareerSource CLM should consider the following steps:

1. *Determine which sector(s) to focus on for the region's sector partnerships* – While CareerSource CLM's strategic plan has identified target industries, the Board and staff will need to determine a roll-out plan for establishing new or expanded sector partnerships in the region. This plan should include recommendations for which sector partnership(s) are convened first, the timeline for roll-out, and corresponding staffing considerations (see Recommendation 3).
2. *Identify a business representative(s) that will serve as a champion for the sector partnership* – The champion should be an individual or an individual from a business that is highly respected within the sector in the region and who is committed to talent development. The champion will be a key player in bringing industry peers to the table and generating buy-in in the early convenings of the sector partnership.
3. *Engage high-demand employers* – The business champion can help to engage peers from within his/her industry in the sector partnership. System partners should also help to engage employers they work with within the industry sector to build out the partnership.

4. *Hold planning sessions and identify occupational/skill needs* – With employers engaged, CareerSource CLM can convene the sector partnership and system partners for initial planning sessions to identify and prioritize occupational/skill needs of the industry. These planning sessions should be led by the business champion and other business leaders in the partnership and supported by the system partners. The outcome of these planning sessions will be the initial areas of focus for the sector partnership.
5. *Develop an Action Plan around sector partners' priorities* – After listening to the priorities and needs of the industry partners, system partners can collaboratively develop an Action Plan to address these needs that leverages collective resources, programming, and services. The Action Plan should not only include strategies, but also resources that will be needed and an implementation structure such as Work Teams to deliver on the plan.

### RECOMMENDATION 3: Target CareerSource CLM resources to support the Board's sector strategies

Serving as the convener of sector strategies in Citrus, Levy, and Marion counties will require dedicated resources – both human resources and financial resources. CareerSource CLM should establish an internal infrastructure to support the sector strategies that considers:

- *Dedicating staff to key industry sectors* – Among CareerSource CLM's business-facing staff, personnel can be dedicated to key industry sectors based on their expertise, interest, and priorities of the organization. Similar to an "Account Executive" approach, business services staff would focus time and attention on a specific industry sector. This enables staff to spend time strategically and ensures that each sector strategy has committed support. Staff will have the opportunity to become subject matter experts in their respective sector – both in regard to the latest industry trends and workforce needs as well as in regard to the resources that may available to support unique sectors.

This model does not prohibit CareerSource CLM to respond to the needs of all industry sectors, but encourages proactive outreach and services to be targeted toward key sectors.

- *Targeting investments toward key sectors and occupations/skills within those sectors* – In times of dwindling resources, CareerSource CLM's training investments can be targeted proactively to high-priority sectors. Through the sector partnerships and Business Services Team, CareerSource CLM will have significant demand intelligence that can be utilized in conjunction with targeted training investments to close skill gaps and talent needs in key sectors. The CareerSource CLM Board and staff should conduct an analysis of training investments to determine alignment with priority sectors and the appropriate portion of training investments that should be targeted to these key sectors.

#### RECOMMENDATION 4: Begin regional planning efforts for WIOA implementation

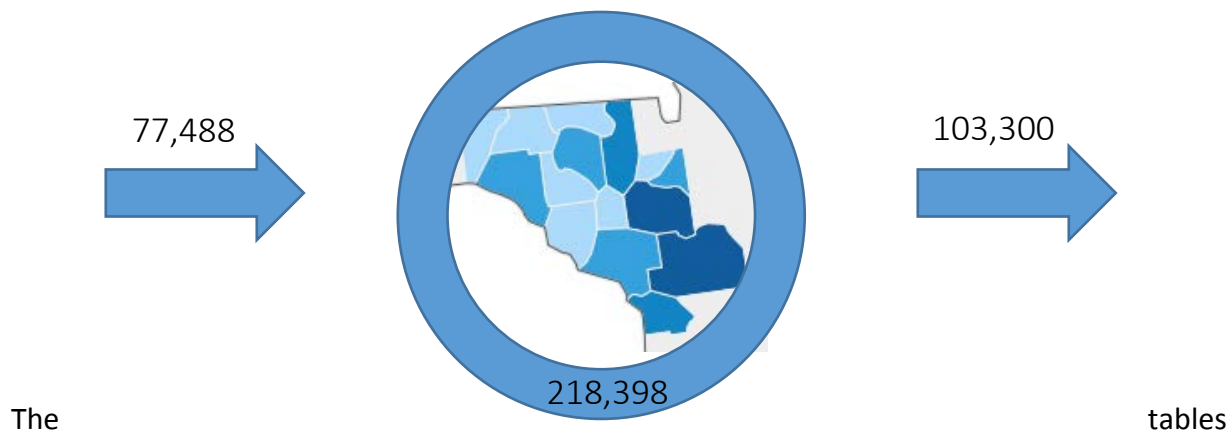
To prepare for the regional planning that is outlined in WIOA, CareerSource CLM has examined and engaged in discussions with surrounding regions to determine which group of local areas is most appropriate for regional planning and provides the greatest opportunities for collaboration and strategic initiatives.

The region recommended includes four local areas:

- *CareerSource Citrus Levy Marion (Region 10)*: Citrus, Levy, and Marion Counties
- *CareerSource North Florida (Region 6)*: Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor Counties
- *CareerSource North Central Florida (Region 9)*: Alachua and Bradford Counties
- *CareerSource Florida Crown (Region 7)*: Columbia, Dixie, Gilchrist, and Union Counties

These four areas have existing relationships that can be leveraged for further collaboration. The neighboring areas have worked together to serve businesses that cross regional lines as well as on several special projects, including federal grants. Each of these local areas also have counties that are part of the North Florida Economic Development Partnership. Membership in this partnership provides a basis for current collaboration as well as a common vision for economic development priorities, supporting historically strong industries, while also embracing new areas for growth and innovation. Citrus Levy Marion and North Florida also already have an administrative relationship, as CLM provides cash management and human resource functions for the North Florida area.

The region also shares a strong, mobile workforce, and commuting patterns show that more workers are commuting within this region than are leaving it or coming in. Nearly 75% of workers who are employed in this region also live in the region, and nearly 70% of residents who live in this region also work in the region. More than 218,000 workers both live and work within these four areas, while only 77,488 workers commute in each day, and 103,300 commute out.



below show the breakdown of where workers live and where residents work by local area. The highest percentage of workers coming from outside the region is just 35.7% in the Citrus, Levy, Marion area, while the highest percentage of residents leaving the region for work is just 30.2% in the North Florida area. This further shows that the majority of worker and residents in this region are also participating in the workforce in this region.

#### Where Residents Work

	Citrus, Levy, Marion	North Florida	North Central Florida	Florida Crown
<i>Live and work in the same local area</i>	57.2%	51.5%	34.8%	69.5%
<i>Work in another local area in this region</i>	7.1%	14.3%	29.8%	6.2%
<i>Work outside of the region</i>	35.7%	34.2%	35.4%	24.2%

#### Where Workers Live

	Citrus, Levy, Marion	North Florida	North Central Florida	Florida Crown
<i>Live and work in the same local area</i>	66.1%	60.8%	55.8%	59.4%
<i>Live in another local area in this region</i>	5.5%	8.9%	21.4%	17.0%
<i>Live outside of the region</i>	28.4%	30.2%	22.8%	23.5%

In addition to a shared workforce, the region shares some commonalities in strong, targeted, and growing industries. The Healthcare industry is a top employer and priority in all four areas, employing more than 53,000 workers, nearly 15% of the regional workforce.

	2014 Jobs	% of Local Area Workforce
<i>Citrus, Levy, Marion</i>	22,937	15.5%
<i>North Florida</i>	3,347	10.0%
<i>North Central Florida</i>	22,775	14.9%
<i>Florida Crown</i>	4,079	11.8%

While not the largest industry in all four local areas, Manufacturing provides strong wealth generating production within the region and offers opportunities for supply chain coordination. Manufacturing is in the top five industries for North Florida and the Florida Crown, and is still strong and growing in Citrus, Levy, and Marion Counties and North Central Florida.

	2014 Jobs	% of Local Area Workforce
<i>Citrus, Levy, Marion</i>	8,293	5.6%
<i>North Florida</i>	4,462	13.3%
<i>North Central Florida</i>	4,587	3.3%
<i>Florida Crown</i>	2,486	7.2%

Other industries common among the top industries in each area include Government, Construction, Retail Trade, Administrative and Support Services, and Accommodation and Food Services. These common industry needs offer opportunities for further collaboration on training programs and other business services solutions.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee, Wednesday, September 1, 2021**

### **TOPIC/ISSUE:**

Updated budget for program year 7/1/21-6/30/22

### **BACKGROUND:**

The first budget of program year 2021 was presented at the 6/2/21 meeting.

### **POINTS OF CONSIDERATION:**

The budget is updated for the below:

- Carry forward amounts after June's expenditures were reported
- 2021 Revenue for DVOP, LVER, and SNAP are estimated as they are not available at this time.
- Grants added to this budget version are Covid, TAA, Foundational Skills, Rapid Response, and Rural Initiatives.

### **STAFF RECOMMENDATIONS:**

Approve updated 2021 Budget

### **COMMITTEE ACTION:**

Charles Harris made a motion to approve the 2021-2022 Budget. Pete Beasley seconded the motion. Motion carried.

### **BOARD ACTION:**



BUDGET - CSCLM																					
PY 2021(JULY 2021 - JUNE 2022)																					
9/1/2021	ADULT	YOUTH	TAA	DISL WORKER	LVER	CORRECTIONS	RURAL INITIATIVES	VOC REHAB	WAGNER PEYSER	VETERAN DVOP	WTP	SNAP	SIGNED BONUS	RECOVERY NAVIGATOR	FOUNDATIONAL SKILLS	YOUTH BUILD 3	RAPID RESPONSE	COVID 19	RWB 6	REA	UN-RESTR
ITA requirement: 30%																					
REVENUE																					
P.Y. 2021 CONTRACTS	1,278,426	1,222,997	5,520	733,775	25,040	196,310	62,500	45,494	156,104	28,336	1,676,326	145,000	100,000	260,870	41,666	-	162,177	-	5,665	60,000	6,206,206
CARRYFORWARD	167,022	342,884	3,278	142,126	14,036	-	-	-	39,617	19,934	134,389	158,694	-	-	-	624,887	-	41,920	-	56,453	147,354
INCENTIVES/SUPPLEMENTAL	-	196,704	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TRANSFER	120,000	-	-	(120,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	1,565,448	1,762,585	8,798	755,901	39,076	196,310	62,500	45,494	195,721	48,270	1,810,715	303,694	100,000	260,870	41,666	624,887	162,177	41,920	5,665	116,453	8,295,506
EXPENDITURES																					
TOTAL ITA	34.69%																				
TRAINING:																					
ITA %	34%			37%																	
ITA/TRAINING	160,000	-	-	19,000	-	-	-	-	-	-	-	-	-	-	-	27,600	-	-	-	-	206,600
OUT	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
EMPLOYED WORKER	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
INTERNSHIPS	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
TRAINING SUPPORT	2,000	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000
TRAINING STAFF	195,500	-	-	195,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	391,000
TOTAL TRAINING	447,500	-	-	216,500	-	-	-	-	-	-	-	-	-	-	-	27,600	-	-	-	-	691,600
OPERATING:																					
SUPPORTIVE SVS.	3,000	190,000	-	-	-	62,810	-	-	-	191,041	-	90,000	-	-	138,720	-	-	-	-	-	675,571
DIRECT CHARGE (STAFF)	-	-	-	-	-	61,969	-	14,046	-	453,312	82,924	-	-	-	-	-	-	-	58,000	-	670,251
ECKERD	30,000	570,000	-	15,000	-	-	-	-	-	-	-	-	-	-	-	104,900	-	-	-	-	719,900
DEO STAFF TRAVEL	-	-	-	-	1,400	-	-	-	9,600	3,000	-	-	-	-	-	-	-	-	-	-	14,000
OPERATING	-	5,350	-	-	-	23,138	-	-	33,350	5,000	-	-	3,702	43,000	15,425	-	60,039	15,519	-	-	30,000
TOTAL OPERATING	33,000	765,350	-	15,000	1,400	124,779	23,138	14,046	42,950	8,000	644,353	82,924	93,702	43,000	15,425	243,620	60,039	15,519	-	58,000	2,314,244
PROGRAM SUPPORT:																					
FACILITIES	32,178	79,766	8,007	22,736	6,194	9,215	-	3,248	68,133	16,769	70,248	20,319	-	9,215	-	13,370	-	-	5,665	14,881	379,945
PROGRAM	72,333	123,874	-	27,865	167	2,765	1,878	5,133	956	77,003	9,910	442	5,139	1,843	-	7,175	1,855	-	1,778	-	339,717
INFORMATION TECHNOLOGY	17,578	167,357	-	37,376	226	20,146	3,736	2,268	6,934	1,292	104,033	13,388	586	6,942	2,490	-	9,693	2,506	-	2,403	458,965
OUTREACH	66,787	114,375	-	25,544	154	-	2,553	1,550	4,739	883	71,098	9,150	408	4,745	1,702	-	6,625	1,712	-	1,642	313,667
BUSINESS	177,601	224,569	-	67,927	-	-	6,789	4,121	12,602	2,347	189,066	24,332	1,086	12,617	4,526	-	17,617	4,554	-	4,366	754,121
SELF SERVICES	113,148	143,071	-	43,276	-	-	4,325	2,626	8,029	-	120,453	15,501	692	8,038	2,883	-	11,223	2,901	-	2,782	478,949
CAREER SERVICES	273,053	-	-	104,434	-	-	10,438	6,336	19,376	-	290,679	37,409	1,670	19,398	6,959	-	27,085	7,001	-	6,713	810,549
TOTAL PROGRAM SUPPORT	812,678	853,013	8,007	328,958	6,742	29,361	30,606	21,827	124,946	22,247	922,580	130,009	4,897	66,095	20,404	13,370	79,418	20,528	5,665	34,564	3,535,914
TOTAL EXPENDITURES	1,293,178	1,618,363	8,007	560,458	8,142	154,140	53,744	35,873	167,896	30,247	1,566,932	212,933	98,599	109,095	35,829	284,590	139,457	36,047	5,665	92,564	6,541,758
ADMIN POOL	156,210	101,827	623	66,829	725	18,309	6,892	4,316	17,692	2,992	191,904	25,569	1,103	13,156	4,595	4,302	17,885	4,623	-	10,966	654,365
GENERAL POOL	42,225	27,527	168	18,066	196	4,950	1,863	1,167	4,783	809	51,879	6,912	298	3,557	1,242	1,163	4,835	1,250	-	2,964	176,898
TOTAL INDIRECT COST RATE	198,435	129,354	791	84,896	922	23,258	8,756	5,483	22,475	3,801	243,783	32,481	1,401	16,713	5,837	5,465	22,719	5,873	-	13,930	831,264
BALANCE	73,830	14,868	0	110,547	30,013	18,911	0	4,139	5,350	14,222	(0)	58,281	0	135,062	0	334,833	1	0	(0)	9,959	112,467
INDIRECT RATE CALCULATION																					
DIRECT TOTAL COSTS	1,293,178	1,618,363	8,007	560,458	8,142	154,140	53,744	35,873	167,896	30,247	1,566,932	212,933	8,599	109,095	35,829	284,590	139,457	36,047	-	92,564	6,446,093
LESS: LEASES	(45,117)	(64,362)	(3,151)	(24,349)	(2,485)	(11,376)	-	-	(2,220)	(29,939)	(6,913)	(70,540)	(13,558)	-	(6,506)	-	-	-	-	(7,057)	(295,000)
SUBAWARD (ECKERDS)	(30,000)	(760,000)	-	(15,000)	-	-	-	-	-	-	-	-	-	-	-	(243,620)	-	-	-	-	(1,048,620)
TOTAL MTDC	1,218,061	794,002	4,856	521,108	5,657	142,765	53,744	33,653	137,958	23,333	1,496,392	199,374	8,599	102,589	35,829	33,542	139,457	36,047	-	85,507	5,102,473



## **RECORD OF ACTION/APPROVAL**

### **Board Meeting Wednesday, September 8, 2021**

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

Internal Control Questionnaire

#### **BACKGROUND:**

The Internal Control Questionnaire is a monitoring/compliance tool that requires staff to assess various risk areas of our operation and present to the Board for review and certification by the Board Chair.

The ICQ is used by state monitors as part of their local compliance monitoring.

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

The ICQ is due at DEO by September 30, 2021

#### **STAFF RECOMMENDATIONS:**

Request approval for Chair to sign.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**

# **2021-22 Internal Control Questionnaire and Assessment**

**Bureau of Financial Monitoring and Accountability  
Florida Department of Economic Opportunity**

*August 20, 2021*

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## OVERVIEW

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### Introduction and Purpose

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

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

### Definition and Objectives of Internal Controls

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

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

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

#### ***Need for Internal Controls***

Internal controls help to ensure the direction, policies, procedures, and practices designed and approved by management and the governing board are put in place and are functioning as designed/desired. Internal controls should be designed to achieve the objectives and adequately safeguard assets from loss or

unauthorized use or disposition, and to provide assurance that assets are used solely for authorized purposes in compliance with Federal laws, regulations, and program compliance requirements. Additionally, Title 2, Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, § 200.303 Internal controls, states:

The non-Federal entity must:

- (a) Establish and maintain effective internal control over the Federal award that provides reasonable assurance 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 and 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.
- (c) Evaluate and monitor the non-Federal entity's compliance with statute, regulations and the terms and conditions of Federal awards.
- (d) Take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings.
- (e) Take reasonable measures to safeguard protected personally identifiable information and other information the Federal awarding agency or pass-through entity designates as sensitive or the non-Federal entity considers sensitive consistent with applicable Federal, state and local laws regarding privacy and obligations of confidentiality.

### ***What Internal Controls Cannot Do***

As important as an internal control system is to an organization, an effective system will not guarantee an organization's success. Effective internal controls can keep the right people, such as management and the governing board members, informed about the organization's operations and progress toward goals and objectives. However, these controls cannot protect against economic downturns or make an understaffed entity operate at full capacity. Internal controls can only provide reasonable, but not absolute, assurance the entity's objectives can be met. Due to limitations inherent to all internal controls systems, breakdowns in the internal control system may be caused by a simple error or mistake, or by faulty judgments made at any

level of management. In addition, controls may be circumvented by collusion or by management override. The design of the internal controls system is dependent upon the resources available, which means there must be a cost-benefit analysis performed as part of designing the internal control system.

### ***Five Components of Internal Control***

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

## Makeup of the ICQ

Subsequent sections of this document emphasize the “17 Principles” of internal controls developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and presented in the

Internal Controls – Integrated Framework. The five components of internal controls listed above are fundamentally the same as the five standards of internal controls and reflect the same concepts the “Standards for Internal Control in the Federal Government” utilizes.

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

It should be noted that entities may have adequate internal controls even though some or all of the listed characteristics are not present. Entities could have other appropriate internal controls operating effectively that are not included here. The entity will need to exercise judgment in determining the most appropriate and cost effective internal controls in any given environment or circumstance to provide reasonable assurance for compliance with Federal program requirements.

## Completing the Document

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

## Certification of Self-Assessment of Internal Controls

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



## CONTROL ENVIRONMENT

		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
<b>Principle 1. The organization demonstrates a commitment to integrity and ethical values.</b>							
1.	The LWDB's management and board of directors' commitment to integrity and ethical behavior is consistently and effectively communicated throughout the LWDB, both in words and deeds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	The LWDB has a code of conduct and/or ethics policy that has been communicated to all staff, board members, and outsourced service providers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	When the LWDB hires employees from outside of the organization the person is trained or made aware of the importance of high ethics and sound internal controls.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 2. The board of directors demonstrates independence from management and exercises oversight of the development and performance of internal controls.</b>							
4.	The board of directors define, maintain, and periodically evaluate the skills and expertise needed among its members to enable them to question and scrutinize management's activities and present alternate views.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.	The board of directors and/or audit committee maintains a direct line of communication with the board's external auditors and internal monitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6.	The board of directors establishes the expectations and evaluates the performance of the chief executive officer or equivalent role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Principle 3. Management establishes, with board oversight, structures, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.</b>							
7.	Management reviews and modifies the organizational structure of the LWDB in light of anticipated changing conditions or revised priorities.  <b>Provide the date of last review.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.	Specific lines of authority and responsibility are established to ensure compliance with federal and state laws and regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9.	The LWDB management understands the importance of internal controls, including the division of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 4. The organization demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.</b>							
10.	The LWDB provides training opportunities or continuing education to develop and retain sufficient and competent personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11.	The LWDB has succession plans for senior management and contingency plans for assignments of responsibilities important for internal controls.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12.	For all employees, the LWDB regularly evaluates the performance of the employee and shares the results with the employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 5. The organization holds individuals accountable for their internal control responsibilities in the pursuit of objectives.</b>							
13.	The LWDB has mechanisms in place to ensure that all required information is timely published to the website in a manner easily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	accessed by the public in compliance with laws, regulations, and provisions of grant agreements.						
14.	The LWDB's structure and tone at the top helps establish and enforce individual accountability for performance of internal control responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15.	The LWDB has policies, processes and controls in place to evaluate and promote accountability of outsourced service providers (and other business partners) and their internal control responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## RISK ASSESSMENT

RISK ASSESSMENT		Self-Assessment of Policies, Procedures, and Processes					
		Weak		Strong			Comments/Explanations
		1	2	3	4	5	
Principle 6. The organization specifies with sufficient clarity to enable the identification and assessment of risks relating to objectives.							
16.	Management establishes a materiality threshold for each of its major objectives and identifies risk at each location where the LWDB conducts activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17.	Management uses operational objectives as a basis for allocating the resources needed to achieve desired operational and financial performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18.	The LWDB sets entity-wide financial reporting controls and assesses the risks that those controls will not prevent material misstatements, errors, or omissions in the financial statements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Principle 7. The organization identifies risks to the achievement of its objectives across the entity and analyzes risks as a basis for determining how the risks should be managed.</b>							
19.	Management ensures that risk identification considers internal and external factors and the potential impact on the achievement of objectives.  <b>What measures are being taken to address the risk of cybersecurity in the organization?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
20.	The LWDB adequately and effectively manages risks to the organization and has designed internal controls in order to mitigate the known risks.  <b>What new controls, if any, have been implemented since the prior year and which organizational risks do they mitigate?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21.	The LWDB's risk identification/assessment is broad and includes both internal and external business partners and outsourced service providers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 8. The organization considers the potential for fraud in assessing risks to the achievement of objectives.</b>							
22.	The LWDB periodically performs an assessment of each of its operating locations' exposure to fraudulent activity and how the operations could be impacted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

23.	The LWDB's assessment of fraud risks considers opportunities for unauthorized acquisition, use and disposal of assets, altering the reporting records, or committing other inappropriate acts.  <b>Provide a narrative of the system/process for safeguarding cash on hand, such as prepaid program items (i.e. gas cards, visa cards) against unauthorized use/distribution.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 9. The organization identifies and assesses changes that could significantly impact the system of internal controls.</b>							
24.	The LWDB has mechanisms in place to identify and react to risks presented by changes in government, regulatory, economic, operating, or other conditions that could affect the achievement of the goals and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
25.	The most significant risks affecting the LWDB have been identified and controls are designed and implemented that mitigate risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
26.	Considering the most significant risks, have controls been designed and implemented that mitigate risks associated with each.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## CONTROL ACTIVITIES

		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
<b>Principle 10. The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.</b>							
27.	The LWDB has a written business continuity plan which includes contingencies for business processes, assets, human resources and business partners, and is periodically evaluated and updated to ensure continuity of operations to achieve program objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
28.	Controls employed by the LWDB include authorizations, approvals, comparisons, physical counts, reconciliations, supervisory controls and allowable use of funds.  <b>What type of training is provided to program and administration staff to ensure the allowable use of funds?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
29.	The LWDB periodically (e.g., quarterly, semiannually) reviews system privileges and access controls to the different applications and databases within the IT infrastructure to determine whether system privileges and access controls are appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 11. The organization selects and develops general control activities over technology to support the achievement of objectives.</b>							
30.	Management selects and develops control activities that are designed and implemented to restrict technology access rights to authorized users commensurate with their job responsibilities and to protect the entity's assets from external threats.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## CONTROL ACTIVITIES

		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
31.	Management has identified the appropriate technology controls that address the risks of using applications hosted by third-parties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
32.	The LWDB has considered the protection of personally identifiable information (PII), as defined in section 501.171(1)(g)1, F.S., of its employees, participants/clients and vendors, and have designed and implemented policies that mitigate the associated risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 12. The organization deploys control activities through policies that establish what is expected and procedures that put policies into action.</b>							
33.	The LWDB has policies and procedures addressing proper segregation of duties between the authorization, custody, and recordkeeping for the following tasks, if applicable: Prepaid Program Items (Participant Support Costs), Cash/Receivables, Equipment, Payables/Disbursements, Procurement/Contracting, and Payroll/Human Resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
34.	The LWDB has written procedures that minimize the time elapsing between the receipt of advanced funds and disbursement of funds as required by 2 CFR 200.305(b)(1).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## CONTROL ACTIVITIES

CONTROL ACTIVITIES		Self-Assessment of Policies, Procedures, and Processes					
		Weak		Strong			
		1	2	3	4	5	
35.	The LWDB has processes to ensure the timely submission of required reporting (i.e. financial reports, performance reports, audit reports, internal monitoring reviews, or timely resolution of audit findings).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Comments/Explanations
36.	The LWDB has a records retention policy and has implemented internal controls to ensure all records are retained, safeguarded, and accessible, demonstrating compliance with laws, regulations, and provisions of contracts and grant agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## INFORMATION AND COMMUNICATION

INFORMATION AND COMMUNICATION		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
Principle 13. The organization obtains or generates and uses relevant, quality information to support the functioning of internal controls.							
37.	Federal, state, or grant program rules or regulations are reviewed by one or more of the following: governing board, audit, finance or other type committee.  How often are these reviewed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
38.	The LWDB considers both internal and external sources of data when identifying relevant information to use in the operation of internal controls.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



## INFORMATION AND COMMUNICATION

		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
39.	The LWDB's has controls in place to ensure costs are accurately recorded and allocated to the benefiting federal/state fund or grant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 14. The organization internally communicates information, including objectives and responsibilities for internal controls, necessary to support the functioning of internal controls.</b>							
40.	Communication exists between management and the board of directors so that both have information needed to fulfill their roles with respect to the LWDB's objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
41.	There is a process to quickly disseminate critical information throughout the LWDB when necessary.  <b>Provide a description of the dissemination process.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
42.	Management has a process for the development, approval and implementation of policy updates and communicates those updates to staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 15. The organization communicates with external parties regarding matters affecting the functioning of internal controls.</b>							

## INFORMATION AND COMMUNICATION

INFORMATION AND COMMUNICATION		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
43.	The LWDB has a means for anyone to report suspected improprieties regarding fraud; errors in financial reporting, procurement, and contracting; improper use or disposition of equipment; and misrepresentation or false statements.  <b>Describe the process of how someone could report improprieties. Who receives/processes/investigates, etc.?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
44.	The LWDB has processes in place to communicate relevant and timely information to external parties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
45.	The LWDB has processes in place to communicate the results of reports provided by the following external parties: Independent Auditor, DEO Bureau of Financial Monitoring and Accountability (FMA), DEO Bureau of One-Stop and Program Support, DEO Office of Inspector General, Florida Auditor General, and Federal Awarding Agencies (USDOL, USDHHS, and USDA) to the Board of Directors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## MONITORING ACTIVITIES

MONITORING ACTIVITIES	Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
	Weak		Strong			
	1	2	3	4	5	
Principle 16. The organization selects, develops, and performs ongoing and/or separate evaluations to ascertain whether the components of internal controls are present and functioning.						

## MONITORING ACTIVITIES

		<b>Self-Assessment of Policies, Procedures, and Processes</b>					<b>Comments/Explanations</b>
		<b>Weak</b>		<b>Strong</b>			
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
46.	<p>The LWDB periodically evaluates its business processes such as cash management, comparison of budget to actual results, repayment or reprogramming of interest earnings, draw down of funds, procurement, and contracting activities.</p> <p><b>Describe the process of how funding decisions are determined. What is the criteria, who initiates/approves, etc.?</b></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
47.	<p>The LWDB considers the level of staffing, training and skills of people performing the monitoring given the environment and monitoring activities which include observations, inquiries and inspection of source documents.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
48.	<p>LWDB management periodically visits all career center locations in its region (including subrecipients) to ensure the policies and procedures are being followed and functioning as intended.</p> <p><b>When was the most recent visit performed, by whom, and who were the results communicated to?</b></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p><b>Principle 17. The organization evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the board of directors, as appropriate.</b></p>							

## MONITORING ACTIVITIES

		<i>Self-Assessment of Policies, Procedures, and Processes</i>					<b>Comments/Explanations</b>
		<i>Weak</i>		<i>Strong</i>			
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
49.	The LWDB management takes adequate and timely actions to correct deficiencies identified by the external auditors, financial and programmatic monitoring, or internal reviews.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
50.	<p>The LWDB monitors all subrecipients to ensure that federal funds provided are expended only for allowable activities, goods, and services and communicates the monitoring results to the LWDB's board of directors.</p> <p><b>Are subrecipient monitoring activities outsourced to a third party? If so, provide the name of the party that performs the subrecipient monitoring activities.</b></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## ATTACHMENT A

### Department of Economic Opportunity Certification of Self-Assessment of Internal Controls

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Local Workforce Development Board Number: \_\_\_\_\_

**To be completed by the Executive Director:**

A self-assessment of internal controls has been conducted for the 2021-2022 fiscal monitoring period. As part of this self-assessment, the Internal Control Questionnaire developed by the Department of Economic Opportunity has been completed and is available for review.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**To be completed by the Board Chair or their designee:**

I have reviewed the self-assessment of internal controls that was conducted for the 2021-2022 fiscal monitoring period.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Please scan and upload to SharePoint an executed copy of this certification on or before **September 30, 2021**.



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Career Center Committee, Thursday, August 19, 2021**

### **TOPIC/ISSUE:**

OPS-27 Individual Training Account (ITA, Budgeting and Fund Coordination Policy)

### **BACKGROUND:**

Due to the reduced funding in WIOA training funds for the current program year, a cap on funding for Individual Training Accounts and Supportive Services has been updated in the above referenced policy. Additionally, language was removed regarding the requirement of a Wonderlic Assessment, which is no longer in use. As well as the change in the level of approval authority for exceptions based on recent title changes.

### **POINTS OF CONSIDERATION:**

The requested cap on Individual Training Accounts and Supportive Services will allow for more training assistance to be provided to more individuals during this program year. The caps are identified as:

- Non-Pell programs: \$3,600
- Pell eligible programs: \$3,000
- Support Services: \$400

### **STAFF RECOMMENDATIONS:**

Staff requests the approval of OPS-27 to be implemented under our official policies and procedures.

### **COMMITTEE ACTION:**

Jorge Martinez made a motion to approve OPS-27. Lanny Mathis seconded the motion. Motion Approved.

### **BOARD ACTION:**



## RECORD OF ACTION/APPROVAL

Board Meeting, Wednesday, September 8, 2021  
Career Center Committee, Thursday, August 19, 2021

### TOPIC/ISSUE:

Talent Management Software Procurement

### BACKGROUND:

On June 7, 2021 the Board approved the release of a request for proposals (RFP) to procure suitable, professional talent management software that could operate within the expectations and level of service of the Talent Center. The RFP closed on June 30, 2021. Two acceptable proposals were received.

Staff met on July 30, 2021 to review and score each proposal. It was decided both companies who submitted proposals would be asked to present a demo for the review panel. Five staff members were involved in the review process totaling a possible 100 points for each proposal. The initial review and scoring resulted in the following:

Talent Management Software RFP Scoring Matrix Results - Max Point = 100		
Company		Aggregate Score
Ceipal*		84.40
PageUp*		66.00

\*requested to provide a full product demonstration

### POINTS OF CONSIDERATION:

Based on scoring the overall scoring matrix and overall cost savings Ceipal is the platform which best met the required elements in the RFP. Additionally, considering a go live date of November 1, 2021 Ceipal provided a concise timeline of implementation, data migration, training (see Attachment A) and rollout of a maximum of five weeks. Ceipal offers seamless data migration from a data backup file from the current Talent Management platform in use.

### STAFF RECOMMENDATIONS:

Staff recommends the selection and execution of a service contract with Ceipal.

### COMMITTEE ACTION:

Jorge Martinez made a motion to approve the selection and execution of a service contract with Ceipal. Lanny Mathis seconded the motion. Motion Approved.

### BOARD ACTION:



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Career Center Committee, Thursday, August 19, 2021**

### **TOPIC/ISSUE:**

Virtual Event Platform RFP

### **BACKGROUND:**

For the last year, the regional workforce boards had access to a Virtual Event Platform which was procured by CareerSource Florida in Fall of 2020. This platform provided a means for candidates to attend virtual job fairs and hiring events in Citrus, Levy and Marion County throughout the pandemic. The virtual event platform was also used during the Youth Career Expos and allowed for more than double the attendees than the in-person events from the prior year.

### **POINTS OF CONSIDERATION:**

CareerSource Florida has chosen not to continue offering this tool to the local workforce offices beyond September 2021. This type of platform is invaluable for use in tandem with in-person events and as a stand-alone platform for virtual events. It also allows staff to reach a broader audience, especially in schools and rural communities. An RFP has been drafted which will solicit proposals for a Virtual Event Platform.

### **STAFF RECOMMENDATIONS:**

Staff requests the approval of the release of the RFP for a Virtual Event Platform.

### **COMMITTEE ACTION:**

Tiffany Wiggins approved the RFP request for a virtual event platform. Jorge Martinez seconded the motion. Motion carried.

### **BOARD ACTION:**





## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Career Center Committee, Thursday, August 19, 2021**

### **TOPIC/ISSUE:**

OPS-09 Employment Verification and Follow Up

### **BACKGROUND:**

OPS-09 was an informal guideline for Welfare Transition Career Development Coaches to follow when verifying employment and entering employment verification and hours into the State tracking system. Due to the intricacies of the calculations required the guideline has been updated and put into a draft policy for review.

### **POINTS OF CONSIDERATION:**

The State tracking system which houses case notes, employment verification forms and hours worked requires a solid understanding of the calculations necessary for accurate data input. This new policy will provide the necessary framework for Career Development Coaches to ensure accuracy of the information in the system.

### **STAFF RECOMMENDATIONS:**

Staff requests the approval of OPS-09 to be implemented under our official policies and procedures.

### **COMMITTEE ACTION:**

Pat Reddish made a motion to approved OPS-09. Lanny Mathis seconded the motion. Motion carried.

### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Marketing and Outreach Committee, Thursday, August 25, 2021**

### **TOPIC/ISSUE:**

Communications Strategy Plan

### **BACKGROUND:**

The Communications Strategy Plan provides a communications structure for the marketing team to follow regarding upcoming events, projects, training, digital collateral, outreach and more. Due to budget cuts, the communications strategy has been updated with the necessary objectives and goals within the allotted budget and put into a draft plan for review.

### **POINTS OF CONSIDERATION:**

The plan has three main objectives including increased website traffic, outreach to minority demographics and improved brand recognition. This new plan will provide the framework for the Communications and Marketing team to focus on during the upcoming year.

### **STAFF RECOMMENDATIONS:**

Staff requests the approval of Communications Strategy Plan.

### **COMMITTEE ACTION:**

Kathy Judkins made a motion to approve the 2021-2022 Marketing and Outreach plan. Carl Flanagan seconded the motion. Motion carried.

### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee Meeting, Wednesday, July 28, 2021**

### **TOPIC/ISSUE:**

50% ITA allocation waiver request

### **BACKGROUND:**

Section 445.003(3)(a)(1) of Florida statute requires that: "...50 percent of the Title I funds for Adults and Dislocated Workers which are passed through to local workforce development boards shall be allocated to and expended on Individual Training Accounts unless a local workforce development board obtains a waiver from CareerSource Florida, Inc."

### **POINTS OF CONSIDERATION:**

We are currently operating on a granted waiver that permits us to allocate 25% of our funds to customer ITAs (and qualifying cost categories). This waiver has allowed us to be more flexible in staffing patterns to react quickly to changing economic needs of the region, particularly in a year when COVID-19 has impacted business and candidate training needs. This waiver also permits us to use more funding to provide supportive services to the hardest to serve populations. On average, 35% of our funding is allocated to ITAs each year.

### **STAFF RECOMMENDATIONS:**

Approve the submission of the 2021 ITA allocation waiver extension request.

### **COMMITTEE ACTION:**

Al Jones made a motion to approve the submission of the 2021 ITA allocation waiver extension request. Pete Beasley seconded the motion. Motion carried.

### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee Meeting, Wednesday, July 28, 2021**

### **TOPIC/ISSUE:**

Payroll Services Proposal Acceptance

### **BACKGROUND:**

The board approved the procurement of a Payroll Services company to process payroll activities for our Paid Internship and Work Experience agreements on 12/9/2020. A Request for Proposal (RFP) was released on 04/23/2021. The two respondents did not meet the needs in the proposal based on service delivery and pricing. A re-release for the RFP was approved by the board on 6/09/2021.

### **POINTS OF CONSIDERATION:**

Two responses were received on the RFP re-release, Quality Labor Management and CD Staffing.

Service quotes:

Quality Labor Management – 30.2% markup

CD Staffing – 30.0% markup

CD Staffing has extensive knowledge of CareerSource payroll services as it relates to both Paid Internship and Work Experience programs.

### **STAFF RECOMMENDATIONS:**

Staff are seeking approval for the selection of CD Staffing to provide payroll services for CareerSource CLM for the period of August 1, 2021 through June 30, 2022. The contract would be renewable up to three additional program years (four years total) upon committee and board approval.

### **COMMITTEE ACTION:**

Pete Beasley made a motion to approve the selection of CD Staffing for payroll services for the period of August 1, 2021 through June 30, 2022 on a renewable contract for up to three additional years with committee and board approval. Al Jones seconded the motion. Motion carried.

### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee Meeting, Wednesday, July 28, 2021**

### **TOPIC/ISSUE:**

Eckerd Performance Payment

### **BACKGROUND:**

Eckerd's contract is based on cost reimbursement plus performance incentive for meeting Youth Positive Outcome numbers throughout the year. Per their contract, Eckerd must maintain an 80% positive outcome rate combined with payments based on the specific number of positive case closures. Eckerd's performance at the end of quarter four was 77.50%. The difference between meeting performance and not was three (3) case closures. This is mostly due to a directive by the DEO to close all cases that had remained open for a certain duration by June 30 with no exceptions.

### **POINTS OF CONSIDERATION:**

Additional burden was placed on Eckerd's contractual deliverables throughout the pandemic with office closures, reduced hours and enhanced safety protocols that made it increasingly difficult to recruit young adults into the program. However, Eckerd has met their work experience percentage goals, experienced a programmatic monitoring by DEO with zero findings and zero other non-compliance issues and has maintained superior performance in the Youthbuild grant at a time when other grantees did not have any performance. The amount of incentive payment that was missed in the fourth quarter totals \$16,160.64. We feel that in consideration of the challenges we have experienced this year, the nominal shortage in performance should not overshadow the superior work that Eckerd has done and we should approve the fourth quarter performance incentive.

### **STAFF RECOMMENDATIONS:**

Consider allowing staff to make the final fourth quarter performance incentive payment in the amount of \$16,160.64.

### **COMMITTEE ACTION:**

Al Jones made a motion to approve the fourth quarter performance incentive payment. Pete Beasley seconded the motion. Motion carried.

### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee Meeting, Wednesday, July 28, 2021**

### **TOPIC/ISSUE:**

Approval of the addition of program from Withlacoochee Technical College (WTC) to the Area Targeted Occupation List (ATOL).

### **BACKGROUND:**

All education entities that wish to be listed on CareerSource CLM's Area Targeted Occupation List (ATOL) must submit a Training Provider Application that includes performance data for each of the training programs they would like listed on the ATOL pursuant to CLM policy *OPS-28 Area Targeted Occupation List*.

### **POINTS OF CONSIDERATION:**

WTC is currently a training provider and has submitted the required FETPIP information for the following program to be added to the ATOL.

Medical Assisting (83% Placement Rate)

### **STAFF RECOMMENDATIONS:**

Staff are seeking approval to add the above referenced WTC program to our 2021/2022 ATOL.

### **COMMITTEE ACTION:**

Al Jones made a motion to approve adding the Medical Assisting program at WTC to the 2021-2022 ATOL. Pete Beasley seconded the motion. Motion carried

### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee Meeting, Wednesday, July 28, 2021**

### **TOPIC/ISSUE:**

Approval of the addition of programs from Marion Technical College (MTC) to the Area Targeted Occupation List (ATOL).

### **BACKGROUND:**

All education entities that wish to be listed on CareerSource CLM's Area Targeted Occupation List (ATOL) must submit a Training Provider Application that includes performance data for each of the training programs they would like listed on the ATOL pursuant to CLM policy *OPS-28 Area Targeted Occupation List*.

Under Workforce Innovation and Opportunity Act (WIOA) Section 122 and 20 CFR part 680, Registered Apprenticeship Programs are automatically eligible to be included on the ETP list and are exempt from state and local ETP eligibility requirements.

### **POINTS OF CONSIDERATION:**

MTC is currently a training provider and has submitted the following WIOA (Workforce Innovation and Opportunity Act) approved Registered Apprenticeship programs to be added to the ATOL.

Electrical Apprenticeship  
Construction Apprenticeship  
Masonry Apprenticeship

### **STAFF RECOMMENDATIONS:**

Staff are seeking approval to add the above referenced WIOA approved MTC programs to our 2021/2022 ATOL.

### **COMMITTEE ACTION:**

Pete Beasley made a motion to approve adding the Electrical, Construction, and Masonry Apprenticeships at MTC to the 2021-2022 ATOL. Al Jones seconded the motion. Motion carried.

### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee Meeting, Wednesday, July 28, 2021**

### **TOPIC/ISSUE:**

2021 Workforce Professional Development Summit

### **BACKGROUND:**

FWDA has sponsored the Summit for over 10 years. The Summit is funded through registration fees and sponsorships. Traditionally CLM has sent staff and been a sponsor at the \$5,000 level.

Unlike previous years, DEO will not be providing state technical assistance grant funds to support the Summit. To compensate, FWDA has increased the registration fees and seeking sponsors. This year we expect a strong attendance (in the past over 600 have attended), but sponsor recovery has been slow.

### **POINTS OF CONSIDERATION:**

CLM support will enhance the quality of the Summit

### **STAFF RECOMMENDATIONS:**

Request approval of \$5,000 sponsorship from Unrestricted Funds.

### **COMMITTEE ACTION:**

Pete Beasley made a motion to approve the \$5000 sponsorship from unrestricted funds for the FWDA Workforce Professional Development Summit. Al Jones seconded the motion. Motion carried.

### **BOARD ACTION:**





## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee Meeting, Wednesday, July 28, 2021**

### **TOPIC/ISSUE:**

Agreement with Nature Coast Business Development Council (NCBDC)

### **BACKGROUND:**

Since Dave Pieklik took the Economic Development Director job in Citrus, we have been working with the NCBDC to find a replacement. To date, we and they have been unsuccessful in recruiting any applicants. NCBDC is, in many ways, like MRMA. They have an active Board but do not have an administrative apparatus. Dave was paid as a 1099 employee with no benefits. He was provided a car and phone. They get funding from Levy County to cover the salary and our funding, but do not appear to have other firm sources of funding. It is important for us that there exists an economic development organization in Levy County, and that there is some degree of separation from the government for it to be more effective.

After meeting with two Board members, Bob Krefting and George Buckner on the phone, we developed the attached proposal to assist them. This approach is similar to how we support MRMA, except that funding for the position will come from one of several grants that we are working on. Because it is important that they maintain Levy County funding when the position is funded out of grant funds, Bob and I met with Commissioner Rock Meeks. He was very supportive and appreciative and is presenting the proposal to the BOCC. The BOCC endorsed the approach and thanked CSCLM for assisting.

Several key points.

1. The proposal is for through September 30, 2022. By this time, it is expected that they will be able to secure a grant that will extend the position through 2023. There are several that could tie into other projects that they are exploring.
2. We will assist them with several projects that will also benefit us- a Wage and Benefits survey and helping us present Metrix to businesses in Levy.
3. We have talked with them about having an "investors drive" to secure non-governmental funding and I am reaching out to a person that may be able to help them .
4. Levy county has hired a grant coordinator who can help them apply for other, non- workforce grants.

***POINTS OF CONSIDERATION:***

Levy county presents unique challenges in business outreach. By developing a stronger relationship with NCBDC we will provide increased outreach capabilities and a better connection to the training needs of Levy County employers.

***STAFF RECOMMENDATIONS:***

Approve the agreement with NCBDC.

***COMMITTEE ACTION:***

Al Jones made a motion to approve the contract with Nature Coast Business Development Council to hire an Executive Director. Pete Beasley seconded the motion. Motion carried.

***BOARD ACTION:***



## **RECORD OF ACTION/APPROVAL**

**Board Meeting, Wednesday, September 8, 2021**  
**Executive Committee, Wednesday, September 1, 2021**

### **TOPIC/ISSUE:**

Emergency Paid Sick Leave

### **BACKGROUND:**

The Family First Coronavirus Response Act (FFCRA) and the American Rescue Plan Act of 2021 had authorized certain employers to provide paid sick leave to individuals affected by Covid-19. This benefit could be applied to any employee that could not work due to being a caregiver for a sick family member, personal illness and side effects from receiving an approved vaccine.

CSCLM has opted to offer emergency paid sick leave to staff under this policy modeled closely after the FFCRA sick leave allowance.

### **POINTS OF CONSIDERATION:**

CSCLM wishes to offer emergency paid sick leave as a benefit to employees that have been fully vaccinated or have an exception covered by documented medical, disability, or religious reasons. The intent is to incentivize individuals to get vaccinated. We feel individuals that have done their part to protect themselves and the interests of the organization should be afforded additional protection should they become ill from a 'breakthrough' Covid infection. This benefit would only pertain to the employee and not be offered for other related instances involving household or family members.

### **STAFF RECOMMENDATIONS:**

Approve the attached *OPS-84 Supplemental* Guidance that will act as an attachment to our existing *OPS-84 Covid-19 Pandemic Policy*.

### **COMMITTEE ACTION:**

Al Jones made a motion to approve the Emergency Paid Sick Leave Supplemental Guidance. Pete Beasley seconded the motion. Motion carried.

### **BOARD ACTION:**