



# 2022 STRATEGIC PLAN



PREPARED BY  
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# 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.





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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.

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## 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.

# 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



(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.



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



# MISSION + VISION

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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

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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

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## **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.

## 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

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

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

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

Source: Emsi 2022.1

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

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

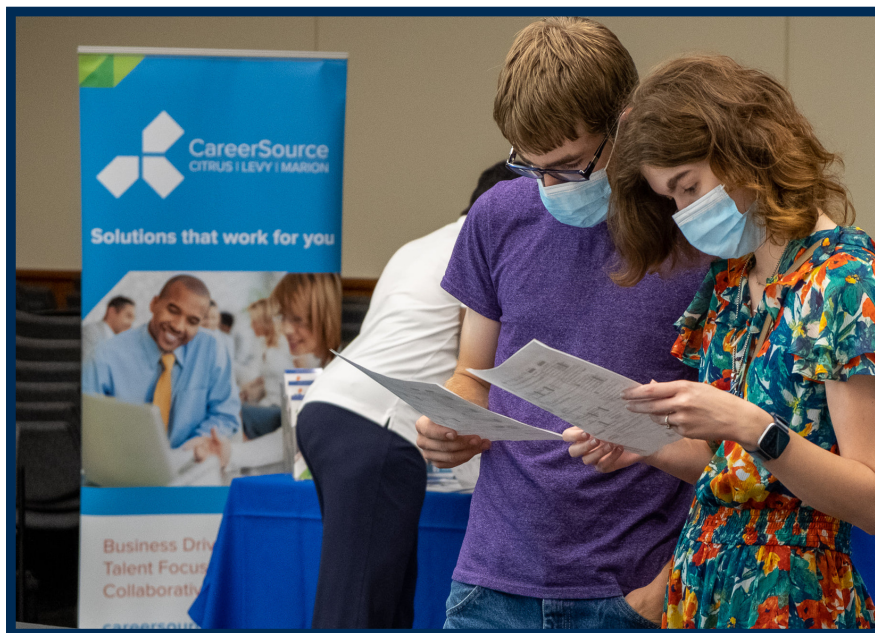


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opportunities for advancement. An initial survey of a sector will identify common career pathways and job titles as well as the required qualifications and experience. Utilizing this data work with industry representatives to discern what is preventing 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.



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

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

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

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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.





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

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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.

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

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- 4.1 – Communicate agile services available in the workforce ecosystem in an evolving labor market to jobseekers and business partners by telling success stories.
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- 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

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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.

