

# CareerSource

## Citrus Levy Marion

### Workforce Innovation and Opportunity Act Local Workforce Plan Two-Year Modification

January 1, 2023 – December 31, 2024

#### Local Workforce Development Area 10

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Date Submitted:  
October 3, 2022

Plan Contact: Dale French, EVP

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## INTRODUCTION

These instructions provide direction for local workforce plans (local plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local plan. Chief local elected officials, LWDB members, core program partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state plan as well as [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Director's business and market-driven principles to be the global leader for talent. These principles include:
  - Increasing the prosperity of workers and employers.
  - Reducing welfare dependency.
  - Meeting employer needs.
  - Enhancing productivity and competitiveness.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, as well as other required and optional partners.
- D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefit recipients, individuals with disabilities, and individuals residing in rural areas.
- E. Set forth a strategy to utilize all allowable resources to:

- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
  - Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
  - Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including Enterprise Florida, Inc. in relation to:
    - Job training;
    - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes;
    - The attainment of a postsecondary degree or credential of value; and
    - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
  - Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
  - Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
  - Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.
- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the systemwide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Lead to greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on customer service excellence.

KEY DATES	ON OR BEFORE
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Florida Unified Plan Public Comment.....	February-March 2022
Florida Unified Plan Reviewed by Federal Agencies.....	March-June 2022
Key Dates Sent to Local Boards.....	March 25, 2022
Local Plan Guidelines Issued.....	May 25, 2022
Final Revisions and Approval of Florida Unified Plan.....	July-August 2022
Local Plans Due.....	October 3, 2022
Local Plans Approved by State Board.....	December 2022
Local Plans Effective.....	January 1, 2023

PUBLIC COMMENT PROCESS
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Prior to the date on which the LWDB submits the local plan, the LWDB must provide an opportunity for public comment on the development of the local plan. To provide adequate opportunity for public comment, the LWDB must:

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)).
- (2)** Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).
- (3)** Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).
  - Public Comment Period Advertised – September 6<sup>th</sup> – September 20<sup>th</sup>, 2022 All news outlets & CSCLM Website
  - First Draft Plan Available for Public Comment – September 6<sup>th</sup>, 2022
  - Public Comment Period – September 6<sup>th</sup> – September 20<sup>th</sup>, 2022
  - Citrus Presentation & Listening Session – October 21, 2021 – College of Central Florida – Lecanto Campus
  - Levy Presentation & Listening Session – October 20, 2021 – College of Central Florida – Levy Campus
  - Marion Presentation & Listening Session – October 19, 2021 – College of Central Florida Enterprise Center
  - Draft Plan Presented to Full Board – September 7, 2022 – College of Central Florida
  - Draft Plan Presented to Consortium – September 21, 2022
  - Local Plan Due to State – October 3, 2022
  - Local Plan Approved by State – December 2022

## PLAN SUBMISSION

### ONLINE FORM

CareerSource Florida, Inc., established an online form for WIOA local plan submissions, required attachments and contact information for primary and secondary points of contact for each local workforce development board. **Please note the local plan and all attachments must be submitted in a searchable PDF format.**<sup>1</sup>

The web address for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>

**It is recommended that those submitting local plans carefully review these instructions and those posted online prior to submitting plans.**

**All local plans must be submitted no later than 5:00 p.m. (EST) on Thursday, October 3, 2022.**

**Prior to plan submission, please ensure:**

- **The local board reviewed the plan;**
- **The board chair and the chief elected official signed the appropriate documents;**
- **The name and number of the local board and are on the plan cover page;**
- **The plan submitted or point of contact is on the cover page;**
- **The structure and numbering follows the plan instructions format;**
- **A table of contents with page numbers is included and each page of the plan is numbered;**
- **Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater;**
- **Responses to all questions are informative and concise; and,**
- **The name of the local area, the page number and plan submission date are listed in the footer of the document.**

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<sup>1</sup> A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader "search" functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

## ATTACHMENTS

Please provide a link to the local board's website showing the attachments described below or upload attachments in a searchable PDF file with the local plan:

- A. **Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .
- B. **Executed agreement between the chief local elected official(s) and the local workforce development board.**
- C. **Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official.
- D. **Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance](#).
- E. **Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.**
- F. **Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.
- G. **Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) of the State of Florida WIOA Unified Plan).
- H. **Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).
- I. **Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.
- J. **A description of the process used by the LWDB to obtain input and comment by**

**representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

Public Comment Period Advertised – September 6<sup>th</sup>, 2022 All news outlets & CSCLM Website

First Draft Plan Available for Public Comment – September 6, 2022

Public Comment Period – September 6, 2022 – September 20, 2022

Citrus Presentation & Listening Session – October 21, 2021 – CareerSource Citrus Center

Levy Presentation & Listening Session – October 20, 2021 – CareerSource Levy Center

Marion Presentation & Listening Session October 19, 2021 – College of Central Florida Enterprise Center

Draft Plan Presented to Full Board – September 7, 2022 – College of Central Florida

Draft Plan Presented to Consortium – September 21, 2022 – CSCLM

Local Plan Due to State – October 3, 2022

Local Plan Approved by State – TBD

## PLAN APPROVAL

DEO will review each local plan for the requirements outlined in these guidelines using a local plan review checklist that aligns with requirements outlined in these guidelines. If there are questions or concerns, DEO will notify the contact(s) included in the local plan.

DEO will recommend approval of the local plan to the CareerSource Florida Board of Directors (state board), unless DEO notifies the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The local plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The local plan does not align with the state plan, including with regard to the alignment of the core programs to support the strategy identified in the state plan in accordance with WIOA § 102(b)(1)(E) and 20 CFR 676.105.

The local plan, including plan modifications, will be considered to be approved upon written notice by DEO advising of state board approval or at the end of the 90-day period beginning the day DEO receives the local plan, or plan modification, unless, in accordance with 20 CFR



679.570, any deficiencies referenced above were identified by DEO in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of local plans should be submitted to DEO at: [WIOA-LocalPlans@DEO.MyFlorida.com](mailto:WIOA-LocalPlans@DEO.MyFlorida.com).

## A. ORGANIZATIONAL STRUCTURE

The local plan must describe the organizational structure in place in the local area, including:

**(1) Chief Elected Official(s)**

**(a) Identify the chief local elected official(s) by name, title, mailing address, phone number and email address.**

Commissioner Carl Zalak, III  
601 SE 25th Avenue  
Ocala, FL 34471  
352-438-2323  
[Carl.zalak@marioncountyfl.org](mailto:Carl.zalak@marioncountyfl.org)

Commissioner Ruthie Schlabach  
110 N. Apopka Avenue, Inverness, FL 34450  
Phone: 352-3114-6560  
Fax: 352-341-6584  
Toll Free: 352-489-2120 (Citrus Springs & Dunnellon)  
[ruthie.schlabach@citrusbocc.com](mailto:ruthie.schlabach@citrusbocc.com)

Commissioner Lily Rooks  
355 S. Court Street  
Bronson, FL 32621  
352-486-5218  
[District4@levycounty.org](mailto:District4@levycounty.org)

**(b) Describe how the chief local elected official(s) was involved in the development, review and approval of the local plan.**

The Consortium was informed of the meetings being held with community community partners regarding the WIOA Plan. The Consortium has been provided draft of the Plan for review and has been presented to the Consortium, along with any public comments and the decision of the Board regarding those comments. The Consortium is invited to discuss the plan with staff and provide input.

## **(2) Local Workforce Development Board**

- (a) Identify the chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.**

Brandon Whiteman  
Two Twelve Benefits  
741 NE 3<sup>rd</sup> Street  
Ocala, FL 34470  
Phone: (352) 479-0944  
[brandon@twotwelvebenefits.com](mailto:brandon@twotwelvebenefits.com)

- (b) If applicable, identify the vice-chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business or organization the vice- chairperson represents.**

Albert Jones  
AutoZone Inc.  
2301 W Coast Path  
Beverly Hills, FL 34465  
Phone: 352-513 6152  
[aljones2421@gmail.com](mailto:aljones2421@gmail.com)

- (c) Describe how the LWDB members were involved in the development, review, and approval of the local plan.**

In 2021, the board engaged Thomas P. Miller and Associates to assist it in updating its Strategic Plan. This Plan was adopted by the Board and Consortium in June 2022 and programming realignment was initiated for full implementation by July 1, 2022. As part of the Strategic Plan, local workforce boards whose labor markets, commuter patterns and industry sectors aligned with CareerSource CLM were also identified.

As a direct provider of services in this workforce area, the workforce board is active in the day-to-day management of services within the career centers and is therefore in tune with local economic conditions. It is the direct work of the frontline staff of the workforce development board that shapes the processes and service delivery methods as endorsed by the board of directors. It is also the input of frontline staff to the board that helps in the decision making processes.

Workforce board staff members are responsible for the writing and coordination with the chief elected officials, the board of directors, and the public through advertised information sessions to compile all strategies and input to create the comprehensive plan.

- (d) Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.**

In June 2021, the board engaged Thomas P. Miller and Associates (TPMA) to assist in developing its Strategic Plan. 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 plan will be reviewed by all Board Committees as well as education, economic development and private partners.

**(3) Local Grant Subrecipient** (local fiscal agent or administrative entity)

- (a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official (WIOA § 107(d)(12)(B)(i)(III) and 20 CFR 679.420).**

The Consortium has selected the Citrus Levy Marion Regional Workforce Development Board, Inc., dba CareerSource Citrus Levy Marion.

- (b) Provide the name of the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist the LWDB in carrying out its responsibilities as a board organized under WIOA (20 CFR 679.430). (May be the same as the fiscal agent).**

The Citrus Levy Marion Regional Workforce Development Board has elected to hire its own staff to serve as administrative entity, staff the One Stop centers and act as direct service provider within the local area.

**(4) One-Stop Operator and One-Stop Career Centers**

- (a) Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator and the effective date of the current agreement in place between the LWDB and the one-stop operator.**

The Citrus Levy Marion Regional Workforce Development Board has selected Thomas P. Miller and Associates to act as One Stop Operator. The current agreement went into effect July 1, 2022.

- (b) Describe the steps taken to ensure a competitive process for selecting the one-stop operator(s) (WIOA § 121(d)(2)(A)).**

The Citrus Levy Marion Regional Workforce Development Board takes the following measures to ensure a competitive process:

- 1) Advertisement of Bids - All formal purchases will be advertised in major local area newspapers for at least two days prior to opening date and 30 days prior to closing. Bid invitations will also be sent to all firms that have identified themselves to CareerSource Citrus Levy Marion as having an interest in providing that type of product or service. Handicapped, minority and female vendors, being listed in the State of Florida's Approved list of minority and female

businesses are automatically considered to have identified themselves to CareerSource Citrus Levy Marion. For other local businesses, the yellow pages of Region County Telephone books or a specific request from the vendor will also be used to define interest.

- 2) Handling of Quotes - All formal bids will be made on the form provided with the bid specification and returned, sealed in an envelope marked "WRITTEN QUOTE FOR \_\_\_\_\_". All responses must be received by the close of business on the date listed in the RFQ. Any quote received after that time will be returned, unopened, to the vendor. Quotes will be date and time stamped by CareerSource Citrus Levy Marion upon receipt in the manner prescribed for informal written quotes.
- 3) Minimum Number of Bids - Normally, a minimum of three bid responses are required for an award to be made. In cases where less than three responses are received, the staff soliciting the bids will contact a sampling of the vendors not responding and document the reason(s) for their non-response. This information will be made available to the CEO. The CEO may either request that the bid be re-solicited or may, if the timing or other matters dictate, ask the Executive Committee to approve the award based upon the information received from the vendors.
- 4) Awarding Authority - For matters of less than \$25,000, provided that three or more bids exist, the authority to approve is vested in the CEO. If less than three bids are received, dependent upon the total cost amount, the CEO may approve the purchase or submit the item to the CareerSource Citrus Levy Marion Executive Committee for its review and approval. For items \$25,000 or more, the awarding authority is the CareerSource Citrus Levy Marion Executive Committee.
- 5) Authority for Termination of Contracts - Contracts may be terminated by the CEO, for any reason, after receiving the approval of the Executive Committee. The CEO is authorized to suspend contract payments where evidence of Fraud, Waste or Abuse of Funds is brought to light. Final action to terminate or permanently suspend must be approved by the Executive Committee.

- (c) If the LWDB serves as the one-stop operator, provide the last date the state board granted approval to the LWDB to serve in this capacity and the approved duration.

Not applicable

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one- stop operator.

TPMA roles and responsibilities .

- Board member engagement and advocacy
- Outreach and stakeholder engagement (customers and partners)
- Implementation of HB1507

- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center<sup>3</sup>, affiliate site or specialized center, as described in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

We have four Career Centers in our area, with one center designated as a comprehensive service center. Two of the other centers currently provide the majority of the required programs with easy access to all programs, and the final center provides services to professional candidate and businesses seeking highly trained individuals.

- Marion County: Our Comprehensive Career Center is located at 2703, NE 14<sup>th</sup> Street, in Ocala
- Citrus County: Our Career Center (Affiliate Site) is located at 683 S. Adolph Point, in Lecanto
- Levy County: Our Career Center (Affiliate Site) is located at 2175 NW 11<sup>th</sup> Drive, in Chiefland
- Area wide: Our Professional Career Center (Specialized Center) is located at 3003 SW College Road in Ocala

We also have two Mobile Career Centers (MCC) that we use to serve our outlying rural areas to increase the accessibility to our services and programs. These units have a pre-determined schedule at partner sites that is published on our website, our offices, and at partner offices so that customers know when and where to expect the mobile unit.

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.

All Centers operate Monday through Friday, 8:00 a.m. to 5:00 p.m. in all of our locations. Mobile Career Center hours and scheduled stops are posted on our website.

(g) For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals).

Core programs provided within the system through memorandum of understanding (MOU) include:

- Vocational Rehabilitation (VR), services provided through MOU being negotiated at the State level with Department of Education. Local level of services are available via referral.
- Senior Community Service Employment Program (SCSEP) is provided through MOU negotiated locally. **On site in one Career Center with direct linkages for other centers.**
- Adult Education and Literacy Activities is provided through Withlacoochee Technical, Marion Technical and local Colleges. **Direct linkages and through referral.**
- Carl D. Perkins Career and Technical Education Act through Withlacoochee Technical, Marion Technical and local Colleges, **supporting training needs as determined by skills gap in community.**
- Community Action Agencies training and employment services, MOU negotiated locally. **Available in our Comprehensive Center and in Coordination of services & Integrated Referrals in all other centers.**
- Housing Authorities, MOU negotiated at the local level. **Coordination of Services & integrated referrals.**
- Department of Juvenile Justice and corrections services through MOU negotiated locally. **Integrating services for mutual benefit and referrals upon release**

Other employment and training programs within the system include:

- Ticket-to-Work services are provided throughout the area in contract with the Social Security Administration. **Stationed in Marion County Career Center and available in all centers as needed.**
- Small Business Administration services are provided in partnership with our business services. **Located in same building as Professional Center with on-going linkage.**
- Kids Central services for Foster Youth. **Referrals between youth serving agencies.**
- Early Learning Coalitions. **Provided through referral.**
- Center for Independent Living provide services as needed to individuals with disabilities. **Referrals, training, and accessibility.**
- PACE Center for Girls. **Referrals between youth serving agencies.**

- (h) Pursuant to the [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.

Refer to WP\_CC\_Credential on the Attachment Page

- (i) Describe any additional criteria (or higher levels of service coordination than required in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One- Stop Career Center Certification Requirements](#)) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA § 121(g)(3)).

CareerSource CLM has been dedicated to continuous improvement of our system to better the services provided not only to our business customers, but to job seeking candidates, as well.

The first step taken toward reviewing service levels and restructuring future service provision began with our implementation of the Net Promoter System (NPS) in 2015. NPS is an automated survey software package that allows our Director of Continuous Improvement to target customer service surveys to specific groups of job candidates that utilize CareerSource CLM services. These targeted groups give real-time feedback based on specific touchpoints that are received as they navigate our system and services allowing for senior management to identify strong areas of service and any areas that may require immediate attention. Several touchpoints that are monitored on a monthly basis include (but not all inclusive):

- Initial use of resource room services
- 6 months after assistance from CareerSource CLM staff
- WIOA training enrollment
- WIOA training outcome and placement
- Veteran Services
- WTP/SNAP services
- Business Services job order processing

Our survey results continue to trend much higher than national averages for other service-based industries. This information drives flexible and fluid service provision to meet the demands of our labor force. Additionally, all negative feedback is handled in a closed-loop fashion by center management. All negatively responding candidates and businesses are contacted to discuss their feedback and to garner input on what improvements can be made to change their opinion.

Aside from customer feedback, the operations unit is focused on identifying and acquiring additional resources to strengthen local services. A focus is placed on identifying competitive grants that align with local sector and service initiatives. The team plays the primary role in creating proposals that enhance our existing services and meet the needs of current labor market trends.

Since the 2020 Workforces Services plan was published the team has been

successful in being awarded one competitive grant:

**YouthBuild Phoenix Rising 2021**

Serves: 48 Out of School/At Risk youth

Will result in four (4) homes built for low income families in Marion County

Budget: \$844,712.00

Duration: July 1, 2022 – August 1, 2024

Purpose: Training young adults in construction skills through classroom and worksite training through construction of homes in partnership with Habitat for Humanity, City of Ocala, Marion County, Marion County Sheriff's Office and the College of Central Florida. Participants will also earn a high school diploma during the program through Penn Foster. Currently planning the first classes to begin in Fall of 2022.

**(5) Provider of Workforce Services**

- (a) **Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system.**

CareerSource Citrus Levy Marion Regional Workforce Development Board

- (b) **Identify and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.**

All career services are provided by the local board staff through a waiver from the governor with Youth career services being provided through a procured provider – currently Eckerd Connects. Training services are provided through partnerships with local educational entities

- (c) **Identify and describe what career services are provided by the designated provider of workforce services (except training services).**

Currently, the majority of all required core programs are offered within all of our centers. These programs include:

- Wagner-Peyser (WP) Labor Exchange services are provided by merit staff and supervised by the local area. **Provided in all centers and Mobile Career Centers**
- Veterans Employment and Training Services (VETS) program to include both the Disabled Veterans Outreach Program (DVOP) and the Local Veterans Employment Representatives (LVER), provided by State merit staff under the supervision of the local area. **Provided in 3 Career Centers with trained staff assisting in all others**
- WIOA Adult and Dislocated Worker Self-services, Career Services, and Training Services, provided through direct services. **Provided in all centers and Mobile Career Centers**
- WIOA Youth services provided through contract with Eckerd Connects. **Provided in 3 Career Centers**



- Trade Adjustment Assistance (TAA) is provided by merit staff and supervised by the local area. **Stationed in Marion County Career Center and available in all centers as needed.**
- Temporary Assistance for Needy Families (TANF) is provided through direct services. **Provided in 3 Career Centers**
- Reemployment Services and Eligibility Assessment Program (RESEA), provided through direct services. **Provided in all 3 Career Centers**
- Re-employment Compensation (UC) information and navigation assistance, provided through direct services. **Provided in 3 Career Centers and Mobile Career Centers**
- Supplemental Nutrition Assistance Program (SNAP), provided through direct services. **Provided in 3 Career Centers.**

Core programs provided within the system through memorandum of understanding (MOU) include:

- Vocational Rehabilitation (VR), services provided through MOU being negotiated at the State level with Department of Education. Services provided by referral.
- Senior Community Service Employment Program (SCSEP) is provided through MOU negotiated locally. **On site in one Career Center with direct linkages for other centers.**
- Adult Education and Literacy Activities is provided through Withlacoochee Technical, Marion Technical and local Colleges. **Direct linkages and through referral.**
- Carl D. Perkins Career and Technical Education Act through Withlacoochee Technical, Marion Technical and local Colleges, **supporting training needs as determined by skills gap in community.**
- Community Action Agencies training and employment services, MOU negotiated locally. **Available in our Comprehensive Center and in Coordination of services & Integrated Referrals in all other centers.**
- Housing Authorities, MOU negotiated at the local level. **Coordination of Services & integrated referrals.**
- Department of Juvenile Justice and corrections services through MOU negotiated locally. **Integrating services for mutual benefit and referrals upon release**

Other employment and training programs within the system include:

- Ticket-to-Work services are provided throughout the area in contract with the Social Security Administration. **Stationed in Marion County Career Center and available in all centers as needed.**
- Small Business Administration services are provided in partnership with our business services. **Located in same building as Professional Center with on-going linkage.**
- Kids Central services for Foster Youth. **Referrals between youth serving agencies**

- Early Learning Coalitions. **Provided by referral.**
- Center for Independent Living provide services as needed to individuals with disabilities. **Referrals, training, and accessibility.**
- PACE Center for Girls. **Referrals between youth serving agencies.**

**(d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.**

Approval granted June 4, 2020 – Extensions valid through June 30, 2023.

#### **(6) Youth Service Provider**

**(a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services.**

Youth career services are provided through a procured provider – currently Eckerd Connects through June 30, 2023

**(b) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services.**

The Citrus Levy Marion Regional Workforce Development Board takes the following measures to ensure a competitive process:

- Formal Public Notice is made for a minimum of two days prior to ITN issuance in local newspapers
- All known organizations recognized as being involved in the provision of the requested services are sent a notification of the ITN
- The ITN package and complete response package is posted and available for review and download on our website
- Expression of Interest by respondents must be received by CSCLM by the deadline listed in the ITN package
- All respondent Expression of Interest packets are reviewed. A full determination is made about the demonstrated performance and ability of the organization(s). Capacity to perform successfully under the terms and conditions of the proposed program prior to approval being given to proceed with responding to the ITN
- All respondents are notified of their qualification status after review and are advised if they should proceed with the ITN process
- Qualified respondents are required to submit their formal ITN package by the date listed on the ITN release
- CSCLM operations staff review all responses and score each organization on a standardized scoring matrix

- Staff recommendations for selection are made to the Executive Committee for review. The Executive Committee makes the final selection from the scored respondents
- The Executive Committee, at its discretion, may request respondents to present their proposals to the committee for review.
- The final selection is reviewed by the Board of Directors. Final selection is at the discretion of the Board of Directors

**(c) Describe any additional criteria<sup>4</sup> the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.**

Ongoing quarterly performance monitoring as detailed in the provider’s Scope of Work.

**(d) Identify and describe the youth program element(s) provided by each provider.**

The following 14 WIOA youth program elements are made available to each participant during the program. These are independently driven by the participants needs. Any service needed will be identified in the ISS and documented with case notes in the EF system.

WIOA Required Program Elements	Provider / Referral Agency	Instructional Activities
<b>1. Tutoring, academic remediation; study skills training, and instruction leading to secondary school completion, including dropout prevention strategies</b>	Eckerd Connects / Public school partners (Marion, Citrus and Levy County School Boards to include Marion Technical College and Withlacoochee Technical College)	Computer based training / instructor facilitated GED Practice, GED Prep materials, Practice GED exams, and Khan Academy (online) as an online instructional teacher-aided tool that is also used as a one-to-one instructional resource with minimal guidance.
<b>2. Alternative secondary school offerings</b>	Eckerd Connects /Public school partners (Marion, Citrus and Levy County School Boards Alternative Programs)	Florida Sunshine State Standards
<b>3. Summer employment opportunities directly linked to academic and occupational learning</b>	Eckerd Connects / Community Business partners, Community Based Organization (CBO’s), and Faith Based Organizations	Year-Round Services will be documented by Eckerd and summer work experience opportunities may be offered based upon assessed need

	(FBO's)	
<b>4. Paid and unpaid work experiences, including internships and job shadowing</b>	Eckerd Connects /Community Business partners, CBO's, FBO's	Eckerd documented Work Experience activities
<b>5. Occupational skills training</b>	Approved Training Provider Partners	Various - Based on identified occupations/career fields on the Targeted Occupations List with Approved Nationally Recognized Training Providers
<b>6. Leadership development opportunities, including such activities as positive social behavior and soft skills, decision making, teamwork, etc.</b>	Eckerd Connects/ in connection with various community partner agencies and employers.	Employability Skills, Life Skills curriculum that includes leadership development, nutrition, family planning, substance abuse prevention, health, and safety.
<b>7. Supportive Services</b>	Eckerd Connects/ in connection with various partner agencies and/or employers	Independently driven by participant needs. Supportive services for interview attire, educational training, and employment activities such as gas cards, bus passes, and other emergency assistance
<b>8. Adult mentoring for at least 12 months</b>	Eckerd Connects/ in connection with partner agencies and employers	Career Coach may provide mentoring during enrollment and in follow-up status. Independently driven by participant needs; Case managed and documented. Volunteers from outside agencies may be considered as mentors.
<b>9. Comprehensive guidance and counseling</b>	Eckerd Connects will refer to community agencies	Ongoing intensive case management to include additional counseling and guidance as needed
<b>10. Follow-up services no less than 12 months after exit</b>	Eckerd Connects	Independently driven by participant needs. Contact with participant, employer, post-secondary entities, job retention coaching, academic support, incentives, support, career, and education counseling. (Continuous service until participant has completed follow-up period of 12 months)
<b>11. Financial Literacy</b>	Eckerd Connects /Community Business partners	Eckerd will provide financial literacy as a part of our work readiness activities in a class setting or individually
<b>12. Entrepreneurial Skills Training</b>	Eckerd Connects/Community Business partners	Career Coach to assist youth that may be interested in establishing their own business with research and guidance. Community partners and business shadowing can be used in the area.
<b>13. Activities that help</b>	Eckerd Connects in	Career Coach can assist with guidance and

youth transition to postsecondary education and training	connection with local colleges and technical schools	referrals to colleges or technical schools. They can help with career exploration and what is needed for training/education in the field. We can assist with FAFSA application as needed.
14a. Services that provide labor market and employment information in the local area	Eckerd Connects	Eckerd will provide this information as a part of our work readiness activities in a class setting or individually within in DevelopU ( <a href="#">O*Net</a> )
14b. Education offered concurrently with and in the same context as workforce preparation	Eckerd Connects /Community Business partners	Eckerd may provide basic skills in reading and math to assist young adults while they receive work readiness activities in a class setting or individually.

**B. ANALYSIS OF NEED AND AVAILABLE RESOURCES**

The local workforce plan must describe strategic planning elements, including:

**(1) A regional analysis of:**

**(a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and**

As part of WIOA Strategic Planning, our local board and partners have identified Manufacturing, Transportation/Distribution, Information Technology, Healthcare, and Hospitality (formally Accommodation and Food Services) as the demand sectors to focus on in our area. Construction was added to our targeted sector list in December of 2017, and Accommodation and Food Services (Hospitality) was added in December of 2019. Emerging sectors include Educational Services, with an estimated demand of 11,129 and an annual growth rate of 1.5% over the next 5 years, and Administrative/Support/Waste Management/Remediation Services, with an estimated demand of 9,423 and an annual growth rate of 1.3% over the next 5 years.

<b>Workforce Development Area 10 – Citrus, Levy and Marion Counties</b>							
		<b>Current</b>	<b>5-Year Forecast</b>				
<b>NAICS</b>	<b>Industry</b>	<b>Empl</b>	<b>Total Demand</b>	<b>Exits</b>	<b>Transfers</b>	<b>Empl Growth</b>	<b>Ann % Growth</b>
44	Retail Trade	26,226	18,147	7,134	10,544	470	0.4%
62	Health Care and Social Assistance	26,097	15,654	5,876	7,137	2,640	1.9%
72	Accommodation and Food Services	15,904	16,652	6,042	8,232	2,378	2.8%
23	Construction	15,217	8,388	2,381	5,114	893	1.1%
31	Manufacturing	11,733	6,955	2,134	4,082	738	1.2%

61	Educational Services	11,129	6,256	2,418	2,998	839	1.5%
56	Administrative and Support and Waste Management and Remediation Services	9,423	6,243	2,151	3,462	631	1.3%
92	Public Administration	9,314	4,980	1,719	2,753	508	1.1%
48	Transportation and Warehousing	8,230	5,354	1,811	2,878	665	1.6%
81	Other Services (except Public Administration)	7,814	5,217	1,850	2,669	698	1.7%
54	Professional, Scientific, and Technical Services	6,802	3,590	1,056	2,004	531	1.5%
42	Wholesale Trade	4,726	2,811	885	1,665	261	1.1%
11	Agriculture, Forestry, Fishing and Hunting	4,537	3,135	1,130	1,706	299	1.3%
71	Arts, Entertainment, and Recreation	3,518	3,320	1,085	1,543	692	3.7%
52	Finance and Insurance	3,469	1,735	548	1,040	147	0.8%
53	Real Estate and Rental and Leasing	3,073	1,737	647	910	179	1.1%
22	Utilities	1,112	483	164	342	-23	-0.4%
51	Information	1,111	641	182	365	93	1.6%
55	Management of Companies and Enterprises	325	164	51	98	15	0.9%
21	Mining, Quarrying, and Oil and Gas Extraction	274	165	42	102	22	1.5%
99	Unclassified	95	63	22	34	7	1.5%
	Total - All Industries	170,128	108,683	37,721	58,153	12,810	1.5%

Source: JobsEQ, Data as of 2022Q1

**(b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations<sup>5</sup> (20 CFR 679.560(a)(1)(ii)).**

Our strong partnership with our area educational providers, the Mid-Florida Regional Manufacturers Association (MRMA), the Ocala Human Resource Management Association (ORHMA), the Ocala Metro Chamber and Economic Development Partnership, Citrus

County Chamber of Commerce and the Nature Coast Business Development Council has helped keep us in tune with the needs of local businesses across targeted sectors. As manufacturing and distribution centers continue to move to, and thrive in, our area, the workforce required to maintain the demand of today’s manufacturing facilities must be multi-faceted regarding core competencies and be adaptable to new processes and technology. We find our greatest need in this sector to be in all skilled positions such as team assemblers, material handlers and welders. In the Healthcare sector we see a shortage in LPNs and RNs. In Transportation/Distribution, our area has a need for CDL Truck Drivers, like many areas in the State and across the country. An emerging need for Teachers has also been a focus throughout the pandemic.

- (2) An analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)). Businesses in these demand and emerging sectors need talent in the following occupations:

Manufacturing:

	<b>Attribute</b>	<b>Importance</b>
<b>KNOWLEDGE</b>	Production and Processing	72
	English Language	38
	Customer and Personal Service	31
	Mechanical	31
	Education and Training	30
<b>SKILLS</b>	Monitoring	53
	Critical Thinking	50
	Active Listening	50
	Speaking	50
	Reading Comprehension	47

Healthcare:

	<b>Attribute</b>	<b>Importance</b>
<b>KNOWLEDGE</b>	Medicine and Dentistry	88
	Psychology	83
	English Language	80
	Customer/Personal Service	79
	Education and Training	78
<b>SKILLS</b>	Active Listening	77
	Speaking	76
	Reading Comprehension	74

	Critical Thinking	74
	Monitoring	72

Transportation and Distribution:

KNOWLEDGE	Attribute	Importance
		Transportation
	Public Safety/Security	68
	Customer/Personal Service	67
	English Language	62
	Mechanical	55
SKILLS	Reading Comprehension	50
	Speaking	50
	Critical Thinking	50
	Monitoring	50
	Active Listening	47

Education:

KNOWLEDGE	Attribute	Importance
	Education and Training	89
	English Language	85
	Mathematics	65
	Psychology	65
	Computers and Electronics	59
SKILLS	Speaking	81
	Learning Strategies	78
	Critical Thinking	75
	Reading Comprehension	75
	Active Listening	75

Source: JobsEQ Occupational Attributes Analytic

- (3) An analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

The labor force for LWDB 10 was 208,813 for the month of July 2022, the most recent data available. This is down slightly from the prior month's 209,238, but up over the prior year, as the labor force for July 2021 was 206,558. The unemployment rate has trended down in the past year to 3.6%, decreasing by about 33% from the July 2021 rate of 5.4%.



	JULY 2022			
WORKFORCE	LABOR	EMPLOY-	UNEMPLOYMENT	
REGION	FORCE	MENT	LEVEL	RATE
Workforce Region 10	208,813	201,216	7,597	3.6%

Source: Local Area Unemployment Statistics (LAUS)

The educational level of the workforce in the local area is predominately high school graduates or higher for the population 25 years and older at 88% for Marion County, 89.5% for Citrus County and 86.2% for Levy County. This rate is slightly lower for individuals with barriers to employment according to the local Career and Technical Education staff at the three school districts in our region. It is also lower for individuals who belong to minority categories.

Subject	Citrus County, Florida			
	Total		Percent	
	Estimate	Margin of Error	Estimate	Margin of Error
Population 25 years and over	118,265	±251	(X)	(X)
Less than 9th grade	3,188	±570	2.7%	±0.5
9th to 12th grade, no diploma	9,276	±758	7.8%	±0.6
High school graduate (includes equivalency)	44,939	±1,628	38.0%	±1.4
Some college, no degree	27,231	±1,304	23.0%	±1.1
Associate degree	11,284	±913	9.5%	±0.8
Bachelor's degree	13,674	±979	11.6%	±0.8
Graduate or professional degree	8,673	±845	7.3%	±0.7
High school graduate or higher	105,801	±996	89.5%	±0.8
Bachelor's degree or higher	22,347	±1,203	18.9%	±1.0

Subject	Levy County, Florida			
	Total		Percent	
	Estimate	Margin of Error	Estimate	Margin of Error
Population 25 years and over	30,126	±132	(X)	(X)
Less than 9th grade	1,106	±222	3.7%	±0.7
9th to 12th grade, no diploma	3,037	±507	10.1%	±1.7

High school graduate (includes equivalency)	12,486	±710	41.4%	±2.4
Some college, no degree	5,512	±523	18.3%	±1.7
Associate degree	3,738	±452	12.4%	±1.5
Bachelor's degree	2,908	±457	9.7%	±1.5
Graduate or professional degree	1,339	±278	4.4%	±0.9
High school graduate or higher	25,983	±543	86.2%	±1.8
Bachelor's degree or higher	4,247	±538	14.1%	±1.8

Subject	Marion County, Florida			
	Total		Percent	
	Estimate	Margin of Error	Estimate	Margin of Error
Population 25 years and over	268,804	±146	(X)	(X)
Less than 9th grade	9,602	±1,043	3.6%	±0.4
9th to 12th grade, no diploma	22,675	±1,581	8.4%	±0.6
High school graduate (includes equivalency)	98,061	±2,451	36.5%	±0.9
Some college, no degree	57,631	±2,323	21.4%	±0.9
Associate degree	25,255	±1,502	9.4%	±0.6
Bachelor's degree	36,242	±2,063	13.5%	±0.8
Graduate or professional degree	19,338	±1,574	7.2%	±0.6
High school graduate or higher	236,527	±1,879	88.0%	±0.7
Bachelor's degree or higher	55,580	±2,385	20.7%	±0.9

Source: US Census – 2020 ACS 5 Year Estimate - S1501 Educational Attainment

- (4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).**

LWDB 10 has well established relationships with our local training providers to provide flexible training services to meet the needs of local businesses. In addition to traditional classroom programs already offered by area training providers, CSCLM is dedicated to meeting the needs of our labor market through several work-based initiatives to 'grow our own' in the demand sectors our board has identified. Work-based training can be provided as a stand-alone service or may be coupled with traditional training approaches to create customized educational tracks. Through close partnerships with area educators, custom designed classroom training can be created for local candidates as

well as employees of existing businesses within the region as need arises. These partnerships and the customized trainings developed as a result are a strength of our local area. Two examples of this are the creation of the Commercial Driver's License class A training program that came into operation in January of 2019 at Marion Technical College in Ocala. This program was launched with direct input by industry leaders and tuition funding provided by CSCLM. Additionally, our partnerships with the local technical colleges culminated the current offering of Construction Core classes to begin pipeline development of talent in the construction industry to respond to recent spikes in demand. The Construction Core program provides entry level competencies for individuals entering the construction industry and can be combined with additional training through the recently developed construction apprenticeship at Marion Technical college. We are also in the process of expanding our online course offerings to better meet the short-term training needs of our job candidates and businesses. We are also working with the College of Central Florida and Metrix Learning to develop educational on-ramps and off-ramps to promote continued educational opportunities through the college. The introduction of additional online training opportunities will act as a feeder into credit and degreed courses through the college. Metrix Learning can also act as a 'value-add' by supplementing existing college curriculum with the training programs of local businesses to create truly business driven training programs.

Training and Education services available to individuals include On-the-Job Training (OJT), Customized Training, Customized Training for Employed Workers, Incumbent Worker Training, Pre-Vocational Training, Basic Skills Training, Occupational Skills Training, and Paid Internships and Work Experience Training.

Our OJT program allows us to partner directly with a business when they are hiring a new employee to assess and identify skills gaps that exist between the candidate's existing skills and those required by the business. This approach allows us to directly address the businesses individual needs. Once the skills gap is identified, a training plan and agreement can be drafted to stipulate the amount of time in which the business can receive financial assistance through the form of wage reimbursements from workforce while they train the new employee on the skills that are required for the position. OJT continues to prove to be a powerful tool to assist businesses that need specific skills that may not be commonly held in today's diverse workforce. OJT is often offered in conjunction with traditional training to provide hands-on training and experience.

Paid Work Experience/Internship continues to be a valuable avenue for students and those with little practical work experience to gain the skills needed to build and refine their resume. It provides up to 12 weeks of paid (by CSCLM) work site training in a specific occupation or industry and proven to be a powerful vehicle for moving individuals into employment.

Though apprenticeships are currently limited in our area, our board recognizes that they can be a strong tool in connecting the workforce with the needs of our businesses. To that end, we are working in tandem with Marion Technical College, Withlacoochee Technical College and the College of Central Florida in the development of additional apprenticeship programs. Marion Technical College has recently launched a masonry program and is in process of starting their construction apprenticeship. Marketing efforts

and discussions with local businesses and our partnered educational providers are underway to pave the way in creating the 'second college'. We are also in the process of defining and creating pre-apprenticeship training that will provide the needed preparatory work to ensure a successful and well invested program.

The recent award of our fourth YouthBuild USA grant allows us to offer pre-apprenticeship training to young adults through our Youth program. The pre-apprenticeship training will include the Home Builders Institute Pre-Apprenticeship Certificate Training (HBI-PACT) with additional skills learned in warehousing, forklift and OSHA training.

In all experiential learning activities, partnering businesses agree to teach the skills necessary to succeed on the job and will provide the same working conditions for the referred individual as other employees. Training outlines that list the skills to be taught according to the agreement are closely monitored. Work sites and trainees are tracked regularly to ensure attendance and progress toward the goal. Staff work directly with the participating businesses to ensure that training is occurring as agreed upon and works as a mediator between the business and trainee when additional employment counseling is required.

All training investments are strategically focused on Targeted Sectors and related occupations.

## C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure LWDBs are responsive to Florida employers' demand for qualified workforce talent.

- (1) Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on primary indicators of performance described in WIOA § 116(b)(2)(A) (20 CFR 679.560(a)(5)).**

### **Mission**

CareerSource Citrus Levy Marion (CSCLM) 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.

**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 and Strategies**

To best serve our area, the CSCLM board approved the following goals and strategies:

Goal 1: Enhance the existing sector strategy approach, driving career pathways and systemically addressing business needs. that drives career pathways and addresses individual business services

- Strategy 1.1 Continue to focus on sector specific services to businesses, including industry representatives and messaging
- Strategy 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.
- Strategy 1.3 Partner with industry to build a multi-pronged pathway-focused regional talent strategy.
- Strategy 1.4 Improve outreach to existing industry groups who can organically amplify CSCLM strategies and successes.
- Strategy 1.5 Consult with sector subject matter experts on the board to identify industry champions.

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

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

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

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

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

**(2) Considering the analyses described in (1) through (4) in Section B. Analysis of Need and Available Resources above, describe the local area’s strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above (20 CFR 679.560(a)(5)).**

As part of WIOA Strategic Planning, our local board and partners have identified Manufacturing, Transportation/Distribution, Information Technology, Healthcare, and Hospitality (formally Accommodation and Food Services) as the demand sectors to focus on in our area. Construction was added to our targeted sector list in December of 2017, and Accommodation and Food Services (Hospitality) was added in December of 2019. Emerging sectors include Educational Services, with an estimated demand of 5,722 and an annual growth rate of 0.5% over the next 5 years, and Administrative/Support/Waste Management/Remediation Services, with an estimated demand of 5,438 and an annual growth rate of 0.7% over the next 5 years.

- Strategy 1: Discuss and document in Memorandum of Understanding what each partner can provide and in what method.
- Strategy 2: Provide to all career center staff introductory and intermediate

- training on services delivered by each partner agency. This is often done through onsite training facilitated by the different partners.
- Strategy 3: Determine strengths of core programs and how to use those strengths as a core competency for the “system” and avoid duplication of efforts.
- Strategy 4: Share LMI and business intelligence.
- Strategy 5: Meet regularly to enhance services to both our job seekers and business customers.
- Strategy 6: Increase physical and virtual accessibility to our “system” services.
- Strategy 7: Share information and make referral seamless through shared data. Support a shared data system between all core programs.
- Strategy 8: Expand efforts for multi-channel marketing to share stories that resonate with each line of customer CSCLM services. For instance, individualized messaging that conveys how CSCLM can serve as a recruiter to jobseekers, headhunter to businesses and subject matter expert to partners.
- Strategy 9: Build on successful efforts like the Youth Expos, by increasing embedded K-12 programming through expanded public-school partnerships. Using these relationships to incorporate career pathway programming for in-demand jobs into curriculum, back by labor market information and industry validation.
- Strategy 10: Work with partners to develop a curriculum that will serve students to high-wage positions directly out of school to entice students who may not otherwise consider these paths.

## D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as required partners including, but not limited to TANF, SNAP Employment and Training (E&T), Senior Community Service Employment Program, Community Service Block Grant, programs authorized under the state’s unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

**(1) Workforce Development System Description:** Describe the local workforce development system, including:

- (a) All of the programs that are included in the system; and
- (b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and works with entities carrying out core programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).

Our workforce development system brings together a menu of services that can be accessed to fill the needs of our customers. These services are provided in three major ways as a foundation for our system. (1) Those that are provided within our physical career center locations, (2) those services that can be accessed through electronic means and supported by trained center staff, and (3) those services that are provided at affiliate sites.

We have four Career Centers in our area, with one center designated as a comprehensive service center. Two of the other centers currently provide the majority of the required programs with easy access to all programs, and the final center provides services to professional candidate and businesses seeking highly trained individuals.

- Marion County: Our Full-Service Career Center is located at 2703, NE 14<sup>th</sup> Street, in Ocala
- Citrus County: Our Career Center is located at 683 S. Adolph Point, in Lecanto
- Levy County: Our Career Center is located at 2175 NW 11<sup>th</sup> Drive, in Chiefland
- Area wide: Our Professional Career Center is located at 3003 SW College Road in Ocala

We also have two Mobile Career Center (MCC) that we use to serve our outlying rural areas to increase the accessibility to our services and programs. These units have a pre-determined schedule at partner sites that is published on our website, our offices, and at partner offices so that customers know when and where to expect the mobile unit.

Currently, the majority of all required core programs are offered within all of our centers. These programs include:

- Wagner-Peyser (WP) Labor Exchange services are provided by merit staff and supervised by the local area. **Provided in all centers and Mobile Career Centers**
- Veterans Employment and Training Services (VETS) program to include both the Disabled Veterans Outreach Program (DVOP) and the Local Veterans Employment Representatives (LVER), provided by State merit staff under the supervision of the local area. **Provided in 3 Career Centers with trained staff assisting in all others**
- WIOA Adult and Dislocated Worker Self-services, Career Services, and Training Services, provided through direct services. **Provided in all centers and Mobile Career Centers**
- WIOA Youth services provided through contract with Eckerd Connects. **Provided in 3 Career Centers**
- Trade Adjustment Assistance (TAA) is provided by merit staff and supervised by the local area. **Stationed in Marion County Career Center and available in all centers as needed.**



- Temporary Assistance for Needy Families (TANF) is provided through direct services. **Provided in 3 Career Centers**
- Reemployment Services and Eligibility Assessment Program (RESEA), provided through direct services. **Provided in all 3 Career Centers.**
- Re-employment Compensation (UC) information and navigation assistance, provided through direct services. **Provided in 3 Career Centers and Mobile Career Centers**
- Supplemental Nutrition Act Program (SNAP), provided through direct services. **Provided in 3 Career Centers.**

Core programs provided within the system through memorandum of understanding (MOU) include:

- Vocational Rehabilitation (VR), services provided through MOU being negotiated at the State level with Department of Education. Services provided by referral.
- Senior Community Service Employment Program (SCSEP) is provided through MOU negotiated locally. **On site in one Career Center with direct linkages for other centers.**
- Adult Education and Literacy Activities is provided through Withlacoochee Technical, Marion Technical and local Colleges. **Direct linkages and through referral.**
- Carl D. Perkins Career and Technical Education Act through Withlacoochee Technical, Marion Technical and local Colleges, **supporting training needs as determined by skills gap in community.**
- Community Action Agencies training and employment services, MOU negotiated locally. **Available in our Comprehensive Center and in Coordination of services & Integrated Referrals in all other centers.**
- Housing Authorities, MOU negotiated at the local level. **Coordination of Services & integrated referrals.**
- Department of Juvenile Justice and corrections services through MOU negotiated locally. **Integrating services for mutual benefit and referrals upon release**

Other employment and training programs within the system include:

- Ticket-to-Work services are provided throughout the area in contract with the Social Security Administration. **Stationed in Marion County Career Center and available in all centers as needed.**
- Small Business Administration services are provided in partnership with our business services. **Located in same building as Professional Center with on-going linkage.**
- Kids Central services for Foster Youth. **Referrals between youth serving agencies**
- Early Learning Coalitions. **Provided by referral**

- Center for Independent Living provide services as needed to individuals with disabilities. **Referrals, training, and accessibility.**
- PACE Center for Girls. **Referrals between youth serving agencies.**

**(2) Adult and Dislocated Worker Employment and Training Activities:**

**Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(b)(6)). This must include a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.**

Career Seekers are referred from CareerSource Citrus Levy Marion to an educational provider, or training provider. Also, career seekers may be referred from the educational provider, or training provider to CareerSource Citrus Levy Marion. Occasionally students are referred to WIOA for additional training assistance and this is identified during the schools' admissions process. Customers may also be referred to explore training opportunities by CSCLM staff while engaged in other CSCLM programs. In all cases the WIOA enrollment process remains the same.

Priority of service is applied for individuals with barriers to employment exhibiting at least one of the following characteristics (Priority of Service):

- Is a low-income individual as defined in the WIOA Section 3(36) (A) or meets the local definition of low income as specified in the CareerSource Citrus Levy Marion Local Definitions section on page 12 of this policy.
- Military Veteran
- Belonging to a group designated by the Governor as a special needs group (individuals with disabilities, over 55 years of age)
- Recipients of public assistance
  - Receives, or in the past six (6) months has received or is a member of a family that is receiving or in the Past six (6) months has received, assistance through the supplemental nutrition assistance program, cash assistance through Temporary Assistance for Needy Families (TANF) or is eligible for supplemental security income or any other State or local income based public assistance.

**(3) Training Services:** Describe how training services outlined in WIOA section 134 are provided, including:

- A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;**

Individual Training Accounts (ITAs) shall be utilized to provide training services to eligible Youth, Adult and Dislocated Worker Workforce Innovation and Opportunity Act (WIOA) and Welfare Transition Program (WTP) customers. The ITA will be developed after consultation with the Career Development Coach. Limitations on ITAs exist regarding eligibility, suitability, assessment, program choice, coordination of funds; duration, total program cost, support services, and needs based expenses. Current funding streams in CSCLM finance systems include In-School Youth, Out of School Youth, Adult, and Dislocated Worker. Additional funding may be supplemented through awarded State and Federal grants. CSCLM has instituted a cap on ITA and OJT at \$4,000.00

- (b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and**
- (c) How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(b)(18)).**

20 CFR section 680.210(b) stipulates that approved training services are to be directly linked to occupations in demand in the area as established by the local area board and as published on the Area Targeted Occupation List (ATOL). The CSCLM ATOL is available at the Career Centers in Citrus, Levy and Marion Counties as well as available on the [careersourceclm.com](http://careersourceclm.com) webpage. The Area Targeted Occupation List is derived from information gathered from the Florida Education and Training Placement Information Program (FETPIP) data, State Labor Market Information and local data analysis as set forth in CareerSource CLM's Policy OPS 28: Area Targeted Occupation List and Training Provider Selection. Customers may select a program and training vendor that has been approved and is listed on the ATOL. This list will show currently available programs and the associated training vendors approved to provide such training utilizing local WIOA, WTP, and Trade Adjustment Act (TAA) funds.

- (d) How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).**

CSCLM utilizes the Regional Demand Occupation List/Area Targeted Occupation List (ATOL).

The data on these lists constitute a broad array of occupations that represent growth and local need as determined by local and statewide labor market information. However, these lists are formulated based on 'forecasts' and local economic conditions may or may not be favorable to forecasted occupations. Tangible data received through FETPIP, the State management information system (MIS) and local need and placement statistics will be used in

determining what occupations shall be deemed eligible for local funding.

Additional sources of occupational data that may be used and considered when selecting occupations to be represented on the ATOL include, but are not limited to:

- a) State Labor Market Statistics
- b) Supply and Demand Report
- c) Help Wanted Online Lists (HWOL)
- d) JobsEQ

A local need must be present at the time the training program is included on the ATOL. This need may be documented through local anecdotal data and will be submitted for approval of the Career Center and/or Business and Economic Development Committees, comprised of local business leaders and industry representatives, prior to implementation. The meetings of these committees are held in accordance with the Florida Sunshine Law requirements and are advertised and open to the public.

The ATOL is considered a 'living document' and will be reviewed for effectiveness on a quarterly basis to insure the demands of the local labor market are met. Occupations considered for inclusion or removal will be reviewed by the local board committees and Board for approval or denial. It is CSCLM management's responsibility to ensure only quality programs with positive outcomes are funded. While staff will not add or remove programs or providers from the ATOL without proper committee and board authority, staff may determine to limit enrollments into a previously included program if current economic and employment conditions do not exist to warrant enrollment.

**(e) How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.**

Work Based Training options are available to our local employers and career seekers through the Workforce Investment and Opportunity Act (WIOA) and through the Temporary Assistance for Needy Families (TANF). Within these different funding sources are a variety of strategies to assist in training for career seekers and employees. We have locally branded these strategies as Custom Business Training (CBT). We use this term as a means to not confuse the employers as to the many different options available.

Work Based Training includes the following options: On-the-job Training (OJT), Customized Training, Customized Training for Employed Workers, Paid Work Experience, Community Based Work Experience, and Paid Internships.

**(4) Youth Workforce Investment Activities: Describe and assess the type and availability**

**of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:**

**(a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).**

Many workforce investment opportunities exist for youth in the CSCLM area, including but not limited to: paid work experience, traditional occupational skills training, on the job training, internships, mentoring and soft skills workshops. Available to individuals with disabilities, accommodations made as needed. All centers are ADA compliant and reasonable accommodations are made. All centers are equipped with assistive technologies.

**(b) Include the local area's design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).**

Youth services are offered to a wide array of youth facing diverse challenges such as previous incarceration, homelessness, substance abuse, and physical impairments. Our community partners include:

- Kids Central – Foster Care
- Bays Area Youth Services – Diversion Program
- Episcopal Children's Services
- The Arnette House – Foster Care/Alternative Education
- Department of Juvenile Justice
- Cypress Creek Juvenile Correctional Center
- College of Central Florida
- Marion Technical College
- Withlacoochee Technical College
- Marion Technical Institute
- S.R.M.I. Silver River Mentoring & Instruction
- P.A.C.E. center for girls
- Vocational Rehabilitation
- YouthBuild USA

Eckerd Connects is currently the local provider of youth workforce investment services in LWDA10. Eckerd is focused on serving youth ages 14-24 with barriers to employment such as basic skills deficiency, offender records and disabilities. The program develops community-wide partnerships and collaborations among state agencies, local municipalities, local workforce development areas, community-based organizations, School Districts and Adult Education programs.

Our Phoenix Rising program, currently operated with local formula youth and YouthBuild funding, has proven to be a successful youth model in our

community. The 20-week training program provides basic education and construction training to youth with barriers to employment; specifically, those without a GED or high school diploma. Youth graduate with a high school diploma, OSHA and HBI credentials, and many also receive Customer Service and Safe Serve Food Handler certifications, as well as Warehouse & Forklift Certification. They are also required to engage in leadership and community service activities. Youth with criminal records who complete this program are shown to have lower recidivism rates. This program currently has an over 90% placement rate in employment or education. We are currently offering the Phoenix Rising program in Citrus and Marion counties.

- (c) Describe the LWDB’s policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility](#).**

The term “basic skills deficient” means, with respect to an individual, that the individual has English, reading, writing, computing skills at or below the 8th grade level on a generally accepted standardized test or a comparable score on a criterion - referenced test.

CSCLM determines this by assessing using a generally accepted standardized test (CASAS for testing (pre and post), in conjunction with school records.

- (d) Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).**

Youth who are assessed with a score less than a 9<sup>th</sup> grade education are deemed as deficient and therefore unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.

- (e) Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).**

The local board classifies the above statement as being valid in regard to eligibility when back-up is presented to the case manager when the following characteristics exists (per local policy *OPS-39 WIOA Eligibility Documentation Listing*)

- A youth that while attending secondary education received/is receiving services under an IEP (Individualized Education Plan), or
- A youth that while attending secondary education compiled/is compiling a record of disciplinary problems as manifested by the mandatory attendance at detention, an alternative school, expulsion, suspension, or participation in an in-school suspension program, or

- A youth that has completed an education program but lacks the appropriate license for the occupation, or
- A youth whose financial aid package is less than or equal to 80% of the federally estimated cost of attendance for the post-secondary institution where enrolled, or
- A youth who has a certificate of attendance from a secondary school system, or
- A youth who has certification/licensure from another state and must challenge the requirements of this state. (Fees for examination of records and eligibility for certification/licensure in this state, fees for license testing preparatory sessions)

Documentation requirements include:

**Documentation from an Educational Provider**

- Program/School System
- Applicant Statement
- Letter from Business or Educational Staff
- Staff Member
- Telephone Contact Form from a School System

**Letter from the School**

- Telephone Contact Form from a School System

**Copy of the Certificate of Attendance**

**Copy of Certificate or License**

**Letter from the School/Financial Aid Office**

**(5) Self-Sufficiency Definition:** Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Describe the definition of “self-sufficiency” used by your local area for:

**(a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and**

**(b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).**

**If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of “self-sufficiency” used for those programs as well.**

**NOTE: if the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area’s self-sufficiency standard.**

**ADULTS**

Low-Income: Earning a rate of pay at the local wage sufficiency rate as determined by DEO or less than 200% of the Lower Living Standard Income Level based on family size.

Self Sufficiency: Defined as making at least 200% of the poverty rate and is also the threshold used to determine adult eligibility:

2022 Lower Living Standard Income Level (LLSIL)

Example is a family of one (1):

\$14,832 (Poverty) \$29,664 (200%)

### **Dislocated Workers**

Earning a rate of pay representing the hourly equivalent of 80% of the layoff wage.

### **Employed Worker**

Based on the average wage of occupations in the Ocala Metropolitan Statistical Area (MSA) associated with the targeted industries in the CSCLM area, it has been determined the self-sufficiency wage level for employed workers is \$29.06 per hour or \$60,462 annually, which allows for an increase to the skill levels of the existing workforce to meet the needs of the business, to leave no worker behind in obtaining and retaining employment opportunities, and to continuously foster economic growth.

- (6) Supportive Services and Needs-Related Payments: Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local area must align with the supportive services outlined in [CareerSource Florida Administrative Policy 109 – Supportive Services and Needs-Related Payments](#).**

As supportive services are not an entitlement, staff must first determine a participant to be in financial need of supportive services before they are provided. Supportive services should be used to address the participant's barriers identified through the initial or objective assessment process. The plan for addressing these barriers, to include the provision of supportive services, must be documented in the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS), as appropriate. LWDBs are encouraged to develop and use additional supporting documentation that demonstrates the participant's financial need, such as a budget/financial analysis form and/or a Statement of Need signed by the participant. The Cost of Attendance Form (COA) will be used to determine the participant's financial need.

Payment level of needs related payments will be determined using the 100% LLSIL Metro based on family size. For statewide projects, the payment level must be established by the State Workforce Development board.

To receive needs related payments, adults and OSY (ages 18-24) must:

1. Be unemployed;
2. Not qualify for, or have ceased qualifying for, Reemployment Assistance (RA) benefits;
3. Be enrolled in training services authorized under WIOA sec. 134(c)(3).



Budget will be established and reviewed with participant for needs related payments and will be reviewed on a quarterly basis

**(7) Individuals with Disabilities: Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part 38.**

Strategy 1: Ticket to Work. We have been a Ticket to Work Employment Network (EN) for five years. This program encourages individuals who are receiving Social Security Disability to engage in work without the fear of losing their benefits. Staff are dedicated to assist these individuals in preparing for job search, placement and follow up activities. Our full-service flagship career center provides work incentives and disability benefits counseling provided by a staff member who is a certified Community Partner Work Incentives Counselor. Providing this service on-site ensures that job seekers with disabilities who are considering entering or returning to the workforce are presented with all the options and can weigh all the implications a return to work entails.

Strategy 2: Accessibility of services. (1) All of our sites are accessible and in conformance with the ADA. We ensure that any new training provider is accessible by conducting an on-site review prior to placing on ETPL list. (2) Multi-Lingual staff are present on site to assist with necessary translation. The most used forms have been translated into Spanish to assist our Spanish speaking customers. (3) We have a strong working relationship with the Center for Independent Living. They provide training to staff and provide sign language interpretation services as we need them. (4) As we update our website, we will be including a translatable format to increase our on-line accessibility. We insured that our phone message for SNAP was in both English and Spanish. We have also contracted with Universal Tech. Translation Service a provider for interpreting service for use in the event we have speakers of other languages other than English or Spanish. This service is used via telephone, so the staff will need to go into the designated safe room with the candidate when using this service since they will need to put the call on speaker, it is accessible via telephone conference call using a designated PIN number.

Strategy 3: Connections with Homeless organizations. The causal effect of disabilities and lack of access to training can often result in homelessness. We have close linkages in our region with the homeless councils and Continuum of Care to ensure the best possible services in our region. We work with other homeless serving agencies to train them on our services, Employ Florida (statewide labor exchange system), resume production and sharing of information for expedient service. They also in turn train our center staff on what services are available so that we can find resources to assist our homeless or at-risk customers.

Strategy 4: Services to Veterans. Through our VETS program we work directly with community agencies serving veterans and provide outreach to encourage

veterans that need job seeking services to use our resources. We train other agencies on EF and keep in contact in order to fill our system job listings with veterans first. Veterans who have disabilities are served directly by either our frontline staff or if the disability warrants special services they are then served by our Disabled Veteran Outreach Program (DVOP) and Local Veteran Employment Representative (LVER) staff. Our close linkage with the community provides us with the knowledge needed to help our veterans not only find employment but to assist with other issues that they may be struggling with. We also work through our Business Services unit to provide strong linkages with business for hiring a Vet and for job fairs such as Paychecks for Patriots. We are committed to provide priority services to our veterans.

Strategy 5: Services to Youth. We focus our youth services on out of school youth who are the most in need. Our youth typically have multiple barriers to employment and often these barriers can interrupt their access to services as needed to progress to self-sufficiency.

(1) Our provider of youth services is well integrated with law enforcement partners. Our team looks at ways to partner on job fairs and to assist in transitioning youth from facilities statewide back into our area. We are currently working with the Marion County Sheriff's Department to provide service overviews to pre-release youth to assist in a smooth transition back into society.

(2) Recruitment of youth is conducted with other youth serving agencies to ensure that we are serving those most in need. We primarily focus on recruiting youth who are homeless, lacking a diploma, engaged with the juvenile justice system, foster youth, youth from distressed and poor neighborhoods and those challenged with disabilities.

(3) Our YouthBuild program is called Phoenix Rising. This program has been in place for 11 years and has built a total of 20 homes in economically distressed areas in our service area. Our current program is set to begin in Fall 2022 and is slated to build four more homes. This program teaches soft skills, provides for a diploma, teaches construction skills and other certifications and places them in employment or post-secondary education. All of this plus the ability to provide a home for a family, the youth learn how to give back to their community and be a hero for someone else.

**(8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs:** Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).

We are here to support job seekers in finding sustainable employment. We do provide access to the Department of Economic Opportunity's web site that enables customers to file their claims, claim their weeks, report their job search activities, and complete online activities related to the payment of Reemployment assistance program. We aid the customer with "navigation" through the claims process and the web site, but we cannot provide answers or

information about the claims process details to the customer. They must have the specific personal information they need and be able to enter it into the online claim form themselves. We also provide 2 telephone stations in the Resource Room which they can use if they need to contact the Unemployment Hot Line.

- (9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB's strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.**

Services to Veterans. Through our VETS program we work directly with community agencies serving veterans and provide outreach to encourage veterans that need job seeking services to use our resources. We train other agencies on EF and keep in contact in order to fill our system job listings with veterans first. Veterans who have disabilities are served directly by either our frontline staff or if the disability warrants special services they are then served by our Disabled Veteran Outreach Program (DVOP) and Local Veteran Employment Representative staff. Our close linkage with the community provides us with the knowledge needed to help our veterans not only find employment but to assist with other issues that they may be struggling with. We also work through our Business Services unit to provide strong linkages with business for hiring a Vet and for job fairs such as Paychecks for Patriots. We are committed to provide priority services to our veterans.

- (10) Entities Carrying Out Core Programs: Describe how the LWDB works with entities carrying out core programs to:**

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;**
- (b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and**
- (c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida's Master Credentials List.**

We are in the process of expanding our online course offerings through Metrix Learning (NY Wired for Education) and Valor 180 Skills to better meet the short-term training needs of our job candidates and businesses. We are also working with the College of Central Florida and Metrix Learning to develop educational on-ramps and off-ramps to promote continued educational opportunities through the college. The introduction of additional online training opportunities will act as a feeder into credit and degreed courses through the college. Metrix Learning can also act as a 'value-add' by supplementing existing college curriculum with the training programs of local businesses to create truly business driven training programs.

**(11) Employer Engagement: Describe strategies and services used in the local area to:**

- (a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and**
- (b) Support a local workforce development system that meets the needs of businesses in the local area.**

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

Business services staff members are targeted to the sectored industries of manufacturing, health care, information technology, transportation, distribution and logistics, construction and hospitality. Staff maintain open communication with area businesses to keep abreast of latest industry needs and emerging occupations and technologies.

Outreach events such as job fairs and Youth Career Expos are held across all three counties in the service area. Many of these events are offered in partnership with local industry councils, chamber and economic partners and schoolboard employees, ensuring a robust approach to serving employers through targeted services focused on experiential learning for new and existing staff as needed.

CSCLM continues to work closely with all economic development partners, and educational providers to determine needs in the community. CSCLM also works closely with our educational providers and industry associations to coordinate training needs to support special customized programs. During the past several years, CSCLM has worked with the College of Central FL and MRMA to launch several short-term training programs such as Commercial Driving, Blueprint Reading, CNC Certification, AutoCAD, Warehouse/Forklift, retails and hospitality soft skills, and Construction Core programs based on needs businesses have expressed. Based on completion of these programs, CSCLM connects graduates with businesses utilizing our Internship program as well as OJT options.

**(12) Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration**

**with apprenticeship training representatives from the Florida Department of Education and other partners. Describe how job seekers are made aware of apprenticeship opportunities.**

In the time since 2020 we have been able to regularly support existing and newly created apprenticeship and pre-apprenticeship programs within the three-county region. These include:

- Continued support of the highly successful Electrician apprenticeship program located at Marion Technical College in Ocala.
- Ongoing work with Marion Technical College staff to launch and support their newly created Masonry program.
- Staff has worked in an advisory role to the College of Central Florida on the development of an Equine and Hospitality apprenticeship (in process, paused by Covid).
- Creation and implementation of a statewide model for the development and launch of Lockheed Martin's Electronic Assembler apprenticeship that has resulted in the hiring of over 300 local apprentices.
- Partnership with TruMont and Pregnancy and Family Life Center in Citrus County to pilot TruMont's Registered Nursing apprenticeship program providing training in transmittable diseases and fertility and medical management.
- Continued enrollment into the Home Builders Institute Pre-Apprenticeship Certification Training (HBI-PACT) through our YouthBuild program (funded through 2024). This program has been responsible for 96 pre-apprenticeship enrollments in the last two funding cycles with another 48 scheduled through 2024.

Each of these programs has provided us the opportunity to educate local businesses on the benefits of apprenticeship and share the financial support we are capable of providing to apprentices and sponsoring businesses through supportive services and work-based learning agreements.

In 2021, CSCLM added an Apprenticeship Coordinator position to facilitate ongoing apprenticeship efforts.

We have been in dialogue with both the State office of apprenticeships and with the manufacturing industry to continue the development of new opportunities.

## E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

**(1) General System Description: Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners (WIOA §108(b)(6)).**

**(a) Describe how required WIOA partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.**

CSCLM Board, with the concurrence of the chief elected officials, requested and

received the authority to function as the direct service provider of the area's one-stop services system. With the assumption of this responsibility, the local area's workforce business-led system was restructured in a manner that minimized the impact of budget reductions on our unemployed customers, and reshaped and consolidated services for a more efficient system of connecting customers to opportunities with local businesses.

CSCLM delivers all programs and services to customers through its fully comprehensive and diverse workforce development One Stop System. This system is both physical and technological – providing access with a “physical front door” which is through our three Career Centers located in Citrus, Levy and Marion Counties and through “electronic access”. Other required One Stop Partners have been fully willing to negotiate MOUs and coordinate services and provide representation on our board. Community partners allow access to provide mobile One Stop services in outlying areas where transportation to a brick and mortar facility can be challenging for some of our customers.

In the effort of reaching graduates and professionals, CSCLM, in partnership with the College of Central Florida (CF), created a professional center that is located at the College and supported by staff from both agencies. This center was developed to be a mechanism of connectivity for businesses, graduates, professionals and customers in training to assist them in successful employment culmination.

CSCLM operates two mobile units that cover our tri-county area on various days, bringing career center services and programs to those who find it difficult to come to the brick and mortar centers, or those who lack internet to connect remotely. The workforce development system connects many agencies and programs. Within the center in Marion County, older worker Services and Community Action are both housed within the One-Stop. Other partner agencies are reached through our technological and referral door or visit the centers occasionally or as needed to meet with mutual customers.

Under the business model of CSCLM, the following Local One Stop System is in place. The dual goals of workforce development are to provide the talent and skills businesses need to produce and deliver goods and services, as well as raise living standards of working families in America. In order to achieve both of these goals, it is critical to:

- Understand the local labor market and forge strategies to serve both businesses and workers;
- Give candidates and workers effective counseling and access to appropriate training to enable them to earn family-sustaining wages, and
- Assure that the dollars spent on workforce and economic development are spent wisely.

CSCLM's goal of providing a full array of Welfare Transition, SNAP, WIOA, TAA and Wagner-Peyser services, career services and training to our area residents

which will assist them in obtaining employment; along with the business-driven services of the Business Services unit, is attained by providing:

- Extraordinary customer service; outreach and recruitment; orientation for services; registration for work; resource area management and coordination; operation of job search assistance workshops; referral to appropriate work or training activity
- Employment referrals; development of employment opportunities; development of subsidized/ un-subsidized employment opportunities
- Eligibility determination; individualized employment plans; referrals to objective assessment services; case management, general and intensive
- Coordination and provision of support services; post placement and job retention follow-up
- Maintenance of records and reporting; individual training accounts management; customer payments (tuition, books, fees, day care, transportation and other support services)
- Veteran services; Job Corps referrals
- Special grants/contracts management; volunteer staff management
- Older Worker services – co-location of staff onsite at the career center.
- Working with faith based and community organizations
- Coordination with Community Action
- Provision of YouthBuild services

All services as a whole are reviewed for efficiency and cohesiveness by our One Stop Operator.

**(b) Identify any optional/additional partners included in the local one-stop delivery system.**

- CSCLM continually seeks out opportunities within the region to develop Workforce Services Agreements with partner organizations including community-based, faith-based, and/or nonprofit organization, as well as employment, education, and training programs that align with our vision mission and strategic goals. CSLCM works with the following partners to assist our customers in achieving their goals:

Nature Coast Business Development Council
North Central Florida Regional Housing Authority
Mid Florida Homeless Coalition, Inc.
Ocala/Marion County Chamber and Economic Partnership (CEP)
Citrus County Chamber of Commerce
Pace Center for Girls
Vocational Rehabilitation

College of Central Florida
Mid Florida Community Services
Marion Technical College (Marion SB)
Center for Independent Living
Pinellas County Urban League
National Caucus and Center on Black Aging, Inc.
College of Central Florida - Levy Campus
North Central Tier Workforce Coalition
Marion County Homeless Council

Ongoing partnership development is paramount to our success by ensuring that we are sharing promising and proven practices by doing what is best for our communities to enhance the overall economic development.

**(2) Customer Access: Describe actions taken by the LWDB to promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.**

- (a) Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers on compliance with Section 188 of WIOA (WIOA §108(b)(6)(C)).**

All CSCLM offices are ADA compliant and reviewed at minimum once per year for all aspects of continued compliance by the CSCLM quality assurance unit. Any co-located partners would be ADA compliant under our local policies and procedures. Additionally, CSCLM has an operating policy detailing the strict programmatic accessibility standards that we hold (*OPS-78 Program and Services Accessibility*).

Each CSCLM office is equipped with a full line of assistive technology to assist individuals with disabilities to include technology to assist visual and hearing-impaired individuals. Additionally, all public forms and publications include our standardized notice of EEO compliance:

*“CareerSource Citrus Levy Marion is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers listed above may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. If you need accommodations, please call 352-840-5700, ext. 7878 or e-mail [accommodations@careersourceclm.com](mailto:accommodations@careersourceclm.com) at least three business days in advance. Additionally, program information may be made available in Spanish upon request. A proud partner of the American Job Center*



*Network.”*

CSCLM is a community partner with the Center for Independent Living (CIL). Partner meetings have been the basis for the development of a Memorandum of Understanding (MOU). This MOU includes periodic and cross agency staff training to not only insure excellent service to individuals entering a career center, but also to insure that all CIL staff are fully aware of and know how to access our full line of services.

**(b) Describe how entities within the one-stop delivery system use principles of universal design in their operation.**

Use of universal design is recognized for creating a more equitable and cost-efficient work space. Whenever possible, CSCLM uses universal design features to enhance our office experiences. Below is a list of examples of how universal design streamlines the career center experience:

- Collateral available in English and Spanish
- Universal application/enrollments provides expedited movement between partner programs
- Flexible work space within each center to accommodate all users
- Services available in ‘self-service’ format, or available in a staff assisted, one-on-one environment
- All enrollment/application processes are streamlined to essential data
- Sign in Kiosks are available for use with touch screen, mouse or keyboard
- Full color digital information displays in the resource areas
- Use of ergonomic furniture in all resource areas and staff offices and meeting spaces

Efficient universal design allows us to serve more individuals while making few accommodations that can slow the delivery of services.

**(c) Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B)).**

CSCLM endeavors to offer the majority of services available in a brick and mortar career center in a virtual or electronic format. Our Career Success Plan as well as a full line of narrated training webinars are available through our website. Customers interested in training may also complete the online universal application and can submit their interest in tuition assistance to a CSCLM staff member for review. This digital portal allows a customer to access any service available in the center with the exception of one-on-one, personalized service. Remote one-on-one services may be scheduled with CSCLM staff using video chat for those customers that are unable to visit a CareerSource CLM office.

Additionally, CSCLM has partnered with numerous community agencies to bring

workforce services to rural areas where service access is limited. Through the use of our two mobile career centers we are able to bring a full line of services to areas where they would traditionally be unavailable. Our partnership with libraries, food banks, DCF Access points and community action agencies allows customers to access workforce services in a single location.

With the implementation of the Workforce Innovation and Opportunity Act (WIOA) CSCLM has been proactive in increasing our outreach and assistance efforts towards individuals with disabilities. We are currently partnering with the Department of Vocational Rehabilitation, New Direction, Brother's Keeper, the Community Home Project at the Howard Academy and the Ticket to Work, Career Counseling, Information and Referral (CCIR), Citrus County Opioid Taskforce, Tri-County Resource Center and Pre-Employment youth program to provide enhanced services to individuals with disabilities that are looking to enter the workforce. We also provide intensive Veteran services within each of our centers, provide outpost Veteran support throughout the community as well as maintain close relationships with local support agencies such as Salvation Army, Center for the Blind, Center for Independent Living, Marion County Homeless Council, Veterans Helping Veterans and Ocala Ritz, a homeless veteran transitional housing institution. One of the key components to creating successful outcomes is targeted and effective outreach.

As part of the business services strategy, CSCLM works with businesses and business groups (such as the local Economic Development Councils, Mid-Florida Regional Manufacturing Association, Ocala Human Resources Management Association) to:

- Learn about their unmet needs and challenges in the workplace;
- Identify areas in which the needs of businesses and candidates for employment can be matched or otherwise customized through negotiation;
- Explore the value of workplace flexibility and otherwise customizing employment in recruiting and retaining a diverse workforce and its usefulness as a tool to maximize productivity;
- Develop customized training resources for the specific skills needed by businesses; and
- Promote paid and unpaid work experiences (e.g., on-the-job training, internships, apprenticeships, etc.) for individuals with disabilities.

Our established relationships with local agencies provide an organic referral process. However, we realize that not all individuals that have disabilities engage the assistance of a social service agency. CSCLM also works closely with our local media partners in print and radio to broaden our umbrella of exposure to our local customer base. Adequate outreach and marketing are the cornerstone to 'spreading the word' about new opportunities and initiatives. Our dedicated Communications Team uses a multi-faceted approach to reach individuals with disabilities such as Social Media, print and broadcast methods such as our own Biz Spot, FB Live and Podcasts are used in promoting services and encouraging individuals with disabilities to engage workforce to assist in their career development and planning. CSCLM is committed to providing services to all

customers and to continually work to increase the awareness of businesses on the benefits of hiring people with disabilities.

Each of our Centers is fully accessible and set up with workstations that are specially equipped for individuals with disabilities; these include an ADA compliant computer and the Interpretive System for the hearing impaired, screen reading software, extra assistance filling out paperwork, language interpreters etc. Customers with disabilities are also given referrals (when applicable) to agencies such as Vocational Rehabilitation and Center for Independent Living where they may receive additional services.

Vocational Rehabilitation has an office in Ocala, which is conveniently located around the block from our comprehensive Career Center. The other two locations located close to our area are in Old Town and Gainesville. VR staff are provided itinerant services out of our career center in Chiefland. VR provides medical and psychological assessment, vocational evaluation and planning, career counseling and guidance, training and education, job-site assessment and accommodations, job placement, job coaching, OJT, supported employment, assistive technology and devices, time-limited medical and psychological treatment. They also aid individuals who have hearing impairment and in partnership with the Division of Blind Services work with the visually impaired.

The Center for Independent Living (CIL), which is a program of VR, has been a long-term and vital partner of CareerSource. CIL provides training to our staff in large group settings and in one-on-one settings regarding working effectively and compassionately with people with disabilities. CIL is also our contractor for interpretive services for both our internal staff needs as well as for our customers. CIL provides this quality service to all of our Centers.

Mental health and addiction are issues that become known through the course of working with our customers. Often these underlying problems make it impossible for an individual to succeed at their job search. Our customers rely on assistance from organizations that receive SAMHSA (Substance Abuse and Mental Health Services Administration) funding as both mental health and addiction services are typically financially unreachable elsewhere. Our two main providers are The Centers in Lecanto and Ocala and Meridian in Bronson and Trenton. There are a number of other help-lines and group therapy methods available along with sliding scale counselors in our tri-county area. The listing of these other services is also found on the local 211 networks developed by United Way.

In addition to CSCLM Staff, the business services staff conduct outreach to businesses to develop employment opportunities for veterans; The Disabled Veterans Outreach Program (DVOP), which provides intensive case management services to veterans (especially disabled) to reduce barriers to employment; and, maximization of GI Bill resources to fund training and living expenses while veterans earn college credit and complete career ladder training programs.

CSCLM fully complies with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act of 2014 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The Board also assures that it complies with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I financially assisted program or activity, and to all agreements made to carry out a WIOA Title I financially assisted program or activity. The Board understands that the United States, the State of Florida and the DEO have the right to seek judicial enforcement of this assurance. The Board also assures that CSCLM appoints an Equal Opportunity Officer to ensure compliance with the regulatory requirements cited above.

To continue to build self-esteem and provide universal access of services to all customers, those with limited English skills are referred to our educational partners for assistance when needed. While professional language assistance is offered and available to these customers, a database of CSCLM bi-lingual staff who have volunteered to act as interpreters is maintained and available to fellow staff when assisting customers. Application forms and informational items are being made available in Spanish which is our largest population of non-English speaking individuals. We also make use of Google Translate where necessary along with hiring interpretation as needed.

For ex-offenders, the permanent record of felony convictions can be a substantial barrier to employment. That barrier, coupled with the fact that many ex-offenders may have minimal education and vocational skills, results in a population that can be classified as “at risk” job applicants. Two programs used as valuable supportive tools to help market and promote ex-offender employment are the Work Opportunity Tax Credit (WOTC) and the Bonding Program. Workshops tailored to this population have been created and offered at CSCLM's Centers.

In addition, CSCLM in partnership with the Department of Corrections conducts workshops at local prisons to inmates who are targeted for release. These workshops provide information on CSCLM general services, Employ Florida job search tips and suggestions on how and where to look for employment opportunities.

CSCLM is actively involved in the homeless coalitions in our area. Having mutual

customers, it behooves us to be actively involved in addressing the staggering numbers of homeless individuals in our region.

As a whole it is evident through the numerous partnerships and activity we maintain that not only are services offered in our brick and mortar locations but spread throughout our service delivery area to insure that all residents and businesses in our area have the opportunity to experience the benefits of the One Stop system.

**(3) Integration of Services: Describe how one-stop career centers implemented and transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop career center partners (WIOA §108(b)(21)).**

As mentioned in the previous section, most of the services that are available within the traditional One Stop offices are also available digitally to those that wish to use them. Below is a list of the core services that are available online:

- Universal Intake and Release of Information
- Full Line of In-Depth and 'Mini' Workshops
- Tuition Assistance
- Job Readiness/Coaching via Zoom
- Access to candidate forms on our website (programmatic)

These approaches allow us to deliver nearly all services that are offered in some fashion of electronic/digital format. While some customers do not find distance communication a viable form of assistance, many do and appreciate the flexibility and convenience.

CSCLM utilizes an electronic data management system (EDMS), ATLAS (Automated Tracking, Linking and Archiving Solution), which supports programs and manages our participant records. VOS Greeter (Virtual One Stop) kiosk system is used to track Career Center traffic.

Customers entering the Career Centers or attending an offsite event sign in through the VOS Greeter kiosk system that is either on an actual kiosk or replicated on a tablet. Veterans and program participants are identified by this system and programmatic staff receive automated notifications. Customers are able to choose what category of assistance they need to access upon entering the building. Career Center traffic reports are shared with all of our CareerSource staff, Career Center Committee members and core partner programs. This service also identifies the program, service or partner program the customer has accessed. Quarterly Reports are analyzed to benchmark ongoing customer survey responses and data is utilized for ongoing continuous improvement. These reports are made available to CareerSource staff, One Stop Committee members, Board members and core partner programs. This service also tracks our demographic data. The ATLAS system is also our centralized database for programmatic records retention. All programmatic forms are stored electronically in this paperless environment.

**(4) Sub-grants and Contracts: Describe the competitive process used by the LWDB to**

**award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).**

All service providers are procured per our formal Procurement Policy and Procedures that were developed in compliance with Federal and State laws. All service provider procurements are initiated through an Invitation to Negotiate (ITN). Section 287.057 of the Florida Statutes provides that in certain circumstances where an agency determines "...that an invitation to bid or an RFP (request for proposals) will not result in the best value..." it can opt to use an Invitation to Negotiate. This permits us to focus not only on overall cost of the program, but primarily the quality of service to be provided considering historical performance of the organization. All eligible response packages received during the procurement process are retained in hardcopy form in the CSCLM administrative offices and are available for review during routine local, State and Federal monitoring sessions. The following steps illustrate the process:

- Formal Public Notice is made for a minimum of two days prior to ITN issuance in local newspapers
- All known organizations recognized as being involved in the provision of the requested services are sent a notification of the ITN
- The ITN package and complete response package is posted and available for review and download on our website
- Expression of Interest by respondents must be received by CSCLM by the deadline listed in the ITN package
- All respondent Expression of Interest packets are reviewed. A full determination is made about the demonstrated performance and ability of the organization(s). Capacity to perform successfully under the terms and conditions of the proposed program prior to approval being given to proceed with responding to the ITN
- All respondents are notified of their qualification status after review and are advised if they should proceed with the ITN process
- Qualified respondents are required to submit their formal ITN package by the date listed on the ITN release
- CSCLM operations staff review all responses and score each organization on a standardized scoring matrix
- Staff recommendations for selection are made to the Executive Committee for review. The Executive Committee makes the final selection from the scored respondents
- The Executive Committee, at its discretion, may request respondents to present their proposals to the committee for review.
- The final selection is reviewed by the Board of Directors. Final selection is at the discretion of the Board of Directors

**(5) Service Provider Continuous Improvement: Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).**

CareerSource CLM has been dedicated to continuous improvement of our system to better the services provided not only to our business customers, but to job seeking candidates, as well.

The first step taken toward reviewing service levels and restructuring future service provision began with our implementation of the Net Promoter System (NPS) in 2015. NPS is an automated survey software package that allows our Director of Continuous Improvement to target customer service surveys to specific groups of job candidates that utilize CareerSource CLM services. These targeted groups give real-time feedback based on specific touchpoints that are received as they navigate our system and services allowing for senior management to identify strong areas of service and any areas that may require immediate attention. Several touchpoints that are monitored on a monthly basis include (but not all inclusive):

- Initial use of resource room services
- 6 months after assistance from CareerSource CLM staff
- WIOA training enrollment
- WIOA training outcome and placement
- Veteran Services
- WTP/SNAP services
- Business Services job order processing

Our survey results continue to trend much higher than national averages for other service-based industries. This information drives flexible and fluid service provision to meet the demands of our labor force. Additionally, all negative feedback is handled in a closed-loop fashion by center management. All negatively responding candidates and businesses are contacted to discuss their feedback and to garner input on what improvements can be made to change their opinion.

Aside from customer feedback, the operations unit is focused on identifying and acquiring additional resources to strengthen local services. A focus is placed on identifying competitive grants that align with local sector and service initiatives. The team plays the primary role in creating proposals that enhance our existing services and meet the needs of current labor market trends.

To enhance our continuous improvement of our system, CSCLM has contracted with Underwood and Sloan for ongoing third-party monitoring to ensure a quality review of workforce efforts. We schedule quarterly All-Staff meetings for training on current and new processes to provide staff all the information and tools needed to be successful. We engage all staff to participate in the State Programmatic Monitoring with scheduled monitoring of all services provided throughout the program year.

## **F. COORDINATION OF SERVICES**

- (1) Coordination of Programs/Partners: Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy activities. Specify how the local area

coordinates with these programs to prevent duplication of activities and improve services to customers.

CSCLM has long maintained a holistic approach to partner programs in the workforce system. Aside from Vocational Rehabilitation, Pinellas County Urban League (Urban Older Worker Job Program) and Adult Education providers, all other partner programs are managed directly by the LWDB. Acting under a waiver provided by CareerSource Florida, as provided by the governor, direct management occurs for Wagner Peyser, Workforce Innovation and Opportunity Act (WIOA), Trade Adjustment Act (TAA), Veteran services, Welfare Transition (WT) and the Supplemental Nutrition Assistance Program (SNAP). Youth Services are provided in our three-county area under a service provider agreement with Eckerd Connects.

To best achieve seamless coordination of services across in-house partner programs, CSCLM has developed two service level options and a common intake process for all customers.

The first service level option is Self Service, or Basic Career Services. This option is available to customers that simply wish to utilize basic services and technology without the need for interaction with staff beyond simple questions and answers. This option works for customers who have a firm grasp on their employment goals and may only need to complete specific tasks such as online job searching, printing resumes, filing for reemployment benefits, etc.

The second service level option is for customers that wish to access the next level of Basic and Individualized Career Services (TEGL 3-15). Our Career Success Plan is a structured intake process that gathers necessary information from new customers at their time of entry into the system. Regardless of the desired service or level of services we have identified a need to gather specific baseline information in order to best assist and ‘triage’ customers to the appropriate partner program.

Customers are asked to complete a services application, watch an online orientation or attend an in-person orientation to our menu of services and most importantly enter a full Employ Florida (EF) registration including the development or upload of a current resume. Upon completion of the Career Success Plan Intake, the customer meets with a Career development Coach that reviews their information and provides additional details on services that may benefit them and outlines their next steps. Next steps may include (but not limited to):

- Community agency referrals
- Referral and establishment of an appointment for additional career consultation
- Initial assessment
- Placement assistance
- Job referrals
- Resume Review and Critique



- Skill Testing (Talevation, Ready to Work, Soft Skills)
- Provision of LMI
- Referral to CSCLM employability workshops
- Referral to Individualized Career Services (WIOA, WTP or TAA)
- Referral to our Youth Services provider (WIOA)
- Referral to Ticket to Work
- Referral to Vocation Rehabilitation
- Referral to Adult Education
- Referral to the next Welfare Transition or SNAP orientation
- Referral to a Veteran representative for veterans with significant barriers to employment (SBE)

To meet the needs of customers that wish to access services in person and those that prefer to access digitally; this process is available at our brick and mortar locations as well as through our website in online modules and through the use of video chat. Online completers have the option to schedule a personalized appointment with staff upon completion. They may also continue to access services over the phone or through video chat if they prefer not to visit a physical location. At any time, a customer may be dually enrolled in a partner program depending on their need. Staff work together to blend and braid services so that the customer does not feel they are being forced to jump through hoops to access the services needed. This close partnership among the programs creates a complete package of services and support services the customer can access to meet their goals.

Since the enactment of the WIOA, we have been proactive in having ongoing discussions with both Vocational Rehabilitation (VR) and Adult Education. CSCLM is currently an Employment Network with the Ticket to Work program, along with a Partnership Plus and pre-employment services provider.

Adult education is a critical component to the development of a quality workforce. All of our Adult Education partners work closely with our case management staff to identify individuals who may qualify for funding assistance under the SNAP, WT and WIOA programs. Our partnerships gained a better footing several years ago when charges were placed on GED classes. The costs of the classes and testing became overwhelming for many individuals who were already in the low income or dislocated classifications. Close communication and inter-organizational referrals allowed us to screen enrollees for our various funding streams to assist as many students as possible.

- (2) Coordination with Economic Development Activities:** Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

CSCLM has long standing partnerships with the Chamber and economic development organizations in our three-county area. Our partner organizations are the Citrus County Economic Development Department, Citrus County Chamber, Nature Coast Business

Development Council (NCBDC - Levy County), and the Ocala/Marion County Chamber and Economic Partnership (CEP) (Marion County). Our partnership with NCBDC is accomplished through an employment sharing arrangement where the work conducted is on behalf of NCBDC and CSCLM. We have representation on our Board of Directors from each of the three organizations. Staff from our Business Services unit works closely with area EDC staff for a broad range of projects. CSCLM staff is involved in talent recruitment and training development for new and existing businesses, complementing the services of the ED organizations and creating a 'one-stop shop' approach. Staff also work with EDC staff to prepare talent and training availability reports and labor market information for new business development and attraction endeavors.

Each of the EDC's are instrumental in the development and shaping of our Area Targeted Occupation List. This list serves as the primary tool for sharing WIOA approved training and career paths for our area to the public. Discussions with the EDC's involve identifying current business needs as identified from their viewpoint as well as possible training and development that should begin occurring to assist in their business attraction and expansion efforts. This collaboration allows us to begin talent development before a critical need is identified and develop a qualified workforce prior to a business moving to the area.

Additionally, the local division of the Small Business Development Council (SBDC) is co-located with the CSCLM administrative offices on the Ocala campus of the College of Central Florida. Our staff works regularly with the SBDC to form business solutions through combined efforts. CSCLM has been an information access point for individuals and small businesses utilizing the services of the SBDC and has presented various workshops to assist the individuals and businesses in their talent development and training efforts.

CSCLM, the Small Business Development Center, Mid-FL Regional Manufacturers Association, Ocala Human Resource Management Association, and College of Central Florida formed a partnership, the Business and Career Resource Cooperative (BCRC), which focuses on small business to provide training, workshops and information to support the local small business needs.

CSCLM partners closely with the Mid-Florida Regional Manufacturers Association (MRMA), whose Executive Director has shared office space in our administrative offices. This direct linkage helps enhance services and provide daily intelligence on the sector, and this ensures direct communication with CEO and the Business Services staff. This is accomplished through an employment sharing arrangement where the work conducted is on behalf of MRMA and CSCLM. This provides in-depth intelligence on hiring needs, salary structures, growth strategies and training needs for the benefit of CSCLM planning and implementation purposes. This has proven to be of great value to our manufacturing community.

**(3) Coordination with Rapid Response: Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and**

layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7). The description must include how the LWDB implements the requirements in [CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System](#) and [CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration](#).

The CSCLM Rapid Response Team consisting of Assistant Director of Career Development, Center Manager, Business Development Manager and Mobile Career Center Career Development Coach will respond to natural disasters and coordinate with the State Rapid Response Coordinator and other local government divisions and organizations to provide Rapid Response services to natural disaster-affected workers. Workers separated due to natural or force majeure disasters must be screened for the eligibility requirements included in the WIOA Dislocated Workers program, per WIOA § 3 (15)(C) stating “unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters”.

1. Need for Rapid Response services is identified by CareerSource staff through the following sources:
  - a. State W.A.R.N. Notice
  - b. Employer call
  - c. Newspaper or media announcement
  - d. Word of mouth
  - e. Employees coming in for services
  - f. Economic Development Council
  - g. Other partners
2. Staff notifies the local Rapid Response team who then contacts the employer to discuss their needs and present several options for services. The following questionnaire is used to clarify those needs and arrange for the materials and staff needed.
3. Staff is recruited to assist with the Rapid Response. Generally, staff from the One Stop Centers will meet with the employees and the Business Services staff will meet with the employer to get necessary paperwork and make all the arrangements. The One Stop Staff is notified of the dates of the Rapid Response in order to be prepared at the resource center(s).
4. The Rapid Response coordinator works with the Business Service Staff to generate the handouts and PowerPoint presentation (if needed) for the event. Rapid Response Kits with informational materials are kept on hand for smaller needs.
5. A joint meeting (telephone or in-person) is held with the team members to go over what is needed at the Rapid Response event to discuss responsibilities.

6. The Rapid Response event is conducted, necessary forms are completed, and the Expeditious Form, once completed, will be sent to DEO.
7. The Rapid Response Coordinator collects all the information and disseminates it as appropriate.

Services that can be offered to Employers:

1. Packets for employees containing unemployment information, job search materials and social services contacts.
2. On-site presentation including UC information and One Stop staff.
3. On-site laptops for registration in Employ Florida (EF) and job search capabilities.
4. Binders with current openings relevant to job skills of those being laid off
5. Contact with other employers with current openings relative to the job skills of those being laid off and ask if they are open to candidates receiving referrals.
6. Promotion of workshops to aid in job search preparation.
7. If the entire facility is closing, a recruitment event.
8. Drop off materials if on-site presentation is not a viable option for employer.

**(4) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §108(b)(4)A)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:**

**A. Describe how selected industries or sectors are selected based on, and driven by, high-quality data (cite data source used);**

Sources Used: US Census, BLS data, LAUS, QCEW, Jobs EQ

Sector partnerships are business-driven partnerships among companies in a targeted industry and other regional partners who work together to develop and implement solutions for the industry's workforce and other needs.

I. LWDB 10 has convened labor market partners, local businesses and educational partners into a steering council to determine the major sector markets regarding workforce, education and private industries.

II. The LWDB10 board has adopted the following as targeted sectors for the Citrus Levy and Marion County workforce region:

a. Healthcare

- b. Manufacturing/Distribution
- c. Information Technology
- d. Transportation/ Logistics
- e. Construction
- f. Hospitality

III. These sectors are the target of our work-based training funds and are highlighted in our Workplace Learning policies which provide for Work Based Training (WBT) options that are available to our local employers and career seekers through the Workforce Investment and Opportunity Act (WIOA) and through the Temporary Assistance for Needy Families (TANF). Within these different funding sources are a variety of strategies to assist in training for career seekers and employees. These options include On the Job Training (OJT), Customized Training, Incumbent Worker and Internships. The purpose is to provide participants an opportunity to develop employability skills, acquire job specific knowledge and gain work experience in an area that helps prepare them for self-sufficient employment. WBT must be in a demand occupation that is listed on our area targeted occupation list (ATOL) or the State targeted occupation list (OPS 28) or be an occupation that is part of our sector-based strategy in the industry sectors outlined above.

IV. Labor Market Information (LMI) data is pulled and reviewed on both a monthly and quarterly basis, and this information is presented to the area chambers, education and business partners as requested to ensure workforce system alignment in our targeted sectors.

V. The LWDB ensures the Business Services staff are trained to understand and use labor market information and other data in their customer interactions and service delivery. Target industries' input on their workforce demand and sector driven challenges is used by the LWDB to understand the development and delivery of training for staff who serve businesses and job seekers/workers. Staff are assigned within our Business Services group to specific sectors and aligned to chamber staff, to meet and speak on a regular basis. These meetings center around business retention and expansion specifically in the targeted sectors. Staff regularly share the data that they collect with one another, meet regularly to review the data as it pertains to the development of industry sector strategies, and build agreement on data fluctuations and implications, including how best to implement strategies based on the data.

VI. The LWDB has established an industry comparison measure for tracking the effect of its sector strategy efforts. The LWDB uses information from these measures, as well as employer and job seeker/worker feedback, to form sector design, relationship building amongst partners, strategic planning, and other aspects of its sector strategy endeavors.

**B. Describe how sector strategies are founded on a shared/regional vision;**

Our strategic planning sessions in 2021 led to the goals and objectives in the

2022 workforce plan. This was a culmination of several planning sessions involving private industry, community partners, and cross regional representation. The goal was to provide equal input and cross functionality to meet the needs of the most partnering agencies at once. We continuously meet with community organizations and private industries to stay in front of local demands using tools such as our Business Needs Assessment and scheduled visits with local economic development partners and businesses.

**C. Describe how the local area ensures that the sector strategies are driven by industry;**

Labor Market Information (LMI) data is pulled and reviewed on both a monthly and quarterly basis, and this information is presented to the area chambers, education and business partners as requested to ensure workforce system alignment in our targeted sectors. 51% of CSCLM's board is comprised of Private Industry, which helps guide our initiatives and policy updates. We also receive regular business feedback through our Business Development Team as they meet with businesses to assess and respond to their needs.

**D. Describe how the local area ensures that sector strategies lead to strategic alignment of service delivery systems;**

Our business services team communicates regularly with local businesses to ascertain their most current trends and future needs. We meet monthly with our economic development partners to determine what areas are in growth and/or decline so that we can adjust our efforts accordingly to the needs of the workforce chain of supply and demand.

**E. Describe how the local area transforms services delivered to job seekers/workers and employers through sector strategies: and**

By convening industry leaders and guiding local training partners to provide training in demand, high-skill occupations. We meet and partner with education providers at the high-school level to determine what Career Technical Education programs may be in demand to prepare the upcoming workforce.

**F. Describe how the local area measures, improves and sustains sector strategies.**

Labor Market Information (LMI) data is pulled and reviewed on both a monthly and quarterly basis, and this information is presented to the area chambers, education and business partners as requested to ensure workforce system alignment in our targeted sectors.

**5. Coordination with Relevant Secondary and Postsecondary Educations: Describe how the LWDB coordinates relevant secondary and postsecondary education programs and**

**activities with education and workforce investment activities to coordinate strategies, enhance services and avoid duplication of services (WIOA § 108(b)(10) and 20 CFR 679.560(b)(9)).**

CSCLM actively works with the school boards in the development of their Career and Professional Education Act (CAPE) programs. CSCLM and school boards work together to establish and validate the needs of their technical training programs through real time labor market data.

CSCLM also works with each of the school board's adult education arms in the development of their AGE (Adult General Education) and Perkins grant applications to ensure that the services delivered mirror the strategies established by the local workforce board.

CSCLM currently staffs and operates the placement assistance office for the College of Central Florida. Our current office is located in the Enterprise Center on the campus of the College of Central Florida in Ocala. This office provides job coaching, workshops and professional placement services for students attending classes at all of our educational providers. It also provides professional level employment services to individuals that enter our system that meet the local criteria for being classified as a 'professional':

- Attained an Associate's Degree plus five (5) years of experience, or
- Attained a Bachelor's Degree, or
- Have 5 years professional experience making \$40K per year or more

This location holds joint branding and staff from the college to facilitate full integration of technical, industry driven educational services available as well as internship opportunities provided through the college for graduates. The internships provided through the college are melded with CSCLM's initiative of creating industry driven, paid internships and work experience opportunities for recent grads and professionals that require additional practical experience to become employed.

The partnership with the college allows us to identify students coming out of internship programs and will soon be graduating. This allows for direct linkage of trained and experienced talent to local businesses in our area.

Additionally, staff from this office travel throughout the three-county region to provide a wide range of workshops to students in Adult Education, career and technical and college programs with a focus on professional development. These workshops often include:

- Information on CSCLM and available services
- Interviewing skills
- Soft Skills workshops
- Targeted resume development

- Use of social media in your job search
- Navigating the New World of Work (our fundamental workshop for approaching a job search in the digital age)
- Information on grants and other tuition assistance programs

Additionally, we host the Youth Career Expo in each of our three counties. This event is a partnership between the College of Central Florida, Marion County School Board, Community Technical and Adult Education, Ocala/Marion County Chamber and Economic Partnership and the Mid-Florida Regional Manufacturers Association, Citrus County School Board and the Levy County School Board. The Youth Career Expo is hosted in Citrus, Levy and Marion Counties and will be attended by nearly 1200 middle and high school students with participation from over 90 businesses and 120 community volunteers.

The Youth Career Expos are aimed at students in the K-12 system that have been identified as wishing to pursue careers in one of our targeted industries. Students from the school systems will be transported to the events in multiple waves and will have the opportunity to speak with industry specialists about the work they do, typical work environments and the training and certifications required. Students will also be able to meet with area educators to discuss their next steps needed to become equipped for local business expectations. This annual event is held to spark interest in targeted occupations and drive students into technical and degreed career pathways that will provide quality opportunities to support the local economy.

**6. Coordination of Transportation and Other Supportive Services: Describe how the LWDB coordinates WIOA Title I Workforce Investment activities with the provision of transportation assistance, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11) and 20 CFR 679.560(b)(10)).**

CSCLM understands the importance of supportive services in ensuring a customer's success in training or employment programs. Because CSCLM provides direct management of the career centers in our area, programmatic coordination of supportive services is made easier. Customers receiving individualized career services through WIOA are eligible to receive support services if the need is deemed appropriate by the customer's case manager. Full integration of partner programs within our system allows us to braid and blend funding sources to maximize resources and provide quality assistance to our customers.

**WIOA Support Services:**

- **Traditional Support Services:** These services include, but are not limited to, transportation, uniforms, tools, occupational licenses.
- **Vocational/Educational Support Services:** These services are subject to a maximum disbursement amount for tuition and a separate reasonable maximum disbursement amount for travel cost.



- **Employment Support Services:** On-the-Job Training (OJT) services will be authorized up to 75% employer reimbursement with a maximum of \$4,000 per agreement.

**TAA Support Services:**

- Travel Assistance for out of area job search/training
- Relocation Assistance

Funding for support services is limited, so staff provides customer referrals to other community service agencies when funding exists to maximize local resources.

7. **Coordination of Wagner-Peyser Services: Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided in the local area through the one-stop delivery system (WIOA §108(b)(12) and 20 CFR 679.560(b)(11)).**

Most of the services provided under Wagner Peyser act as the gateway to Individualized Services under other partner programs. Many customers visit a center with basic needs, not fully understanding the entire scope of services available to them. Staff are educated in assessing the customer's needs and offering an individualized service plan with a Career Development Coach (CDC). In Wagner Peyser, the individual service plan is mandatory in RESEA and JVSG. Working with the CDC, an intensive career development plan is created with benchmark goals established to assist the customer in obtaining successful employment. Activities such as career choice decision, effective job search methods, creating an effective resume and referrals to appropriate opportunities. If appropriate, referral for more intensive services is considered. Through effective assessment and triage many Wagner Peyser customers move to Individualized Services under partner programs. Other customers that wish to conduct self-paced and independent job searching may do so.

8. **Coordination of Adult Education and Literacy: Describe how the LWDB coordinates WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB carries out the review of local applications submitted under Title II WIOA § 108(b)(10), consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA § 232 (20 CFR 679.560(b)(12)).**

Additionally, CSCLM is working to establish offerings and referrals for English for Speakers of Other Languages (ESOL) courses as well as GED classes. Our partnership has developed a joint understanding of our eligibility and enrollment requirements, leading our Adult Education partners to make quality referrals to CSCLM staff when they identify a customer that may be eligible for WTP, WIOA, TAA, or SNAP funding.

9. **Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620**

CSCLM leverages resources from all partner programs to assist our WTP and SNAP recipients become self-sufficient. All participants are screened for services that can be provided through WIOA, TAA, competitive grants and career services provided through Wagner Peyser and Veteran Services. Our work-based training services offer a wide array of opportunities to assist in the job development and placement of candidates. Aside from internal partner programs we also communicate regularly with community partners to garner access to additional resources and employment opportunities.

Strategies to assist in placement efforts include resume development and marketing of candidates to our internal Business Services staff who act as ombudsmen to market candidates to local businesses. Hiring incentives offered through work-based training solutions such as OJT, Paid Internship and Paid Work Experience also provide opportunities for a harder to serve customer base that may have limited skills. CSCLM has established the Job Club, a 5-day workshop to assist participants assigned to Job Search/Job Readiness. The workshop will develop job skills that are necessary during job search and once employment has been obtained. The 30 hours (6 hours per day for 5 days) is a part of the required participation activity and credited towards Job Participation hours. Workshops consist of CareerSource CLM services, Employ Florida navigation, Opportunities and Obligations related to WTP, job search using the internet, resume and interview strategies (remotely and in person), money management, dress for success, community resources, social media and workplace ethics.

## **G. PERFORMANCE & EFFECTIVENESS**

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and CLEO(s) with WIOA section 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))**

<b>Measures</b>	<b>PY2021-2022 Performance Goals</b>
<b>Adults:</b>	
Employed 2nd Qtr After Exit	<b>92.00</b>
Median Wage 2nd Quarter After Exit	<b>\$7,000</b>
Employed 4th Qtr After Exit	<b>90.00</b>
Credential Attainment Rate	<b>88.00</b>
Measurable Skill Gains	<b>50.00</b>
<b>Dislocated Workers:</b>	
Employed 2nd Qtr After Exit	<b>85.00</b>
Median Wage 2nd Quarter After Exit	<b>\$9,000</b>
Employed 4th Qtr After Exit	<b>85.00</b>
Credential Attainment Rate	<b>75.20</b>
Measurable Skill Gains	<b>75.00</b>
<b>Youth:</b>	
Employed 2nd Qtr After Exit	<b>80.00</b>
Median Wage 2nd Quarter After Exit	<b>\$3,200</b>
Employed 4th Qtr After Exit	<b>75.00</b>
Credential Attainment Rate	<b>92.00</b>
Measurable Skill Gains	<b>88.00</b>
<b>Wagner Peyser:</b>	
Employed 2nd Qtr After Exit	<b>69.00</b>
Median Wage 2nd Quarter After Exit	<b>\$5,300</b>
Employed 4th Qtr. After Exit	<b>68.00</b>

**(2) Describe the actions the local board will take toward becoming or remaining a high- performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.**

Our high performance is accomplished through integrity, oversight, data analysis, continuous improvement and community dialog. We met or exceeded all but two of the negotiated measures under the WIOA Indicators of Performance for Program Year 2021/2022 as illustrated below.

Measures	PY2020-2021 4th Quarter Performance	PY2020-2021 % of Performance Goal Met For Q4	PY2020-2021 Performance Goals	PY2021-2022 1st Quarter Performance	PY2021-2022 % of Performance Goal Met For Q1	PY2021-2022 2nd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q2	PY2021-2022 3rd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q3	PY2021-2022 Performance Goals
<b>Adults:</b>										
Employed 2nd Qtr After Exit	88.60	103.99	85.20	89.50	97.28	92.30	100.33	91.60	99.57	92.00
Median Wage 2nd Quarter After Exit	\$6,419	91.70	\$7,000	\$7,181	102.59	\$9,024	128.91	\$9,139	130.56	\$7,000
Employed 4th Qtr After Exit	81.10	97.71	83.00	81.70	90.78	86.80	96.44	90.40	100.44	90.00
Credential Attainment Rate	86.90	98.75	88.00	86.70	98.52	83.10	94.43	82.80	94.09	88.00
Measurable Skill Gains	89.30	178.60	50.00	68.90	137.80	52.80	105.60	67.30	134.60	50.00
<b>Dislocated Workers:</b>										
Employed 2nd Qtr After Exit	60.00	72.12	83.20	50.00	58.82	50.00	58.82	100.00	117.65	85.00
Median Wage 2nd Quarter After Exit	\$7,432	106.17	\$7,000	\$5,401	60.01	\$5,401	60.01	\$5,401	60.01	\$9,000
Employed 4th Qtr After Exit	80.00	101.27	79.00	83.30	98.00	80.00	94.12	100.00	117.65	85.00
Credential Attainment Rate	100.00	132.98	75.20	100.00	132.98	100.00	132.98	100.00	132.98	75.20
Measurable Skill Gains	100.00	133.33	75.00	83.30	111.07	80.00	106.67	33.30	44.40	75.00
<b>Youth:</b>										
Employed 2nd Qtr After Exit	83.30	110.33	75.50	83.00	103.75	81.00	101.25	80.90	101.13	80.00
Median Wage 2nd Quarter After Exit	\$3,076	96.13	\$3,200	\$2,962	92.56	\$3,585	112.03	\$3,716	116.13	\$3,200
Employed 4th Qtr After Exit	73.80	101.10	73.00	72.20	96.27	75.40	100.53	75.90	101.20	75.00
Credential Attainment Rate	98.50	115.47	85.30	99.20	107.83	98.20	106.74	98.20	106.74	92.00
Measurable Skill Gains	97.90	111.25	88.00	94.00	106.82	92.70	105.34	94.80	107.73	88.00
<b>Wagner Peyser:</b>										
Employed 2nd Qtr After Exit	65.50	100.77	65.00	65.10	94.35	65.10	94.35	68.20	98.84	69.00
Median Wage 2nd Quarter After Exit	\$4,971	99.42	\$5,000	\$5,120	96.60	\$5,492	103.62	\$6,024	113.66	\$5,300
Employed 4th Qtr After Exit	66.00	102.80	64.20	62.90	92.50	63.50	93.38	65.30	96.03	68.00

**(3) Describe how the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.**

CSCLM uses the Net Promoter System to measure customer satisfaction with contracted and internally provided services. Provider and internal staff members receive a monthly report which outlines their success in creating promoters and enhancing customer service. Feedback received through this process is used to fine tune continuous improvement efforts area wide.

**END OF LOCAL PLAN**