



College of Central Florida
Enterprise Center, Building 42
3003 SW College Rd, Suite 206
Ocala, FL 34474

BUSINESS AND ECONOMIC DEVELOPMENT COMMITTEE AGENDA

Thursday, May 12, 2022 – 9:00 a.m.

Join Zoom Meeting: <https://us02web.zoom.us/j/89481221955>

Phone No: 1-646-558-8656 (EST) Meeting ID: 894 8122 1955

Call to Order		K. Cunningham
Roll Call		C. Schnettler
Approval of Minutes, February 10, 2022	Pages 2 - 6	K. Cunningham

DISCUSSION ITEMS

State Update		R. Skinner
Workforce Issues that are Important to Our Community		R. Skinner
Draft Strategic Plan	Pages 7 - 26	R. Skinner

PUBLIC COMMENT

ACTION ITEMS

None

PROJECT UPDATES

Economic Development Partner Reports		
Citrus		
Levy		J. Wilson / S. Osteen
Marion		K. Sheilley
MRMA	Pages 27 - 28	K. Betz
Good Jobs Grant		R. Skinner
Talent Center	Page 29	A. Abrams
Event Report	Page 30	C. Weaver
Experiential Learning	Page 31	C. Weaver
Metrix Users Report	Page 32	C. Weaver
YouthBuild	Page 33	C. Weaver

MATTERS FROM THE FLOOR

ADJOURNMENT

2021 – 2022 MEETING SCHEDULE

Performance/ Monitoring	Business and Economic Development	Career Center	Marketing/ Outreach	Executive	Full Board	
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	
5/10/2022	5/12/2022	5/19/2022	5/25/2022	6/1/2022	6/7/2022	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
Business and Economic Development Committee**

MINUTES

DATE: February 10, 2022
PLACE: College of Central Florida, Enterprise Center
3003 SW College Road, Ocala, FL 34474
TIME: 9:00 a.m.

MEMBERS PRESENT

Pete Beasley, Chair
Angie White
Jeff Chang
John Hemken
Kathleen Betz
Kevin Sheilley
Mark Paugh
Mike Kelly (Mark Vianello)

MEMBERS ABSENT

Kevin Cunningham
Lewrissa Johns
Phillip Geist
Scott Osteen

OTHER ATTENDEES

Rusty Skinner, CSCLM
Dale French, CSCLM
Cory Weaver, CSCLM

Cira Schnettler, CSCLM
Joyce Wilson, NCBDC

CALL TO ORDER

The meeting was called to order by Pete Beasley, at 9:00 a.m.

ROLL CALL

Cira Schnettler called roll and a quorum was declared present.

APPROVAL OF MINUTES

Kevin Sheilley made a motion to approve the minutes from the November 18, 2021 meeting. Mike Kelly seconded the motion. Motion carried.

DISCUSSION ITEMS

State Update

Rusty Skinner updated the committee on the following items:

- House Bill 1507 called for a review and realignment of the workforce system. Last November, DEO, CareerSource Florida, and region directors met to discuss. Throughout the month of January, DEO made inquiries to the regions regarding upper management members' positions, pay, and length of service, as well as performance outcomes in Wagner Peyser, Dislocated Workers, and Adult Services for the last three years.

Region directors have agreed that a better understanding of the DEO's objectives in realigning will provide better insight for giving appropriate feedback and input from the regions. Region directors have been encouraged to reach out to their local elected officials.

The committee further discussed similar concerns affecting education partners.

The issue will be closely monitored, and updates will be provided to the Board.

Workforce Issues that are Important to Our Community

None

PUBLIC COMMENT

None

ACTION ITEMS

None

PROJECT UPDATES

Economic Development Partner Reports

Citrus:

- David Pieklik resigned his position with as the economic director with Citrus County. Rusty Skinner provided the update. Rusty Skinner informed the committee that Citrus County held a workshop recently to discuss the future of economic development. They are pursuing the creation of an economic development board that is similar to their tourism development board.

Levy:

- Joyce Wilson, representing Nature Coast Business Development Council stated that Central Florida Electric is continuing efforts to expand broadband in Levy County. She was also happy to report that NCBDC recently received a \$10,000 grant.

Marion

- Kevin Sheilley shared the below:
 - The Labor Force Participation Study is moving ahead. The surveyors have reached out to community partners and will be onsite surveying the public the first week of March.
 - Businesses are being encouraged to participate in the Apprenticeship

- Challenge being rolled out this month.
- Marion County currently has well over 80 active projects in manufacturing, distribution, and office.
- Several new manufacturing projects are in different phases of development.

MRMA

Kathleen Betz stated that MRMA will be updating their branding and website. The complete rebrand is expected to be finished by May. The MRMA Board changed their committee structure to include a Workforce and Education committee.

Good Jobs Grant

Rusty Skinner explained that the Grant has been submitted and if awarded implementation should begin by July. Notification should happen by the end of May. This is a federal grant provided through the Build Back Better program. Initial efforts will be focused on establishing a training program for manufacturing and logistics in Levy County. In the meantime, community partners will come together to organize and be proactive to develop a pilot program. If the grant is not awarded the plan is to move ahead with the pilot. Initial stages will be to convene local businesses to identify common training needs to develop online and in-person training. We will be working with the K-12 school system, College of Central Florida, Nature Coast Business Development Council, SBDC and MRMA. Mike Kelly stated that business partnerships are vital to the success of these types of programs.

Talent Center

Cory Weaver updated the committee on the Talent Center activities. There was an uptick in traffic in December and this has continued into January. Staff continues to provide resume development in the classroom environment. Staff has had some success with reaching out to local real estate agents that are advising newcomers to the region of our services.

Event Report

Cory Weaver highlighted items from the Event Report, noting the top three hiring events so far have been with AutoZone, Amazon, and E-One. Events, job fairs, and expos all have improved attendance. She noted incorrect figures in the attendance summary at the top of the report. The report will be updated and attached to these minutes.

Experiential Learning Contracts

Cory Weaver summarized each section of the report and noted successful hires.

Citrus Sign-On Bonus

Cory Weaver reviewed the report, noting one hire with a wage of \$11.56. This program is now closed and there will be no further reports.

Metrix Users

Cory Weaver shared details from the report, noting the most popular pathways and courses. The reports reflect consistent enrollment in the three counties. She also noted a shift in popular pathways that now includes Human Services and Government/Public Sector. These results aligned with a recent survey responses that were received from students at the Marion County Youth Expo.

YouthBuild

Cory Weaver was happy to report that the fourth cohort is underway and successful outcomes in the first three cohorts. The wall raising for the last cohort should occur in March. Invitations will be sent. Another grant submission for a fourth term of Youth Build was submitted in January. We hope to be awarded and continue with this very successful program.

MATTERS FROM THE FLOOR

None

ADJOURNMENT

There being no further business, the meeting was adjourned at 10:05 a.m.

APPROVED:

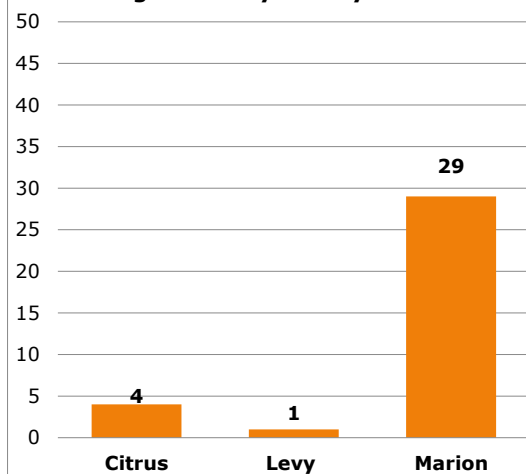
PY 21 - 22 Individual Events

Total Events: 33
Attendees: 662
Reported Hires: 371

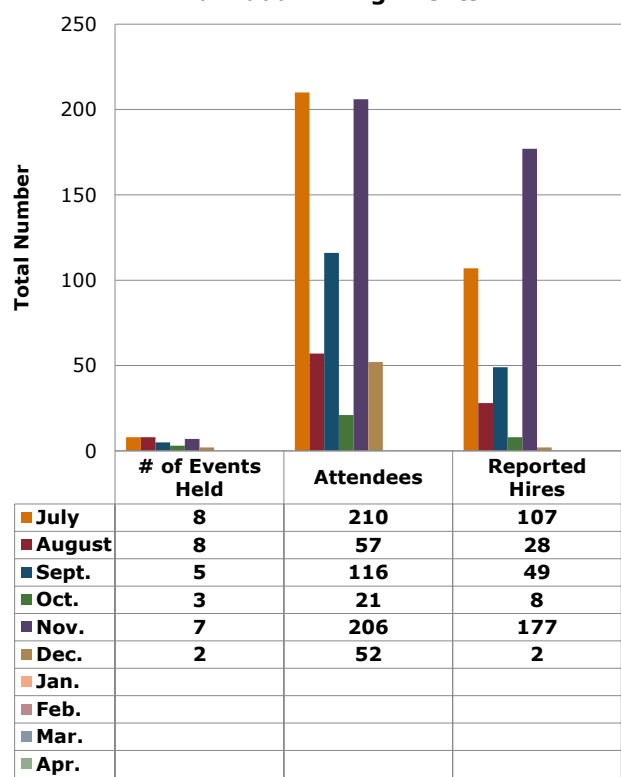
PY 21 - 22 Job Fairs

Attendees: 174
Businesses: 103

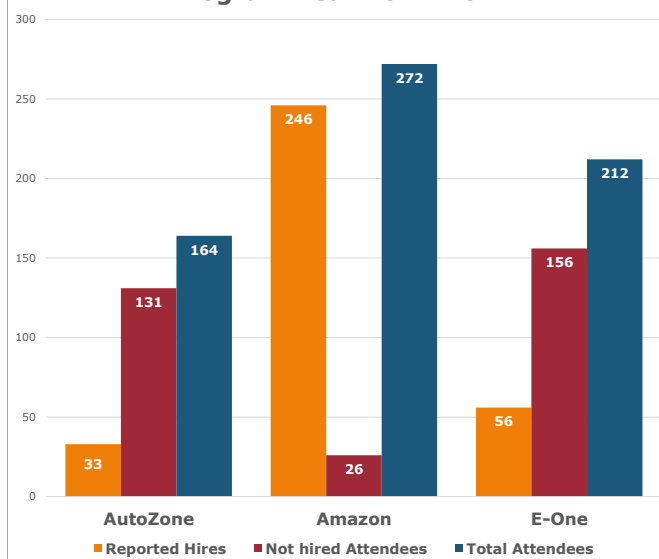
Hiring Events by County PY21-22



Individual Hiring Events



Top 3 Hiring Events Program Year 2021-2022



Other Recruitment Events 10/2021 - 12/2021

[illegible]

For Review



2022 STRATEGIC PLAN



PREPARED BY
THOMAS P. MILLER & ASSOCIATES

For Review INTRODUCTION + ACKNOWLEDGEMENTS

CareerSource Citrus Levy Marion has developed this Strategic Plan as a multi-year roadmap for how to achieve the priorities of the local workforce development system. The Board of Directors, in coordination with leadership staff, with input from a wide range of stakeholders, crafted this plan to serve as a living tool for driving successful outcomes in the region.

Community partners, staff, and stakeholders have given their valuable time and perspective into the creation of this strategic plan. The process would not have been possible without the involvement of these groups, and CareerSource Citrus Levy Marion would like to thank them and look forward to continuing efforts to strengthen the workforce in the region.

CareerSource Citrus Levy Marion serves as the convener, conduit, and subject matter expert for workforce development activities and resources. This strategic plan is a blueprint to actualize the mission; it is a reflection of CareerSource Citrus Levy Marion's vision and priorities for the future of Central Florida. It is a plan centered around the partnership of employers, jobseekers, community organizations, and regional leadership. Articulating these goals and strategies is the result of months of working with these groups, made possible by the support of the Career Source Citrus Levy Marion Board of Directors. Each board member is acknowledged on the following page.



For Review

BOARD OF DIRECTORS

Kim Baxley – Chair

Central Florida Electric Cooperative

Brandon Whiteman – Vice Chair

Two Twelve Benefits

Fredrick Morgan – Treasurer

I.B.E.W. Local Union 222

Pete Beasley

Rasmussen University

Jeff Chang

Lockheed Martin

Kevin Cunningham

RE/Max Realty One

Carl Flanagan

Flanagan Business Consulting

Theresa Flick

Key Training Center Citrus County

Darlene Goddard

Consultant

Charles Harris

Central Florida Community Action Agency

John Hemken

A&M Manufacturing

Judy Houlios

Ocala Housing Authority

Lewrissa Johns

Suncoast Credit Union

Kathy Judkins

SECO

Albert Jones

AutoZone Inc.

Ted Knight

United States Marine Corps League

Jorge Martinez

Florida Department of Children and Families

Nelson “Lanny” Mathis, Jr.

I.B.E.W. Local Union 1205

Christie McElroy

Levy County School Board

John Murphy

Citrus County Chronicle

Dr. Mark Paugh

College of Central Florida

Arno Proctor

ANCORP

Pat Reddish

Consultant

Debra Stanley

Citrus County School District

Equilla Wheeler

TransformCo

Angie White

Department of Education/Vocational Rehabilitation

Tiffany Wiggins

Katch 22

For Review

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It is CareerSource Citrus Levy Marion's **MISSION** to bring together residents, businesses, educational and community partners to develop services to support high-quality education, training, supportive and employment services to meet regional workforce needs.

It is CareerSource Citrus Levy Marion's **VISION** to be known as the number one workforce resource in the state of Florida by providing constructive tools and professional supportive services that are reflected in the quality of our job candidates and meet the needs of the business community.

GOALS

- 1 Enhance the existing sector strategy approach, driving career pathways and systemically addressing business needs.
- 2 Leverage the strong service delivery structure to provide access to the comprehensive talent pool.
- 3 Serve as convener for talent development in the region.
- 4 Tell the talent development story of Citrus, Levy and Marion counties.

For Review

PLANNING PROCESS

The planning process for CareerSource Citrus Levy Marion's (CSCLM) updated strategic plan began in mid-2021, with leadership identifying the need for a renewed roadmap for successful initiatives the next several years. CSCLM retained Thomas P. Miller & Associates (TPMA), an Indianapolis-based consulting firm, to facilitate the strategic planning process. Over the next six months, TPMA facilitated stakeholder engagement sessions, conversations with partner organizations, meetings with staff and organizational leadership. The results were guideposts to steer TPMA and leadership to the major priorities CSCLM needed to hone in on – both internally and externally. The following section summarizes the process TPMA followed as well as data and findings collated.

Document Review

Work to define the strategic direction of CSCLM began with a level setting review on the status of the 2015 plan. Driven by the implementation of the Workforce Innovation and Opportunity Act (WIOA) of 2014, the goals in the plan were strong and served the organization well. The plan encouraged demand-driven services for businesses and jobseekers, as well as a broad partnership lens that

acknowledges the role of community-based organizations in talent development. The 2015 goals were:

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

The analysis revealed that while parts of the plan can be considered complete, several other strategies can be considered ongoing goals with outputs that are continuously improved. Implementation of some goals were hampered by the Covid-19 pandemic, or progress experienced setbacks. Partnership activities that ideally would have expanded did not occur as broadly as hoped, and board member engagement continued to fluctuate as people dealt with many personal and professional issues.

An additional change to the landscape was the signing of the REACH Act

For Review

(or Reimagining Education and Career Help Act) into law by Governor DeSantis. Also known as HB 1507, the bill heavily influences the ways that Florida's workforce system is to operate. The REACH Act aims to coordinate the state's workforce development system including a "no-wrong-door" policy where Floridians can access services from any workforce partner with a common intake process and case management system. The implementation of the bill at the state level is ongoing with impacts continuing to unfold, but CSCLM has chosen to work on what is known now and have incorporated that strategy into the plan.

Labor Market Information Analysis

In late 2021, TPMA completed a labor market analysis detailing past, present, and projected trends in the CareerSource Citrus Levy Marion footprint. TPMA collected data from several public and proprietary sources including Economic Modeling Specialists, Inc. (Emsi), American Community Survey, U.S. Census Bureau, and the U.S. Bureau of Labor Statistics. The data analyzed contained quantitative data related to workforce characteristics, labor force statistics, industry analysis, and occupational analysis in the region. Key takeaways include above average population growth in region, as well as a strong rebound in employment post-pandemic. Surprisingly, the labor force was larger

larger in late 2021 than it was two years prior. The information was presented to CSCLM leadership and stakeholders, and was used to guide discussions with partners on growing industries, a tighter labor market, and a greying population.

Stakeholder Engagement

CSCLM indicated early on that input from partner organizations and other stakeholders would be essential to creating an inclusive and actionable plan. In October and December 2021, TPMA organized six total stakeholder engagement sessions in the three counties that CSCLM services. With assistance from CSCLM, TPMA met with representatives from over a dozen partners to solicit feedback and understand their priorities and concerns. TPMA also shared an overview of the REACH Act as it relates to mandated partnership. Given that many of these organizations will be impacted by the upcoming changes, the opportunity to set expectations early was beneficial.



For Review

Discussions involved improving partnership in the region, with representatives noting there are silos in place not only separating the three counties, but also preventing cross-collaboration across municipalities. Additionally, if CSCLM is to serve as a convener as required under the REACH Act, it should fit into existing partnerships and establishing new ones where there is a void.



Representatives also noted that the barriers to employment preventing jobseekers from obtaining or keeping employment, have multiplied and become worse, and resources should be focused on alleviating them. Examples included childcare, which is not only expensive, but also just not available in rural areas that CSCLM serves. This brought up employer investments in unique spaces, such as bringing on in-house childcare for employees.

TPMA held an additional stakeholder session with the CSCLM Board, providing feedback on strategies and identifying organizational strengths and weaknesses.

Key strengths included leadership by CSCLM staff, business services, and a responsive staff. Weaknesses included public perception of CSCLM as the unemployment office, as well as board members that could be more engaged.

Key themes that emerged from the sessions included:

- Defining Partnership
- Skilling for the Gig Economy
- REACH Act Implementation
- Marketing/Outreach to Partners
- Fund Development
- Employer Investments (Training, Talent, and Barrier Removal)
- High School Outreach and Programming

For Review

MISSION + VISION

As part of the strategic planning process, CSCLM staff and board reviewed the current mission and vision statements to see if they were relevant, and reflective of the organization's future. The staff and board recommended minor revisions to the mission and vision statements.

Revised Mission Statement

CareerSource Citrus Levy Marion brings together residents, businesses, educational and community partners to develop services to support high-quality education, training, supportive and employment services to meet regional workforce needs.

Revised Vision Statement

To be known as the number one workforce resource in the state of Florida by providing constructive tools and professional supportive services that are reflected in the quality of our job candidates and meet the needs of the business community.

While staff and board members did feel that the existing mission and vision statements still aligned with the organizational goals, some changes were necessary to ensure they reflected the future of CSCLM. Requests for changes included modifying the individuals and organizations named in the mission (previously “citizens,” changed to “residents,” and “employers,” changed to “businesses”) to be broader. For example, reflecting that businesses are more than employers and that CSCLM serves any legal resident. The vision statement was modified away from a focus on customer service to highlight the tools and supportive services CSCLM provides to its dual customers – job candidates and businesses.

STRATEGIC PLAN GOALS

After participating in the mission and vision statement review and studying the findings from the labor market analysis and the stakeholder engagement, TPMA worked with the CSCLM staff and the board to review the findings, discuss the identified priorities, and set goals. This plan aspires to achieve the vision of CSCLM by leveraging existing workforce strategies being executed by partners, as well as implementing new initiatives that respond to the needs of businesses. These goals align the strategic priorities with the needs of jobseekers and businesses, while also looking ahead to the changes that the implementation of the REACH Act will bring.

Implementation of the plan will require intentional collaboration among partners

in the workforce, education, and economic development ecosystem in the region. It is important to work with businesses to ensure training pathways align with in-demand occupations, while ensuring that jobseekers are aware and interested in options available. These partners will need to have honest conversations about what will attract jobseekers to training opportunities and employers – job quality matters.

CSCLM has always had to balance both business and jobseeker demands, but the current labor market will require a new strategy than in years past. Citrus, Levy, and Marion Counties are poised to take advantage of the growth in the region, and the strategies outlined below will guide the workforce ecosystem in making that a reality.

Goal 1: Enhance the existing sector strategy approach, driving career pathways and systemically addressing business needs.

- 1.1 – Continue to focus on sector specific services to businesses, including industry representatives and messaging.
- 1.2 – Work alongside training providers and employers to implement increased depth and diversity of earn and learn strategies such as apprenticeships, on the job training, and internships, beginning at the K-8 level.
- 1.3 – Partner with industry to build a multi-pronged pathway-focused regional talent strategy.
- 1.4 – Improve outreach to existing industry groups who can organically amplify CSCLM strategies and successes.
- 1.5 – Consult with sector subject matter experts on the board to identify industry champions.

STRATEGIC PLAN GOALS

Goal 2: Leverage the strong service delivery structure to provide access to the comprehensive talent pool.

- 2.1 – Embrace and expand creative outreach strategies that take the CSCLM “front door” directly to “the customer’s door.”
- 2.2 – Drive the holistic integration of services needed to achieve a true shared one-stop system for customers.
- 2.3 – Use existing relationships to deploy strategies in preparation for the implementation of HB1507.
- 2.4 – Enhance customer focus through the transformation of service delivery by involving their voice.
- 2.5 – Improve outreach to underrepresented populations to foster diversity, equity, and inclusion among jobseekers.
- 2.6 – Implement a risk mitigation and emergency management plan to ensure continuity of services.
- 2.7 – Drive the board of directors to utilize CSCLM services for their own business or organization.

Goal 3: Serve as convener for talent development in the region.

- 3.1 – Utilize existing asset mapping to enhance partnership efforts among stakeholders or become involved in existing partnership activities.
- 3.2 – Position CSCLM as the partner to have at the table.
- 3.3 – Expand partnerships with economic development organizations through the region.
- 3.4 – Play the role of relationship broker between partners, training providers, and industry.
- 3.5 – Leverage board member relationships and connections to reach customers and partners in new venues.

Goal 4: Tell the talent development story of Citrus, Levy and Marion counties.

- 4.1 – Communicate agile services available in the workforce ecosystem in an evolving labor market to jobseekers and business partners by telling success stories.
- 4.2 – Embrace the role of subject matter experts on workforce development and labor market information in the community.
- 4.3 – Advocate for a dual customer focused system where both jobseekers and businesses are equally prioritized
- 4.4 – Equip the board of directors with tailored communication resources to use in their own personal and professional networks to promote CSCLM services.

For Review

Goal 1: Enhance the existing sector strategy approach, driving career pathways and systemically addressing business needs.

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- 1.5 – Consult with sector subject matter experts on the board to identify industry champions.

The labor market is a market like any other, with fluctuations in supply and demand, skills, and wages. In conversations and interviews, stakeholders shared the need for flexibility in the current environment. Employers are competing for a limited supply of labor; CSCLM has shown strength in meeting the needs of business and industry in this type of labor market with successful outreach to candidates. For example, the Youth Expo is building the pipeline early for both jobseekers and employers to connect sooner. Offering access to employers through specialized partnerships such as the Lockheed Martin Apprenticeship Lab is the type of individualized attention to customers and industry that creates results. Expansion in successful efforts along with opportunities for continuous improvement are within reach to better serve both employers and job-seekers.

Sector-based partnerships are already present in the region. However, there remains an opportunity for CSCLM to convene major industries to provide services and improve outcomes for employers. Business Development Coordinators trained on industry specific needs, credentials, and terminology will allow CSCLM to continue in its role as a true partner, adding value to the menu of services already provided to all employers. The Board of Directors are an additional resource to be leveraged when working on improving partnership and outcomes for industry. Utilizing a competency matrix, staff should partner with board members to work together on industry projects and outreach.

CSCLM can build on the existing targeted in-demand industries in the region, which are

For Review

Goal 1: Enhance the existing sector strategy approach, driving career pathways and systemically addressing business needs.

projected to grow in the near-to-medium term. Manufacturing, Construction, transportation/Distribution, Information Technology, Healthcare, and Hospitality were all identified in-demand occupations in the region in 2020, and those industries are still anticipated to require some of the highest number of hires in 2022 and 2023. These 6 in-demand industries alone are projected to hire nearly 140,000 times in 2022 and 2023 alone, opportunity is available here and deeper integration between these industries and CSCLM can move the needle. As the economy comes out of the changes caused by COVID, CSCLM should continuously monitor demand across industries, so as to identify growth outside of the existing in-demand sectors and take action as needed.

Table 1. In-Demand Industry Sectors, 2022. Citrus, Levy and Marion Counties

Industry	2021 Avg. Wage	2021 Jobs	2026 Jobs	2021-2026 % Change	2021 % of Labor Force	2026 % of Labor Force	2022 Hires	2023 Hires
Accommodation and Food Services	\$23,537	14,744	18,807	27.6%	8.8%	10.3%	23,874	25,102
Health Care and Social Assistance	\$61,931	25,565	27,454	7.4%	15.3%	15.1%	14,285	14,499
Construction	\$51,723	15,012	15,998	6.6%	9.0%	8.8%	11,276	11,467
Transportation and Warehousing	\$48,327	6,717	8,132	21.1%	4.0%	4.5%	8,927	9,475
Manufacturing	\$61,201	11,144	12,532	12.5%	6.7%	6.9%	6,268	6,468
Professional, Scientific, and Technical Services	\$63,750	6,469	7,164	10.7%	3.9%	3.9%	3,415	3,504

Source: Emsi 2022.1

CSCLM can work with industry to identify staffing pain points to pragmatically remove artificial barriers. For entry-level positions where on-the-job training can be sufficient, encourage industry to re-evaluate hiring requirements or implement skills-based assessments to assess the real ability of candidates that are relevant for job success.

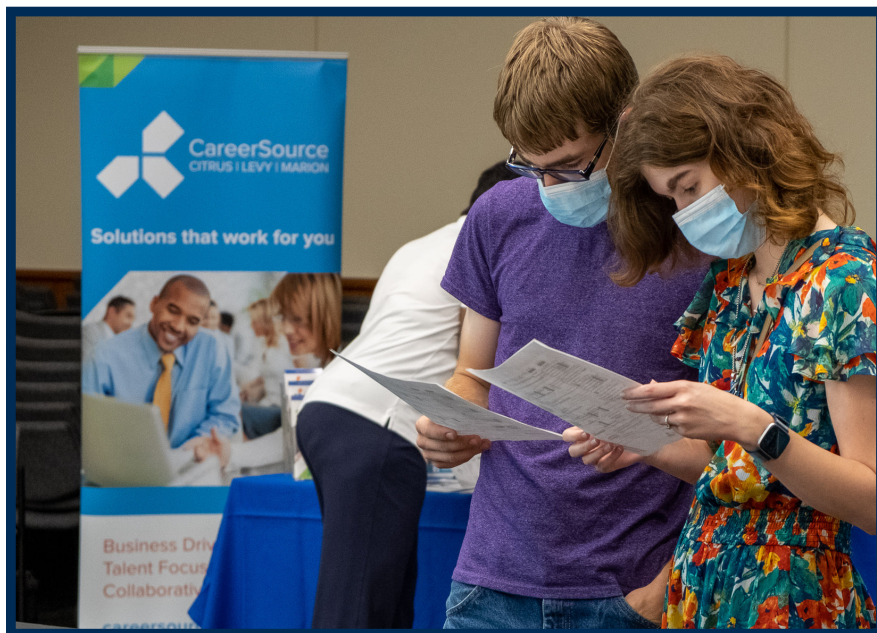
In collaboration with employer partners, CSCLM should bring training providers and schools into the partnership to work towards a multipronged pathway-focused regional talent strategy. The goal is to remove barriers from high-paying, in-demand jobs with

For Review

Goal 1: Enhance the existing sector strategy approach, driving career pathways and systemically addressing business needs.

opportunities for advancement. An initial survey of a sector will identify common career pathways and job titles as well as the required qualifications and experience. Utilizing this data work with industry representatives to discern what is preventing entry level workers from entering or advancing in their pathway and promote to them skill-based hiring, removing artificial credential or degree barriers where appropriate.

Regional industry groups are powerful partners; they are already in contact with employers who are interested in collaborating with similar organizations. CSCLM must build these relationships by attending meetings or joining groups where possible. CSCLM can use these opportunities to speak on successes that similar employers or industries have had, share resources available to employers, and offer best practices. This serves both business development goals and also expands partnerships.



For Review

Goal 2: Leverage the strong service delivery structure to provide access to the comprehensive talent pool.

- 2.1 – Embrace and expand creative outreach strategies that take the CSCLM “front door” directly to “the customer’s door.”
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- 2.7 – Drive the board of directors to utilize CSCLM services for their own business or organization.

Using the mobile front door strategy, CSCLM should allow customers to access services through a consistently wide range of outpost locations embedded in the community. In addition, CSCLM should embrace partnerships with organizations that already have a wide and mobile footprint, offering partner training to speak about CSCLM services. This leads to a source of regional service delivery through embedded partner staff members who take ownership for their role in the CSCLM ecosystem. By expanding the use of mobile units at events regularly scheduled by partner organizations, CSCLM can create mutually beneficial cross-organization intake opportunities. Furthermore, CSCLM can market to parents at head-start events, host non-traditional community gathering events like a Food Truck Palooza, STEM Camps, Career Exploration Camps, Speed Interviews, etc.

HB1507 requires intentional partnership among workforce stakeholders. Under the new regulation the workforce board’s role is to convene partners in the region. CSCLM will continue to build trust among partners to share information on services they are providing to clients, which with specific strategies can and should lead to coordinated efforts for service delivery. Building on the initial efforts for collaboration, CSCLM can move away from partner referrals caused by siloes to an integrated systematic approach. Customers should be able to have one case worker across supportive services, case notes available to partners, and a minimal number of appointments for pre-screening and eligibility.

For Review

Goal 2: Leverage the strong service delivery structure to provide access to the comprehensive talent pool.

Partners in the region have a favorable view of CSCLM and are interested in continuing to work together. With positive ties in the community combined with the drive to provide customers what they need, CSCLM can define what seamless service with no wrong doors among partners will look like.

Some aspects of integrated service delivery are well known and widely implemented best practices. However, there will be circumstances where unique situations or customers need extra attention. **CSCLM will embed diversity, equity and inclusion in service delivery, focusing on a human centered design when counseling customers and center their needs to guide decision-making. Additionally, outreach to underrepresented populations and minority-owned businesses will be essential in order to promote equity and access to workforce resources.** Services that provide a strong value-add such as English literacy, financial literacy, and digital literacy must be offered across the board.

Embracing and preserving the strong service delivery structure that CSCLM currently provides should be a priority for the board moving forward. As community and business leaders, board members can work with CSCLM staff to identify areas within their organizations where CSCLM services can be better utilized. The board should also work to review and implement an emergency management plan. Considering the speed the world changed in 2020, anticipating and planning for what seems unlikely now can mitigate risks and ensure the service delivery CSCLM is known for can adapt quickly in the future.



For Review

Goal 3: Serve as convener for talent development in the region.

- 3.1 – Utilize existing asset mapping to enhance partnership efforts among stakeholders or become involved in existing partnership activities.
- 3.2 – Position CSCLM as the partner to have at the table.
- 3.3 – Expand partnerships with economic development organizations through the region.
- 3.4 – Play the role of relationship broker between partners, training providers, and industry.
- 3.5 – Leverage board member relationships and connections to reach customers and partners in new venues.

Partnership was a recurring theme in the strategic planning process. Discussions in focus groups and staff meetings were centered around changes to state law mandating accountability and seamless service delivery. There was consensus that partnership among organizations was needed, but in three counties with disparate levels of government, community partners, and employers/industries, gathering stakeholders at a single meeting and walking away with concrete next steps to create a more cohesive workforce ecosystem is easier said than done. Additionally, existing partnerships are not well communicated outside of those involved and capacity for staff to attend meetings or champion initiatives is always limited.

CSCLM is the common thread in discussions involving workforce, and is uniquely positioned to participate in existing stakeholder convenings and partnerships and developing new opportunities. CSCLM can convene partners where current efforts are lacking – particularly rural areas – and identify where existing partnering opportunities exist to avoid recreating the wheel. **Well-connected board members can leverage their networks and be an ambassador for CSCLM services.** Available asset mapping efforts can provide a starting point to ensure CSCLM is aware of all convenings that it should be a part of. In conversations with partners and industry, staff should identify areas lacking partnership and report back to leadership.

By working to have a seat at every relevant table and building the table where there is not one yet, CSCLM is both serving the organization's mission and integrating the requirements outlined in HB1507. Additional resources or staffing may be required to convene partners and facilitate the agenda. Buy-in from CSCLM leadership will be essential to empower the organization to build strong and mutually beneficial relationships.

For Review

Goal 4: Tell the talent development story of Citrus, Levy, and Marion counties.

- 4.1 – Communicate agile services available in the workforce ecosystem in an evolving labor market to jobseekers and business partners by telling success stories.
- 4.2 – Embrace the role of subject matter experts on workforce development and labor market information in the community.
- 4.3 – Advocate for a dual customer focused system where both jobseekers and businesses are equally prioritized.
- 4.4 – Equip the board of directors with tailored communication resources to use in their own personal and professional networks to promote CSCLM services.

CSCLM is known among the public, however, continuous improvement in messaging and outreach will be necessary to better serve its customers. Beginning in 2020 with major job losses, the narrative that job centers were the unemployment office was widespread. The flexibility demonstrated by center staff in pivoting to assist with unemployment insurance claims is to be lauded for the triage-like efforts to process an unheard-of number of claims. Now that the world has moved past the stage of mass-unemployment, customers must be re-introduced to the range of services that CSCLM offers. Those customers include job-seekers, but also employers that are offered business services and partners that can rely on CSCLM for up to date labor market information and thought leadership.

Expand efforts for multi-channel marketing to share stories that resonate with each line of customer that CSCLM serves. In this instance, one tool is individualized messaging that conveys how CSCLM can serve as a recruiter to the job-seekers, a headhunter to employers, and as a subject matter expert to the community partners. CSCLM can tell this talent development story using targeted outreach such as ads in social media, business journals, and at community events. Assist the board with harnessing this messaging to use in their own personal and professional networks, and encourage their use of talking points that allow the board to target their own outreach.

CSCLM is also able to build on successful efforts like the Youth Expo, by increasing embedded K-12 programming through expanded public-school partnerships. Using these established relationships to incorporate career pathway programming for in-demand jobs into curriculum, backed by labor market information and industry

For Review

Goal 4: Tell the talent development story of Citrus, Levy, and Marion counties.

validation, can bring more exposure to students not just on what a job entails, but also on what a career looks like several years into the workforce. CSCLM can work with partners to develop a curriculum that will serve to connect students to high-wage positions directly out of school to entice students who may not otherwise consider these paths.

This messaging applies to industry as well. With “Now Hiring” signs attracting few applicants, employers are primed to make the changes that increase job quality. CLM will focus on employers that are willing to raise their wages, or that have/are willing to create pathways for advancement opportunities. CLM will also continue to work with partners to define credentials needed to advance with an employer and communicate those to job-seeking customers.





CareerSource Citrus Levy Marion's Mission

CareerSource Citrus Levy Marion brings together residents, businesses, educational and community partners to develop services to support high-quality education, training, supportive and employment services to meet regional workforce needs.

CareerSource Citrus Levy Marion's Vision

To be known as the number one workforce resource in the state of Florida by providing constructive tools and professional supportive services that are reflected in the quality of our job candidates and meet the needs of the business community.





Executive Director Report

Period covering February 1, 2022 – April 30, 2022

Some of the more pertinent Mid-FL Regional Manufacturers Association (MRMA) activities since February 1st in addition to servicing member needs include:

- The last three months have been dedicated to building our new website and branding materials as well as launching our new social media pages and communications.
- Preparation is 90% complete for The 18th Annual MRMA Golf Tournament to be held on October 6th, 2022
- Spring Educational Funding requests are coming in and will be awarded in the next month; funds are made possible through the annual golf tournament.
- The C-Suite Forum held on March 29th brought together CareerSource CLM, the College of Central Florida and area industry representatives to further discuss Apprenticeship programs and training needed to meet their needs. In addition, we invited in strategic partners from MTC, WTC, CF Corporate College, Lake-Sumter State College, Marion, Citrus, Levy and Sumter county CTE and Adult Education programs to the meeting to share about the programs they have underway to meet the needs of Industry and to ask the question, What do you need that we are not providing?
- Dedicated effort: The 2021 Strategic Planning session also identified the need to expand concentrated efforts on building programming and services to Levy, Citrus and Sumter counties. The Education & Workforce committee chair is focusing on Levy County and the Executive Director is focusing on Citrus and Sumter counties; committee members located in Marion county are concentrating on Marion County with the Executive Director. Meetings are taking place to grow not only partnerships but to also identify and work on the workforce needs identified.
- MRMA continues to participate in the Good Jobs Challenge Grant in Levy County with CareerSource CLM
- MFG Day (Year) activities: MRMA is finding companies interested in doing industry visits with student classrooms both in person and through virtual presentations; MRMA held their annual member meeting at Belleview Highschool to introduce Dale Toney's RAD Program and its students to area companies, highlighting what the students have learned from the prior year and update on programming.

Ongoing:

- MRMA's work with Sumter County Economic Development and Lake-Sumter State College as a Strategic Partner is gaining strength through monthly meetings; MRMA is focusing on servicing the county's workforce needs as well as continues to provide support for the new Mechatronics program and has started conversations on supporting their CDL program.
- MRMA is collaborating with educational partners to find qualifying areas of need we can support utilizing the proceeds from the recent golf tournament. Areas of focus include activities such as Youth Expos and Robotics camps as well as school programming related to manufacturing, engineering,

robotics, distribution, logistics and supply chain management for Marion, Citrus, Levy and Sumter counties.

- MRMA has strengthened their efforts in connecting members and prospects to partners CareerSource CLM, the Talent Center, College of Central Florida, the CEP, CareerSource Central Florida, MTC, MTI, Belleview RAD program, WTC, and Lake-Sumter State College. Encouraging everyone to utilize the resources available, take advantage of the latest programs being developed and to let us know what gaps need to be filled.
- Monthly meetings continue in Sumter County with partners Sumter County Economic Development, Florida Makes, GrowFL, CareerSource Central Florida, Lake-Sumter State College, Sumter County Schools – CTE, WTC, and Lake Technical College. The meetings are used to share resources, update everyone on programs and growth in the county as well as to strategize and develop ways to improve business services to Sumter County businesses. This monthly meeting has proved to be a valuable resource in building key partnerships and penetration into the county.
- MRMA continues to be an active Advisory Committee member for related meetings to Manufacturing, Distribution, Logistics and Supply Chain Management for programs at CF, MTI (BAC), CTE, MTC, WTC, LSSC, Advisory Board for MTC CDL program and in Levy County for CTE programs.
- Continue to attend monthly RMA network meetings through FloridaMakes including Advocacy monthly meetings.

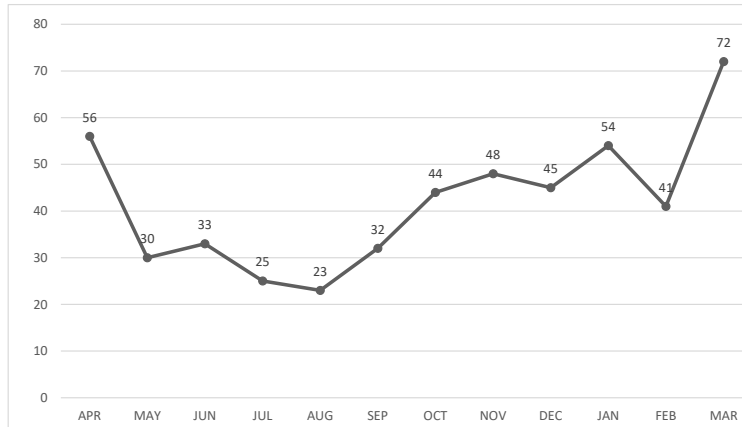


TRAFFIC COUNT

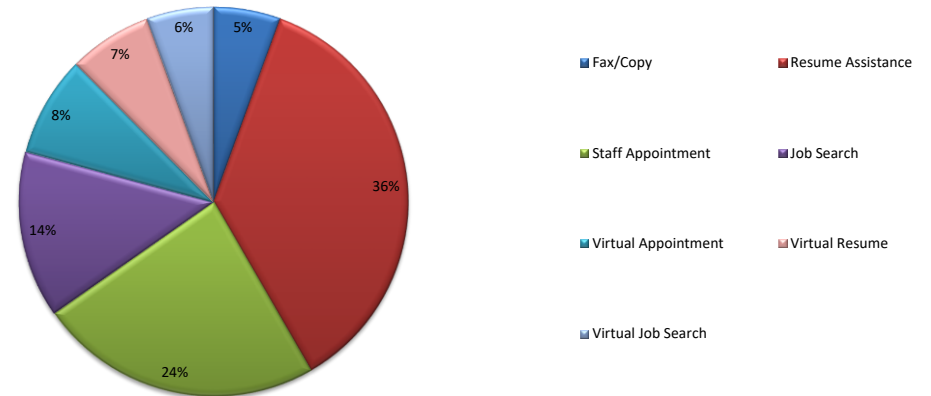
				PY 21-22									
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
REFERRALS	9	8	7	6	17	12	7	7	6	9	11	6	105
PLACEMENTS	4	1	3	4	8	6	5	5	4	4	8	7	59
INTERNSHIPS	0	0	0	0	0	0	0	0	0	0	0	0	0
OJT/WEX/CBT	0	0	0	0	0	0	0	0	0	0	0	0	0
TRAFFIC*	56	30	33	25	23	32	44	48	45	54	41	72	503

SERVICES BREAKDOWN

CENTER TRAFFIC BY MONTH



* Center traffic counted by in office and virtual services provided



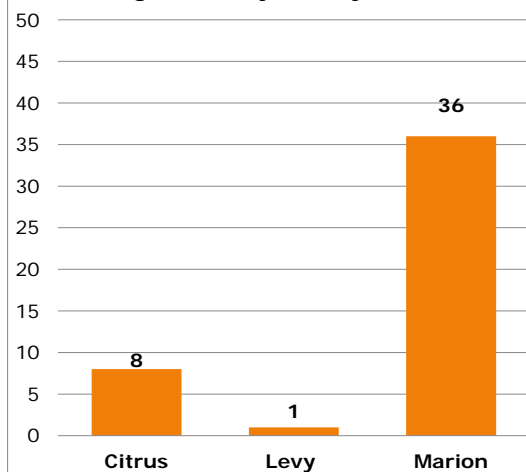
PY 21 - 22 Individual Events

Total Events: 44
Attendees: 884
Reported Hires: 443

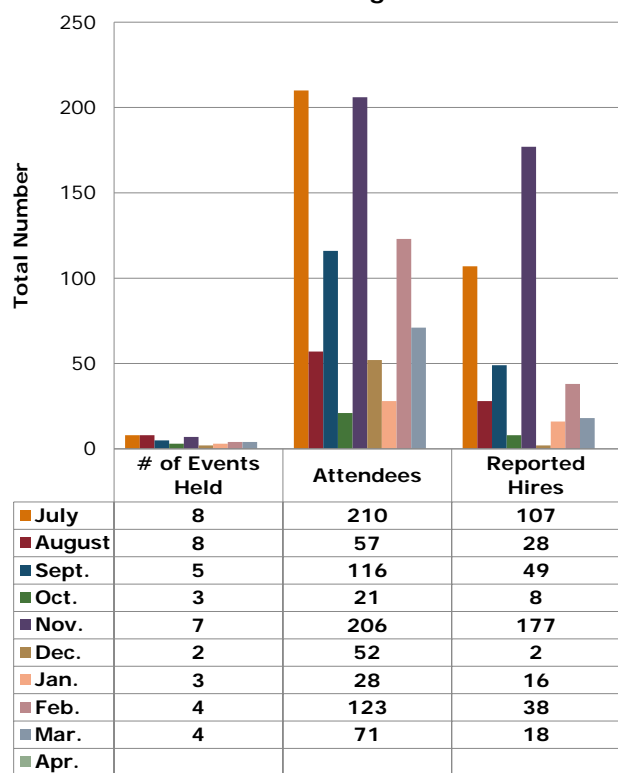
PY 21 - 22 Job Fairs

Attendees: 205
Businesses: 110

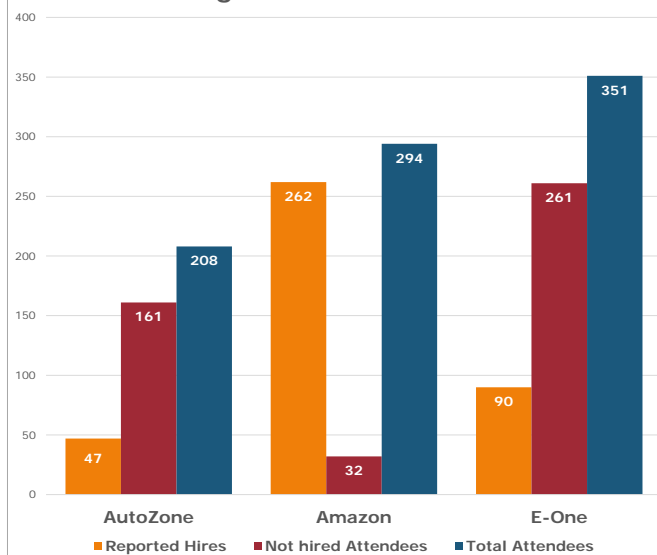
Hiring Events by County PY21-22



Individual Hiring Events



Top 3 Hiring Events Program Year 2021-2022



Other Recruitment Events 1/2022 - 3/2022

[illegible]



CareerSource
CITRUS | LEVY | MARION

Experiential Learning Contracts

PY2021-2022

Customized Training

Business	Industry	Total Trained	Employer Contribution	CareerSource Reimbursement	Begin	End Date	Status
Winco Mfg., LLC	Manufacturing	1	\$1,511.90	\$1,511.90	9/20/2021	9/24/2021	Completed - Retained
Ancorp	Manufacturing	1	\$608.50	\$608.50	9/13/2021	9/14/2021	Completed - Retained
The Pregnancy & Family Life Center	Healthcare	1	\$11,200.00	\$2,000.00	10/11/2021	12/14/2021	Completed - Retained
Donarra Extrusions	Manufacturing	7	\$2,386.30	\$2,386.30	4/27/2022	6/3/2022	Awaiting Start Date
Winco Mfg., LLC	Manufacturing	1	\$1,728.42	\$1,728.42	4/19/2022	4/21/2022	Completed - Retained

On the Job Training

Business	Industry	Total Trained	Employer Contribution	CareerSource Reimbursement	Begin	End Date	Status
Max-Air Heating and Air Conditioning, Inc.	Construction	1	\$4,356.00	\$6,067.30	8/9/2021	1/31/2022	Completed - Retained
NuCore Products LLC	Manufacturing	1	\$4,800.00	\$4,790.00	8/30/2021	11/28/2021	Completed - Not Retained
The Pregnancy & Family Life Center	Healthcare	1	\$4,404.09	\$4,448.07	9/27/2021	12/19/2021	Completed - Retained
Marion Precision Tool, Inc	Manufacturing	1	\$7,811.50	\$6,148.87	11/3/2021	5/1/2022	Unsuccessful Completion
His House for Her, Inc.	Healthcare	1	\$4,632.00	\$4,832.00	4/12/2022	8/23/2022	In Progress

Paid Work Experience

Business	Industry	Total Trained	Wage	Begin	Status
Electus Media	IT	1	\$19.80	8/16/2021	Completed - Retained
Quad Nurse LLC	Healthcare	1	\$10.80	8/30/2021	Unsuccessful
Zeneration Media	IT	1	\$18.00	11/29/2021	Completed - Retained
Electus Media	IT	1	\$22.50	4/19/2022	In Progress

Internships

Business	Industry	Total Trained	Wage	Begin	Status
Viceroy Home Health, LLC	Healthcare	1	\$13.95	2/9/2022	In Progress
Beacon Software Solutions, Inc.	IT	1	\$17.31	2/28/2022	In Progress

Apprenticeship

Business	Industry	Occupation	Total Trained	Begin	Status
Marion Technical College	Manufacturing	Masonry	9	9/1/2019	1 In Progress / 1 Successful w/ emp / 7 Unsuccessful (5 closed w/ emp)
Lockheed Martin	Manufacturing	Electronic Assembler	4	Spring 2020	2 Hired PY20-21, 2 Hired PY 21-22
Marion Technical College	Construction	Carpentry	n/a	TBD	Delayed - Waiting on MTC Guidance
College of Cental Florida / AHLEI	Other	Hospitality	n/a	TBD	Delayed due to Covid

SKILL UP USERS

LOCATION	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Citrus	6	2	24	3	9	13	5	4	5	1	2	1	5	2	3	3	1	109
Citrus - CF	3	2	8	5	2	0	1	1	0	1	1	0	1	0	2	0	0	35
Levy	2	2	6	2	2	1	0	1	1	3	0	0	1	0	0	0	1	28
Levy - CF	1	0	5	1	0	1	1	2	0	0	1	0	0	0	0	0	1	18
Marion	7	7	36	13	3	7	3	5	1	5	9	6	2	3	4	5	6	181
Marion - CF	11	5	44	14	3	5	2	2	1	8	3	2	0	1	1	1	2	119
TOTAL	30	18	123	38	19	27	12	15	8	18	16	9	9	6	10	9	11	490

Popular Pathways

1. Business (Administrative/Management)
2. Healthcare
3. Information Technology
4. Personal Care/Human Services
5. Government/Public Sector

Popular Courses

1. Writing Effective Emails and Instant Messages
2. Abbreviating, Capitalizing, and Using Numbers
3. Becoming More Professional through Business Etiquette
4. Be a Better Listener
5. Time Management: Quit Making Excuses and Make Time Instead
6. Basic Business Math: Averages and Equations
7. Being an Effective Team Member
8. Using Punctuation Marks
9. The Art and Science of Communication
10. Basic Business Math: Charts and Graphs
11. Getting the Details Right: Spelling Basics
12. Active Listening Skills for Professionals
13. Basic Business Math: Percentages and Ratios
14. Audience and Purpose in Business Writing
15. Basic Business Math: Using Whole Numbers and Decimals

YouthBuild Performance Update

2020-2022

YB Cohort 1: (July 1, 2020 – December 31, 2020)

Enrolled: 11

Completed: 8

Receiving HS Diploma: 8

Receiving Additional Certs: Certifications Total= 74 NRF- 8, AHLEI Front Desk-7, AHLEI Restaurant Server-8, AHLEI Guestroom Attendant-8, AHLEI Maintenance Employee-8, Forklift-9, Safe Staff-9, OSHA-9, Warehouse- 8

Exited with Employment: 6

Exited with Education: N/A

Exited as Outcome: None

YB Cohort 2: 2/8/2021

Enrolled: 11

Completed: 9

Receiving HS Diploma: 7

Receiving Additional Certs: Certifications Total= 74 NRF- 8, AHLEI Front Desk-4, AHLEI Restaurant Server-4, AHLEI Guestroom Attendant-6, AHLEI Maintenance Employee-3, Forklift-11, Safe Staff-11, OSHA-11, Warehouse- 9, HBI-7

Exited with Employment: 11

Exited with Education: 0

YB Cohort 3: 8/23/2021

Enrolled: 12

Completed: 11

Receiving HS Diploma: 8

Receiving Additional Certs: Certifications Total= 72 NRF- 8, AHLEI Front Desk-7, AHLEI Restaurant Server-7, AHLEI Guestroom Attendant-7, AHLEI Maintenance Employee-6, Forklift-11, Safe Staff-12, OSHA-11, Warehouse- 11, HBI- 8

Exited with Employment: 2

Exited with Education: 0

Exited with Outcome: 1

YB Cohort 4: 2/7/2022

Enrolled: 15

Completed: TBD

Receiving HS Diploma: TBD

Receiving Additional Certs: NRF- 8, AHLEI Front Desk-2, AHLEI Restaurant Server-1, AHLEI Guestroom Attendant-TBD , AHLEI Maintenance Employee-1, Forklift-15, Safe Staff-15, OSHA-15, Warehouse- 15, HBI- TBD, Total as of 3/31/2022 = 72

Exited with Employment: TBD

Exited with Education: TBD