



**CAREERSOURCE CITRUS LEVY MARION
Career Center Committee**

MINUTES

DATE: February 17, 2022
PLACE: College of Central Florida, Enterprise Center
3003 SW College Road, Ocala, FL 34474
TIME: 9:30 a.m.

MEMBERS PRESENT

Angie White (John Cook)
Charles Harris
Christie McElroy
Jorge Martinez
Judy Houlios
Lanny Mathis
Tiffany Wiggins

MEMBERS ABSENT

David Benthusen
Equilla Wheeler
Pat Reddish

OTHER ATTENDEES

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

Larry Trowbridge, CSCLM
Steven Litzinger, CSCLM
Andrea Abrams, CSCLM
Cira Schnettler, CSCLM

CALL TO ORDER

The meeting was called to order by Charles Harris at 9:30 a.m.

ROLL CALL

Cira Schnettler called roll and a quorum was declared present.

APPROVAL OF MINUTES

Jorge Martinez made a motion to approve the minutes from the November 18, 2021 meeting. Judy Houlios 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.

CareerSource Florida will be hiring a consultant to look at the feasibility of consolidation. Input from community stakeholders and a review of data such as local economic development, community college footprint and local workforce performance will all be considered.

Next steps include each region drafting a summary of collaborations between community partners and other regions to show existing efficiencies and cost savings, as well as meeting with local elected officials.

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

Workforce Issues that are Important to Our Community

None

SNAP

Rusty Skinner reviewed funding allocations for the SNAP program. One allocation for SNAP was received to carry the program from July through September 2021. Funding stopped after September. An additional allocation was provided in January that covered costs from September through December 2021. Allocations are mostly used for staffing the program. To continue to offer services to participants through the SNAP program, staff costs are being absorbed by other sources. Participants are only being serviced in job search efforts. The delay in funding is greatly impacting DCF as they look to us to provide documentation indicating participants have met program requirements and then they can issue benefit allotments or sanctions. Jorge Martinez notified the committee that DCF is temporarily suspending sanctions until the issue of funding is resolved.

PUBLIC COMMENT

None

ACTION ITEMS

Welfare Transition Career Coach

Cory Weaver explained that a proactive approach in the WT program is necessary for successful performance that may impact future letter grades. Adding an additional position will provide needed support to participants and lead to positive outcomes. She further explained that this position would only be added upon budget approval.

Jorge Martinez made a motion to approve the Career Coach position contingent on funding. Christie McElroy seconded the motion. Motion carried.

Re-entry Navigator

Dale French stated the cumbersome process of receiving reimbursement for staff costs through Worldwide Interactive Network that funds the current program. For efficiency purposes funds have been transitioned to DEO to allocate. These funds will be used to support the current FL Hires program that is facilitated at the Lowell Correctional facility.

Jorge Martinez made a motion to approve the funding allocation for the position and move staff costs to the new funding source. Judy Houlios seconded the motion. Motion carried.

Staffing Firm

Rusty Skinner explained the benefits of adding a representative from the staffing industry to our career centers. He would like to extend an invitation to local staffing companies to discuss collaboration.

Jorge Martinez made a motion to approve outreach efforts to staffing firms. Lanny Mathis seconded the motion. Motion carried.

PROJECT UPDATES

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.

Talent Center

Andrea Abrams reviewed the quarterly Talent Center report. She noted that staff are working on resume assignments with five CF classes as well as the LPN class at MTC. Engagement with students and professors are increasing as more in-person activities occur on campus. Interactions with customers continue to trend as half virtual and half in-person.

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.

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.

Metrix Online Learning

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.

Apprenticeships

Cory Weaver provided status updates on the four apprenticeship programs.

Christie McElroy would like to connect to establish a pre-apprenticeship program in Levy County to prepare students to enter apprenticeship programs. Cory Weaver will follow up.

Center Traffic

Larry Trowbridge reviewed the report.

- In-person traffic is increasing. Outreach efforts, such as collaborating with a staffing firm will be beneficial in increasing traffic.

Net Promoter

Steven Litzinger explained that he revised the report to better summarize scores, survey comments, and approaches to staff training. The attached report summarizes calendar year 2021 survey results. He provided specifics in detractor surveys. Noting no trending staff issues and a few opportunities for improvement in setting expectations with customers and communicating issues with RA issues with a more positive tone.

- Talent Center continues to have a high level of customer service satisfaction.
- Job Candidate and Business Services scores continue to trend positively.

MATTERS FROM THE FLOOR

Christie McElroy and the committee further discussed the impact 1507 is having on secondary education and post-secondary education, specifically the Master Credential List and annual salary requirements.

ADJOURNMENT

There being no further business, the meeting was adjourned at 11:01 a.m.

APPROVED:

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

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Brandon Whiteman – Vice Chair

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ANCORP

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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

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(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.



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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.

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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

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.

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.

For Review

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.

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- 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.

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

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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.

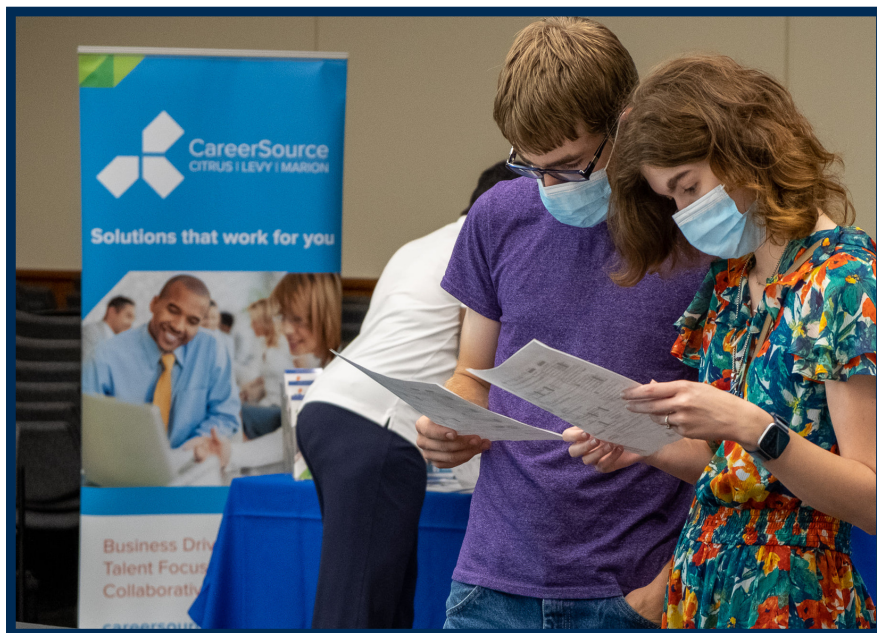
In collaboration with employer partners, CSCLM should bring training providers and schools into the partnership to work towards a multipronged pathway-focused regional talent strategy. The goal is to remove barriers from high-paying, in-demand jobs with

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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.”
- 2.2 – Drive the holistic integration of services needed to achieve a true shared one-stop system for customers.
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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.

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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.



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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.

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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.



For Review



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.





RECORD OF ACTION/APPROVAL

Career Center Meeting
Thursday, May 19, 2022

TOPIC/ISSUE:

Approval of Learning Alliance Corporation as an eligible training provider AND approval of training programs/apprenticeships.

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*. In accordance with 20 CFR ss 680.470, registered apprenticeship programs are given automatic approval status on local workforce development board's eligible provider training list.

POINTS OF CONSIDERATION:

Learning Alliance Corporation has submitted the required documentation requesting the following apprenticeships.

Telecommunications Technician
Cyber Security Technician
Multimedia Producer
Digital Marketer
Database Technician
Computer Support Specialist

STAFF RECOMMENDATIONS:

Acknowledge automatic approval of Learning Alliance Corporation as an approved training provider in LWDB 10 and approve the following programs based on local need:

Telecommunications Technician
Cyber Security Technician
Multimedia Producer
Digital Marketer
Database Technician
Computer Support Specialist

COMMITTEE ACTION:

BOARD ACTION:



RECORD OF ACTION/APPROVAL

Career Center Meeting
Thursday, May 19, 2022

TOPIC/ISSUE:

Approve CastleBranch as Level I Background Check contractor

BACKGROUND:

It is our current procedure to conduct a Level I background check on individuals enrolled in our Paid Work Experience (PWE) and Paid Internship (PI) programs. Ballard Investigations, the company we previously used to conduct background checks, dissolved in 2021 and is no longer in operation. It was determined that we should re-procure a service to provide this service to those enrolling in Experiential Learning. An RFQ was sent out to bids. CastleBranch was the only submission.

POINTS OF CONSIDERATION:

- Certain criminal convictions might prohibit a candidate from entering into a work-based learning agreement with an employer.
- A Level I Background check will offer a screening tool to help ensure candidates are placed in the appropriate training position.
- Cost has been quoted at \$25.10 per background check.

STAFF RECOMMENDATIONS:

Requesting approval of contract for CastleBranch to provide Level I background checks to support the PWE and PI programs.

COMMITTEE ACTION:

BOARD ACTION:



CastleBranch

CareerSource Citrus Levy Marion

Background Checks - Level 1

April 8 2022

PREPARED BY:

April King
Account Executive
888.723.4263 ext. 7857
Fax: 910.772.1528
acking@CastleBranch.com





Cathy Galica
CareerSource Citrus Levy Marion
Enterprise Center
3003 SW College Rd., Suite 205
Ocala, FL 34474

April 6, 2002

Dear Ms. Galica:

Based upon the requests outlined in CareerSource Citrus Levy Marion's RFQ, we would like to offer our considerable expertise in the field of background screening, ensuring CSCLM is equipped to make safe, reliable and well-informed decisions regarding the placement of eligible trainees. As an organization dedicated to meeting regional workforce needs, it is crucial that your candidates are screened with precision, compliance and accuracy in order to promote workplace safety and protect your organization from costly litigation.

CSCLM's goal of connecting citizens, employers and educational providers in order to improve the local labor market and create opportunities for career advancement is dependent upon the development of strong partnerships. At CastleBranch, we do not simply sell products or services. Our sales team is trained to develop partnerships with clients that allow us to learn from each other and work toward the common goal of keeping your community safe and prosperous. We understand the importance of CSCLM's reputation within the community and among business partners. It's what fuels our desire to help organizations screen candidates with equity, inclusion and integrity.

CSCLM is an organization with many moving parts, and likely faces a high level of administrative burden when it comes to screening candidates. And this is only one piece of the puzzle. Your staff is also working to create opportunities with local employers, implement and schedule training and track employee placement. All of this requires meticulous record keeping and careful attention to legal compliance.

We are focused on providing a worry-free path to CSCLM finding the best candidates for your organization. Our secure online platform provides information in real time by utilizing primary source searches that pull from the most accurate and up to date information available. Orders can be placed and monitored 24/7 and searches are customizable to meet the needs of CSCLM. Using this system, CastleBranch processed over 3.8 million background screening records in 2021 and maintained a 99.997 percent accuracy rate. We deliver completed results, on average, within 2.076 business days.

Unique to our industry, we also provide two distinct and separate help desks, one for administrative users and one for candidate users. This removes the burden of CSCLM staff responding to candidate questions and allows administrators to focus on the important tasks of building relationships within the community and confidently screening candidates.

CastleBranch can provide all of the services requested, and we are confident that our commitment to best-in-class customer service will make for a great partnership with CSCLM. You can trust that our candid, solution-based approach will have CSCLM's goals in mind as we work together to develop a background screening program designed for ease of use and future adaptability.

Thank you for your consideration. Please do not hesitate to contact me for any additional information or clarification.

Sincerely,

April King
Account Executive
888.723.4263 ext. 7857
acking@CastleBranch.com



3003 SW College Road, Suite 205, Ocala, FL 34474-6252

Written Request For Quotes

Date of Issuance: 2/8/2022	Date Quotes Will Be Opened At CareerSource Citrus Levy Marion: 3/31/22						
(Submit Quotes No Later Than 5:00 P.M. The Day Prior To Bid Opening Date)							
Items for Quotations:							
Level I Background Checks to include: Social Security Verification, Alias A.K.A. Search, Residential History, Workers Comp Claim Check, National Criminal History, Arrest Records County Level, National Sex Offender Search, and Warrant Search							
A Separate List May Be Provided.							
CareerSource Citrus Levy Marion Requesting Agent: Cathy Galica							
Telephone Number: 352-732-1700 Ext 1464							
Vendor Name: CastleBranch, Inc.							
Address: 1844 Sir Tyler Drive							
City: <u>Wilmington</u> State: <u>NC</u> Zip Code: <u>28405</u> Phone: <u>888-723-4263</u>							
Item Name	Quantity	Unit Cost	Total Cost				
Level I Background		\$25.10					
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border-bottom: 1px solid black;">Tom Cucuel</td> <td style="width: 50%; border-bottom: 1px solid black;">Chief Operating Officer</td> </tr> <tr> <td style="border: none;">Name of Person Submitting Quote</td> <td style="border: none;">Title</td> </tr> </table> <p>*****</p> <p>All quotes are understood to be valid for consideration for 45 days from the date of submittal and unless otherwise stated, quoted prices will remain unchanged for a period of one full year from the date of CareerSource Citrus Levy Marion acceptance of prices for any identical needs. CareerSource Citrus Levy Marion has 45 days to review quotes and make an award.</p>				Tom Cucuel	Chief Operating Officer	Name of Person Submitting Quote	Title
Tom Cucuel	Chief Operating Officer						
Name of Person Submitting Quote	Title						

CareerSource Citrus Levy Marion is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers listed above may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. If you need accommodations, please call 352-840-5700, ext. 7878 or e-mail accommodations@CareerSourceCLM.com at least three business days in advance. Employ Florida Member.

Revised 2-10-14



Standard Documents

The attached Addendum to Agreement contains various certifications that are required of procurers or users of consumer reports under the Fair Credit Reporting Act, 15 U.S.C. 1681 et seq., and generally applies to all of CastleBranch's services.

ADDENDUM TO AGREEMENT

This Addendum to Agreement ("**Addendum**") is entered into by and between _____ ("**Client**") and Castle Branch, Inc. ("**Vendor**"). Vendor and Client are parties to a Master Service Agreement, Service Agreement, CB Bridges Subscription Agreement, or other arrangement pursuant to which Vendor agreed to provide or make available to Client certain products or services (the "**Agreement**"). This Addendum is incorporated into and made an integral part of the Agreement.

- a. Client acknowledges that some or all of the products or services being procured or accessed under the Agreement may constitute "consumer reports," "consumer credit reports," or "investigative consumer reports" as such terms are defined in the Fair Credit Reporting Act, 15 U.S.C. § 1681 et seq., and any regulations promulgated thereunder, as amended from time-to-time (collectively, the "**FCRA**") or applicable state or local laws (sometimes collectively referred to herein as "**consumer reports**"). Client shall not request or obtain, or permit its employees, agents, contractors, or representatives to request, access, or obtain, consumer reports or other information from Vendor for resale or transfer to, or use of, any other individual, entity, association, or organization unless specifically authorized by Vendor. All consumer reports and other information provided or otherwise made available by Vendor to Client or any other entity, organization, association, or individual in connection with the Agreement, the products or services, or otherwise are current only as of the date provided on the report or information. All "medical information", as defined under the FCRA (including, without limitation, immunization records), and any other records, information, or documents uploaded, input, or transmitted to Vendor by Client or any individual in connection with the products or services provided or made available under the Agreement, are provided, made available, and stored "AS IS," and Vendor makes no, and expressly disclaims all, representations and warranties, express or implied, regarding the completeness, accuracy, or validity of any such records, documents, or information. Client agrees that Vendor is not responsible or liable to Client or any other individual, entity, or organization for the record keeping practices of third parties, or errors or omissions in the records or information of third parties that is provided or made available to Client, including, but not limited to, the department of motor vehicles; county, state and federal courts; state repositories; state and regional prisons; local police stations; federal bankruptcy courts; federal civil courts; state medical boards; drug testing facilities or specimen collection sites; professional licensing organizations; and other local, state, and federal organizations and agencies.
- b. Client acknowledges that Vendor is not a law firm, is not providing legal advice to Client, and does not guarantee or warrant Client's compliance with applicable laws regarding Client's procurement, use, storage, disclosure, protection, or destruction of information or consumer reports. Vendor may make available to Client sample forms or other documents which may include, but are not limited to, sample consumer report disclosure forms, sample consumer report authorizations, sample pre-adverse action notices, and sample adverse action notices (collectively, "**Sample Forms**"). Client acknowledges and agrees that any Sample Forms that are provided or made available by Vendor are only samples and do not constitute legal advice. Vendor shall have no liability or responsibility regarding Sample Forms. Vendor expressly disclaims any warranties, representations, or responsibility or damages associated with or arising out of Sample Forms or any information contained therein. Client understands and agrees that it is Client's responsibility to consult with its own legal counsel regarding Client's compliance with federal, state, and local laws, rules, and regulations, specifically including, without limitation, the FCRA and any laws, rules, or regulations relating to the procurement, use, storage, disclosure, protection, and destruction of information or consumer reports.
- c. Client agrees to abide by all Ban the Box laws and other similar laws and regulations (including, without limitation, any prohibition or restriction on requesting or obtaining salary history information or criminal history information) and certifies that, if required under applicable law, it will not conduct a background check until after a conditional offer of employment has been provided. Client accepts full and exclusive responsibility for complying with all such laws and for using the information and consumer reports it receives from Vendor in a legally acceptable fashion.
- d. Client agrees to take precautionary measures to protect the security and confidentiality of all consumer report or other information including, for example, restricting terminal access, utilizing passwords to restrict access to terminal devices, and securing access to, dissemination, and destruction of electronic and hard copy

reports. Client agrees that (i) only authorized employees of Client whose employment duties involve the procurement or use of consumer reports will procure, access, or use consumer reports from Vendor; and (ii) all consumer reports obtained by Client will be kept confidential in accordance with all applicable laws and that no information from any consumer report will be disclosed except as permitted by law.

- e. Client represents, warrants, and certifies to Vendor that it is obtaining and using consumer reports from Vendor solely for employment purposes, which may include for the consumer's participation in an educational program with Client or participation in clinical, experiential, residency, or other education or degree requirements at Client's facility or a clinical program, which may be deemed "employment purposes" under the FCRA, and for no other purposes.
- f. With respect to each consumer report requested, obtained, accessed, or used by Client, Client agrees and certifies, and shall agree and certify as requested by Vendor, as follows: (i) no information from any consumer report will be used in violation of any applicable federal, state, or local equal employment opportunity law or regulation or other applicable law or regulation; (ii) Client made a clear and conspicuous disclosure in writing to the individual with respect to whom a consumer report is being procured, before Client procured or caused to be procured the consumer report or investigative consumer report, in a document that consists solely of the disclosure, that (1) a consumer report or investigative consumer report, if applicable (including information as to the consumer's character, general reputation, personal characteristics and mode of living, whichever are applicable), may be obtained by Client for employment purposes, (2) that, if applicable, the consumer report will include immunization records and other medical information to be used for employment purposes, specifically verifying the individual's compliance with Client or health care facility requirements for placement, accessing, teaching, or providing educational services at the facility, and (3) that the consumer has a right to, within a reasonable period of time after the receipt by the consumer of the disclosure, receive from Client a complete and accurate disclosure of the nature and scope of the investigation requested; (iii) the individual with respect to whom the consumer report or investigative consumer report is being procured authorized in writing the procurement of the consumer report or investigative consumer report by Client (including, if applicable, the procurement of immunization records or other medical information for use in employment purposes, specifically verifying the individual's compliance with Client or health care facility requirements for accessing, teaching, or providing educational services at the facility); and (iv) Client shall comply with all applicable laws, rules, and regulations relating to the procurement, use, storage, disclosure, privacy, confidentiality, security, or destruction of personally identifiable information or consumer reports, specifically including, without limitation, all applicable requirements of the FCRA. Client certifies and agrees that each time it orders or accesses a consumer report, it is reaffirming the above certifications.
- g. Prior to taking adverse action based in whole or in part on information contained in a consumer report provided by Vendor, Client shall, and hereby certifies to Vendor that it shall, provide to the consumer: (1) a copy of the report, and (2) a description, in writing, of the rights of the consumer entitled: "A Summary of Your Rights Under the Fair Credit Reporting Act." After the appropriate waiting period, if the Client takes an adverse action based in whole or in part on such information, Client shall, and hereby certifies to Vendor that it shall, issue to the consumer a notice of the adverse action taken, including the statutorily required notices identified in Section 615 of the FCRA. Before taking adverse action based on a criminal record the EEOC Criminal History Guidance recommends performing an individualized assessment and/or other considerations and, if required by applicable law or regulation, Client agrees to perform an individualized assessment and/or other considerations before taking any adverse action based on a criminal record. To obtain a copy of the EEOC Criminal History Guidance please go to the following website: http://www.eeoc.gov/laws/guidance/arrest_conviction.cfm.
- h. Client agrees that Vendor may, but shall not be obligated to, request copies of any and all written disclosures provided by Client to any consumer(s) and written authorizations executed or provided by any consumer(s) with respect to the procurement by Client from Vendor of services regarding such consumer(s). As soon as reasonably practicable following such request, but in no event later than ten (10) business days, Client shall provide to Vendor copies of all requested disclosures and authorizations. Vendor reserves the right to prepare and send, in its sole and absolute discretion, notices under Section 613 of the FCRA to applicable consumers.

- i. In addition to the disclosure requirements identified above, if the consumer makes a written request within a reasonable amount of time, Client shall provide: (i) information about whether an investigative consumer report has been requested; (ii) if an investigative consumer report has been requested, written disclosure of the nature and scope of the investigation requested; and (iii) Vendor's contact information, including complete address and toll-free telephone number. This information will be provided to the consumer no later than five (5) days after the request for such disclosure was received from the consumer or such report was first requested, whichever is the latter.
- j. Client certifies and acknowledges that it has received and reviewed the following Federal Trade Commission notices and rules, which can be located at the following web addresses:
 - i. Notice to Users of Consumer Reports: Obligations of Users under the FCRA
<https://www.castlebranch.com/documents/obligations-of-users.pdf>
 - ii. Summary of Your Rights Under the FCRA
<https://www.castlebranch.com/documents/summary-of-your-rights-under-the-FCRA.pdf>
 - iii. Remediating the Effects of Identity Theft
<https://www.castlebranch.com/documents/remediating-the-effects-of-identity-theft.pdf>
 - iv. Disposal of Consumer Report Information and Records
<https://www.castlebranch.com/documents/disposal-of-consumer-report-information-and-records.pdf>
- k. Regarding any consumer report, consumer credit report, or investigative consumer report obtained or accessed by Client about a resident of California, Client certifies to Vendor that, under the Investigative Consumer Reporting Agencies Act, California Civil Code Sections 1786 et seq. ("ICRA"), and the Consumer Credit Reporting Agencies Act, California Civil Code Sections 1785.1 et seq. ("CCRAA"), Client will do the following:
 - i. Request and use consumer reports, consumer credit reports, and investigative consumer reports (collectively referred to in this subsection (k) as "**investigative consumer reports**") solely for permissible purpose(s) identified under California Civil Code Sections 1785.11 and 1786.12.
 - ii. When, at any time, any investigative consumer reports are sought for employment purposes other than suspicion of wrongdoing or misconduct by the consumer who is the subject of the investigation, provide a clear and conspicuous disclosure in writing to the consumer, which solely discloses: (1) that an investigative consumer report may be obtained; (2) the permissible purpose of the investigative consumer report; (3) that information on the consumer's character, general reputation, personal characteristics and mode of living may be disclosed; (4) the name, address, telephone number, and website of the Consumer Reporting Agency conducting the investigation; and (5) the nature and scope of the investigation requested, including a summary of the provisions of California Civil Code Section 1786.22.
 - iii. When, at any time, investigative consumer reports are sought for employment purposes other than suspicion of wrongdoing or misconduct by the consumer who is the subject of the investigation, only request an investigative consumer report if the applicable consumer has authorized in writing the procurement of the investigative consumer report.
 - iv. Provide the consumer a means by which he/she may indicate on a written form, by means of a box to check, that the consumer wishes to receive a copy of any investigative consumer reports that are prepared. If the consumer wishes to receive a copy of the investigative consumer report, Client shall send (or contract with another entity to send) a copy of the investigative consumer report to the consumer within three business days of the date that the investigative consumer report is provided to Client.

- v. Under all applicable circumstances, comply with California Civil Code Sections 1785.20 and 1786.40 if the taking of adverse action is a consideration, which shall include, but may not be limited to, advising the consumer against whom an adverse action has been taken that the adverse action was based in whole or in part upon information contained in the investigative consumer report, informing the consumer in writing of Vendor's name, address, and telephone number, and provide the consumer of a written notice of his/her rights under the ICRA and the CCRAA.

Each of Vendor and Client, intending to be legally bound, has caused this Addendum to be executed by its duly authorized representative.

Castle Branch, Inc.

{Client}

By: _____
Signature

By: _____
Signature

Print or Type Name

Print or Type Name

Title

Title

Date

Date



RECORD OF ACTION/APPROVAL

Career Center Meeting
Thursday, May 19, 2022

TOPIC/ISSUE:

Job Search/Job Readiness (JSJR) – OPS 07

BACKGROUND:

The job search/job readiness assistance activity is a core activity designed to assist Welfare Transition participants with seeking and finding employment to become self-sufficient.

JSJR is the activity that includes the act of seeking or obtaining employment, as well as learning how to seek employment. Preparing for employment is also part of this activity.

While we adhere to this practice in our Centers, we have not had a written policy and we feel the addition will enhance consistency in our workforce system.

POINTS OF CONSIDERATION:

This policy to provide guidance to Welfare Transition Staff on policies and procedures for assigning and tracking participation in this activity following 45 CFR 261.60-62; 45 CFR 262; section 445.010 F.S. and Florida's Work Verification Plan.

STAFF RECOMMENDATIONS:

Approve the Job Search/Job Readiness Policy (OPS-07), in accordance with Welfare Transition Program regulations.

COMMITTEE ACTION:

BOARD ACTION:



Policies and Procedures

SECTION: Welfare Transition	POLICY #: OPS-07	PAGE 01 of 02
TITLE: Job Search / Job Readiness	EFFECTIVE DATE: 07/01/2021	
SUPERSEDES: N/A		

DISTRIBUTION: CareerSource Citrus Levy Marion CSCLM staff.

PURPOSE:

The job search/job readiness assistance activity is a “core” activity designed to assist Welfare Transition participants with seeking and finding employment to become self-sufficient. This document is to provide guidance to Welfare Transition Staff on policies and procedures for assigning and tracking participation in this activity.

DEFINITIONS:

Job Search/Job Readiness (JSJR) is the activity that includes the act of seeking or obtaining employment, as well as learning how to seek employment. Preparing for employment is also part of this activity.

JSJR may include the following activities directly related to preparation for finding employment:

Candidates may complete active job search in person or online. They can also prepare for job search based on their individual barriers. This preparation may include:

- Budgeting
- Soft skills
- Life skills
- Interpersonal skills
- Decision Making Skills
- Interviewing skills (in person and online)
- Resume development
- Appropriate attire
- Completion of job applications
- Mock interviews

It will not include time looking for childcare, housing, or other non-work-related activities.

LIMITATIONS

The activity is limited by statute [45 CFR 261.60-62](#); [45 CFR 262](#); [section 445.010 F.S.](#) and [Florida's Work Verification Plan](#) and is calculated based on a 12-month period. CSCLM will follow the Welfare Transition Program Final Rule guidelines in place at the time of managing the case. If Florida is declared a Needy State at the time, CSCLM will adopt those rules.

Additionally, once the number of hours for the previous 12-month period are completed, a participant can be assigned to job search as a secondary activity if, based on the individual's barriers and needs, the JSJR is an appropriate option to assist that participant to become self-sufficient.

VERIFICATION OF HOURS

JSJR activity must be supervised closely to verify that the participant is in fact doing the activity. The candidate will provide documentation to support the search. The Staff Member in charge of the case will review the documentation verifying that the information on the form matches the documents submitted. If the information is correct, the Staff Member will sign the Job Search form, date it, and write the number of hours credited to that participant. If the job searches are not supported by documentation, are duplicated, are completed out of the activity assignment period or are in any other way questionable, the Staff Member will deduct those hours from the form and sign only for those that were verified. In this case, if the hours credited are not sufficient to meet participation required, a 2290 will be issued for turning in less hours than assigned. (Refer to OPS-55 Work Penalties and Pre-Penalty Counseling).

By signing the job search form the Staff Member states that hours submitted were supported with documentation, verified and correct.

The job search form will be scanned into the participant's file.

ACTIVITY ASSIGNMENT

During the first appointment, the Staff Member managing the case will discuss barriers, goals, education obtained, educational goals, work history, etc. Based on that discussion the Staff Member will determine if JSJR is the appropriate activity for that individual. If so, the participant will be assigned to the corresponding hours (22-40) based on the amount of benefits, age of children and type of case (PA-Public Assistance or UP- Unemployed Parent).

Official Signature:

**Thomas E. Skinner, Jr.,
Chief Executive Officer**

EVP Coord:

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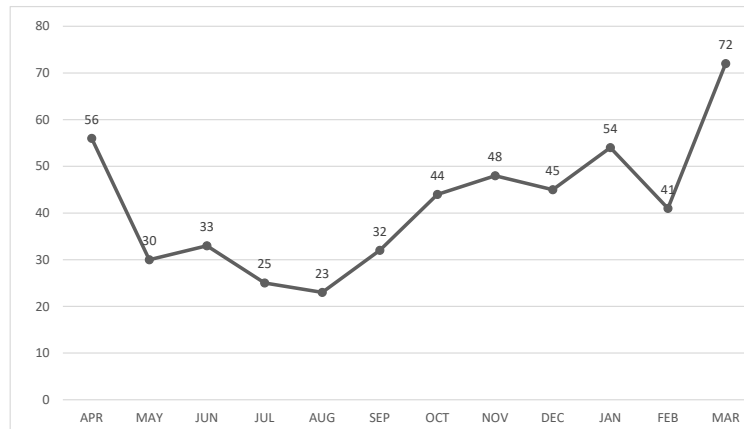


TRAFFIC COUNT

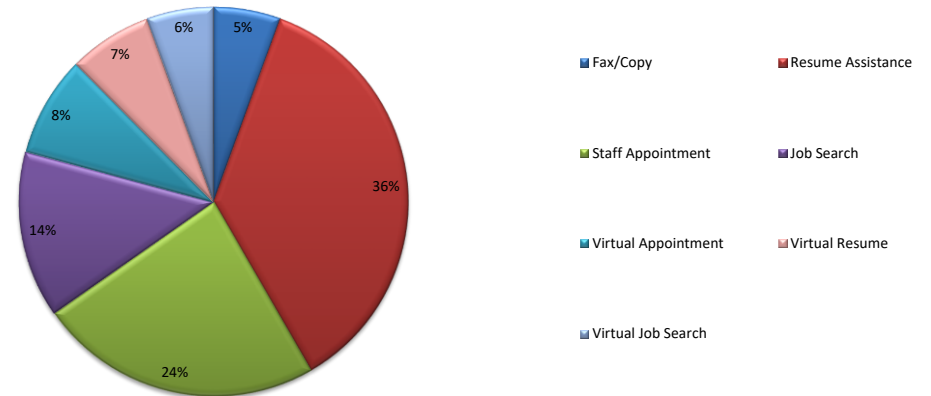
	PY 21-22												YTD
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
REFERRALS	9	8	7	6	17	12	7	7	6	9	11	6	105
PLACEMENTS	4	1	3	4	8	6	5	5	4	4	8	7	59
INTERNSHIPS	0	0	0	0	0	0	0	0	0	0	0	0	0
OJT/WEX/CBT	0	0	0	0	0	0	0	0	0	0	0	0	0
TRAFFIC*	56	30	33	25	23	32	44	48	45	54	41	72	503

SERVICES BREAKDOWN

CENTER TRAFFIC BY MONTH



* Center traffic counted by in office and virtual services provided



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

41



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

APPRENTICESHIP UPDATE

Apprenticeship Occupation	Training Provider	Start Date	# Enrolled	Comments
Masonry	Marion Technical College	Fall 2019	9	1 In Progress / 1 Successful w/ emp / 7 Unsuccessful (5 closed w/ emp)
Electronic Assembler	Lockheed Martin	Spring 2020	4	2 Hired PY20-21, 2 Hired PY21-22
Construction Carpentry	Marion Technical College	TBD	n/a	Delayed - Waiting on MTC Guidance
Hospitality	College of Central Florida / AHLEI	TBD	n/a	Delayed due to COVID-19 - 2 Tracts, Traditional and Equine

NPS 2022



Region 10 External Survey Net Promoter Summary Report



Calendar Year 2022



NPS 2022



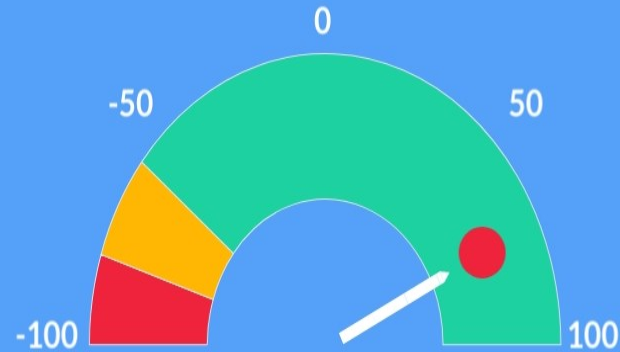
Net Promoter Score Legend

- **-100 to 0:** The majority of people interacting with CSCLM are having a bad experience. They are not happy with our customer service ethic and are spreading the word that our services should be avoided.
- **1-30:** This is an acceptable range to be in as you have slightly more promoters than passives and detractors. However, most organizations in this range have a lot of opportunities to improve.
- **31-50:** This is where most organizations/companies tend to live. An organization in this range places value on a quality customer experience and is generally delivering it with a solid group of promoters ready to refer others to your brand.
- **50-70:** A company in this range is doubling down on customer experience – and it shows. Some of the most beloved brands have an NPS in this range, and it means that they have a larger than average group of promoters sharing their positive perception with their personal networks.
- ➔ **● we are right here so far in 2022...**
- **71-100:** This is the Holy Grail of NPS, and is rarely attainable. An organization/company with a score in this range is considered to be among the absolute best in their field/industry.

Overall CSCLM Score (Across All Platforms)

Based on the recent service(s) you received, on a scale of 0-10, how likely are you to recommend CSCLM to a colleague, friend or family member?

NPS
2022



68%
Net Promoter Score

NPS Report Breakdown - 199 Surveys



Numbers Breakout

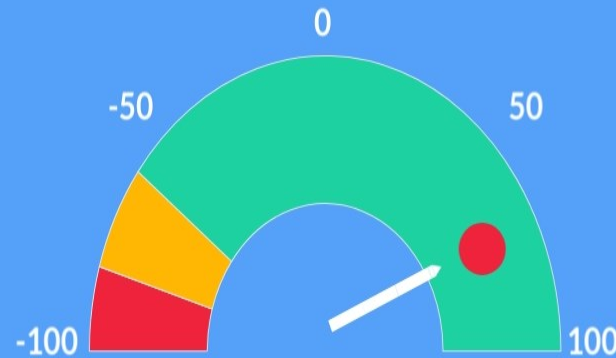
Detractors (0-6)	20
Passives (7-8)	23
Promoters (9-10)	156



Overall CSCLM Job Candidate Score

Based on the recent service(s) you received, on a scale of 0-10, how likely are you to recommend CSCLM to a colleague, friend or family member?

NPS 2022



70%

Net Promoter Score

NPS Report Breakdown - 173 Surveys



Numbers Breakout

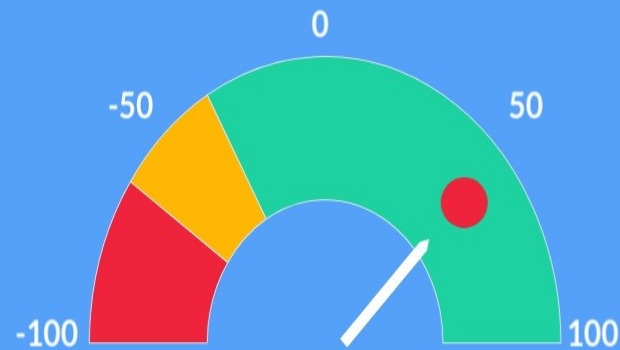
Detractors (0-6)	16
Passives (7-8)	20
Promoters (9-10)	137



Overall CSCLM Business Services Score

Based on the recent service(s) you received, on a scale of 0-10, how likely are you to recommend CSCLM to a colleague, friend or family member?

NPS
2022



48%
Net Promoter Score

NPS Report Breakdown - 21 Surveys



Numbers Breakout

Detractors (0-6)	4
Passives (7-8)	3
Promoters (9-10)	14

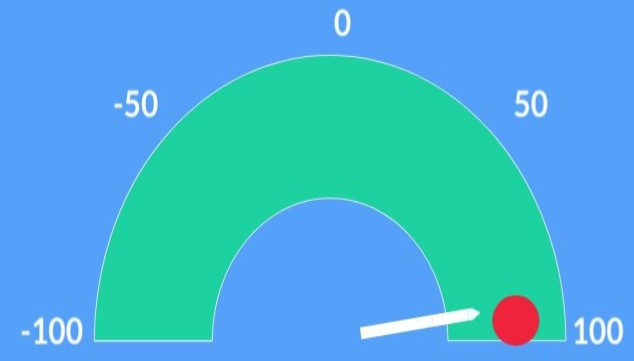




Overall Talent Center Score

Based on the recent service(s) you received, on a scale of 0-10, how likely are you to recommend CSCLM to a colleague, friend or family member?

NPS 2022



100%

Net Promoter Score

NPS Report Breakdown - 5 Surveys



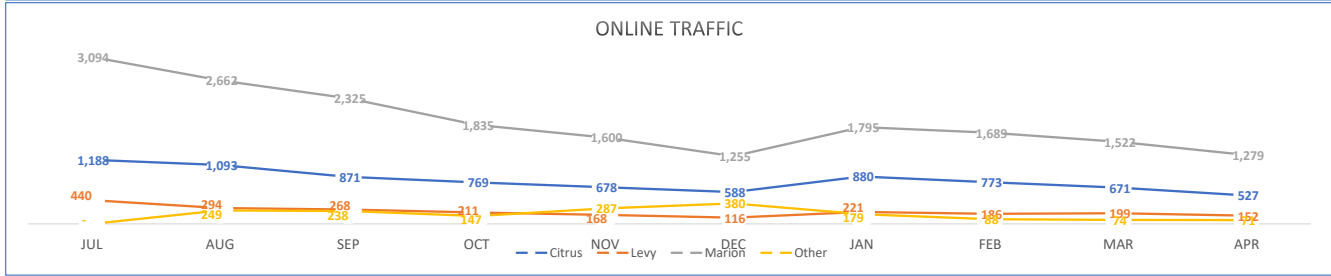
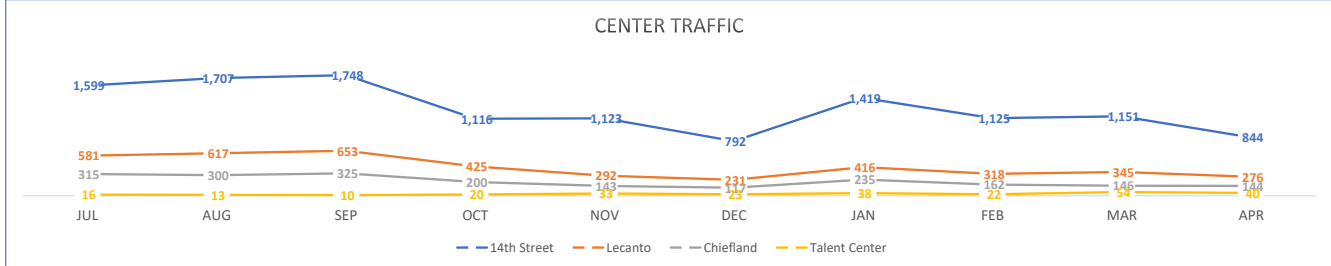
Numbers Breakout

Detractors (0-6)	0
Passives (7-8)	0
Promoters (9-10)	5



Center Traffic

Traffic		PY 20-21	PY2021 2022										
			JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	YTD
Center Traffic	14th Street	12,363	1,599	1,707	1,748	1,116	1,123	792	1,419	1,125	1,151	844	12,624
	Lecanto	4,723	581	617	653	425	231	416	318	345	276	4,154	
	Chieffland	2,863	315	300	325	200	143	117	235	162	146	144	2,087
	Talent Center	526*	16	13	10	20	33	23	38	22	54	40	269
	MCC 1	-	-	-	-	-	-	-	-	-	-	-	0
	MCC 2	-	-	14	-	-	-	-	-	-	5	-	19
	Total	20,475	2,511	2,651	2,736	1,761	1,591	1,163	2,108	1,627	1,701	1,304	19,153
Online Traffic	Citrus	10,079	1,188	1,093	871	769	678	588	880	773	671	527	8,038
	Levy	2,593	440	294	268	211	168	116	221	186	199	152	2,255
	Marion	24,857	3,094	2,662	2,325	1,835	1,600	1,255	1,795	1,689	1,522	1,279	19,056
	Other	1,959	-	249	238	147	287	380	179	88	74	71	1,713
	Total	39,488	4,722	4,298	3,702	2,962	2,733	2,339	3,075	2,736	2,466	2,029	31,062



*Virtual hours were counted for Talent Center during PY20-21