



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

Performance and Monitoring Committee

AGENDA

Tuesday, May 10, 2022 – 9:00 a.m.

REVISED 5/4/2022

Join Zoom Meeting: <https://us02web.zoom.us/j/81953703498>
Phone No: 1-646-558-8656 (EST) Meeting ID: 819 5370 3498

Call to Order		T. Knight
Roll Call		C. Schnettler
Approval of Minutes, February 8, 2022	Pages 2 - 7	T. Knight

DISCUSSION ITEMS

State Update		R. Skinner
Workforce Issues that are Important to Our Community		R. Skinner
DEO Monitoring-initial report	Pages 8 - 20	S. Litzinger
Draft Strategic Plan	Pages 21 - 40	R. Skinner

PUBLIC COMMENT

ACTION ITEMS

DOE 2021 Monitoring Report	Pages 41 - 43	D. French
Subrecipient Monitor	Pages 44 - 55	C. Galica

PROJECT UPDATES

Talent Center Traffic	Page 56	A. Abrams
Contract Reports (Chamber, etc)	Page 57	C. Galica
Event Report – YTD	Page 58	C. Weaver
Workforce Intelligence - March	Pages 59 - 65	C. Weaver
Performance Measures - January	Page 66	C. Weaver
County Comparison Reports	Pages 67 - 69	C. Weaver
Program Participant Data Summary	Pages 70 - 74	C. Weaver
Experiential Learning Contracts	Page 75	C. Weaver
Expo Report	Page 76	C. Weaver
YouthBuild Reports	Page 77	C. Weaver
Net Promoter	Pages 78 - 83	S. Litzinger

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
Performance and Monitoring Committee**

MINUTES

DATE: February 8, 2022
PLACE: College of Central Florida, Enterprise Center
3003 SW College Road, Ocala, FL 34474
TIME: 9:00 a.m.

MEMBERS PRESENT

Arno Proctor
Brandon Whiteman
Fred Morgan
Ted Knight, Chair

MEMBERS ABSENT

Deb Stanley

OTHER ATTENDEES

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

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

CALL TO ORDER

The meeting was called to order by Ted Knight, Chair, at 9:00 a.m.

ROLL CALL

Cira Schnettler called roll and a quorum was declared present.

APPROVAL OF MINUTES

Fred Morgan made a motion to approve the minutes from the August 10, 2021 and November 9, 2021 meeting. Brandon Whiteman seconded the motion. Motion carried.

DISCUSSION ITEMS

State Updates

Workforce Issues that are Important to Our Community

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

PUBLIC COMMENT

None

ACTION ITEMS

None

PROJECT UPDATES

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. The new ATS system is working perfectly.

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.

Workforce Intelligence

Performance Measures

Annual Comparison – Centers

Cory Weaver reviewed the reports and welcomed questions from the committee members.

- Workforce Intelligence: She noted the annual dip in traffic around the holidays. She noted expected trends in training, as training opportunities have decreased nationally and positive outcomes in the youth programs.
- Performance Measures: The report reflects increased activity since participation requirements have returned to being mandatory.
- Annual Center Comparisons:
 - Center traffic was up in all three centers.
 - Citrus and Marion have experienced decreases in placements but increases in average wages. Levy numbers have not been finalized yet.

Experiential Learning Contracts

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

YouthBuild Reports

Cory Weaver was happy to report that the fourth cohort is underway and successful outcomes in the first three cohorts.

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.

Contract Reports

Cory Weaver reviewed the performance report for Citrus and Marion counties and the youth report.

- County Reports: Citrus County met their goal last quarter. Marion County's summary was recently received, but not in time for the release of the agenda packet. An updated report will be attached to these minutes. Marion County did not meet the second quarter goals. A 5% holdback will occur. These funds can be recouped if total goals are met by the end of the year.
- Youth Report: Eckerd met the second quarter goals.

Expo Report

Cory Weaver was happy to share that the 2022 Marion County Youth Expo was in person. She noted the attendance for students and partners. Based on the surveys received from students, she highlighted the prominent industries of interest.

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.

He stated that the annual staff survey has been released and the survey report will be provided at the next meeting.

MATTERS FROM THE FLOOR

None

ADJOURNMENT

There being no further business, the meeting was adjourned at 9:48 a.m.

APPROVED:

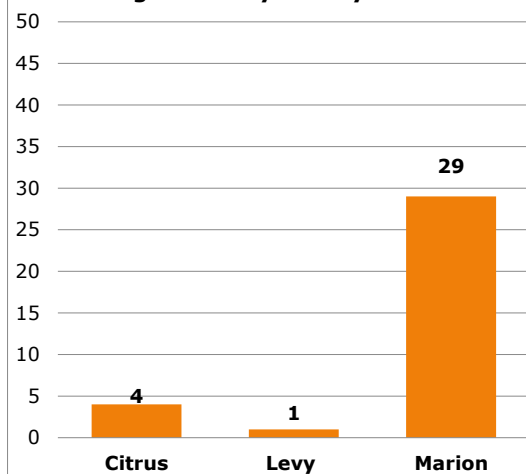
PY 21 - 22 Individual Events

Total Events: 33
Attendees: 662
Reported Hires: 371

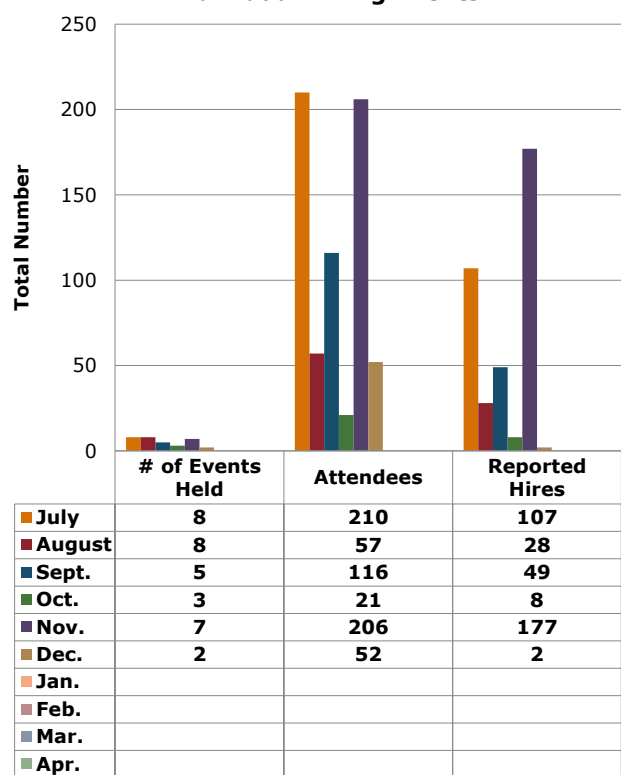
PY 21 - 22 Job Fairs

Attendees: 174
Businesses: 103

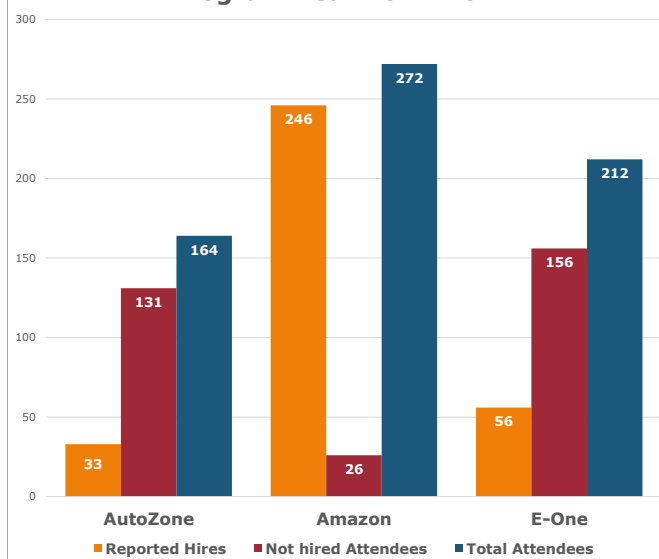
Hiring Events by County PY21-22



Individual Hiring Events



Top 3 Hiring Events Program Year 2021-2022



Other Recruitment Events 10/2021 - 12/2021

[illegible]

Contract Performance
PY2021-2022



	Q1 PY21-22			Q2 PY21-22			Q3 PY21-22			Q4 PY21-22			ANNUAL		
County Chamber/EDC	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate
CITRUS (Citrus Chamber)	4	3	75.00%	5	5	100.00%			#DIV/0!			#DIV/0!			#DIV/0!
MARION (CEP)	4	4	100.00%	5	4	80.00%			#DIV/0!			#DIV/0!			#DIV/0!

	Q1 PY21-22			Q2 PY21-22			Q3 PY21-22			Q4 PY21-22			ANNUAL		
Eckerd Youth Connects	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment
Youth Positive Outcomes (Goal: 80%)	93%	14	\$5,362.00	82%	22	\$8,426.00									



DEPARTMENT OF ECONOMIC OPPORTUNITY
CareerSource Citrus Levy Marion
April 25 – April 29, 2022
LWDB 10 Preliminary Review Exit Summary

WELFARE TRANSITION (WT) PROGRAM

Participant Case File Review

A total of 18 participant case files were reviewed.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
WT/TANF	1. A participant's case file was closed prior to Department of Children and Families' alert date.	<u>Performance/Reporting.</u>	N/A	N/A	N/A	N/A	Y	LWDB staff must ensure that participant cases are closed on the date specified by the DCF alert.
Totals			0	0	0	0	1	

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM- EMPLOYMENT AND TRAINING (SNAP E&T)

Participant Case File Review

A total of 17 participant case files were reviewed.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
SNAP E&T	1. LOPs should be revised to reflect the current SNAP E&T employment activity process.	<u>7 CFR 273.7(m)(3)(v)(A) and the SNAP State Plan.</u>	N/A	N/A	N/A	N/A	Y	The LWDB should update their local operating procedures to include current SNAP E&T processes.
Totals			0	0	0	0	1	

COLLECTION OF DEMOGRAPHIC DATA

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
DEMOGRAPHICS	1. The LWDB does not advise participants that collected demographic information is confidential, voluntary and will only be used in accordance with the law.	Authority - 29 CFR 38.41 and DEO Guidelines for Compliance with Section 188 (nondiscrimination) of the Workforce Innovation and Opportunity Act: Collection of Demographic Data.	N/A	N/A	N	Y	N/A	The LWDB should post signage or update their kiosk or release form with confidentiality, voluntary and law requirements.
Totals			0	0	0	1	0	

FINANCIAL DISCLOSURE

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
FINANCIAL DISCLOSURE	1. There were instances of board members not filing financial disclosure statements by the July 2021 deadline. Additionally, one board member did not file a financial disclosure statement within 30 days of their appointment date. Note: this is a combined issue.	Authority – Sections 112.3145 and 445.007, Florida Statutes; and DEO Final Guidance (FG-075), Required Financial Disclosure.	N/A	N/A	N	Y	N/A	The LWDB must ensure all board members submit completed financial disclosure statements by the required deadline.
Totals			0	0	0	1	0	

LOCAL DEO MERIT STAFFING STRUCTURE

The review did not reveal any Findings, Other Noncompliance Issues or Observations.

SECTOR STRATEGIES

The review did not reveal any Findings, Other Noncompliance Issues or Observations.

BOARD GOVERNANCE

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
BOARD GOVERNANCE	1. A few board members did not complete annual training for 2020 – 2021. Additionally, several board members have not completed the annual training for 2021 – 2022.	Authority – WIOA, Section 107; 20CFR 679.300-679.430; Chapter 445.007, Florida Statutes; Administrative Policy 91; Grantee – Subgrantee Agreement	N/A	N/A	N	Y	N/A	The LWDB must ensure that all board members complete New Board Member Training and Annual Board Member Training in accordance with law and policy.
	2. The LWDB governing documents do not disclose the length of retention for minutes of actions take by the Board.	Authority - 20 CFR 679.370-679.410, Section 445.003 - 009 F.S.	N/A	N/A	N	Y	N/A	The LWDB must maintain and archive records in compliance with Federal, State and Local polices and procedures.
Totals			0	0	0	2	0	

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

ADULT AND DISLOCATED WORKER PROGRAM

Participant Case File Review

A total of 22 participant case files (13 adults and nine dislocated workers) were reviewed.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
WIOA Adult and Dislocated Worker Program	1. In a few instances, the On-The-Job training (OJT) activity exceeded the contract duration without a justifiable reason.	<u>WIOA Sec.122 (h), 20 CFR 680.700-840, WIOA Sec. 134(c)(3)(A), and Local Workforce Service Plan and Administrative Policy 009.</u>	N	Y	N/A	N/A	N/A	The LWDB must ensure that the activity end date does not exceed the end date identified in the OJT contract. If the activity requires an extension, an addendum to the contract must be created and a case note must be entered in Employ Florida explaining the reason for the extension. The LWDB must not leave the OJT activity open when waiting for verification of continued employment with the OJT employer.
	2. In one instance, the participant's case file was missing documentation of the contract/agreement used to pay for training services not covered under an ITA.	<u>20 CFR 680.410-420, WIOA Sec. 122 (b)(1)(D), WIOA Sec. 122 (b)(4)(A), WIOA Sec. 122 (a)(3), Administrative Policy 90.</u>	N	Y	N/A	N/A	N/A	If training is not paid through the ITA process, a contract must be developed with the training institution, identifying the cost of training and how payments to the training institution will be made. The contract must also be made available upon request.
	3. In one instance, a Measurable Skills Gain (MSG) was not recorded in Employ Florida for the applicable program year in which the participant was enrolled in an	<u>20 CFR Part 677.155 (a)(v), WIOA Sec. 116 and TEGL 10-16 Change 1.</u>	N/A	N/A	Y	Y	N/A	The LWDB must ensure that a MSG is captured and recorded for all participants who are enrolled in an education or training program. If the includable activity crosses program years, an MSG for each

	educational or training program.							program year must be documented and recorded.
Totals			0	2	1	1	0	

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

YOUTH PROGRAM

A total of 13 Youth participant case files were reviewed.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year Other Noncompliance Issue	Current Year Other Noncompliance Issue	Observation	Recommendation
Workforce Innovation and Opportunity Act (WIOA) Youth Program	1. In a couple of instances, the recorded SafeStaff certificate does not meet the definition of a nationally recognized credential as defined in TEGL 10-16 Change 1.	<u>Federal Data Validation Requirements</u> <u>TEGL 10-16 Change 1, WIOA, Sec. 3(52), WIOA Sec. 129 (c) (1) (C).</u>	N	y	N/A	N/A	N/A	The LWDB must ensure that the credential is a nationally recognized credential as defined in TEGL 10-16 Change 1.
Totals			0	1	0	0	0	

WIOA SPECIAL PROJECTS

Participant Case File Review

- CareerSource Citrus Levy Marion - Sector Strategies Bridge to Skilled Trades -Three participant case files
- COVID-19 Public Health Emergency – Two participant case files
- LWDB 10 –Apprenticeship Expansion 2019 – Bridge to Skilled Trades-Apprenticeship – Three participant case files
- LWDB 10 Soft Skills Development 2019 – Retail and Hospitality Academy – One participant case file
- LWDB 10 – Sector Strategies 2019 – Bridge to Skilled Trades II – One participant case file
- SFY21-22 Foundational Skills Initiative – Youth – Three participant case files

A total of 13 participant case files were reviewed (8 Adult, 2 Dislocated Worker, 3 Youth).

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year Other Noncompliance Issue	Current Year Other Noncompliance Issue	Observation	Recommendation
WIOA Special Projects	1. In two instances, participants in training did not have MSGs recorded in Employ Florida. Both participants dropped out prior to first MSG.	<u>20 CFR Part 677.155 (a)(v), WIOA Sec. 116 and TEGL 10-16 Change 1.</u>	N/A	N	Y	Y	N/A	The LWDB must ensure that a MSG is captured and recorded for all participants who are enrolled in an education or training program. Although both participants dropped out prior to the MSG due date, the participants are still captured in the MSG performance measure.
Totals			0	0	1	1	0	

TRADE ADJUSTMENT ASSISTANCE (TAA)

Participant Case File Review

The State Trade Program reviewed one case file.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
TAA	1. The Rapid Response activity was reported in Employ Florida only under the TAA program. 'Yes' was indicated in the TAA program application. However, the 110-service code was not reported under	<u>Trade Act 2002, TAARA 2015 & Administrative Policy No. 114, TEGLs 22-08, 10-11, 7-13 TEGL 11-02, 05-15, 20 CFR</u>	N/A	Y	N/A	N/A	N/A	The LWDB will ensure the 110-service code is reported under the Wagner Peyser program application. The 110-service code is required.

	the Wagner Peyser program application. The 110-service code is required.	<u>682.300 - 682.370, DEO Memo Rapid Response Requirement Dated 02/14/20, PIRL, USDOL TAA Data Integrity Requirement</u>						
TAA	2. A waiver of training was approved, but it was not accurately reported. The Successful Completion Date of the waiver activity does not match the "Closed" Review Status, located under the Waiver Entry/Edit Waiver Entry link. The activity closed prematurely in Employ Florida due to incorrect dates entered.	<u>TEGLs 22-08, 10-11, 7-13, 05-15, PIRL and 20 CFR 618.735</u>	N/A	Y	N/A	N/A	N/A	The LWDB will ensure the activity for the waiver of training is accurately reported.
TAA	3. The referral to supportive services was not documented by the T07 code.	<u>20 CFR 617.10, 20 CFR 618.325, TEGLs 22-08, 10-11, 7-13, 05-15, 5-15 Change One, Administrative Policy No. 108 and Administrative Policy No. 109</u>	N/A	Y	N/A	N/A	N/A	The LWDB must ensure an offer or a referral to supportive services is provided to each TAA participant in training and reported in the Employ Florida, TAA program case file.
TAA	4. An IEP was documented in Employ Florida. However, it is incomplete. The IEP did not include objectives located in the Objectives	<u>20 CFR 617.20, 20 CFR 618.600-665, TEGLs 22-08, 10-11, 7-13, 05-15 and</u>	N/A	N/A	N/A	Y	N/A	The LWDB must ensure all TAA IEPs include objectives towards the specific occupational goal, and include a case note that aligns with the requirements prescribed in the Employ Florida Service Code Guide.

	section of the program application.	<u>Administrative Policy No. 107</u>						
TAA	5. The IEP was entered. However, it is incomplete. There were no specific action steps (objectives and milestone completion dates) listed for the participant to work towards achievement of the listed occupational goal.	<u>20 CFR 617.20, 20 CFR 618.600-665, TEGLs 22-08, 10-11, 7-13, 05-15 and Administrative Policy No. 107</u>	N/A	N/A	N/A	Y	N/A	The LWDB must ensure that action steps (objectives and estimated milestone completion dates) are listed for the participant to work toward achievement of the listed occupational goal. The IEP should detail how the participant will overcome barriers to training completion and employment. At a minimum, the IEP should be reviewed by the Local TAA Coordinator every 60 days. The IEP must be amended, as appropriate, when additional needs are identified, or objectives are achieved. When new objectives are added, the IEP should be reviewed and signed by the TAA participant and accompanied by service code T05 (TAA - Individual Employment Plan) and include a case note that aligns with the requirements prescribed in the Employ Florida Service Code Guide.
TAA	6. The participant's case file did not contain course and/or program of study outline and registration documentation. In addition, the TAA training packet was submitted after the participant's had already begun his or her training program.	<u>TEGL 22-08, 10-11, 7-13, 05-05 and 20 CFR 618.600-665</u>	N/A	Y	N/A	Y	Y	The LWDB must ensure all documentation supporting the case file and program expenditures are uploaded to Employ Florida under the TAA program application. Documentation to be uploaded includes the course syllabus or program outline, invoices, program acceptance/enrollment letter(s), 2100 series training forms, and any other

								documents that support the training application.
TAA	7. TAA funds were used to pay cost for training. Although there was a training expenditure and matching invoice uploaded to Atlas, they were not reported in Employ Florida located under the TAA application (TAA/TRA Payment View link) as required by Administrative Policy 101 and 107.	<u>PIRL, USDOL TAA Data Integrity Requirement, Administrative Policy No. 107</u>	N/A	N/A	N/A	Y	N/A	The LWDB must ensure that all TAA training expenditures are reported in Employ Florida, under the TAA/TRA Benefits Payment View section, and the expenditure has a matching invoice located in the Employ Florida, TAA case file.
TAA	8. The TR0 end date was entered incorrectly. The TR0 end date will be the participant's 26-week deadline date.	<u>20 CFR 617.10, 20 CFR 618, TEGLs 22-08, 10-11, 7-13, 05-15, Geographic Solutions PIRL reporting specifications, DEO Memos: Trade Adjustment Assistance Process and Employ Florida Codes 06/01/2017 and Trade Adjustment Assistance TR0 and TA1 Employ Florida Service Code Changes Dated 04/17/19</u>	N/A	N/A	N/A	N/A	Y	In accordance with DEO Memorandums dated June 1, 2017 and April 17, 2019, and Administrative Policy No. 108, the LWDB should revisit their TAA local operating procedure regarding TR0 reporting and ensure the TR0 is accurately reported in Employ Florida and the projected end date matches the participant's 26-weeks deadline date.
TAA	9. The Assessments, IEP and Labor Market information	<u>20 CFR 617.11, 20 CFR 618.700-</u>	N/A	N/A	N/A	N/A	Y	The LWDB must ensure the activities and services are reported in Employ

	were provided in July 2021 and not reported until December 2021.	780 Administrative Policy No. 108.						Florida when services are provided. Services and activities must be reported accurately and timely to reflect the participant's service history and support program expenditures.
Totals			0	4	0	4	3	

WAGNER-PEYSER (WP) PROGRAM

Participant Case File Review

A total of 50 (20 job seekers, 15 job orders, 10 placement and 5 RESEA) case files were reviewed.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
WP	1. The LWDB did not conduct an independent verification of a new employer's registration within two business days from the date and time of initial registration.	<u>20 CFR 651.10; 20 CFR 651; DEO AP 099.</u>	Y	Y	N/A	N/A	N/A	The LWDB must conduct an independent verification of the employer's registration within two business days from the date and time of initial registration.
	2. A agricultural job did not contain all required information. Job order did not provide the specific days and hours to be worked.	<u>20 CFR 653.501; DEO FG 03-040</u>	N/A	N/A	N	Y	N/A	Staff must ensure all staff entering agricultural job orders are adequately trained on all requirements. Also, staff who enter job orders should keep a checklist of the requirements for agricultural job orders as a quick reference guide and refer to it whenever an agricultural job order is entered. Additionally, prior to making a referral to an agricultural job order, staff should review the job order for all necessary information. Job orders should be monitored routinely and monitoring results should be discussed with staff which will help eliminate recurring problems.

	3. An agricultural job order did not contain the job order specify a wage rate	<u>20 CFR 653.501;</u> <u>DEO FG 03-040;</u> <u>Migrant and Seasonal Agricultural Worker Protection Act</u>	N	Y	N/A	N/A	N/A	LWDB staff must ensure agricultural job orders contain agricultural job order did not contain the job order specify a wage rate.
RESEA	4. A Participant's assessment did not have specific action steps listed for the long- term goals	<u>20 CFR 651.10;</u> <u>20 CFR 680.170;</u> <u>TEGL 19-16</u>	N/A	N/A	Y	Y	N/A	The LWDB must ensure the specific action steps are listed to assist the participant with reaching their short and long-term goals.
Totals			1	2	1	2	0	

CAREER CENTER CREDENTIALING

A Career Center Credentialing review was conducted to determine compliance with program guidance. The methodology for conducting the review included self-certification by the LWDB that the following credentialing requirements had been met for the review period at each of the career center locations in the LWDA (posters, signage and resource room verification). All other administrative requirements and records (listing of front-line staff, continuing education hours attained, etc.) were reviewed by the monitor.

The monitor also reviewed the administrative documents provided to determine whether all "front-line" staff members had completed their required Tier I Certification courses and the 15 hours of continuing education courses in related subjects. The following issues were observed.

2020-2021 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
Wagner – Peyser (WP) – Career Center Credentialing	1. Multiply front-line staff did not complete their 15 hours of continuing education prior to the staff's Tier 1 certification anniversary date.	<u>One-Stop Credentialing and Skills Standards - CSF FG-092</u>	N/A	N/A	Y	Y	N/A	LWDB Staff must ensure Tier 1 certified front-line staff complete 15 hours of continuing education prior to the staff's Tier 1

								certification anniversary date.
Totals			0	0	1	1	0	

MANAGEMENT INFORMATION SYSTEMS (MIS)

The LWDB provided policies and procedures ensuring that individuals who are no longer employed in the LWDB are promptly removed from having access to the MIS. The LWDB provided an up-to-date listing of all MIS users during the review period who have had their status revoked. No issues were observed.

The LWDB provided documentation to provide support to the policies and procedures ensuring a background screening was conducted for new staff (Board, contractor, or provider) hired during the review period. Additionally, the LWDB provided documentation that all newly hired staff completed Individual Non-Disclosure and Confidentiality Certification forms and security access agreements. No issues were observed.

JOBS FOR VETERANS STATE GRANT (JVSG)

Participant Case File Review

A total of 13 case files were reviewed.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year Other Noncompliance Issue	Current Year Other Noncompliance Issue	Observation	Recommendation
JVSG	1. Three participants' are missing Activity Code 189 (Priority of Service)	<u>Administrative Policy 111: Priority of Service for Veterans and Eligible Spouses</u>	N	Y	N/A	N/A	N/A	Staff must ensure veterans receive priority of service and code issue to the veteran with case note attached.
	2. Two participants did not have an Individual	<u>Administrative Policy 117:</u>	N/A	N/A	N/A	N/A	Y	DVOP must ensure that they create an IEP

	Employment Plan (IEP) created.	<u>Employment and Advocacy Services</u>						for active client under case management after creating objective assessment.
Totals			0	1	0	0	1	

COMPLAINT SYSTEM

Case File Review

A total of two (2) case files were reviewed.

2021-2022 Monitoring Results								
Workforce Program	Issue	Applicable Reference	Prior Year Finding	Current Year Finding	Prior Year ONI	Current Year ONI	Observation	Recommendation
COMPLAINT SYSTEM	1. The Employment Service (ES) complaint logs were missing required information.	<u>20 CFR 658; Employment Service (ES) Complaint Handbook.</u>	N	Y	N/A	N/A	N/A	Staff must ensure complaint logs contain all required information, as indicated in the ES Complaint Handbook. Staff must review logs, before submitting them to the SMA for reporting purposes.
Totals			0	1	0	0	0	

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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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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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.

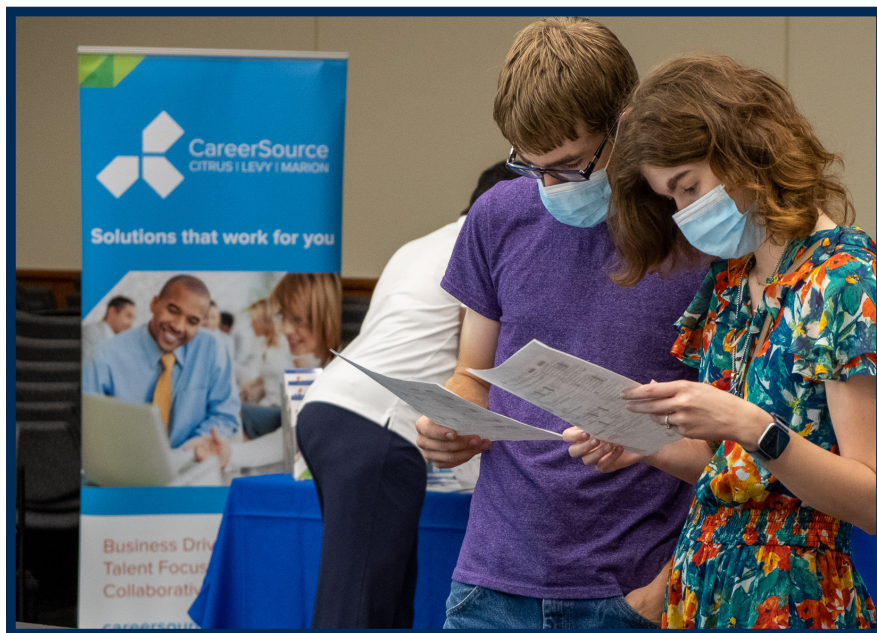
In collaboration with employer partners, CSCLM should bring training providers and schools into the partnership to work towards a multipronged pathway-focused regional talent strategy. The goal is to remove barriers from high-paying, in-demand jobs with

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.”
- 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.

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.





RECORD OF ACTION/APPROVAL

Performance and Monitoring Committee
Tuesday, May 10, 2022

TOPIC/ISSUE:

Department of Education Monitoring Report (Ticket to Work)

BACKGROUND:

We are annually monitored by the Department of Education (DOE) for purposes of maintaining in good standing for Ticket to Work program affiliation. We received the results of this monitoring on February 11, 2022 as conducted by DOE for the period of January 1, 2021 through November 30, 2021.

POINTS OF CONSIDERATION:

As shown in the report our risk rating is 20 and considered low. There were no issues reported for the period.

STAFF RECOMMENDATIONS:

Accept the monitoring report as issued by DOE on February 11, 2022.

COMMITTEE ACTION:

BOARD ACTION:



State Board of Education

Tom Grady, *Chair*
Ben Gibson, *Vice Chair*
Members
Monesia Brown
Marva Johnson
Ryan Petty
Joe York

Richard Corcoran
Commissioner of Education

February 11, 2022

Citrus Levy Marion Regional Workforce
3003 SW College Rd, Suite 205
Ocala, FL 34474

Dear Ms. Kathleen Woodring,

Each year the Bureau of Vendor and Contracted Services reviews the services you've delivered to ensure compliance with the terms of your registration, as well as specific service requirements. We then use this information to assess your company's risk level for the new calendar year. Based on our review of the services your company delivered from January 1, 2021 through November 30, 2021, your risk score is 20, which is considered low risk.

Monitoring activities for the reporting period include, but are not limited to:

- Results of invoice review for compliance with the terms and conditions of the Programmatic Operations Resource Guides (PORG) documents and the Employment Services Manual;
- Non-compliance of qualification requirements; if applicable;
- Incident Reports; if applicable;
- Compliance with providing required documentation; and,
- Results of Data Reporting.

We are providing you with the results of our efforts to assist you with your Employment Services endeavors.

If you have any questions, please do not hesitate to contact me by e-mail or phone at the number provided below.

Thank you for your continued partnership and support in helping people with disabilities find and maintain employment, and enhance their independence.

Sincerely,

Paige Proenza
Provider Manager
Paige.Proenza@vr.fldoe.org
(850) 245-3343

Performance Measure/Standard	Findings/Recommendations
Results of invoice review for compliance with the terms and conditions of the Programmatic Operations Resource Guides (PORG) documents and the Employment Services Manual	Results of invoice review are attached.
Non-compliance of qualification requirements	NA
Incident Reports	No incident reports during this reporting period.
Compliance with providing required documentation	All required documentation received on time.
Results of Data Reporting	
Did the Provider accept, reject, or request for more information on the referral received from the VR Counselor within fifteen (15) business days of receipt?	0 of 0 referrals exceeding 15 days (NaN%) for 12/1/2020 thru 11/30/2021
Did the Provider submit invoices within fifteen (15) days of NOA approval?	0 of 0 referrals with Invoice Dates exceeding 15 days (NaN%) for 12/1/2020 thru 11/30/2021
Did the Provider submit a Monthly Progress Report (MPR) within thirty (30) days for each month services were rendered?	0 of 0 MPRs exceeding due date (NaN%) for 12/1/2020 thru 11/30/2021



RECORD OF ACTION/APPROVAL

Performance and Monitoring Committee
Tuesday, May 10, 2022

TOPIC/ISSUE:

Approve Powell & Jones as subrecipient monitor.

BACKGROUND:

Pursuant to the Workforce Innovation and Opportunity Act all local workforce development boards are required to procure a firm to conduct subrecipient monitoring of CareerSource CLM funding. Powell & Jones submitted a proposal for a new agreement. They were the only company submitting a proposal.

POINTS OF CONSIDERATION:

Powell & Jones was the company procured for this monitoring in 2017 and was negotiated for renewal annually for the allowed period of up to five program years. They have done a good job in the monitoring and have been responsive to CSCLM requests. The contract will be in effect for UP TO five program years and will be negotiated annually.

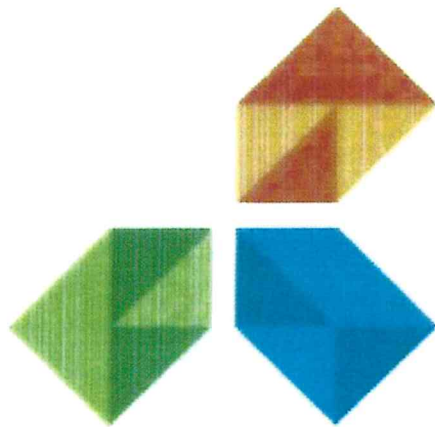
STAFF RECOMMENDATIONS:

Requesting approval to contract with Powell & Jones as a Sole Source.

COMMITTEE ACTION:

BOARD ACTION:

SUBRECIPIENT
MONITORING
SERVICES
PROPOSAL



CareerSource
CITRUS | LEVY | MARION



owell and Jones
Certified Public Accountants



Powell & Jones
Certified Public Accountants

Richard C. Powell, Jr., CPA
Marian Jones Powell, CPA

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April 25, 2022

CareerSource Citrus Levy Marion
ATTN: Cathy Galica
3003 SW College Road
Suite 305
Ocala, Florida 34474

Ladies and Gentlemen:

We appreciate the opportunity to present our firm to you for your evaluation of our qualifications to provide subrecipient monitoring services to CareerSource Citrus Levy Marion (CSCLM). We are confident that a review of our qualifications will differentiate our firm from others in the following important areas.

EXPERIENCE IN NON-PROFIT AND GOVERNMENTAL AUDITING

Powell & Jones CPAs currently perform auditing and related accounting and management advisory services for sixty governmental and public agency clients. Included in our clients are four counties, twenty-three cities, ten special districts and twenty non-profit organizations, including six CareerSource entities.

EXPERIENCE IN AUDITING CAREERSOURCE ORGANIZATIONS

The greatest qualification of any firm is years of direct experience. Led by our two firm partners, the dedicated audit staff of Powell & Jones CPAs are fully qualified to serve on this assignment. We believe that our years of experience, auditing the very unique operations and funding sources CareerSource entities, uniquely qualifies us to provide subrecipient monitoring services to CareerSource Citrus Levy Marion.

COMMITMENT TO PROVIDE THE HIGHEST LEVEL OF SERVICE YEAR-ROUND

We believe that the following major points differentiate our firm from our competitors and assures our clients of receiving the best subrecipient monitoring services possible.

- We serve a wide range of governmental and not-for-profit clients in size and complexity; yet we provide all clients with the same high quality and responsiveness of service.
- We have eight governmental auditors who work nearly full time on our primarily governmental and not-for-profit accounting and audit practice. Unlike other firms with substantial tax and business accounting practices, we are not impeded by "tax season" and other private business-related deadlines.
- Because our staff primarily works in the governmental and not-for-profit areas, we are able to also concentrate our continuing education and reference library in this very specialized area of accounting.
- Most of our client engagements represent long-standing relationships, in spite of the increasingly competitive environment of governmental and public agency auditing. This certainly reflects the level of satisfaction our clients have with our services.

COMPETITIVE FEE STRUCTURE

To remain effective in competitive governmental engagements, we have developed modern audit procedures such as computer assisted analysis and electronic 'paperless' working papers and secure file sharing software. These techniques allow us to provide quality services in a timely manner, specified by you and at a reasonable cost.

Like most other public agencies, we know that CareerSource Citrus Levy Marion has limited resources and we are very cognizant of this constraint. Due to our lower overhead and the many years working with that CareerSource entities, you can be assured that we will offer you a lower overall fee structure than many of our competitor firms.

If you need any additional information on our proposal, please don't hesitate to let me know.

Sincerely,



Richard C. Powell, CPA
Powell and Jones
Certified Public Accountants

**CAREERSOURCE CITRUS LEVY MARION
POWELL & JONES, CPAS
SUBRECIPIENT MONITORING SERVICES
FEE PROPOSAL**

Basic Services

Perform subrecipient monitoring services as outlined in "Request for Proposal for Subrecipient Monitoring Services" dated April 11, 2022.

Total fees for the above services:

Fiscal Year Ended June 30, 2023	\$3,800
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Services will be performed under AICPA consulting services standards.

**CITRUS LEVY MARION REGIONAL
WORKFORCE DEVELOPMENT BOARD, INC
DBA CareerSource Citrus Levy Marion**

**REQUEST FOR PROPOSAL
FOR
SUBRECIPIENT
MONITORING SERVICES**

Release Date: April 11, 2022

PROPOSALS DUE – 4:00 P.M., April 29, 2022

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Appendix 1

Appendix 2

REQUEST FOR PROPOSAL AND STATEMENT OF QUALIFICATIONS FOR
Subrecipient MONITORING SERVICES

I. Procurement Information

- A. The Citrus Levy Marion Regional Workforce Development Board, Inc. dba CareerSource Citrus Levy Marion (CSCLM) located in Ocala, FL will accept proposals for monitoring services of sub-recipients of CSCLM for the fiscal period beginning July 1, 2022 through June 30, 2023. The contract is renewable for a period of four additional fiscal periods at the discretion of CSCLM. Potential full duration of the contract will be through June 30, 2028. **Interested firms should submit their proposal by 4:00 p.m. local time, April 29, 2022, to:**

**CareerSource Citrus Levy Marion
ATTN: Cathy Galica
3003 SW College Road
Suite 205
Ocala, FL 34474**

- B. **Technical information may be obtained from Susan Heller, (352) 873-7939 ext. 1207 or via e-mail at sheller@careersourceclm.com**
- C. The proposals will be evaluated by CSCLM staff. The staff will provide copies of all proposals and evaluations to the Performance and Monitoring Committee as well as a list of the three highest rated proposals. The three highest rated firms may be invited to make oral presentations. The Executive Committee will evaluate the proposals and will make a selection on June 1, 2022. Final approval will be made at the June 8, 2022 Board Meeting.
- D. CSCLM reserves the right to reject any or all proposals and to select a firm which, in its judgment, best meets the needs of CSCLM.
- E. The tentative schedule for selection and award is shown in Appendix 1.
- F. The selection process contemplated by this request for proposals will result in the selection of a firm to conduct financial monitoring of sub-recipients of CSCLM for up to five fiscal periods.
- G. A copy of the scoring tool that will be applied against all proposals is shown in Appendix 2.

II. Statement of Purpose

The purpose of the monitoring is to identify areas of weakness so that they can quickly be addressed and to ensure that the terms of the contract are being met. The selected firm will be expected to provide recommendations to assist CSCLM and its sub-recipients in correcting problems identified in the review.

The proposed monitoring should use the most recent Florida Department of Economic Opportunity (DEO) monitoring tool as a resource in the development of an Annual Monitoring Plan. The tools may be found at: <http://www.floridajobs.org/office-directory/division-of-finance-and-administration/our-offices/financial-monitoring-and-accountability/monitoring>

along with Uniform Guidance 2 CFR 200.331:

<https://www.federalregister.gov/documents/2013/12/26/2013-30465/uniform-administrative-requirements-cost-principles-and-audit-requirements-for-federal-awards>

CSCLM reserves the right to add additional monitoring items or requirements based upon the nature of future grants that require monitoring; DEO requirements, or CSCLM concerns.

III. Contract Performance by the selected Proposer.

Financial monitoring services to include, but not be limited to, the following activities:

- Develop an annual monitoring plan
- Perform a fiscal review of all sub-recipient record keeping, cost allocation plans, and backup documentation to substantiate each sub-recipient's billings and compare the documents against those submitted to CSCLM for payment.
- Assure the sub-recipient is following contractual requirements as contained in all sections of the agreement.

During the 2021-2022 Program Year, CSCLM has a sub-recipient contract related to this RFP as follows:

\$760,000 for WIOA Youth program, \$243,620 for Youth Build Program, \$15,000 for WIOA Dislocated Worker Program, and \$30,000 for WIOA Adult program.

As of the date of release, CSCLM has only one sub-recipient that requires monitoring, however, other sub-recipients may be added in this grant period or future grant period that will require monitoring. CSCLM will negotiate costs with the selected firm should this occur.

The current sub-recipient is Eckerd Connects, Inc., whose records are located at 2703 NE 14th St, Ocala, FL 34470.

The selected firm will be required to provide a report of the areas monitored with results and will be required to present this report to the CSCLM administrative team, the Performance and Monitoring Committee as well as the full board.

The period of performance for this solicitation is Date of Award, through June 30, 2023, with contract renewal being negotiated annually with the next contract period beginning July 1 of the next program year.

IV. Work Papers

The selected respondent shall retain work papers for a minimum of three years and provide electronic copies to CSCLM for review.

V. Proposals

Respondents must submit their responses in sealed envelopes so that they will arrive at the address listed below no later than 4:00 p.m. on April 29, 2022. Electronic media on CD or flash drive are preferred for one response; however, that response must also be accompanied by one (1) hard copy of the response. Inside the mailing package, the responses should be in an envelope(s) marked "Response to Financial Monitoring 2022."

Also include a contact name, company and street mailing address. All copies must be received by the deadline listed above. Responses should be mailed/delivered to the following address:

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

CSCLM shall have the right to terminate this agreement if it fails to receive funding appropriate to continue operation. In such event, we shall give 60 days' notice of intent to do so, or, if funding is not established in time to allow such, then such shorter period of notice as is possible, provided, however, that notice in no event shall be less than 30 days. CSCLM reserves the right to make no award on this RFP, if most advantageous to CSCLM.

VI. Proposed Charges

1. Proposals should include the fees to perform financial monitoring of CareerSource Citrus Levy Marion sub-recipients. CSCLM accounting staff will assist any firm requiring information needed to determine fees.
2. Proposals should include hours necessary to complete the monitoring and rate per hour.

VII. Proposed Budget

1. CSCLM is budgeting up to \$10,000.00 for procurement of a sub-recipient monitoring company.

IX. Who May Apply

All governmental and non-governmental agencies, whether operated for profit or nonprofit, may apply for funding. Each respondent must be a legally recognized entity that has received appropriate licenses prior to submittal of the response.

No response will be accepted from an entity if it has not been pre-qualified during the **Expression of Interest** period and if:

- The entity has been debarred, suspended, or otherwise determined to be ineligible to receive funds by an action of any governmental agency; or,
- The entity has not complied with an official order of any agency of the State of Florida or the United States Department of Labor to repay disallowed costs incurred during its conduct of projects or services; or
- The entity's previous contract(s) with the CSCLM have been terminated for cause; or
- The entity's name appears on the State's convicted vendor list;
or
- The entity appears on the Scrutinized Companies that Boycott Israel list
- The entity appears on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List
- The entity is engaged in business operations in Cuba or Syria
- The entity appears on the convicted vendor list
- The entity appears on the state's discriminatory vendor list
- For any other good and just causes.

IX Protest Procedures

Parties wishing to protest the recommendations of the committee should file a written protest within three business days of the committee action. Such protest should include the basis of the protest and any other pertinent material the party wishes to have considered as justification for its protest.

Letters of protest should be addressed to:

Kim Baxley, Chair
CareerSource Citrus Levy Marion
3003 SW College Road,
Suite 205
Ocala, FL 34474

Upon receipt of a protest, the Chair will convene a meeting of the CareerSource Citrus Levy Marion Executive Committee. The Executive Committee will notify all parties involved in the protest of the time and place of the hearing. Any affected party may present, in writing, a response to the protest for consideration by the Executive Committee.

CareerSource Citrus Levy Marion is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities using TTY/TDD equipment via the Florida Relay Service at 711.

Stevens Amendment

The CareerSource Citrus Levy Marion Sub-Recipient Monitoring is supported by the Employment and Training Administration of the U.S. Department of Labor as part of an award totaling \$6,200,000.00 with no percentage financed from non-governmental sources.

APPENDIX 1

Tentative Schedule for Selection and Award

Release of RFP April 11, 2022

Proposals due no later than April 29, 2022 4:00 p.m. EST.

CSCLM Staff reviews proposals May 2022

Executive Committee Review and Selection on June 1, 2022

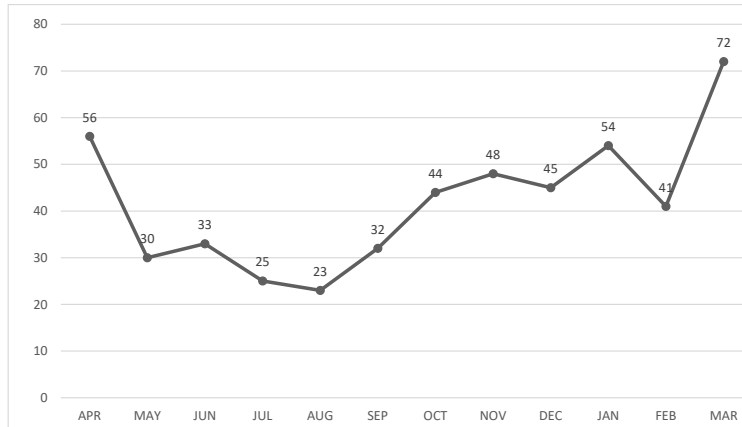
Final approval by CSCLM Board June 8, 2022

TRAFFIC COUNT

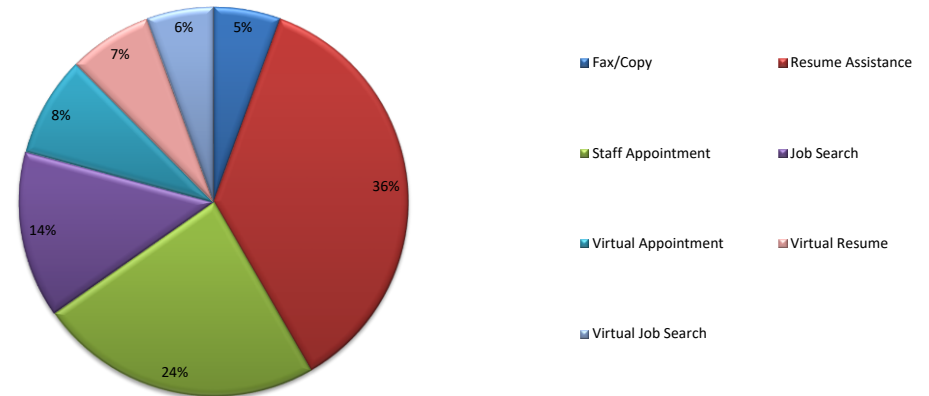
				PY 21-22									
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
REFERRALS	9	8	7	6	17	12	7	7	6	9	11	6	105
PLACEMENTS	4	1	3	4	8	6	5	5	4	4	8	7	59
INTERNSHIPS	0	0	0	0	0	0	0	0	0	0	0	0	0
OJT/WEX/CBT	0	0	0	0	0	0	0	0	0	0	0	0	0
TRAFFIC*	56	30	33	25	23	32	44	48	45	54	41	72	503

SERVICES BREAKDOWN

CENTER TRAFFIC BY MONTH



* Center traffic counted by in office and virtual services provided



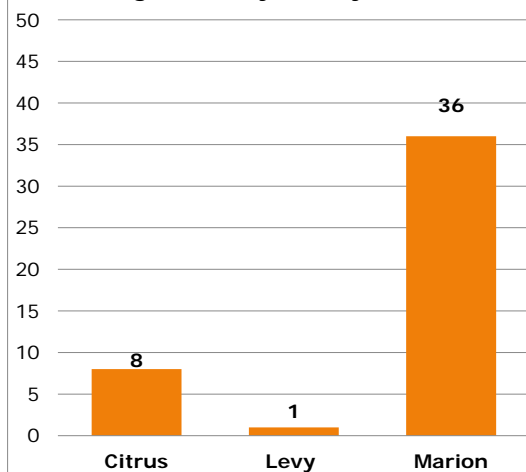
PY 21 - 22 Individual Events

Total Events: 44
Attendees: 884
Reported Hires: 443

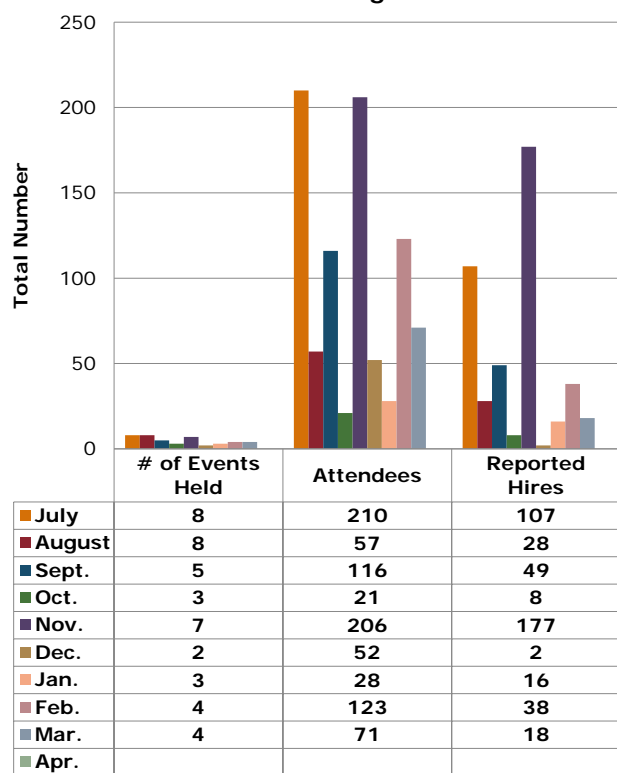
PY 21 - 22 Job Fairs

Attendees: 205
Businesses: 110

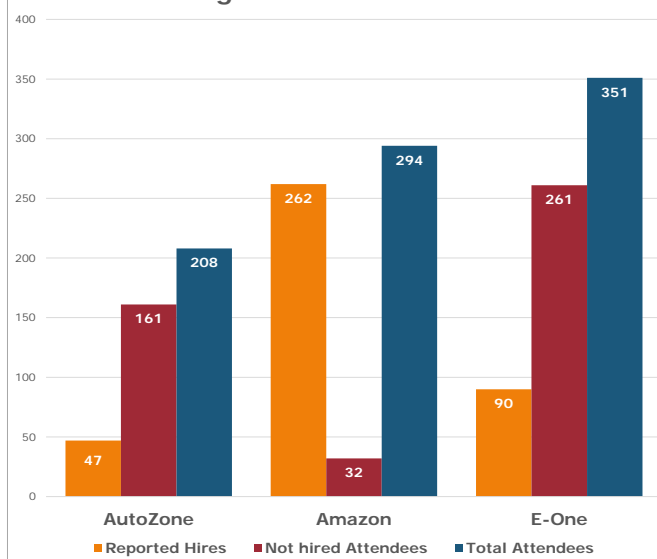
Hiring Events by County PY21-22



Individual Hiring Events



Top 3 Hiring Events Program Year 2021-2022



Other Recruitment Events 1/2022 - 3/2022

[illegible]

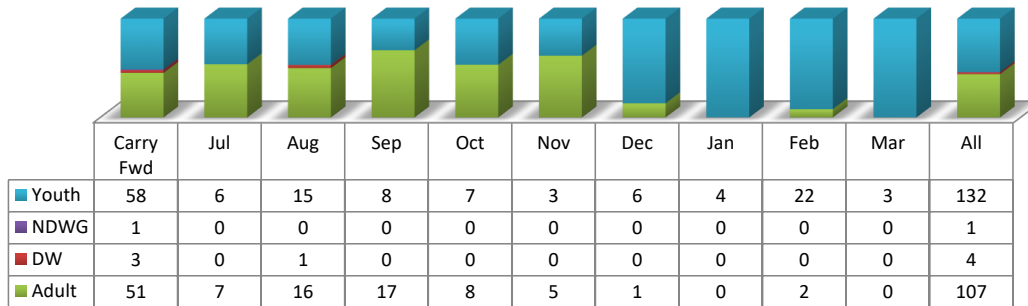
Contract Performance
PY2021-2022



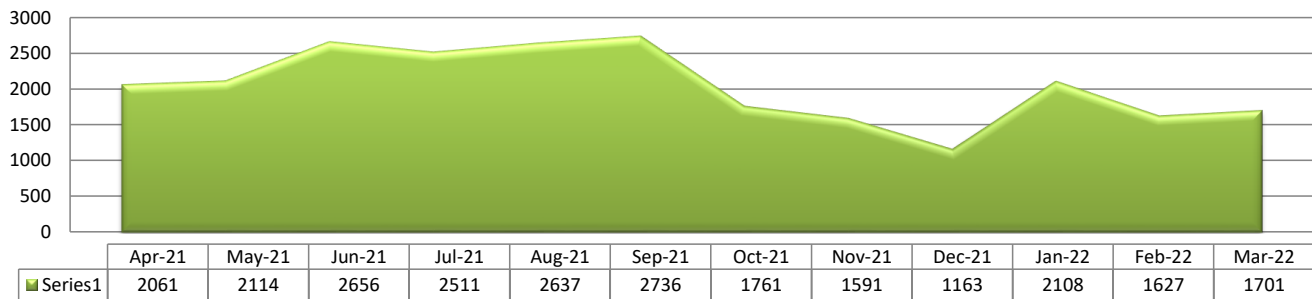
	Q1 PY21-22			Q2 PY21-22			Q3 PY21-22			Q4 PY21-22			ANNUAL		
County Chamber/EDC	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate	# Goals	Goals Met	Rate
CITRUS (Citrus Chamber)	4	3	75.00%	5	5	100.00%	5	4	80.00%			#DIV/0!			#DIV/0!
MARION (CEP)	4	4	100.00%	5	4	80.00%	6	6	100.00%			#DIV/0!			#DIV/0!

	Q1 PY21-22			Q2 PY21-22			Q3 PY21-22			Q4 PY21-22			ANNUAL		
Eckerd Youth Connects	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment	Rate	# Closed Successfully	Payment
Youth Positive Outcomes (Goal: 80%)	93%	14	\$5,362.00	82%	22	\$8,426.00	80%	20	\$7,660.00						

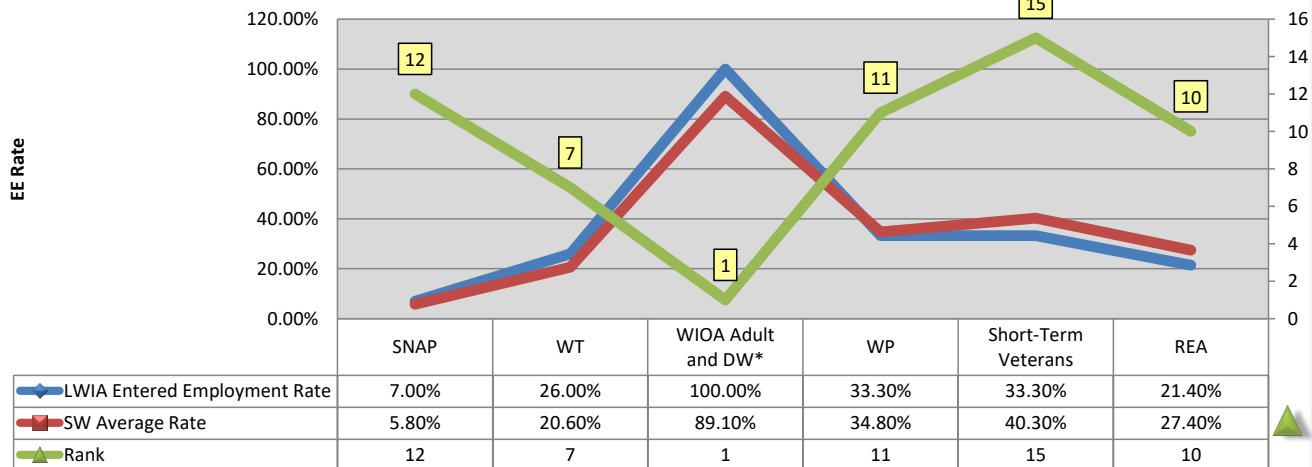
All WIOA Participant Enrollments



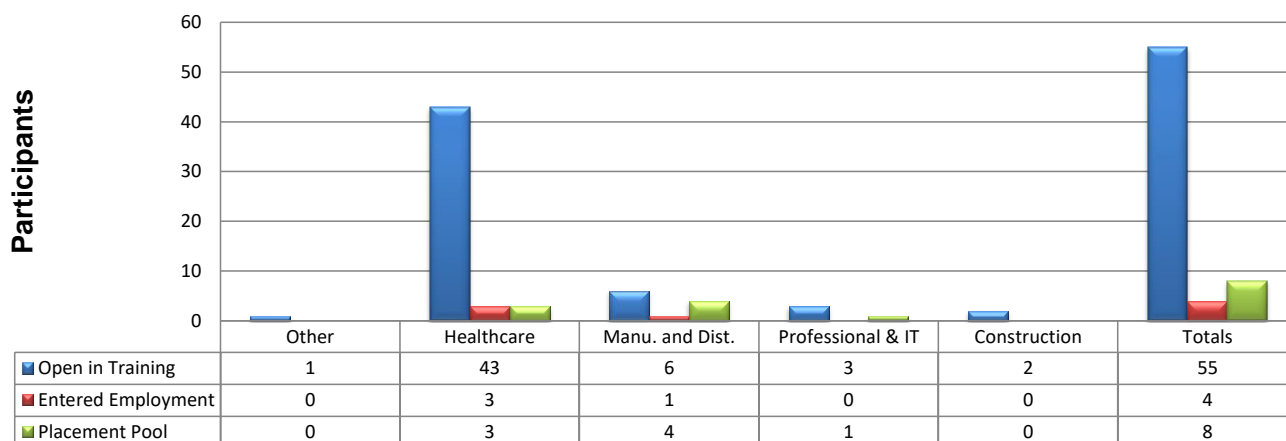
Center Traffic - 12 Months



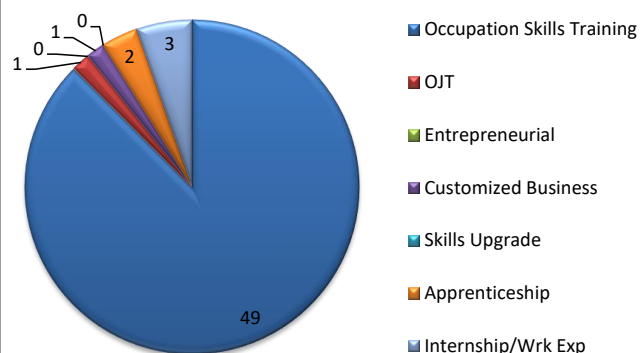
MMR Entered Employment Rates by Program



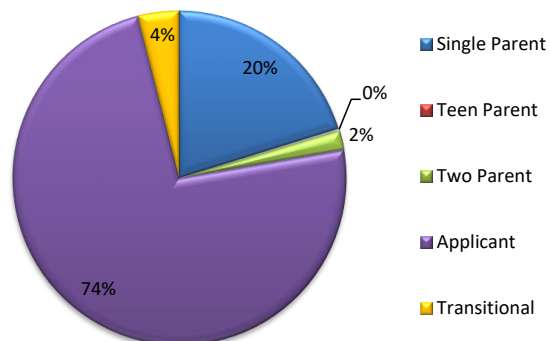
WIOA Industry Training Comparison*



Open WIOA Training Activity Classification- Adult/DW

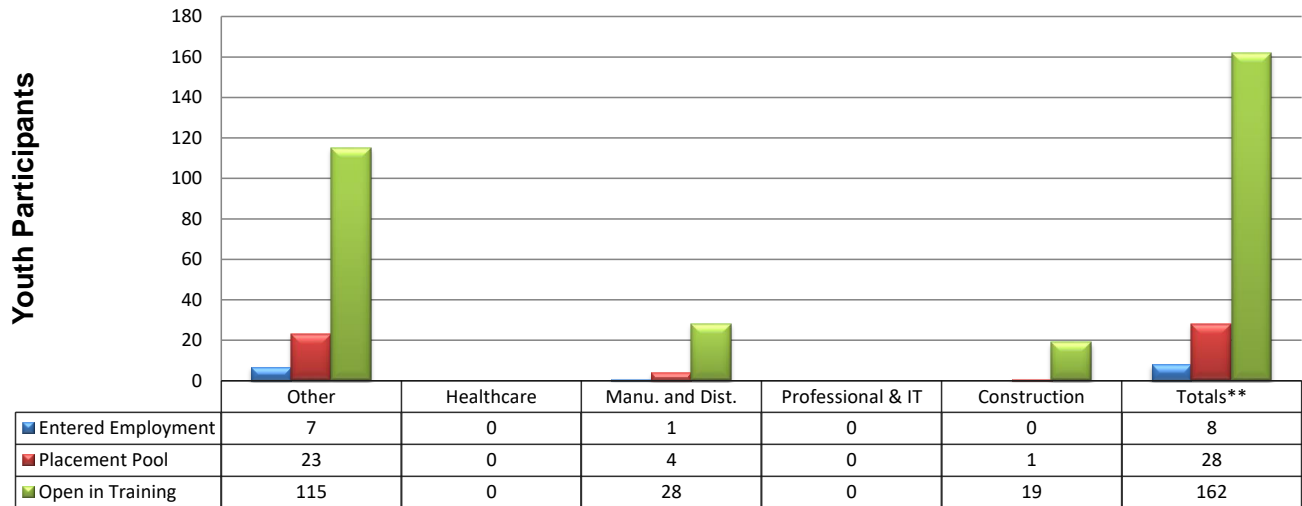


Current WT Caseload Breakdown

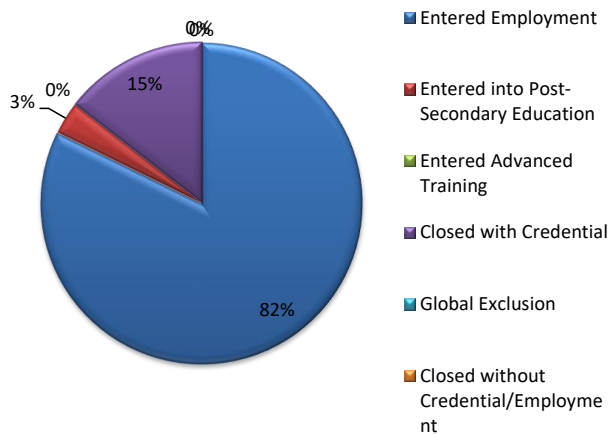


Traffic	Mar-21	Mar-22	YTD 20.21	YTD 21.22
Newly Registered Job Seekers	198	168	2,513	2,019
Total Job Referrals	339	563	5,634	7,476
Managed Job Orders	791	600	5,141	6,524
External Job Orders	4,343	9,535	38,332	79,160
Overall Traffic	2,159	1,701	13,644	17,849
Receiving Reemployment Assistance	2,427	335	16,648	6,106
Welfare Transition	Mar-21	Mar-22		
Participation Rate All Family	0.0%	22.2%		
Case Load	76	151		

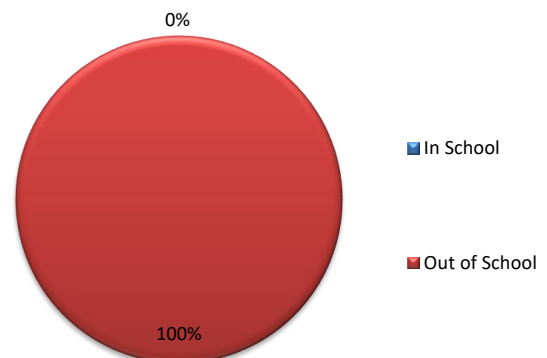
WIOA Youth Industry Training Comparison



Youth Placements Breakdown



Youth Breakdown by Enrollment Code



Youth Carry Forward:	58	AVG Closure Wage (With Credential):	\$12.38
Total Youth Closed:	62	ROI for PY 21/22 Youth Services:	\$1,086,881
Total Youth Served:	132	Average Training Lifespan:	66

Traffic		PY 14-15	PY 15-16	PY 16-17	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY2021 2022											
									JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD		
Center Traffic	14th Street	36,852	34,101	35,557	28,800	23,726	15,245	12,363	1,599	1,707	1,748	1,116	1,123	792	1,419	1,125	1,151	11,780		
	Lecanto	9,231	8,448	8,071	6,278	6,392	4,255	4,723	581	617	653	425	292	231	416	318	345	3,878		
	Chiefland	6,066	5,653	5,431	4,085	4,136	3,132	2,863	315	300	325	200	143	117	235	162	146	1,943		
	Talent Center	1,214	1,458	697	1,319	1,072	846	526	16	13	10	20	33	23	38	22	54	229		
	*MCC 1	1,280	1,257	800	902	862	426	-	-	-	-	-	-	-	-	-	-	0		
	*MCC 2	750	342	282	359	398	151	-	-	14	-	-	-	-	-	-	-	5		
	Total	55,393	51,259	50,141	41,743	36,586	24,055	20,475	2,511	2,651	2,736	1,761	1,591	1,163	2,108	1,627	1,701	17,849		
Online Traffic	Citrus	98,047	71,187	57,011	37,587	22,002	17,190	10,079	1,188	1,093	871	769	678	588	880	773	671	7,511		
	Levy	23,645	14,461	12,971	10,745	6,089	3,999	2,593	440	294	268	211	168	116	221	186	199	2,103		
	Marion	242,259	180,839	155,810	116,901	67,101	40,990	24,857	3,094	2,662	2,325	1,835	1,600	1,255	1,795	1,689	1,522	17,777		
	Other	36,540	23,425	8,356	12,218	6,387	3,337	1,959	-	249	238	147	287	380	179	88	74	1,642		
	Total	400,491	289,912	234,148	177,451	101,579	65,516	39,488	4,722	4,298	3,702	2,962	2,733	2,339	3,075	2,736	2,466	29,033		
Events	Events		22	126	147	135	68	78	10	8	6	2	8	4	4	4	4	50		
	Attendees		1,808	4,535	4,028	3,406	1,042	1,736	273	57	164	21	238	83	59	123	71	1,089		
Wagner Peyser		PY 14-15	PY 15-16	PY 16-17	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY2021 2022											
Newly Registered Job Seekers	Marion	4,440	3,981	4,081	3,883	2,573	4,903	2,220	143	175	226	197	107	115	169	107	109	1348		
	Citrus	1,665	1,420	1,442	1,323	995	2,007	848	68	75	81	68	58	32	60	38	48	528		
	Levy	403	339	376	375	272	442	205	18	20	36	13	12	15	11	7	11	143		
	Total	6,508	5,808	5,899	5,581	3,840	7,352	3,273	229	270	343	278	177	162	240	152	168	2,019		
Total Employers Posting Jobs	Marion	848	748	724	705	724	654	785	468	466	479	470	438	400	411	403	367	771		
	Citrus	307	305	308	283	155	183	204	95	89	83	77	68	63	56	49	52	159		
	Levy	84	90	82	77	54	56	65	30	28	25	23	21	14	12	10	13	47		
	Total	1,239	1,143	1,114	1,066	933	893	1,054	593	583	587	570	527	477	479	462	432	977		
Managed Job Orders	Marion	2801	3054	3326	3514	4854	4568	5316	636	590	597	535	683	305	597	499	454	4896		
	Citrus	686	736	815	934	1157	1114	1456	182	173	211	190	151	88	156	92	103	1346		
	Levy	156	214	163	213	238	232	306	46	16	28	23	29	19	21	18	38	238		
	Other	102	177	177	73	78	41	67	3	7	7	3	6	3	9	1	5	44		
	Subtotal	3745	4181	4481	4734	6327	5955	7145	867	786	843	751	869	415	783	610	600	6524		
	External Job Orders	30704	33972	31693	28587	32498	28846	66111	9,048	8,870	8,547	9,257	8,371	7,819	8,742	8,971	9,535	79,160		
	Total	34649	38121	36174	33321	38825	34801	73256	9,915	9,656	9,390	10,008	9,240	8,234	9,525	9,581	10,135	85,684		
% of internal vs. total		11.39%	10.88%	12.39%	14.21%	16.30%	17.11%	9.75%	8.74%	8.14%	8.98%	7.50%	9.40%	5.04%	8.22%	6.37%	5.92%	7.61%		
Welfare Transition		PY 14-15	PY 15-16	PY 16-17	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY2021 2022											
Open Case Load	Marion	1,355	1,286	1,073	942	902	963	807	172	195	195	177	153	139	136	119	105	606		
	Citrus	422	384	379	311	272	268	245	45	54	57	56	46	48	48	41	34	202		
	Levy	161	180	150	136	108	135	112	17	19	19	17	16	19	10	16	12	63		
	Total	1,938	1,850	1,602	1,389	1,282	1,366	1,164	234	268	271	250	215	206	194	176	151	871		
Participation Rate	All Family	44.10%	35.80%	30.70%	36.50%	36.90%	30.30%	0.30%	5.43%	13.20%	14.80%	22.70%	35.40%	31.40%	25.80%	26.50%	22.20%	19.10%		

Training		PY 14-15	PY 15-16	PY 16-17	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY2021 2022									
									JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
Occupation Skills Training	Citrus	115	142	121	91	122	31	8	1	1	5	4	4	2	2	2	2	5
	Levy	68	54	34	24	19	6	4	1	1	1	3	4	3	3	2	2	4
	Marion	339	224	233	335	365	157	94	21	32	45	45	56	59	56	47	45	65
	Subtotal	522	420	388	450	506	194	106	23	34	51	52	64	64	61	51	49	74
Skills Upgrade	Citrus	0	0	0	0	6	1	1	0	0	0	0	0	0	0	0	0	0
	Levy	0	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0
	Marion	0	0	0	2	59	35	0	0	0	0	1	1	0	0	0	0	1
	Subtotal	0	0	0	2	67	37	1	0	0	0	1	1	0	0	0	0	1
OJT	Citrus	8	8	13	4	3	0	0	0	2	3	3	3	2	2	2	0	3
	Levy	1	0	0	0	3	0	2	0	0	0	0	0	0	0	0	0	0
	Marion	22	11	14	81	97	8	2	0	0	0	0	1	1	1	1	1	1
	Subtotal	31	19	27	85	103	8	4	0	2	3	3	4	3	3	3	1	4
Entrepreneurial	Citrus	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	Levy	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Marion	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal	1	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
Internships	Citrus	1	5	2	4	3	2	4	0	0	0	0	0	0	0	0	0	0
	Levy	0	0	0	0	0	3	1	0	0	0	0	0	0	0	0	0	0
	Marion	0	4	3	9	12	11	11	0	1	2	1	1	0	2	2	2	5
	Subtotal	1	9	5	13	15	16	16	0	1	2	1	1	0	2	2	2	5
Customized Training	Citrus	8	5	2	7	0	6	8	0	0	1	1	0	1	1	1	1	2
	Levy	2	0	1	6	1	32	32	0	0	1	0	0	0	0	0	0	1
	Marion	26	21	21	58	10	38	28	0	0	0	0	0	0	0	0	0	0
	Subtotal	36	26	24	71	11	76	68	0	0	2	1	0	1	1	1	1	3
Apprenticeship	Citrus	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	Levy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Marion	0	0	0	0	0	8	5	4	4	4	3	3	3	2	2	2	4
	Subtotal	0	0	0	0	0	9	6	4	4	4	3	3	3	2	2	2	4
Total		590	474	444	621	702	340	201	27	41	62	61	73	71	69	59	55	91
E-Training		PY 14-15	PY 15-16	PY 16-17	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY2021 2022									
									JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
Skill Up Metrix 180 Skills	Citrus								5	2	3	1	6	2	5	3	1	28
	Levy								1	5	1	0	1	1	0	0	5	14
	Marion								2	13	12	8	2	4	5	6	8	60
	Total								8	20	16	9	9	7	10	9	14	102
Placements		PY 14-15	PY 15-16	PY 16-17	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY2021 2022									
									JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
Citrus		343	260	225	189	122	58	32	1	7	4	3	0	3	4	2	4	28
Levy		93	87	86	70	52	15	5	3	1	1	0	3	0	1	5	0	14
Marion		1171	1275	944	1008	643	244	164	8	9	16	11	8	10	13	15	17	107
External/New Hire Report		9735	8680	6167	3002	1865	946	432	45	23	0	30	18	39	25	11	17	208
Total		11342	10302	7422	4269	2682	1263	633	57	40	21	44	29	52	43	33	38	357



Workforce Intelligence

March 2022

CT Agreements PY2021/2022

Carry Forward from PY 20/21	0	Number Served	11
New for PY 20/21	5	Amount Spent	\$4,120.40

Business	Industry	Outcome Certification	Total Trained	Employer Contribution	CareerSource Reimbursement	Contract #	Begin	End Date	Status
Winco Mfg., LLC	Manufacturing	QMS Training for Med Devices: FDAQAR and ISO 13485:2016	1	\$1,511.90	\$1,511.90	CBT 21-08-01	09/20/21	09/24/21	Completed - Retained
Ancorp	Manufacturing	Autodesk Inventor Nastran: Essentials	1	\$608.50	\$608.50	CBT 21-08-02	09/13/21	09/14/21	Completed - Retained
The Pregnancy & Family Life Center	Healthcare	Sexually Transmitted Diseases: What Nurses Need to Know STD/STI Prev & Tr	1	\$11,200.00	\$2,000.00	CBT 21-09-01	10/11/21	04/01/22	Completed - Retained
Donarra Extrusions	Manufacturing	Leadership Training Certificate	7	\$2,386.30	\$2,386.30	CBT 21-04-01	04/27/22	06/30/22	Awaiting Start Date
Winco Mfg., LLC	Manufacturing	Geomagic Design X Completion	1	\$1,728.42	\$1,728.42	CBT 21-04-02	04/19/22	04/21/22	Completed - Retained

OJT Agreements PY2021/2022

Carry Forward from PY 20/21	0	Number Served	5
New for PY 20/21	5	Amount Spent	\$21,454.24

Business	Industry	Outcome Occupation	Total Trained	Employer Contribution	CareerSource Reimbursement	Contract #	Begin	End Date	Status
Max-Air Heating and Air Conditioning, Inc.	Construction	Air Conditioning Service Technician	1	\$4,356.00	\$6,067.30	OJT 21-08-01	08/09/21	01/31/22	Completed - Retained
NuCore Products LLC	Manufacturing	Fiberglass, Gel Coat Technician	1	\$4,800.00	\$4,790.00	OJT 21-08-02	08/30/21	11/28/21	Completed - Not Retained
The Pregnancy & Family Life Center	Healthcare	Operations Manager/ Nurse Manager	1	\$4,404.09	\$4,448.07	OJT 21-09-01	09/27/21	12/19/21	Completed - Retained
Marion Precision Tool, Inc	Manufacturing	CNC Machinist	1	\$7,811.50	\$6,148.87	OJT 21-10-01	11/03/21	05/01/22	Unsuccessful Completion
His House for Her, INC.	Healthcare	Recovery House Monitor/ Certified Recovery Specialist	1	\$4,632.00	\$4,832.00	OJT 21-04-01	04/12/22	08/23/22	In Progress

WE Agreements PY2021/2022

Carry Forward from PY 20/21	0	Number Served	4
New for PY 20/21	4	Amount Spent	\$20,249.33

Business	Industry	Position	Total Trained	Wage	Begin	End Date	Status
Electus Media	IT	UX/UI Design Intern	1	\$19.80	08/16/21	11/07/21	Completed - Retained
Quad Nurse LLC	Healthcare	Administrative Assistant	1	\$10.80	08/30/21	11/21/21	Unsuccessful Completion
Zeneration Media	IT	Film and Video Editor	1	\$18.00	11/29/21	02/20/22	Completed - Retained
Electus Media	IT	Software Engineer	1	\$22.50	04/19/22	06/21/22	In Progress

Internship Agreements PY2021/2022

Carry Forward from PY 20/21	0	Number Served	2
New for PY 20/21	2	Amount Spent	\$0.00

Business	Industry	Position	Total Trained	Wage	Begin	End Date	Status
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Term	Definition
CBT	Custom Business Training
DW	Dislocated Worker (funding stream for WIOA)
Entered Employment Rate	The number of individuals exiting the system with employment divided by the total number of exiters.
LWIA	Local Workforce Investment Area
MMR	Monthly Management Report - produced by the State for the local areas
OJT	On the Job Training
RA	Reemployment Assistance (used to be Unemployment Compensation)
REA	Reemployment Assistance Act
Spidered Job Order	Job Orders pulled into the system from outside sources
WE	Work Experience
WIOA	Workforce Innovation and Opportunity Act (Training Program)
WP	Wagner Peyser Act (Universal Jobseeker Program)
WT	Welfare Transition Program

PERFORMANCE MEASURES

PY 2021/2022

Numbers current as of 01/31/2021

Performance Measure	Performance PY2019	Performance PY2020	Previous Month Performance December 2021	Current Month Performance January 2022	Performance YTD PY2021/2022	Previous Month Ranking	State Ranking YTD PY2021/2022
WP Entered Employment Rate	38.30%	42.20%	37.80%	56.90%	45.60%	8	4
WIOA AD/DW Entered Employment Rate	96.70%	80.80%	62.50%	87.50%	80.40%	19	15
WTP Entered Employment Rate	33.90%	50.80%	36.90%	32.80%	28.80%	2	3
All Family Partic. Rate	33.30%	0.30%	31.40%	25.80%	18.20%	3	3
2-Parent Partic. Rate	53.40%	0.20%	27.30%	37.50%	15.60%	3	4
			Previously Reported Quarter	Current Reported Quarter			
IEP/ISS/IRP Quality Pass Rate	93.30%	90.00%	80.00%	100.00%	90.00%	n/a	n/a
Case Note Quality Pass Rate	99.30%	100.00%	100.00%	100.00%	100.00%	n/a	n/a

MMR:
Run Date: February 2022

Based on Local Monitoring
Case Notes & IEP/ISS: PY2019



CITRUS COUNTY

SERVICES: JAN - MAR 2022

UNEMPLOYMENT DATA

	JAN 2022	FEB 2022
CITRUS	5.2 % (2,362)*	4.3% (2,056)
FLORIDA	3.5%	3.1%
US	4.4%	4.1%

Not seasonally adjusted

AVERAGE ANNUAL WAGE

	2019	2020
CITRUS	\$38,122	\$40,312
FLORIDA	\$51,744	\$55,840

CANDIDATE SERVICES

- Online Job Listings and Referrals
- Computers and Office Equipment (Copiers, Fax and Telephones)
- Resume Writing Assistance
- Networking Events and Job Fairs
- Employability Workshops
- Career Counseling

BUSINESS SERVICES

- Recruitment Assistance
- Targeted Industry Talent Marketplaces
- Outplacement Services
- Training Grants
- Labor Market Data
- Financial Incentives

TOTAL RECEIVING SERVICES

484

CENTER TRAFFIC

997

VETERANS SERVED

46

TRAINING PROVIDED

30

BUSINESSES SERVED

128

WELFARE TO WORK TRANSITION

84

POSITIONS POSTED

235

TOTAL PLACEMENTS

18

Average Placement Wage: \$16.47

Your Employment Solution Starts Here

CareerSource Citrus Levy Marion brings together business and community partners, economic development leaders and educational providers to connect employers with qualified, skilled talent and candidates with employment and career development opportunities. **Contact us at 1.800.434.5627.**

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 1 800 434-5627, ext. 7878 or e-mail accommodations@careersourceclm.com. Please make request at least three business days in advance. CareerSource Florida Member.



LEVY COUNTY

SERVICES: JAN-MAR 2022

UNEMPLOYMENT DATA

	JAN 2022	FEB 2022
LEVY	3.9% (662)*	3.6% (607)*
FLORIDA	3.5%	3.1%
US	4.4%	4.1%

Not seasonally adjusted

AVERAGE ANNUAL WAGE

	2019	2020
LEVY	\$33,646	\$35,554
FLORIDA	\$51,744	\$55,840

CANDIDATE SERVICES

- Online Job Listings and Referrals
- Computers and Office Equipment (Copiers, Fax and Telephones)
- Resume Writing Assistance
- Networking Events and Job Fairs
- Employability Workshops
- Career Counseling

BUSINESS SERVICES

- Recruitment Assistance
- Targeted Industry Talent Marketplaces
- Outplacement Services
- Training Grants
- Labor Market Data
- Financial Incentives

TOTAL RECEIVING SERVICES

149

CENTER TRAFFIC

504

VETERANS SERVED

16

TRAINING PROVIDED

0

BUSINESSES SERVED

33

WELFARE TO WORK TRANSITION

22

POSITIONS POSTED

378

TOTAL PLACEMENTS

7

Average Placement Wage: Information Not Available

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MARION COUNTY

SERVICES: JAN-MAR 2022

UNEMPLOYMENT DATA

	JAN 2022	FEB 2022
MARION	4.1 % (5,863)*	3.6% (5.124)
FLORIDA	3.5%	3.1%
US	4.4%	4.1%

Not seasonally adjusted

AVERAGE ANNUAL WAGE

	2019	2020
MARION	\$39,546	\$41,911
FLORIDA	\$51,744	\$55,840

CANDIDATE SERVICES

- Online Job Listings and Referrals
- Computers and Office Equipment (Copiers, Fax and Telephones)
- Resume Writing Assistance
- Networking Events and Job Fairs
- Employability Workshops
- Career Counseling

BUSINESS SERVICES

- Recruitment Assistance
- Targeted Industry Talent Marketplaces
- Outplacement Services
- Training Grants
- Labor Market Data
- Financial Incentives

TOTAL RECEIVING SERVICES

1,272

CENTER TRAFFIC

3,482

VETERANS SERVED

120

TRAINING PROVIDED

237

BUSINESSES SERVED

296

WELFARE TO WORK TRANSITION

222

POSITIONS POSTED

3,273

TOTAL PLACEMENTS

82

Average Placement Wage: \$18.75

Your Employment Solution Starts Here

CareerSource Citrus Levy Marion brings together business and community partners, economic development leaders and educational providers to connect employers with qualified, skilled talent and candidates with employment and career development opportunities. **Contact us at 1.800.434.5627.**

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PROGRAM PARTICIPANT DATA SUMMARY

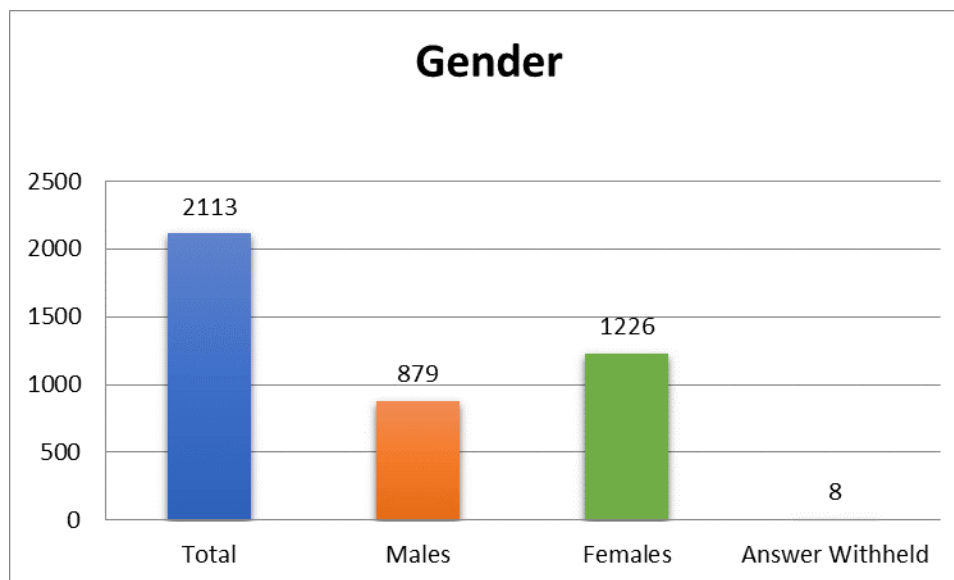
REGION 10

January 1, 2022 – March 31, 2022

An analysis of data for the Wagner-Peyser, Workforce Innovation and Opportunity Act (WIOA) Title I and Welfare Transition Programs. Data for each program is analyzed based on gender, race/ethnicity, and age for the third quarter of PY2021, January 1st through March 31st.

Data from Employ Florida Marketplace identified the following applicant characteristics for the Region:

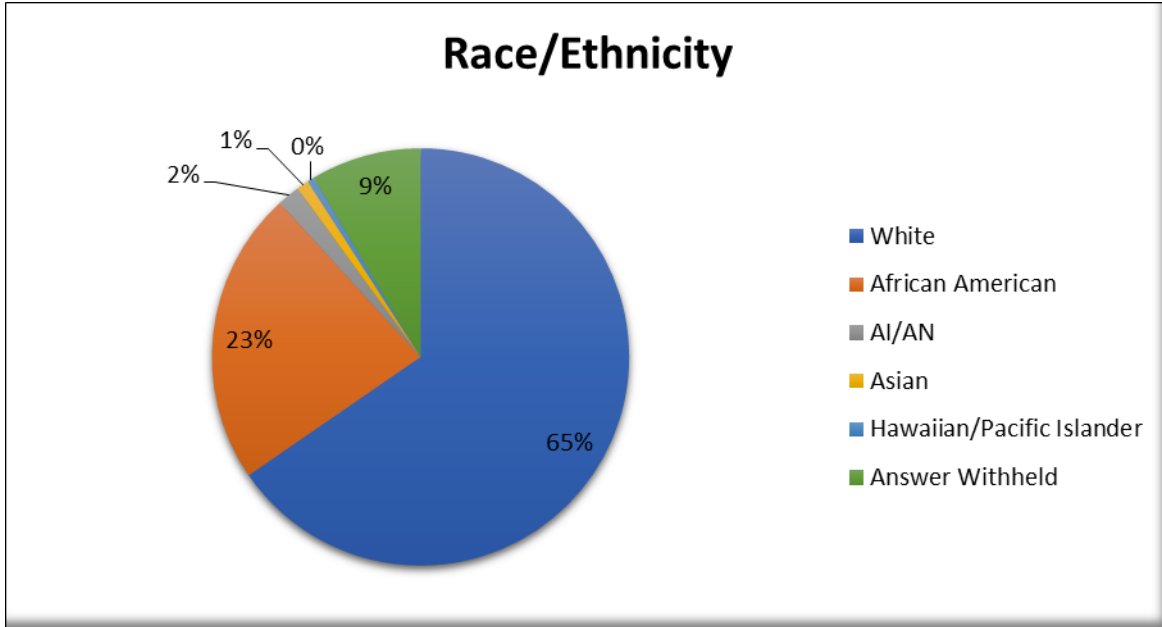
GENDER CHARACTERISTICS



Overall assessment

- 42% of the Region's participants were male.
- 58% of the Region's participants were female.

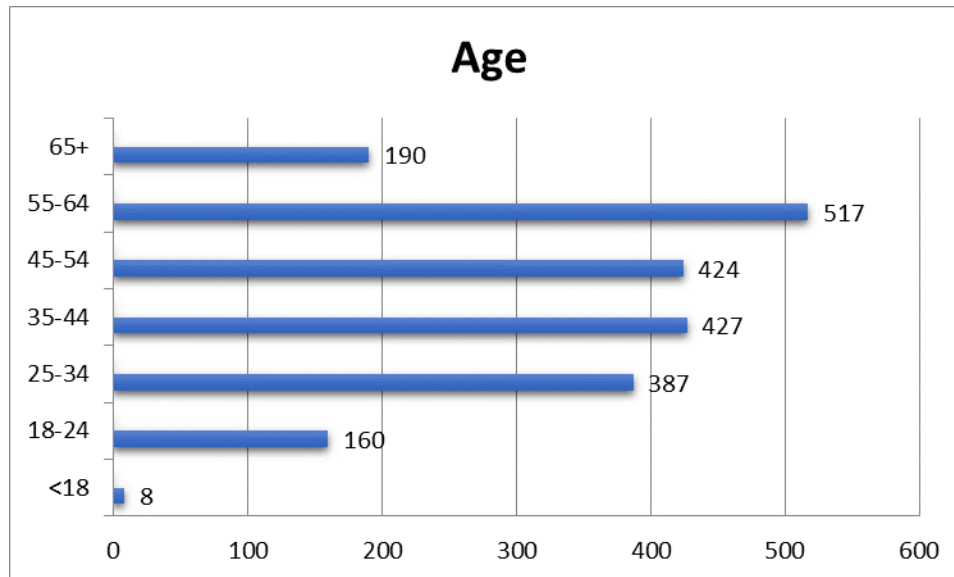
RACE/ETHNICITY CHARACTERISTICS



Group	White	African American	AI/AN	Asian	Hawaiian/ Pacific Islander	Answer Withheld
# of Applicants	1382	482	37	20	11	181
% of Total Applicants	65.4%	22.8%	1.8%	1.0%	0.5%	8.6%

- Hispanic applicants, 350, represented 17% of all applicants.

AGE CHARACTERISTICS



Age Group	<18	18-24	25-34	35-44	45-54	55-64	65+	Total
Count	8	160	387	427	424	517	190	2,113
%	0.38%	7.57%	18.32%	20.21%	20.07%	24.47%	8.99%	100%

Overall assessment

- 99.6% of applicants were over the age of 18.
- Applicants age 55 and older represented 33.5% of the applicants.

VETERANS

Overall assessment

- Veteran applicants, 202, accounted for 9.6% of the total number of applicants.
- Male veteran applicants, 162, represented a larger group than female veteran applicants, 40.

WORKFORCE INNOVATION AND OPPORTUNITY ACT PROGRAMS

Overall assessment

- Female WIOA participants, 91, outnumbered male WIOA applicants 77.

Group	Count	% of Total Count	Numerator*	Denominator**
White	83	49.4%	22	25
African American	71	42.3%	16	17
American Indian/ Alaska Native	1	0.6%	0	0
Asian	1	0.6%	0	0
Hawaiian/Pacific Islander	0	0.0%	0	0
More than 1 Race	5	3.0%	1	1
Answer Withheld	7	4.2%	2	2
*Numerator = Number of participants who enter employment after exiting a program.				
** Denominator = Total number of exiting participants.				

- Hispanic participants, 19, represented 11.3% of all applicants. Of the one Hispanic participant that exited, the case has exited with employment.

Group	Count	% of Total Count	Numerator	Denominator
<19	47	6.6%	11	13
19 – 24	57	44.6%	10	13
25 – 32	27	19.7%	9	9
33 – 44	29	13.1%	8	8
45 – 54	4	10.9%	1	1
55 – 64	4	4.8%	1	1
65+	0	0.0%	0	0

WELFARE TRANSITION

Overall assessment

- 272 female applicants represented 83% of WT applicants.
- 56 male participants represented 17% of WT applicants.
- The average placement wage recorded for male participants, \$13.13/hour, exceeded the wage for female participants, \$11.83/hour.

Group	White	African American	Asian Pacific	Asian	Hispanic	Indian	Other	Not Provided
# of Applicants	186	69	0	0	56	1	9	7
% of Total Applicants	56.71%	21.04%	0.00%	0.00%	17.07%	0.30%	2.74%	2.13%

SNAP (FOOD STAMPS)

Overall assessment

- 601 female applicants represented 54% of WT applicants.
- 508 male participants represented 46% of WT applicants.
- The average placement wage recorded for male participants, \$14.05/hour, exceeded the wage for female participants, \$12.92/hour.

Group	White	African American	Asian Pacific	Asian	Hispanic	Indian	Other	Not Provided
# of Applicants	663	276	1	2	127	5	19	16
% of Total Applicants	60.66%	25.25%	0.09%	0.18%	11.62%	0.46%	1.74%	1.44%



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

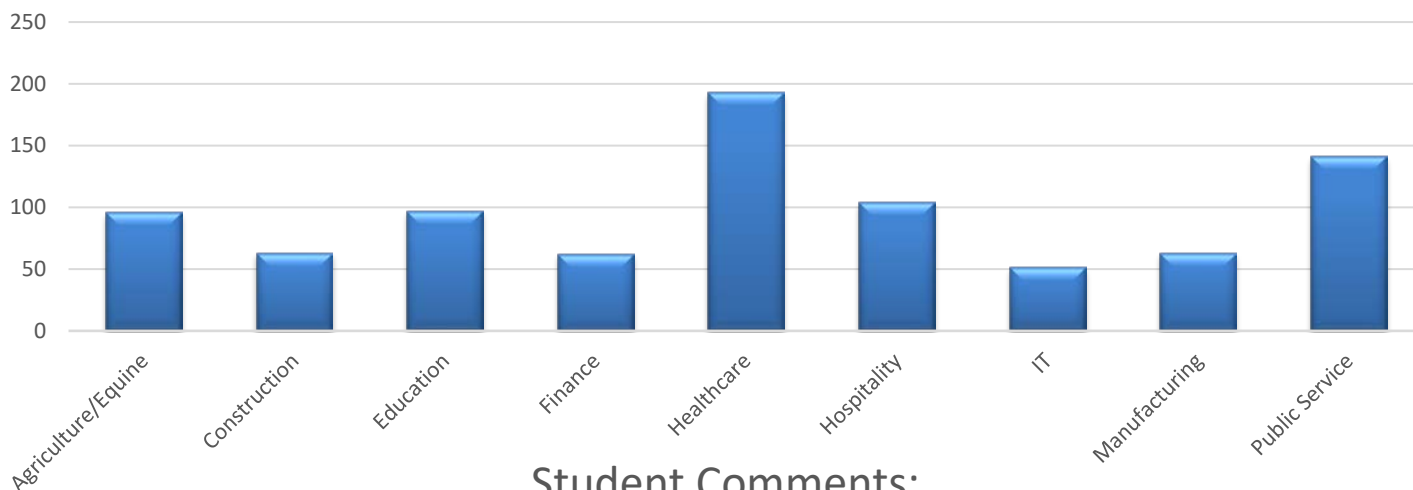
Apprenticeship

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

2022 YOUTH CAREER EXPOS

County	Students in Attendance (Middle and High)	Business/Education/ Military Partners
Citrus	215	33
Levy	200	17
Marion	442	40
TOTAL	857	90

Students' Industry of Interest



Student Comments:

I just like how many businesses and schools are so open to younger people
I really liked the cadet program. I really got the feel of all booths.
Everyone was so nice & answered all my questions. Thank you for having us!
This event helped me so much on helping me decide what I want to do with my life.
I love how the people that helped us and taught us about careers were very one on one and nice.
I found what I want to do with my life. Thank you
I got to see a lot of other opportunities that I didn't see before. I would recommend to future generations if they don't know what they want to do.
I particularly enjoyed the rotating tables
Loved the expo!

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

NPS 2022



Region 10 External Survey Net Promoter Summary Report



Calendar Year 2022



NPS 2022



Net Promoter Score Legend

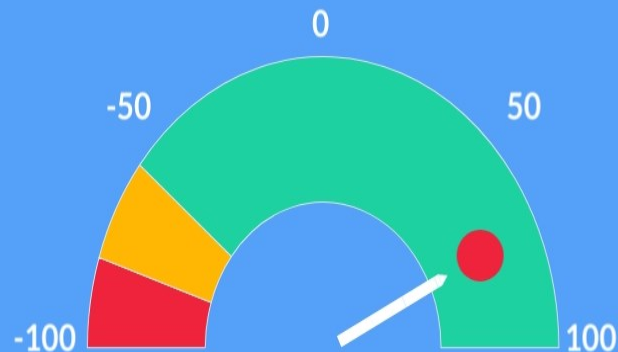
- **-100 to 0:** The majority of people interacting with CSCLM are having a bad experience. They are not happy with our customer service ethic and are spreading the word that our services should be avoided.
- **1-30:** This is an acceptable range to be in as you have slightly more promoters than passives 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.
- **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.

➡ ● we are right here so far in 2022...

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

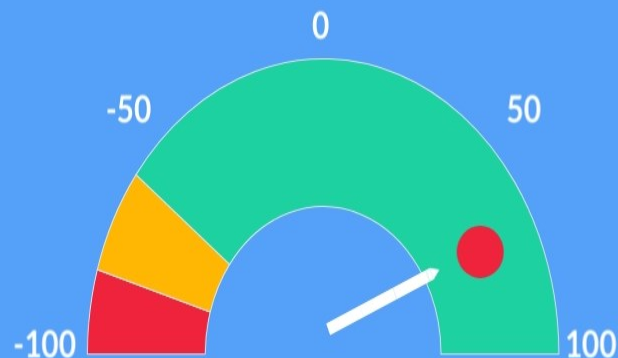
Detractors (0-6)	20
Passives (7-8)	23
Promoters (9-10)	156



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

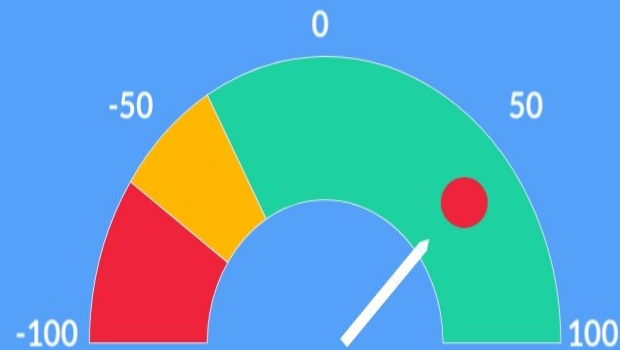


NPS
2022



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?



48%
Net Promoter
Score

NPS Report Breakdown - 21 Surveys



Numbers Breakout

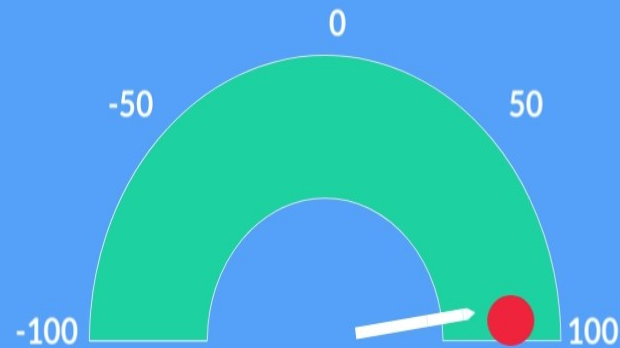
Detractors (0-6)	4
Passives (7-8)	3
Promoters (9-10)	14

NPS 2022



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?



100%
Net Promoter Score

NPS Report Breakdown - 5 Surveys



Numbers Breakout

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