

CareerSource

Citrus Levy Marion

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INTRODUCTION

CareerSource Citrus Levy Marion has taken the enactment of the Workforce Innovation and Opportunity Act (WIOA) as a time to conduct a thorough review of our policies and business practices as we strive to continually improve. The WIOA offers an exciting opportunity to refine and provide additional services through streamlined and improved legislation.

Each year thousands of job seekers from Citrus, Levy and Marion counties rely on the services available through the local CareerSource Career Centers to help them achieve one primary goal – self-improvement. Whether that improvement comes in the form of finding a first job, continuing an upward journey along a career path through additional training or work-based skill development, or developing an employment plan to break reliance on government assistance, the dedicated staff of CareerSource Citrus Levy Marion are here to assist.

The job seekers that enter our career centers are as diverse as the services we have developed to help them. Our staff is dedicated to helping all job seekers regardless of skill level or experience and our services have been tailored to be useful at all levels.

Just as our job seekers represent diverse cross sections of society, our local business customers offer equally diverse opportunities, corporate cultures and needs. It is our role to help them find, recruit, and train and develop the talent that will keep their businesses strong and growing for years to come.

This WIOA Four Year Workforce Plan reviews, in complete detail, our current and future plans to continue to meet the needs of our job seeking and business customers. The completion of this plan only marks the beginning of this journey as we have much work to do for full implementation and integration of the WIOA in our everyday practices.

CareerSource Citrus Levy Marion

KEY DATES

Local Plan Guidelines Issued.....	November 12, 2015
Local Plan Consultation Meeting.....	November 18, 2015
Local Plan Instruction Webinar	December 8, 2015
Local Stakeholder Meetings Held.....	January – February 2016
Public Comment Period Begins	February 29, 2016
Business & Economic Development Committee Review.....	February 29, 2016
Career Center Committee Review.....	March 9, 2016
Executive Committee Review	March 23, 2016
Public Comment Period Ends	March 24, 2016
Full Board Review & Approval	March 30, 2016
Consortium Review & Approval	April 18 - 22, 2016
Plan Submitted to CSF & DEO	April 30, 2016
WIOA Program Year 2016 Begins	July 1, 2016

FLORIDA'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), Florida will have a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce and economic development networks will maximize the competitiveness of Florida businesses and the productivity of Florida's workforce, thus increasing economic prosperity. Florida's strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.
- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.

(1) Chief Elected Official(s) (CEO)

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

Joe Meek, Commissioner, Citrus County, Consortium Chair
Citrus County Commissioners
110 N. Apopka Ave
Inverness, FL 34450
(352) 341-6560
joe.meek@bocc.citrus.fl.us

B. *If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the chief elected official.*

(Attachment 1: Interlocal Agreement)

C. *Attach a copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board.*

(Attachment 2: 2015 Memorandum of Agreement)

D. *Describe the by-laws established by the CEO to address the criteria contained in §679.310(g) of the proposed WIOA regulations:*

(Attachment 3: Memorandum to Establish CLMWDB)

E. *The nomination process used by the CEO to elect the local board chair and members;*

The Citrus Levy Marion Workforce Development Consortium (Consortium), under authority of the Workforce Innovation and Opportunity Act, P.L. 113-128, and the

Interlocal Agreement between Citrus, Levy and Marion Counties authorized by F.S. 163.01, created the Citrus Levy Marion Regional Workforce Development Board, dba, CareerSource Citrus Levy Marion (CSCLM). The Consortium is responsible for designing the membership structure to best represent the workforce needs of the three Counties.

From time to time the membership structure of CSCLM may change due to the addition of new representatives to better serve the area, through resignations, or, the removal of members in accordance with the By-Laws of CSCLM.

Appointment of Members

When a vacancy occurs, the Chair of CSCLM, at the earliest convenience, will notify the Chair of the Consortium that such a vacancy occurs and begin the process of solicitation of membership applications.

The solicitation of membership applications will follow WIOA in respects to the nomination of private sector board members. A majority of the board must represent business. Business representatives include owners, chief executive or operating officers, and other business executives, including small businesses, and business organizations. It is also required that business representatives must represent businesses that provide employment opportunities in in-demand industry sectors or occupations.

The Chair, CSCLM, will through written and other communications reach out to invite nominations by contacting, as appropriate,

- Chambers of Commerce;
- Economic Development Agencies
- Industry associations or trade groups;
- Labor organizations
- Educational agencies, including those responsible for K-12; Adult Education; technical education and post-secondary education;
- Vocational Rehabilitation and similar local organizations that assist those with disabilities;
- Youth-serving organizations, including those that serve youth with barriers to employment; and,

- Such other organizations that may provide potential members whose input will improve the Board's ability to plan, manage and oversee workforce services.

While it is desired that the Consortium have more than one nomination for each vacancy, the Consortium understands that community service is voluntary.

The Chief Executive Officer of CSCLM, who also serves as chief staff to the Consortium, is responsible for implementing the process as directed by the CSCLM Board Chair or any CSCLM Board committee empowered by the Chair to act on his/her behalf.

It is desired that a slate to fill any vacancy(ies) be presented at the next official meeting of the Consortium after the vacancy occurs, provided that at least one month has been provided to solicit nominations.

The Consortium understands that CSCLM Board members can provide a vital role in the recruitment and solicitation of Board members and encourages their active involvement in the process. Individual Consortium members are also encouraged to participate.

Membership information forms will be made available to all parties engaged in member recruitment and the Chief Executive Officer shall be responsible for assisting those parties in preparing a nomination response.

1. *The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;*

(in Agreement)

2. *The process to notify the CEO of a board member vacancy to ensure a prompt nominee;*

(see 1. above)

3. *The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee*

as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;

The Board and Consortium have elected not to have proxies.

- 4. The use of technology, such as phone and Web-based meetings, that will be used to promote board member participation;*

The Board and Consortium strongly desire “in person” attendance and has designated its meeting dates and times to facilitate maximum physical attendance. They also understand that both members and the public may be unable to attend meetings and employ the use of call-in numbers and webinars to allow maximum member attendance and public access.

- 5. The process to ensure board members actively participate in convening the workforce development system’s stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and, Any other conditions governing appointments or membership on the local board.*

Board members and staff routinely are engaged in a wide array of community organizations and forums. These include, but are not limited to Chambers of Commerce; Economic Development organizations; community organizations such as Rotary; advisory boards/bodies for education; and trade/business sector organizations. Through these organizations members and staff reach out to inform and educate potential members on the workforce board and its services. We sponsor or participate in events that allow the members of these groups to become aware of our mission, discuss their workforce needs and otherwise provide continual input.

- F. Provide a description of how the CEO was involved in the development, review and approval of the plan.*

The Consortium has been informed of the meetings being held with community partners regarding the WIOA Plan. The draft of the Plan has been presented to the Consortium, along with any public comments and the decision of the Board regarding those comments. The first meeting was to outline the structural requirements for the board, the recommendations for membership structure and size and the recruitment of new members and proxies. The Board provides the Consortium with on-going information on the development of the plan, to include copies of Board agenda that discuss various aspects.

(2) Local Workforce Development Board (LWDB)

A. Identify the chairperson of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business that the chair represents.

Kevin Cunningham, Chair
Real Estate/Investment
2421 N. Lecanto Hwy
Lecanto, FL 34461
(352) 422-7547
kevinc@remax.net

B. Provide a description of how the LWDB was involved in the development, review, and approval of the plan.

In 2015, the board engaged Thomas P. Miller and Associates to assist it in developing its WIOA Strategic Plan. This Plan was adopted by the Board and Consortium in June 2015 and programming realignment was initiated to be in place by July 1, 2016. As part of the Strategic Plan, local workforce boards whose labor markets, commuter patterns and industry sectors aligned with CareerSource CLM were also identified.

The Strategic Planning process occurred over multiple meetings with partners and trade/business groups and community groups. It also included meetings with board members to improve board member input and engagement.

This input is the core of the WIOA Plan and its further development since July 2015 has included information about meetings with partners and community

groups. This input has been fashioned into the Plan and it has been reviewed at committee meetings and Board meetings in the January to March 2016 timeframe.

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

A. Identify the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief elected official. WIOA section 107(d)(12)(B)(1)(iii); 20 CFR 679.420

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

B. Identify the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist it in carrying out its responsibilities as a board organized under WIOA. (May be the same as the fiscal agent). 20 CFR 679.430

CareerSource Citrus Levy Marion (CSCLM) has elected to hire its own staff to serve as administrative entity.

C. If a single entity has been selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach the agreement that describes how the entity will carry out its multiple responsibilities including how it will develop appropriate firewalls to guard against any conflict of interest.

CSCLM has been selected by the Consortium to serve as fiscal agent, administrative entity, allowed to hire its own staff and serve as one stop operator. The Board does not provide youth services or training services. The Consortium provides the overarching check and balance for services and activities performed by CSCLM. They are provided in the following documents and information and key information is reviewed and approved at their meetings:

- Performance reports- state and federal reports
- Budgets
- Service reports- reports on services to their counties and residents, monthly, quarterly and annually. These are provided to all commissioners, not just consortium members.
- Audits and state monitoring reports, programmatic and fiscal
- In the selection of One Stop Operator (OSO), the Consortium approves the procurement approach and serves in an appeal capacity when it reviews and approves the Board's recommendation/request to serve as OSO.
- At the Board level, its committees (performance, executive/audit, career centers) receive reports on performance and services that are provided to the Consortium. In addition the Executive Committee reviews and recommends the initial and subsequent budget adjustments to the Board.
- At the Staff level, monitoring is a function within the Administrative Service staff, which reports to the Chief Operating Officer (COO), who reports to the Chief Executive Officer. The Chief Executive Officer and COO manage information to the Committees and Consortium. The Director of Continuous Improvement and the Administrative Manager and EO Officer reports to the Chief Executive Officer
- OSO services are the responsibility of the Business and Career Services Officer (BCSO). Staff serving as OSO report to the Director of Career Services/Centers who reports to the BCSO. These staff do not directly manage board information and performance reporting

This structure provides a separation that allows the Board to oversee the direct provision of Career Services, fiscal and administrative services. The Board selects its auditor through a written and oral presentation process that ensures its integrity and separation from staff influence.

(4) One-Stop System

- A. Provide a description of the local one-stop system (including the number, type and location of full-service and other service delivery points).*

CSCLM operates both fixed and mobile unit services throughout Citrus, Levy and Marion Counties. Its fixed office locations are in Lecanto (Citrus), Chiefland (Levy) and Ocala (Marion). Its mobile services include 4 person and 10 person mobile units. These are scheduled to provide services in

areas which are not convenient to its fixed locations, provide on-site services at events such as on-site employer hiring, community events, partner events, and assistance services to neighboring workforce boards.

The Ocala Career Center serves as the area's Comprehensive Career Center. CSCLM's services are accessible 24/7 through its website.

B. Identify the days and times when service delivery offices are open to customers. Customers must have access to programs, services and activities during regular business days at a comprehensive one-stop center.

Self Services and Career Services are provided Monday through Friday, 8:00 a.m. to 5:00 p.m. in all of our locations.

C. Identify the entity or entities selected to operate the local one-stop center(s).

CSCLM operates the Career Centers

D. Identify the entity or entities selected to provide career services within the local one-stop system.

CSCLM provides the Career Center services, with the exception of Youth services which are contracted to Eckerd Youth.

E. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers.

See above, plus training services are provided through our educational partners.

F. Pursuant to the CareerSource Florida Administrative Policy for One-Stop Certification, please provide the required attestation that at least one comprehensive one-stop center in your local area meets the certification requirements.

The Career Center in Ocala serves as our Comprehensive Center and meets the certification requirements. Attachment 4: Signed attestation

ANALYSIS OF NEED AND AVAILABLE RESOURCES

(1) *Please provide an analysis (or existing analysis pursuant to WIOA section 108(c)) of the regional economic conditions, which must include:*

Located in North Central Florida, CSCLM brings together business and community partners in a diverse climate with many rural areas as well as two Metropolitan Statistical Areas (Ocala in Marion County and Homosassa Springs in Citrus County). With a major interstate running through our largest county (I-75), our local area is situated to offer employers in many different industries a logistically beneficial location in which to do business.

A. Information on existing and emerging in-demand industry sectors and occupations; and Ocala MSA Demand Industry Data:

Manufacturing

In September 2015, the employment was 7,700. The over the year change in September 2015 (+400 jobs, +5.5 percent) was 100 more when compared to September 2014 (+300 jobs, +4.3 percent). The number of jobs in this sector has been trending upward over the past four years.

Trade, Transportation, and Utilities

In September 2015, the employment was 23,000. The over the year change in September 2015 (+1,000 jobs, +4.5 percent) was 500 more when compared to September 2014 (+500 jobs, +2.3 percent). The number of jobs in this sector has been trending upward over the past five years.

Professional and Business Services

In September 2015, the employment was 9,900. The over the year change in September 2015 (+200 jobs, +2.1 percent) was 600 less when compared to September 2014 (+800 jobs, +9 percent). The number of jobs in this sector has been trending upward over the past four years.

Education and Health Services

In September 2015, the employment was 18,300. The over the year change in September 2015 (+600 jobs, +3.4 percent) was 2,800 less when compared to September 2014 (+3,400 jobs, +23.8 percent). The number of jobs in this sector has been trending upward for over two decades.

Leisure and Hospitality

In September 2015, the employment was 11,600. The over the year change in September 2015 (+500 jobs, +4.5 percent) was 100 less when compared to September

2014 (+600 jobs, +5.7 percent). The number of jobs in this sector has been trending upward over the past six years.

Emerging Industries

Health care, professional and personal services industries top the lists of emerging industries. Emerging industries tend to employ a higher percentage in professional occupations.

Top Emerging Industries

Workforce Development Area 10 - Citrus, Levy, and Marion Counties

Industry		Employment		2015 - 2023 Change	
		2015	2023	Total	Percent
6214	Outpatient Care Centers	1,151	1,559	408	35.4
5415	Computer Systems Design and Related Services	421	544	123	29.2
5112	Software Publishers	24	31	7	29.2
6113	Private Universities	97	122	25	25.8
6213	Offices of Other Health Practitioners	1,653	2,067	414	25.0
6111	Private Elementary and Secondary Schools	637	789	152	23.9
6114	Business Schools and Computer and Management Training	13	16	3	23.1
6117	Educational Support Services	40	49	9	22.5
6223	Private Specialty (Except Psychiatric and Substance Abuse)	84	102	18	21.4
5413	Architectural, Engineering, and Related Services	824	999	175	21.2
5417	Scientific Research and Development Services	109	131	22	20.2
6219	Other Ambulatory Health Care Services	508	608	100	19.7
5416	Management, Scientific, and Technical Consulting Services	960	1,142	182	19.0
5191	Other Information Services	11	13	2	18.2
4889	Other Support Activities for Transport	19	22	3	15.8
8129	Other Personal Services	148	169	21	14.2
6215	Medical and Diagnostic Laboratories	341	374	33	9.7
5419	Other Professional, Scientific, and Technical Services	1,034	1,126	92	8.9
5239	Other Financial Investment Activities	111	119	8	7.2
5414	Specialized Design Services	115	121	6	5.2

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

B. The employment needs of employers in those industry sectors and occupations. WIOA §108(b)(1)(A)

As part of WIOA Strategic Planning, our local board and partners have identified Manufacturing, Transportation/Distribution and Healthcare as the demand sectors to focus on in our area. Information Technology has been determined to be an emerging in-demand occupational cluster. Our strong partnership with our area educational providers, the Mid-Florida Regional Manufacturers Association (MRMA) and the Ocala Human Resource Management Association (ORHMA) has helped keep us in tune with the needs of local manufacturers. The workforce required to maintain the demand of today's manufacturing facilities must be multi-faceted in regard to core competencies and be adaptable to new processes and technology. We find our greatest need in this sector to be in the "middle-skilled" positions. In the Transportation/Distribution industry, our area has a need for CDL Truck Drivers, like many areas in the State and across the country. In the Healthcare sector we continue to see a shortage in Registered Nurses. At a supply gap of 38%, this is our greatest supply shortage.

Existing Demand Occupations

The majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and a high rate of worker turnover.

The top five existing demand occupations are related to customer service and hospitality.

Combined food preparation and serving workers, including fast food is the top existing demand occupation, with 2,766 projected total job openings between 2015 and 2023.

Only two of the top 15 existing demand occupations require significant technical training: registered nurses and licensed practical and licensed vocational nurses. Three of the top 15 existing demand occupations are in the healthcare sector, which reflects a high demand for medical services as a result of an aging population, expanding medical insurance coverage, and technological innovation.

TOP 15 EXISTING DEMAND OCCUPATIONS

(ranked by total job openings)

Workforce Development Area 10 - Citrus, Levy, and Marion Counties

Rank	Occupation		2015 - 2023			2015 Hourly Wage (\$)				
	Code	Title	Employment 2015	Employment 2023	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	353021	Combined Food Preparation and Serving Workers, Including Fast Food	5,519	6,492	973	17.6	2,766	8.97	8.78	9.37
2	412031	Retail Salespersons	6,579	7,431	852	13.0	2,686	10.68	8.81	14.15
3	412011	Cashiers	4,886	5,103	217	4.4	2,010	9.09	8.82	9.70
4	353031	Waiters and Waitresses	3,066	3,389	323	10.5	1,526	8.98	8.82	10.90
5	434051	Customer Service Representatives	2,890	3,245	355	12.3	979	13.50	9.83	16.59
6	291141	Registered Nurses	3,385	3,850	465	13.7	974	27.76	22.22	30.83
7	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,893	4,476	583	15.0	957	12.91	9.83	15.28
8	311014	Nursing Assistants	2,625	3,150	525	20.0	916	11.30	10.08	12.43
9	439061	Office Clerks, General	3,114	3,403	289	9.3	810	11.42	8.95	14.53
10	373011	Landscaping and Groundskeeping Workers	2,237	2,564	327	14.6	778	9.69	8.78	11.28
11	411011	First-Line Supervisors of Retail Sales Workers	2,964	3,170	206	7.0	719	17.53	12.72	22.76
12	537062	Laborers and Freight, Stock, and Material Movers, Hand	1,953	2,165	212	10.9	699	10.55	8.83	12.59
13	434171	Receptionists and Information Clerks	1,769	2,035	266	15.0	652	11.82	9.82	13.42
14	292061	Licensed Practical and Licensed Vocational Nurses	1,259	1,609	350	27.8	593	19.20	16.45	21.17
15	435081	Stock Clerks and Order Fillers	2,039	2,129	90	4.4	590	11.39	9.24	13.28

* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.

** Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

*** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

Emerging Occupations

The majority of top emerging occupations occur in the healthcare (five of the top 15) and professional services (four of the top 15) industry sectors, which follows the overall Florida statewide distribution of top emerging occupations.

The top emerging occupation in the healthcare industry sector is physician assistants. The demand for physician assistants is projected to grow due to the continuing shortage of primary care physicians.

The top emerging occupations in the professional services industry sector require advanced engineering and computer software skills.

The growth in the construction industry sector of the emerging occupation first-line supervisors of construction and extraction workers is due in part to activities related to solar energy installation.

Industrial engineering is a top emerging occupation in the manufacturing industry sector. Industrial engineers design, develop, test, and evaluate integrated systems for managing industrial production processes, including human work factors, quality control, inventory control, logistics and material flow, cost analysis, and production coordination.

Energy-related sales representatives, recycling and reclamation workers, and geothermal technicians are the top three emerging occupations in the clean tech industry sector. Energy sales representatives buy or sell energy products on behalf of residential or commercial customers or utilities and negotiate and oversee contracts for energy sales. Recycling and reclamation workers sort and prepare materials for recycling, identify and remove hazardous substances, and dismantle components of disused appliances. Geothermal technicians perform technical activities necessary for the generation of power from geothermal energy sources. In Florida, geothermal technicians are primarily involved with the installation, testing, and maintenance of residential and commercial geothermal heat pumps.

Transportation, storage, and distribution managers is the top emerging occupation in the logistics and distribution industry sector, as a result of technological advances in the field of logistics. The number of persons employed as logistics managers, which is a specialty within the transportation, storage, and distribution manager's occupation, is projected to increase.

Top 15 Emerging Occupations (ranked by percent growth)

Workforce Development Area 10 - Citrus, Levy, and Marion Counties

Rank	SOC Code	Title	Employment		2015 - 2023		Industry Sector Linkage	2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change		Median	Entry*	Exp**
1	131081	Logisticians	17	24	7	41.2	Professional Services	23.06	20.51	30.03
2	291071	Physician Assistants	161	221	60	37.3	Healthcare	57.93	42.25	65.99
3	292099	Neurodiagnostic and Ophthalmic Technologists, Surgical Assistants	159	202	43	27.0	Healthcare	23.95	17.49	39.85
4	299099	Midwives	106	132	26	24.5	Healthcare	11.42	10.02	12.83
5	471011	First-Line Superv. of Construction and Extraction Workers	956	1,177	221	23.1	Construction	22.28	15.19	27.80
6	291069	Hospitalists, Nuclear and Preventive Medicine Physicians	664	810	146	22.0	Healthcare	94.13	44.17	119.53
7	172112	Industrial Engineers	200	241	41	20.5	Manufacturing	21.20	16.63	26.43
8	151121	Computer Systems Analysts	107	127	20	18.7	Professional Services	25.47	20.85	32.81
9	291122	Occupational Therapists	177	210	33	18.6	Healthcare	41.29	29.00	46.88
10	172051	Civil Engineers	108	128	20	18.5	Professional Services	29.36	24.05	37.05
11	172081	Environmental Engineers	49	58	9	18.4	Professional Services	27.30	20.37	32.91
12	519199	Recycling and Reclamation Workers	111	131	20	18.0	Clean Tech	10.85	8.92	12.09
13	413099	Sales Representatives, Energy-Related	893	1,048	155	17.4	Clean Tech	20.05	13.72	29.92
14	499099	Geothermal Technicians	305	352	47	15.4	Clean Tech	10.43	8.91	15.69
15	113071	Transportation, Storage, and Distribution Managers	55	63	8	14.6	Logistics and Distribution	34.50	28.46	36.91

* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

(2) Please provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations. WIOA §108(b)(1)(B)

Local employers continue to stress a lack of soft skills in applicants. To assist in this, our LWDA offers a series of workshops geared toward helping these jobseekers to better understand what employers are looking for. CSCLM offers online educational resources on soft skills and employment preparation to support any deficiency. Jobs EQ lists the following skills and attributes by demand industry sector in order of importance:

MANUFACTURING

IMPORTANCE	ATTRIBUTE
ABILITIES	
69	Manual Dexterity
66	Control Precision
63	Multi-limb Coordination
63	Arm-Hand Steadiness
63	Near Vision
56	Trunk Strength
56	Finger Dexterity
56	Category Flexibility
53	Information Ordering
53	Flexibility of Closure
53	Perceptual Speed
53	Oral Expression
53	Oral Comprehension
53	Selective Attention
53	Rate Control
53	Reaction Time
50	Speed of Limb Movement
50	Far Vision
50	Depth Perception
BASIC SKILLS	
53	Active Listening
53	Monitoring
44	Critical Thinking
44	Speaking
41	Reading Comprehension
38	Active Learning

35	Writing
25	Learning Strategies
22	Mathematics
3	Science
KNOWLEDGE	
72	Production and Processing
63	Mechanical
62	Administration and Management
62	Public Safety and Security
59	Education and Training
55	Customer and Personal Service
53	English Language
51	Personnel and Human Resources

HEALTHCARE

IMPORTANCE	ATTRIBUTE
ABILITIES	
79	Problem Sensitivity
78	Oral Expression
78	Oral Comprehension
75	Deductive Reasoning
75	Inductive Reasoning
74	Written Comprehension
74	Speech Clarity
71	Speech Recognition
71	Written Expression
71	Information Ordering
68	Near Vision
59	Category Flexibility
57	Selective Attention
54	Fluency of Ideas
54	Flexibility of Closure
53	Perceptual Speed
52	Originality
BASIC SKILLS	
77	Active Listening
76	Speaking
74	Reading Comprehension
74	Critical Thinking
72	Monitoring
69	Active Learning
66	Writing

57	Learning Strategies
52	Science
44	Mathematics
KNOWLEDGE	
88	Medicine and Dentistry
83	Psychology
80	English Language
79	Customer and Personal Service
78	Education and Training
73	Therapy and Counseling
66	Biology
59	Sociology and Anthropology
58	Mathematics

TRANSPORTATION/DISTRIBUTION

IMPORTANCE	ATTRIBUTE
ABILITIES	
75	Control Precision
75	Far Vision
75	Near Vision
72	Response Orientation
69	Spatial Orientation
69	Static Strength
63	Trunk Strength
63	Multi-limb Coordination
53	Manual Dexterity
53	Stamina
53	Oral Comprehension
50	Dynamic Strength
50	Speech Recognition
50	Written Comprehension
50	Problem Sensitivity
50	Deductive Reasoning
50	Extent Flexibility
BASIC SKILLS	
50	Reading Comprehension
50	Speaking
50	Critical Thinking
50	Monitoring
47	Active Listening
44	Writing

44	Active Learning
38	Learning Strategies
25	Mathematics
KNOWLEDGE	
75	Transportation
68	Public Safety and Security
67	Customer and Personal Service
62	English Language
55	Mechanical
49	Geography
40	Mathematics
31	Production and Processing

(3) *Please provide an analysis of the workforce in the region, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. WIOA §108(b)(1)(C)*

LWDA10 has seen a 1.5 percentage point decrease in the unemployment rate over the year with a rate of 5.8% for December 2015. The area has also seen a slight decrease in labor force (December 2015 labor force = 194,069). The number of individuals employed has remained fairly constant (December 2015 employment = 182,826) while the number of people unemployed has decreased by 22% to 11,243 in December. The most recent data on unemployment rates for individuals with barriers to employment is for 2013. During that time the unemployment rate was 27.4% for persons with a disability, 9.6% for American Indian and Alaskan Natives, 4.5% for Native Hawaiian and Pacific Islanders, and 11.2% for persons aged 55 and older.

Attachment data for the civilian labor force aged 25-64 showed that the largest percentage, 35.5% had some college, followed by high school graduates at 35.4%, individuals with a Bachelor's degree or higher at 18.4% and finally those with less than a high school diploma at 10.6%.

In the Homosassa Springs MSA, the unemployment rate has declined by 1.6 percentage points over the year to 6.6% in December 2015. Since the lowest point of the Great Recession when the unemployment rate reached 12.2%, the unemployment rate has decreased by 5.6 percentage points. The labor force has been declining in recent years (December 2015 labor force = 46,806). In addition,

the number of unemployed persons has been declining in recent years (December 2015 unemployed persons = 3,099) and the number of employed persons has remained fairly constant (December 2015 employed persons = 43,707).

In the Ocala MSA, The unemployment rate has declined by 1.5 percentage points over the year to 5.6% in December 2015. Since the trough of the Great Recession, where the unemployment rate reached 12.6%, the rate has decreased by 7.0 percentage points. The labor force has decreases slightly in recent years, dropping to 131,424 in December of 2015. In addition, the number of unemployed persons has been declining in recent years (December 2015 unemployed persons = 7,323) and the number of employed persons has remained fairly constant (December 2015 employed persons = 124,101).

CSCLM and its partners are working on several projects to address the ongoing shortage of skilled and technical workers in this region. We understand the key to addressing the issues is to educate job seekers on what the modern landscape of the labor market really looks like, what opportunities exist, and a vehicle to move them to success. Aside from our highly successful work based training programs we are currently taking several pro-active approaches at cultivating new talent.

- (4) *Please provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services and the capacity to provide such services, to address the identified education and skill needs of the workforce and employment needs of employers in the region. WIOA §108(b)(1)(D) and §108(b)(7)*

There continues to be a need in our local area for work-based training and training in demand occupations. CSCLM offers an array of training services to job seekers and business customers in our local area. Eligible individuals can qualify for training assistance for education in in-demand occupations with a focus on career ladders and experiential learning. In addition to programs already offered by area training providers, CSCLM is dedicated to meeting the needs of our labor market through traditional classroom training as well as several work-based initiatives to ‘grow our own’ in the demand sectors our board has identified. Through close partnerships with area educators, custom designed classroom training can be created for local jobseekers as well as employees of existing businesses within the region as need arises. These partnerships and the customized trainings developed as a result are a strength to our local area. One example of this is the recent development of Virtual

CNC (computer numerical control) training to meet a sudden demand for CNC operators in our area. Virtual training allows students to study the theory and programming practices on numerous styles and makes of machines. This type of training would not be practical in a hands-on setting due to the size, cost and volume of various machines needed to train.

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

Our OJT program allows us to partner directly with a business when they are hiring a new staff member to assess and identify skills gaps that exist between the jobseeker's existing skills and those required by the business. Once the skills gap is identified, a training plan and agreement can be drafted to stipulate the amount of time in which the business can receive financial assistance through the form of wage reimbursements from workforce while they train the new employee on the skills that are required for the position. OJT continues to prove to be a powerful tool to assist businesses that are in recovery mode and are struggling to find the 'perfect' candidates.

Though apprenticeships are currently limited in our area, our board recognizes that they can be a strong tool in connecting the workforce with the needs of our employers. To that end, we are working in tandem with the Mid-Florida Regional Manufacturers Association in the expansion and creation of apprenticeship opportunities in our area. Marketing efforts and discussions with local businesses and our partnered educational providers is underway to pave the way in creating the 'second college'. We are also in the process of defining and creating pre-apprenticeship training that will provide the needed preparatory work to ensure a successful and well invested program.

In all experiential learning activities, job site employers agree to teach the skills necessary to succeed on the job and will provide the same working conditions for the referred individual as other employees. Training outlines that list the skills to be taught according to the agreement are closely monitored. Work sites and job seekers are tracked regularly to ensure attendance and progress toward the goal. The work flow currently in place as well as regular monitoring of progress leads to better outcomes.

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

(5) *Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. WIOA §108(b)(7)*

WIOA training services are reserved for customers who do not have access to or adequate amounts of other sources of subsidized training such as TANF, VRAP, PELL, etc. The following employment and training services will be available to Adult and DW participants:

- Occupational Skills/Classroom Training
- On the Job Training
- Customized Training
- Customized Training for Employed Workers
- Apprenticeships
- Pre-Apprenticeships
- Incumbent Worker Training
- Skill Upgrading and Re-Training
- Entrepreneurial Training
- Transitional jobs
- Supportive Services
- Case Management
- Follow-Up Services
- Concurrent Education in Job Readiness
- Adult Education
- Literacy Skills
- English Language Acquisition

In keeping with WIOA legislation, our board has determined that our Adult and Dislocated Worker (DW) program requirements will focus on Work-Based Training Models and Career Pathways. Meaningful Work-Based Models will be relied on to help the customer maintain relevancy in the job market. Our locally branded Custom Business Training includes OJT, Incumbent Worker Training, and Customized Training, that can be used to help individuals maintain marketability through skills attainment and upgrades. Programs like these have the added benefit of helping local businesses to maintain their competitive edge through a skilled labor force. The training program should be directly linked to occupations that support the local workforce and economy as outlined in the demand data above.

It is the goal of CSCLM to provide quality assessments and referrals to educational partners to assist job seekers in establishing attainable goals. Under WIOA, all Adult and Dislocated Worker enrollments will begin with an Initial Assessment which uses a standardized format that helps staff determine the job seeker's individual needs and the level of service required to best assist them in achieving their goals. This Initial Assessment is used to draft the job seeker's Individual Employment Plan and to set short and long term employment and educational goals. Applicants' needs will be assessed through an analysis of past experience matched with demand occupations in the area to identify skills gaps. Once assessed, an applicant may be determined to have the knowledge, skills and abilities (KSAs) to obtain or retain employment with minimum career services. If they are determined to lack critical KSAs to obtain or retain employment in a demand occupation they may benefit from short-term training, either classroom or work-based. Finally, if they lack most critical KSAs to obtain or retain employment, they will require enhanced career services and training.

On the Job Training (OJT) is designed to assist businesses with the training and employment needs of their workforce meeting specific guidelines so that the business and employee can maintain a competitive edge in the marketplace. The two unique features of the OJT program are:

- 1) The individual begins training as a new employee or an incumbent worker begins training for a new position
- 2) The individual receives training at the workplace, under appropriate supervision, thus acquiring occupational skills and knowledge in an "on-the-job" training environment

Under WIOA, local boards may set their reimbursement rate to participating businesses up to 75% of the OJT trainees hourly or salary rate of pay as listed in the WIOA section 134(c)(3)(H). Our local board has determined that participating businesses will receive a 50% reimbursement rate for eligible OJT participants. A 75% reimbursement rate will be established when a business enters into an agreement where the OJT trainee is designated as a focus demographic such as veterans, recipients of TANF or SNAP, individuals with a disability, homeless persons and criminal offenders or the businesses and occupations that are part of a targeted sector industry.

Classroom Training may be a standalone training component or it can be combined with an OJT when formal classroom education is needed for the trainee to attain specific skills, credentials or certifications that cannot be attained through OJT only.

Internships and Work Experience opportunities are planned, structured training and learning experiences that take place in a workplace for a limited period of time and expose the intern to a specific career path or practical workplace experience. It is our policy that this type of training can be offered to Adults and DWs that have received Occupational Skills Training, need additional training and/or practicum in a field of study, or to provide updated skills in order to gain employment. The goals of the Internship and Work Experience are to:

- 1) Provide a means to increase the intern's occupational skills;
- 2) Provide unemployed individuals the opportunity to earn a training stipend while participating in an internship; and
- 3) Increase the chances of placement in unsubsidized jobs.

Unlike the OJT, it is not the intent of the Internship/Work Experience Site Employer to enter into an agreement with the expectation that the trainee will be hired at the conclusion of training. But it is our desire that the employer will value the intern/work experience trainee and will hire them into regular, full-time employment.

- (6) *Please provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. The description and assessment must include an identification of successful models of such youth workforce investment activities.*
WIOA §108(b)(9)

Many workforce investment opportunities exist for youth in the CSCLM area, including but not limited to: paid community work experience, traditional occupational skills training, on the job training, internships and soft skills workshops. Partner agencies and schools providing youth services include:

- Kids Central – Foster Care
- Bays Area Youth Services – Diversion Program
- Childhood Development Services
- The Arnette House – Foster Care/Alternative Education
- Department of Juvenile Justice
- Cypress Creek Juvenile Correctional Center
- College of Central Florida
- Community Technical & Adult Education

- Withlacoochee Technical College
- Marion Technical Institute

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

Our Phoenix Rising program, currently operated with YouthBuild funding, has proven to be a successful youth model in our community. The 16-20 week training program provides basic education and construction training to youth with barriers to employment. Youth graduate with OSHA and NCCER or HBI credentials, and many also receive Customer Service and SafeStaff Food Handler certifications. They are also required to engage in leadership and community service activities. Youth with criminal records who complete this program are shown to have lower recidivism rates. This program currently has an over 90% placement rate in employment or education.

Our partnership with Cypress Creek Juvenile Correctional Center in Citrus County has also been beneficial to participating youth. This is a high risk facility serving males ages 16-21. We partner with the Department of Juvenile Justice, the correctional facility staff, the school district and area employers in order to provide genuine workforce services to the youth. These participants demonstrate lower recidivism rates than the general population in this facility and correctional facilities as a whole. Although most of them return to areas outside of our local area upon their release, our board is committed to making a difference in the lives of these youth for their own benefit and for the betterment of the communities they return to.

CSCLM is also working with industry partners within our Targeted Sectors to increase information regarding careers and training opportunities for our youth. These educational and outreach activities are geared to opening up the minds of parents, educators and youth in regards to good available careers within these targeted sectors.

LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

- (1) *The Please provide a description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to primary indicators of performance described in WIOA section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. WIOA §108(b)(1)(E)*

Mission

CareerSource Citrus Levy Marion (CSCLM) brings together citizens, employers and educational providers to develop programs to support high-quality education/training and employment services to meet regional workforce needs.

Vision

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.

Goals and Strategies

In July 2014, Congress passed the Workforce Innovation and Opportunity Act (WIOA) to replace the Workforce Investment Act of 1998. Taking effect on July 1, 2015, WIOA provides an opportunity for CSCLM board to review our current practices in light of the evolving workforce and economic dynamics within our community. It provides an opportunity to further transform the way the workforce system is doing business and realize a new vision for talent development built around the notion of a demand-driven system that leverages resources and partnerships to provide an inclusive talent pool.

CSCLM is leading the charge among its peers in Florida and throughout the country with the development and publishing of a strategic plan responsive to the new Act. In February 2015, CSCLM engaged Thomas P. Miller and Associates to facilitate the creation of a strategic plan and assist with the preparation for the implementation of the WIOA. The Board's goal was to refine its current policies and strategies in light of the vision of WIOA and the opportunities that the law presents.

WIOA establishes an integrated, job-driven public workforce system that links diverse talent to businesses and adopts a broad perspective for talent development by linking with economic development, educational institutions, and other

community-based organizations for comprehensive planning, collaboration, and service delivery.

Conversations with the Board, its staff, and community partners revealed several overarching themes for focus areas of the board’s strategic plan. Themes revolve around leveraging current strengths and expanding services to increase collaboration and reach more business and job seeker customers.

Goal 1: Adopt a sector strategy approach that drives career pathways and addresses individual business services

- | | |
|--------------|---|
| Strategy 1.1 | Strengthen and/or launch sector partnerships in the region |
| Strategy 1.2 | Provide proactive solutions-based business services to individual companies |
| Strategy 1.3 | Serve as the source of demand information for career pathways in the area |
| Strategy 1.4 | Strengthen the feedback loop between business services and the CareerSource centers |

Adopting and implementing a sector strategy approach is one of the top priorities of CSCLM which will create a mechanism to ensure career pathways and services to job seekers will be demand-driven and informed by industry.

While sector-based initiatives exist, they can be strengthened through launching more coordinated partnerships that meet regularly to be proactive about meeting the needs of the region’s targeted industries. CSCLM will focus its efforts on industries with the greatest demand, highest wages, expected growth, and linkage with economic development goals. The industries that strategically align are:

- 1) Manufacturing & Logistics/Distribution
- 2) Healthcare
- 3) Information Technology

Sector partnerships greatly contribute to addressing any skills gap issues that exist in the community. Skills gaps can be most effectively addressed when employers come to the table and work directly with partners and service providers to brainstorm solutions – and a sector partnership can provide exactly that “table” to host the conversation. CSCLM is the go-to source of demand information by combining its current LMI capabilities with the information and needs that come directly from these conversations with employers.

In scanning our region, there are multiple industry sector advisory groups, especially in these targeted industries. These groups work as advisory committees to the instructional staff within the three school districts, our two technical centers, and our college. These groups are good and vital to communicating specific curriculum design issues on the ground at the point of instruction. However, for the most part, there is a gap in the progressive planning for new occupations, new processes, and future thinking that must be done at a higher and more cohesive level so as to prepare for the future and make smart investments in both education and the workforce of the future.

CSCLM will build on these strong linkages to create region-wide think tanks for our three sectors that will look above the curriculum development level and make recommendations for certifications and degrees that are most necessary to be continued or established within our community. These region-wide sector partnerships will also provide the necessary intelligence needed to guide our area occupational demand list for ITA training and also for focusing our work-based learning strategies.

These sector partnerships are strongly supported by the three school districts and the college, with the first meeting of industry leaders scheduled to be held in June of 2016.

While strengthening sector partnerships will allow CSCLM and its partners to hone in on collective industry needs and trends, it is also important to continue to provide value-adding, solutions-based business services to individual businesses.

The information gathered through sector partnerships and through targeted services to individual businesses will benefit all other CareerSource services if it is shared widely with staff and other customers. Strengthening the feedback loop means ensuring that information that business-facing staff gather is shared with jobseeker-facing staff so that jobseekers have a clear and accurate picture of what local employers are looking for in new employees. The reverse communication is just as important – staff serving jobseekers can provide business services staff with a picture of the talent pool, giving employers an idea of where to look for new talent.

Goal 2: Build on the strong service delivery structure to provide access to the comprehensive talent pool

Strategy 2.1 Expand self-service options available to jobseekers

- Strategy 2.2 Expand connections to vocational rehabilitation and adult education
- Strategy 2.3 Expand work-based learning opportunities
- Strategy 2.4 Expand talent pool to reach professional jobseekers

Input from Board discussions and partner interviews emphasized that the services and delivery structure of CSCLM are effective and appreciated in the community. Access to services is a strength, with multiple locations found throughout the region and two mobile units that help to reach even more areas.

Leveraging technology within service delivery is one of the emphasized roles of a local board under WIOA. Finding effective ways to incorporate technology through self-service options will allow CSCLM to serve more customers and reach new populations who may not be likely to enter a CSCLM career center, such as youth or professional jobseekers. Providing more self- service options also allows case managers to focus more attention on those jobseekers who need the most one-on-one assistance.

CSCLM already has a solid foundation for collaboration with partners, such as vocational rehabilitation. These partnerships should be leveraged and expanded, making closer connections with programs like Adult Education and Vocational Rehabilitation to find more efficiency in serving common customers or coordinating overlapping services. This could mean more integration of staff, or finding efficiencies within certain programs. More collaboration and eliminating duplicity will allow for an increase in both the number served and the kinds of programs offered.

The Board and CSCLM staff wants to make sure the community knows that they provide services for the full range of jobseekers and businesses, including services geared toward highly-skilled, highly-educated individuals and positions. To make sure this is apparent within the community; specific services for this category of jobseeker should be created and marketed to both businesses and participants, addressing both the supply and demand side of the talent equation.

In Partnership with the College of Central Florida a Professional Placement Career Center has been developed on the College Campus. This partnership will be expanding in the Spring of 2016, when the center will be moved to a larger area, branding will be conducted that will better attract professional talent and professional jobs. This Career Center serves the region and is open to all professional job seekers and employers.

Goal 3: Strengthen board member engagement

Strategy 3.1	Develop a robust Board member orientation and education process
Strategy 3.2	Focus Board meetings on strategic and/or informational issues and discussions
Strategy 3.3	Ensure investments are strategic and support the organization's mission and strategic priorities
Strategy 3.4	Clarify ways for Board members to get involved outside of Board and committee meetings

Strengthening board member engagement was the second goal that board members and staff considered a top priority. With the geographic spread of board members across the region, it has been difficult to get members all in one place for meetings. To remedy this, meetings have been shifted to allow for call-in access. While this may have increased participation, it has decreased engagement. Increasing board member engagement will improve the Board's effectiveness and its ability to impact the community through its strategic plan.

To start board members off on the right foot, CSCLM has developed a robust orientation and education process so that all board members understand the goals of the Board and their roles as members. This orientation focuses on exciting board members, emphasizing their roles in carrying out the vision of the Board and the opportunities they have to contribute.

- Excite – Initially, it is important to excite new board members about the impact they can have through the talent development system. Promote the benefits they can expect to receive personally and professionally by engaging with the board. Share real, tangible successes of the Board and talent development systems with new board members.
- Engage – Make sure board members understand their role on the board and the value of their perspective, especially business leaders. By relating CSCLM's efforts to their business and talent development needs, board members will have a tangible understanding of how their time and efforts with the workforce system will impact growth at their business and in the community.
- Educate – The workforce system can be a complicated and sometimes confusing world. Focus board member education on the *strategic, big picture talent development strategies* first and layer tactical and operational information incrementally.

All board members interviewed saw staff as highly effective; however, they do not always understand how they as a Board can support the staff's efforts. Providing as many opportunities for board members to drive strategic decisions and get involved outside of board meetings will allow for an increased sense of contribution and impact. This could be through committee work, by volunteering in the CareerSource Centers, or at events, connecting us to other employers in their field, and providing testimonials to our services. Board members representing business should also be encouraged to utilize the services available from the workforce system if they are not already doing so.

After a strong orientation and education program, board members will be most engaged if meeting discussions are kept to a high-level, strategic focus. Ensure that for every Board meeting, a significant amount of time is spent in discussion or on Board education. One way to encourage this is through the use of a consent agenda. Items that need to be voted on can be sent to the Board in advance of the meeting for review, and therefore do not need to be covered in depth during meetings, leaving more time for strategic discussions. Board members felt that if the expectation is set with new members upfront that reviewing materials is expected before the meetings, this could be an effective tactic.

Goal 4: Serve as the convener for talent development in the area

- Strategy 4.1 Map existing efforts and resources for talent development in Citrus, Levy, and Marion Counties
- Strategy 4.2 Analyze the alignment of partner plans to identify areas of convergence and identify gaps
- Strategy 4.3 Identifying collaborative priorities and how individual partner efforts support these efforts

CSCLM staff are well engaged in the community. All partners interviewed noted that CSCLM is very responsive when needs arise, and organizations routinely collaborate on individual tasks or projects. However, many noted that collaboration exists mostly on a case-by-case basis throughout the three counties and there is not a continuous outlet for discussing and tackling some of the larger, more systemic talent development issues.

CSCLM is a logical convener for this collaborative effort, especially as this work is emphasized as an important function of the Board under WIOA. With all partners at the table, the Board can lead the effort to begin mapping out all existing programs

and initiatives that provide workforce development-related services to understand the landscape of the region. This will help to align goals and activities across organizations, leverage different strengths and opportunities, and reduce duplication of effort.

Serving as a convener will require a high level of effort, especially in the beginning as regular communication and interaction is initiated. Board members will have the opportunity to spread the word throughout the community; however, it will also have implications for CSCLM staff and may require some reorganization to allow for staff to be dedicated to this effort.

The first meeting of our regional advisory group will be in June of 2016. This effort will be co-hosted by the College of Central Florida the Superintendent of Schools and CSCLM. Industry leaders will convene for the day to design and plan for implementation of a region-wide focus on skills mapping and future skills gap prediction.

Goal 5: Tell the talent development story of Citrus, Levy and Marion counties.

- Strategy 5.1 Provide labor market information and demand intelligence for the region
- Strategy 5.2 Ensure messaging accessible and engaging
- Strategy 5.3 Promote successes – not just ours, the larger community’s too
- Strategy 5.4 Market expanded services

CSCLM already has a great foundation for communicating its services and successes through its website, social media marketing, and promotional materials. This is a strength that can be leveraged to make sure CSCLM and the Board are the go-to resource for information about the labor market and talent development system in the region.

CSCLM already has access to and provides a wealth of labor market information to others in the area. As partners and service providers come together for more regular collaboration, this information can be leveraged to ensure that all entities are on the same page, using the same information, and spreading the same message.

In addition to having a consistent message, board members can help to shape communications to ensure that they are presented in an accessible and engaging

way that will be understood by businesses and jobseekers who may be unaware of government programs and technical terms.

Accessibility also extends to the user experience on the website. While the communication put forth on the internet is already a strength, it can be strengthened further by making it as user friendly as possible. Those who are unfamiliar with CSCLM should be able to easily understand the services that are provided and access information that is relevant to their needs. In order to understand what will create the best user experience and be most accessible to customers, the Board can research how people and businesses are currently using the website, where they go for information, and what would be the most effective mode of marketing and outreach.

The Board should be able to tell the “talent development story” for the whole region. This includes not only communicating the services and successes of CSCLM, but also from the community at large. Key audiences for information about talent development in the community include local elected officials, businesses and industry, K-12 education stakeholders (teachers, administrators, and counselors), parents, and job seekers. CSCLM can share information when employers are expanding and creating jobs, when other organizations are holding events, or when customers have success in training programs and landing a position in their career field. These stories will help communicate who the Board is, what it supports, and the message that it promotes a community-wide, collaborative strategy toward workforce development.

- (2) *Please describe the local area’s strategy to work with entities that carry out the core programs to align resources available to the local area to achieve the strategic vision and goals established by the local board.*

CSCLM provides WIOA and Wagner-Peyser services within all of our centers. We have developed strong relationships with our Vocational Rehabilitation and Adult Education partners. We will focus on moving our partnerships to an integration of service delivery, where our services are coordinated and complement each organization’s strengths in order to best serve our mutual customers.

Strategy 1: Discuss and document in MOU services what each can provide and in what method.

- Strategy 2: Provide to all core program staff introductory and intermediate training on services delivered by each partner agency.
- Strategy 3: Determine strengths of core programs and how to use those strengths as a core competency for the “system” and avoid duplication of efforts.
- Strategy 4: Share LMI and business intelligence.
- Strategy 5: Meet regularly to enhance services to both our job seekers and business customers.
- Strategy 6: Increase physical and virtual accessibility to our “system” services.
- Strategy 7: Share information and make referral seamless through shared data. Support a shared data system between all core programs.

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

CSCLM will remain a high-performing board. Our high performance is accomplished through integrity, oversight, data analysis, continuous improvement and community dialog.

Integrity

We make sure that at every level of the organization all actions are taken with a strict adherence to guiding principles, rules, regulations and policy. We provide on-going training to board members and staff regarding their responsibility. We insure that ethical behavior is demonstrated daily. We provide easy access to guidance for all members of the board and staff. Board staff insures that communication lines are open and that any changes or new guidance is delivered timely.

The financial integrity of our organization is important to insure the proper use of taxpayer funds. Both finance and program staff are trained to insure appropriate decisions are made, documentation is provided, and that the OMB circular 2 CFR Part 200 is followed.

We protect Personally Identifiable Information and insure that all records are protected in storage, on-line or through transmission.

We treat all individuals with respect. We provide diversity training, uphold the equal opportunity laws, and seek to increase accessibility.

Oversight

CSCLM provides an active level of oversight on all programs, processes, and transactions. We monitor daily interactions and transactions through the use of data queries and separation of duties for critical actions.

We provide monthly reports on performance to managers and quarterly reports to the Board. The Board receives and reviews these reports in the Performance and Monitoring committee. We provide detailed internal monitoring of our programs, insuring compliance. These reports are then submitted to management and to the Performance and Monitoring Committee. Our finances are monitored by an external auditor, who provides a report to management and to the committee. Our budgets and financial reports are reviewed quarterly by the Executive Committee. All committee reports are then part of the Full Board agenda.

Data Analysis

We use data analysis to provide the foundational work for oversight, performance, planning and outreach. Data analysis assists in showing where we are and how it relates to performance. It also assists in making sure that our strategies are being correctly implemented or if we need to change the strategy. Data analysis gives us ways to measure success, provide positive feedback, and improve.

Continuous Improvement

Continuous improvement starts with making sure that our customers are happy with the services that we provide. We use the Net Promoter System to measure our customer satisfaction at different points of service delivery. We use this information to look for areas that need improvement and make changes to impact quality. We aim to not just have satisfied customers, but to have customers who are promoters of our services and system.

We look for ways to make our system more efficient and to reduce waste, and save time. Process improvement results in more time to work with our customers.

We scan the environment. We look for changes on the horizon and gain knowledge as needed by those changes. We look at how others are “doing workforce” and we

learn from them, both here in Florida and across the Nation. We openly share with others to enhance the whole system.

Community Dialogue

We are constant attendees at community meetings. We are active with the Chambers, the Economic Development Agencies, Education, Transportation, Homelessness, Early Childhood, Law Enforcement, Re-entry, SHRM, and other agencies and groups that serve our mutual customers. Being entrenched in our communities helps us to be on the cutting edge in program development.

We welcome input and suggestions from the community and customers. We strive to be responsive to these stakeholders.

- (4) *Please describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part §38*

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

Strategy 2: Accessibility of services. (1) All of our sites including our mobile units are accessible and in conformance with the ADA. We insure that any new training provider is accessible by conducting an on-site review prior to placing on ETPL list. (2) Multi-Lingual staff are present on site to assist with necessary translation. The most used forms have been translated into Spanish to assist our Spanish speaking customers. (3) We have a strong working relationship with the Center for Independent Living. They provide training to staff, and provide sign language interpretation services as we need them. (4) We are forming a staff committee that will look at improvements to our services for both speakers of other languages and for those with disabilities. (5) As we update our website, we will be

including a translatable format to increase our on-line accessibility. We insured that our phone message for SNAP was in both English and Spanish.

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

Strategy 4: Services to Veterans. Through our VETS program we work directly with community agencies serving veterans and provide outreach to encourage veterans that are in need of job seeking services to use our resources. We train other agencies on EFM and keep in contact in order to fill our system job listings with veterans first. Veterans who have disabilities are served directly by either our frontline staff or if the disability warrants special services they are then served by our Disabled Veteran Outreach Program (DVOP) staff. Our close linkage with the community provides us with the knowledge needed to help our veterans not only find employment but to assist with other issues that they may be struggling with. We also work through our Business Services unit to provide strong linkages with business for hiring a Vet and for job fairs such as Paychecks for Patriots. We are committed to provide priority services to our veterans.

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

(1) We provide services to youth in Cypress Creek Correctional Facility in Lecanto. This facility is a high security residential facility for males. In partnership with the DJJ and the Citrus County School Board, we are able to provide programming for youth prior to their release that assists them with their transition from prison to the outside.

(2) Our service provider of youth services is part of the Community Response Team with DJJ, this team looks at ways to partner on job fairs and to assist in transitioning youth from facilities statewide back into our area. We are also looking at ways to partner earlier in the path of connection with DJJ to provide more impactful results.

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

(4) YouthBuild program. Our YouthBuild program is called Phoenix Rising. This program has been in place for 5 years now and has built a total of 12 homes in economically distressed areas in our service area. This program teaches soft skills, provides for a diploma, teaches construction skills and other certifications and places them in employment or post-secondary education. All of this plus the ability to provide a home for a family, the youth learn how to give back to their community and be a hero for someone else.

(5) We have begun conversations with our core partner VR to provide youth with disabilities pre-employment transition services and On-the-Job training. This will be a new initiative strengthening their employment prospects as they graduate from High School.

Strategy 6: Outreach to special populations. Described earlier in our other strategies, but this component is a continuing necessity and will continue to be a strong focus in our communications plan.

Strategy 7: Employer outreach. Working together with VR and their business specialist to develop ways to work together to increase job opportunities with local employers.

(5) *Describe the process used to develop your area's vision and goals, including a description of the participants in the process.*

CSCLM vision and goals were developed in 2015 in an effort to align our goals and strategies with WIOA. This work was conducted by the CSCLM board in a discussion format. The board reviewed the skills gap analysis that was completed the prior year, compared this data with up to date LMI for the region, reviewed commuting data and solidified the strategic plan. Input has been provided in both round table formats and discussion groups and on individual meeting basis, primarily in the development of MOUs. We received input from the following entities:

- Department of Juvenile Justice
- Community Development and Block Grant administrators
- International Brotherhood of Electrical Workers
- Key Training Center
- Center for Independent Living

- Citrus Hearing Impaired Program
- North Central Florida Regional Housing Authority
- Ocala Housing Authority
- Ocala Human Resource Managers Association (SHRM for Citrus & Marion)
- Community Technical and Adult Education Center in Ocala
- Withlacoochee Technical College in Inverness
- College of Central Florida covering Citrus, Levy and Marion counties
- Rasmussen
- Taylor College
- Department of Children and Families
- Apprenticeship section of the DOE
- Experience Works
- Mid-FL Regional Manufacturers Association
- Health Care Round Table
- Community Action Agencies (Central and Mid-Florida)
- Citrus, Levy and Marion Economic Development agencies & government liaisons
- Kid's Central
- Pace Center for Girls
- Marion County Homeless Council & Continuum of Care
- County Veteran Services
- Silver River Mentoring and Instruction
- Marion County Early Learning Coalition
- Nature Coast Early Learning Coalition
- Arnette House for Youth

(6) *Describe how the LWDB's goals relate to the achievement of federal performance accountability measures to support economic growth and self-sufficiency. WIOA §108(b)(1)(E)*

Federal performance measures focus on employment, skill development, attainment of diplomas and certificates and wage progression. CSCLM provides strategies that support the growth of our local economies. We insure that our strategies are supportive of the strategies that our local governments and economic developers have developed. Our strategies seek to train the available workforce in skills that are needed in our current job openings and for those jobs that will be available in the future. We seek continued and constant input from our employers and employer

groups to determine specific areas for training and recruitment. A healthy and growing economy makes it possible for our performance standards to be exceeded.

We seek methods to assist our job seeking community with eliminating barriers to employment. We offer a full array of workshops to the public that help them to be competitive in landing a job and progressing through their career. We provide services for first time job seekers all way through to high level professionals.

We provide support services and referrals to other agencies that make it possible for individuals to successfully complete training or to be competitive in their interviews with employers.

We are nimble in our provision of services to both the job seeker and the business community. We change the delivery of service as needed to meet the needs and look at ways to say yes to a situation that will result in a positive outcome.

(7) Please indicate the negotiated local levels of performance for the federal measures.
WIOA §108(b)(17)

LWDA 10 - CareerSource Citrus Levy Marion

**PY 2014 - 2015 FLORIDA WORKFORCE COMMON MEASURES
PERFORMANCE**

July 1, 2014 - June 30, 2015 Outcomes

Common Measures	Performance 2014-2015	PY 2014-2015 Performance Goals	% of Performance Goal Met	PY 2015-2016 Performance Goals
Adults:				
Entered Employment Rate	84.75%	89.70%	94.48%	87.70%
Employment Retention Rate	93.30%	86.10%	108.36%	86.10%
Average 6-Months Earnings	\$16,024.16	\$13,533.20	118.41%	\$13,533.20
Dislocated Workers:				
Entered Employment Rate	79.75%	91.80%	86.87%	87.21%
Employment Retention Rate	89.00%	90.50%	98.34%	86.50%
Average 6-Months Earnings	\$15,986.97	\$13,636.40	117.24%	\$13,636.40
Youth Common Measures:				
Placement in Employment or Education	76.47%	87.70%	87.19%	83.32%
Attainment of a Degree or Certificate	82.02%	92.10%	89.06%	92.10%

Literacy and Numeracy Gains	57.84%	68.30%	84.69%	68.30%
Wagner-Peyser:				
Entered Employment Rate	62.95%	63.50%	99.13%	63.50%
Employment Retention Rate	84.01%	79.00%	106.34%	79.00%
Average 6-Months Earnings	\$11,831.46	\$11,160.00	106.02%	\$11,160.00

Not Met (less than 80% of negotiated)
Met (80-100% of negotiated)
Exceeded (greater than 100% of negotiated)

We are currently awaiting negotiations for the new federal measures. Included is the latest annual performance per goal for our local region.

- (8) *Please describe indicators used by the LWDB to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers, and the one-stop delivery system in the local area. WIOA §108(b)(17)*

Fiscal Agent

CSCLM is the fiscal agent. Indicators used to measure performance are provided through monitoring that is provided by DEO, local monitoring through independent agreed upon procedures, and independent auditing. Monthly reports are also compiled by the finance department and forwarded to the Chief Executive Officer and COO for review. Quarterly reports on budget vs expenditures is submitted to the Board for review.

Contracted Service Providers

The only contracted service provider at this point in time is our youth services contract with Eckerd Youth. This contract is monitored annually by our internal monitoring staff and is also monitored by DEO. We provide oversight of the program by pulling reports that review the effectiveness of the programs and insure performance. These reports look at: numbers enrolled, exits, positive outcomes, placements, follow-up, post-secondary enrollments, certifications. We also review invoices and documentation for contractual payments and payments of performance benchmarks.

The Career Service provider is currently CSCLM. We have been approved by CareerSource Florida on behalf of the Governor to provide services within the One Stop system. Full implementation of WIOA is required by July 01 of 2017. It is our goal to conduct a full competitive process for One Stop Operator and Career Service provider and have in place by that date.

We review a multitude of reports to measure effectiveness of operations. We have established a system of firewalls to insure appropriate oversight. We review reports provided by DEO on their site and on the FWIPRS site. We also provide our own queries regarding performance that is required at the federal, state or local level. These reports are pulled weekly, monthly and quarterly. Indicators we review include but are not limited to: Placements, Job Postings, Job fill rate, wage at placement, retention, completion rate, participation rate, certifications, program enrollments, cost per, employer penetration, Net Promoter Score, Career Center Traffic,

One Stop Delivery System

CSCLM defines the One Stop Delivery System to be the whole system within our area. This includes the "Career Centers" and the affiliate sites and partners throughout our area. We are in the process now of developing MOUs with our partners and determining how best to partner, share resources, and create a resource rich One Stop Delivery System. We project that additional information that we will want to review for effectiveness will include: Numbers served by location, partner services completed in centers, placements and wages by site. We support and encourage the sharing of information and the development of a shared data system for the primary core services.

(9) Please describe the definition of “self-sufficiency” utilized by your local area. WIOA §108(b)(1)

ADULTS

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

Self Sufficiency: Defined as making at least the ALICE Threshold for each County.

Citrus:	\$19,109 (1)	44,345 (4)
Levy:	\$17,009 (1)	42,981 (4)
Marion:	\$18,307 (1)	44,901 (4)

Dislocated Workers

Earning a rate of pay representing the hourly equivalent of 80% of the layoff wage, or at least the ALICE threshold for the County of residence.

Employed Worker

Based on the average wage of occupations in the Ocala SA associated with the targeted industries in the CSCLM area, it has been determined the self-sufficiency wage level for employed workers is \$25.00 per hour or \$52,000 annually, which allows for an increase to the skill levels of the existing workforce to meet the needs of the employer, to leave no worker behind in obtaining and retaining employment opportunities, and to continuously foster economic growth.

COORDINATION OF SERVICES

- (1) **Coordination of programs/partners:** *Please describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. TEGL 3-15*

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

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

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

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

Customers are asked to complete a services application, watch an online orientation to our menu of services and most importantly enter a full Employ Florida Marketplace (EFM) registration including the development or upload of a current and

updated resume. Upon completion of the Roadmap to Employment Intake, the customer meets with a Job Coach that reviews their information, provides additional details on services that may benefit them and outlines their next steps. Next steps may include (but not limited to):

- Community agency referrals
- Referral and establishment of an appointment for additional career consultation
 - Initial assessment
 - Placement assistance
 - Job referrals
 - Resume Review and Critique
 - Skill Testing (Prove it, Ready to Work, Soft Skills)
 - Provision of LMI
- Referral to CSCLM employability workshops
- Referral to Individualized Career Services (WIOA or TAA)
- Referral to our Youth Services provider (WIOA)
- Referral to Ticket to Work
- Referral to the next Welfare Transition or SNAP orientation
- Referral to a Veteran representative for veterans with significant barriers to employment (SBE)

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

Since the enactment of the WIOA, we have been proactive in having ongoing discussions with both Vocational Rehabilitation (VR) and Adult Education. CSCLM is currently an Employment Network with the Ticket to Work program, along with a Partnership Plus agreement with VR. We have also been in discussions with VR regarding being the service provider for the provision of youth employment services as mandated under the WIOA.

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

(2) Coordination with Economic Development Activities: *Please provide a description of how the local board will coordinate workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promote entrepreneurial training and microenterprise services. WIOA §108(b)(4)(iii)*

CSCLM has long standing partnerships with each of the economic development organizations in our three county area. The three organizations are the Economic Development Authority of Citrus County, Nature Coast Business Development Council (Levy County), and the Ocala/Marion County Chamber and Economic Partnership (CEP) (Marion County). We have representation on our Board of Directors from each of the three organizations. Staff from our Business Development unit works closely with area EDC staff for a broad range of projects. CSCLM staff is involved in talent recruitment and training development for new and existing businesses, complimenting the services of the ED organizations and creating a 'one-stop shop' approach. Staff also works proactively with EDC staff to prepare talent and training availability reports and labor market information for new business development and attraction endeavors.

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

Marion County is home to the Power Plant Business Incubator which is sponsored by the Ocala/Marion County CEP. The Power Plant opened for operations in February of 2012 and has been an integral part of the promotion of entrepreneurial and microenterprises in the area. The Power Plant provides a supportive and nurturing environment for the growth of small businesses.

The Power Plant offers a wide array of programs to benefit everyone from first-time entrepreneurs to seasoned executives and savvy investors. Residents of the Power Plant work in a restored 100-year-old historic building in the heart of downtown, adjacent to the CEP, a few blocks from the Institute of Human Machine Cognition on Innovation Way, and walking distance to a thriving downtown and a National Historic District.

The two-story 11,300 square foot facility and its multiple office shapes and sizes, lends itself to flexibility and increased space as the firms grow. Plans are currently underway to expand the incubator into two adjacent facilities on the CEP's Innovation Way campus.

There are currently 13 resident businesses located at the Power Plant and since its inception eight companies have moved out of the Power Plant and into permanent locations in Marion County. Of these eight companies, 70 new jobs have been created. Aside from recruitment efforts to support the growing businesses, CSCLM has also assisted through the use of local work based training funds to create On the Job Training (OJT), Internship and Work Experience opportunities to support continued and sustainable growth.

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

CSCLM, the SBDC, MRMA, OHRMA, and CF formed a partnership, the Business and Career Resource Cooperative that focuses on small business to provide training, workshops and information to support the local small business needs.

CSCLM partners closely with the Mid-Florida Regional Manufacturers Association (MRMA) by intentionally using the direct linkage to enhance services and provide daily intelligence on the sector. This is accomplished through an employment

sharing arrangement where the work conducted is on behalf of MRMA and CSCLM. This provides in-depth intelligence on hiring needs, salary structures, growth strategies and training needs for the benefit of CSCLM planning and implementation purposes. This has proven to be of great value to our manufacturing community.

- (3) **Coordination of education and workforce investment activities:** *Please describe how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. WIOA §108(b)(10)*

While the training and career paths available in this area are established, the need for increased communication has been needed for the development and continued improvement of programs and curriculum offered between workforce and the K-12, career tech and college level educators to ensure that we continue to meet the needs of local industry.

October of 2015 marked the beginning of collaboration meetings between Marion County Public Schools, the College of Central Florida, the Mid-Florida Regional Manufacturers Association and CSCLM to initiate the formulation of industry driven, cross education, regional advisory councils. Currently, each of the programs offered through the local school system, career and technical and college level training providers has its own advisory committee to review and develop curriculum for its own courses. Collaboration of the educational programs and industry has been very strong in this area. However, a key component of cross-communication has been missing, and many times participation in the committees is hard to solidify as each provider often taps the same businesses for representation on their committee.

The goal of the regional advisory council is to bring industry, all educational providers and workforce together for open discussion to bridge any gaps that may exist between the levels of instruction available in our targeted industries which include manufacturing, transportation and logistics, healthcare and information technology. Our hope is to create fluid career paths for students as they progress from K-12 through college, providing stackable and portable credentials as they continue to learn and move up on their career ladder.

Our first full advisory council meeting is slated to occur in June of 2016. Executive level staff from the targeted industries will be invited to hear about the goals of the

advisory councils and solicit ongoing participation for meetings that will be held twice a year.

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

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

We are currently in the process of expanding the Patriot Job Connection office through our partnership with the college. This expansion will incorporate joint branding and staff from the college to facilitate full integration of technical, industry driven educational services available as well as internship opportunities provided through the college for graduates. The internships provided through the college will be melded with CSCLM's initiative of creating industry driven, paid internships and work experience opportunities for recent grads and professionals that require additional practical experience to become employed.

The partnership with the college allows us to identify students coming out of internship programs and graduating. This allows us to connect the students with business for paid internship programs through CSCLM and/or for possible OJT opportunities with businesses looking for talent.

Staff from the Patriot Job Connection travel throughout the three county region in coordination with CSCLM's workshop coordinator to provide a wide range of workshops to students in K-12, Adult Education, career and technical and college programs. These workshops often include:

- Information on CSCLM and available services
- Interviewing skills
- Soft Skills workshops
- Targeted resume development
- Use of social media in your job search

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

We are currently in the planning phases to create an annual Career Exploration Fair. This initiative is between the College of Central Florida, Marion County School Board, Community Technical and Adult Education, Ocala/Marion County Chamber and Economic Partnership and the Mid-Florida Regional Manufacturers Association.

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

- (4) **Coordination of transportation and other supportive services:** *Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)*

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

WIOA/WT Support Services:

- Travel Assistance up to \$10.00 weekly
 - Additional out of area mileage reimbursement

- Bus Passes
- Childcare Assistance
- Needs Based Payments

TAA Support Services:

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

SNAP Support Services:

- Travel Assistance up to \$25.00 monthly

Services may be blended based on funding availability and program eligibility.

- TAA may be served under Dislocated Worker
- WT may be served under Adult
- SNAP may be served under Adult

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

- (5) **Coordination of Wagner-Peyser Services:** *Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services. WIOA §108(b)(10)*

As mentioned in previous sections, CSCLM is currently providing direct management of the career centers in our area. Under this management structure the following required partner programs exist in each of our brick and mortar locations:

- WIOA Adult, Dislocated Worker and Youth
- WIOA Wagner-Peyser
- Veterans Employment and Training
- Trade Adjustment Act
- Re-employment Assistance Navigation
- RESEA
- Temporary Assistance for Needy Families

- Supplemental Nutrition Assistance Program

Most of the services provided under Wagner Peyser act as the gateway to Individualized Services under other partner programs. Many customers visit a center with basic needs, not fully understanding the entire scope of services available to them. Through effective assessment and triage many Wagner Peyser customers move to Individualized Services under partner programs. Other customers that wish to conduct self-paced and independent job searching may do so.

Additionally, CSCLM management staff maintain Board seat positions on each of our county's Disadvantaged Transportation boards. Each of the Disadvantaged Transportation Boards meet quarterly to review the policies, procedures and services being carried out by each county in regards to public transportation. This involvement ensures that the voices of CSCLM customer base are heard and continuous improvements occur in our public transit system.

- (6) **Coordination of Adult Education and Literacy:** *Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under Title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under Title II. WIOA §108(b)(10)*

As mentioned in #3 of this section, we are currently working on several projects to strengthen the partnerships with our educational partners as well as bridging the gap between private industry and curriculum. The selection process and maintenance of our Area Targeted Occupation List (ATOL) is a continuous process that involves our business led committees and board of directors. At this current time the local areas are waiting for the activation of the provider application portal to go live at the DEO level. Aside from the logistics of the State application process, we'll discuss the local review process once an application passes State review and is forwarded to the local area for approval.

CSCLM has a local guidance policy specifically detailing our local policy and procedures for selecting provider and program selection. While some process steps will change at the time of finalization of the state policy, our intent is to retain specific requirements as defined locally for approval of providers AND programs.

At the time an application is received from the DEO for approval, the following reviews and performance must be met in order to qualify for addition to our ATOL.

Provider approval requirements:

1. At a minimum, all training providers wishing to be listed on the local eligible training provider list must:

- Be either (a) a licensed public, post-secondary education institution eligible to receive funds under Title IV of the Higher Education Act, or (b) a private educational institution accredited and fully licensed by the Florida Department of Education (FLDOE), Commission for Independent Education (CIE);
- Be in business in the State of Florida for at least two years and verify that they have been providing student based information to FETPIP through CIE/FLDOE;
- Meet ADA requirements and sign a certification of compliance with ADA;
- Agree to provide performance, programmatic and institutional information on an annual basis and/or when requested by CSCLM.

2. Additionally, all providers must:

a. Provide educational services:

- Within Citrus, Levy or Marion counties, OR
- Be listed on the eligible training provider list for the workforce region in which they provide services

b. Allow for a site visit by CSCLM staff prior to final approval.

c. Report performance to the FETPIP or CIE system. Providers that do not report to FETPIP or CIE will automatically be denied or removed from the local eligible training provider list. This action is not eligible for appeal.

d. Any provider that is determined to have provided inaccurate information or to have violated any provision of the WIOA shall be removed from the eligible training provider list and may be liable to repay all training funding received during the noncompliant period.

e. For continued eligibility, training providers must:

- Maintain proper accreditation and/or licensure through the Commission for Independent Education and provide a copy to CSCLM on an annual basis
- Continue to supply timely student based information to FETPIP and CIE.

- Provide updated training program information, i.e., new catalog, specific program updates and cost changes.
- Continue to meet established performance criteria as established by the CSCLM board.

Program approval requirements:

1. All locally approved training programs must have been offered by the approved institution for a minimum period of 12 consecutive months and have performance data available for review through FETPIP and/or the Commission for Independent Education (CIE).
2. All proposed programs must (a) be listed on the Department of Economic Opportunity (DEO) issued State or Regional Targeted Occupation Lists, (b) be fully accredited, and (c) allows for the issuance of credentials upon training completion (certificate, degree, diploma) or skills and competencies recognized by employers.
3. All locally approved training programs must meet at least one of the criteria listed below based on data provided by:
 - a. FETPIP
 - an 80% completion rate with at least 70% of the completers found in employment, or
 - an 80% placement rate of training completers (training related placement not required), or
 - a 70% completion rate with one of the following:
 - Placement wages equal to or above the local Lower Living Standard Income Level (LLSIL), or
 - 90% placement rate of training completers (training related placement not required)
 - b. Local Management Information System (MIS)
 - previous 12 months of local WIA/WIOA/WT placement data that shows all of the following:
 - At least 80% successful program completion rate of trainees no longer in training activities;
 - At least 90% of training completers with employment at closure, OR
 - 80% of training completers with Training Related Placement at closure
 - Average employment wage rate at closure represents 90% of the local LLSIL.

c. Local

- Quantifiable local data that exhibits an immediate or projected need for training in a specific occupation or occupational field (data approved by the appropriate CSCLM Committees and Board).

All provider and proposed program applications will be reviewed by the Director of Program Development for qualification of performance standards listed above upon receipt from the Department of Economic Opportunity. Applicants that do not meet standards will be notified in writing of such determination.

Applications that meet the standards established in local policy will be recommended for review by the CSCLM Board of Directors. All applications must be reviewed and approved by the full CSCLM board prior to being added to the local ATOL.

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

(7) Cooperative Agreements: *Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.*

At the drafting of this plan, the State endorsed memorandum of understanding document has not been issued to the individual area. However, we will discuss the current partnerships and future plans for enhanced partnerships between CSCLM and these entities.

Division of Vocational Rehabilitation

Vocational Rehabilitation, while not housed in the One Stop center, is located several hundred yards from our comprehensive center. This close proximity has allowed us to easily exchange referrals and keep open communication between our agencies. We have been working on several projects with VR to provide services to individuals with disabilities as well as conducting cross training between workforce and VR staff to share and develop a full understanding of services available to our mutual customers. Several of those projects include:

- VR staff training on the Employ Florida Marketplace.
- CareerSource CLM staff training on services and service availability through VR
- Ticket to Work Employment Network participant
- Initial stages of developing curriculum for youth pre-employment training services
- Offering of workshops to VR customers at our locations, and information on hiring events and/or other services that would be of value to their customers

Florida Department of Education, Division of Blind Services

CSCLM maintains a full assortment of assistive technology geared to assist all individuals with disabilities in their job search and employment related needs. CSCLM looks forward to increased coordination of services, especially now that they have just recently opened up a new center here in Ocala.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

All of the required WIOA partners are included in the CSCLM delivery system. CSCLM Board, with the concurrence of the chief elected officials, requested and received the authority to function as the direct service operator of the area's one-stop services system through PY 2016/2017. With the assumption of this responsibility, the local area's workforce business-led system was restructured in a manner that minimized the impact of budget reductions on our unemployed customers, and reshaped and consolidated services for a more efficient system of connecting customers to opportunities with local employers.

CSCLM delivers all programs and services to customers through its fully comprehensive and diverse workforce development One Stop System. This system is both physical and technological – providing access with a “physical front door” which is through our three Career Centers located in Citrus, Levy and Marion Counties and through “electronic access”.

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

CSCLM acquired two mobile units that cover our tri-county area on various days, bringing the Career Center services and programs to those who find it difficult to come to the Centers. The workforce development system connects many agencies and programs. Within the Center in Marion County, Senior Services is the only partner housed within the One-Stop. Other partner agencies are reached through our technological and referral door.

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

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

CSCLM's goal of providing a full array of Welfare Transition, SNAP, WIOA, TAA and Wagner-Peyser services, career services and training to our area residents which will assist them in obtaining employment; along with the employer-driven services of the Business Development Unit, is attained by providing:

- Extraordinary Customer Service; Outreach and recruitment; Orientation for Services; Registration for Work; Resource Area Management and Coordination; Operation of job search assistance workshops; Referral to appropriate work or training activity
- Employment Referrals; Development of Employment Opportunities; Development of subsidized/ un-subsidized employment opportunities
- Eligibility determination; Individualized employment plans; Referrals to Objective Assessment Services; Case management, general and intensive
- Coordination and provision of support services; Post placement and job retention follow-up
- Maintenance of records and reporting; Individual Training Accounts management; Customer payments (tuition, books, fees, day care, transportation and other support services)
- Veteran Services; Job Corps referrals
- Special Grants/Contracts Management; Volunteer Staff Management
- Experience Works – Co-location of staff onsite at the Career Center.
- Working with Faith Based and Community Organizations

B. Identify any non-required partners included in the local one-stop delivery system.

- Supplemental Nutrition and Assistance Program (SNAP) Employment and Training program;
- SSA Employment Network and Ticket to Work program along with a CareerSource Citrus Levy Marion sustained Disability Employment Initiative or program; and
- YouthBuild

CSCLM continually seeks out opportunities within the region to develop Workforce Services Agreements with partner organizations including community-based, faith-

based, and/or nonprofit organization, as well as employment, education, and training programs that align with our vision mission and strategic goals.

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

C. *The LWDB, with the agreement of the chief elected official, shall develop and enter into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs. WIOA §108(b)(6)(D).*

- **Arnette House** The intent of CINS/FINS is to divert children who commit status offenses from entering the child welfare or juvenile justice systems.
- **Center for Independent Living of North Central Florida - Ocala Office:**The Center for Independent Living of North Central Florida provides all of their services at no cost to consumers within a 16 county region including: Alachua, Bradford. *Citrus*, Columbia, Dixie, Gilchrist, Hamilton, Hernando, Lafayette, Lake, *Levy*, *Marion*, Putnam, Sumter, Suwannee and Union counties. CILNCF focuses on four core services including Advocacy, Information and Referral, Peer Support and Independent Living Skills Education. They also provide employment services, job development and placement, trial work, pre-vocational skills education, job coaching, employer education, and natural support development services.
- **Central FL Community Action Agency, Inc. Gainesville** Central Florida Community Action Agency strives to provide quality services and programs that grant Alachua, *Levy and Marion* county residents the opportunity to move towards self-sufficiency and financial independence. Family Self Sufficiency Program, Low-income Home Energy Assistance Program, Weatherization Assistance Program
- **Citrus County Veterans Services** The Veterans Service Office provides guidance and assistance to veterans and their families so that they are able to navigate the difficult VA systems, DOD retirement systems, and Florida State Benefits Programs in order to obtain pension, compensation, burial, educational, medical, insurance benefits, tax exemptions, park passes, & retirement benefits provided by the Department of Veteran's Affairs, The State of Florida, and the Department of Defense. The Veterans Service Office cooperates with local charitable organizations and businesses to ensure that the veteran and their families are receiving as much assistance as possible from the community.

- **Citrus Hearing Impaired Program Services (CHIPS)** Provides services to the deaf, hard or hearing and speech impaired individuals of Citrus County. Advocacy information and referral, continuing education, interpreting services for the deaf, training and distribution of telecommunication equipment. They offer a variety of services including interpreting, advocacy, information, referrals, sign language classes, and more.
- **Early Learning Coalition of the Nature Coast** Families receive free information on finding and selecting quality early learning programs that best meet their needs. Trained staff answer your questions on how to choose the best early learning program for your family. Families are provided with unbiased referrals customized to their individual needs. Referrals and information about other services available in the community are available. Information on financial assistance options is also available. Families with low incomes in Florida who are working or participating in educational programs may be eligible for School Readiness assistance. VPK.
- **FL Department of Juvenile Justice (Marion Regional Juvenile Center and Cypress Creek combined)** To increase public safety by reducing juvenile delinquency through effective prevention, intervention and treatment services that strengthen families and turn around the lives of troubled youth. DJJ operates 21 juvenile detention centers in the state of Florida. Detention centers provide custody, supervision, education and mental health/substance abuse and medical services to juveniles statewide.
- **Kids Central, Inc.** Serving *Citrus*, Hernando, Lake, *Marion* and Sumter Counties. The agency develops and manages a comprehensive, community-based system of care for abused, neglected and abandoned children and their families.
- **Levy County Veterans Services** The Veterans Service Office provides assistance to our Veterans, their survivors and beneficiaries. It actively assists claimants filing for benefits through the Department of Veterans Affairs. The Levy County Veterans Service Office is the primary point of contact for information concerning Veterans and is responsible to the Board of County Commissioners and the citizens of Levy County.
- **Marion County Early Learning Coalition** Childcare, VPK, Success by 6, Training Classes, Early Learning Services.
- **Marion County Homeless Council** Emergency food assistance, Childcare

assistance, Legal assistance, Transportation assistance, Mental health counseling, Health care assistance, Case management, Thrift stores, Shelter sites, Outreach ministries, Employment services.

- **Marion County Veterans Services** Marion County Veterans Services staff helps residents obtain their Veterans Administration benefits, including compensation, pension, health care, education, and death and burial benefits. They also assist veterans seeking to replace lost medals awarded while serving on active duty.
- **Mid Florida Community Services, Inc.** Resources and services from Mid-Florida Community Services, Inc., or MFCS, can help low-income individuals in Volusia, *Citrus*, Hernando, Pasco, and Sumter County. Case managers try to help people become self-sufficient. Additional assistance programs offered include energy bill assistance, Head Start (education), housing resources, senior services, and transportation.
- **Mid Florida Homeless Coalition - Citrus** The Coalition is the lead agency coordinating *Citrus*, Hernando, Lake and Sumter's response to homelessness, and as such serves as the primary support organization for the community's Continuum of Care (CoC). The CoC system creates an improved homeless service system that more effectively provides services, support and housing to all sub-populations within Citrus, Hernando, Lake and Sumter's homeless community, with a primary focus on moving individuals and families out of homelessness.
- **North Central Florida Regional Housing Authority** Public Housing, Section 8, *Levy*, *Gilchrist*, *Suwannee* Counties
- **Ocala Housing Authority** Public Housing, VA Supportive Housing, Mortgage Assistance Programs, Home Ownership and Rental Opportunities, Family Self-Sufficiency Program
- **PACE Center for Girls of Marion County** PACE Center for Girls is a nationally recognized 501(c)3 day program offering year round counseling, academic and life skills services for girls ages 12-17 who are at-risk of entering the juvenile justice system, failing or dropping out of school, running away or experiencing difficulty at home.
- **Silver River Mentoring and Instruction, Inc.** Promote the increase of life-long learners by providing a positive educational environment that empowers the at-risk youth of Marion County & Citrus County to be responsible and productive citizens,

while being supported by a community-at-large that recognizes and accepts their potential.

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

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

All CSCLM offices are ADA compliant and reviewed at minimum once per year for all aspects of continued compliance by the CSCLM quality assurance unit. Additionally, CSCLM has an operating policy detailing the strict programmatic accessibility standards that we hold.

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

CareerSource Citrus Levy Marion is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers listed above may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. If you need accommodations, please call 800 434-5627, ext. 7878 or e-mail accommodations@careersourceclm.com. Please make requests at least three business days in advance. CareerSource Florida Member.

CSCLM is a community partner with the Center for Independent Living (CIL). Recent organizational meetings have taken place to strengthen our partnership. The

result of these meeting will be the basis for the development of a Memorandum of Understanding (MOU). This MOU will include periodic and cross agency staff training to not only insure excellent service to individuals entering a career center, but also to insure that all CIL staff are fully aware of, and know how to access our full line of services.

B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation

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

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

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

C. Please describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, through the use of technology and through other means. WIOA §108(b)(6)(B)

CSCLM endeavors to offer the majority of services available in a brick and mortar career center in a virtual, or electronic format. Our Roadmap to Employment program as well as a full line of narrated training webinars are available through our

website. Customers interested in training may also complete the online universal application and can submit their interest for tuition assistance to a CSCLM staff member for review. This digital portal allows a customer to access any service available in the center with the exception of one-on-one, personalized service.

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

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

With the upcoming implementation of the Workforce Innovation and Opportunity Act (WIOA) CSCLM has been proactive in increasing our outreach and assistance efforts towards individuals with disabilities. We are currently partnering with the Department of Vocational Rehabilitation and the Ticket to Work program to provide enhanced services to individuals with disabilities that are looking to re-enter the workforce. We also provide intensive Veteran services within each of our centers, provide outpost Veteran support throughout the community as well as maintaining close relationships with local support agencies such as Salvation Army, Center for the Blind, Center for Independent Living and the Marion County Homeless Council. One of the key components to creating successful outcomes is targeted and effective outreach.

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

- Learn about their unmet needs and challenges in the workplace;

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

Our established relationships with local agencies will provide an organic referral process. However, we realize that not all individuals that have disabilities engage the assistance of a social service agency. CSCLM also works closely with our local media partners in print and radio to broaden our umbrella of exposure to our local customer base. We currently run regular columns in the newspapers in our three county region and also host a 30 minute radio show every two weeks on WOCA The Source, 96.3 Talk Radio in Ocala. Adequate outreach and marketing are the cornerstone to ‘spreading the word’ about new opportunities and initiatives. Our dedicated Communications Manager uses a multi-faceted approach to reach individuals with disabilities. Social Media, print and broadcast methods are used in promoting services and encouraging individuals with disabilities to engage workforce to assist in their career development and planning. CSCLM is committed to providing services to all customers and to continually work to increase the awareness of employers on the benefits of hiring people with disabilities.

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

Vocational Rehabilitation has an office in Ocala, which is conveniently located around the block from our comprehensive Career Center. The other two locations located close to our area are in Old Town and Gainesville. VR staff provide itinerant services out of our Career Center in Chiefland. VR provides medical and

psychological assessment, vocational evaluation and planning, career counseling and guidance, training and education, job-site assessment and accommodations, job placement, job coaching, OJT, supported employment, assistive technology and devices, time-limited medical and psychological treatment. They also provide assistance to individuals who have hearing impairment and in partnership with the Division of Blind Services work with the visually impaired.

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

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

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

CSCLM fully complies with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act of 2014 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted

program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The Board also assures that it complies with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I financially assisted program or activity, and to all agreements made to carry out the WIOA Title I financially assisted program or activity. The Board understands that the United States, the State of Florida and the DEO have the right to seek judicial enforcement of this assurance. The Board also assures that CSCLM will appoint an Equal Opportunity Officer to ensure compliance with the regulatory requirements cited above.

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

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

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

CSCLM has been actively involved in the homeless coalitions in our area. Having mutual customers it behooves us to be actively involved in addressing the staggering numbers of homeless individuals in our region.

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

CSCLM does not have remote sites – only the three comprehensive Career Centers, one in each county. However, the Mobile Resource Units are used to visit remote areas to provide customers access to CareerSource services. CSCLM also works closely with our local media partners in print and radio to broaden our umbrella of exposure to our local customer base. We currently run regular columns in the newspapers in our three county region and also host a 30 minute radio show every two weeks on WOCA The Source, 96.3 Talk Radio in Ocala. Adequate outreach and marketing are the cornerstone to ‘spreading the word’ about new opportunities and initiatives. We have developed online videos and forms for job seekers, program applicants/participants, and employers to access from external locations.

These on-line services include but are not limited to; program orientation, applications for training services, e-signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EFM. Access is also facilitated through our website, social media, print and broadcast methods will be utilized in promoting services and encouraging all individuals to engage with CSCLM to assist in their career development and planning.

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

CSCLM utilizes an electronic data management system (EDMS), ATLAS (Automated Tracking, Linking and Archiving Solution), which supports programs and manages all of our Career Center traffic and participant records.

Customers entering the Career Centers sign in through the ATLAS kiosk system located in our lobbies. Veterans and program participants are identified by this system and programmatic staff receives automated notifications. Customers are able to choose what category of assistance, including partner programs, they need to access upon entering the building. Career Center traffic reports are shared with all of our CareerSource staff, Career Center Committee members and core partner programs. This service also identifies the program, service or partner program the customer has accessed. Quarterly Reports are analyzed to benchmark our survey responses and data is utilized for ongoing continuous improvement. These reports are made available to CareerSource Staff, One Stop Committee members and core partner programs. This service also tracks our demographic data. The ATLAS system is also our centralized data base for programmatic records retention. Customers participating in WIOA, Welfare Transition, TAA, SNAP E&T programs are able to scan documents using the ATLAS kiosk system. All programmatic forms are stored electronically in this paperless environment.

(4) Competitive Selection of OSO: *Describe the steps taken or to be taken to ensure a competitive process for selection of the one-stop operator(s). WIOA §121(d)(2)(A)*

1. Selection of one-stop operators: Due to the decline of current and future funding, and the long term economic picture, the CSCLM Board, with the concurrence of the chief elected officials, requested and received the authority to function as the direct services operator of the region's one-stop services system through PY 2016. With the assumption of this responsibility, the local area's workforce business-led system was restructured in a manner that minimized the impact of budget reductions on our unemployed customers, and reshaped and consolidated services for a more efficient system of connecting customers to opportunities with local employers.

For 2017, the Board will conduct a competitive procurement process. If the Board determines that it wants its staff to compete for consideration as the One Stop Operator, the Board will secure the services of a third party consultant who is familiar with WIOA requirements and the operations involved in being a One Stop Operator.

2. Appeal Process: The following appeal process would be used when needed: Any organization that submits a response to the CSCLM's competitive process receives fair and unbiased consideration. In accordance with CSCLM's policy, respondents who are denied funding have the right to appeal. The following steps must be taken for organizations to appeal funding decisions: From the date of notification, any bidder has 72 hours (three business days) in which to file a

written appeal/protest with the CEO. At the scheduled meeting of the CareerSource Citrus Levy Marion Board in which final selection of Service Provider(s) is/are to be made (date, time and location of meeting is included in the RFP Package), the board will hear any Appeal(s)/Protest(s). The decision on selecting a One Stop Operator is also approved by the consortium, because of this an appeal may also be made to the three member Consortium; These decisions will be considered final however any responder has the right to appeal to DEO if they so desire.

- (5) System Improvement:** *The state's certification policy has not been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service than required in order to respond to labor market, economic and demographic conditions and trends in the local area.*
WIOA §108(b)(6)(A)

Following completion and issuance of the state's certification policy, CSCLM will review and determine whether any additional criteria or higher level service than required will be needed to respond to the labor market, economic and demographic conditions and trends in the local area. CSCLM will continue to solicit feedback from the jobseekers, employers and partners to ensure we continue to improve our level of service.

DESCRIPTION OF PROGRAM SERVICES

(1) System description: *Please describe the local workforce development system. Identify the programs that are included in the system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment in provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State Plan under WIOA section 102(b)(1)(E). WIOA §108(b)(2)*

The CSCLM local workforce system is geographically comprised of Citrus, Levy and Marion counties. This region is a diverse region, which includes very rural areas, small communities, and metro areas. This area includes an active commuter pattern especially notable with patterns moving into and out of neighboring areas to the north. I-75 is a primary driver for both commuting and for the distribution path and location for manufacturing. For this reason, a strong partnership has been forged with region's 6, 7, and 9. These four areas work together on talent supply and training development to meet the needs of their employers and to encourage growth of new employment opportunities along the major distribution paths in Florida.

CSCLM is publicly funded through varying streams of federal funds. Most of the funding is first received at the State level and then distributed to our area based on federal allocation methodologies. Some of the funding is received directly by CSCLM for special grant activities that support our workforce system. CSCLM has developed strong partnerships throughout our community which will be sustained and strengthened under the WIOA.

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

We have four Career Centers in our area, with one center designated as a comprehensive service center. Two of the other centers currently provide the majority of the required programs with easy access to all programs, and the final

center provides services to professional job seekers and employers seeking highly trained individuals.

- Marion County: Our Full Service Career Center is located at 2703, NE 14th Street, in Ocala
- Citrus County: Our Career Center is located at 683 S. Adolph Point, in Lecanto
- Levy County: Our Career Center is located at 109 NW 3rd Avenue, in Chiefland
- Area wide: Our Professional Career Center is located at 3003 SW College Road in Ocala

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

Through agreement with the Department of Economic Opportunity (DEO) it is possible to provide the majority of the required core programs within our centers. These programs include:

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

- Re-employment Compensation (UC) information and navigation assistance, provided through direct services. **Provided in 3 Career Centers**
- Supplemental Nutrition Act Program (SNAP), provided through direct services. **Provided in 3 Career Centers.**

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

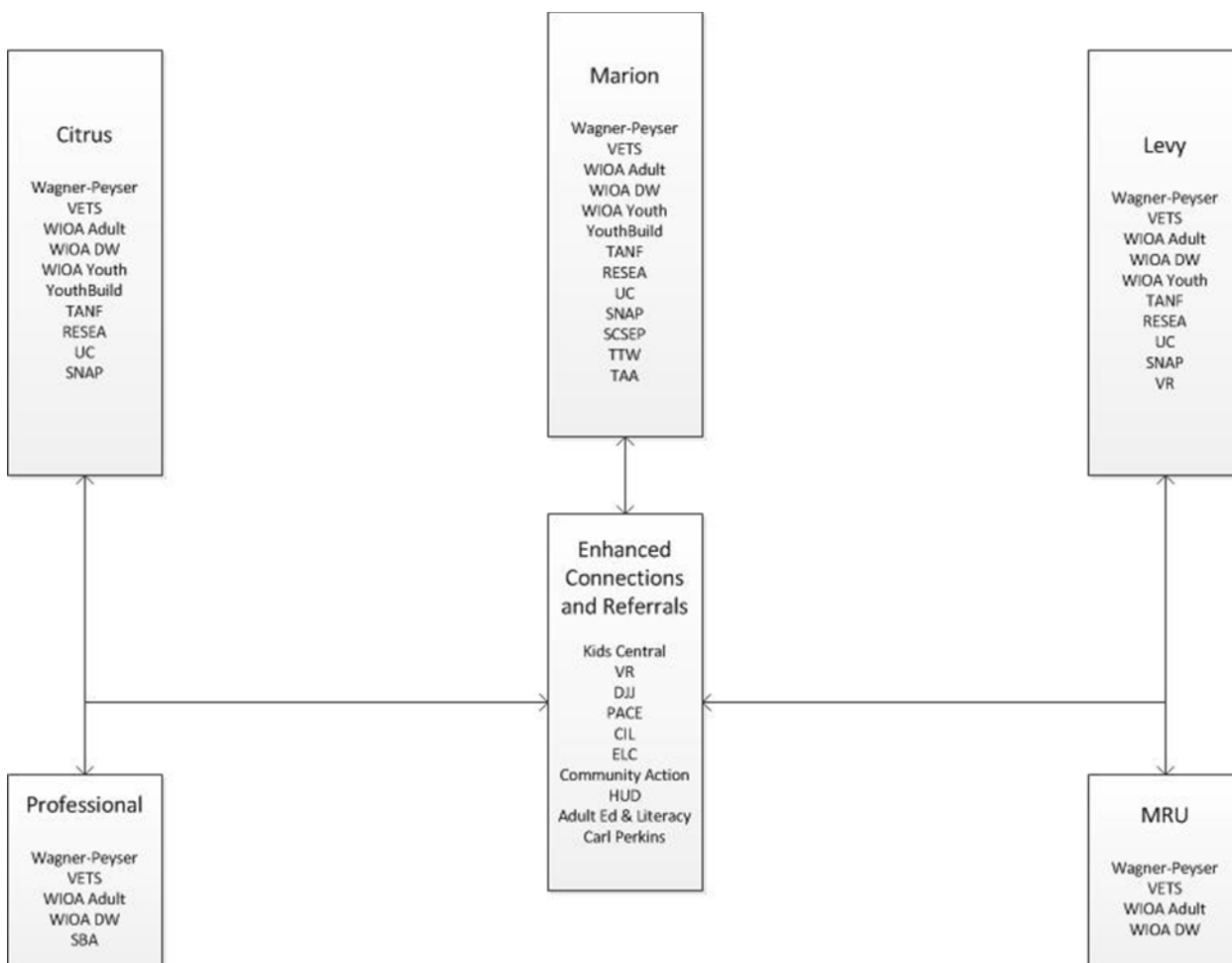
- Vocational Rehabilitation (VR), services provided through MOU being negotiated at the State level with Department of Education. Local level of services and integration is being discussed and include, **Itinerate Services, direct linkages, plus contract to serve transitioning youth and adult on the job training.**
- Senior Community Service Employment Program (SCSEP) is provided through MOU negotiated locally. **On site in one Career Center with direct linkages for other centers.**
- Adult Education and Literacy Activities is provided through MOU negotiated at State level with the Department of Education. Local level of services and integration is being discussed and include, **Direct linkages and through referral.**
- Carl D. Perkins Career and Technical Education Act through training partners. MOU is negotiated at State level with the Department of Education. Local level of services and integration is being discussed to include, **supporting training needs as determined by skills gap in community.**
- Community Action Agencies training and employment services, MOU negotiated locally. **Coordination of services & Integrated Referrals.**
- Housing Authorities, MOU negotiated at the local level. **Coordination of Services & integrated referrals.**
- Department of Juvenile Justice and corrections services through MOU negotiated locally. **Integrating services for mutual benefit and enhanced referrals upon release**

Other employment and training programs within the system include:

- Ticket-to-Work services are provided throughout the area in contract with the Social Security Administration. **Stationed in Marion County Career Center and available in all centers as needed.**
- Small Business Administration services are provided in partnership with our employer services. **Located in same building as Professional Center with on-going linkage.**

- Kids Central services for Foster Youth. **Enhance referrals between youth serving agencies**
- Early Learning Coalitions. **Provide refined referrals**
- Center for Independent Living, provide services as needed to individuals with disabilities. **Enhance referrals, training, and accessibility.**
- PACE Center for Girls. **Enhance referrals between youth serving agencies.**

LOCAL WORKFORCE DEVELOPMENT SYSTEM



(2) Subgrants and contracts: *Please provide a description of the competitive process to be used to award subgrants and contracts in the local area for WIOA-funded activities. WIOA §108(b)(16)*

Currently, CSCLM provides direct management and acts as the service provider for the One Stop Centers (including the Adult and Dislocated Worker programs) through an approved waiver granted by CareerSource Florida. However, Youth services are contracted and the text below illustrates the process used to procure that provider. Pending final regulations of the WIOA the following procedures may be used to select a One Stop provider if direct services by the workforce board are no longer permitted.

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

1. Formal Public Notice is made for a minimum of two days prior to ITN issuance
2. All known organizations recognized as being involved in the provision of the requested services will be sent a notification of the ITN
3. The ITN package and complete response package is posted and available for review and download on our website
4. Expression of Interest by respondents must be received by CSCLM by the deadline listed in the ITN package
5. All respondent Expression of Interest packets are reviewed. A full determination will be made about the demonstrated performance and ability of the organization(s) capacity to perform successfully under the terms and conditions of the proposed program prior to approval being given to proceed with responding to the ITN
6. All respondents are notified of their qualification status after review and are advised if they should proceed with the ITN process
7. Qualified respondents are required to submit their formal ITN package by the date listed on the ITN release
8. CSCLM operations staff review all responses and score each organization on a standardized scoring matrix
9. Staff recommendations for selection are made to the Executive Committee. If approved by the Executive Committee the selection is moved to the full board
10. Final selection is at the discretion of the Board of Directors

(3) **Expanding access to employment:** *Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate*

the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). WIOA §108(b)(3)

CSCLM is dedicated to meeting the needs of area employers through traditional classroom training as well as several work-based initiatives to 'grow our own' in the targeted industries. Through close partnership with area educators, custom designed classroom training can be created for local jobseekers as well as employees of existing businesses within the region. Area educators include The College of Central Florida, Community Technical and Adult Education, Marion Technical Institute and Withlacoochee Technical College as well as several private training institutions that specialize in technical occupations. In addition to our top rated education partners, CSCLM also hosts administrative office space for the Executive Director of the Mid-Florida Regional Manufacturer's Association (MRMA). MRMA is a member of the Manufacturer's Association of Florida and represents manufacturers and their interests throughout Marion, Levy, Alachua, Citrus and Sumter Counties. Our co-location and partnership with MRMA has helped us understand the needs and training requirements of local businesses in the manufacturing and logistics industries and has created a direct conduit for information exchange between workforce development and the key stakeholders within these businesses.

- Sectorial training in advanced manufacturing or healthcare – directed by targeted employers – to increase training capacity to provide the skilled workers they need, including through work-based training activities.
- Basic skills/remediation/prerequisite education will also be provided to those participants who do not meet training entry requirements.
- Provision of quality career pathways (ladders/lattices) with well-connected and transparent education, multiple entry points and multiple exit points.
- Focus on demand occupations that lead to industry-recognized certificates or associate degrees and which can lead participants from entry-level jobs to more specialized, higher wage jobs.
- Job coaching and job matching, to include assessment of knowledge, skills and abilities (KSAs) in relation to openings in the targeted sectors, sequenced services, short-term and work-based training based on an employability plan, longer-term training to lead to higher skills attainment, employer engagement, supportive services, counseling, and follow-up.
- Creation of subsidized employment opportunities that will lead to unsubsidized employment.

- On-the-Job Training (OJT) opportunities developed in conjunction with industry partners will be offered meeting OJT NEG requirements: the length of training will not exceed six months and will be based on O*Net Job Zones and the KSAs that the participant possesses; and wage reimbursement will not exceed the USDOL wage cap.
- Transitional Job Opportunities may be made available to those jobseekers with barriers to employment that are chronically unemployed or have an inconsistent work history and will be combined with comprehensive employment and supportive services.
- Incumbent Worker Training will be available to assist with certain expenses associated with skills upgrade training for current employees of the company. Employers will meet the matching requirements specified in WIOA.
- Registered Apprenticeship and pre-apprenticeship opportunities are underway to expand these opportunities in both targeted sectors.
- Customized Training will be offered on behalf of an employer or group of employers from targeted industries, which make a commitment to hire successful completers. This training may be developed by participating RWBs and offered through accelerated models.
- Internships/work experiences that are linked to careers in the targeted sectors may be used for those participants whose KSAs are close to matching the needs of area employers, but who require a helping hand to update those KSAs and re-engage in the workforce in order to become more competitive during the job search process. Contextualized learning will be emphasized, as well as concrete strategies for placement in unsubsidized employment.

(4) Key Industry Sectors: *Identify how the LWDB plans to better align its resources to support and meet the training and employment needs of key industry sectors in the local area. Describe policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations.*
WIOA §134(c)(1)(A)(v)

Sector training in Manufacturing/Distribution/Logistics, Healthcare and Information Technology will be directed by targeted employers through traditional classroom and work-based training initiatives. A regular partner and employer feedback loop will ensure we stay aware of demands in these key sectors. Efforts will be coordinated at the local level to ensure proper partnerships are formed between training providers,

business, labor unions, community organizations, workforce development organizations and other key stakeholders to better meet local need. It is our practice and intent to continue seeking out new grant opportunities that are in alignment with these demand sectors and occupations, allowing us to better serve our customers with increased resources.

Training enrollment options in these sectors will allow for multiple points of entry, with training durations ranging from three months to two years. We are fortunate to have well established partnerships with two technical and vocational training institutions in our area. Community Technical Adult Education (CTAE) and Withlacoochee Technical College (WTC) have a history of helping us create or reform current curriculums to meet the needs of local businesses in key sectors. Our administrative offices are located on the campus of the College of Central Florida, giving us a direct connection to discuss educational needs at certificate and degree levels as market trends shift and affect local demand sector needs.

Training programs should be directly linked to occupations that support the local workforce and economy. This will allow us to continue to train talent as needed to match them with local businesses. Training providers will be reviewed annually for adequate performance, programmatic and institutional information.

- (5) Industry Partnerships:** *Describe how the LWDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed. WIOA §134(c)(1)(A)(iv)*

CSCLM has identified Manufacturing/Logistics/Distribution, Healthcare, and Information Technology as our key industry sectors.

Manufacturing/Logistics/Distribution: Mid-Florida Regional Manufacturing Association (MRMA) is an established industry partnership for the manufacturing employers in our local area. CSCLM has a long standing relationship with this organization. Input from this organization has provided necessary local intelligence regarding skill gaps within the industry, certifications required and curriculum development, Salary study results, and numerous support for employer services.

Healthcare: The healthcare industry has strong ties with the local education system both at the secondary and post-secondary level. We will be building on this foundation to further the gathering of intelligence and systematic approach to

curriculum development across the region. Relationships are currently based on individual courses and programs, with individual groups informing instructors. As discussed previously, CSCLM is in the process of developing a region-wide advisory group of industry leaders to assist in informing the local area and the local educators on new occupational growth, industry changes, and licensing requirements. Our first executive meeting is scheduled for June 2016.

Information Technology: In our area, we do not have many IT based companies, but instead have this group of occupations represented throughout many industries. As such, there is not any one industry group that exists to inform education and workforce on needs. As part of the region-wide advisory group mentioned earlier, these occupations skill gaps and curriculum and certification needs will also be addressed. Invited employers will constitute employers hiring large numbers of IT employees in support of their operations.

- (6) In-demand training:** *Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. WIOA §134(c)(G)(iii)*

Prior to full enactment of the WIOA, CSCLM began the process of developing a strategic plan that would be implemented prior to July 1, 2015. A major component of that plan was to determine the industry sectors that are most prominent or emerging in our area. Planning sessions included third party consultants, educators, community agencies and economic development entities. Through the process it was determined that our targeted industries are: manufacturing, health care, information technology and transportation, distribution and logistics. Once the sectors were defined, discussions took place with our business led committees to define the occupations in which training would be made available. The list of occupations was refined, validated for need against several LMI sources and training providers selected based on their program performance. Currently CSCLM has a detailed policy and procedure for the local selection of training providers and their associated programs based on Florida Education & Training Placement Information Program (FETPIP), local MIS data and input from area stakeholders. Training providers and targeted occupations are reviewed on an annual basis to determine continued performance and need. Ongoing input from partnering agencies, educators, economic development, and business leaders allows for our Area Targeted Occupation List (ATOL) to be a living document that can change with the current economy and local business needs.

Occasions arise when individuals may wish to attend training out of our area for targeted occupations. This often occurs when a trainee resides near another county/workforce area with a closer training institution. When this happens we refer to the other area's eligible training provider list. Approval for attendance at an educator not on our local list may be given by senior management if the training provider has been vetted and approved by the other workforce area. A denial to the request will be given in instances where the provider has not been approved by the other area.

(7) Employer Engagement: *Please describe the strategies and services that will be used in the local area to:*

A. facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;

CSCLM uses information from the Salesforce software platform as a customer relationship management (CRM) tool to allow best-in-class management of its interactions with stakeholders/employers. This CRM system allows us to work together and enhance collaborative opportunities from a business services perspective. Core program partners are engaged in conversations to explore using this system in their business outreach activities to record and share interactions and activities with employers, prevent duplication while expanding our employer engagement across the area. Additionally, quarterly webinars are conducted with CareerSource Florida, the business liaisons and the business services managers from the core program partners to update on employer engagement and share best practices. Information and resources are shared on these calls on best practices in industry sectors, expanding business engagement success in recruitment strategies.

B. support a local workforce development system that meets the needs of businesses in the local area;

CSCLM continues to work closely with all economic development partners, and educational providers to determine needs in the community. CSCLM also works closely with our educational provider and manufacturing association to coordinate training needs to support special customized programs. During the

past year, CSCLM has worked with the College of Central FL and MRMA to launch several short term training programs such as Blueprint Reading, CNC Certification, AutoCAD, and a Warehouse/Forklift program based on needs employers have expressed. Based on completion of these programs, CSCLM connects graduates with employers utilizing our Internship program as well as OJT options. In Levy County, CSCLM is on an advisory committee with the College of Central FL to begin a Timber Harvesting program in the fall of 2016. Several employers in the timber industry have expressed a concern on the lack of skilled applicants for a growing industry. CSCLM role would be to recruit, assess and possibly pay for a short-term training - then connect the applicant to employers through an Internship and/or OJT opportunity.

*C. better coordinate workforce development programs and economic development;
and*

CSCLM meets regularly with all 3 of our economic development partners to keep informed as well as share information on expanding business, future training needs and/or potential hiring issues with employers. In Marion County, the CEP staff regularly calls CSCLM to advise of issues and/or problems employers are having with finding qualified candidates. CSCLM will then contact employers to offer services and options such as OJT or Internships and/or hiring events to help support their employment needs. In addition, CSCLM attends meetings and/or conference calls set up by EDCs with perspective employers to learn of our workforce services and programs to support a new business in the community.

CSCLM has developed several strategies targeted at improving employer engagement. As part of our business outreach strategy, CSCLM contracts with each economic development partner to provide information and coordinate services and training with existing area businesses and their business attraction programs. In addition, CSCLM works with SCORE and our SBDC staff to make our services known and available to small businesses and start-up firms. Through the CEP in Marion County we also work with the Power Plant a small yet growing business incubator.

The above, plus our relationships with the Ocala Human Resource Managers Association (OHRMA), and job listing relationships with staffing firms keep our team abreast of the changing needs of businesses through our area.

Our Business Services Team works with each EDC partner and each partner is a member of our Business and Economic Development Committee, where they

provide updates on economic development at each meeting. The Business Services Team develops a response to each WARN notice by contacting the affected company and developing service and outplacement strategies that meets the needs of the company and its affected employees.

D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)

Since CSCLM is the local one-stop operator, individuals currently receiving reemployment benefits frequently come to our office for support on how and where to apply for benefits. Staff in our resource rooms guide applicants on the process of how to apply online. While at the office, staff offers to the applicant our general services by encouraging them to participate in our Roadmap to Employment program, advise of our various workshops, our training programs, hiring events and other service to reengage the applicant towards employment.

In addition, CSCLM also participates in the RESEA program, which requires a select pool of reemployment applicants that are likely to exhaust their benefits due to limited work skills, education and/or prior experience. The program requires the individual to come in and meet with staff to develop an Individual Employment Plan that will engage them into a more effective and productive job search. Services provided to the individual will range from a formal assessment, identifying barriers, updating and/or support with resume development and providing labor market information.

CSCLM works closely with employers when we become aware of pending layoffs and/or reduction of staff. CSCLM will meet with the employer, advise of our general services and customize services to meet the needs of impacted employers. Customized services can include the following: on site workshops, resume development, how to apply for reemployment benefits and requirements, advice on training opportunities that they may be eligible for and employment services such as OJT and/or Internships, and/or other employment opportunities.

- (8) Priority for Services:** *Describe the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.*

CSCLM is committed to a holistic approach to promote career development in tandem with workforce development. Under Title I of the WIOA, the workforce development system provides the framework for delivery of workforce services at the State and local levels to individuals (Adults with barriers, Dislocated Workers, Youth and Veterans) and employers in need of those services. CSCLM's local policy is in alignment with requirements outlined in WIOA.

WIOA ADULTS

Under WIOA, the 'limited funding for priority' provision is removed. It is implied that all WIOA participants that are funded under ADULT formula funding will be considered 'low income'. Priority of Service is given to those individuals that exhibit 'multiple barriers' or special priority categories specified below. Funds allocated for Dislocated Workers are not subject to this requirement. Eligibility categories/characteristics shall be defined as:

1. Meeting WIOA eligibility under Title I for the Adult Program as defined in the WIOA section 3(2) as a person of or over the age of 18 years old.
2. A resident residing within the geographic borders of Citrus, Levy or Marion counties or a resident of a neighboring county that is seeking employment in Citrus, Levy or Marion County; **and**
3. Is a low income individual as defined in the WIOA Section 3(36)(A) or meets the local definition of low income as specified in WIOA and CareerSource CLM policy.

Priority of Service is applied when additional barriers are present

Exhibiting at least one of the following characteristics (Priority of Service):

- Military Veteran
- Belonging to a group designated by the Governor as a special needs group (individuals with disabilities, over 55 years of age)
- Recipients of public assistance
- Receives, or in the past six (6) months has received, or is a member of a family that is receiving or in the Past six (6) months has received, assistance through the supplemental nutrition assistance program, cash assistance through Temporary Assistance for Needy Families (TANF), or is eligible for supplemental security income or any other State or local income based public assistance.
- An individual who is basic skills deficient (For adults, the term "basic skills deficient" is defined in WIOA sec. 3(5)(B) and applies when an individual is unable to compute or solve problems, or read, write, or speak English, at a

level necessary to function on the job, in the individual's family, or in society. Priority must be given regardless of funding levels.)

- Is a homeless individual
- Is an individual with a disability whose own income meets the income requirements of bullet number two (2) listed above, but who is a member of a family whose income does not meet this requirement.

(9) **Training Services:** *Please describe how training services will be provided, including, if contracts for training services are to be used, how such contracts will be coordinated with the use of ITAs. WIOA §134(c)(1)(A)(v)*

CSCLM will offer training services that are necessary to fill the skill gaps within our communities. Priority will be given for occupations in our Targeted Sectors. The following methods will be used:

Individual Training Accounts

Individual Training Accounts (ITA) will be used to pay for tuition that is not covered by other funding sources such as PELL. These accounts will be issued to training institutions that have been approved for placement on the Eligible Training Provider List in accordance with the State Policy on ETPL.

On-the-Job Training

On-the-Job Training will be offered in an effort to place individuals into jobs within our targeted sectors. OJT will be provided under contract with the employer who can be a public, non-profit, or private sector employer. Occupational training will be developed based on a training plan that focuses on the skills that each employee needs to be successful in the particular occupation. In some instances it is necessary to follow a completed ITA with a limited OJT to insure that all skills are gained by the participant. Our reimbursement for OJT is at 50% of the wage rate. There are instances where a 75% reimbursement rate may be used if the OJT trainee is classified as a targeted demographic. Examples include: Individuals with barriers to employment, an in-demand occupation in our sector based industry that leads to a recognized credential.

Customized Training

Customized training will be used to enable the local area to develop training strategies with our education providers that can meet short term employment needs for new or expanding employers. These training efforts are not typically offered

through regular classroom training offered on the ETPL and through an ITA, but are customized per employer or group of employers who need to fill current or projected vacancies. The employers will pay at least 50% of the training costs and will commit to hire the individuals once training is complete.

Customized Training for Employed Workers

This training is delivered in much the same way as customized training through the use of an agreement with the employer that defines the specific skills to be taught and certifications to be gained. The individual who is trained is already employed by the employer but is in need of enhanced training and skills to meet the needs of the employer. The focus will be on growing the skill base within our sector industries and will assist an individual who is not yet self-sufficient to become a self-sufficient wage earner. Employers will be required to contribute between 10% and 50% of the training costs based on the employer's size.

Incumbent Worker

Incumbent worker training is an effective strategy to use when assisting an employer or their employee (of longer than 6 months) with becoming more competitive. This training is designed to meet the needs of an employer or a group of employers in order to retain a skilled workforce and to avert the need to lay off employees by providing training and certifications of new skills needed by the employer. No more than 20% of the total Adult and DW funding will be set-aside each year to support incumbent worker training. Employers will be required to pay any of the non-federal costs of the training.

Transitional Jobs

Transitional jobs provide a limited time work experience for an individual who has barriers to employment due to chronic unemployment or inconsistent work history. These jobs help to establish a work history, demonstrate work success, and develop skills that lead to unsubsidized employment. No more than 10% of the Dislocated Worker and Adult may be used for transitional jobs. Because this training strategy assists those with barriers it is necessary that it is combined with a comprehensive career services and support services. This program is different than an internship or regular work experience.

Internships/Work Experience

Internships are a structured learning experience that is developed within a workplace for a limited period of time. These may be paid or unpaid, but are used to enhance skills and speed up time to employment. This is a very effective strategy for career changes and for entrants into a new career following training.

(10) Customer choice process: *Describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. WIOA §108(B)(19)*

We strive to provide a wide range of training opportunities to our customers as defined in the WIOA. CSCLM drafts an updated Area Targeted Occupation List (ATOL) at the beginning of each program year and updates it periodically as needed throughout the year. This list is a culmination of in-depth data research and discussion with area educators, businesses and economic development entities to insure that our offerings are varied and in demand. This list is maintained on our website. Customers are encouraged to speak with a Career Coach as well as with their educator of choice to make the most informed decision possible. CSCLM staff do not recommend, nor endorse specific providers since all of our locally approved providers and programs have passed stringent performance requirements.

Locally, Individual Training Accounts (ITA) are used for students to access educational services from providers on our ATOL. Customers participating in On the Job Training, Customized Training, Paid Work Experience or Paid Internship, and Apprenticeships are not subject to ATOL limitations.

Occasions arise when individuals may wish to attend training out of our area for targeted occupations. This often occurs when a trainee resides near another county/workforce area with a closer training institution. When this happens we refer to the other area's eligible training provider list. Approval for attendance at an educator not on our local list may be given by senior management if the training provider has been vetted and approved by the other workforce area. A denial to the request will be given in instances where the provider has not been approved by the other area.

(11) Individual training accounts: *Describe the process and criteria for issuing Individual Training Accounts. WIOA §108(b)(19)*

A. Describe any ITA limitations established by the board

Individual Training Accounts (ITAs) shall be utilized to provide training services to WIOA and appropriate Welfare Transition customers. The ITA will be developed after consultation with the Career Coach. Limitations on ITAs exist regarding eligibility, program choice; coordination of funds, duration, total amount, support services, and needs based payments.

ELIGIBILITY

WIOA Section 134 (d) (4) (B) limits the use of WIOA funds for training services to instances when there is no or inadequate grant assistance from other sources available to pay for the costs.

PROGRAM CHOICE

Section 663.310 requires that, to receive training, an individual must select a program of service directly linked to occupations in demand in the area, based on performance information. A State and local generated list of eligible providers along with performance information shall be made available to customers through the One Stop System. Customers may select a program based on the Area Targeted Occupation List mentioned above, and may select an appropriate training vendor from the CSCLM Approved Training Vendor Listing (see CareerSource Citrus Levy Marion Policy OPS 34: CareerSource Citrus Levy Marion Approved Training Vendors) or the State Approved Training List.

COORDINATION OF FUNDS

Section 134 (d) (4) (B) requires the coordination of training costs with funds available under other Federal programs. To avoid duplicate payment of costs when an individual is eligible for both WIOA and other assistance, including a Pell Grant, section 663.320(b) requires that program operators and training providers coordinate by entering into arrangements with the entities administering the alternate sources of funds, including eligible providers administering Pell grants. All sources of funds, excluding loans, shall be considered in determining a customer's overall need for WIOA funds. Participation in a training program funded under WIOA may not be conditioned on applying for or using a loan to help finance training costs.

A primary focus of our customer training and support funds shall be directed at employed worker services, with the remaining customer funds focused on High Skill/High Wage short duration training programs. Part-time, employed students, who are traditionally not eligible for Federal Financial Aid, shall be given high consideration when applying for training services.

When the financial aid package together with the funds requested from the regional workforce development board are in excess of the required funds needed to meet the direct training and supportive service needs of the customer, CSCLM funds shall be limited to the amount needed to support the training after consideration of the financial aid package.

Section 663.320(c) permits a WIOA customer to enroll in a training program with WIOA funds while an application for Pell Grant funds is pending, but requires that the local workforce investment area be reimbursed for the amount of the Pell Grant used for training if the application is approved. Since Pell Grants are intended to provide for both tuition and other education-related costs, the Rule also clarifies that only the portion provided (with Pell funds) for tuition is subject to reimbursement.

It is important to note that the Pell Grant is not school-based; it is a portable grant for which preliminary eligibility can, and should, be determined before the customer enrolls in a particular school or training program. The application for determining eligibility and ultimately the amount of the grant, should be readily available at all Career centers for assistance in the completion of these "gateway" financial aid applications.

DOCUMENTATION

It is mandatory that Career Coaches document fund coordination each academic year, using:

1. The customer's financial aid award letter;
2. a copy of the customer's training budget (referred to as the Cost of Attendance budget) developed by the Career Coach and customer using each training vendor's Cost of Attendance calculations as a point of reference;
3. Statements on the IEP that WIOA funds are awarded in coordination with other financial assistance.

ITAs will be limited in duration to a period equivalent to that necessary to attain a "two year" degree or certification.

B. Describe any exceptions to the use of ITA

Exception to ITAs will include Apprenticeships, OJT, customized training, and employed worker training. These are the only type of contracts related to training authorized by CareerSource and are consistent to those contained in WIOA.

(12) Microenterprise and Entrepreneurial Training: *Please describe mechanisms that are currently in place or will be in place to provide microenterprise and entrepreneurial training, and support programs and co-enrollment, where*

appropriate, in core programs as described in WIOA section 134(a)(3)(A)(i). WIOA §108(b)(5)

The Florida Small Business Development Center of Ocala is co-located with CSCLM's administrative offices on the Ocala campus of the College of Central Florida. The Florida SBDC provides entrepreneurs with professional business consulting at no cost, management training, and vital information they need to grow and succeed in a complex and competitive global environment. The Ocala office is a full-service center, serving emerging and growing businesses in Alachua, Bradford, Citrus, Dixie, Gilchrist, Levy and Marion Counties. Our staff works regularly with the SBDC to form business solutions through combined efforts. In partnership with the College of Central Florida, SBDC, CSCLM, the Mid-Florida Regional Manufacturers Association and the Ocala Human Resource Management Association, small business training and workshops are offered regularly in all facets of entrepreneurial enterprise. This is a notable access point for individuals and programs are tailored to assist both individuals and small businesses in their talent development and training efforts.

Additionally, Marion County is home to the Power Plant Business Incubator, sponsored by the Ocala/Marion County Chamber and Economic Partnership (CEP). The Power Plant is an integral part of the promotion of entrepreneurial and microenterprises in the area. It is a non-industry specific business incubator that provides a nurturing environment for small businesses to grow. There are currently 13 resident businesses located at the Power Plant and since its inception eight companies have moved out of the Power Plant and into permanent locations in Marion County. Of these eight companies, 70 new jobs have been created. Aside from recruitment efforts to support the growing businesses, CSCLM has also assisted through the use of local work based training funds to create On the Job Training (OJT), Internship and Work Experience opportunities to support continued and sustainable growth.

(13) Enhancing Apprenticeships: *Please describe how the LWDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's career centers. TEGL 3-15*

Our local area currently offers an electrical apprenticeship through Community Technical and Adult Education. We insure that opportunities to apply for these training positions are well advertised with our area and within our centers.

We have been in dialogue with both the State office of apprenticeships and with the manufacturing industry to begin and continue the dialogue of increasing apprenticeship opportunities in our area. Specifically we have been working on the development of apprenticeships in Computerized Numerical Controls and Industrial Mechanics.

(14) Other Program Initiatives: *Describe the services to be provided that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies career pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)*

CSCLM is proud of the wide variety of training opportunities we provide. It is clear that the WIOA is moving workforce in the direction of more work-based and experiential training. Currently our offerings include Custom Business Training (Employed Worker Training, Customized Training, On the Job Training, Paid Work Experience and Paid Internship opportunities as well as traditional ITA.

Our newest initiative that is well into the planning phase is the creation of Regional Advisory Councils made up of executive level management from local businesses, K-12, Career Tech, College level educators, and workforce development. The idea is to firmly link industry, education and workforce to provide a clear stream of communication of current and emerging needs within our targeted industries so that the educators may adapt their training programs to align with those needs. The information discussed within the Regional Advisory Council meetings can be taken back for discussion within each school's individual advisory committees to provide continuous improvement to the career path steps between the three levels of education.

Increased communications between CSCLM and the public school system has created a valuable talent stream from the K-12 system. The K-12 system's technical certification programs have been aligned to our industry sectors through the requirements of the Career and Professional Education (CAPE) Act. We routinely attract talent into our system by offering scholarships each spring to graduating seniors that wish to pursue training in a technical field, STEM occupation, or any other occupation that is within our targeted industries and supports our local economy. This allows us to move these students to the next level of training where local business needs can be met. It also allows our Career Coaches the opportunity

to work with these young adults to mold and sculpt them into our next generation of workforce.

(15) Service Provider Continuous Improvement: *Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the needs of local employers, workers and jobseekers. WIOA §108(b)(6)(A).*

To ensure continuous improvement, CSCLM regularly evaluates the performance level of all contracted service providers and our internally provided services. We use a three pronged approach to this oversight.

- First, regularly scheduled monitoring of provider and internal performance and compliance is conducted by our Quality Assurance department. Immediate prescriptive feedback is provided if/when deficiencies or other general concerns are noted.
- Second, all contracted provider staff attend educational "All Staff" meetings several times a year with their CSCLM colleagues. At these meetings, best practices regarding various continuous improvement initiatives are trained on and reviewed.
- Finally, CSCLM uses the Net Promoter System to measure customer satisfaction with contracted and internally provided services. Provider and internal staff members receive a monthly report which outlines their success in creating promoters and enhancing customer service. Feedback received through this process is used to fine tune continuous improvement efforts area wide.

(16) Youth Program Design: *Describe the design framework for youth programs in the local area, and how the 14 program elements required in §681.460 of the proposed WIOA regulations are to be made available within that framework. WIOA §129(c)(1)*

In keeping with WIOA requirements, recipients of youth funds through CareerSource CLM will meet eligibility through defined barriers and be aged 14 to 24 at the time of eligibility. All youth will be classified as In School Youth or Out of School Youth

based on their eligibility criteria, and, At least 75 percent of local youth funds must help those who are classified as Out of School.

Youth in CSCLM will be prepared for post-secondary educational opportunities or employment. Programs and services will link academic and occupational learning. Youth Program Service Providers will have strong ties to employers. Services provided to youth must also include tutoring, study skills training and instruction leading to completion of secondary school (including dropout prevention); alternative school services; mentoring by appropriate adults; paid and unpaid work experience (such as internships and job shadowing); occupational skills training; leadership development; and appropriate supportive services. The following services, as stated in WIOA section 681.460, will be made available to all Youth participants:

1. Tutoring – the youth provider, Eckerd Youth, partners with the Marion, Citrus and Levy County School Boards to include the two career and technical centers to offer tutoring, academic remediation and study skills training. The following instructional activities and curriculums are available: Computer Based Training, Instructor Facilitated, FCAT and GED practice, GED Prep materials (Khan Academy Online), Practice GED exams, My Skills Tutor (an instructional teacher-aided tool that is also used as a one-to-one instructional resource).
2. Alternative Secondary School Services – offered through Florida Sunshine State Standards in partnership with the Marion, Citrus and Levy County School Boards Alternative Programs.
3. Paid and Unpaid Work Experiences – acceptable in all industries for our youth programs, can be at either private, for profit and/or not-for-profit businesses or organizations. At least 20% of our youth funding (minus administrative expenses) will be used for work experience activities.
4. Occupational Skill Training – youth will have access to occupational training programs in demand areas offered by approved providers.
5. Education offered concurrently with and in the same context as Workforce Preparation Activities – concurrent training and work prep activities are encouraged to increase the participant's occupational skills and their eventual placement in an unsubsidized job. Local programs and services will link academic and occupational learning. Basic skill training will be offered to

- youth in need to assist while they receive occupational or work readiness training to ensure success.
6. Leadership Development Opportunities – these are offered in group settings, where a leadership topic is presented by a student to their peers. Leadership activities can also take place in the form of Community Service and volunteer work. Employability Skills and Life Skills curriculums also include leadership development activities.
 7. Supportive Services - are available to Youth participants when they are necessary to enable an individual to participate in activities through CSCLM. Often take place in the form of transportation assistance, emergency ‘triage’, background checks and childcare.
 8. Adult Mentoring – occurs in partnership with other agencies and employers, independently driven by participant needs. All mentoring activities are case managed and documented.
 9. Follow Up Services – are provided for the 12 months following the Youth’s exit from the program and will take place once every quarter. Career Coaches will monitor the Youth’s progress on the job or in a training program and provide counseling/mentoring as needed.
 10. Comprehensive Guidance and Counseling - may be offered through the local youth provider or through a partnering community agency. Will be ongoing through intensive case management or community/locally based programming.
 11. Financial Literacy Education – will be provided as part of Work Readiness Training activities in a class setting or individually.
 12. Entrepreneurial Skills Training – youth will have access to programs offered through the local Small Business Development Center and Chamber offices in partnership with CareerSource CLM. Community partners and business shadowing may be part of this on an individual basis.
 13. Labor Market Information – Youth will have access to up to date Labor Market Information that identifies job vacancies, skills necessary for in-demand jobs, and provides information about local, regional and national employment trends. This will be provided in conjunction with Work Readiness Training.

14. Transition Activities to Post-Secondary Education and Training – career coaches will guide and refer to colleges or technical schools. They will also assist with career exploration and checklists detailing items/activities needed for training/education in their chosen field. Financial aid application assistance will also be provided.

CSCLM has long operated a successful Youth program called Phoenix Rising currently funded by YouthBuild dollars that employs these 14 program elements. This is a community partnership that concentrates on service learning where participants build a house, learn basic construction skills, and engage in leadership activities and classroom training.

If summer programs are provided to youth, the summer employment opportunities must be linked to academic and occupational learning. The mix of year-round and summer activities is left to local discretion and CSCLM does not maintain a separate appropriation for a “summer” program.

- A. **Definition of the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”** *Describe how the local board defines whether a youth is unable to demonstrate these skills well enough to function on the job, in their family, or in society and what assessment instruments are used to make this determination. 20 C.F.R. §681.290*

Upon application for youth services in CSCLM area, potential participants are assessed by a Career Coach. The Workforce Innovation and Opportunity Act section 129(c)(1)(A) addresses the importance to provide an objective assessment of the academic levels, skill levels, and service needs of each participant. Assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant, for identifying appropriate services and career pathways for participants.

1. Objective assessments tend to determine a person's growth and increased knowledge. Scoring is unbiased and fast, and feedback is clear. It demonstrates what individuals need to learn in order to achieve their

personal, career or academic goals. As part of the individual assessment process and WIOA intake, it is important that an objective assessment be performed for each WIOA youth.

2. The objective assessment will be no more than one year old, compared to the date of application. It shall serve as the pre-assessment to identify the academic levels, skill levels, and service needs of each participant. Assessment shall include a review of basic skills. All youth will be subject to the TABE test with a minimum functioning level of 'Grade 9' demonstrating a low functioning level. Additional assessment may also be used to demonstrate this. Occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant, for identifying appropriate services and career pathways for participants. (Sec. 129 (c)(1)(A))

3. Testing Youth with Disabilities

Per WIOA Regulations (681.290), when administering assessments, service providers must use valid and reliable assessment instruments and provide reasonable accommodations to youth with disabilities in the assessment process. Reasonable Accommodations are to be provided in accordance with: - Section 188 of the WIOA; - Guidelines associated with the assessment test; and - State laws and local policy. The term "reasonable accommodations" means- "Modifications or adjustments that enable a qualified individual with a disability to receive aid, benefits, services or training equal to that provided to qualified individuals without disabilities". If the need for accommodations is identified, staff will follow instructions on LWDA 10's local Policy LOP-CS-029 (5(C)), "Programs and Services Accessibility".

B. Definition of "requires additional assistance." *Describe how the local board defines the term "requires additional assistance" used in determining eligibility for WIOA-funded youth programs. 20 CFR §681.300*

The following criteria must be met in order for a youth to "require additional assistance":

1. A youth that while attending secondary education received/is receiving services under an IEP (Individualized Education Plan)
2. A youth that while attending secondary education compiled/is compiling a record of disciplinary problems as manifested by mandatory attendance at

detention, an alternative school, expulsion, suspension, or participation in an in-school suspension program, OR

3. A youth that has completed an educational program but lacks the appropriate license for that occupation, OR
4. A youth whose financial aid package is less than or equal to 80% of the federally estimated cost of attendance for the post-secondary institution where enrolled, OR
5. A youth who has a “poor work history” as defined locally: having, within the last 12 months, participated in unsubsidized employment with at least 2 different employers; or not having worked full time, in unsubsidized employment for a period of no more than 13 consecutive weeks in the last 12 months; or having worked but not been eligible for unemployment compensation in the last 2 years; or having 1 or more hard-to-serve barriers as defined by WIOA; or long term unemployed as defined by WIOA; or having worked full time in unsubsidized employment for a period of no more than 13 consecutive weeks in the last 12 months but at BELOW the living wage, OR
6. A youth who has a certificate of attendance from a secondary school system, OR
7. A youth who has certification/license from another state and must “challenge” the requirements of this state. (Fees for examination of records and eligibility for certification/licensure in this state/fees for license testing preparatory sessions).

REGIONAL PLANNING ANALYSIS

The Workforce Innovation and Opportunity Act (WIOA) provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida's vision for talent development.

Please describe your strategy toward analyzing potential WIOA planning regions as defined in WIOA section 106(a)(2). Such strategy should include, but not be limited to:

- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area*
- (2) Specific milestones and timelines for consultation with:*
 - A. Other local workforce development boards*
 - B. Local elected officials;*
 - C. Economic development organizations;*
 - D. Core and mandatory one-stop partners for potential regional implications;*
 - E. Analysis of coordination of services with potential regional implications.*

It is important when considering a Planning Region to align with areas with similar demographics and industry and occupational similarities. Much work has already been done in terms of Regional planning. Our recent strategic planning sessions included the Executive Directors from several neighboring areas: Area 6: CareerSource North Florida, Area 7: CareerSource Florida Crown and Area 9: CareerSource North Florida. The collaboration with these areas encompassed a total of 15 counties. Part of our planning process was to identify other areas in Florida whose economies, targeted industries and job seeking base most closely mirrored our own. These were the areas that were recommended by our third party consultant after review of the many similarities in industries and economies, commuting patterns of the customer base throughout our areas, and the close relationship of skills possessed by the workforce in each of our areas. We have identified that work done with these other areas would be beneficial to all parties due to the similarities among us.

Currently, Area 10, CareerSource Citrus Levy Marion acts as the fiscal agent on behalf of Area 6. This agreement mutually benefits both areas as it allows us to reduce our overall finance costs and the combination of staff between the two areas permits us to access lower cost health benefits. This reduction in duplicative duties has been a significant cost savings and provides for additional funds to be focused on our customer bases. This agreement has been in place since 2011 and will continue as long as the relationship remains beneficial to all parties.

Our Business Development staff routinely collaborates across area lines when assisting our businesses with their recruiting needs. Our staff regularly partners with staff from Area 7 to conduct cross area job fairs and recruiting events. This most commonly occurs between staff in Levy, Gilchrist and Union Counties. These counties consist of rural settings making recruitment difficult for the sparse number of businesses that exist. We currently share the expenses of media, facility and staff costs to balance financial burden between each Area. We also quite frequently partner with Area 9 to assist in recruitment for start-up operations and to fill urgent needs during economic growth. These established relationships, our commonality between industries and the similarities geographically all lend to natural partnerships.

At this time we are waiting for final WIOA regulations and additional guidance from the State on Regional planning requirements. Due to this we can provide a rough estimate of timelines for official implementation:

Milestones and Timelines for consultation with:
Other Local workforce development boards
This activity has been completed with the workforce development boards in areas 6, 7 and 9 during recent Strategic Planning sessions. Each area is in agreement that Regional planning would be most effective between these four areas. Review of targeted industries and general job seeker and business needs parallel each Area.
Local elected officials
This activity has been completed with the workforce development boards in areas 6, 7 and 9
Economic development organizations
Each Area board will engage their specific economic development partners to discuss the planning plan and to provide feedback to the Area board on what provisions should be included in an area plan to make the most impact. This could be completed within 4 months of final guidance being issued.
Core and mandatory one-stop partners for potential regional implications
Each Area board will conduct in depth discussion with area partners to garner feedback for needed Area partnerships to produce the most gain for all partners. This information would be taken back to Area planning meetings to be discussed. This process could be complete within 4-6 months of final guidance being issued.
Analysis of coordination of services with potential regional implications
All involved areas will participate in routine Area planning meeting to finalize a cohesive plan detailing how services may be delivered within the Area's boundaries and how this service delivery will affect overall workforce services for universal and business customers. This could be complete within 6-8 months of final guidance being issued.
Submission of Plan to local boards for review and approval
The final plan would be presented to each Area's board for final review and approval. This could be completed within 10 month of final guidance being issued.

Submission of regional plan to CareerSource Florida and DEO

A final plan agreed upon and signed by each Area's board and chief elected officials will be submitted to CareerSource Florida and DEO within 12 months of final guidance being issued.

PUBLIC COMMENT PROCESS

Please describe the process used, in accordance with the five criteria below, to provide an opportunity for public comment and input into the development of the local plan:

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)
 - The availability of the plan for review will be advertised for two days in the local newspapers.
 - The plan will be posted on our website, CareerSourceCLM.com
 - An e-mail will be available for people to submit comments
 - A paper copy of the plan will be available to review in our Administrative office, 3003 SW College Road, Suite 205, Ocala, FL 34474
 - We will assist with assistive technologies for review of the plan if requested.
- (2) Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)
 - The plan will be reviewed and commented upon by scheduled committee meetings of the Board.
 - The plan will be available for public review and comment between February 29 and March 24, 2016 (25 days).
- (3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan. WIOA §108(d)(2)
 - The first Draft of the plan will be available for review and comment by the Business and Economic Development committee on February 29, 2016. This committee includes membership of the three Economic Development Agencies in our three counties.

- A link to the plan and invitation to comment will be sent to each EDC and Chamber contact in our region.
- A link to the plan and invitation to comment will be sent to the Mid-Florida Regional Manufacturing Association.
- A link to the plan and invitation to comment will be sent to the Ocala Human Resource Management Association.

(4) Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.

- The first Draft of the plan will be available for review and comment by the Career Center committee on March 09, 2016. This committee includes both business and workforce partners within our three counties.
- Individual meetings have been held with a multitude of partner agencies as noted previously in this plan. These meetings have built the foundations of the development of memorandum of understandings for provision of services amongst and between our partners.
- MOUs will be jointly developed, written and submitted to workforce partners by March 30, 2016.
- A link to the plan and invitation to comment will be sent to all workforce partners that were involved in the MOU development process as noted above.

(5) Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

- Attachment 5: Public Comments in disagreement with the plan and any action taken
- Attachment 6: Published Notice of Public Comment Period

SIGNATURE PAGE

This plan represents the efforts of CareerSource Citrus Levy Marion to implement the Workforce Innovation and Opportunity Act in the following counties:

- Citrus
- Levy
- Marion

We will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

Workforce Development Board Chair

Signature

Name (printed or typed)
Title

Date

Chief Elected Official

Signature

Name (printed or typed)
Title

Date

Interlocal Agreement

**INTERLOCAL AGREEMENT AMENDING THE
CITRUS, LEVY, MARION WORKFORCE
CONSORTIUM AS CALLED FOR BY THE
WORKFORCE INNOVATION AND OPPORTUNITY
ACT, Public Law No. 113-128**

THIS INTERLOCAL AGREEMENT, made and entered into as provided in paragraph 12, pursuant to the authority of Section 163.01, Florida Statutes, by and between the counties of Citrus, Levy and Marion, of the State of Florida, each of which has adopted a resolution approving this Agreement.

WITNESSETH:

WHEREAS, Public Law 113-128, enacted by the Congress of the United States effective July 22, 2014, which act is known as the "Workforce Innovation and Opportunity Act" (hereinafter "WIOA") establishes a program to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment, who are in special need of such training to obtain productive employment; and

WHEREAS, the WIOA replaces the Workforce Investment Act of 1998 under which Federal job training monies were administered, and the adoption of the WIOA necessitates the amendment of the Interlocal Agreement Creating the Citrus, Levy, Marion Workforce Consortium; and

WHEREAS, the WIOA creates a partnership among state and local governments, and the private sector, with primary emphasis upon the coordination of workforce development programs; and

WHEREAS, the WIA requires the Governor to designate Workforce Development Areas (WDA) to promote the effective delivery of workforce development programs and further provides that a consortium of units of general local government may constitute such a WDA; and

WHEREAS, Citrus, Levy and Marion Counties desire to form a WDA under the WIOA for workforce development; and

WHEREAS, the Board of County Commissioners of each of the parties to this Agreement desires that its county be included in an area workforce development plan to avail its citizens of the benefits of the WIOA; and

WHEREAS, the Governor has the authority to “grandfather” the parties to this Agreement as a WDA for the purposes of the WIOA; and

WHEREAS, the WIOA requires the establishment of a Workforce Investment Board (WIB) to provide policy guidance for, and exercise oversight with respect to, activities under the Workforce program for its WDA in partnership with the units of general local government within its WDA; and

WHEREAS, it is the responsibility of the Board of County Commissioners of each County in the WDA to appoint members to the WIB in accordance with the WIOA and an agreement entered into by the Board of County

Commissioners of each County; and

WHEREAS, it is the responsibility of the WIB, in accordance with an agreement with the Board of County Commissioners of each County in the WDA, to develop a workforce development plan; and

WHEREAS, the workforce development plan must be approved jointly by the WIB and the Board of County Commissioners of each County in the WDA and thereafter be submitted to the Governor; and

WHEREAS, within the Workforce Development Area comprised of Citrus, Levy and Marion Counties, there currently exists an efficient and effective delivery system of federally and state-funded employment and training programs which are customer-centered; and

WHEREAS, Citrus, Levy and Marion Counties now desire to enter into an Interlocal Agreement to provide for the creation of a local WIB and to provide workforce development services within the WDA; and

WHEREAS, the U.S. Department of Labor, has encouraged the development of a workforce development system governed by local WIBs; and

WHEREAS, the purpose of these local boards is to develop local workforce development policies and strategies; to oversee the management and administration of those policies and strategies; and to develop an approach which consolidates the delivery of those workforce development strategies into a comprehensive, customer centered system at the

local level in concert with the chief elected officials of the local governments of the WDA; and

WHEREAS, the programs envisioned under the control of the local workforce development boards include, but are not limited to, those currently funded through the WIOA, the Florida Welfare Transition Program, the Wagner-Peyser Act, Perkins vocational training, school-to-work transition programs, vocational rehabilitation, Job Opportunity Basic Skills Program, (JOBS), Welfare to Work (WTW), Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs;

NOW, THEREFORE, the parties hereto agree as follows:

1. Establishment of the Citrus, Levy, Marion Workforce Development Consortium (CLMWDC).

There is hereby established a multi-jurisdictional arrangement, the "Citrus, Levy, Marion Workforce Development Consortium" (CLMWDC) among all the parties hereto for the express purpose of collectively carrying out the individual responsibilities of each party to this Agreement under the WIA. The CLMWDC shall consist of three (3) members. The Boards of County Commissioners of each county shall each designate a member of the County Commission to serve as the County's representative on the CLMWDC.

2. Identification of Parties to this Agreement

Each of the parties to this Agreement is a county of the State of Florida,

and as such is a general purpose political subdivision which has the power to levy taxes and spend funds, as well as general corporate and police powers. The governing body of each of the parties to this Agreement is its Board of County Commissioners and each party to this Agreement is identified as follows:

NAME/ADDRESS

Board of County Commissioners
Citrus County, Florida
110 N. Apopka Ave.
Inverness, FL 34450

Board of County Commissioners
Levy County, Florida
P. O. Box 310
Bronson, FL 32621

Board of County Commissioners
Marion County, Florida
601 SE 25th Avenue
Ocala, FL 34471

3. Geographical Area to be Served by this Agreement

The geographical areas which will be served by this Agreement are the entire geographical areas of each of the three (3) member counties, which geographical areas are legally described in Chapter 7, Florida Statutes, which legal descriptions are incorporated herein by this reference.

4. Size of Population to be Served

The population of the three-county area to be served by this Agreement is 518,726, based upon the population projections prepared by the Florida Department of Economic Opportunity, Labor Market Information Center, January 2015.

5. Agreement Not Prohibited By Law

This Agreement is not prevented by State or local law from taking effect in the entire geographical area which the parties intend to serve.

6. Powers of the CLMWDC.

The parties hereto empower the Citrus Levy Marion Workforce Development Consortium (CLMWDC) to exercise the following designated decision-making powers, delegated to the Board of County Commissioners of each county pursuant to the WIOA, over all plans, programs, and agreements and to enter into agreements and contracts to provide those services currently provided or contemplated to be provided under Florida's Welfare Transition Program, the Wagner-Peyser Act, Perkins vocational training, school-to-work transition programs, Vocational rehabilitation, JOBS, WTW, Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs. More specifically, the CLMWDC is hereby authorized and empowered:

(1) to establish the WIB as the Citrus, Levy, Marion Regional Workforce Development Board (CLMRWDB) and, where such authority is

delegated by an individual Board of County Commissioners to its CLMWDC member, to appoint local members to the CLMRWDB, all in accordance with Section 107 of the WIOA and F.S. 445. CLMRWDB board members shall serve the functions described in Section 107 of the WIOA. In the absence of such delegation, the authority to appoint local CLMRWDB Board members shall reside in the individual Boards of County Commissioners for the county from which the individual CLMRWDB Board member is to be appointed. The authority to appoint at-large members to the CLMRWDB shall reside in the CLMWDC; and

(2) to enter into an agreement(s) with the CLMRWDB to determine the selection of a grant recipient and an entity to administer the job training plan, the one stop operator and to determine the procedures for development of the job training plan as described in Section 108 of WIOA; and

(3) to review and approve all workforce development plans prepared under Section 108 of the WIOA and jointly submit, along with the CLMRWDB, said plans to the Governor; and

(4) to perform any other appropriate duties necessary for the accomplishment of and consistent with the purposes of this Agreement and the WIOA; and

(5) to further empower the CLMRWDB to enter into agreements with the State of Florida Department of Economic Opportunity(DEO) or any other selected entity to administer Florida's Welfare Transition Program, Wagner-Peyser Act Funds, Perkins vocational training, school-to-work transition programs, vocational

rehabilitation, JOBS, WTW, Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs; and to manage and control all those local functions traditionally managed and controlled by the DEO and,

(6) to further empower CLMRWDB to enter into agreements to provide marketing services for the above referenced functions; and,

(7) to establish rules for the conduct of business.

7. Quorum and Voting

At all meetings of the CLMWDC, the presence in person of a majority of the whole CLMWDC shall be necessary and sufficient to constitute a quorum for the transaction of business. At all meetings of the CLMWDC at which a quorum is present, all matters shall be decided by a majority vote of the members of the CLMWDC present.

8. Workforce Area Designation

Pursuant to the designation by the Governor, the three (3) counties constituting the CLMWDC shall be the WDA as provided for in Section 106 of the WIOA for the geographical area covered by this Agreement.

9. No Local Funds Required of Counties

No funds will be provided from the treasuries of any of the parties to this Agreement for implementation of the WIOA program, it being the intent hereof that all funding of the WIOA program and the other programs contemplated to be managed pursuant to this Agreement shall be accomplished entirely by grants

pursuant to the WIOA and any other available State or Federal grants. However, in accordance with Section 117(d)(3)B of the WIA, each county recognizes that appointing a WIB does not release the local elected officials or the Governor of the State of Florida for liability for misuse of grant funds obtained under the WIOA.

10. Legal Requirements

a. All parties agree to comply with all Federal, State and Local anti-discrimination laws in the administration of this Agreement.

b. All Workforce Development Plans shall be approved by the CLMRWDB and all individual members of the CLMWDC.

11. Duration of Agreement

This Agreement shall commence on the Effective date described in Paragraph 12 and shall run through the thirtieth (30th) day of June 2020. Thereafter, this Agreement may be renewed by a further writing between the parties.

12. Applicability and Effective Date

This Agreement replaces the previous Interlocal Agreement Creating the Citrus, Levy, Marion Workforce Consortium and shall be effective July 1, 2015 upon the execution hereof by the final signatory adopting this Agreement and upon filing the same with the Clerk of the Circuit Court in each County prior to July 1, 2015.

13. Dispute Resolution Process

If, during the course of this Agreement, there is a dispute between the parties, the following procedures will apply:

(1) The party which has the dispute shall notify the other parties of the nature of the dispute, in writing, with a copy to the Governor of the State of Florida;

(2) All disputes and controversies of every kind and nature between the parties arising out of or in connection with this meaning, performance, nonperformance, enforcement, operation, breach, continuance, or termination shall be submitted to non-binding mediation. If the parties cannot agree upon a mutually satisfactory mediator within sixty (60) days of receiving a request for appointment of a mediator from any party to this agreement, then the Chief Judge of the Fifth Judicial Circuit shall be requested to select a mediator to mediate the dispute. The cost of the mediator shall be shared equally by the parties.

(3) If, after hearing the dispute, accord is not reached on the resolution of the dispute, the party that raised the dispute may, by giving one hundred eighty (180) days written notice, before the end of the program year (before June 30th) withdraw from the CLMWDC, effective July 1st of the following program year, or at such later time as designated by the Governor of the State of Florida.

IN WITNESS WHEREOF, the parties hereto have executed this Interlocal Agreement on the dates set forth below, and hereby agree to be bound by the terms and provisions set forth herein.

SIGNATURE PAGE

COUNTY OF CITRUS

BY: _____

DATE: 6/9/2015

ATTEST: Tefani L. White DC



SIGNATURE PAGE

COUNTY OF LEVY

John M. Meeks
John Meeks, Chair, Board of
County Commissioners

DATE: 6.23-15

ATTEST: Clerk of the Circuit Court
And Ex Officio Clerk to the Board
Of County Commissioners

Danny J. Shipp
Danny J. Shipp, Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

Anne Bast Brown
Anne Bast Brown, County Attorney

SIGNATURE PAGE

COUNTY OF MARION

BY: Stan McClain

Stan McClain, Chairman

DATE: 6/2/15

ATTEST: David R. Ellspermann
David R. Ellspermann, Clerk

Approved as to Form
and Legal Sufficiency

Matthew M. Minter

County Attorney

2015 Memorandum of Agreement

MEMORANDUM OF AGREEMENT

BETWEEN

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

AND

THE CITRUS, LEVY, MARION WORKFORCE DEVELOPMENT CONSORTIUM

THIS AGREEMENT is made and entered into between the Citrus, Levy, Marion Regional Workforce Development Board, Inc., hereinafter referred to as the **CLMRWDB**, and the Citrus, Levy, Marion Workforce Development Consortium, hereinafter referred to as the **CLMWDC**, for the purpose of establishing a Workforce Development Partnership, as authorized and provided for under Public Law 113-128, enacted by the Congress of the United States, which act is known as the "Workforce Innovation and Opportunity Act (herein after referred to WIOA), and Florida Statutes (F.S.) Chapter 445, and for the purpose of establishing an integrated management and control structure for the provision of job training, job placement and related benefits service.

WITNESSETH:

WHEREAS, the receipt and expenditure of WIOA funds authorized for certain Workforce Development Programs within local Workforce Development Areas (WDA) are dependent upon the establishment of a partnership between business and government; and

WHEREAS, the Governor on the part of the State of Florida has designated the counties of Citrus, Levy and Marion as a WDA; and

WHEREAS, the Counties of the WDA each represented by an Elected Official appointed by the governing board, have formed the **CLMWDC** through adoption of an Amended Interlocal Agreement pursuant to Florida Statutes, Chapter 163.01 to carry out these local governments' responsibilities within their collective and respective boundaries for the purpose of Workforce Development; and

WHEREAS, the **CLMRWDB**, representing business by its private sector majority, has been duly appointed by the **CLMWDC**; and

WHEREAS, the **CLMRWDB** is empowered and has the responsibility under the WIOA to provide policy guidance for, and exercise oversight with respect to, activities under a Plan for the WDA in partnership with the **CLMWDC**; and

WHEREAS, the WIOA requires the **CLMRWDB** and the **CLMWDC** to define the scope of their partnership by means of an Agreement; and

WHEREAS, the U.S. Department of Labor, has encouraged the development of a workforce development system governed by local workforce investment boards; and

WHEREAS, the purpose of these local boards is to develop local workforce development policies and strategies; to oversee the management and administration of those policies and strategies; and to develop an approach which consolidates the delivery of those workforce development strategies into a comprehensive, customer-centered system at the local level in concert with the chief elected officials of the local governments; develop broad regional plans that promote economic development through a trained workforce; and

WHEREAS, within the WDA comprised of Citrus, Levy and Marion Counties, there currently exists an effective, efficient and highly successful delivery system of federally and state-funded employment and training programs which are not customer-centered; and

WHEREAS, the programs envisioned under the control of the local workforce development boards include, but are not limited to, those funded through the WIOA, the Wagner-Peyser Act, Perkins vocational training, school-to-work transition programs, vocational rehabilitation, Job Opportunity Basic Skills Program (JOBS), Welfare to Work (WTW), Supplemental Nutritional Assistance Program (SNAP), Re-Employment Services and other workforce development programs and services;

NOW THEREFORE, be it resolved that this Agreement be made and entered into by the **CLMRWDB** and **CLMWDC** pursuant to WIOA, and that the parties mutually agree as follows:

- I. Authorities and Responsibilities Held Jointly by CLMRWDB and CLMWDC
 - A. It is the joint responsibility and responsibility of both parties to ensure effective service delivery to provide the most beneficial program services possible to the eligible residents of the WDA. It is further the shared

responsibility of all sectors of the community to participate in the provision of program services.

B. **CLMWDC** hereby designates **CLMRWDB** as the grant recipient and administrative entity for the WDA for the period July 1, 2015 through June 30, 2020.

C. **CLMRWDB** and **CLMWDC** shall jointly submit an approved local Workforce Development Plan to the Governor in accordance with the provisions of the WIOA and other applicable laws. **CLMRWDB** shall develop, in concert with other workforce investment boards within the workforce development region prescribed by the Governor, and present to the **CLMWDC**, a regional workforce development plan in accordance with Section 106 (c) of WIOA, to be approved and forwarded to the Governor.

D. **CLMRWDB** and **CLMWDC** shall decide the allocation of funds for the Workforce Development Plan's Budget.

E. **CLMRWDB** and **CLMWDC** shall jointly select and approve of the One Stop Operator.

F. Because the WIA indicates that a partnership exists that requires mutual agreement on certain matters, any disputes between the partners to this Agreement shall be resolved by a mutually satisfactory negotiation. It is understood that in accordance with the WIA, the failure to resolve any dispute to the mutual satisfaction of both parties regarding the WFR's make-up, submission of the Workforce Development Plan, designation of an administrative entity and grant recipient, or **CLMRWDB's** make-up shall result in the forwarding of the unresolved matter to the Governor of the State of Florida for resolution.

II. Authorities and Responsibilities of the CLMRWDB

CLMRWDB shall:

A. Develop, review and approve the Workforce Development Plan for the WDA and the Regional Plan (WIOA, 106 (c));

B. Provide policy guidance in the development of Workforce Development activities and for the provision of services;

C. Provide oversight of Workforce Development programs, activities

and services conducted under the Workforce Development Plan;

D. Solicit the input and participation of the local business community in the development and provision of program services to eligible residents of the WDA;

E. Develop By-Laws to determine its operation;

F. Have the authority to:

1. Develop and approve a budget for itself within the parameters established in the Workforce Development Plan's provisions and WIOA Budget contained therein;

2. Select and hire a staff; and, establish criteria for its chief executive to be approved by CLMWDC;

3. Develop and prepare five year local and regional Workforce Development Plans for approval by the **CLMRWDB** and by the **CLMWDC**;

4. Provide staff support to the **CLMWDC**;

5. Collect data necessary for management and evaluation and the preparation of required and desired reports;

6. Exercise oversight with respect to activities under the Workforce Development Plan;

8. Arrange for service delivery through non-financial agreements; and contracts.

9. Procure all goods, services and property, including the maintenance and inventorying thereof, necessary for its proper operation;

10. Procure annual audits of funds and resolve any questions arising therefrom and provide copies of same, as well as an audited financial statement, to the **CLMWDC** annually;

11. Develop and maintain procedures to hear and resolve grievances;

12. Perform such other duties as are necessary to fulfill its obligations and responsibilities under this Agreement and applicable Federal and State laws, rules, policies and plans;

13. Procure director's and officer's and other liability insurance on behalf of itself and the **CLMWDC** to the extent that such insurance is available, budgetarily feasible, and allowable as an expense;

14. Provide quarterly reports to the **CLMWDC**; and

15. Remove **CLMRWDB** members for cause per procedures established by the **CLMWDC**; and

III. Authorities and Responsibilities of the CLMWDC

The **CLMWDC** shall:

A. Review and approve the Workforce Development Plans for the WDA and Regional Programs;

B. Provide public policy guidance in the development of job training activities and provision of services under the Workforce Development Plan;

C. Establish the **CLMRWDB**, appoint members to the **CLMRWDB** if such authority is delegated to individual **CLMWDC** members by their respective county commissions (absent such delegation the power to appoint **CLMRWDB** members from any of the three counties shall reside in the respective County commissions and the power to appoint area representatives shall reside in the three county commissions or in their respective **CLMWDC** representatives authorized to appoint members, if any) and maintain the make-up of the **CLMRWDB** in compliance with the requirements of the WIOA, F. S., Chapter 445 and other applicable laws on a continuous basis, all in accordance with the agreement which created the **CLMRWDB**; and

D. Suggest such changes in the organization, composition and management of the **CLMRWDB** or shall be desirable to best meet the needs of the citizens of the counties within the WDA.

IV. Term of Agreement

This Agreement shall become effective July 1, 2015 and shall continue in effect until June 30, 2020. Thereafter, this Agreement may be renewed by a further

writing between the parties.

V. Merger

It is understood and agreed that the entire Agreement between the parties is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. All items and other agreements referred to in this Agreement are incorporated herein by reference, and are deemed to be part of this Agreement. This Agreement replaces all prior Agreements between the parties as to the subject matter hereof as of the effective date of this Agreement.

VI. Amendment

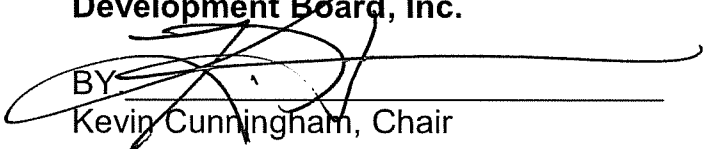
Either party to this Agreement may propose to amend or modify the terms of this Agreement consistent with applicable Federal and State laws, Federal Regulations and State requirements, by providing to the other party sixty (60) days written notice of any proposed amendments. Any and all modifications or amendments to this Agreement are subject to the approval of both the **CLMRWDB** and **CLMWDC**.

VII. Independence of Terms Under This Agreement


If any terms or provisions of this Agreement or the application thereof to any person or circumstance shall, to any extent be held invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to such person or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the 10th day of August, 2015, and hereby agree to be bound by the terms and provision set forth herein effective July 1, 2015.

**Citrus, Levy, Marion Regional Workforce
Development Board, Inc.**

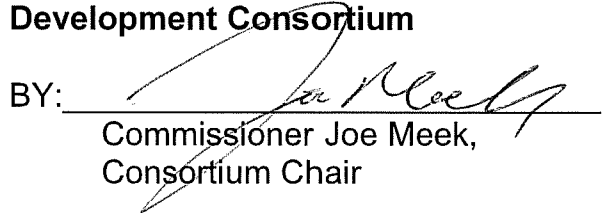
BY: 
Kevin Cunningham, Chair

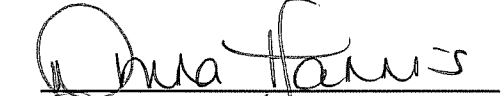




Witnesses as to CLMRWDB

**Citrus, Levy Marion Workforce
Development Consortium**

BY: 
Commissioner Joe Meek,
Consortium Chair





Witnesses to CLMWDC

Memorandum to Establish CLMRWDB, Inc.

**AGREEMENT TO ESTABLISH THE CITRUS LEVY MARION REGIONAL
WORKFORCE DEVELOPMENT BOARD
UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT**

WITNESSETH:

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA), P.L. number 113-128 calls for the creation of a workforce investment board (WIB) to serve local workforce development areas; and

WHEREAS, the counties of Citrus, Levy and Marion have entered into an Interlocal Agreement and requested to be designated as a local workforce development area; and,

WHEREAS, the Boards of County Commissioners of Citrus, Levy and Marion Counties have entered an Interlocal Agreement and empowered the Citrus Levy Marion Workforce Development Consortium (CLMWDC) (Consortium), to serve in their capacity;

NOW THEREFORE, the parties hereto agree to constitute the CLMRWDB as follows:

1. Establishment, Composition, and Appointment of the Citrus, Levy, Marion Regional Workforce Development Board

There is hereby established the CLMRWDB, which shall be constituted in accordance with the requirements of Section 107 of WIOA and F.S. 445.

The number of members of the CLMRWDB shall be no more than twenty-nine (29). A member may not represent more than one category. The following paragraphs specify the composition of twenty-nine members of the CLMRWDB:

- a) There shall be sixteen (16) representatives of the private sector, nominated from business groups, industry groups or chambers of commerce and economic development agencies. The appointments should, to the best extent possible provide balanced representation:
 - a. From each of the three counties; and,
 - b. Of the key industry sectors in the local area

- b) At least twenty percent (20%) of CLMRWDB will be representatives of the workforce:
 - a. Two (2) representatives shall represent organized labor, nominated by their local unions;

- b. One (1) representative shall represent apprenticeship programs in the area and be a member of organized labor, a training director for a joint labor-management program or represent an apprenticeship program in the area
- c. Three (3) representatives will be appointed that serve as representative for persons with barriers to employment; veterans; or the needs of youth, including out of school youth.
- c) There shall be three (3) educational representatives who:
 - a. Represent adult education and literacy;
 - b. Institutions of higher education;
 - c. Local education agencies or community-based organizations that possess skills in serving persons with barriers to employment
- d) Four (4) members shall represent governmental and economic development organizations:
 - a. Two(2) shall represent economic development;
 - b. One (1) shall represent vocational rehabilitation
 - c. One shall represent transportation, public housing, or public assistance.

It is the desire of the Consortium to have engaged the maximum representation from key organizations within the three county area. Rather than create a large Board, the Consortium is asking that the Board of Directors, through its By-Laws, secure the involvement and input of groups as committee members.

2. **Terms of Office**

Terms of office for the individuals identified in Section 1 above shall be five (5) years except for the CLMWDC member who shall always be the current chair of the CLMWDC. CLMRWDB shall be entitled to remove a member for cause as set forth in the CLMRWDB Bylaws.

3. **Effect of Agreement**

This Agreement to Establish the CLMRWDB Shall be effective July 1, 2015 and continue during the life of the Interlocal Agreement creating the authority of the CLMRWDC.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement to become effective on July 1, 2015.

SIGNATURE PAGE

**CITRUS, LEVY, MARION WORKFORCE
DEVELOPMENT CONSORTIUM**

MARION COUNTY MEMBER

BY: Earl R. Arnett

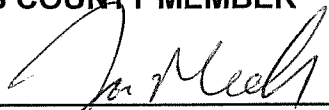
DATE: 7-31-15

ATTEST: [Signature]

SIGNATURE PAGE

CITRUS, LEVY, MARION WORKFORCE
DEVELOPMENT CONSORTIUM

CITRUS COUNTY MEMBER

BY:  _____

DATE: _____

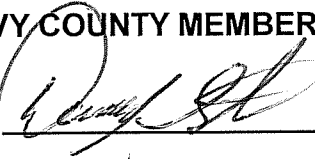
ATTEST: _____

SIGNATURE PAGE

**CITRUS, LEVY, MARION WORKFORCE
DEVELOPMENT CONSORTIUM**

LEVY COUNTY MEMBER

BY:

A handwritten signature in black ink, appearing to be 'D. St.', written over a horizontal line.

DATE:

ATTEST:

Karen Blackburn

Signed Attestation: Career Center Certification



Certification for Program Year 2015-16 -
All requirements are per DEO Credentialing Guidance Paper FG 02-032 and Federal law.

Name and Number of LWDB: CareerSource Citrus Levy Marion - LWDB 10
Name and Location of Career Center: 14th Street - 2703 NE 14th Street, Ocala, FL 34470
Name of individual completing this form: Dale French
Date: 02/26/2016

I am providing this form in connection with the DEO Local Workforce Development Board credentialing certification for PY 2015-16. I confirm, to the best of my knowledge and belief, the following representations:

Career Center Credentialing		Y/N	Comments
Minimum Resource Room Requirements			
1	Are the following labor market publications and resources accessible to users? (y, n)		
2	Occupational Career Posters	Y	
3	Wage Conversion Posters (Note: Posters show hourly wages converted into weekly/monthly/annual earnings.)	Y	
4	Career Information Delivery System (customized career decision making tools like CHOICES)	Y	Interest Profiler and Work Values
5	Career Infonet (http://www.careerinfonet.org/)	Y	
6	O*NET ONLINE (http://www.onetonline.org/)	Y	
7	Florida Research and Economic Information Database Application (FREIDA) http://freida.labormarketinfo.com/	Y	
8	Do computers have Internet Access?	Y	
9	Do the computers have a link to the Employ Florida Marketplace?	Y	
10	Is EFM the MIS primarily used in the resource room for labor exchange services?	Y	
11	If no to #10, what is the labor exchange program being used?		
12	Do Basic Software Programs include Technical Skills Self-Assessment, Resume Building & Interviewing Skills?	Y	
13	Are staff available to provide assistance on the use of software programs using labor market information and other web-based resources?	Y	
Posters required by Federal and State Law and Guidance			
14	Does the location display the following posters as required by law, in a place that is visible to customers? (y, n)		
15	"Your Rights Under the Fair Labor Standards Act"	Y	
16	"Family and Medical Leave Act of 1993"	Y	
17	"If You Have A Complaint About"	Y	
18	"Notice to Workers with Disabilities"	Y	
19	"Migrant & Seasonal Agriculture Worker Protection Act"	Y	
20	"Job Safety and Health Protection"	Y	
21	"Equal Employment Opportunity Is The Law"	Y	
22	"Florida Law Prohibits Discrimination"	Y	
23	"Reemployment Assistance"	Y	
24	"Child Labor Laws"	Y	
25	"Interpretive Services"	Y	
26	"Worker's Compensation Works for You"	Y	
27	"Employee Polygraph Protection Act (EPPA)"	Y	
28	"Uniformed Services Employment and Reemployment Rights Act (USERRA)"	Y	
29	"Equal Opportunity is the Law"	Y	
30	"Florida Minimum Wage"	Y	
Minimum Operating Hours			
31	Does the Career Center have standard operating hours for this site? (y/n) Please list days/hours in 'Comments' section.	Y	Monday thru Friday 8am-5pm
32	Are the operating hours posted prominently? (y/n)	Y	Front Door
Minimum Skills Standards/Certification for Front-Line Staff			
33	Does the LWDB ensure that all front line staff successfully complete the Florida Workforce Professional Tier 1 certification within 6 months of the employee start date?	Y	
34	List the number of employees required to complete the Tier I certification during the previous program year.	15	
35	List the number of employees that successfully completed the Tier 1 certification during the previous program year.	13	Attached
36	Attach the list of employees (defined as front line staff) required to complete the Tier I certification during the previous program year.		Attached
37	Do front line staff have the following minimum skills required of a workforce professional? (y/n)		
38	Customer service training	Y	Internal SME's
39	Communications skills training	Y	Internal SME's
40	Basic Computer software skills	Y	Internal - ongoing
41	Specific programmatic training	Y	Internal - ongoing, State webinars, Workforce Summit
Continuing Education Credits for Front Line Staff			
42	Do all front line staff that completed their Florida Workforce Professional Tier I by June 30, 2014 have 15 hours of continuing education credit within one year of the Tier I certification date?	Y	Tracked by Human Resources
43	Attach the list of employees (defined as front line staff) required to complete the 15 hours of continuing education in one year.		
Minimum activities to be provided by the Career Center			
44	Are the following minimum activities provided on-site, by referral, or by internet connection? (y, n)		Indicate the manner in which these activities are provided.
45	WIA Adult/Dislocated worker program	Y	On-site
46	Veterans Workforce Investment programs	Y	On-site
47	Migrant and Seasonal Farm Worker services	Y	On-site
48	FDOE Farmworker Career Development Program	Y	Referral
49	Indian and Native American programs	Y	On-site
50	Job Corps	Y	Referral
51	Youth Services	Y	On-site
52	Wagner-Peyser Programs	Y	On-site
53	Adult Education	Y	Referral
54	Industrial Education	Y	Referral
55	Vocational Rehabilitation	Y	Referral
56	Older Worker Programs	Y	On-site
57	Trade Adjustment Assistance	Y	On-site
58	Veterans Employment and Training Services	Y	On-site
59	Community Service Block Grant Activities	Y	Internet
60	Employment and Training activities carried out by the Department of Housing and Urban Development	Y	Referral/Internet
61	Unemployment Insurance Programs	Y	On-site
62	Temporary Assistance for the Needy Families/ Welfare Transition	Y	On-site
63	Supplemental Nutrition Assistance Program	Y	On-site
64	Supportive Services such as child care and transportation	Y	On-site
65	Disability Specialist	Y	On-site/Referral
Self Attestation:			

I, Dale French certify, to the best of my knowledge, that the above information provided as part of DEO's Credentialing process is true and correct.

Signature

Date 2-26-16

SIGNATURE PAGE

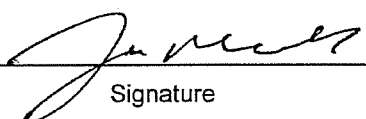
This plan represents the efforts of CareerSource Citrus Levy Marion to implement the Workforce Innovation and Opportunity Act in the following counties:

- Citrus
- Levy
- Marion

We will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

Workforce Development Board Chair

Chief Elected Official


Signature


Signature

JOE MEEK

Name (printed or typed)
Title

Kevin D. Cunningham

Name (printed or typed)
Title

4/26/16

Date

Apr 26, 2016

Date

Public Comments in disagreement with the plan and any action taken

NONE RECEIVED

Published Notice of Public Comment Period

Proof of Publication

Chiefland Citizen

Published Weekly
Chiefland, Levy County, Florida

STATE OF FLORIDA
COUNTY OF LEVY:


Before the undersigned authority, personally appeared Melissa Waters, who on oath, says she is Legal Ads Coordinator of the Chiefland Citizen, a newspaper published at Chiefland, in Levy County, Florida; that the attached copy of the advertisement, being

CareerSource Citrus Levy Marion
Public Notice Local Workforce Services Plan 2016-2020


was published in said newspaper in the issue of

Mar. 3, 2016

Affiant further says that the said Chiefland Citizen is a newspaper published at Chiefland, in said Levy County, Florida, and that the said newspaper has heretofore been continuously published in said Levy County, Florida, each week and has been entered as second class mail matter at the Post Office in Chiefland, in said Levy County, for a period of one year next preceding the first publication of the attached copy of the advertisement; and affiant further says that he has neither paid nor promised any person, firm or corporation any discount, rebate, commission or refund for the purpose of securing this advertisement for publication in the said newspaper.


Melissa Waters

The foregoing instrument was acknowledged before me this 3rd day of March, 2016 by Melissa Waters, who is personally known to me.


Notary Public



FRED WILSON
MY COMMISSION # EE 203593
EXPIRES: September 30, 2016
Bonded Thru Budget Notary Services

(SEAL)

Thurs

Legal

be made available through publicly noticed informational meetings, publicly noticed committee meetings of the board, through our internet web site (www.careersourceclm.com) and in our office located at College of Central Florida, Enterprise Center, 3003 SW College Road, Suite 205, Ocala, Florida 34474.

Public comment will be accepted between February 29, 2016 and March 24, 2016. Public comment will be accepted in written form at the address listed above along with email comments being made to: dfrench@careersourceclm.com

Pub.: March 3, 2016

PUBLIC NOTICE
Local Workforce Services
Plan - 2016-2020

The State is requiring the Regional Workforce Board to submit a comprehensive four-year services plan and to allow opportunity for public comment and input into the development of the plan prior to submitting it to them. The proposed Services Plan for Area 10, CareerSource Citrus Levy Marion, will be available for comment for 25 days beginning on February 29th and ending on March 24th at 4pm.

Copies of the plan will

Proof of Publication

from the
CITRUS COUNTY CHRONICLE
Crystal River, Citrus County, Florida
PUBLISHED DAILY

STATE OF FLORIDA
COUNTY OF CITRUS

Before the undersigned authority personally appeared

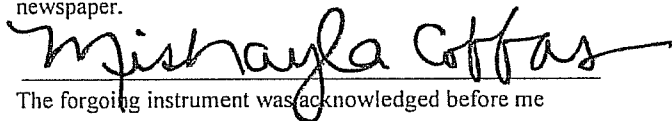
Theresa J. Savery and/or Mary Ann Naczi and/or Mishayla Coffas

Of the Citrus County Chronicle, a newspaper published daily at Crystal River, in Citrus County, Florida, that the attached copy of advertisement being a public notice in the matter of the

904-0301 MIXED CRN PUBLIC NOTICE Local Workforce Services Plan - 2016-2020 The State is requiring the Regional Workforce Board to submit a comprehensive four-year services plan and to allow opportunity for public comment and input into the develop

Court, was published in said newspaper in the issues of February 29th, 2016, March 1st, 2016.

Affiant further says that the Citrus County Chronicle is a Newspaper published at Crystal River in said Citrus County, Florida, and that the said newspaper has heretofore been continuously published in Citrus County, Marion County and Levy County, Florida, each week and has been entered as second class mail matter at the post office in Inverness in said Citrus County, Florida, for a period of one year next preceding the first publication of the attached copy of advertisement; and affiant further says that he/she has neither paid nor promised any person, firm or corporation any discount, rebate, commission or refund for the purpose of securing this advertisement for publication in the said newspaper.

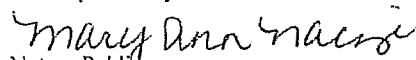


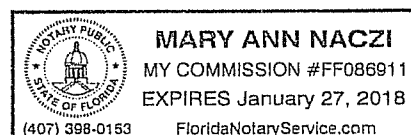
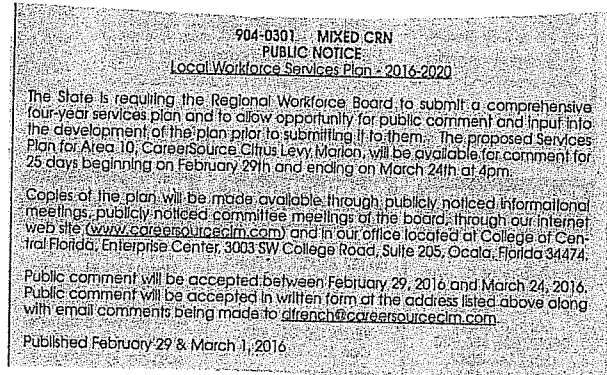
The forgoing instrument was acknowledged before me

This 1st day of March 2016

By: Theresa J. Savery and/or Mary Ann Naczi and/or Mishayla Coffas

who is personally known to me and who did take an oath.


Notary Public



AFFIDAVIT OF PUBLICATION

Star-Banner
Published – Daily
Ocala, Marion County, Florida

STATE OF FLORIDA
COUNTY OF MARION

Before the undersigned, a Notary Public of Said County and State, Heather Sides who on oath says that they are an authorized employee of the Star-Banner, a daily newspaper published at Ocala, in Marion County, Florida; that the attached copy of advertisement, being a notice in the matter of

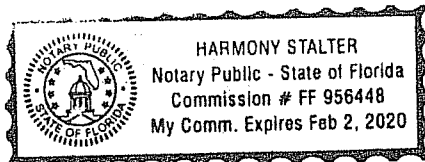
PUBLIC NOTICE Local Workforce Services Plan 2016-2020 The State is requiring the Regional Workforce Board to submit a comprehensive four-year services plan and to allow opportunity for public comment and input into the development of the plan prior to

was published in said newspaper in the issues of:

2/29 2x

Affiant further says that the said STAR-BANNER is a daily newspaper published at Ocala, in said Marion County, Florida, and that the said newspaper has heretofore been continuously published in said Marion County, Florida, daily, and has been entered as second class mail matter at the post office in Ocala in said Marion County, Florida, for a period of one year next preceding the first publication of the attached copy of advertisement; and affiant further says that he has neither paid nor promised any person, firm or corporation any discount, rebate, commission or refund for the person of securing this advertisement for publication in the said newspaper.

Sworn to and subscribed before me this 1 day of March, A.D., 2016



Harmony Stalter
Notary Public
HARMONY STALTER
(Print, Type or Stamp Name of Notary Public)

Ad #: A000883212

PUBLIC NOTICE

Local Workforce Services Plan –
2016-2020

The State is requiring the Regional Workforce Board to submit a comprehensive four-year services plan and to allow opportunity for public comment and input into the development of the plan prior to submitting it to them. The proposed Services Plan for Area 10, CareerSource Citrus Levy Marion, will be available for comment for 25 days beginning on February 29th and ending on March 24th at 4pm.

Copies of the plan will be made available through publicly noticed informational meetings, publicly noticed committee meetings of the board, through our internet web site (www.careersourceclm.com) and in our office located at College of Central Florida, Enterprise Center, 3003 SW College Road, Suite 205, Ocala, Florida 34474.

Public comment will be accepted between February 29, 2016 and March 24, 2016. Public comment will be accepted in written form at the address listed above along with email comments being made to dfrench@careersourceclm.com.

February 29, March 1, 2016
#A000883212