



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

## Executive Committee Meeting

### REVISED AGENDA

Wednesday, May 31, 2023 – 9:30 a.m.

Join Zoom Meeting: <https://us02web.zoom.us/j/83222078313>

Phone No: 1-646-558-8656 (EST) Meeting ID: 832 2207 8313

Call to Order		B. Whiteman
Roll Call		C. Schnettler
Approval of Minutes, April 10, 2023	Pages 2 - 3	B. Whiteman

### DISCUSSION ITEMS

State Update		R. Skinner
Workforce Issues that are Important to our Community		R. Skinner
Board Member Attendance	Page 4	R. Skinner
Educational Consortium	Pages 5 - 6	R. Skinner
Workforce Transition	Pages 7 - 14	R. Skinner

### PUBLIC COMMENT

### ACTION ITEMS

Training Provider Approval	Page 15	C. Weaver
Gray Robinson Contract Extension	Pages 16 - 19	R. Skinner
By-Laws Amendment - Term Limits	Pages 20 - 41	R. Skinner
Bank Statement Reconciliation Policy	Pages 42 - 43	D. French
Educational Assistance Policy	Page 44	D. French
Teleflex Policy	Page 45	D. French
Emergency Paid Sick Leave	Page 46	D. French
One Stop Operator	Pages 47 - 58	D. French
Annual Healthcare Renewal	Pages 59 - 61	D. French
Schedule of Operations	Pages 62 - 64	D. French
Regional Planning	Pages 65 - 78	D. French
Independent Monitoring RFP	Page 79	D. French
Workforce Champion	Page 80	D. French
990	Pages 81 - 125	D. French
Retention Incentives	Pages 126	D. French
2023/2024 Budget	Pages 127 - 129	D. French

### PROJECT UPDATES

None

### MATTERS FROM THE FLOOR

### ADJOURNMENT

### OUR VISION STATEMENT

*To be recognized as the number one workforce resource in the state of Florida by providing meaningful and professional customer service that is reflected in the quality of our job candidates and employer services.*



**CAREERSOURCE CITRUS LEVY MARION**  
**Executive Committee**

**MINUTES**

DATE: April 10, 2023  
PLACE: College of Central Florida, Enterprise Center  
TIME: 11:30 a.m.

**MEMBERS PRESENT**

Albert Jones  
Brandon Whiteman  
Charles Harris  
Fred Morgan  
Jeff Chang  
Kimberly Baxley  
Pete Beasley

**MEMBERS ABSENT**

Carl Flanagan

**OTHER ATTENDEES**

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

Cira Schnettler, CSCLM  
Bob Stermer, Board Attorney

**CALL TO ORDER**

The meeting was called to order by Brandon Whiteman, Chair, at 11:32 a.m.

**ROLL CALL**

Cira Schnettler called roll and a quorum was declared present.

**APPROVAL OF MINUTES**

Charles Harris made a motion to approve the minutes from the March 1, 2023, meeting. Pete Beasley seconded the motion. Motion carried.

**DISCUSSION ITEMS**

**State/Local Update**

Rusty Skinner provided the following update:

- Two legislative bills based on the Ernst and Young recommendations are being proposed. We are following the bills and will update the committee as needed. There are no major concerns with either of them.

**Workforce Issues that are Important to our Community**

None

## **PUBLIC COMMENT**

None

## **ACTION ITEMS**

### **Area Recertification**

Al Jones made a motion to approve the recertification request for signatures. Jeff Chang seconded the motion. Motion carried.

### **Direct Service Provider Extension**

Al Jones made a motion to approve the extension request for signatures. Pete Beasley seconded the motion. Motion carried.

## **PROJECT UPDATES**

## **MATTERS FROM THE FLOOR**

None

## **ADJOURNMENT**

There being no further business, the meeting was adjourned at 11:38 a.m.

**APPROVED:**\_\_\_\_\_

**CareerSource CLM**

**Board Member Attendance**

**Program Year 2022-2023**

Board Member	Board Meetings Total of 3 Meetings 50% or Greater Absence		Committee	Committee Meetings Total of 4 Meetings 50% or Greater Absence	
	Unexcused	Excused		Unexcused	Excused
Angie White			Career Center	2	
Angie White			BEDC	3	
Arno Proctor			Performance	1	2
Ben Whitehouse			BEDC	1	1
Darlene Goddard			Marketing		2
Deb Stanley			Performance	4	
Equilla Wheeler	2		Career Center	3	
John Hemken			BEDC	4	
Joyce Wilson		2			
Judy Houlios	1	2	Career Center	1	1
Kevin Cunningham		2	BEDC	1	2
Kim Baxley			Marketing		4
Lanny Mathis			Career Center	1	1
Lewrissa Johns	2	1	BEDC	4	
Ted Knight	3		Performance	4	
Theresa Flick			Marketing	1	1



## Educational Consortium

Currently both SB240 and HB7051 require that a local workforce board establish an “educational consortium” which is appointed by the chair and **cannot include workforce board members**. School districts and State colleges as well as representatives from business and industry are to comprise the consortium. They serve for two-year terms

If not approached carefully, this requirement can duplicate and confuse a process already in existence. Each career and technical program is required to have an advisory council. So depending on the number and relationship of courses offered, a school may have more than one advisory council. This is the case for each school within a respective district. The College of Central Florida also is subject to this requirement.

CLM has approached this by including all three school districts and the College of Central Florida as members of its key committees, such as its business and economic development committee. Additionally, staff works with our school districts and CF in their maintenance and addition of existing courses by providing and analyzing local and regional labor market data.

We, as well as our counterparts, have made this point to the legislative staff, but there is a feeling that there needs to be a more formal relationship at the Board level.

Therefore, the following is recommended.

- The local consortium should be comprised of the following members:
  - One representative nominated by the each respective school superintendents to represent their district;
  - One representative nominated by the President of the College of Central Florida to represent the College;
  - Business members should represent the targeted industry sectors in our Plan.;
    - Each school district should nominate a representative from their programs that align with our targeted sectors;
      - Manufacturing
      - Logistics
      - Information Technology
      - Healthcare

- Construction
- Agriculture
- Education
- The CLM Chair will appoint one representative from each sector, balancing representation between each county to the extent possible.
- The Chair will appoint a chair of the Consortium.
- CLM staff will serve as official consortium staff.

The various representatives will meet quarterly, as required, in conjunction with the normal CLM committee meeting schedule. The chair of the consortium will be asked to attend the CLM Board meeting and report any recommendations of the consortium. These, if necessary, will be actionable items for the next scheduled CLM committee as appropriate.

The Consortium will review all local requests submitted to the Credentials Review Committee.

## System-wide Improvements

### Background

In February 2023, the CareerSource Florida Board of Directors directed the CareerSource Florida professional team and the Florida Department of Economic Opportunity, in collaboration with the Governor's Reimagining Education and Career Help (REACH) Office and local workforce development boards, to develop a plan for specific system-wide improvements for consistency, improved customer experience and efficiencies to include, but may not be limited to, technology, administration, fiscal, procurement/contracts and programmatic policies.

The 2021 REACH Act further instructs the state workforce development board to:

- Eliminate multiple layers of administrative entities to improve coordination of the workforce development system.
- Establish consistent eligibility standards across the state to improve the accountability of workforce-related programs.
- Provide greater flexibility in the allocation of resources to maximize the funds directed to training and business services.

Revisions to the REACH Act included in Florida Senate Bill 240, which was recently signed into law, requires the state workforce development board to require administrative cost arrangements among planning regions, implement consistent contract and procurement policies and procedures, require the use of a state-established template for contracts or other method for ensuring all contract mechanisms follow standards established by the state workforce development board and leverage buying power to achieve cost savings for fringe benefits, including, but not limited to, health insurance, life insurance and retirement.

### Schedule of CareerSource Florida Board of Directors Meetings

To demonstrate continuous progress on this pillar of the new Florida Workforce System Transformation Plan, consistent communications with the CareerSource Florida Board of Directors will be required to include but not limited to static reports included in agenda packets, verbal reports at board or council meetings, and specific action items presented to board and/or councils for actions.

Board and council meetings follow a typical cadence from year to year as indicated below. For a description of each council, see the [CareerSource Florida Finance Council Charter](#) and the [CareerSource Florida Strategic Policy and Performance Council Charter](#).

## Schedule

Date	Meetings	Notes for Consideration
June 2023	Finance Council Strategic Policy and Performance Council CareerSource Florida Board of Directors	2023-2024 fiscal year budget brought for review for approval
September 2023	Finance Council Strategic Policy and Performance Council CareerSource Florida Board of Directors	
December 2023	Finance Council Strategic Policy and Performance Council CareerSource Florida Board of Directors	
February 2024	Finance Council Strategic Policy and Performance Council CareerSource Florida Board of Directors	WIOA 2024-2028 State Plan brought to the state workforce development board for discussion, review and approval
June 2024	Finance Council Strategic Policy and Performance Council CareerSource Florida Board of Directors	2024-2025 fiscal year budget review and approval

Policies are developed by CareerSource Florida and the Florida Department of Economic Opportunity using the [Policy-Development-Framework.pdf \(careersourceflorida.com\)](https://careersourceflorida.com/policy-development-framework.pdf) and are typically brought to either the Strategic Policy and Performance Council or Finance Council for action prior to bringing to the board of directors for approval.

## Proposed System-wide Improvements

Ernst & Young (EY) was contracted to conduct background research and stakeholder engagement that ultimately supported development of the Florida Workforce System Transformation Plan approved by the CareerSource Florida Board of Directors in February 2023. EY reports relevant to System-wide Improvements include:

- [Future-State-Options-Report.pdf \(careersourceflorida.com\)](https://careersourceflorida.com/future-state-options-report.pdf) – This report includes the final recommendations from EY. This report informed the final plan approved by the CareerSource Florida Board of Directors.
- [Stakeholder Engagement Summary Report \(careersourceflorida.com\)](https://careersourceflorida.com/stakeholder-engagement-summary-report.pdf) – This report is a collection of the findings resulting from various stakeholder

engagement sessions held in Fall 2022 through Spring 2023. Stakeholders engaged included local workforce development board members and their staff, partners, employers and state leaders.

- [Organizational-and-Operational-Research-Report.pdf \(careersourceflorida.com\)](#)  
– This report is a summary of organizational and operational elements gathered from local workforce development board websites, local WIOA plans, and cost allocation plans. It shows a high-level look at the variability in service and offerings among the 24 current local workforce development boards. Because the information in this report was gathered through static sources, it is highly recommended that the vendor for implementation work conduct in-depth interviews with each area to validate, refine and add to the information gathered in this report.

These reports can be used to identify potential system-wide improvements. Additional sources should include the CareerSource Florida professional team, Department of Economic Opportunity's Workforce Services and Finance divisions, the Florida Workforce Development Association, and partners at the Department of Education including the Division of Career and Adult Education, Florida College System, Division of Vocational Rehabilitation, Division of Blind Services, and the Department of Children and Families Economic Self-Sufficiency division.

## Organization

Proposed initiatives should be organized within the following matrices:

Category	Description
Policy	Policy initiatives that are either at the strategic (intent, purpose, goal) or administrative (operations, implementation, and performance/monitoring requirements). Some improvements may only require policies, and some may need to be supported by policies yet be in another category.
Process	Define processes at either state, regional, or local levels that achieve the objectives in the Workforce Transformation Plan.
Technology/Tools	Implementation of standard technology or tools at either state or regional levels

Improvements in the above categories should be identified by their specific impact.

Impact	Description
Cost Savings	These initiatives will result in cost savings for either the state or local workforce development areas. Specific cost savings should be analyzed and measured for these initiatives.
Customer experience	These initiatives will result in an improved experience for either job seekers or businesses. The specific improvements should be described.

Efficiency	Initiatives with this impact will result in efficiencies at either the state or local levels through decreased staff time, removal of unnecessary processes or other areas.
Performance	The performance impact of any initiative should be identified. Metrics include but are not limited to WIOA performance indicators, letter grades and services to businesses as well as the number of participants served by program or type of service received.

Initiatives should also be designated a responsible party based on primary responsibility or function. Responsible parties include the CareerSource Florida Professional Team, Department of Economic Opportunity, Local Workforce Development Area, Regional Planning Area, or the REACH Office. Other responsible parties may be designated if appropriate.

## Workforce Innovation and Opportunity Act (WIOA) Regional Planning Areas Summary

In February 2023, the CareerSource Florida Board of Directors approved the [Reimagining Florida's Workforce System: A Three-Pillar Plan for Transformation](#) action item directing the CareerSource Florida Professional Team to develop recommendations to the Governor for the designation of regional planning areas made up of two or more local workforce development areas to further improve workforce system alignment with larger economic development areas to support economic mobility, growth and prosperity. The Workforce Innovation and Opportunity Act (WIOA) establishes requirements for planning regions, also known as regional planning areas, which are further defined within the 2021 Reimagining Education and Career Help (REACH) Act and revisions enacted in 2023 with the passing of Florida Senate Bill 240, which was signed into law by Governor Ron DeSantis on May 15.

### Requirements for Planning Areas

- Regional Planning Areas must include, at a minimum, two contiguous local workforce development areas within Florida.
- Regional Planning Areas may not break up existing local workforce development areas.
- Regional Planning Areas shall have relevant relationships as evidenced by population centers, commuting patterns, industrial composition, location quotients, labor force conditions and geographic boundaries.
- Chief Local Elected Officials (CLEOs) in a new regional planning area MUST participate in the regional planning process that results in the preparation of a regional WIOA plan that provides a description of activities that result in the:
  - Establishment of regional service strategies using cooperative service delivery agreements that include but are not limited to:
    - Consistent eligibility standards and enrollment processes.
    - Common training and coordination of supportive service offerings.
    - Common technology tools and sharing of data within tools outside of Employ Florida.
  - Development and implementation of sector strategies for in-demand sectors or occupations.
  - Collection and analysis of regional labor market data.
  - Coordination of administrative cost arrangements including the pooling of funds for administrative costs.
  - Coordination of supportive services.
  - Coordination of services with regional economic development services and providers.

- Establishment of agreement concerning how the regional planning area will collectively negotiate performance for the local workforce development areas or the planning region.

### Source Data for Decision Making

Source data needed to designate a regional planning area may be found in the following reports completed as part of CareerSource Florida's Phase II Alignment Evaluation initiative conducted by Ernst & Young (EY) in September 2022-March 2023.

[Future State Options](#) – This report includes multiple options for the realignment of Florida's local workforce development areas. The state workforce development board chose to proceed with the option for twenty-one local workforce development areas. The report additionally includes data-supported options that consist of 16 or 19 local workforce development areas, which may be the basis for regional planning areas.

[Background Research and Analysis Report](#) – This report includes all the background data used to develop the options in the Future State Options report. This data may be used to designate regional planning areas beyond the potential new local workforce development area options presented to the state workforce development board in February 2023.

Additional Maps for Consideration – In addition to the options detailed in the Future State Options report, there are existing structures in Florida that may be consulted for future regional planning areas including [Florida Regional Planning Councils](#), [Florida Economic Development Regions](#) and [Designated Rural Areas of Opportunity](#).

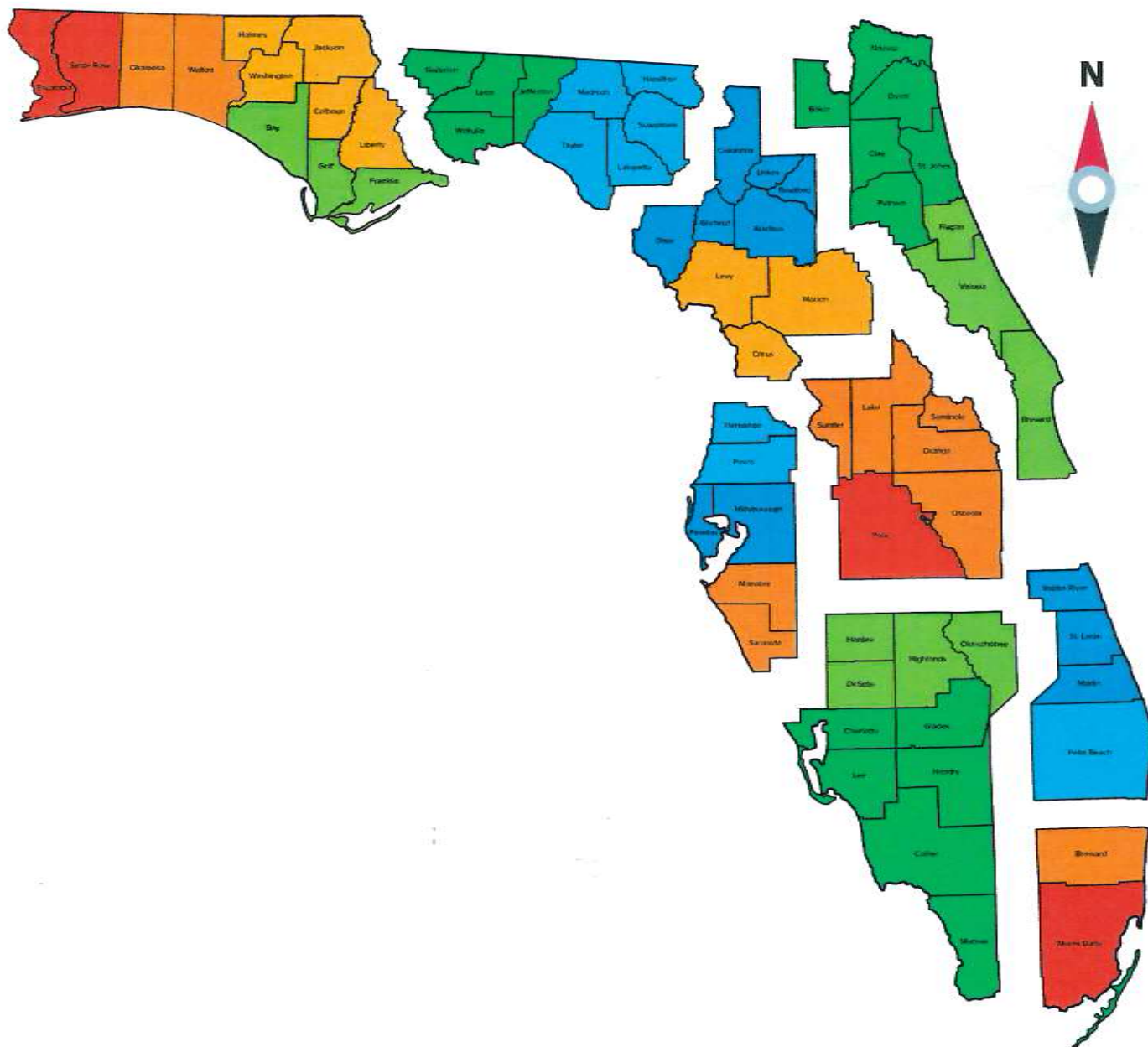
### Next Steps

Below is a draft implementation timeline for designation of Regional Planning Areas.

Date	Event	Description
<b>May 2023</b>	Partners Council Meeting	Notify LWDB CEOs/EDs that Regional Planning Area Policy is being drafted for September 2023 Board Meeting. Provide a summary of what will be in the policy. Share discussion starter maps and foundational data from EY.
<b>Summer 2023</b>	Policy Development/ Implementation Planning	Continued development of policy to incorporate requirements from WIOA, REACH, state workforce development board, Florida Department of Economic Opportunity (DEO). Collaborate with local workforce development board leaders through a stakeholder workgroup.  Target regional planning areas identified and impacted areas notified. Will require vendor to assist in identification of regional planning areas.



<b>September 2023</b>	Board Meeting	Regional Planning Area Policy presented to state workforce development board for approval. Draft map of planned regional planning areas presented to board with plan for implementation.
<b>December 2023</b>	Board Meeting	Request for initial regional planning area designation submitted to state workforce development board for approval and recommendation to Governor. Initial regional planning areas to include local workforce development areas not impacted by consolidation or alignment actions.
<b>February 2024</b>	Board Meeting	2024-2028 WIOA State Plan presented to state workforce development board for approval prior to submission to USDOL.
<b>March 2024</b>	WIOA State Plan Submission	Plan submitted for public comment, then to USDOL for review and approval. Initial designated regional planning areas and all 21 newly designated local workforce development areas included in plan.
<b>April - May 2024</b>	Performance Negotiations	New regional planning areas will negotiate performance as a region in addition to local workforce development area negotiations.
<b>Fall 2024</b>	Local/Regional Plan Submission	DEO creates local and regional planning instructions per policy and newly designated regional planning areas and local workforce development areas develop plans.
<b>March 2025</b>	WIOA State Plan Modification Submitted	Additional planning areas designated and included in a WIOA State Plan modification to USDOL.
<b>March 2026</b>	WIOA Two-Year Modification Submitted	Required two-year modification submitted to USDOL with remaining regional planning areas designated.
<b>April - May 2026</b>	Performance Negotiations	New regional planning areas will negotiate performance as a region in addition to local workforce development area negotiations.





## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Approval of the addition of the Withlacoochee Technical College to the Eligible Training Provider List and add training programs to the Area Targeted Occupation List.

#### **BACKGROUND:**

All education entities that wish programs to be listed on CareerSource CLM's Area Targeted Occupation List (ATOL) must submit a Training Provider Application that includes performance data for each of the training programs they would like listed on the ATOL pursuant to CLM policy *OPS-28 Area Targeted Occupation List*.

#### **POINTS OF CONSIDERATION:**

Withlacoochee Technical College has submitted the required documentation requesting the following training programs listed on the ATOL:

Applied CyberSecurity
Applied Information Technology
Automotive Service Technology
Correctional Officer
Crossover from Correctional Officer to Law Enforcement Officer
Crossover from Law Enforcement Officer to Correctional Officer
Electricity
Florida Law Enforcement Academy
Heating, Ventilation, Air-Condition/Refrigeration
Medical Assisting
Network Systems Administration
Nursing Assistant (Articulated)
Practical Nursing
Welding Technology

#### **STAFF RECOMMENDATIONS:**

Approve the addition of the above-listed training programs to the ATOL under Withlacoochee Technical College and approve them as an eligible training provider.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Lobbyist Contract

#### **BACKGROUND:**

We engaged GR to assist us during the state Realignment process. It was felt that we needed very specific services to promote our remaining as a workforce region of Citrus Levy and Marion Counties. FWDA, the state workforce association, has a lobbyist that provides “system” lobbying services. They do not represent individual region issues, so that was the primary reason that we chose GR.

The contract for the year ending June 30 was at a rate of \$5,000 per month plus expenses such as lobbyist registration and travel.

The proposed renewal would be for monitoring services and limited assistance and is at the reduced rate of \$2,000 per month plus expenses as note above.

Lobbying expenses cannot be charged to our federal grants so, like the current contract, funding would need to come from our Unrestricted funds.

#### **POINTS OF CONSIDERATION:**

While there are two phases remaining in Realignment- system improvements and regional planning, neither of these pose a threat to our local area.

#### **STAFF RECOMMENDATIONS:**

-

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**

July 1, 2023

Rusty Skinner, Chief Executive Officer  
CareerSource Citrus Levy Marion  
3003 SW College Rd. Suite 205  
Ocala, FL 34474  
Email: [rskinner@careersourceclm.com](mailto:rskinner@careersourceclm.com)

Re: Engagement Letter with GrayRobinson, P.A.

Dear Mr. Skinner:

Thank you very much for your interest in GrayRobinson, P.A. ("GrayRobinson" or "the Firm"). We appreciate the opportunity to provide governmental consulting services to CareerSource Citrus Levy Marion ("CareerSource CLM"). The Firm is committed to providing the highest level of service in furtherance of your goals. This letter will describe the terms under which that representation will occur, disclose the Firm's reporting responsibilities under the law, and summarize the nature of government consulting services as compared to legal services.

### **Firm Contacts for Your Representation**

You have asked that we represent CareerSource CLM before the State of Florida on issues related to the executive and legislative branches of government including monitoring legislation and continued relationship building with the Executive Office of the Governor, Florida's Reimagining Education and Career Help (REACH) office, members of the CLM legislative delegation and CareerSource Florida. Additionally, we will engage in introductions with the newly created Department of Commerce and monitor the development of new policies with the Department. The entire team of GrayRobinson's lobbyists will be available to advance your interests. However, in order to ensure that your needs are efficiently and fully addressed, Angela Drzewiecki and Katie Flury will be the primary contacts for this representation. If they should ever be unavailable, I would encourage you to contact me, as I will serve as the secondary contact for this representation.

### **Fees, Cost and Terms**

In exchange for these services, CareerSource CLM has agreed to pay the Firm \$2,000 per month for a period of twelve (12) months beginning with an initial payment of \$2,000 on July 1, 2023, and on the first day of each month thereafter. All payments should be remitted to 301 East Pine Street #1400, Orlando, FL 32801 or via ACH transfer or other electronic transfer upon receipt of invoice. Documented, out-of-pocket costs directly attributable to the performance of this work may be billed in addition to the monthly retainer, and these costs may include travel and other expenses incurred on CareerSource CLM behalf for pre-approved expenses. Both CareerSource CLM and the Firm have the right to terminate this contract with or without cause with thirty (30) days' notice given.

### **Lobbyist Registration**

Florida law requires that GrayRobinson's lobbyists must register with the state prior to engaging in lobbying activity. Lobbyist registrations are effective when they are received by the state, and lobbying may not occur prior to proper registration. The registration and fee cycle is a calendar year beginning January 1 and ending December 31. Therefore, CareerSource CLM consents for the firm's lobbyists to register to represent CareerSource CLM, and CareerSource CLM agrees to reimburse the Firm for the cost of lobbyist registrations.

Lobbyist registration fees are:

- **Legislature:** \$20 for each person from the point of registration until December 31; then renewed in January each calendar year thereafter.
- **Executive:** \$25 for each person from the point of registration until December 31; then renewed in January each calendar year thereafter.

Lobbyist registration forms will be sent following the execution of this agreement. By signing below, you agree to complete and return the registration authorization, which are necessary to our representation of CareerSource CLM during the term of this contract or after its termination should reporting periods overlap. The Firm cannot commence representation until the registration authorizations are properly filed with the state.

Similarly, local governments, before which we may need to appear on your behalf, may also have their own lobbying registration and/or reporting requirements. GrayRobinson will comply with any such jurisdictional ordinances or policies, and will not commence any representation in those jurisdictions until all necessary disclosures or authorizations are filed. You agree to facilitate any required registrations with appropriate paperwork, documentation, and payment of costs associated with such compliance.

### **Compensation Reporting**

Florida law requires that the fees and costs invoiced by Gray Robinson for lobbying services are reportable to the state on a quarterly basis to both the Florida Legislature and the Florida Commission on Ethics. Therefore, CareerSource CLM consents to the quarterly disclosure of compensation paid or owed to GrayRobinson for lobbying activity as required by Chapter 2005-359, Laws of Florida. Such consent is granted so that GrayRobinson may file the specified quarterly reports, disclosing only the information required by Chapter 2005-359, Laws of Florida, and shall remain in effect as long as any GrayRobinson lawyer or non-lawyer lobbyist serves as the client's registered representative before the Legislature and any executive branch agency.

Unless you direct otherwise, the Firm will attribute and report 50% of our fees and reimbursements as legislative branch lobbying fees, and 50% of our fees and reimbursements as executive branch lobbying fees, subject to periodic adjustment by us to reflect our best professional judgment regarding allocation of our efforts associated with this representation.

### **Client Review**

I am happy to answer any questions you may have regarding this engagement agreement. Likewise, you have the right to have this agreement reviewed by an outside party or other professional prior to signing. You understand that the Firm is not engaged until the signed original engagement agreement is returned to us, including any requested advance Retainer.

### **Confidentiality**

In order to ensure the candor and trust in our relationship that forms the basis of effective representation, it is the policy of the Firm to keep strictly confidential all information about your interests and strategies. Because information is our stock in trade and because advancing your interests may depend on it, we ask that you also keep confidential any information we may share with you regarding political strategy, insight, information, or analysis.

### **Distinguishing Between Lobbying and Legal Services: Conflicts**

GrayRobinson offers not only legal services but also lobbying services. The Florida Bar treats legal services differently than non-legal services, which includes lobbying and consulting. It is important to understand the distinction between those services relative to conflicts, and the scope of this representation. *This lobbyist engagement does not create an attorney/client relationship between you and our firm.* If legal services are required by CareerSource CLM, we will enter into a separate engagement.

Both lobbyists and lawyers must avoid conflict of interest. Lawyers may not accept a legal client adverse to another legal client in a legal matter, and our lobbyists will decline to accept a lobbying client involved in legal action against an existing legal or lobbying client of the Firm. However, legal services and lobbying are separate and distinct services for the purposes of evaluating conflicts, and, because lobbying frequently involves advocating for potential changes to existing law within the legislative branch or application of the law by the executive branch, the positions advanced on behalf of lobbying clients may or may not differ from legal positions taken on behalf of clients in judicial proceedings. In some instances, lobbying clients may not have a legal conflict, but they may be marketplace competitors or they may take inconsistent positions on one or more lobbying issues. We will bring any such situations to your attention immediately upon discovery and we likewise ask you to contact us immediately if you have similar concerns at any time. Whenever conditions merit, we will implement and maintain an "ethics wall" to maintain complete separation of information, strategy, and personnel associated with the affected lobbying clients.

Under the scope of representation outlined above we know of no lobbying conflicts with our current lobbying clients, and we have discussed our plan for protecting your interest from marketplace competitors via an ethics wall. If you ever have a concern about a perceived or potential conflict, or any other issue we ask that you alert us immediately so we can address it in a mutually acceptable fashion. We will do the same.

I believe the above reflects our understanding. If it does, please sign this agreement and return it to me. If not already completed, electronic lobbyist registration forms will be sent separately from the respective entities for 2023. I appreciate your attention to this matter and look forward to working with you. Please never hesitate to contact me if we can assist you in any way.

Sincerely,



Ryan Matthews

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For: CareerSource Citrus Levy Marion

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Date



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

By-Laws Amendment

#### **BACKGROUND:**

The REACH Act limits board member terms to eight consecutive years.

#### **POINTS OF CONSIDERATION:**

The term limitation is not currently in the By-Laws. This amendment brings our By-Laws into compliance with State law.

#### **STAFF RECOMMENDATIONS:**

Approve amendment

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



**BY-LAWS OF THE CITRUS LEVY MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC. (CLMRWDB)**

**A FLORIDA CORPORATION, NOT FOR PROFIT**

**THESE BY-LAWS ARE AMENDED AS APPROVED ON  
3/11/2020**

**ARTICLE I: NAME, OFFICE AUTHORITY, AND RESPONSIBILITIES:**

Section A: The name of the Corporation shall be the Citrus Levy Marion Regional Workforce Development Board, Inc. hereinafter referred to as “the CLMRWDB”.

Section B: The Principal office of the CLMRWDB shall be located at 3003 SW College Rd, Suite 205, Ocala, FL 34474. The CLMRWDB may have such other offices as the Board of Directors may designate or as the business of the CLMRWDB may require from time to time.

Section C: The registered office of the CLMRWDB, required by Florida Corporation Laws to be maintained in the State of Florida may be, but need not be, identical with principal offices in the State of Florida. The registered office of the CLMRWDB shall be in care of Robert A. Stermer, 7480 SW Highway 200, Ocala, FL 34476. The address of the registered office may be changed from time to time by the CLMRWDB.

Section D: The CLMRWDB exists as a result of the passage of the Workforce Innovation and Opportunity Act, Public Law 113-128, the Interlocal Agreement establishing the Citrus Levy Marion Workforce Development Consortium (“Consortium”), the Memorandum of Agreement between itself and the Consortium, and the Articles of Incorporation of the CLMRWDB. As such, CLMRWDB has been determined to be a Special District of the State of Florida, a unit of state government, and has all the rights granted by such status including, but not limited to, sovereign immunity.

Section E: The CLMRWDB shall have those duties and responsibilities provided for by the WIOA, other related laws of the United States, Florida Statutes (F.S.) Chapter 445, and other applicable laws, rules and policies of the State of Florida, its Articles of Incorporation and any agreements or contracts it may enter into with any third party and such other duties as are consistent with its non-profit status and with the provision of job training, job placement and benefit services to the citizens of Citrus, Levy and Marion Counties, Florida and its status as a unit of state government.

Section F: The CLMRWDB shall actively participate in the development of policies and programs for planning and implementing the activities of the Workforce Development Plan for Workforce Area Ten (Area 10).

Section G: The CLMRWDB shall maintain with the Consortium that relationship specified in the Memorandum of Agreement (“Memorandum”) between the two bodies.

## **ARTICLE II: COMPOSITION OF MEMBERSHIP; LENGTH OF SERVICE; ATTENDANCE ON THE CLMRWDB:**

Section A: The CLMRWDB shall be comprised of not more than thirty-three (33) members who are appointed as set forth in the Agreement to Establish the CLMRWDB. A member may represent more than one federally-mandated membership category. The number of the members on the CLMRWDB shall be determined by the Consortium. CLMRWDB membership shall be maintained pursuant to the Memorandum provisions.

Replacement of members who resign voluntarily, who are asked to resign or are removed because of unsatisfactory attendance records or other justifiable reason(s) will be in accordance with the Memorandum and any procedures required by the State of Florida or the United States Government.

Section B: It shall be the policy of the CLMRWDB that three (3) absences annually from regularly scheduled CLMRWDB Board or Committee meetings shall constitute just cause for recommendation for removal. A recommendation for removal shall only be made after review by the Executive Committee of the circumstances surrounding the absences. The following procedures shall be followed: The Executive Committee shall meet, discuss the circumstances, and make their determination to remove or not remove the member(s). In the event removal is recommended, the Executive Committee shall make a recommendation for removal of the member(s) to the CLMRWDB at its next meeting. A majority vote of those CLMRWDB members present shall be required for removal. Upon removal, the Consortium will be notified and seek nominations to replace that member.

Section C: The Consortium will be notified of member attendance annually and any members with three (3) unexcused absences or other justifiable reasons for removal and of any action taken by the CLMRWDB. The Consortium may, at its discretion, remove any member. It shall immediately seek nominations for a replacement.

Section D: Any member who no longer meets the criteria under which appointed to the CLMRWDB shall notify the Executive Committee in writing within 30 days of that status change, i.e., a private sector representative no longer owns his/her own business, retires from that business, or is no longer an officer, chief executive or chief operating officer of the business concerns under which he/she was appointed to the board. The Executive Committee will review all status changes and make a recommendation to the CLMRWDB. The CLMRWDB shall recommend to the Consortium that any member whose status has changed so as to affect the member's eligibility for continued membership be replaced on the CLMRWDB.

Section E: Effective July 1, 2021, no board member is eligible to serve more than eight consecutive (8) years as a board member.

~~Section E:~~ Section F: Board Member Nominations and Selection Process:

Board membership requirements, are detailed in both WIOA and in Florida Statutes, Section 445

For private sector business representation, nominations must be made by general purpose business organizations. These include chambers of commerce, economic development agencies and business groups such as the Mid-Florida Regional Manufacturers Association (MRMA). Those nominations are provided to the Local Elected official (LEO) for consideration and selection.

Public sector membership will generally be “agency based” and therefore requests for nominees are directed to the agency head for either self - nomination or a designee. These nominations will be submitted to the Consortium for selection.

#### Recruitment:

Private sector membership is “balanced” by county whenever possible. Letters will be sent to key business organizations in each county soliciting nominations. CLMRWDB members from the county where a vacancy will occur/has occurred will be asked to contact business leaders in their county (in targeted membership sector), explain our Board’s duties as a follow to the letters.

#### Board member must be:

- Owners
- Key executives; or
- Top-level policy executives

#### Nomination Process:

- As part of the recruitment/nomination process:

- A nomination form will be completed by each nominee. The form will be transmitted to the CLMRWDB CEO or COO who will submit the form for nomination to the Consortium for consideration and selection.
- If the CLMRWDB board member is working with their county's EDC or a Chamber as part of the recruitment process, that organization should be asked to send an email to the CLMRWDB CEO nominating the prospective member.

Nominations of prospective members will be compiled by the CLM staff and prepared for consideration by the LEO Consortium at its next scheduled meeting. Nominations will be grouped by vacancy.

#### Appointment Process:

After selection/appointment by the LEO Consortium, staff will:

1. Advise the board members of the selection;
2. Prepare a letter of welcome to be signed by the Chair that will include:
  - a. Information of the next Board meeting, including an invitation to the New Member Reception that will be scheduled one hour prior to the meeting.
  - b. Information of electronic access to the Board – Member Orientation
  - c. Financial Disclosure Form 1 (including information on time-frame for filing and contacts for assistance, if needed;
  - d. Hard copy of a Board Member Handbook
    - i. Committee information for committee selection

New members will be asked to review the electronic Orientation prior to the New Member Reception so that any questions can be answered at that time or they can contact staff prior to the Reception if they desire.

### **ARTICLE III: OFFICERS AND THEIR DUTIES:**

#### **Section A: General:**

The officers of the CLMRWDB shall be the Chair, Vice-Chair and Treasurer. The Vice-Chair and Treasurer shall be elected every two years. The Vice-Chair shall ascend to the office of Chair every two years and shall replace the outgoing Chair. The new Vice-Chair shall be elected from among the business and industry (private sector) representatives and shall rotate among the three counties' representatives every two years. The Treasurer shall be elected from the CLMRWDB public sector representatives. Treasurer shall not be eligible to ascend to the position of Chair because of the requirement that the Chair be a private sector representative. Officers shall serve two year terms.

The Executive Assistant to the Chief Executive Officer shall serve as the Secretary to the Board and have the responsibilities of maintaining minutes of the actions of the Board and other such duties that support the Board.

#### **Removal of Officer(s):**

Any officer of the Board may be removed with or without cause by an affirmative vote of a majority of the Board of Directors at a called meeting in which a quorum is present. A motion to remove an officer may be made by any board member.

#### **Section B: Chair:**

The Chair shall have the responsibility of presiding over CLMRWDB meetings, authority for appointing Committee membership and the Chair for each Committee subject to approval by the Executive Committee. The Chair shall serve as an ex-officio member of all Operational and Ad Hoc Committees, but will not be assigned to any Committee other than the Executive Committee.

Section C: Vice-Chair:

The Vice-Chair shall preside over the CLMRWDB meetings in the absence of or at the request of the Chair. The Vice-Chair shall also serve as an ex-officio member of all Operational and Ad Hoc Committees, but will not be assigned to any Committee other than the Executive.

Section D: The Treasurer or designee shall receive and deposit all funds in the name of the CLMRWDB in a bank approved by the Board. All checks shall be signed by either the Chief Executive Officer or Chief Operating Officer. Current financial records shall be kept at all times and reports on the financial status of the CLMRWDB shall be submitted at all meetings of the Board and membership, with copies to be attached to original minutes. The Treasurer shall chair the Audit Committee of the Board.

**ARTICLE IV: MEETINGS OF THE CLMRWDB:**

Section A: Regular Meetings:

The CLMRWDB shall meet quarterly or as determined by the Executive Committee and/or the CLMRWDB from meeting to meeting. All members of the CLMRWDB shall be notified in writing of the date, time, and place of the meetings at least five (5) days in advance. An agenda will be transmitted whenever possible.

Section B: Called Meetings:

The Chair may convene the Board at times other than the regular meetings, provided the CLMRWDB members are notified in writing at least five (5) days in advance of the date, time, and place of the meeting. An agenda will be transmitted with this notification. If the Chair determines that an emergency situation necessitates that a special meeting be called, the requirements for notice may be waived.

Section C: Quorum of Meetings:

A quorum for all meetings of the CLMRWDB shall be declared when one-third (1/3) of the voting members are present. Once a quorum is declared at any CLMRWDB meeting, the quorum is not lost until the meeting is adjourned.

Section D: Decision on Questions:

The decision on all questions with the exception of amendments to the By-Laws provided for under ARTICLE VIII, shall be determined by a majority vote of the members voting on the question.

Section E: Waiver of Notice:

Whenever, under the laws of the State of Florida, or provisions of these By-laws, a waiver in writing is signed by persons entitled to such notice, whether before or after the time stated therein, it shall be deemed equivalent to the giving of such notice.

Section F: Robert's Rules of Order:

In matters not covered by these By-laws, Robert's Rules of Order, Revised (latest edition), shall govern the procedure of the meetings of the CLMRWDB and its Committees.

Section G: Proxy Voting:

To ensure meaningful discussion and determinations, vote by proxy will not be accepted.

Section H: Use of Technology:

Understanding the business requirements of Board members, CLMRWDB may use any form of technology to conduct the business of its



committees and board meetings. If used, the technology must be accessible to the public for attendance. The use of such technology should be included on all meeting notices when used.

**Section I: Engagement of Stakeholders**

CLMRWDB shall work to ensure engagement by the workforce system's stakeholders and employers by developing a list of Interested Parties. This list will include key business organizations and other groups, such as local SHRM organizations, and community groups that express an interest in workforce activities or services.

Notices of all meetings and agendas will be made available to those on the Interested Parties list. In addition, social media will be used to notify persons and organizations of the meetings of the Board and its committees.

At each meeting of the committees or Board a time for public comment and input will be placed on the agenda, and at the discretion of the Chair of the Board or committee, public input may be sought on any item coming before the body.

**ARTICLE V: COMMITTEES OF THE CLMRWDB:**

**Section A:** The CLMRWDB may establish such Operational Committees as are deemed necessary to perform the specific functions of the CLMRWDB. These Committees shall be advisory to the CLMRWDB, except that they may, with specific authorization, act on behalf of the CLMRWDB. The following will be the Committees of the CLMRWDB:

**Executive Committee:**

This Committee shall be comprised of the Chair, Vice-Chair and Treasurer of the CLMRWDB, the immediate past Chair of the CLMRWDB, and the Chairs of the, four Operational Committees, for a

total of eight (8) members, at least two (2) members shall be selected from among the private sector representatives. This Committee shall be responsible for administrative matters of the CLMRWDB, shall serve as the CLMRWDB finance and personnel committee, and as such, shall handle all finance and personnel matters, if any; shall be responsible for all issues, duties and responsibilities dedicated to and by vote of the full CLMRWDB, shall be authorized to act on an emergency basis on behalf of the full CLMRWDB between CLMRWDB meetings, shall recommend and approve formal procurement actions, and shall serve as the grievance/protest committee for all procurement actions.

The following ad hoc committees shall report to the Executive Committee: Audit; Member Recruitment; and, Nominating.

#### **Operational Committees:**

CLMRWDB shall have committees aligned with its goals, objectives and management needs. These include: Marketing Outreach and Community Relations; Career Center Services; Performance and Monitoring; and Business and Economic Development

#### **Marketing Outreach and Community Relations:**

The Marketing Outreach and Community Relations Committee shall plan and oversee the staff and Board efforts to improve the community awareness of Workforce; establish partnerships with community organizations that have missions similar to or supportive of the goals of the Board; inform the business community and the larger resident community of the region on the services and benefits available through the local workforce system; and, approve the staff marketing and outreach plan to business and applicant customers. It shall oversee the recruitment and orientation of new board members and strengthen board member engagement.

**Career Center:**

The Career Center Committee shall provide oversight and input regarding the services offered to both business and applicant customers; the development of partnerships to improve the efficiency and effectiveness of services and otherwise review and plan the partnerships, staffing and services offered through the local one stop system.

**Performance and Monitoring:**

The Performance and Monitoring Committee is charged with reviewing the performance of our one stop system and contractors against established goals. Additionally, it is charged with receiving and reviewing all internal monitoring, programmatic and fiscal as well as similar monitoring performed by the State. The Committee is also charged with establishing performance goals for the system and reviewing performance comparisons with other workforce boards based upon state performance reports and metrics.

**Business and Economic Development:**

The Business and Economic Development Committee is charged with aligning the resources of Workforce Connection with the economic development efforts of the three counties. It is also charged with reviewing staff and economic development coordination and collaborative efforts at business outreach and development. The Committee will serve to plan and coordinate the development of career paths, training and other services to support the needs of the business sectors targeted by the Board. It is responsible for the review and approval of demand occupations within the workforce area and, where feasible, coordinate with other workforce areas to develop regional strategies to serve these targeted sectors and provide coordinated workforce services.

Section B: The Chair of the CLMRWDB shall have authority to appoint members of the CLMRWDB to serve on all Operational Committees subject to the approval of the Executive Committee. Membership on all Operational Committees shall be for one year. Members of the CLMRWDB who are also employees of public sector organizations may delegate other employees of the public sector organization to attend Committee meetings and cast advisory votes. The preceding sentence shall not apply to meetings of the Executive Committee.

In accordance with the above, representatives from key partners not appointed to CLMRWDB will be asked to serve on committees. These partners include, but are not limited to the following: School boards, economic development; private and public higher educational partners; trade associations, social and customer-focused agencies and, organized labor.

The Chair may appoint such other members to the Operational Committees as is necessary to gain broad industry input into the deliberations of the committees. Such members shall be ex-officio and have voting privileges.

Section C: Ad Hoc Committees:

Ad Hoc Committees may be established by the Chair autonomously to deal with matters of particular or immediate concern. Ad Hoc Committees shall be composed of members of the CLMRWDB with their number and representation determined by the Chair subject to approval by the Executive Committee. An Ad Hoc Committee shall be advisory to the CLMRWDB and shall terminate upon satisfactory completion of the task for which it was originally appointed. Non-CLMRWDB members may serve as voting members of Ad-hoc Committees.

Section D: Special Committees:

#### Nominating Committee:

The Committee shall be composed of members of the CLMRWDB, appointed by the Chair with appropriate representation from each County of the Area 10. The Committee will meet every other year by the end of May, so that the Committee shall have sufficient time to bring forth a slate of nominees for Vice-Chair and Treasurer to be considered at the June meeting of the CLMRWDB. Should any Officer not be able to complete the officer's term of office, the most recently appointed Nominating Committee shall be convened to draw up a slate of nominees for filling the vacancy or vacancies except in the case of a vacancy in the Chair in which case the Vice-Chair shall ascend to the office of Chair. Nominations to fill such other vacancies shall be presented to the CLMRWDB for election as soon as possible following the occurrence of the vacancy or vacancies. Those officers selected by CLMRWDB, shall be recommended for selection by the Consortium

#### Audit:

The Audit Committee shall be chaired by the Treasurer and assume responsibility for recommending the selection of the Board's audit firm; and reviewing each annual audit prior to presentation to the Board.

#### Section E: Quorum:

A quorum for all Committee meetings of the CLMRWDB shall be declared when one-third (1/3) of the members are present. Once a quorum is declared at any CLMRWDB meeting, the quorum is not lost until the meeting is adjourned.

#### Section F: Chair for Operational Committees and Ad Hoc Committees:

The Chair of the CLMRWDB shall appoint the Chair for Operational Committees and Youth Council and of any Ad Hoc Committees subject to

the approval of the Executive Committee.

Section G: Appointment of Committee Vice-Chairs:  
The Chair for any Operational Committees or of an Ad Hoc Committee may appoint the Committee Vice-Chair from among the other members of the Committee.

Section H: Replacement of Committee Members:

The Chair of the CLMRWDB may replace any Committee member, after consultation with the committee member, and after considering the recommendations of the Chair of the Committee and subject to the approval of the Executive Committee.

#### **ARTICLE VI: RIGHTS OF MEMBERS TO MOTION, SECOND AND VOTE:**

Section A: All members of the CLMRWDB, including Committee Vice-Chairs presiding over Committee meetings, shall have the right to make and second motions, discuss and vote on any matter, notwithstanding the provisions of ARTICLE VIII, that is in order for CLMRWDB or Committee consideration, excepting that the CLMRWDB Chair when presiding over meetings of the CLMRWDB, shall only have the rights of discussion and of voting to break a tie vote of the CLMRWDB.

#### **ARTICLE VII: CONFLICT OF INTEREST:**

Section A: The CLMRWDB shall not, either directly or indirectly purchase, rent, or lease any realty, goods or services from any business entity of which any CLMRWDB member, the member's spouse or child is an officer, partner, director, or proprietor or in which they have any material interest.

Section B: There is hereby declared to be an exemption from Section "A" hereof, in accordance with Section 112.313(12) Florida Statutes, 1995, if:

a. The business with the CLMRWDB is transacted under a rotation

system whereby the business transactions are rotated among all qualified suppliers of the goods and services within the Workforce Area 10 service delivery area;

- b. The business is awarded under a system of sealed competitive bidding to the lowest or best bidder;
- c. The CLMRWDB member, the member's spouse or child, has in no way participated in the determination of the bid specifications or the determination of the lowest or best bidder;
- d. The CLMRWDB member, the member's spouse or child, has in no way used or attempted to use their influence to persuade the CLMRWDB or any personnel thereof to enter into such a contract other than by the mere submission of the bid; and
- e. The CLMRWDB member, prior to or at the time of the submission of the bid, has filed Contractor Disclosure Form and Conflict of Interest Forms disclosing the member's interest, or the interest of the member's spouse or child, and the nature of the intended business; and
- f. If CLMRWDB enters into a contract with an organization or individual represented on the Board of Directors, the contract must be approved by a 2/3 vote of the quorum of the Board, with the benefiting member abstaining from the vote (Florida Statutes 445.007(1)).
- g. If any other exemption created under Section 112.313(12) Florida Statutes or any other applicable Florida or United States statutes applies.

#### **ARTICLE VIII: AMENDMENTS:**

Section A: These By-laws may be amended or repealed by a two-thirds (2/3) vote of the CLMRWDB members voting on the question provided notice of the

Amendment or request for repeal has been transmitted to members at least five (5) days in advance of the meeting in which the vote is to be taken.

#### **ARTICLE IX: EXEMPT ACTIVITIES:**

Section A: Notwithstanding any other provisions of these By-laws, no Member, Director, Officer, Employee or Representative of this Corporation shall take any action or carry on any activities by or on behalf of the Corporation, not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist or may hereafter be amended or by an organization, contributions to which are deductible under Section 170(c)(2) of such code and regulations as they now exist or as they may hereafter be amended.

#### **ARTICLE X: INDEMNIFICATION BY CORPORATION:**

Section A: Every Person who is or shall be or shall have been a Member or an Officer of the CLMRWDB and that person's Personal Representative shall be indemnified by the CLMRWDB against all costs and expenses reasonably incurred by or imposed upon that person in connection with or resulting from any actions, suit, or proceeding to which that person may be made a party by reason of being or having been a Member or Officer of the CLMRWDB, or of any subsidiary or affiliate thereof, except in relation to such matters as to which that person shall finally be adjudicated in such action, suit or proceeding to have acted in bad faith and to have been liable by a reason of willfulness of conduct in the performance of his duty as such Member or Officer. "Costs and Expenses" shall include, but without limiting the generality thereof, attorney's fees, damages and reasonable amounts paid in settlement.

#### **ARTICLE XI: CODE OF CONDUCT AND ETHICS:**



- A. CLMRWDB's Officers, Members, Employees or Agents shall not solicit gratuities nor accept favors or anything of monetary value in excess of \$25.00 from each other or from vendors, contractors or potential vendors or contractors. Violations of this standard will result in disciplinary action being taken. Appropriate disciplinary action will be determined by an Ad Hoc Committee of the CLMRWDB whose members will be free from any conflict of interest related to the party or parties involved.
- B. Except as allowed by applicable law, any Contractor or CLMRWDB Officer, Member, Employee or Agent who develops or drafts specifications, requirements, statements of work, invitations for bids, and/or requests for proposals shall be excluded from competing for such procurement. Further, except as allowed by applicable law, Persons, Organizations, and Employees in any way associated with such Officer, Member, Employee or Agent shall be excluded from competing for such procurement when a conflict of interest situation would be created by such competition.
- C. Except as allowed by applicable law no CLMRWDB Officer, Member, Employee or Agent shall participate in the selection, award, or administration of a contract where, to the best of the person's knowledge, the person or the person's immediate family, partners or organizations in which the person or the person's immediate family has a financial interest, or with whom the person is negotiating has any arrangement concerning prospective employment.
- D. No CLMRWDB Officer or Member shall discuss or vote on any proposal which is in competition with a proposal submitted by any party with whom the Officer or Member, or the Officer or Member's immediate family, has business, organizational or family ties.
- E. Arm's length relationships shall be maintained between contractors and CLMRWDB Officers, Members, Employees and Agents in the award and administration of contracts.

- F. Meetings of the CLMRWDB, its Committees, and between members, shall comply with the Florida Government in the Sunshine Act, Florida Statutes, Section 286.011.
- G. CLMRWDB Officers, Members and Employees shall complete a Disclosure of Potential Conflicts and Certification/Code of Conduct/Ethics Form (ADM-2) annually by July 1st, and a copy should be returned to CLMRWDB Administrative Office to be kept on file for the CLMRWDB.
- H. CLMRWDB Officers and Members shall complete a Financial Disclosure (Form 1) annually by July 1st, and should be filed with the Supervisor of Elections of the county in which they permanently reside.
- I. Upon discovery of an actual or potential conflict of interest, a CLMRWDB Officer, Member, Employee or Agent shall promptly file a written statement of disqualification and shall withdraw from any further participation in the transaction involved. The Officer, Member, Employee or Agent may, at the same time, apply to CLMRWDB's Legal Counsel for an advisory opinion as to what further participation, if any, the Officer, Member, Employee or Agent may have in the transaction.
  - a. No employee shall:
    - i. Accept any direct or indirect financial benefit from any source other than the CLMRWDB as a result of the performance of official duties.
    - ii. Accept any position, whether compensated or uncompensated, which will impair independence of judgment in the exercise of official duties.
    - iii. Accept any position or engage in any business which will require disclosure of information that could provide a competitive advantage to one party over another in procurement matters.
    - iv. Improperly disclose information acquired in the performance of official

duties that could result in personal gain or provide a party a competitive advantage over another party in procurement matters.

- v. Use or attempt to use official position to secure unwarranted privileges or exemptions personally or on behalf of others or give the appearance of such action.
- vi. By conduct, give reasonable basis for the impression that any person or organization can improperly influence the performance of official duties.
- vii. Pursue a course of conduct which will raise suspicion among citizens that acts engaged in are in violation of public trust.
- viii. Pursue a course of conduct which will give rise to a violation of conflict of interest standards.
- ix. Take part in any prohibited political activities.
- x. Take part in any religious or anti-religious activity in the discharge of official responsibilities.
- xi. Promote or oppose unionization in the discharge of official duties.
- xii. Participate in any effort to violate any other applicable Federal, State or Local Law or Regulation.

Violations of any provision of this Code may be cause for immediate dismissal or other disciplinary actions provided for under the CLMRWDB's Personnel Rules and Policies.

## **ARTICLE XII: NONDISCRIMINATION:**

Section A: All actions taken by the CLMRWDB shall be made without regard to age,

sex, race, religion, national origin, political affiliation, marital status, other prohibited bases under applicable law or handicap.

## SIGNATURE PAGE

### APPROVED:

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CLMRWDB Chair

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CLMRWDB Vice-Chair

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Board Attorney

### ATTEST:

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CLMRWDB Treasurer



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Monthly Statement Reconciliation

#### **BACKGROUND:**

During the 2021-2022 DEO Financial Monitoring, it was noted under Technical Assistance CSCLM should include a time frame by which monthly bank reconciliations are to be completed for financial consistency and accountability. This was not considered a finding or non-compliance issue.

#### **POINTS OF CONSIDERATION:**

This policy will not supersede existing policies but will provide an overview of procedures and expectations CSCLM staff will use for thorough and consistent reconciliation of all bank statements and activity.

#### **STAFF RECOMMENDATIONS:**

Approve Monthly Statement Reconciliation (FIN-10) in accordance with Technical Assistance suggestion posed by DEO.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## POLICIES AND PROCEDURES

<b>SECTION:</b> Financial	<b>POLICY #:</b> FIN-10	<b>PAGE</b> 1 of 1
<b>TITLE:</b> Monthly Statement Reconciliation	<b>EFFECTIVE DATE:</b> 4/01/2023	
<b>REPLACES:</b> N/A	<b>REVISION DATE:</b> N/A	

**DISTRIBUTION: CAREERSOURCE CITRUS LEVY MARION STAFF**

- A. Purpose** – To provide policy and overview of procedures and expectations CSCLM staff will use for thorough and consistent reconciliation of all bank statements and activity.
- B. General Policy** - It shall be CareerSource Citrus Levy Marion's general policy that:
1. EO Officer receives bank statements between the 7<sup>th</sup> and 10<sup>th</sup> day of the following month.
  2. EO Officer reviews bank statements and signs off prior to delivering the bank statements to Accountant.
  3. Accountant receives bank statements and starts reconciliation process.
  4. Accountant reconciles transactions of the month against bank statements and records any outstanding items.
  5. Bank reconciliation is scheduled to complete on or before the 12<sup>th</sup> of the following month.
  6. Director of Finance reviews and signs off to approve the completion of bank reconciliations.

### **OFFICIAL SIGNATURE**

**THOMAS E. SKINNER, JR.**  
**Chief Executive Officer**

**EVP Coord.**

CareerSource Citrus Levy Marion is an equal employer/program. Auxiliary aids and services are available upon request to individuals with disabilities and in Spanish. All voice telephone numbers on this website may be reached using TTY/TDD equipment via the Florida Relay System at 711. If you need accommodations, call 800-434-5627, ext. 7878 or email accommodations@careersourceclm.com. Please make request 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.



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Educational Assistance

#### **BACKGROUND:**

Our current educational assistance policy only includes tuition reimbursement for traditional degree programs that are relevant to an employee's job duties.

Specialized credentials are a valuable asset to the organization and provisions should be made to allow staff to pursue certification in specialty areas to enhance the effectiveness and efficiency of the organization.

#### **POINTS OF CONSIDERATION:**

- A. CLMRWDB will reimburse One Hundred Percent (100%) of all training, preparatory, or tuition costs and application and testing fees associated with certification programs that are:
  - 1. Professional designations that require continued education to maintain such designation.
  - 2. Occupationally or industry relevant to the employee's job duties or projected future work assignment.
  - 3. Provided by an institution of higher education, school system or another training provider that is recognized or endorsed by the certifying body.
- B. Reimbursement of costs shall be limited to those costs associated with attainment of the knowledge and required processes necessary to obtain certification.
  - 1. Ongoing re-certification costs may be reimbursed as long as the certification remains relevant to the employee's position or future work assignment and are approved by the Chief Executive Officer (CEO) or Executive Vice President (EVP) dependent on funding availability.
  - 2. Professional membership fees (annual or otherwise) will not be considered for reimbursement unless approved in advance by the CEO or EVP and are directly related to the execution of the employee's job duties, future work assignments and/or provide direct benefit to CLMRWDB.

#### **STAFF RECOMMENDATIONS:**

Approve the addition of certification costs to our existing educational assistance policy.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**





## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Staff telework flex days

#### **BACKGROUND:**

Telework flex days were added as a benefit to all CSCLM staff in June of 2021. This benefit has proven to be successful and very helpful to staff while allowing more flexibility to our business model. The first iteration of this policy required staff to use Telework in 8-hour increments. This was designed to avoid issues with commute times, lunch periods, etc. We now wish to further improve the policy by allowing staff to use Telework in 4-hour increments under a structured scheduling pattern.

#### **POINTS OF CONSIDERATION:**

- Telework hours may be taken in 4-hour increments to cover the work hours of 8:00am to 12:00pm or 1:00pm to 5:00pm
- Commuting time between in-office and telework hours is unpaid and will occur during the employee's unpaid lunch break.
- When Telework hours are combined with in-office hours the employee's unpaid lunch break must be taken between the hours of 12:00pm and 1:00pm.

#### **STAFF RECOMMENDATIONS:**

Approve modification of the existing Telework policy to allow use of Telework hours in 4-hour increments.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## RECORD OF ACTION/APPROVAL

### Executive Committee Wednesday, May 31, 2023

#### **TOPIC/ISSUE:**

Emergency Paid Sick Leave Elimination

#### **BACKGROUND:**

The Family First Coronavirus Response Act (FFCRA) and the American Rescue Plan Act of 2021 had authorized certain employers to provide paid sick leave to individuals affected by Covid-19. This benefit could be applied to any employee that could not work due to being a caregiver for a sick family member, personal illness and side effects from receiving an approved vaccine.

CSCLM opted to offer emergency paid sick leave to staff under this policy modeled closely after the FFCRA sick leave allowance.

#### **POINTS OF CONSIDERATION:**

As health mandates and precautions wind down from the pandemic we feel this additional benefit is no longer needed. We would like to retract **OPS-84 Supplemental Guidance** that authorized the use of emergency paid sick leave. This retraction would be effective on July 1, 2023.

#### **STAFF RECOMMENDATIONS:**

Retract **OPS-84 Supplemental Guidance** that permitted additional emergency paid sick leave for staff members.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

**Executive Committee, Wednesday, May 31, 2023**  
**Career Center Committee, Thursday, May 18, 2023**

### **TOPIC/ISSUE:**

One Stop Operator Procurement and Contracting

### **BACKGROUND:**

Procurement of a One Stop Operator is a requirement under the Workforce Innovation and Opportunity Act. Since the termination of the OSO contract with Thomas P. Miller & Associates in November 2022, CareerSource has been acting as the One Stop Operator until such time the REACH Act and Realignment had been finalized. An ITN was issued on March 9, 2023 with Expression of Interest due on March 23, 2023. Due to no response, the ITN was re-issued April 6, 2023. Southern Indiana Works responded with the Expression of Interest on 4/12/23 and proposal on May 4, 2023. There were no other responses received.

### **POINTS OF CONSIDERATION:**

Tony Waterson, President & CEO of Southern Indiana Works and Kristen Barry, Consultant to Southern Indiana Works have 25 years' combined experience in workforce development. Tony and Kristen have also served in this role previously for CSCLM. This will provide an existing knowledge of the region, the three career centers and many of the staff members.

### **STAFF RECOMMENDATIONS:**

Approve the sole source selection of Southern Indiana Works to provide One Stop Operator duties for CareerSource CLM beginning July 1, 2023 through June 30, 2024 with a renewal review each year up to June 30, 2027.

### **COMMITTEE ACTION:**

Jorge Martinez made a motion to approve the contract with Southern Indiana Works as One Stop Operator. Lanny Mathis seconded the motion. Motion carried.

### **BOARD ACTION:**

## Organizational Information Cover Page

Legal Organization Name: Southern Indiana Works

Address: 2125 State St.

New Albany, IN 47150

Federal Tax ID Number (FEID): 20-4981068

Florida Tax ID Number: \_\_\_\_\_

Unemployment Insurance Number \_\_\_\_\_

Dun and Bradstreet Number: \_\_\_\_\_

CAGE Number (if applicable): \_\_\_\_\_

Primary Contact: Tony Waterson

Title: President & CEO

Phone Number: (502) 494-8811

E-Mail Address: tony@soinworks.com

\*\*\*\*\*

### **FOR WORKFORCE BOARD STAFF USE ONLY**

Date Received: \_\_\_\_\_ Time Received: \_\_\_\_\_

Received by: \_\_\_\_\_

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## **Response Summary**

This response represents Southern Indiana Works' proposal to serve as the One Stop Operator for CareerSource Citrus Levy Marion. The primary staff serving in this role will be Tony Waterson, President & CEO of Southern Indiana Works, and Kristen Barry, Consultant to Southern Indiana Works. In addition to nearly 25 years of combined workforce development service, Tony and Kristen have also served in this role previously for CSCLM. This will provide us with an existing knowledge of the region, the three career centers, and many of the staff members.

The team will conduct quarterly on-site meetings, traveling to each career center and scheduling meetings with CSCLM partners to explore further alignment or collaboration within the region. Enclosed is additional detail about the team's proposed approach and experience. We are open to discussion or negotiation upon receipt of this proposal to ensure that we are meeting the needs of CSCLM.

## **Budget**

Southern Indiana Works proposes a budget of \$75,000.00, inclusive of all expenses, including personnel, supplies, and travel costs.

Tony Waterson, President and CEO of Southern Indiana Works, has the authority to negotiate and bind SIW to a contract. He will also be the individual available to answer questions about this response, should any arise.

Tony Waterson  
President & CEO  
Southern Indiana Works  
2125 State Street  
New Albany, IN 47150  
Phone: 502-494-8811

## **Description of Organization and Staff Qualifications**

Region 10 Workforce Board, Inc., d/b/a Southern Indiana Works has been a certified non-profit in the state of Indiana, operating as a local workforce board since 2007.

### **OUR VISION**

A workforce that empowers regional businesses to be competitive in the global economy.

### **OUR MISSION**

To lead a robust talent development system and cultivate a skilled workforce that advances our community, economy, and quality of life.

SIW convenes, facilitates, and organizes the regional talent development system by serving as an intermediary linking regional business and industry to talent. We strengthen our community by serving as an economic development resource to our business partners for talent attraction, retention and expansion. SIW provides career, training, and business services to enhance the skills of individual jobseekers to meet the current and future demand of business. We accomplish this by designing, coordinating, and implementing innovative regional workforce initiatives and programs.

The OSO team looks forward to leveraging current experience leading and operating local areas – Southern Indiana Works and EmployIndy – as well as past experience operating and consulting across the United States to share best practices and bring an outside perspective to the CSCLM team.

SIW has the financial means to support the work described in this proposal until reimbursement may be provided by CSCLM. The OSO team will provide monthly invoices in a format approved by CSCLM, supported by a description and/or documentation of that month's activities to ensure ease of process for reimbursement.

### Quarterly Goals

The OSO team recommends the following goals for PY2023. We will work with CSCLM leadership to refine these goals and monitor progress throughout the year.

#### Q1

- Presentation of work plan and goals to WDB
- Communication with all MOU partners, meeting either in person or virtually
- Visit all three career centers
- Participation virtually in Board committee meetings as requested by CSCLM leadership

#### Q2

- Hold biannual partner convening with 70% participation
- Visit all three career centers
- Participation virtually in Board committee meetings as requested by CSCLM leadership

#### Q3

- Visit all three career centers
- Participate in person in Career Center Committee meeting

- Participation virtually in Board committee meetings as requested by CSCLM leadership
- Conduct training for staff and partners in alignment with CLM leadership goals

#### Q4

- Hold biannual partner convening with 70% participation
- Completed MOUs
- Visit all three career centers
- Participation virtually in Board committee meetings as requested by CSCLM leadership

#### References

##### **Walter Simmons, GCDF**

President & CEO, Employ Prince George's  
1801 McCormick Drive, Suite 400, Largo, MD 20774  
(301) 618-8400  
wsimmons@co.pg.md.us

##### **Alex Berry**

Associate Dean of Career and Technical Education, Mesa College  
7250 Mesa College Drive, San Diego, CA 92111-4998  
(619) 388-2600 x2644  
aberry@sdccd.edu

##### **Diane Head**

President & CEO, CareerSource North Florida  
705. E. Base Street, Madison, FL 32340  
(850) 973-7219  
diane.head@careersourcenorthflorida.com

##### **Shamar Herron**

Executive Director, Michigan Works! Southeast  
21 Care Dr, Hillsdale, MI 49242  
(513) 487-3381  
sherron@mwse.org

##### **Wendy Dant Chesser**

President & CEO, One Southern Indiana  
4100 Charlestown Rd, New Albany, IN 47150  
(812) 945-0226  
wendy@1si.org



## Work Plan

Upon contract award and within the first two weeks of the engagement, the OSO Team will meet virtually with the CSCLM Leadership to discuss the current state of system partnerships, MOU agreements, Strategic Plan implementation/progress, and any other relevant topics to get an updated understanding of the talent development landscape in the area. We will begin to discuss CSCLM's goals for the OSO and perspectives on current strengths and areas of opportunity. Upon completion of the call, the OSO Team will review all relevant documents including but not limited to:

- Current Memorandums of Understanding (MOUs) and Infrastructure Funding Agreements
- CSCLM current Strategic Plan
- CSCLM current WIOA Local Plan
- CSF State WIOA Plan
- Regional partner strategic plans

After completing the launch, the OSO Team will work with CSCLM's OSO Point of Contact (POC) to finalize a workplan, including a timeline for on-site visits and any identified priorities from the launch meeting.

The OSO Team will actively coordinate services among workforce development partners through onsite visits, virtual meetings, and consistent communication.

The OSO Team will be on-site a minimum of four (4) times annually. A typical schedule may be as follows:

- Day 1. OSO Team arrive in Central Florida and facilitate an afternoon meeting with CLM Leadership. Partner meetings in the late afternoon or evening.
- Day 2. Visit and observe Career Center in the morning while meeting with staff and talking with program participants. Afternoon meeting(s) with partners.
- Day 3. Visit and observe two Career Centers in the morning and afternoon while meeting with staff and talking with program participants.
- Day 4. Partner meeting(s) in the morning and depart Central Florida in the afternoon.

We will align the first quarterly visit with the first full Workforce Development Board meeting of the year to meet with Board members and introduce the scope of work and goals. We will also utilize this trip to meet with several MOU partners to begin discussions around renewed MOUs.

During the second quarterly visit, the OSO team will prioritize meeting with any outstanding MOU partners to finalize and execute MOUs. The OSO team also proposes

holding biannual MOU partner convenings, the first of which would occur in quarter two. We will host a lunch for partners to discuss alignment opportunities, referral processes, and common issues that could use collaborative solutions.

During the third quarter of the program year, we will align the on-site visit with the Career Center Committee's in person meeting. The OSO team also proposes to develop a training for CLM and/or partner staff to provide an added professional development opportunity for keeping partners on the same page. If appropriate, we will work with CLM leadership to determine suitable topics and priorities.

In the fourth quarter, the OSO team's onsite visit will include the second biannual partner convening, in addition to regular partner engagement and center visits.

The OSO team will work with CSCLM to align travel and activities with existing schedules and shift priorities throughout the year. Each visit will be followed by a virtual exit meeting with CSCLM leadership. The OSO team will also be available to attend Board and committee meetings virtually throughout the year.

We will stay in close communication with the CLM leadership team through monthly virtual meetings to ensure these priorities are met. We will discuss progress and changes among career centers and MOU partners, as well as any potential ad hoc needs with which the CLM team would like OSO assistance, such as any additional staff training topics or facilitation or special project planning.

Each quarter, the OSO team will submit a Quarterly Report on activities completed and recommendations for future growth or change. This report will be written to be shared widely to ensure staff and board transparency.

## **Goals and Performance Levels**

The OSO team believes that the work plan described above will satisfy the deliverables requested in Section III Program Parameters and Description of Services Sought in the ITN.

We also believe that through the coordination of partners within the region we will be able to help CSCLM work toward its strategic plan goals:

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

- The OSO team will connect with partners around the region to understand initiatives that exist and how CSCLM may align to expand its approaches to sector strategies and career pathways. We will make recommendations for how to better engage with business and education institutions to continue to be a valuable intermediary bridging the gap between education and employers.

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

- The OSO team will work with career center staff and partners to review service delivery practices and make recommendations for any improvements if needed. We will discuss with staff their ideas for providing the best customer service possible that enables them to serve and attract more talent to the career centers.

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

- The OSO team is proposing biannual partner convenings to discuss common strategies and challenges and opportunities for further collaboration.

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

- In quarterly reports, the OSO team will highlight best practices and feedback gained throughout onsite visits that can support CSCLM's communication strategies.

## Facilities

The proposed team will operate primarily from our home office in Indiana and will not require on-site space at any of CareerSource Citrus Levy Marion's career centers. We will spend one week each quarter on site and visit each career center in the region. Prior to these trips, we will coordinate with Board staff and Career Center leadership to ensure appropriate timing of these visits and the availability of temporary space.

## Experience

Region 10 Workforce Board, Inc., d/b/a Southern Indiana Works (SIW) has been a certified non-profit in the state of Indiana, operating as staff to the local workforce development board since 2007. Two individuals will be actively engaged in work under this contract. SIW has years of experience operating both comprehensive and affiliate career centers. SIW served at its own OSO from 2007-2016. SIW funding sources include federal, state, and local public funds, private contributions as a nonprofit, and foundation awards. SIW understands WIOA performance indicators and has direct experience working with OSO and Services Providers to meet and exceed those indicators.

**Tony Waterson**, President and CEO, joined Southern Indiana Works in January 2020 after more than a decade in the workforce development field. Prior to joining SIW, Tony served as the Director of Workforce Development for Thomas P. Miller and Associates, where he

led a team of consultants in a national workforce development consulting practice, focusing on WIOA implementation, strategic planning, and operational design. Prior to that, he served as the Program Manager for Jobworks and the SIW. Tony has facilitated Talent Ecosystem partners in states, regions, and local areas around the country to analyze, strategize, and implement various solutions to workforce challenges. He is a subject matter expert in the Workforce Innovation and Opportunity Act (WIOA) and the Talent Development Ecosystem. Tony has led and managed numerous projects around the United States including Colorado, Florida, Illinois, Michigan, and more. He has served on the One-Stop Operator team for three workforce boards in the past, including Michigan Works! Southeast, EmployIndy, and CareerSource Citrus Levy Marion.

**Kristen Barry** is a Consultant to Southern Indiana Works, and currently also serves as the Senior Director of Research & Strategy at EmployIndy, the local workforce development board for Indianapolis, IN. In her role, she manages a variety of philanthropic grants, facilitating local and state partners to work toward systems change within the education to workforce pipeline, advocating for policy change and building collaborative programs to strengthen career pathways. Prior to joining EmployIndy, Kristen spent nine years working at Thomas P. Miller and Associates, where she grew to be Director of Workforce Solutions, leading a team of consultants and project engagements across the country. She worked with workforce development boards, community colleges, state agencies, and more in over 25 states. Kristen specializes in research and policy, strategic planning, process improvement, and strategic partner facilitation. She has served on the One-Stop Operator team for two workforce boards in the past, including EmployIndy and CareerSource Citrus Levy Marion.

Tony and Kristen have worked on more than 20 consulting engagements together, including:

*CareerSource Citrus Levy Marion, FL, One-Stop Operator, 2017-2021:* Served as one-stop operator for the three-county region, assessing customer flow at each career center and providing recommendations for improvements among center staff and partner engagement.

*CareerSource North Central Florida, FL, Strategic Plan, 2019:* Conducted Board and stakeholder engagement as well as a labor market assessment for the two-county region and facilitated multiple sessions with the Workforce Development Board members to set strategy.

*GO Virginia Region 2, VA, Talent Attraction and Retention Study, 2018-2019:* Conducted 50 in person business interviews, education representative focus groups, and a student survey to better understand the talent attraction and retention climate in Southwest Virginia. Facilitated discussions with the regional Talent Attraction Council to plan strategies for strengthening the available workforce.

*Phoenix Business and Workforce Development Board, AZ, Strategic Plan Update 2017:* Facilitated an update of the PBWDB's strategic plan, as well as provided recommendations for operational design to maximize opportunity and comply with WIOA regulations.

*New Hampshire Office of Workforce Opportunity, NH, WIOA Combined State Plan 2015-2016, and 2019-2020:* Completed the State of New Hampshire's first two WIOA State Plans, including the development of a strategic plan for the Board. Engaged stakeholders across the state to find areas of strategic alignment.

*San Diego Continuing Education, CA, Coordinated Business Engagement and Job Development Strategy, 2018:* Worked with a new job development team at San Diego Community College to design operations, understand the needs of the community, and align with partners in the region that shared common goals.

*NAWDP Business Services Academy, National, Talent Pipeline Development Training, 2019:* Trained business services professionals on addressing all aspects of the talent pipeline, including strategic engagement, customized business services, and labor market information support.

*CareerSource North Florida, FL, WIOA Policy Alignment, 2018-2019:* Assisted CSNF with updating its policies, guidance, procedures, and other documents to address gaps and align with new regulations, and created a structure and process for future updates.

## Budget Narrative

The OSO team will consist of Tony Waterson, President and CEO, at an hourly rate of \$101.00 and Kristen Barry, Strategic Consultant, at an hourly rate of \$96.00. The OSO Team estimates that each member will dedicate approximately 226 hours annually to the contract. Travel cost is inclusive of transportation, lodging, and meals.

Category	Amount
Wages and Fringe Benefits	\$53,000.00
Travel	\$12,000.00
Supplies	\$1,200.00
Technology	\$2,400.00
Operations/Administrative	\$6,400.00
<b>Total</b>	<b>\$75,000.00</b>

## **Reasonableness of Costs**

SIW is willing to discuss the budget proposed should CSCLM have any questions. We will be happy to provide any additional documentation to support the reasonableness of cost as is needed.



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Annual benefits renewal.

#### **BACKGROUND:**

The annual health insurance renewal is July 1, 2023. Renewal rates were received through Two-Twelve Benefits.

Florida Blue presented rates that average a 5.04% decrease in comparison with PY21 when we last had FB as a provider. We feel that these rates are reasonable based on an increase of 49% presented by our current carrier United Healthcare.

The base contribution toward each employee's benefits will be increased from \$567.30 (UHC Base Contribution) to \$571.17 with Florida Blue. This is a 0.68% increase in the employer funded part.

All plan costs over the baseline employer contribution amount will be paid by the employee. The baseline contribution amount is variable based on the premium increases and has been calculated to keep plan costs/value fair across all plans.

#### **POINTS OF CONSIDERATION:**

- The company paid Principal Dental plan rates stayed the same.
- Company paid Principal Group Life Rates Increased by 10.9% (\$139.20 Annual Cost Increase) the renewal is calling for a 10.9% increase due to the following:
  - a) *Demo Change – Lost (3) enrolled lives, gender ratio changed by 4%, natural aging of the group.*
  - b) *6% Risk Adjustment, meaning current rates do not match the current risk of the group.*
  - c) *The last 2 years the full increases on the Life have been waived.*
- Company paid Principal Short-Term disability rates stay the same.
- The company paid Principal dependent Life rates stay the same.
- The company paid Principal Vision plan rates stay the same.

**STAFF RECOMMENDATIONS:**


Our recommendation is that we contract with Florida Blue for the five (5) options listed below:

1. 128/129 HSA –The monthly company share of the premium will be \$590.70. This plan will be offered at \$0.00 cost to the employee.
2. Blue Options 5302 – a PPO plan with a monthly rate of \$571.17. This plan will be used as the baseline employer contribution amount for the remaining plans. This plan will be offered at \$0.00 cost to the employee.
3. Blue Care 47 – an HMO plan. We recommend the company pay the baseline amount of \$571.17. Monthly employee contribution will be \$189.10.
4. Blue Care 60 – an HMO plan. We recommend the company pay the baseline amount of \$. Monthly employee contribution will be \$267.03.
5. Blue Options 3566 – a PPO plan. We recommend the company pay the baseline amount of \$571.17. Monthly employee contribution will be \$121.91.
6. Continue with all Principal plans as currently contracted – minor changes as shown on the attached spreadsheet.

**COMMITTEE ACTION:****BOARD ACTION:**



## CareerSource 2023-2024 Florida Blue Options

	Florida Blue Blue Options 5302	Florida Blue Blue Care 128/129 HSA	Florida Blue Blue Options 3566	Florida Blue Blue Care 47	Florida Blue Blue Care 60
	Mayo In-Network	Open Access	Mayo In-Network	Open Access	In-Network
PREVENTATIVE BENEFITS	PPO	HMO	PPO	HMO	HMO
Annual Physicals	No Charge	No Charge	No Charge	No Charge	No Charge
Well Woman Exam @ GYN	No Charge	No Charge	No Charge	No Charge	No Charge
Mammograms	No Charge	No Charge	No Charge	No Charge	No Charge
Well Child Care / Immunizations	No Charge	No Charge	No Charge	No Charge	No Charge
OFFICE VISITS					
Primary Care Physician	\$30 Copay	Deductible + Coinsurance	\$35 Copay	\$30 Copay	\$25 Copay
Specialist	\$55 Copay	Deductible + Coinsurance	\$50 Copay	\$55 Copay	\$45 Copay
OTHER SERVICES					
Urgent Care (Non-Phy. Visit)	\$60 Copay	Deductible + Coinsurance	Deductible + Coinsurance	\$60 Copay	\$75 Copay
Emergency Room	\$300 Copay	Deductible + Coinsurance	Deductible + Coinsurance	\$250 Copay	\$250 Copay
Blood & Lab Test	No Charge	Deductible + Coinsurance	No Charge	No Charge	No Charge
Diagnostic Services (X-rays, Ultrasounds)	Deductible + Coinsurance	Deductible + Coinsurance	Deductible + Coinsurance	\$50 Copay	\$45 Copay
Advanced Imaging (MRI, MRA, PET, CT)	Deductible + Coinsurance	Deductible + Coinsurance	Deductible + Coinsurance	\$250 Copay	\$125 Copay
Outpatient Surgery	Deductible + Coinsurance	Deductible + Coinsurance	Deductible + Coinsurance	Deductible + Coinsurance	\$275 Copay
Inpatient Hospitalization	Deductible + Coinsurance	Deductible + Coinsurance	Deductible + Coinsurance	Deductible + Coinsurance	\$325 Copay Per Day / \$1,625 Max
Prescription Drugs	\$10 Generic Choices	Deductible + \$10 / \$50 / \$80	\$10 / \$60 / \$100	\$10 / \$60 / \$100	\$10 / \$60 / \$100
FINANCIAL DETAILS					
Deductible: Individual / Family	\$5,000 / \$10,000	\$2,500 / \$5,000	\$5,000 / \$10,000	\$1,500 / \$4,500	\$500 / \$1,000
Coinsurance	70% / 30%	80% / 20%	70% / 30%	80% / 20%	90% / 10%
Out-of-Pocket Max: Individual / Family	\$6,350 / \$12,700	\$5,000 Ind / \$6,850 / \$10,000 Fam	\$6,350 / \$12,700	\$4,500 / \$9,000	\$3,500 / \$7,000
Includes:	Deductible, Copays & Coinsurance	Ded & Coin.	Deductible, Copays & Coinsurance	Ded, Copays & Coin.	Ded, Copays & Coin.
OUT-OF-NETWORK					
Deductible: Individual / Family	See Summary	N/A	See Summary	N/A	N/A
Coinsurance	See Summary	N/A	See Summary	N/A	N/A
Out-of-Pocket Max: Individual / Family	See Summary	N/A	See Summary	N/A	N/A
<b>**This document is intended as an illustrative summary of covered medical benefits. For a complete list of covered services, please refer to the plan documents.</b>					
Monthly Premium					
Employee Only	\$713.96	\$738.38	\$866.35	\$950.34	\$1,047.75
Employee / Spouse	\$1,627.82	\$1,668.65	\$1,975.27	\$2,166.77	\$2,388.87
Employee / Child	\$1,427.91	\$1,463.73	\$1,732.69	\$1,900.67	\$2,095.50
Employee / Family	\$2,284.66	\$2,341.96	\$2,772.31	\$3,041.07	\$3,352.79
Monthly Premium w FB Discount					
Employee Only	\$571.17	\$590.70	\$693.08	\$760.27	\$838.20
Employee / Spouse	\$1,302.26	\$1,334.92	\$1,580.22	\$1,733.42	\$1,911.10
Employee / Child	\$1,142.33	\$1,170.98	\$1,386.15	\$1,520.54	\$1,676.40
Employee / Family	\$1,827.73	\$1,873.57	\$2,217.85	\$2,432.86	\$2,682.23

Employee Monthly Cost	\$0.00	\$0.00	\$121.91	\$189.10	\$267.03
	\$731.09	\$744.22	\$1,009.05	\$1,162.25	\$1,339.93
	\$571.16	\$580.28	\$814.98	\$949.37	\$1,105.23
	\$1,256.56	\$1,282.87	\$1,646.68	\$1,861.69	\$2,111.06
Employee Bi Weekly	\$0.00	\$0.00	\$56.27	\$87.28	\$123.24
	\$337.42	\$343.49	\$465.71	\$536.42	\$618.43
	\$263.61	\$267.82	\$376.15	\$438.17	\$510.11
	\$579.95	\$592.09	\$760.01	\$859.24	\$974.34



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Subgrantee Agreement Compliance- Schedule of Operations

#### **BACKGROUND:**

The Subgrantee Agreement calls for certain approvals by the Board.

g. Annually before July 1 of each state fiscal year, the Board shall adopt a schedule of operations for the upcoming state fiscal year. Such schedule of operations shall include, but is not limited to, daily hours of operation of one- stop operators, and a holiday closure schedule which adopts either the federal, state, or appropriate county holiday schedule. If the Board has a career center that is affiliated with a college or university, the college or university schedule may be adopted for those centers. The proposed schedule must be approved by the Board and posted on the Board's website in a conspicuous, easily-accessible manner. The Board must give prior approval to any deviations from the schedule, except in emergency or reasonably unforeseeable circumstances (e.g., an order of the President or Governor, total loss of facilities from a catastrophic natural or man-made disaster, etc.). If emergency circumstances exist which result or could foreseeably result in a shutdown, the Board shall ensure that DEO and the State Board are informed within 48 hours of such shutdown or potential shutdown

#### **POINTS OF CONSIDERATION:**

Requires the Board to set hours of operation and official dates of closure. Holiday schedule should be either federal, state or county schedule. Board can give prior approval to deviations to the schedule.

CLM has 11 holiday closures, the same number as the federal schedule, except that instead of Washington's Birthday and Columbus Day, CLM has the Friday after Thanksgiving and Christmas Eve.

In addition, CLM offices/centers close four (4) times per year for staff training

For hours of operation, CLM's normal hours of operation are Monday through Friday, 8:00am until 5:00 pm.

***STAFF RECOMMENDATIONS:***

Adopt the Federal Holiday Schedule, with the following deviation: substitute the Friday after Thanksgiving and Christmas Eve for Washington's Birthday and Columbus Day.

Approve CEO designating up to four (4) staff training days per year, providing the Board and DEO at least two weeks advanced notice with the notice posted on each office and on the website and through social media.

Approve the normal hours of operation to be Monday through Friday 8:00 am through 5:00 pm.

***COMMITTEE ACTION:***

***BOARD ACTION:***



## CareerSource Schedule of Operations 2023-2024

July 4<sup>th</sup> (Tuesday)

Labor Day (first Monday in September)

Veterans Day (Falls on Saturday, to be observed on Friday, November 10)

Thanksgiving Day (4<sup>th</sup> Thursday of November)

Friday after Thanksgiving Day

December 24<sup>th</sup> (Falls on Sunday, to be observed on Friday, December 22<sup>nd</sup>)

December 25<sup>th</sup> (Monday)

New Year's Day (Monday)

Martin Luther King Jr.'s. Birthday (3<sup>rd</sup> Monday in January)

Memorial Day (Last Monday in May)

Juneteenth (Wednesday)

The date of observance of each of the above holidays will be determined annually.



## RECORD OF ACTION/APPROVAL

### Executive Committee Wednesday, May 31, 2023

#### **TOPIC/ISSUE:**

Regional Planning Partnership Procurement

#### **BACKGROUND:**

The Ernst & Young report to CareerSource Florida makes a recommendation that local workforce boards look to regional planning involving two or more local workforce boards. The regional planning partnership is a collaboration with the Citrus County Chamber for building a talent stream to support its economic development goals to local business and government leaders. A release of a request for proposal to procure an organization to assist in this process on 4/6/2023. The RFP closed on 4/14/2023. Two proposals were received.

Staff met on 4/21/2023 to review and score each proposal. The initial review and scoring resulted in the following.

Regional Planning RFP	
Scoring Matrix Results - Max Points = 60	
Company	Aggregate Score
Insytanalytics	49.83
Lightcast	27.67

#### **POINTS OF CONSIDERATION:**

Based on scoring the overall scoring matrix, Insytanalytics met all the requirements and a meeting via Zoom was held on 5/4/2023. The cost for the regional planning study is \$24,000 plus \$2,000 for travel.

#### **STAFF RECOMMENDATIONS:**

Approve the procurement of Insytanalytics for the Regional Planning Partnership.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



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

Dear Cathy Galica,

I am writing to express my company's interest in responding to the Request for Proposal for Regional Planning Initiative released by the Citrus Levy Marion Regional Workforce Development Board, Inc. DBA CareerSource Citrus Levy Marion. My company, Insyt Analytics, is excited about the opportunity to collaborate with your organization and make a positive impact in the region's workforce development.

As an established company with more than 15 years of experience in labor market analysis and regional planning as well as executive level workforce past employment, we have a proven track record of delivering high-quality services to our clients. Our team of experts has extensive experience working with local workforce boards and business leaders to identify labor market trends, industry clusters, and talent development strategies. Our team members have sat in WDB executive seats and understands how to translate regional LMI to workforce decision making and partner opportunities

We understand the importance of regional planning in promoting economic growth and supporting the needs of local businesses. Therefore, we are committed to working closely with the Citrus Levy Marion Regional Workforce Development Board to provide comprehensive data analysis, develop effective strategies, and make recommendations that align with your organization's goals and objectives.

We have carefully reviewed the RFP's requirements and feel that our company is well-positioned to provide the services outlined in the Scope of Work.

Please find enclosed our proposal in response to the RFP for your review. We have included a detailed narrative proposal, budget proposal, project timeline, along with our resumes. If you have any questions or require additional information, please do not hesitate to contact us.

Thank you for considering our proposal. We look forward to the opportunity to work with you and the Citrus Levy Marion Regional Workforce Development Board.

Sincerely,

Josh D. Shapiro, PhD  
Principal  
Insyt Analytics





Prepared by: Josh D. Shapiro, PhD  
[Josh@insytanalytics.com](mailto:Josh@insytanalytics.com)  
949.338.5829

Proposal from Insyt Analytics for the Citrus Levy Marion Regional Workforce Development Board, Inc. DBA CareerSource Citrus Levy Marion Regional Planning Initiative

## **I. Introduction**

The Citrus Levy Marion Regional Workforce Development Board, Inc. DBA CareerSource Citrus Levy Marion (CSCLM) seeks to obtain labor market analysis and recommendations on regional planning for the purpose of building a talent stream to support its economic development goals to local businesses and government leaders. Insyt Analytics is pleased to submit a proposal in response to this request for proposals (RFP).

## **II. Qualifications**

Insyt Analytics is a leading provider of data analytics and business intelligence solutions, with extensive experience in labor market analysis and regional planning. Our team has worked with numerous workforce boards and economic development organizations across the county to provide similar services, including labor market analyses, economic impact studies, and regional planning recommendations. Our staff has in-depth knowledge of data analysis tools, software, and techniques that enable us to provide valuable insights to our clients.

## **III. Methods/Timeline/Budget**

Insyt Analytics will use a multi-stage approach to fulfill the requirements of this project. Our methods will involve reviewing the commuter patterns from all three counties, analyzing industries and demand occupations for similarly-sited businesses within a one-hour commute, suggesting relationships with surrounding workforce areas or counties, providing data to support recommendations, collaborating with the Citrus County Chamber and CSCLM on a presentation of labor market dynamics and strategies for building a talent stream, and presenting recommendations on regional planning and labor market dynamics to the CSCLM Board.

### **Task 1: Commuter Pattern Analysis**

The first step will be to analyze the commuter patterns from all three counties. We will gather data on where people live and work, as well as how they commute. We will also identify the demand occupations for similarly-sited businesses within a one-hour commute. This analysis will provide insights into the labor market in the region and help us identify related industries.

Workplan:

1. Use Commute (journey to work) data from ACS provided through the Census bureau
2. Use Lightcast (formerly EMSI/Burning Glass) to collect job postings data related to all economic sectors over the last year.
3. Use traditional labor market information (e.g., BLS) to identify projected growth



Timeline: May-June

Cost: \$6,000 (60 hours x \$100hr)

### **Task 2: Identification of Related Industries**

Once we have identified the demand occupations for similarly-sited businesses, we will analyze the industries in the region and identify related industries. This will involve researching the characteristics of each industry and identifying any commonalities or overlaps. We will also consider factors such as labor force availability, skills, and workforce development programs.

Workplan:

1. Use of Lightcast to expand catchment area and perform synergistic analysis

Timeline: June

Cost: \$5,000 (50 hours x \$100hr)

### **Task 3: Suggestion of Relationships with Surrounding Workforce Areas**

Using the insights gained from the analysis of the commuter patterns and related industries, we will suggest relationships with surrounding workforce areas or counties thereof, where there is an alignment of related industries. These recommendations will be based on data and will be incorporated into CSCLM's regional plan.

Workplan:

1. Analysis of data collected in Task 1 and Task 2

Timeline: June

Cost: \$3,000 (30 hours x \$100hr)

### **Task 4: Collaboration with the Citrus County Chamber and CSCLM**

We will collaborate with the Citrus County Chamber and CSCLM on a presentation of the dynamics of today's labor market and strategies to consider for building a talent stream to support its economic development goals to local business and governmental leaders. This collaboration will involve sharing data and insights gained from our analysis, as well as working together to identify strategies for building a talent stream.

Workplan:

1. Convene listening conversations to collaborate and share direction on the final product

Timeline: July-August

Cost: \$5,000 (50 hours x \$100hr)

### **Task 5: Presentation of Recommendations**

Finally, we will present the recommendations on regional planning and current labor market dynamics to the CSCLM Board. This presentation will be based on the insights gained from our





analysis and collaboration with the Citrus County Chamber and CSCLM. The presentation will be delivered in September 2023, which will give CSCLM ample time to review the recommendations and incorporate them into their planning.

Workplan:

1. Prepare and deliver the final presentation in person via powerpoint

Timeline: September

Cost: \$3,000 (30 hours x \$100hr)

Travel: \$2,000

Overall, Insyt Analytics will use a data-driven approach to fulfill the requirements of this project, ensuring that our recommendations are based on accurate and up-to-date information. Our collaboration with the Citrus County Chamber and CSCLM will also ensure that our recommendations are aligned with their goals and priorities.

**TOTAL COST: \$24,000 (220 hours x \$100hr) + 2,000 travel**

#### **IV. References**

##### **Project 1: Analytic Overview for the East Bay Regional Plan-January 2023**

Insyt Analytics collected Labor Market Intelligence (LMI) on four counties in the East Bay area and aggregated all data into a final regional report that was delivered to the state.

Michael Katz

[mkatz.eastbayworks@gmail.com](mailto:m Katz.eastbayworks@gmail.com)

510.205.5902

##### **Project 2: Ventura County EDC Digital Skills Report- December 2022**

Insyt Analytics conducted labor market research to identify the digital upskilling needs and demand in the Ventura County labor market.

Jamie Fall

[jaime@edcollaborative.com](mailto:jaime@edcollaborative.com)

805.409.9142

##### **Project 3: Central Coast Aerospace Study-November 2022**

Insyt Analytics conducted labor market research to identify the major employers, skills, and growth prospects for jobs along the central coast region of California

Bruce Stenslie

[bruce@edcollaborative.com](mailto:bruce@edcollaborative.com)

805.409-9159

#### **V. Resumes**



# JOSH D. SHAPIRO, PhD

## ABOUT

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As an executive level research and evaluation professional with an entrepreneurial mindset, I infuse all my work with 'service above self.' Through client interactions, leading highly trained professionals, and presenting to diverse stakeholders, I recognize the use of data to inform and provide equitable services to improve the lives of others. Research and evaluation is not an end unto itself, but rather a way to inform, build, and design more inclusive, dynamic systems and opportunities for communities to thrive. I foster genuine and lasting relationships with the people, organizations, and the communities I am honored to serve. I am passionate about using 'data for good'—both numbers and narrative—to make a positive impact leveraging my expertise as an Economic Sociologist.

## EDUCATION

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### **University of California San Diego**

PhD Sociology, 2011 Summa Cum Laude

Master of Arts, 2007 Magna Cum Laude

Areas of Expertise: Workforce, Education, Inequality, Research Methodology

### **Washington University in St. Louis**

Bachelor of Arts, 2004 Magna Cum Laude

Major: Social Thought and Analysis,

Double Minor: History and Legal Studies

## WORK EXPERIENCE

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### **Chief Impact and Strategy Officer - UC San Diego - Extension 2021-Present.**

Develop innovative strategies and frameworks around data collection, analysis, and evaluation for UCSD, community organizations, and research partners to document, assess, and communicate impact to diverse audiences and stakeholders. Lead a team of expert professionals to connect research to actionable recommendations and policy changes for the enterprise as well as program improvement. Work with divisions and organizations to ensure best in class strategies and optimal processes are in place at a system wide level.

### **Assistant Dean of Innovation and Research Affairs - UC San Diego - Extension 2018-2020.**

Responsible for the oversight and management of three related functional areas; Institutional Research, Sponsored Research, and Business Intelligence. In addition, this position manages the Educational Technology and Innovation development, testing, and integration for Extension.

### **Executive Director Center for Research + Evaluation and Director of Institutional Research, UC San Diego - Extension 2012-2017.**

Co-founded and built a Research Center that is awarded over 500k in grants and contracts annually and manage a staff of 5 full time employees. Responsible for overseeing all internal and external research and evaluation reports including; economic and workforce development, health, education, and youth services.



**Research Analyst, UC San Diego - Extension Dean's Office, 2008-2011**

Part of a research team hired by the Department of Labor to conduct an evaluation of the Workforce Investment Regional Economic Development (WIRED) regions looking to create economic transformation.

**Lecturer, UC San Diego—Department of Sociology, 2011.**

Developed and taught 'Social Problems' to Department of Sociology undergraduate students.

**Educator, Academic Connections, UC San Diego, Summers 2008-2012.**

Developed and taught a three week course on the sociology of youth sub-culture to high school students participating in a UCSD college preparatory program.

**Teaching Assistant, UC San Diego 2005-2008:** International War and Terrorism, Law and Social Problems, A Cultural History of the United States, Classical Sociological Theory, Introduction to Sociology, and Sociology of Education.

**Americorps NCCC 2004-2005**

Conducted a year of service in South Carolina working in a state failed school and building homes with Habitat for Humanity in Louisiana.

**SELECTED PUBLICATIONS**

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- Cuomo, R. Davis, D. **Shapiro** J., & Walshok, M. (2020) Personality of place: Regional psychosocial characteristics of economic activity, *The Social Science Journal*, DOI: 10.1080/03623319.2020.1799177
- **Shapiro**, J.D. Walshok, M.L and Dan Davis. Religiosity and Regional Resilience to Recession. *Risk, Hazards & Crisis in Public Policy* 2020.
- Walshok, M.L., Dan Davis and **Shapiro, J.**. The Role of Philanthropy in Regional Economic Development: The Donor View. *Non-profit quarterly*. July 19, 2019
- **Shapiro**, Josh et. al. Special Report: Hot Careers for College Grads. UCSD Extension 2012, 2013, 2014, 2015, 2016.
- **Shapiro**, Josh et. al. San Diego Workforce Partnership Cluster Studies: Advanced Manufacturing 2015, Aerospace Industry 2016, Public Sector 2017 and Non-profits 2017.
- Walshok, M.L., **Shapiro**, J.D., "Beyond Tech Transfer: A More Comprehensive Approach to Measuring the Entrepreneurial University" *Journal of Management Studies* (2014)
- **Shapiro**, Josh. "Four Characteristics of Continuing Education's Role in Economic Transformation" lead article for *Evolution* < [http://www.evolution.com/community\\_programs/characteristics-continuing-educations-role-economic-transformation/](http://www.evolution.com/community_programs/characteristics-continuing-educations-role-economic-transformation/)>. Fall 2013
- Walshok, M., **Shapiro**, J., & Owens, N. 2012. "Transnational innovation networks aren't all created equal: towards a classification system". *The Journal of Technology Transfer*. (1). 2012.
- Walshok, M.L., Owens, N., **Shapiro**, J., Unraveling the Cultural and Social Dynamics of Regional Innovation Systems, UK Innovation Research Centre Innovation Summit 2010, University of Cambridge (2010).
- Walshok, M.L., **Shapiro**, J.D., Building Cultural and Social Indicators of Regional Innovation Capacity. Social, Behavioral, and Economic Science 2020 Submission to the National Science Foundation (2010)
- Evaluation of Generation I of the Workforce Innovation in Regional Economic Development (WIRED) Initiative. 2007 Interim Report. Revised 2008.
- Psychological Health, Weiner, I & Craighead, E, *Encyclopedia of Psychology and Behavioral Sciences*, New York: John Wiley, Fourth Edition. 2008.
- White Paper: Potential Roles of the State in Global Market Development. California Business, Transportation and Housing Agency. October 1, 2007.

## AWARDS RECEIVED

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- Fellow—Management Skills Assessment Program (MSAP) UC Office of the President 2020
- San Diego Business Journal 40 under 40 in Education Innovation 2018
- Star Award—Chosen by peers at UC San Diego Extension for leadership and contribution to the organization 2016
- Fellow—Manger's Toolkit: UCSD. Class of 2015
- Fellow—Aspen Institute Research Symposium 2014
- Fellow—LEAD San Diego. Class of 2013
- Fellow—University of California Educational Evaluation Center (UCEC). Institute for Training in Educational Evaluation, University of California Santa Barbara. Summer 2011.
- Fellow—Northeast Economic Development and Regional Cooperation. Tianjin, China. October 2008.
- Awarded recognition from the African American Studies Department at UCSD for a sociological documentary on the life of Somali refugees living in City Heights, 2007.
- Awarded grant from the Institute of Global Cooperation and Conflict (IGCC) to participate in a fellowship program in Washington D.C. Summer 2006.

## UC SAN DIEGO LEADERSHIP ROLES

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- UC San Diego Division of Extended Studies Governance Board—2017 to Present
- UC San Diego Strategic Academic Program Development Member—2017 to Present
- UC San Diego Diversity and Inclusion Task Force—2016 to Present
- UC San Diego Extension Committee on Sustainability—2012 to 2015
- UC San Diego Extension Pre-college Research Advisor—2011 to Present

## COMMUNITY INVOLVEMENT

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- Adult Programs Committee Board Member—San Diego Workforce Partnership 2011-2015
- Research and Evaluation Advisor—CONNECT Innovation Report 2012-Present
- Research and Evaluation Advisor—YouSchool 2012-Present
- Research and Evaluation Advisor—Youth Development Office 2012-2018
- Research and Evaluation Advisor—San Diego Youth Symphony 2012-Present
- Research and Evaluation Advisor—San Diego Workforce Partnership 2012-Present
- Research and Evaluation Advisor—Urban Discovery Academy 2013-Present



# ANDY HALL, MBA

■ San Diego, CA ■ (619) 643 -2735 ■ andyhall@trailheadstrat.com ■

## SKILLS & ATTRIBUTES

- Setting and communicating vision
- Growing and diversifying revenue
- Data informed and outcomes-focused
- Project Management
- Integrity and transparency
- Innovation and field-leadership
- System-level thinker
- Supporting high-performing teams

## CURRENT ROLE

### **President and CEO** (1/2022 – Current)

*Trailhead Strategies Inc.*

Founded and leads consulting firm that works with businesses, foundations, workforce and education agencies and nonprofits to build a more inclusive, resilient, sustainable, and competitive American economy, one project at a time. Our team specializes in workforce and economic development program design, education and workforce finance, project management, facilitation, and strategic planning.

## WORK HISTORY

### **CHIEF IMPACT OFFICER** 09/2020 to 12/2021

*San Diego Workforce Partnership, San Diego, CA*

- Responsible for strategic direction, operations, personnel, contractors, American Job Center facilities, and performance of \$35M - \$40M in annual workforce development funding.
- Developed 5-year strategic plan with Key Performance Indicators (KPIs). Secured input and buy in from all staff, CEO, Workforce Development Board, and elected leaders
- Established organization-wide bonus structure and annual performance review process aligned with strategic plan and KPIs
- Strategic oversight and management of four departments (Customer Experience, Sector Initiatives, Client Services, and Research and Evaluation) with 55+ downstream reports and 120+ contractor FTE serving 10,000+ residents per year.
- Led revenue growth from \$30M annual budget with 96% federal funding in 2014 to \$38M annual budget with 56% federal funding in 2021.
- Established first of its kind "renewable training fund" and secured \$5M+ (and growing) in annual reoccurring revenue for fund through CalFresh E&T and Income Share Agreements.
- Grew unrestricted funds from \$0 in 2014 to \$850,000 by 2021.
- Led racial justice board and elected official working group that established DEI committee and new core values. Updated and passed new by-laws to reflect changes.
- Provides contracted CEO services for Workforce Ventures, a separate 501(c)(3).

### **CHIEF OPERATING OFFICER** 01/2016 to 09/2020

*San Diego Workforce Partnership, San Diego, CA*

- Responsible for operations and management of \$30m - \$35m organization, including Programs, Research, IT/IS, HR, Finance, Compliance, and Communications
- Hired and built department heads that oversaw 75+ downstream reports.

- Led site search, lease negotiations, and move of corporate office and its 75+ employees, saving \$319,000 per year.
- Overhauled IT infrastructure, including move to off-premise servers, soft phones, remote meeting capabilities, cloud-based MIS / CRM system (salesforce), and disaster recovery redundancies.
- Discovered \$450,000 embezzlement scheme two months into COO role. Led response and full recovery of funds, communication with law enforcement that led to arrest of former employee, proactive PR, closed door sessions with elected officials and workforce board members, and operational changes to reduce risk of future fraud.

#### **VP OF PROGRAMS**09/2014 to 12/2015

*San Diego Workforce Partnership , San Diego, CA*

- Responsible for performance, budget, operations, personnel, and contractors of all WIOA programs and other grant funded programs (adult, youth, business services) and research activities
- Led program transition from WIA to WIOA, including finalizing new partner MOUs, space planning requirements, updated policy and procedures, procurement of American Job Center Operator and Career Service provider, and shift from majority in -school youth programming to out -of-school youth system.
- Led regional planning efforts with Imperial County Workforce Development Board
- Worked with board members and elected officials to revise and approve new governing documents (Joint Powers Authority, Partnership Agreement, By -laws).
- Developed revenue generation strategy and began diversifying revenue with County and City of San Diego through TANF, SNAP, and CDBG funding streams, as well as secured initial philanthropic funding and relationships.

#### **CONSULTANT**05/2011 to 09/2014

*Public Consulting Group , San Diego, CA*

- Strategic planning, data analysis, workforce asset mapping, process improvement, and training and technical assistance for workforce development boards, state and county TANF agencies, and other government clients.
- Project manager for \$6M PhiladelphiaWorks One Stop Operator project implementation.
- Consulting team member for \$10M+ Welfare to Work and Refugee Employment Services contract with County of San Diego Health and Human Services Agency
- Led asset mapping and data integration projects for workforce agencies in Alameda County, Contra Costa County, City of Newark, and North Carolina.
- Support / lead business development efforts throughout US, India, and Europe.

## **EDUCATION**

Bachelor of Arts : Economics And History Double Major  
**University of California San Diego** - San Diego, CA

MBA: Public Administration Emphasis, 06/2014  
**Clark University** - Worcester, MA





**Insyt Analytics** is a research, data collection, and evaluation firm dedicated to helping organizations pursue their goals and measure impact. We leverage our exceptional people, innovative thinking and the integrity of our methodologies to produce rigorous, practical results. We turn data into information, and information into Insyt.

### Evaluation

Design and conduct impact evaluations that address diverse stakeholder and program needs. Recommend improvements to increase the initiative's effectiveness.

### Analytics

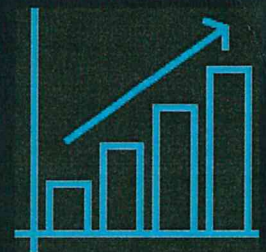
Gather, clean, manage, and analyze both qualitative and quantitative data to turn complex information into actionable insights.

### Visualization

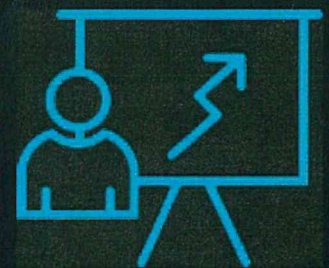
Clearly communicate complicated data, uncover patterns, pinpoint needed action through the design and creation of intuitive visuals and dashboards.



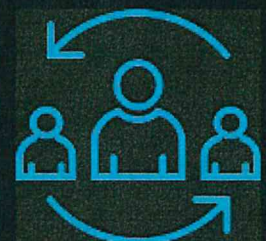
Personalized



Data Driven



Strategic



Collaborative

## IMPACT AREAS

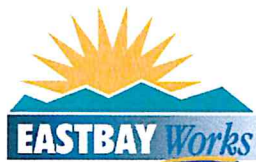
- ✓ Labor Market Intelligence
- ✓ Economic Development
- ✓ Regional Planning
- ✓ Educational Equity
- ✓ Health Access
- ✓ Human Services
- ✓ Workforce Development
- ✓ Youth Engagement



## Clients



Conducted labor market research to identify digital upskilling needs and demand across multiple sectors. Provided recommendations about which training programs should be provided to address gaps for novice as well as intermediate populations and alignment between industry needs and education.



Developed a comprehensive Regional Update Plan for East Bay Works (Alameda, Contra Costa, Oakland, & Alameda). Analysis of employment trends, educational and skill level of the workforce (supply), current needs of the employers (demand), gap analysis, emerging industries/occupations, as well as in-demand skills.



Mapped 300+ unstructured courses to skills and occupations to develop workforce pathways and articulation of course sequencing. Conducted a gap analysis for in demand skills and suggested system for bundling, repackaging, modifying and/or creating new courses.



Community Asset Mapping using ArcGIS software to create visualizations and density analysis to identify the strengths and gaps of existing community resources. Developed a roadmap for further discovery and recommendations to improve connectivity and integration into the workforce ecosystem.



Conducted a deep dive into the Central California Coast Aerospace Corridor. Labor Market Intelligence (LMI) from Lightcast, Bureau of Labor Statistics (BLS), and California Economic Development Department (EDD) was used to create a visual representation of the economic growth and impact of the Aerospace industry.



Measured the impact and effectiveness of the PATHWAYS model for Opportunity Youth (OY) in San Diego. Utilized a mixed methods approach to determine which program supports enabled OY to reconnect to opportunities that integrate education and work experience – leading to a career credential.



Researched the priority sectors in San Diego County that have high and growing numbers of jobs that pay at least a self-sufficient wage at entry level. Created dashboards and visualizations that help inform program design, recommendations to students and job seekers, school curricula, and alignment to industry.



The project evaluation examined the effectiveness of BLCI's Theory of Change and curriculum on students as well as more generally parents, instructors and the community. The evaluation plan consisted of both *formative* and *summative* components and incorporated qualitative and quantitative data.



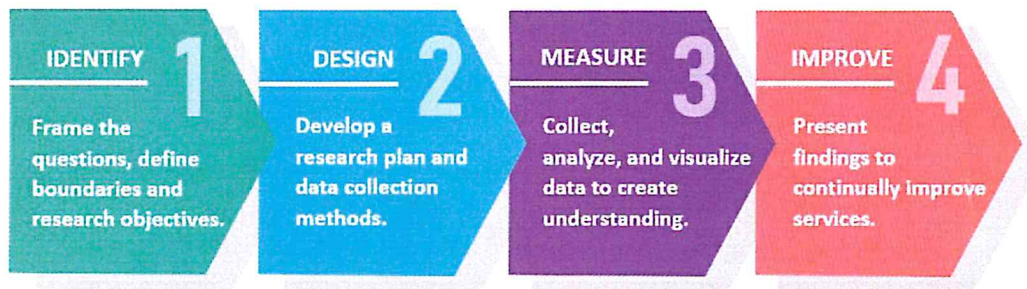
Developed a regional workforce needs assessment for Behavioral Health (BH) occupations. This project incorporated LMI as well as local context, priorities, assets, and unique challenges. The final report has been used by other regions to model current and expected shortcomings within the BH industry.





## Methods

We've developed a variety of methods and tools that enable you to gain access to the data and information you want to make informed decisions. Our research design is customized to your needs using a range of qualitative and quantitative methods geared to turn knowledge into actionable intelligence.



**Interviews** \ expertise interviewing a wide range of stakeholders—from youth and community members, state and national policymakers, to staff and leadership of our client agencies.

**Focus Groups** \ knowledge with every facet of the process, from recruiting participants and designing semi-structured question guides to managing logistics and facilitating the group.

**Surveys** \ use of the latest platforms with validated measures we work with clients on all design stages—from creating a sampling plan to selecting key areas of analysis we make sure surveys are relevant and accurate, to produce the necessary insight.

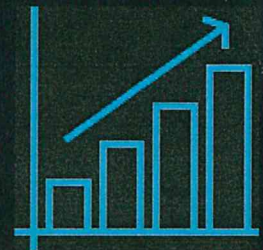
**Analytics** \ experienced in gathering, cleaning, managing, and analyzing large and small data sets using appropriate research and statistical modeling methods.

**Visualization** \ clearly communicate complicated data, uncover patterns, pinpoint needed action through the design and creation of intuitive visuals and dashboards.

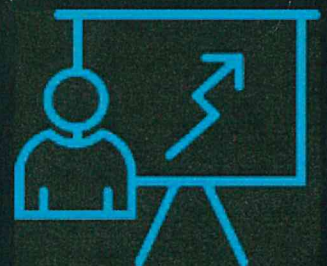
**Social Listening** \ use of proprietary software that monitors and analyzes online conversations about specific topical areas.



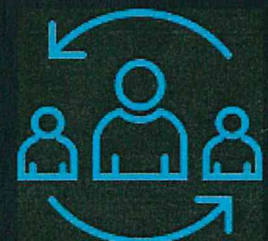
Personalized



Data Driven



Strategic



Collaborative



## Testimonials



**Ian Gordon**  
Chief Impact Officer  
United Way D.C.

*We secured the services of Insyt Analytics to evaluate a local Opportunity Youth workforce initiative with national significance. There are multiple moving parts and several partners involved. Josh Shapiro and the Insyt Analytics team has been great to work with. Not only are they knowledgeable and professional, but they are also creative in coming up with solutions to issues that arise. We are happy to consider them partners in our work.*

*I have partnered with Josh Shapiro and his team to assist with Labor Market Intelligence on several workforce and economic development projects. From data visualizations and dashboards to regional occupational priority sectors the Insyt team takes complex data and delivers high quality, digestible products.*



**Jessica Daugherty**  
Principal  
Cause Impacts



**Jose A. Cruz**  
Executive Director  
Barrio Logan College Institute

*We hired Insyt Analytics to thoroughly assess our strengths and areas for improvement, which became instrumental in the design of our strategic priorities. More than consultants, Insyt Analytics are partners in our mission. Our organization would not be positioned for growth without their quality work. I highly recommend their services for a variety of evaluation and research needs.*

*I have worked with Dr. Josh Shapiro for over a decade during my time as the Director of Business Programs and Research at the San Diego Workforce Partnership and now as Director of the Center of Excellence for the San Diego and Imperial Community Colleges. I am continually impressed with the depth, accuracy, and analysis that Dr. Shapiro brings to each project as well as his ability to break down complicated research into comprehensible information for a wide range of audiences.*



**Tina Ngo**  
Director  
LMI Centers of Excellence



**Michael Katz**  
Regional Organizer  
East Bay Works

*We hired Insyt Analytics to compile the Analytic Overview of the East Bay for our Regional update plan. Dr. Shapiro did an incredible job collecting, analyzing, and presenting the data and definitely exceeded our expectations. We plan to use the services of Insyt for our future research needs.*



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Independent Monitoring Services RFP

#### **BACKGROUND:**

In our effort to maintain consistent transparency, we wish to maintain a 3<sup>rd</sup> party to monitor programmatic, administrative and board governance areas. This monitoring will include a review of our general business practices, organizational structure and authority, business services, service delivery and participant eligibility, support services administration and contracting and procurement. The current contract with Underwood Sloan and Associates expires 6/30/2023. We will need to put forth a Request for Proposals (RFP) for competitive procurement of an outside monitoring firm to conduct these services. This firm will provide a full report of their review to the Executive Committee and Board. Our intent is to conduct ongoing reviews bi-annually and annually.

#### **POINTS OF CONSIDERATION:**

This RFP will solicit proposals for a new contractor to provide these additional services to our existing internal monitoring processes.

#### **STAFF RECOMMENDATIONS:**

Approve release of a Request for Proposals for Independent Monitoring Services.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Workforce Champion Nomination

#### **BACKGROUND:**

Our recognition program underwent several changes as a result of last year's employee survey. One of those changes was for the Executive Committee/Board to make the final selection of our Workforce Champion that will be recognized during the 2023 Workforce Professional Summit in Orlando Florida September 18-20.

#### **POINTS OF CONSIDERATION:**

Our center managers have nominated two staff members and have recorded their nominations for the review by the Executive Committee.

#### **STAFF RECOMMENDATIONS:**

Executive Committee members are asked to make a selection from the two presentations provided.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Form 990 Return of Organization Exempt from Income Tax for program year 7/1/21-6/30/22.

#### **BACKGROUND:**

#### **POINTS OF CONSIDERATION:**

Form 990 was completed by our auditors Powell and Jones, CPAs after the financial statements were audited.

#### **STAFF RECOMMENDATIONS:**

Approve Form 990

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**

GOVERNMENT COPY

IRS e-file Signature Authorization  
for a Tax Exempt Entity

OMB No. 1545-0047

Form **8879-TE**For calendar year 2021, or fiscal year beginning JUL 1, 2021, and ending JUN 30, 2022**2021**Department of the Treasury  
Internal Revenue Service

▶ Do not send to the IRS. Keep for your records.

▶ Go to [www.irs.gov/Form8879TE](http://www.irs.gov/Form8879TE) for the latest information.Name of filer **CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**EIN or SSN  
**59-3409057**Name and title of officer or person subject to tax **THOMAS SKINNER  
EXECUTIVE DIRECTOR****Part I Type of Return and Return Information**

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line **1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

<b>1a</b> Form 990 check here	<input checked="" type="checkbox"/>	<b>b</b> Total revenue, if any (Form 990, Part VIII, column (A), line 12)	<b>1b</b> <u>6,567,887.</u>
<b>2a</b> Form 990-EZ check here	<input type="checkbox"/>	<b>b</b> Total revenue, if any (Form 990-EZ, line 9)	<b>2b</b> _____
<b>3a</b> Form 1120-POL check here	<input type="checkbox"/>	<b>b</b> Total tax (Form 1120-POL, line 22)	<b>3b</b> _____
<b>4a</b> Form 990-PF check here	<input type="checkbox"/>	<b>b</b> Tax based on investment income (Form 990-PF, Part V, line 5)	<b>4b</b> _____
<b>5a</b> Form 8868 check here	<input type="checkbox"/>	<b>b</b> Balance due (Form 8868, line 3c)	<b>5b</b> _____
<b>6a</b> Form 990-T check here	<input type="checkbox"/>	<b>b</b> Total tax (Form 990-T, Part III, line 4)	<b>6b</b> _____
<b>7a</b> Form 4720 check here	<input type="checkbox"/>	<b>b</b> Total tax (Form 4720, Part III, line 1)	<b>7b</b> _____
<b>8a</b> Form 5227 check here	<input type="checkbox"/>	<b>b</b> FMV of assets at end of tax year (Form 5227, Item D)	<b>8b</b> _____
<b>9a</b> Form 5330 check here	<input type="checkbox"/>	<b>b</b> Tax due (Form 5330, Part II, line 19)	<b>9b</b> _____
<b>10a</b> Form 8038-CP check here	<input type="checkbox"/>	<b>b</b> Amount of credit payment requested (Form 8038-CP, Part III, line 22)	<b>10b</b> _____

**Part II Declaration and Signature Authorization of Officer or Person Subject to Tax**

Under penalties of perjury, I declare that ☒ I am an officer of the above entity or ☐ I am a person subject to tax with respect to (name of entity) \_\_\_\_\_, (EIN) \_\_\_\_\_ and that I have examined a copy of the 2021 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

**PIN: check one box only**

☒ I authorize RICHARD C, POWELL to enter my PIN 34474  
ERO firm name Enter five numbers, but do not enter all zeros

as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax ▶ \*\*\*\*\* THIS IS NOT A FILEABLE COPY \*\*\*\*\*

Date ▶

**Part III Certification and Authentication**

**ERO's EFIN/PIN.** Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

**59226132025**

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2021 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶ RICHARD C, POWELL Date ▶ 05/11/23**ERO Must Retain This Form - See Instructions****Do Not Submit This Form to the IRS Unless Requested To Do So**

LHA For Privacy act and Paperwork Reduction Act Notice, see instructions.

Form **8879-TE** (2021)

**Application for Automatic Extension of Time To File an  
Exempt Organization Return**

OMB No. 1545-0047

- **File a separate application for each return.**  
 ► **Go to [www.irs.gov/Form8868](http://www.irs.gov/Form8868) for the latest information.**

**Electronic filing (e-file).** You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits](http://www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits).

**Automatic 6-Month Extension of Time.** Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

<b>Type or print</b>  File by the due date for filing your return. See instructions.	Name of exempt organization or other filer, see instructions. <b>CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.</b>	Taxpayer identification number (TIN) <b>59-3409057</b>
	Number, street, and room or suite no. If a P.O. box, see instructions. <b>3003 SW COLLEGE ROAD, STE 107, 107</b>	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. <b>OCALA, FL 34474</b>	

Enter the Return Code for the return that this application is for (file a separate application for each return) 

0	1
---	---

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12
Form 990-T (corporation)	07		

**SUSAN HELLER**

- The books are in the care of ► **3003 SW COLLEGE ROAD, STE 107 - OCALA, FL 34474**

Telephone No. ► **352-873-7939**

Fax No. ► \_\_\_\_\_

- If the organization does not have an office or place of business in the United States, check this box ☐ \_\_\_\_\_
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_. If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and TINs of all members the extension is for.

- 1 I request an automatic 6-month extension of time until **MAY 15, 2023**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

► ☐ calendar year \_\_\_\_\_ or  
 ► ☒ tax year beginning **JUL 1, 2021**, and ending **JUN 30, 2022**.

- 2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return  
☐ Change in accounting period

<b>3a</b> If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	<b>3a</b>	\$	<b>0.</b>
<b>b</b> If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	<b>3b</b>	\$	<b>0.</b>
<b>c Balance due.</b> Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	<b>3c</b>	\$	<b>0.</b>

**Caution:** If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.



EXTENDED TO MAY 15, 2023

Form **990**Department of the Treasury  
Internal Revenue Service**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**Open to Public  
Inspection**A** For the 2021 calendar year, or tax year beginning **JUL 1, 2021** and ending **JUN 30, 2022****B** Check if applicable:

- ☐ Address change  
☐ Name change  
☐ Initial return  
☐ Final return/terminated  
☐ Amended return  
☐ Application pending

**C** Name of organization**CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.**Doing business as **CAREERSOURCE CITRUS LEVY MARION**

Number and street (or P.O. box if mail is not delivered to street address)

**3003 SW COLLEGE ROAD, STE 107**Room/suite  
**107**

City or town, state or province, country, and ZIP or foreign postal code

**OCALA, FL 34474****F** Name and address of principal officer: **THOMAS E. SKINNER, JR****3003 SW COLLEGE ROAD, STE 107, OCALA, FL 34****D** Employer identification number**59-3409057****E** Telephone number**352-873-7939****G** Gross receipts \$**6,567,887.****H(a)** Is this a group returnfor subordinates? ..... ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. See instructions

**H(c)** Group exemption number ▶**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: ▶ **WWW.CAREERSOURCECLM.COM****K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: **1996****M** State of legal domicile: **FL****Part I Summary**

Activities & Governance	<b>1</b>	Briefly describe the organization's mission or most significant activities: <b>THE ORGANIZATION BRINGS TOGETHER CITIZENS, EMPLOYERS AND EDUCATIONAL PROVIDERS TO DEVELOP PROGRAMS TO</b>
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a) ..... <b>28</b>
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b) ..... <b>28</b>
	<b>5</b>	Total number of individuals employed in calendar year 2021 (Part V, line 2a) ..... <b>73</b>
	<b>6</b>	Total number of volunteers (estimate if necessary) ..... <b>0</b>
	<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12 ..... <b>0.</b>
<b>7b</b>	Net unrelated business taxable income from Form 990-T, Part I, line 11 ..... <b>0.</b>	
Revenue	<b>8</b>	Contributions and grants (Part VIII, line 1h) ..... <b>7,406,896.</b>
	<b>9</b>	Program service revenue (Part VIII, line 2g) ..... <b>101,154.</b>
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d) ..... <b>1,083.</b>
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) ..... <b>0.</b>
	<b>12</b>	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) ..... <b>7,509,133.</b>
	<b>12</b>	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) ..... <b>6,567,887.</b>
Expenses	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3) ..... <b>798,850.</b>
	<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4) ..... <b>0.</b>
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) ..... <b>4,144,632.</b>
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e) ..... <b>0.</b>
	<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>0.</b>
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) ..... <b>2,324,920.</b>
	<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) ..... <b>7,268,402.</b>
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12 ..... <b>240,731.</b>	
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12 ..... <b>49,049.</b>	
Net Assets or Fund Balances	<b>20</b>	Total assets (Part X, line 16) ..... <b>1,453,598.</b>
	<b>21</b>	Total liabilities (Part X, line 26) ..... <b>998,911.</b>
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20 ..... <b>454,687.</b>
<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20 ..... <b>290,591.</b>	

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date
	<b>THOMAS E. SKINNER, JR, EXECUTIVE DIRECTOR</b> Type or print name and title	
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature
	<b>RICHARD C. POWELL</b>	
	Date	Check <input type="checkbox"/> if self-employed PTIN
	<b>05/11/23</b>	<b>P01426180</b>
	Firm's name ▶ <b>POWELL AND JONES, CPA'S</b>	Firm's EIN ▶ <b>59-2145410</b>
	Firm's address ▶ <b>1359 SW MAIN BLVD LAKE CITY, FL 32025</b>	Phone no. <b>386-755-4200</b>

May the IRS discuss this return with the preparer shown above? See instructions

☒ Yes ☐ No

132001 12-09-21

LHA For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2021)**SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION**

CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.

Form 990 (2021)

59-3409057 Page **2**

**Part III** Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☐

**1** Briefly describe the organization's mission:

THE ORGANIZATION BRINGS TOGETHER CITIZENS, EMPLOYERS AND EDUCATIONAL PROVIDERS TO DEVELOP PROGRAMS TO SUPPORT HIGH-QUALITY EDUCATION/TRAINING AND EMPLOYMENT SERVICES TO MEET REGIONAL WORKFORCE NEEDS.

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ 3,567,686. including grants of \$ 409,422. ) (Revenue \$ )

THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) SUPERSEDES THE JOB TRAINING PARTNERSHIP ACT (JTPA) AND AMENDS THE WAGNER-PEYSER ACT. WIOA ALSO CONTAINS THE ADULT EDUCATION AND FAMILY LITERACY ACT (TITLE II) AND THE REHABILITATION ACT AMENDMENTS OF 1998 (TITLE IV). WIOA REFORMS FEDERAL JOB TRAINING PROGRAMS AND CREATES A NEW, COMPREHENSIVE WORKFORCE INVESTMENT SYSTEM. THE REFORMED SYSTEM IS INTENDED TO BE CUSTOMER-FOCUSED, TO HELP AMERICANS ACCESS THE TOOLS THEY NEED TO MANAGE THEIR CAREERS THROUGH INFORMATION AND HIGH QUALITY SERVICES, AND TO HELP U.S. COMPANIES FIND SKILLED WORKERS.

**4b** (Code: ) (Expenses \$ 1,578,067. including grants of \$ 81,084. ) (Revenue \$ )

TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF) IS FEDERALLY FUNDED BUT IS ADMINSTRATED BY EACH STATE. TANF IS A FINANCIAL ASSISTANCE PROGRAM FOR LOW INCOME FAMILIES THAT HAVE CHILDREN AND FOR PREGNANT WOMEN IN THEIR LAST THREE MONTHS OF PREGNANCY. THE PROGRAM PROVIDES TEMPORARY FINANCIAL ASSISTANCE WHILE AT THE SAME TIME HELPS TANF RECIPIENTS FIND JOBS THAT WILL ALLOW THEM TO SUPPORT THEMSELVES.

**4c** (Code: ) (Expenses \$ 275,686. including grants of \$ 128,394. ) (Revenue \$ )

YOUTHBUILD - YOUTHBUILD PARTNERS WITH OPPORTUNITY YOUTH TO BUILD THE SKILLSETS AND MIND SETS THAT LEAD TO LIFELONG LEARNING, LIVELIHOOD AND LEADERSHIP.

**4d** Other program services (Describe on Schedule O.)

(Expenses \$ 363,925. including grants of \$ 9,080. ) (Revenue \$ 102,865. )

**4e** Total program service expenses **5,785,364.**

Form **990** (2021)

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Form 990 (2021)

59-3409057 Page **3**

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	<b>X</b>	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	<b>X</b>	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		<b>X</b>
<b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		<b>X</b>
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		<b>X</b>
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		<b>X</b>
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		<b>X</b>
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		<b>X</b>
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		<b>X</b>
<b>10</b> Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>		<b>X</b>
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	<b>X</b>	
<b>b</b> Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		<b>X</b>
<b>c</b> Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		<b>X</b>
<b>d</b> Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		<b>X</b>
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	<b>X</b>	
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	<b>X</b>	
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	<b>X</b>	
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		<b>X</b>
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		<b>X</b>
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?		<b>X</b>
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		<b>X</b>
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		<b>X</b>
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		<b>X</b>
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>		<b>X</b>
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		<b>X</b>
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		<b>X</b>
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		<b>X</b>
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		<b>X</b>

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Form 990 (2021)

59-3409057 Page **4**

**Part IV Checklist of Required Schedules** *(continued)*

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....	<b>22</b> X	
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....	<b>23</b> X	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....	<b>24a</b>	X
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....	<b>24b</b>	
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....	<b>24c</b>	
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....	<b>24d</b>	
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25a</b>	X
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25b</b>	X
<b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i> .....	<b>26</b>	X
<b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> .....	<b>27</b>	X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28a</b>	X
<b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28b</b>	X
<b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28c</b>	X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....	<b>29</b>	X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....	<b>30</b>	X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....	<b>31</b>	X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....	<b>32</b>	X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....	<b>33</b>	X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....	<b>34</b>	X
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....	<b>35a</b>	X
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>35b</b>	
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>36</b>	X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....	<b>37</b>	X
<b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O .....	<b>38</b> X	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
<b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable .....	<b>1a</b> 27	
<b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable .....	<b>1b</b> 0	
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? .....	<b>1c</b>	

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
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**Part V** **Statements Regarding Other IRS Filings and Tax Compliance** (continued)

		Yes	No
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<b>2a</b> 73		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		<b>X</b>	
<b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.			
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?			<b>X</b>
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O			
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			<b>X</b>
<b>b</b> If "Yes," enter the name of the foreign country			
See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			<b>X</b>
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			<b>X</b>
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?			
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			<b>X</b>
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>			
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?			<b>X</b>
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?			
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			<b>X</b>
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			
<b>9 Sponsoring organizations maintaining donor advised funds.</b>			
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?			
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?			
<b>10 Section 501(c)(7) organizations.</b> Enter:			
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>		
<b>11 Section 501(c)(12) organizations.</b> Enter:			
<b>a</b> Gross income from members or shareholders	<b>11a</b>		
<b>b</b> Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>		
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?			
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>			
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state?			
<b>Note:</b> See the instructions for additional information the organization must report on Schedule O.			
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>		
<b>c</b> Enter the amount of reserves on hand	<b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?			<b>X</b>
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O			
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?			<b>X</b>
If "Yes," see the instructions and file Form 4720, Schedule N.			
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income?			<b>X</b>
If "Yes," complete Form 4720, Schedule O.			
<b>17 Section 501(c)(21) organizations.</b> Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953?			
If "Yes," complete Form 6069.			

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**Part VI Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒ X

**Section A. Governing Body and Management**

		Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year ..... If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	<b>1a</b>	28	
<b>b</b> Enter the number of voting members included on line 1a, above, who are independent .....	<b>1b</b>	28	
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? .....	<b>2</b>		X
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? .....	<b>3</b>		X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? .....	<b>4</b>		X
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets? .....	<b>5</b>		X
<b>6</b> Did the organization have members or stockholders? .....	<b>6</b>		X
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? .....	<b>7a</b>		X
<b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? .....	<b>7b</b>		X
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
<b>a</b> The governing body? .....	<b>8a</b>	X	
<b>b</b> Each committee with authority to act on behalf of the governing body? .....	<b>8b</b>	X	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O .....	<b>9</b>		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates? .....	<b>10a</b>		X
<b>b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? .....	<b>10b</b>		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? .....	<b>11a</b>	X	
<b>b</b> Describe on Schedule O the process, if any, used by the organization to review this Form 990. ....			
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13 .....	<b>12a</b>	X	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? .....	<b>12b</b>	X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done .....	<b>12c</b>	X	
<b>13</b> Did the organization have a written whistleblower policy? .....	<b>13</b>	X	
<b>14</b> Did the organization have a written document retention and destruction policy? .....	<b>14</b>	X	
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
<b>a</b> The organization's CEO, Executive Director, or top management official .....	<b>15a</b>	X	
<b>b</b> Other officers or key employees of the organization .....	<b>15b</b>	X	
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions. ....			
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? .....	<b>16a</b>		X
<b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? .....	<b>16b</b>		

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed ► NONE

**18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website    ☐ Another's website    ☒ Upon request    ☐ Other (explain on Schedule O)

**19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

**20** State the name, address, and telephone number of the person who possesses the organization's books and records ►  
SUSAN HELLER - 352-873-7939  
3003 SW COLLEGE ROAD, STE 107, OCALA, FL 34474

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

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**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII ☐

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
  - List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
  - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
  - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
  - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) THOMAS SKINNER CEO	40.00	X		X				139,666.	0.	22,970.
(2) DALE FRENCH EXECUTIVE VICE PRESIDENT	1.00	X		X				101,977.	0.	18,794.
(3) DARLENE GODDARD BOARD MEMBER	1.00	X						0.	0.	0.
(4) KEVIN CUNNINGHAM BOARD MEMBER	1.00	X						0.	0.	0.
(5) DR. MARK PAUGH BOARD MEMBER	1.00	X						0.	0.	0.
(6) ANGIE WHITE BOARD MEMBER	1.00	X						0.	0.	0.
(7) PAT REDDISH BOARD MEMBER	1.00	X						0.	0.	0.
(8) PETE BEASLEY BOARD MEMBER	1.00	X						0.	0.	0.
(9) TED KNIGHT BOARD MEMBER	1.00	X						0.	0.	0.
(10) THERESA FLICK BOARD MEMBER	1.00	X						0.	0.	0.
(11) JORGE MARTINEZ BOARD MEMBER	1.00	X						0.	0.	0.
(12) FREDRICK MORGAN BOARD MEMBER -TREASURER	1.00	X		X				0.	0.	0.
(13) ARNO PROCTOR BOARD MEMBER	1.00	X						0.	0.	0.
(14) JUDY HOULIOS BOARD MEMBER	1.00	X						0.	0.	0.
(15) KATHY JUDKINS BOARD MEMBER - PAST CHAIR	1.00	X		X				0.	0.	0.
(16) CARL FLANAGAN BOARD MEMBER	1.00	X						0.	0.	0.
(17) CHRISTIE MCELROY BOARD MEMBER	1.00	X						0.	0.	0.

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**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) EQUILLA WHEELER BOARD MEMBER	1.00	X						0.	0.	0.
(19) DEBRA STANLEY BOARD MEMBER	1.00	X						0.	0.	0.
(20) JOHN HEMKEN BOARD MEMBER	1.00	X						0.	0.	0.
(21) JOHN MURPHY BOARD MEMBER	1.00	X						0.	0.	0.
(22) JOYCE WILSON BOARD MEMBER	1.00	X						0.	0.	0.
(23) LEWRISSA MAINWARING BOARD MEMBER	1.00	X						0.	0.	0.
(24) ALBERT JONES BOARD MEMBER	1.00	X						0.	0.	0.
(25) TIFFANY WIGGINS BOARD MEMBER	1.00	X						0.	0.	0.
(26) KIM BAXLEY BOARD MEMBER - CHAIR	1.00	X		X				0.	0.	0.
<b>1b Subtotal</b>								241,643.	0.	41,764.
<b>c Total from continuation sheets to Part VII, Section A</b>								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b>								241,643.	0.	41,764.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **2**

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	X	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
COLLEGE OF CENTRAL FL FOUNDATION 3001 SW COLLEGE ROAD, OCALA, FL 34474	RENT	159,941.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **1**

**SEE PART VII, SECTION A CONTINUATION SHEETS**

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## Form 990

## Part VII

**Total to Part VII, Section A, line 1c** .....

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
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**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns .....	<b>1a</b>						
	<b>b</b> Membership dues .....	<b>1b</b>						
	<b>c</b> Fundraising events .....	<b>1c</b>						
	<b>d</b> Related organizations .....	<b>1d</b>						
	<b>e</b> Government grants (contributions) .....	<b>1e</b>	6,465,022.					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above ...	<b>1f</b>						
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b>	\$					
	<b>h Total.</b> Add lines 1a-1f .....				6,465,022.			
<b>Program Service Revenue</b>	<b>2 a</b> <b>PROGRAM INCOME</b>	<b>Business Code</b>	561300	102,636.	102,636.			
	<b>b</b> .....							
	<b>c</b> .....							
	<b>d</b> .....							
	<b>e</b> .....							
	<b>f</b> All other program service revenue .....							
	<b>g Total.</b> Add lines 2a-2f .....			102,636.				
	<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....			229.	229.		
<b>4</b> Income from investment of tax-exempt bond proceeds .....								
<b>5</b> Royalties .....								
<b>6 a</b> Gross rents .....		<b>6a</b>	(i) Real	(ii) Personal				
<b>b</b> Less: rental expenses ...		<b>6b</b>						
<b>c</b> Rental income or (loss)		<b>6c</b>						
<b>d</b> Net rental income or (loss) .....								
<b>7 a</b> Gross amount from sales of assets other than inventory		<b>7a</b>	(i) Securities	(ii) Other				
<b>b</b> Less: cost or other basis and sales expenses .....		<b>7b</b>						
<b>c</b> Gain or (loss) .....	<b>7c</b>							
<b>d</b> Net gain or (loss) .....								
<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>8a</b>							
<b>b</b> Less: direct expenses .....	<b>8b</b>							
<b>c</b> Net income or (loss) from fundraising events .....								
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....	<b>9a</b>							
<b>b</b> Less: direct expenses .....	<b>9b</b>							
<b>c</b> Net income or (loss) from gaming activities .....								
<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>10a</b>							
<b>b</b> Less: cost of goods sold .....	<b>10b</b>							
<b>c</b> Net income or (loss) from sales of inventory .....								
<b>Miscellaneous Revenue</b>	<b>11 a</b> .....	<b>Business Code</b>						
	<b>b</b> .....							
	<b>c</b> .....							
	<b>d</b> All other revenue .....							
	<b>e Total.</b> Add lines 11a-11d .....							
	<b>12 Total revenue.</b> See instructions .....			6,567,887.	102,865.	0.	0.	

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**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☒ **X**

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22	627,980.	627,980.		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	293,628.	155,554.	138,074.	
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
<b>7</b> Other salaries and wages	2,782,405.	2,428,388.	354,017.	
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	149,944.	134,670.	15,274.	
<b>9</b> Other employee benefits	480,791.	405,412.	75,379.	
<b>10</b> Payroll taxes	211,617.	179,225.	32,392.	
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management				
<b>b</b> Legal	4,820.	1.	4,819.	
<b>c</b> Accounting	16,500.		16,500.	
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees				
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)				
<b>12</b> Advertising and promotion				
<b>13</b> Office expenses				
<b>14</b> Information technology				
<b>15</b> Royalties				
<b>16</b> Occupancy	47,187.	47,187.		
<b>17</b> Travel	74,182.	55,124.	19,058.	
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings	6,275.	2,679.	3,596.	
<b>20</b> Interest	20,595.	19,011.	1,584.	
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	205,879.	190,049.	15,830.	
<b>23</b> Insurance	76,677.	35,243.	41,434.	
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
<b>a</b> SUBCONTRACT	724,029.	724,029.		
<b>b</b> COMMUNICATIONS	174,890.	162,282.	12,608.	
<b>c</b> CONTRACT LABOR OTHER	147,449.	128,789.	18,660.	
<b>d</b> OUTREACH	130,253.	129,372.	881.	
<b>e</b> All other expenses SEE SCH O	343,737.	360,369.	-16,632.	
<b>25</b> Total functional expenses. Add lines 1 through 24e	6,518,838.	5,785,364.	733,474.	0.
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ☐ if following SOP 98-2 (ASC 958-720)

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Form 990 (2021)

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**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	1,423.	<b>1</b>	1,833.
	<b>2</b> Savings and temporary cash investments .....	484,007.	<b>2</b>	865,029.
	<b>3</b> Pledges and grants receivable, net .....	859,097.	<b>3</b>	471,529.
	<b>4</b> Accounts receivable, net .....	57,130.	<b>4</b>	5,419.
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges .....	38,636.	<b>9</b>	50,385.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	2,373,666.		
	<b>b</b> Less: accumulated depreciation .....	2,048,204.		
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>	
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>	
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>	
	<b>14</b> Intangible assets .....		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11 .....	6,986.	<b>15</b>	6,986.
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	1,453,598.	<b>16</b>	1,726,643.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	756,856.	<b>17</b>	608,500.
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....	242,055.	<b>19</b>	319,842.
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>	
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	0.	<b>25</b>	507,710.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	998,911.	<b>26</b>	1,436,052.
	<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>		
<b>27</b> Net assets without donor restrictions .....			<b>27</b>	
<b>28</b> Net assets with donor restrictions .....			<b>28</b>	
<b>Organizations that do not follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 29 through 33.</b>				
<b>29</b> Capital stock or trust principal, or current funds .....		454,687.	<b>29</b>	290,591.
<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....		0.	<b>30</b>	0.
<b>31</b> Retained earnings, endowment, accumulated income, or other funds .....		0.	<b>31</b>	0.
<b>32</b> <b>Total net assets or fund balances</b> .....		454,687.	<b>32</b>	290,591.
<b>33</b> <b>Total liabilities and net assets/fund balances</b> .....		1,453,598.	<b>33</b>	1,726,643.

Form **990** (2021)

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Form 990 (2021)

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**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI ☐

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	6,567,887.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	6,518,838.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	49,049.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	454,687.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	-213,145.
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	0.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	290,591.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII ☒

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<b>2a</b>	<b>X</b>
<b>b</b> Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<b>2b</b>	<b>X</b>
<b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	<b>2c</b>	<b>X</b>
<b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____	<b>3a</b>	<b>X</b>
<b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____	<b>3b</b>	<b>X</b>

Form **990** (2021)

**SCHEDULE A**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
▶ Attach to Form 990 or Form 990-EZ.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Name of the organization **CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.** Employer identification number **59-3409057**

**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations \_\_\_\_\_

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	6470273.	6918510.	7408213.	7406896.	6465022.	34668914.
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>4 Total.</b> Add lines 1 through 3 .....	6470273.	6918510.	7408213.	7406896.	6465022.	34668914.
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						
<b>6 Public support.</b> Subtract line 5 from line 4.						34668914.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>7</b> Amounts from line 4 .....	6470273.	6918510.	7408213.	7406896.	6465022.	34668914.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....	709.	1,579.	1,595.	1,083.	229.	5,195.
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....	158,712.				102,634.	261,346.
<b>11 Total support.</b> Add lines 7 through 10						34935455.
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						<input type="checkbox"/>

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) .....	<b>14</b>	99.24	%
<b>15</b> Public support percentage from 2020 Schedule A, Part II, line 14 .....	<b>15</b>	99.18	%
<b>16a 33 1/3% support test - 2021.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....			<input checked="" type="checkbox"/>
<b>b 33 1/3% support test - 2020.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....			<input type="checkbox"/>
<b>17a 10% -facts-and-circumstances test - 2021.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....			<input type="checkbox"/>
<b>b 10% -facts-and-circumstances test - 2020.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....			<input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....			<input type="checkbox"/>

**Part III** Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2020 Schedule A, Part III, line 15 .....	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2021</b> (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2020</b> Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2021.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

**b 33 1/3% support tests - 2020.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions .....



**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Schedule A (Form 990) 2021

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**Part IV Supporting Organizations** *(continued)*

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
<b>b</b> A family member of a person described on line 11a above?		
<b>c</b> A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		
<b>1</b>		
<b>2</b>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
<b>1</b>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
<b>3</b> By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
<b>1</b>		
<b>2</b>		
<b>3</b>		

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
<b>2</b> Activities Test. Answer lines 2a and 2b below.			
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
<b>b</b> Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>			
<b>3</b> Parent of Supported Organizations. Answer lines 3a and 3b below.			
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>			
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>			
<b>2a</b>			
<b>2b</b>			
<b>3a</b>			
<b>3b</b>			

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 ( *explain in Part VI*). See instructions.  
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Schedule A (Form 990) 2021

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**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

<b>Section D - Distributions</b>		<b>Current Year</b>
<b>1</b> Amounts paid to supported organizations to accomplish exempt purposes	<b>1</b>	
<b>2</b> Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	<b>2</b>	
<b>3</b> Administrative expenses paid to accomplish exempt purposes of supported organizations	<b>3</b>	
<b>4</b> Amounts paid to acquire exempt-use assets	<b>4</b>	
<b>5</b> Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i> )	<b>5</b>	
<b>6</b> Other distributions ( <i>describe in Part VI</i> ). See instructions.	<b>6</b>	
<b>7 Total annual distributions.</b> Add lines 1 through 6.	<b>7</b>	
<b>8</b> Distributions to attentive supported organizations to which the organization is responsive ( <i>provide details in Part VI</i> ). See instructions.	<b>8</b>	
<b>9</b> Distributable amount for 2021 from Section C, line 6	<b>9</b>	
<b>10</b> Line 8 amount divided by line 9 amount	<b>10</b>	

<b>Section E - Distribution Allocations</b> (see instructions)	<b>(i) Excess Distributions</b>	<b>(ii) Underdistributions Pre-2021</b>	<b>(iii) Distributable Amount for 2021</b>
<b>1</b> Distributable amount for 2021 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2021 (reasonable cause required - <i>explain in Part VI</i> ). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2021			
<b>a</b> From 2016			
<b>b</b> From 2017			
<b>c</b> From 2018			
<b>d</b> From 2019			
<b>e</b> From 2020			
<b>f Total</b> of lines 3a through 3e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2021 distributable amount			
<b>i</b> Carryover from 2016 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
<b>4</b> Distributions for 2021 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2021 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from line 4.			
<b>5</b> Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>6</b> Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>7 Excess distributions carryover to 2022.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2017			
<b>b</b> Excess from 2018			
<b>c</b> Excess from 2019			
<b>d</b> Excess from 2020			
<b>e</b> Excess from 2021			

Schedule A (Form 990) 2021

### Supplemental Information.

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.  
(See instructions.)

**Schedule B**  
(Form 990)Department of the Treasury  
Internal Revenue Service**Schedule of Contributors**▶ Attach to Form 990 or Form 990-PF.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

Name of the organization

CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.

Employer identification number

59-3409057

Organization type (check one):

**Filers of:****Section:**

Form 990 or 990-EZ

☒ 501(c)( 3 ) (enter number) organization☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation☐ 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.**Special Rules**☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization

CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.

Employer identification number

59-3409057

**Part I****Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY  107 EAST MADISON STREET  TALLAHASSEE, FL 32025	\$ 5,962,430.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	US DEPARTMENT OF LABOR  200 CONSTITUTION AVE. NW, ROOM S-1032  WASHINGTON, DC 20210	\$ 275,686.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Employer identification number

59-3409057

## Part II

(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
	_____ _____ _____ _____	\$ _____	_____
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
	_____ _____ _____ _____	\$ _____	_____
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
	_____ _____ _____ _____	\$ _____	_____
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
	_____ _____ _____ _____	\$ _____	_____
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
	_____ _____ _____ _____	\$ _____	_____
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
	_____ _____ _____ _____	\$ _____	_____
(a) No. from Part I	(b)  Description of noncash property given	(c)  FMV (or estimate) (See instructions.)	(d)  Date received
	_____ _____ _____ _____	\$ _____	_____



Name of organization

CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.

Employer identification number

59-3409057

**Part III**

Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ \_\_\_\_\_

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

**SCHEDULE D**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**▶ **Attach to Form 990.**▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No. 1545-0047

**2021****Open to Public Inspection****Name of the organization** CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.**Employer identification number**  
59-3409057**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate value of contributions to (during year) .....		
3 Aggregate value of grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? .....	<input type="checkbox"/> Yes	<input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).  
☐ Preservation of land for public use (for example, recreation or education) ☐ Preservation of a historically important land area  
☐ Protection of natural habitat ☐ Preservation of a certified historic structure  
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ .....

4 Number of states where property subject to conservation easement is located ▶ .....

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ .....

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ .....

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 .....

(ii) Assets included in Form 990, Part X .....

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 .....

b Assets included in Form 990, Part X .....

CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.

Schedule D (Form 990) 2021

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**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

a ☐ Public exhibition

d ☐ Loan or exchange program

b ☐ Scholarly research

e ☐ Other \_\_\_\_\_

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets

to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
1c	
1d	
1e	
1f	

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ☐ \_\_\_\_\_ %

b Permanent endowment ☐ \_\_\_\_\_ %

c Term endowment ☐ \_\_\_\_\_ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations

(ii) Related organizations

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		408,235.	403,660.	4,575.
e Other		1,965,431.	1,644,544.	320,887.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				325,462.

Schedule D (Form 990) 2021

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Schedule D (Form 990) 2021

59-3409057 Page **3**

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely held equity interests .....		
(3) Other .....		
(A) .....		
(B) .....		
(C) .....		
(D) .....		
(E) .....		
(F) .....		
(G) .....		
(H) .....		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) .....		
(2) .....		
(3) .....		
(4) .....		
(5) .....		
(6) .....		
(7) .....		
(8) .....		
(9) .....		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) .....	
(2) .....	
(3) .....	
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

(a) Description of liability	(b) Book value
1. (1) Federal income taxes	
(2) <b>LEASE LIABILITY</b>	<b>507,710.</b>
(3) .....	
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	<b>507,710.</b>

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☒

**Schedule D (Form 990) 2021**

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total revenue, gains, and other support per audited financial statements .....	<b>1</b>	6,567,887.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
<b>a</b>	Net unrealized gains (losses) on investments .....	<b>2a</b>	
<b>b</b>	Donated services and use of facilities .....	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants .....	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.) .....	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> .....	<b>2e</b>	0.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> .....	<b>3</b>	6,567,887.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b .....	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.) .....	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> .....	<b>4c</b>	0.
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) .....	<b>5</b>	6,567,887.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements .....	<b>1</b>	6,518,838.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
<b>a</b>	Donated services and use of facilities .....	<b>2a</b>	
<b>b</b>	Prior year adjustments .....	<b>2b</b>	
<b>c</b>	Other losses .....	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII.) .....	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> .....	<b>2e</b>	0.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> .....	<b>3</b>	6,518,838.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b .....	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII.) .....	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> .....	<b>4c</b>	0.
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) .....	<b>5</b>	6,518,838.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART X, LINE 2:

MANAGEMENT HAS EVALUATED ALL OTHER TAX POSITIONS THAT COULD HAVE A  
SIGNIFICANT EFFECT ON THE FINANCIAL STATEMENTS AND DETERMINED THE  
ORGANIZATION HAD NO UNCERTAIN TAX POSITIONS.

[illegible]

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

59-3409057

Schedule I (Form 990) 2021

Page 2

**Part III** **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
SUPPORT SERVICES TO PROGRAM PARTICIPANTS	112	387,321.	0.		
TRAINING SERVICES FOR PROGRAM PARTICIPANTS	190	240,629.	0.		
<b>Part IV</b> <b>Supplemental Information.</b> Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.					

**PART I, LINE 2:**

PROCEDURES FOR MONITORING THE USE OF GRANT FUNDS, SUPPORT SERVICES, AND TRAINING ARE PROVIDED ON BEHALF OF QUALIFIED INDIVIDUALS BASED ON PROGRAM CRITERIA ESTABLISHED BY THE ORGANIZATION. TRAINING GRANTS ARE PAID TO EMPLOYERS FOR ON-THE-JOB TRAINING AND TO EDUCATIONAL INSTITUTIONS FOR DIRECT TRAINING. SUPPORT SERVICES INCLUDE TRANSPORTATION SUPPORT, BOOKS AND UNIFORMS, ASSESSMENTS AND WORKSHOPS, AND OTHER SUPPORT SERVICES THAT MAY BE NEEDED TO ASSIST QUALIFIED INDIVIDUALS TO ACHIEVE EMPLOYMENT. THE PROGRESS OF QUALIFIED INDIVIDUALS AND THE RELATED COSTS ARE MONITORED BY

CASE MANAGEMENT STAFF.



**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**

Open to Public  
Inspection

Name of the organization

**CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.**

Employer identification number

**59-3409057**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Compensation committee   | <input checked="" type="checkbox"/> Written employment contract                     |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment? .....
- b** Participate in or receive payment from a supplemental nonqualified retirement plan? .....
- c** Participate in or receive payment from an equity-based compensation arrangement? .....
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

Yes No

<b>1b</b>		
<b>2</b>	X	
<b>4a</b>		X
<b>4b</b>		X
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>		X
<b>6a</b>		X
<b>6b</b>		X
<b>7</b>		X
<b>8</b>		X
<b>9</b>		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2021

<b>Part II</b>	<b>Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.</b> Use duplicate copies if additional space is needed.
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For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

[illegible]

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

**SCHEDULE O**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

Open to Public  
Inspection

Name of the organization

CITRUS, LEVY, MARION REGIONAL WORKFORCE  
DEVELOPMENT BOARD, INC.

Employer identification number  
59-3409057

FORM 990, ITEM C, DOING BUSINESS AS:

CAREERSOURCE CITRUS LEVY MARION

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

SUPPORT HIGH-QUALITY EDUCATION/TRAINING AND EMPLOYMENT SERVICES TO MEET  
REGIONAL WORKFORCE NEEDS.

FORM 990, PART VI, SECTION B, LINE 11B:

THE ORGANIZATION'S PROCESS TO REVIEW FORM 990: THE ORGANIZATION'S  
MANAGEMENT STAFF WILL REVIEW AND APPROVE THE FORM 990. THE BOARD OF  
DIRECTORS WILL RECEIVE AND REVIEW THE FORM 990 PRIOR TO ITS SUBMISSION TO  
THE IRS.

FORM 990, PART VI, SECTION B, LINE 12C:

REENFORCEMENT OF CONFLICTS OF INTEREST POLICY: BOARD MEMBERS ARE REQUIRED  
TO SIGN AN ANNUAL CONFLICT OF INTEREST DISCLOSURE. BASED ON THOSE  
DISCLOSURES, STAFF ENSURES BOARD MEMBERS ABSTAIN FROM VOTING ON ITEMS  
RELATED TO THE CONFLICT.

FORM 990, PART VI, SECTION B, LINE 15:

COMPENSATION PROCESS FOR TOP OFFICIAL: A SPECIAL REVIEW COMMITTEE OF  
INDEPENDENT BOARD MEMBERS REVIEWS THE PERFORMANCE OF THE CEO CONTRACT AND  
DETERMINES ANNUAL COMPENSATION. THE COMMITTEE USES A SALARY SURVEY STUDY  
OF FLORIDA WORKFORCE BOARDS TO ASSIST IN THE DETERMINATION OF SALARY. THE  
CEO COMPLETES AN ANNUAL REVIEW AND DETERMINES ANNUAL COMPENSATION FOR ALL  
OTHER EMPLOYEES. THESE PROCESSES ARE DOUMENTED.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2021

Name of the organization	CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.	Employer identification number 59-3409057
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FORM 990, PART VI, SECTION C, LINE 19:

GOVERNING DOCUMENTS DISCLOSURE EXPLANATION: ALL GOVERNING DOCUMENTS ARE  
MADE AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART IX, LINE 24E, ALL OTHER FUNCTIONAL EXPENSES:

TECH SUPPORT:

PROGRAM SERVICE EXPENSES	81,622.
MANAGEMENT AND GENERAL EXPENSES	4,437.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	86,059.

SUPPLIES:

PROGRAM SERVICE EXPENSES	53,113.
MANAGEMENT AND GENERAL EXPENSES	3,951.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	57,064.

UTILITIES:

PROGRAM SERVICE EXPENSES	41,320.
MANAGEMENT AND GENERAL EXPENSES	3,495.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	44,815.

JANITORIAL:

PROGRAM SERVICE EXPENSES	21,727.
MANAGEMENT AND GENERAL EXPENSES	1,838.
FUNDRAISING EXPENSES	0.

Name of the organization	CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.	Employer identification number 59-3409057
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TOTAL EXPENSES	23,565.
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## ANNUAL RENEWAL:

PROGRAM SERVICE EXPENSES	22,985.
--------------------------	---------

MANAGEMENT AND GENERAL EXPENSES	12.
---------------------------------	-----

FUNDRAISING EXPENSES	0.
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TOTAL EXPENSES	22,997.
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## VAN EXPENSES:

PROGRAM SERVICE EXPENSES	18,948.
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MANAGEMENT AND GENERAL EXPENSES	1,311.
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FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	20,259.
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## OTHER PROGRAM:

PROGRAM SERVICE EXPENSES	68,560.
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MANAGEMENT AND GENERAL EXPENSES	-49,720.
---------------------------------	----------

FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	18,840.
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## DUES AND MEMBERSHIPS:

PROGRAM SERVICE EXPENSES	15,665.
--------------------------	---------

MANAGEMENT AND GENERAL EXPENSES	438.
---------------------------------	------

FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	16,103.
----------------	---------

## STAFF TRAINING:

PROGRAM SERVICE EXPENSES	11,545.
--------------------------	---------

Name of the organization	CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.	Employer identification number 59-3409057
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MANAGEMENT AND GENERAL EXPENSES	3,531.
---------------------------------	--------

FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	15,076.
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PAYROLL SERVICES:

PROGRAM SERVICE EXPENSES	-2.
--------------------------	-----

MANAGEMENT AND GENERAL EXPENSES	12,285.
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FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	12,283.
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NONCONSUMABLE SUPPLIES:

PROGRAM SERVICE EXPENSES	7,325.
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MANAGEMENT AND GENERAL EXPENSES	0.
---------------------------------	----

FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	7,325.
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MAINTENANCE:

PROGRAM SERVICE EXPENSES	6,762.
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MANAGEMENT AND GENERAL EXPENSES	453.
---------------------------------	------

FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	7,215.
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SOFTWARE:

PROGRAM SERVICE EXPENSES	6,172.
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MANAGEMENT AND GENERAL EXPENSES	0.
---------------------------------	----

FUNDRAISING EXPENSES	0.
----------------------	----

TOTAL EXPENSES	6,172.
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Name of the organization	CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.	Employer identification number 59-3409057
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POSTAGE:

PROGRAM SERVICE EXPENSES	1,265.
MANAGEMENT AND GENERAL EXPENSES	314.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	1,579.

PEST CONTROL:

PROGRAM SERVICE EXPENSES	1,213.
MANAGEMENT AND GENERAL EXPENSES	103.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	1,316.

SECURITY:

PROGRAM SERVICE EXPENSES	1,167.
MANAGEMENT AND GENERAL EXPENSES	89.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	1,256.

DRUG AND BACKGROUND SCREENING:

PROGRAM SERVICE EXPENSES	851.
MANAGEMENT AND GENERAL EXPENSES	0.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	851.

BANK CHARGES:

PROGRAM SERVICE EXPENSES	-44.
MANAGEMENT AND GENERAL EXPENSES	816.
FUNDRAISING EXPENSES	0.



Name of the organization	CITRUS, LEVY, MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.	Employer identification number 59-3409057
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TOTAL EXPENSES 772.

STORAGE:

PROGRAM SERVICE EXPENSES 175.

MANAGEMENT AND GENERAL EXPENSES 15.

FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 190.

TOTAL OTHER EXPENSES ON FORM 990, PART IX, LINE 24E, COL A 343,737.

FORM 990, PART XII, LINE 2C:

THE PROCESS FOR OVERSIGHT OF THE AUDIT PROCESS AND THE SELECTION OF  
AUDIT SERVICES HAS NOT CHANGED FROM THE PRIOR YEAR.



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, May 31, 2023**

#### **TOPIC/ISSUE:**

Staff Retention Incentives

#### **BACKGROUND:**

It is customary that we try to give all employees a minimum of 3% cost of living adjustment each program year. However, we received an overall budget reduction of 11% this program year restricting our ability to increase payroll costs.

#### **POINTS OF CONSIDERATION:**

We would like to provide all CLM staff with a one-time retention incentive equivalent to 3% of their current annual salary. This incentive would be paid from our current balance of unrestricted funds and will only be done so after final budget figures are received from the State, a final budget is developed, and it is decided by the CEO and EVP that proceeding with the incentives is feasible at that time. This is anticipated to occur in mid to late July or August. The expected cost of incentives is \$79,094.00.

#### **STAFF RECOMMENDATIONS:**

Permit sr. management to provide retention incentives to staff at a rate of 3% of their annual salary.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## RECORD OF ACTION/APPROVAL

### Executive Committee Wednesday, May 31, 2023

#### TOPIC/ISSUE:

Draft program year 2023 Budget (7/1/23-6/30/24)

#### BACKGROUND:

2022 vs. 2023 Funding Comparison			
	2022	2023	% Change
Adult	1,208,208	1,162,150	-4.00%
Dislocated	925,993	574,175	-38.00%
Youth	1,150,624	1,121,786	-3.00%
Welfare Transition	1,762,874	1,547,640	-12.00%
Wagner Peyser	117,879	193,475	64.00%
<b>Total:</b>	<b>5,165,578</b>	<b>4,599,226</b>	<b>-11%</b>

#### POINTS OF CONSIDERATION:

This budget is based preliminary allocations and estimated carryforwards.

#### STAFF RECOMMENDATIONS:

Approve draft 2023 Budget.

#### COMMITTEE ACTION:

#### BOARD ACTION:

## Functional Budget Comparison

<b>ATTACHMENT 2</b>		
<b>FUNCTIONAL BUDGET</b>		
	<b>7/1/2022- 6/30/2023</b>	<b>7/1/2023- 6/30/2024</b>
<b>Direct charge staff</b>	788,737	652,363
<b>Operational Expenses</b>	559,500	367,523
<b>ITA Training</b>	403,536	180,595
<b>OJT</b>	25,000	50,000
<b>Training staff</b>	394,532	337,654
<b>Internships</b>	50,000	30,000
<b>Employed worker</b>	25,000	50,000
<b>Eckerd contract</b>	831,145	818,236
<b>Eckerd participant</b>	181,476	181,476
<b>Carryforward: YouthBuild 4, Adult, DW, Youth, Vet Services, Reentry Navigator, Recovery Navigator, SNAP, WT, RESEA</b>	2,214,332	787,055
<b>Program Support</b>	3,167,648	2,762,970
<b>Indirect Costs</b>	<u>692,079</u>	<u>670,381</u>
<b>Total Budget</b>	9,332,985	6,888,253

BUDGET - CSCLM																			
PY 2023(JULY 2023 - JUNE 2024)																			
5/31/2023	*	*	9/30/23	*	12/31/23	3/31/2024	*	*	9/30/23	12/31/23		9/30/23	12/31/23	6/30/23	*	9/30/23	*		
ITA requirement: 35%	ADULT	YOUTH	TAA	DISL. WORKER	LVER	Re-Entry Nav	YTH BUILD 4	VOC REHAB	WAGNER PEYSER	VETERAN DVOP	WTP	SNAP	RECOVERY NAVIGATOR	RAPID RESPONSE	RWB 6	REA	UN- RESTR	TOTAL	
REVENUE																			
P.Y. 2023 CONTRACTS	1,162,150	1,121,786	-	574,175	-	86,000	406,453		193,475	43,000	1,547,640	105,000	-	68,000	5,977	-	-	-	5,313,656
CARRYFORWARD	241,642	97,937	22,900	153,491	28,858	7,457	-	67,763	-	-	156,492	81,889	32,258	-	-	174,513	432,865	-	1,498,065
INCENTIVES/SUPPLEMENTAL	-	-	-	98,532	-	-	-	-	-	-	-	-	-	-	-	-	-	-	98,532
TRANSFER	300,000	-	-	(300,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	1,703,792	1,219,723	22,900	526,198	28,858	93,457	406,453	67,763	193,475	43,000	1,704,132	186,889	32,258	68,000	5,977	174,513	432,865	-	6,910,253
EXPENDITURES																			
TOTAL ITA	36.03%																		
TRAINING:																			
ITA %	35%			41%															
ITA/TRAINING	175,000	-	3,595	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	180,595
OJT	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000
EMPLOYED WORKER	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000
INTERNSHIPS	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
TRAINING SUPPORT	20,000	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,000
TRAINING STAFF	168,827	-	-	168,827	-	-	-	-	-	-	-	-	-	-	-	-	-	-	337,654
TOTAL TRAINING	493,827	-	3,595	172,827	-	-	-	-	-	-	-	-	-	-	-	-	-	-	670,249
OPERATING:																			
SUPPORTIVE SVS.	80,000	181,476	-	3,000	-	-	196,843	-	-	-	24,500	-	-	-	-	-	-	-	485,819
DIRECT CHARGE (STAFF)	100,000	-	-	-	-	60,522	-	19,758	-	-	304,611	78,226	6,448	25,000	-	57,798	-	-	652,363
ECKERD	20,000	584,524	-	20,000	-	-	193,712	-	-	-	-	-	-	-	-	-	-	-	818,236
DEO STAFF TRAVEL	-	-	-	-	2,000	-	-	-	3,000	6,000	-	-	-	-	-	-	-	-	11,000
OPERATING	-	-	-	-	2,000	-	-	-	10,000	8,000	-	-	-	-	-	-	32,180	-	52,180
TOTAL OPERATING	200,000	766,000	-	23,000	4,000	60,522	390,555	19,758	13,000	14,000	329,111	78,226	6,448	25,000	-	57,798	32,180	-	2,019,598
PROGRAM SUPPORT:																			
FACILITIES	27,799	78,047	1,251	27,799	9,938	9,938	9,243	3,475	70,124	19,877	72,348	10,008	973	2,502	5,977	9,938	-	-	359,238
PROGRAM	108,094	119,338	-	31,069	623	-	-	3,078	13,635	-	112,119	12,187	1,005	3,895	-	1,548	-	-	406,591
INFORMATION TECHNOLOGY	101,942	112,546	-	29,301	588	8,892	-	2,903	1,910	2,057	105,738	11,494	947	3,673	-	1,460	-	-	383,452
OUTREACH	71,801	79,270	-	20,637	414	-	-	2,045	7,608	1,449	74,475	8,095	667	2,587	-	1,028	-	-	270,078
BUSINESS	144,829	-	-	41,627	-	-	-	4,124	15,347	-	310,116	16,329	1,346	5,218	-	2,075	-	-	541,011
SELF SERVICES	78,429	-	-	22,542	-	-	-	2,233	8,311	-	167,938	8,843	729	2,826	-	1,123	-	-	292,975
CAREER SERVICES	136,427	-	-	39,212	-	-	-	3,885	14,457	-	292,125	15,382	1,268	4,916	-	1,954	-	-	509,625
TOTAL PROGRAM SUPPORT	669,321	389,201	1,251	212,188	11,563	18,831	9,243	21,743	131,392	23,382	1,134,861	82,337	6,935	25,617	5,977	19,127	-	-	2,762,970
TOTAL EXPENDITURES	1,363,148	1,155,201	4,846	408,015	15,563	79,353	399,798	41,501	144,392	37,382	1,463,972	160,563	13,383	50,617	5,977	76,925	32,180	-	5,452,817
ADMIN POOL	157,869	38,219	522	44,189	1,350	8,763	(1,890)	4,747	13,704	3,452	172,333	18,539	1,538	5,878	-	8,767	3,934	-	481,913
GENERAL POOL	61,740	14,947	204	17,282	528	3,427	(739)	1,856	5,359	1,350	67,397	7,250	602	2,299	-	3,429	1,538	-	188,469
TOTAL INDIRECT COST RATE	219,608	53,165	726	61,471	1,878	12,190	(2,629)	6,603	19,063	4,801	239,730	25,790	2,140	8,177	-	12,195	5,472	-	670,381
BALANCE	121,035	11,357	17,328	56,712	11,417	1,914	9,283	19,659	30,019	816	431	537	16,735	9,206	0	85,392	395,213	-	787,055
INDIRECT RATE CALCULATION																			IDCR %
DIRECT TOTAL COSTS	1,363,148	1,155,201	4,846	408,015	15,563	79,353	399,798	41,501	144,392	37,382	1,463,972	160,563	13,383	50,617	-	76,925	32,180	-	5,446,840
LESS: LEASES	(51,705)	(76,554)	(574)	(23,525)	(4,520)	(7,667)	(24,702)	(2,672)	(32,287)	(9,147)	(54,203)	(8,902)	(800)	(2,534)	-	(5,209)	-	-	(305,000)
SUBAWARD (ECKERDS)	(20,000)	(766,000)	-	(23,000)	-	-	(390,555)	-	-	-	-	-	-	-	-	-	-	-	(1,199,555)
TOTAL MTDC	1,291,443	312,647	4,272	361,489	11,043	71,685	(15,458)	38,830	112,105	28,235	1,409,769	151,661	12,583	48,084	-	71,717	32,180	-	3,942,285