CareerSource Citrus Levy Marion

Local Workforce Development Area 10

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Date Submitted: To be submitted by March 29
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CONTENTS

INTRODUCTION

This document serves as a modification to the local workforce development plan for CareerSource Citrus Levy Marion that was submitted on April 30, 2016. The original plan covered a full explanation of all services and activities that would be executed in Local Workforce Development Board 10 (LWDB 10) in regards to workforce services funded through the Workforce Innovation and Opportunity Act (WIOA). The original plan covered a time period of July, 1 2016 through June 30, 2020. We are using a structured template as issued by the Department of Economic Opportunity to document modifications to the original plan. Therefore, some of the information that has not changed since the original plan mirrors the text in the original plan. A copy of the original plan is publicly published on our website and is available at: https://careersourceclm.com/pages/board_documents

The local plan is considered a living document and this modification allows us to document changes to our service delivery as we continue to implement continuous development strategies.

CareerSource Citrus Levy Marion

CareerSource Florida, Inc., established a form entitled "WIOA Local Plan Submission Form." The form will be used to submit the two-year modification of the local plan, required attachments, and contact information for primary and secondary points of contact for each LWDB. All two-year modifications for local plans must be submitted no later than 5:00 p.m. (EST) on Thursday, March 29, 2018.

Prior to plan submission, please ensure:

- **The local board reviewed and approved the plan;**
- **The board chair and the chief elected official signed the appropriate document, with an original submitted to CareerSource Florida by mail to *WIOA Plans c/o Warren Davis, Policy Analyst, 2308 Killearn Center Blvd. Suite 101, Tallahassee, FL 32317.* Please also send a scanned copy to FloridaWIOA@careersourceflorida.com. This email address can also be used to submit any questions pertaining to the two-year modification process;**
- **The structure and numbering follows the plan instructions format (beginning with Section I of these instructions);**
- **The plan is one continuous and searchable PDF document including all attachments;**
- **Responses to all questions are informative and concise;**
- **The name of the local area, the page number and plan submission date are listed in the footer of the document;**
- **A table of contents with page numbers is included and each page of the plan is numbered; and,**
- **Text is typed with a font size of 11 or greater.**

Please email FloridaWIOA@careersourceflorida.com and confirm plan submission. This begins the plan's official review by the Department of Economic Opportunity (DEO). Upon submission, all plans are reviewed for completeness and adherence to plan formatting requirements. If there are questions or concerns local boards are notified. The content of plans is reviewed by both DEO and CSF staff with a recommendation for approval or disapproval provided to the CSF Board of Directors at its meeting scheduled for May 16, 2018.

A recommendation for approval is made unless the staff review indicates: (1) there are deficiencies in local workforce investment activities that are not addressed, or (2) the plan is inconsistent with WIOA and its regulations, including required public comment provisions. It is recognized that this two-year modification will include strategies and activities that are fully completed, as well as some that are still being developed and implemented.

KEY DATES

Local Plan Guidelines Issued..January 3, 2018

WIOA Statewide Unified Plan Two-Year Modification Due ....March 29, 2018

Local Plans Due...March 29, 2018

Local Plans Approved ....May 16, 2018

WIOA Program Year 2018 Begins .... July 1, 2018

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

The implementation of WIOA ensures Florida has a business-led, market-responsive, results-oriented, and integrated workforce development system. The system fosters customer service excellence, ensures continuous improvement, and demonstrates value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce, and economic development networks increases economic prosperity by maximizing the competitiveness of Florida businesses and the productivity of Florida's workforce.

Florida's strategic vision for WIOA implementation is 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.

ORGANIZATIONAL STRUCTURE

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

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

Jimmie T. Smith, Chair

Commissioner, Citrus County

110 N. Apopka Avenue

Inverness, FL 34450

352-341-6560

Jimmie.smith@citrusbocc.com

Matt Brooks

Commissioner, Levy County

355 S. Court Street

Bronson, FL 32621

352-486-5218

Brooks-matt@levycounty.org

Jeff Gold

Commissioner, Marion County

601 SE 25th Avenue

Ocala, FL 34471

352-438-2300

Jeff.gold@marioncountyfl.org

    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 executed agreement that defines how parties carry out roles and responsibilities of the chief elected official.

(**Attachment 1**: Interlocal Agreement – scanned original can't be accessed as 'searchable')

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

(**Attachment 2**: Memorandum of Agreement – scanned original can't be accessed as 'searchable')

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

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

   The CEO may provide direct outreach to perspective members. Current members may also refer nominations to the CEO who will in turn provide direct contact and the required forms to the nominee. All individuals that accept a nomination will then be approved by the full board.

   ii. **The term limitations and how term appointments are staggered to ensure only a portion of memberships expire in each year;**

   Board members are limited to a five year term. Terms are staggered annually throughout the membership to maximize the experience on the board and create as little churn as possible in the membership at any given time.

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

   Term records are kept on all current members. Terms expiring within a program year do so during the month of June. This allows the board meeting at the end of each program year to be the single meeting when nominations are reviewed and approved. Any members that may need to resign during a program year are asked to do so in writing to the CEO so the nomination process may begin promptly to fill the vacant seat.

iv. **The proxy and alternative designee process used when a board member is unable to attend a meeting and assigns a designee per requirements at §679.110(d)(4) of the proposed WIOA regulations;**

Proxies and alternative designees are not used at this time.

v. **The use of technology, such as phone and web-based meetings used to promote board member participation;**

Members may attend meeting in person or by telephone. Web meeting software is also used so that members joining meeting by phone may see meeting materials online and progress through the materials with all members that are attending in person.

E. **Provide a description of how the CEO is involved in the development, review and approval of the local plan and its two-year modification.**

The Consortium was informed of the meetings being held with community partners regarding the original WIOA Plan and this modification. 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 held to develop the four year plan 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. Full implementation of the board structure and requirements and recruitment strategies have been implemented as drafted in the original plan. All CEOs are given the opportunity to complete a full review of the modification and make any suggestions/edits they feel necessary.

(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.**

Kathy Judkins, Chair
Seco Energy
330 US-301
Sumterville, FL 33585
352-793-3801
Kathy.judkins@secoenergy.com

B. **If applicable, identify the vice-chair of the Local Workforce Development Board by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chair represents.**

Rachel Riley, Vice Chair
Citrus Memorial Health
502 W. Highland Blvd
Inverness, FL 34452
352-726-1551
Rachel.riley@hcahealthcare.com

C. **Provide a description of how the LWDB was involved in the development, review, and approval of the local plan and its two-year modification.**

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 modification, and has been reviewed at committee meetings and Board meetings in the July 2016 to December 2017 timeframe. Our board is comprised of private industry, public agencies and community partners. Each member and the membership as a whole steer the daily activities of LWDB staff to meet the vision of the Board. Their continued guidance has resulted in any changes from the original plan.

(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 is 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 any agreements describing how the entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest as described in CareerSource Florida strategic policy 2012.05.24.A.2 – State and Local Workforce Development Board Contracting Conflict of Interest Policy.

CSCLM has been selected by the Consortium to serve as fiscal agent and administrative entity, allowed to hire its own staff and deliver career services. The Board does not provide youth services or training services.

The Consortium provides the overarching checks 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 Executive Vice President (EVP), who reports to the Chief Executive Officer. The Chief Executive Officer and EVP 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 Career Center and Business Services Officer (CCBSO). The One Stop Operator coordinates services through the Director of Program Development who reports to the EVP. The One Stop Operator does not directly manage board information or 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 auditors 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 the comprehensive center(s), 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 business hiring, community events, partner events, and assistance services to neighboring workforce boards.

    Our comprehensive center is located in Ocala:

    2703 NE 14th Street

    Ocala, FL 34470

    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).**

    Thomas P. Miller and Associates.

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 Connects.

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.**

All Services will be provided by CareerSource Citrus Levy Marion staff members with the exception of Youth services as they will be provided by Eckerd Connects. Training services are provided by approved vendors on the local area's Targeted Occupation List.

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

(Attachment 4)

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 businesses 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;**

Manufacturing

In Quarter 1 of 2017, employment in Manufacturing was 9,398. The over the year change compared to Quarter 1 of 2016 was +270 jobs. The number of jobs in this sector has been trending upward over the past five years.

Trade, Transportation, and Utilities (including construction)

In Quarter 1 of 2017, the employment was 34,848. The over the year change compared to Quarter 1 of 2016 was +721 jobs. The number of jobs in this sector has been trending upward over the past five years, except for Utilities which has trended downward for the past three years.

Professional and Business Services

In Quarter 1 of 2017, the employment was 10,724. The over the year change compared to Quarter 1 of 2016 was -282 jobs. The number of jobs in this sector has been trending downward over the past year.

Education and Health Services

In Quarter 1 of 2017, the employment was 38,476. The over the year change compared to Quarter 1 of 2016 was +680 jobs. The number of jobs in this sector has been trending upward for over two decades.

Leisure and Hospitality

In Quarter 1 of 2017, the employment was 18,924. The over the year change compared to Quarter 1 of 2016 was +1,010 jobs. The number of jobs in this sector has been trending upward over the past seven years.

Emerging Industries

Health care, professional, scientific, and technical 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

NAICS	Industry Title	2017 Employment	2025 Employment	Annual Change
6216	Home Health Care Services	2,064	2,775	4.2%
5191	Other Information Services	168	200	3.9%
6241	Individual and Family Services	1,267	1,754	3.3%
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	388	384	3.1%
6117	Educational Support Services	59	68	2.9%
4533	Used Merchandise Stores	283	403	2.7%
6214	Outpatient Care Centers	1,003	983	2.7%
6233	Continuing Care Retirement Communities/Assisted Living Facilities for Elderly	1,559	2,029	2.7%
2371	Utility System Construction	676	745	2.6%
6213	Offices of Other Health Practitioners	1,887	1,783	2.5%
4859	Other Transit and Ground Passenger Transportation	129	153	2.4%
2131	Support Activities for Mining	19	20	2.2%
6215	Medical and Diagnostic Laboratories	455	415	2.2%
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	208	227	2.1%
6116	Other Schools and Instruction	289	328	2.1%
8129	Other Personal Services	782	966	2.1%
4511	Sporting Goods, Hobby, and Musical Instrument Stores	616	819	2.0%
5313	Activities Related to Real Estate	525	528	2.0%
5614	Business Support Services	1,177	1,369	2.0%
5621	Waste Collection	232	261	2.0%

Source: JobsEQ®

Data as of 2017Q1

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. Construction was added to our targeted sector list in December of 2017. Information Technology and Construction have been determined to be emerging in-demand occupational clusters. 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 Healthcare sector we see a shortage in Cardiovascular Techs and Surgical Techs. In Transportation/Distribution, our area has a need for CDL Truck Drivers, like many areas in the State and across the country at a supply gap of 30%, 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/hospitality and healthcare.

Retail Salespersons is the top existing demand occupation, with 7,316 projected total job openings between 2017 and 2025.

Only two of the top 15 existing demand occupations require significant technical training: registered nurses and Medical and Health Service Managers.
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

Workforce Development Area 10 - Citrus, Levy and Marion Counties

	Industry	2017	2025	
Rank	Title	Employment	Employment	Annual Change
1	Retail Salesperson	6,064	7,316	0.5%
2	Registered Nurses	3,060	1,686	1.5%
3	First-Line Supervisors of Retail Sales Workers	2,302	1,929	0.1%
4	Combined Food Preparation and Serving Workers	4,457	7,111	1.0%
5	First-Line Supervisors of Food Preparation and Serving Workers	1,001	1,186	0.5%
6	Heavy and Tractor-Trailer Truck Drivers	2,588	2,264	0.3%
7	Stock Clerks and Order Fillers	2,396	2,557	0.5%
8	Customer Service Representatives	2,568	2,848	0.8%
9	Cashiers	5,356	7,708	-0.3%
10	Food Service Managers	346	320	0.7%
11	Cooks, Restaurant	1,490	1,825	0.9%
12	Medical Secretaries	606	667	2.0%
13	Sales Representatives, Services, All Other	813	832	0.6%
14	Medical and Health Services Managers	309	270	2.3%
15	Driver/Sales Workers	618	473	-0.6%

Source: JobsEQ®

Data as of 2017Q3

Emerging Occupations

The majority of top emerging occupations occur in the Tourism sectors of Personal Care and Service Occupations (six of the top 15) and Food Preparation and Serving Related Occupations (four of the top 15) industry sectors, which follows the overall Florida statewide distribution of top emerging occupations.

The top emerging occupation in the Personal Care sector is Ushers, Lobby Attendants and Ticket Takers. This demand is projected to grow in line with the statewide tourism growth. The top emerging occupations in the Food Preparation industry sector are low wage, low skill occupations.

The growth in the Construction sector of the emerging occupation Solar Photovoltaic Installers is due to both the recovery of the local housing market as well as local forays into clean energy by companies like Duke Energy who we partner with to provide energy academies to area youth. Protective Service Workers and Lifeguards and Recreational Protective Service Workers is a top emerging occupation in the Protective Service Occupations industry sector.

In the Healthcare Sector, Home Health Aides is the top emerging occupation followed by Veterinary Assistants and Laboratory Animal Caretakers. Home Health Aides become more imperative in our aging civilian population. The average wage in the Ocala MSA is 48.8, 16.7% above the statewide average of 41.8 years. This means our area has an increased need for home care professionals. We also have a booming equine industry, the most recent study indicating it has an economic impact of over 2 billion dollars, creating a need for more Veterinary and Animal Health Care professionals.

In the Information Technology sector, the top emerging occupation is Computer and Information Research Scientists, followed by Applications Software Developers. This field has grown by 3.3% in Florida over the past five years, 32% faster than the national average. An influx of logistic centers has led to an increased need for these technology positions.

Food Production workers top the emerging occupations in the Manufacturing Sector, an indication of growth from new companies that have moved into the area. Mestizo foods arrived in our area in 2017 and hired workers for tortilla chip production.

Motor Vehicle Operators is the top emerging occupation in the logistics and distribution industry sector. 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 as we have seen several new distribution centers enter our area.

Top 15 Emerging Occupations

Workforce Development Area 10 - Citrus, Levy and Marion Counties

	Industry	2017	2025	
Rank	Title	Employment	Employment	Annual Change
1	Protective Service Workers, All Other	171	351	105.26%
2	Lifeguards, Ski Patrol, Other Recreational Protective Service Workers	149	303	103.36%
3	Ushers, Lobby Attendants, and Ticket Takers	96	192	100.00%
4	Solar Photovoltaic Installers	14	27	92.86%
5	Locker Room, Coatroom, and Dressing Room Attendants	27	51	88.89%
6	Amusement and Recreation Attendants	348	654	87.93%
7	Hosts/Hostesses, Restaurant, Lounge, and Coffee Shop	543	1012	86.37%
8	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	403	682	69.23%
9	Costume Attendants	3	5	66.67%
10	Personal Care Aides	1204	1964	63.12%
11	Combined Food Preparation and Serving Workers, Including Fast Food	4457	7111	59.55%
12	Entertainment Attendants and Related Workers, All Other	21	33	57.14%
13	Waiters and Waitresses	3198	4964	55.22%
14	Crossing Guards	65	99	52.31%
15	Gaming Change Persons and Booth Cashiers	20	30	50.00%

Source: JobsEQ®

(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 businesses 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 candidates to better understand what businesses 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

IMPORTANCE	ATTRIBUTE
62	English Language
55	Mechanical
49	Geography
40	Mathematics
31	Production and Processing

CONSTRUCTION

IMPORTANCE	ATTRIBUTE
ABILITIES	
66	Manual Dexterity
62	Arm-Hand Steadiness
62	Multilimb Coordination
62	Static Strength
60	Oral Comprehension
56	Control Precision
56	Trunk Strength
53	Oral Expression
53	Problem Sensitivity
53	Near Vision
53	Speech Recognition
53	Speech Clarity
50	Selective Attention
50	Finger Dexterity
50	Stamina
BASIC SKILLS	
53	Speaking

50	Coordination
47	Social Perceptiveness
47	Active Listening
47	Critical Thinking
47	Operation Monitoring
47	Operation and Control
44	Complex Problem Solving
KNOWLEDGE	
75	Building and Construction
50	Administration and Management
50	Customer and Personal Service
50	Transportation
50	Production and Processing
50	Engineering and Technology
50	Design
50	Mechanical
50	Mathematics
50	Education and Training
50	English Language
50	Public Safety and Security

(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 1.3 percentage point decrease in the unemployment rate over the year with a rate of 4.5% for December 2017. The area has also seen a slight decrease in labor force (December 2017 labor force = 197,273). The number of

individuals employed has increased steadily (December 2017 employment = 188,388) while the number of people unemployed has decreased by 23% to 8,885 in December. The most recent data on unemployment rates for individuals with barriers to employment is the American Community Survey 5-Year Estimates for 2012-2016. During that time the unemployment rate for our largest county, Marion County, was 21.2% for persons with a disability, 8.5% for American Indian and Alaskan Natives, 0.0% for Native Hawaiian and Pacific Islanders, and 5.4% for persons aged 55 and older.

Attachment data for the civilian labor force aged 25-64 showed that the largest percentage, 37.4%, were high school graduates, followed by some college or an associate's degree at 32.4%, individuals with a Bachelor's degree or higher at 17.3% and finally those with less than a high school diploma at 12.9%.

In the Homosassa Springs MSA, the unemployment rate has declined by 1.2 percentage points over the year to 5.4% in December 2017. Since the lowest point of the Great Recession when the unemployment rate reached 12.2%, the unemployment rate has decreased by 6.8 percentage points. The labor force has been declining in recent years (December 2017 labor force = 46,592). In addition, the number of unemployed persons has been declining in recent years (December 2017 unemployed persons = 2,502) and the number of employed persons has remained fairly constant (December 2017 employed persons = 44,090).

In the Ocala MSA, The unemployment rate has declined by 1.3 percentage points over the year to 4.3% in December 2017. Since the trough of the Great Recession, where the unemployment rate reached 12.6%, the rate has decreased by 8.3 percentage points. The labor force decreased slightly in recent years, and has since increased slightly up to 128,370 in December 2017. In addition, the number of unemployed persons has been declining in recent years (December 2017 unemployed persons = 5,738) and the number of employed persons has remained fairly constant (December 2017 employed persons = 128,370).

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 candidates 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 WIOA §108(b)(7)).

There continues to be a need in our local area for work-based training and training in emerging and demand occupations. CSCLM offers an array of training services to candidates 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 candidates as well as employees of existing businesses within the region as need arises. These partnerships and the customized trainings developed as a result are a strength of our local area. Two examples of this are the development of Virtual CNC (computer numerical control) training to meet a sudden demand for CNC operators in our area as well as core skill development classes in the construction industry. The Virtual CNC 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. Additionally, our partnerships with

the local technical colleges culminated the current offering of Construction Core classes to begin pipeline development of talent in the construction industry to respond to a sudden spike in demand.

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 candidate'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 need of specific skills that may not be commonly held in today's diverse workforce.

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

Though apprenticeships are currently limited in our area, our board recognizes that they can be a strong tool in connecting the workforce with the needs of our businesses. To that end, we are working in tandem with 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 are underway to pave the way in creating

the 'second college'. We are also in the process of defining and creating pre-apprenticeship training that will provide the needed preparatory work to ensure a successful and well invested program.

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

In all experiential learning activities, job site businesses agree to teach the skills necessary to succeed on the job and will provide the same working conditions for the referred individual as other employees. Training outlines that list the skills to be taught according to the agreement are closely monitored. Work sites and trainees are tracked regularly to ensure attendance and progress toward the goal. Insurance that the work flow is 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 candidate maintain relevancy in the job market. Our locally branded Custom Business Training includes OJT, Employed 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 candidates 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 candidate'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 candidate's Individual Employment Plan and

to set short and long term employment and educational goals. Candidates' needs will be assessed through an analysis of past experience matched with demand occupations in the area to identify skills gaps. Once assessed, a candidate 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 trainee can maintain a competitive edge in the marketplace. The three 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
3) The trainee is able to earn a wage while in training while the business is acquiring an employee with a well-rounded and specific skill set to match their businesses needs

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 business and the occupations to be trained 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 trainee to a specific career path or practical workplace experience. It is our policy that this type of training can be offered to candidates 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 Business 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 business will value the intern/work experience trainee and will consider hiring them into regular, ongoing 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
- Marion Technical College
- Withlacoochee Technical College
- Marion Technical Institute

Eckerd Connects is currently the local provider of youth workforce investment services in 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; specifically those without a GED or high school diploma. Youth graduate with a high school diploma, OSHA and HBI credentials, and many also receive Customer Service and 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.

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.

CSCLM in partnership with its many community and educational partners hosts a Youth Career Expo each year in each of the service counties to allow youth in the local high schools to see what occupations and training opportunities are available in our local economy. The Youth Career Expo that was just hosted in Marion County was well attended by nearly 800 middle and high school students with participation from over 33 businesses and 120 community volunteers.

(1) 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) to support regional economic growth and economic self-sufficiency (WIOA §108(b)(1)(E)).

Mission

CareerSource Citrus Levy Marion (CSCLM) brings together citizens, businesses 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 business 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 provided an opportunity for CSCLM board to review our current practices in light of the evolving workforce and economic dynamics within our community. It provided 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 led 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 established 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 candidate 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 candidates 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
4) Construction (added December 2017)

Sector partnerships greatly contribute to addressing any skills gap issues that exist in the community. Skills gaps can be most effectively addressed when businesses 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 businesses.

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 colleges, and our college. These groups are 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. The first such meeting took place in July of 2016. It involved representatives from our targeted industry sectors (private sector), economic development and education partners. This convening helped us to sculpt our path as we entered the first full year of WIOA implementation.

While strengthening sector partnerships has allowed 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 benefits 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 candidate-facing staff so that candidates have a clear and accurate picture of what local businesses are looking for in new employees. The reverse communication is just as important – staff serving candidates can provide business services staff with a picture of the talent pool, giving businesses 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 candidates
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 candidates

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 candidates. Providing more self- service options also allows case managers to focus more attention on those candidates who need the most one-on-one assistance.

CSCLM already has a solid foundation for collaboration with partners, such as vocational rehabilitation. These partnerships continue to 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 a full range of candidates 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 candidate are being created and marketed to both businesses and participants, addressing both the supply and demand side of the talent equation. Specialized Business Services staff members focus on professional talent acquisition and marketing. We are currently in the process of developing additional resources that will provide expanded talent sourcing from across the nation to assist in the

procurement of needed talent. This candidate sourcing will be available to all businesses in our area through cutting edge technology supplied by AkkenCloud.

In Partnership with the College of Central Florida a Professional Placement Career Center has been developed on the College Campus. This partnership has expanded since the summer of 2016, when the center was 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 candidates and houses our specialized Business Services staff.

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 has 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. An online orientation was developed to allow current and prospective board members to review all of the services available through workforce and what the expectations of a board member are.

- 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 allows 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 businesses in their field, and providing testimonials to our services. Board members representing business are also 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 are 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 required a high level of effort, especially in the beginning as regular communication and interaction is initiated. Board members had the opportunity to spread the word throughout the community; however, it also had implications for CSCLM staff and that required some reorganization to allow for staff to be dedicated to this effort.

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 has been 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 candidates 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 candidates. CSCLM shares information when businesses are expanding and creating jobs, when other organizations are holding events, or when customers have success in training programs and land a position in their career field. These stories help communicate who the Board is, what it supports, and the message that it promotes a community-wide, collaborative strategy toward workforce development.

(2) 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 continue to 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 candidates 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) 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 (PII) 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 regular attendees at community meetings. We are active with the Chambers, the Economic Development Agencies, Education, Transportation, Homelessness, Early Childhood, Law Enforcement, Re-entry, SHRM, Community Action 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) 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 candidates 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 Employ Florida 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. CSCLM was awarded a Homeless Veteran Reintegration Program grant through Department of Labor in June of 2017. Staff are currently working the grant and serving homeless veterans in partnership with the Ocala Ritz transitional housing

program, Salvation Army, Community Action, and Marion County Veteran Services.

Strategy 5: CCIR with Vocational Rehabilitation (VR). We are currently providing **C**areer **C**ounseling **I**nformation and **R**eferral services as part of the CCIR program with Vocational Rehabilitation, ARC of Marion County and Key Training in Citrus County. The CCIR program offers a myriad of employment and training options to individuals with developmental and mental disabilities. This program has been in place since the fall of 2016.

Strategy 6: Services to Youth. We focus our youth services on out of school youth who are the most in need. Our youth typically have multiple barriers to employment and often these barriers can interrupt their access to services as needed to progress to self-sufficiency.

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

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

(3) YouthBuild program. Our YouthBuild program is called Phoenix Rising. This program has been in place for 6 years and has built a total of 12 homes in economically distressed areas in our service area. Our current program is slated to build four more homes. This program teaches soft skills, provides for a

diploma, teaches construction skills and other certifications and places them in employment or post-secondary education. All of this plus the ability to provide a home for a family, the youth learn how to give back to their community and be a hero for someone else.

(4) We are also working with core partner VR to provide youth with disabilities pre-employment transition services and On-the-Job training. This new initiative is strengthening the participant's employment prospects as they graduate from High School.

(5) Describe the process used to develop your area's vision and goals, including a description of 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 businesses and business 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 candidates all the 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 businesses.

We are nimble in our provision of services to both candidates 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) **Indicate the negotiated local levels of performance for the federal measures (WIOA §108(b)(17)).**

PY 2016 - 2017 Florida Workforce Measures

CareerSource Citrus Levy Marion

Measures	PY 2016-2017 1st Quarter Performance	PY 2016-2017 2nd Quarter Performance	PY 2016-2017 3rd Quarter Performance	PY 2016-2017 Performance Goals	PY 2016-2017 % of Goal Met	PY 2017-2018 Performance Goals
Adults:						
Employed 2nd Qtr After Exit	91.10%	81.99%	84.76%	86.00%	98.55%	89.00%
Employed 4th Qtr After Exit	81.32%	83.75%	80.75%	82.00%	98.47%	85.00%
Median Wage 2nd Quarter After Exit	$8,081.00	$7,735.00	$7,655.00	$7,550.00	101.39%	$7,850.00
Dislocated Workers:						
Employed 2nd Qtr	69.44%	69.44%	70.97%	80.00%	88.71%	83.00%

After Exit						
Employed 4th Qtr After Exit	75.36%	76.09%	63.89%	76.00%	84.06%	79.00%
Median Wage 2nd Quarter After Exit	$9,906.00	$8,696.00	$7,511.00	$6,550.00	114.67%	$6,850.00
Youth:						
Employed 2nd Qtr After Exit	63.54%	62.93%	62.28%	73.00%	85.31%	76.00%
Employed 4th Qtr After Exit	60.65%	61.79%	60.76%	66.00%	92.07%	69.00%
Wagner-Peyser:						
Employed 2nd Qtr After Exit	58.28%	57.33%	57.40%	61.00%	94.09%	64.00%
Employed 4th Qtr After Exit	56.46%	57.19%	56.80%	63.00%	90.17%	66.00%
Median Wage 2nd Quarter After Exit	$5,163.00	$5,126.00	$5,247.00	$4,550.00	115.32%	$4,850.00

Not Met (less than 90% of negotiated)
Met (90-100% of negotiated)
Exceeded (greater than 100% of negotiated)

(8) 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 Executive Vice President 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 Connects. This contract is monitored annually by our internal monitoring staff and is also monitored by DEO. We provide oversight of the program by continuous review of data that details the effectiveness of the programs and insure performance. The reviewed data looks 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 Services provider is currently CSCLM. We have been approved by CareerSource Florida on behalf of the Governor to provide services within the One Stop system.

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, business 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 have established required and additional MOUs with our partners and have determined 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.

One Stop Operator

Thomas P. Miller and Associates was procured to be our One Stop Operator in the spring of 2016 (effective 7-1-2017). Operation consists of review of customer/work flow within the centers, services and partner integration between programs and best practices from One Stop systems across the nation. Performance is judged on specific benchmark goals and activities detailed in their cost reimbursement contract and is reviewed quarterly by the Board.

(9) Describe the definition of "self-sufficiency" used 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 200% of the poverty rate and is also the threshold used to determine adult eligibility:

2017 Lower Living Standard Income Level (LLSIL)
Example is a family of one (1):
$13,166 (Poverty) $26,332 (200%)

Dislocated Workers

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

Employed Worker

Based on the average wage of occupations in the Ocala 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 business, to leave no worker behind in obtaining and retaining employment opportunities, and to continuously foster economic growth.

(1) Coordination of programs/partners: Describe how individualized career services are coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers (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 Connects.

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

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

The second service level option is for customers that wish to access the next level of Basic and Individualized Career Services (TEGL 3-15). Our Career Success Plan is a structured intake process that gathers necessary information from new customers at their time of entry into the system. Regardless of the desired service or level of

services we have identified a need to gather specific baseline information in order to best assist and 'triage' customers to the appropriate partner program.

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

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

To meet the needs of customers that wish to access services in person and those that prefer to access digitally; this process is available at our brick and mortar

locations as well as through our website in online modules and through the use of Skype. 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 and pre-employment services provider.

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

(2) Coordination with Economic Development Activities: Describe how the local board coordinates 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 promotes entrepreneurial training and microenterprise services (WIOA §108(b)(5)).

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 Services unit works closely with area EDC staff for a broad range of projects. CSCLM staff is involved in talent recruitment and training development for new and existing businesses, complementing the services of the ED organizations and creating a 'one-stop shop' approach. Staff also work with EDC staff to prepare talent and training availability reports and labor market information for new business development and attraction endeavors.

Each of the EDC's are instrumental in the development and shaping of our Area Targeted Occupation List. This list serves as the primary tool for sharing WIOA 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: Describe how the local board coordinates 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)).

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

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

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

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

This location holds joint branding and staff from the college to facilitate full integration of technical, industry driven educational services available as well as internship opportunities provided through the college for graduates. The internships provided through the college are melded with CSCLM's initiative of creating industry

driven, paid internships and work experience opportunities for recent grads and professionals that require additional practical experience to become employed.

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

Additionally, staff from this office travel throughout the three county region 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 with a focus on professional development.   These workshops often include:

- Information on CSCLM and available services
- Interviewing skills
- Soft Skills workshops
- Targeted resume development
- Use of social media in your job search
- Navigating the New World of Work (our fundamental workshop for approaching a job search in the digital age)
- Information on grants and other tuition assistance programs

We have recently wrapped up our Youth Career Expo in Marion County and are planning for Citrus and Levy. 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, Citrus County School Board and the Levy County School Board. At the time of publication of this modification, the Expo in Marion County has been completed and attended by nearly 800 middle and high school students.

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

(4) Coordination of transportation and other supportive services: Describe how the local board coordinates 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)(11)).

CSCLM understands the importance of supportive services in insuring 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, SNAP or any of our competitive grants (YouthBuild, HVRP, Sector Initiative) 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/Competitive grants Support Services:
- Travel Assistance up to $10.00 weekly or $50.00 monthly for full time participation
  - 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: Describe 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)(12)).

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 maintains 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: Describe how the local board coordinates 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 carries 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 development. 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. All targeted sectors and their associated occupations as well as the occupations listed on our Area Targeted Occupation List are reviewed and approved by our One Stop Committee and the full Board. This allows for a thorough review of the entire Board

membership and input from the private industry members who comprise the majority of the Board.

CSCLM has a local guidance policy specifically detailing our local policy and procedures for selecting providers and programs for inclusion on our Area Targeted Occupation List. Our intent is to retain specific requirements as defined locally for approval of providers AND programs.

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 businesses.

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:

         o Placement wages equal to or above the local Lower Living Standard Income Level (LLSIL), or

         o 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:

         o At least 80% successful program completion rate of trainees no longer in training activities;

         o At least 90% of training completers with employment at closure, OR

         o 80% of training completers with Training Related Placement at closure

         o 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. 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 One Stop Committee and 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) **Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to help reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help such recipients become self-sufficient. Additionally, describe the strategies the local area uses to meet CareerSource Florida's goal of reducing welfare.**

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

Strategies to assist in placement efforts include resume development and marketing of candidates to our internal Business Services staff who act as ombudsmen to market candidates to local businesses. Hiring incentives offered

through work-based training solutions such as OJT, Paid Internship and Work Experience and Custom Business Training also provide opportunities for a harder to serve customer base that may have limited skills.

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

The cooperative agreements that have been negotiated focus on the in-kind contributions of both Vocational Rehabilitation and Blind Services. It is often understood between agencies that the best service one can provide is full understanding of <u>what</u> you can provide. Our MOUs focus on cross training between the partners that will lead to better understanding of services provided resulting in more efficient service delivery, reduction in duplicity of services and more effective referrals. All agencies can value the contributions that the others bring to the table and display those contributions in the MOUs.

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 labor exchange system.
- 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; particularly those with visual disabilities. CSCLM looks forward to increased coordination of services with Blind Services, especially now that they have just recently opened up a new center in Ocala. Their knowledge of assistive technologies will be a tremendous help to the CareerSource CLM staff in understanding how to best use the equipment available in our offices resulting in gains for our mutual customer base.

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

> **A. Describe how required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.**

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

CSCLM delivers all programs and services to customers through its fully comprehensive and diverse workforce development One Stop System. This system is both physical and technological – providing access with a "physical front door" which is through our three Career Centers located in Citrus, Levy and Marion Counties and through "electronic access". Other required One Stop Partners have been fully willing to negotiate MOUs and coordinate services and provide representation on our board.

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

CSCLM 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 and Community

Action are both housed within the One-Stop. Other partner agencies are reached through our technological and referral door or visit the centers occasionally or as needed to meet with mutual customers.

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

- Understand the local labor market and forge strategies to serve both businesses and workers;

- Give candidates and workers effective counseling and access to appropriate training to enable them to earn family-sustaining wages, and

- Assure that the dollars spent on workforce and economic development are spent wisely.

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

- Extraordinary Customer Service; Outreach and recruitment; Orientation for Services; Registration for Work; Resource Area Management and Coordination; Operation of job search assistance workshops; Referral to appropriate work or training activity

- Employment Referrals; Development of Employment Opportunities; Development of subsidized/ un-subsidized employment opportunities

- Eligibility determination; Individualized employment plans; Referrals to Objective Assessment Services; Case management, general and intensive

- Coordination and provision of support services; Post placement and job retention follow-up

- Maintenance of records and reporting; Individual Training Accounts management; Customer payments (tuition, books, fees, day care, transportation and other support services)

- Veteran Services; Job Corps referrals

- Special Grants/Contracts Management; Volunteer Staff Management

- Experience Works – Co-location of staff onsite at the Career Center.

- Working with Faith Based and Community Organizations

- Coordination with Community Action

- Provision of YouthBuild services

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

B. Identify any 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

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 a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of sector executed MOUs (WIOA §108(b)(6)(D)).

(**Attachment 3**– scanned original can't be accessed as 'searchable')

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

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

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

"CareerSource Citrus Levy Marion is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers listed above may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. If you need accommodations, please call 352-840-5700, ext. 7878 or e-mail accommodations@careersourceclm.com at least three

business days in advance. Additionally, program information may be made available in Spanish upon request.

A proud partner of the American Job Center Network."

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

B. Describe how entities within the one-stop delivery system use principles of universal design in their operation.

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

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

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

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

CSCLM endeavors to offer the majority of services available in a brick and mortar career center in a virtual, or electronic format. Our Career Success Plan as well as a full line of narrated training webinars are available through our website. Customers interested in training may also complete the online universal application and can submit their interest 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.

With the implementation of the Workforce Innovation and Opportunity Act (WIOA) CSCLM has been proactive in increasing our outreach and assistance efforts towards individuals with disabilities. We are currently partnering with the Department of Vocational Rehabilitation and the Ticket to Work, CCIR and Pre-Employment youth program to provide enhanced services to individuals with disabilities that are looking to enter the workforce. We also provide intensive Veteran services within each of our centers, provide outpost Veteran support throughout the community as well as maintain close relationships with local support agencies such as Salvation Army, Center for the Blind, Center for Independent Living, Marion County Homeless Council, Veterans Helping Veterans and Ocala Ritz,

a homeless veteran transitional housing institution. One of the key components to creating successful outcomes is targeted and effective outreach.

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

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

Our established relationships with local agencies provide an organic referral process. However, we realize that not all individuals that have disabilities engage the assistance of a social service agency. CSCLM also works closely with our local media partners in print and radio to broaden our umbrella of exposure to our local customer base. 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 to discuss services and initiatives. 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 businesses on the benefits of hiring people with disabilities.

Each of our Centers is fully accessible and set up with workstations that are specially equipped for individuals with disabilities; these include an ADA compliant computer and the Interpretype 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 businesses to develop employment opportunities for veterans; The Disabled Veterans Outreach Program (DVOP), which provides intensive case management services to veterans (especially disabled) to reduce barriers to employment; and, maximization of GI Bill resources to fund training and living expenses while veterans earn college credit and complete career ladder training programs.

CSCLM fully complies with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act of 2014 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational

programs. The Board also assures that it complies with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I financially assisted program or activity, and to all agreements made to carry out a WIOA Title I financially assisted program or activity. The Board understands that the United States, the State of Florida and the DEO have the right to seek judicial enforcement of this assurance. The Board also assures that CSCLM appoints an Equal Opportunity Officer to ensure compliance with the regulatory requirements cited above.

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

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

In addition, CSCLM in partnership with the Department of Corrections conducts workshops at local prisons to inmates who are targeted for release. These workshops provide information on CSCLM general services, 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.

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

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

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

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

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

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

Customers entering the Career Centers or attending an offsite event sign in through the VOS Greeter kiosk system that is either on an actual kiosk or replicated on a tablet. Veterans and program participants are identified by this system and programmatic staff receives automated notifications. Customers are able to choose what category of assistance they need to access upon entering the building. Career Center traffic reports are shared with all of our CareerSource staff, Career Center Committee members and core partner programs. This service also identifies the program, service or partner program the customer has accessed. Quarterly Reports are analyzed to benchmark ongoing customer survey responses and data is utilized for ongoing continuous improvement. These reports are made available to CareerSource staff, One Stop Committee members, Board members and core partner programs. This service also tracks our demographic data. The ATLAS system is also our centralized data base for programmatic records retention. Customers participating in WIOA, Wagner Peyser, Welfare Transition, TAA, SNAP E&T 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 steps 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: Meetings were convened with the Executive Committee in order to determine the definition of a One Stop Operator and if the Board wished to be part of the competitive process to be the Operator. It was determined by the Board that services would be procured and the Board would not be part of the bid process.

An Invitation to negotiate was released. One bid was received from Thomas P. Miller & Associates. A Sole Source procurement was approved by the Board. This decision was made on value of the proposed contract as well as past history and work done with the Thomas P. Miller & Associates in this workforce area. The step by step process of the procurement is as follows:

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

2. Appeal Process: The following appeal process would be used if 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: **Describe additional criteria or higher levels of service than required to respond to labor market, economic, and demographic conditions and trends in the local area (WIOA §108(b)(6)(A)).**

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

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

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

Our survey results continue to trend much higher than national averages for other service-based industries. This information drives flexible and fluid service provision

to meet the demands of our labor force. Additionally, all negative feedback is handled in a closed-loop fashion by center management. All negatively responding candidates and businesses are contacted to discuss their feedback and to garner input on what improvements can be made to change their opinion.

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

In program year 2017-2018 the team has been successful in being awarded three competitive grants:

YouthBuild

Serves: 48 Out of School/At Risk youth

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

Budget: $806,096.00

Duration: September 1, 2017 – December 31, 2019

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

Homeless Veteran Reintegration Program

Serves: 70 Homeless Veterans

Budget: $189,070.00

Duration: July 1, 2017 – June 30, 2018

Purpose: To assist homeless veterans obtain occupational skills, gain employment and move to permanent housing. Currently at 50% enrollment goal.

Sector Initiative Grant

Serves 120 Youth, Adults, Dislocated Workers

Budget $1,086,884

Duration: December 1, 2017 – November 30, 2019

Purpose: Expand training and talent pool resources in targeted sectors to meet current labor market demands. Currently in the planning, staffing and training phase.

DESCRIPTION OF PROGRAM SERVICES

(1) System description: Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify 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 Florida Unified 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 businesses 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 candidate and businesses 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 2175 NW 11th Drive, 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 1 Comprehensive Career Center**

- 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.**

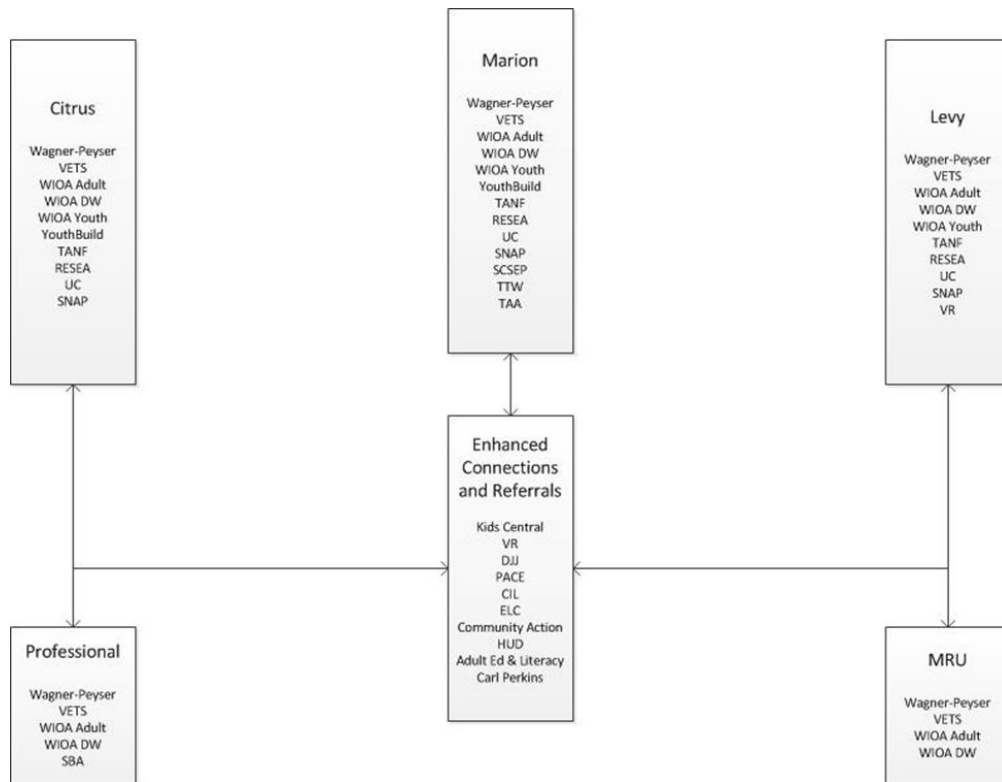Core programs provided within the system through memorandum of understanding (MOU) include:

- 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 business 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.**

- Community Action Agency. Co-located at the comprehensive Ocala center.

(2) Sub-grants and contracts: Describe the competitive process used to award sub-grants 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.

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: Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).

Our approach to addressing the training needs of our community is two-fold approach – candidate and business.

CSCLM is dedicated to meeting the needs of area businesses 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 candidates as well as employees of existing businesses within the region. Area educators include The College of Central Florida, Marion Technical College, 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 businesses – 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 structured around an employability plan, longer-term training to lead to higher skills attainment, business 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 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.

- Transitional Job Opportunities may be made available to those candidates 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. businesses 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 business or group of businesses 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 businesses, 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.

We are continuously looking for additional resources in which to assist our business and candidate customers. Program year 2017/2018 has resulted in the award of three competitive grants that allow us additional resources to assist candidates and

businesses in areas that ordinarily would not be available due to limited local funding:

Homeless Veteran Reintegration Grant aimed to serve 70 homeless veterans through provision of support and training services.

Sector Initiative Grant will assist 96 candidates through training in advanced manufacturing, construction and commercial truck driving.

YouthBuild Phoenix Rising will assist 24 at-risk youth obtain their high school diploma and various credentials through classroom and worksite training building homes for low income individuals in our area.

(4) **Key Industry Sectors: Identify how the LWDB aligns resources that support and meet training and employment needs of key industry sectors in the local area. Describe strategic or other policies that align 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, Information Technology, and Construction will be directed by targeted businesses through traditional classroom and work-based training initiatives. A regular partner and business feedback loop ensures we stay aware of demands in these key sectors. Efforts are 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. Our business-led board membership remains at the helm of reviewing all business practices and providing feedback based on their individual sector experience. 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 one month to two years. We are fortunate to have well established partnerships with two technical and vocational training institutions in our area. Marion Technical College (MTC) 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 are directly linked to occupations that support the local workforce and economy. This allows us to continue to train talent as needed to match the needs of local businesses. Training providers are reviewed annually for adequate performance, programmatic and institutional information.

(5) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §134(c)(1)(A)(iv)).

CareerSource CLM takes a proactive and multi-faceted approach to maintaining strong relationships in targeted sectors. This is done through continual participation and communication with sector partners.

Our Business Services unit is comprised of Business Development Managers (BDM) that focus on service provision to businesses in our targeted sectors:

- Manufacturing, Transportation, Logistics
- Healthcare
- Professional and IT
- Construction

Each BDM is an expert in their related industry and maintains a community presence amongst local businesses. This is done through providing presentations on services available through CareerSource CLM at trade expos, local industry associations, chamber events and other business and industry events. The BDMs also monitor daily activity on each businesses recruiting efforts through the Employ Florida system and strive to source talent when needed to meet the business's needs.

Alternative solutions are offered when talent shortages arise such as On the Job Training, Customized Training and Paid Internship and Work Experience opportunities assist in the location of fresh talent while offsetting the extraordinary costs of doing so.

Partnerships are critical to the development of new relationships. CareerSource CLM actively works with the local chambers and economic development partners to provide 'one-stop' solutions to new businesses and emerging industries. Having all pertinent partners at the table during discussions with new businesses or industry representatives provides a holistic approach to business solutions. This approach eliminates the need for multiple meetings and mixed dialog. A consistent message is provided and solutions can be offered that meet the needs in a single meeting while maximizing locally available resources.

The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

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

This is a primary function of our Board and is facilitated by staff through data obtained from Jobs EQ, Supply and Demand, and Florida Labor Market Statistics. However, decisions are not made solely on statistics as often times singular events can skew data and we look at long term growth and sustainability. We also engage our local businesses, partner agencies and private sector board members to assist in identifying growing and emerging industries/occupations.

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

Our previous strategic planning sessions in 2015 led to the goals and objectives in the 2016 workforce plan (and subsequent modification). This was a culmination of several planning sessions involving private industry, community partners, and cross regional representation. The goal was to provide equal input and cross functionality to meet the needs of the most partnering agencies at once.

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

All decisions regarding sector strategies are vetted by our private sector/industry led committees and board (including economic development representation). Data and recommendations are made to the committees and board by CareerSource CLM staff and all final decisions are board driven.

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

After our targeted industries were established our service delivery model was altered to ballast the efforts. Our Business Services unit was re-aligned to focus on the sectors and provide enhanced talent development and acquisition. Local policy was changed to dictate the focus of our formula tuition and work-based training funds be focused on the most in-demand occupations within the targeted sectors. Additionally, our Area Targeted Occupation List was reworked and discussions were conducted with partnering educational facilities to support the targeted sector initiatives.

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

Refer to section D above.

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

While decisions on which industries and occupations take into account data and testimony from private industry, we rely on solid data to quantify the decisions made. Input and opinions are considered, but we strive to ensure that the recommendations were not simply anecdotal. All of our tuition based and work based training programs are reviewed annually for positive outcomes. Just as we require data from training providers to substantiate why a program should considered to be offered in this area, we also hold placement and retention outcomes after the training to the same standard. Should performance not meet local expectations then the program would be reviewed and a recommendation made to the committee and Board on how to proceed.

(6) In-demand training: Describe how the local board ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(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. Most recently in December of 2017 our Board added Construction to our targeted sectors. This was fueled in part by a series of recent hurricanes in the area that created a skill shortage, but also a general rebound in our economy that had already garnered the attention of the Board.

With sectors 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 may be given in instances where the provider has not been approved by the other area.

(7) Employer Engagement: Describe strategies and services 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/businesses. 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 businesses, prevent duplication while expanding our business 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 business 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 providers and manufacturing association to coordinate training needs to support special customized programs. During the past several years, CSCLM has worked with the College of Central FL and MRMA to launch

several short term training programs such as Blueprint Reading, CNC Certification, AutoCAD, Warehouse/Forklift, and Construction Core program based on needs businesses have expressed. Based on completion of these programs, CSCLM connects graduates with businesses utilizing our Internship program as well as OJT options. In Levy County, CSCLM participated on an advisory committee with the College of Central FL to begin a Timber Harvesting program in the fall of 2016. Several businesses in the timber industry expressed a concern on the lack of skilled applicants for a growing industry. CSCLM continues to support that program through recruitment, assessment and tuition assistance for short-term training.

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 businesses. In Marion County, the Chamber and Economic Partnership (CEP) staff regularly calls CSCLM to advise of issues and/or problems businesses are having with finding qualified candidates. CSCLM contacts the businesses 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 businesses to learn of our workforce services and programs to support a new business in the community.

CSCLM has developed several strategies targeted at improving business 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 throughout 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 and can provide input on business strategies conducted through CSCLM's Business Services team.

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

Staff in our resource rooms guide candidates 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 Career Success Plan 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 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 businesses when we become aware of pending layoffs and/or reduction of staff. CSCLM will meet with the business, advise of our general services and customize services to meet the needs of impacted employees. Customized services can include: 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 local policies and procedures are established to prioritize recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for individualized career and training services in the adult program.

CSCLM's local policy is in alignment with requirements outlined in WIOA. Priority of Service is applied to all Adults applying for services.

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 served through consideration of Priority of Service. 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: Describe how training services are provided, including how contracts for training services are used, and how such contracts are 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 business who can be a public, non-profit, or private sector business. 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 businesses. These training efforts are not typically offered through regular classroom training offered on the ETPL and through an ITA, but are customized per business or group of businesses who need to fill current or projected vacancies. The businesses 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 business that defines the specific skills to be taught and certifications to be gained. The individual who is trained is already employed by the business but is in need of enhanced training and skills to meet the needs of

the business. 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. Businesses will be required to contribute between 10% and 90% of the training costs based on the businesses size.

Incumbent Worker

Incumbent worker training is an effective strategy to use when assisting a business or their employee (of longer than 6 months) with becoming more competitive. This training is designed to meet the needs of a business or a group of businesses 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 business. No more than 20% of the total Adult and DW funding will be set-aside each year to support incumbent worker training. Businesses 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 the local board uses 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, however, priority usage of funds is geared toward those businesses within our targeted sectors.

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 may 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 (ITAs) (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 listed 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. Exceptions exist for individuals that have a two year degree and are striving to attain a four year degree.

B. Describe any exceptions to the use of ITAs.

Exception to ITAs will include Apprenticeships, OJT, customized training, and employed worker training and contract classes when appropriate. Occasionally, CSCLM will contract with an education provider to conduct a class and allow enrollment up to a specific amount of individuals into the class. This is often done during the execution of competitive grants and training provided often needs to be offered quickly and the educational provider must insure that the expense of developing and hosting the class does not exceed actual enrollment. 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: Describe mechanisms currently in place or in consideration that provide microenterprise and entrepreneurial training. Describe mechanisms in place that 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: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida DEO and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities (TEGL 3-15).

Our local area currently offers an electrical apprenticeship through the Marion Technical College and is working on starting a block laying/masonry program soon.

We ensure 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, but progress is slow.

(14) Other Program Initiatives: Describe services provided that include implementing 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 supporting 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.

We continue to focus on partnerships between private industry and education. 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.

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. Likewise, the College of Central Florida and Marion Technical College have articulation agreements in place for students moving from technical programs in the K-12

system into career and technical or degreed programs promoting a seamless and unified approach of creating career pathways.

(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, so they meet the needs of local employers, workers and job-seekers (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 four 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.

- Providers of programs listed on our Area Targeted Occupation List must show strict performance levels for the programs they wish to have included on our list and must undergo review and minimum every two years.

- 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 local youth programs and how the 14 program elements required in §681.460 of the WIOA regulations are 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 businesses. 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 Connects, 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 activates 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 businesses, 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 as they work to earn their high school diploma.

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. **Define the term "a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society." Describe how the local board defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 C.F.R. §681.290).**

Assessments are used to determine proficiency levels. The most common assessment used is the TABE. Youth are assessed to a grade level of 9. Those youth that lack comprehension or need additional assistance in understanding the assessment may be assisted by a qualified proctor. CareerSource CLM typically assesses mathematical and reading/language comprehension. The assessment results that are scored to less than a 9th grade education are deemed as deficient and there 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. One on one assessment may be also be conducted if the customer expresses concerns with their ability to complete a formal assessment. This information may also be shared with the case manager from an educational partner that has also completed such assessment and has deemed the individual deficient.

B. **Define "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 local board classifies the above statement as being valid in regards to eligibility when back-up is presented to the case manager when the following

characteristics exists (per local policy *OPS-39 WIOA Eligibility Documentation Listing*)

- A youth that while attending secondary education received/is receiving services under an IEP (Individualized Education Plan), or

- A youth that while attending secondary education compiled/is compiling a record of disciplinary problems as manifested by the mandatory attendance at detention, an alternative school, expulsion, suspension, or participation in an in-school suspension program, or

- A youth that has completed an education program but lacks the appropriate license for the occupation, or

- A youth whose financial aid package is less than or equal to 80% of the federally estimated cost of attendance for the post-secondary institution where enrolled, or

- A youth who has a certificate of attendance from a secondary school system, or

- A youth who has certification/licensure from another state and must challenge the requirements of this state. (Fees for examination of records and eligibility for certification/licensure in this state, fees for license testing preparatory sessions)

Documentation requirements include:

Documentation from an Educational Provider

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

Letter from the School

- Telephone Contact Form from a School System

Copy of the Certificate of Attendance

Copy of Certificate or License

Letter from the School/Financial Aid Office

(17) Please include the following attachments with your local plans:
   A. **Executed Memoranda of Understanding for all one-stop partners.**
   B. **Executed Infrastructure Funding Agreements with all applicable WIOA required partners.**

(Attachment 4– scanned original can't be accessed as 'searchable'**)**

PUBLIC COMMENT PROCESS

Describe the process used, in accordance with the criteria below, to provide opportunities for public comment and input into the two-year modification 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)).
A copy is published to the website and available in hardcopy form for perusal at the administrative offices of CareerSource Citrus Levy Marion located at:
3003 SW College Road
Enterprise Center, Suite 205
Ocala, FL 34474

(2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).

(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)).

Notification is sent to all Board members with information regarding the plan and asked to disseminate the information to industries and associations within their scope of work.

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

Notification is sent to all Board members with information regarding the plan and asked to disseminate the information to industries and associations within their scope of work.

(5) Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

Comments: None received

(Attachment Î) Three pages of publication proofs

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, and Marion.

We will operate in accordance with this plan and applicable federal and state laws, rules and regulations.
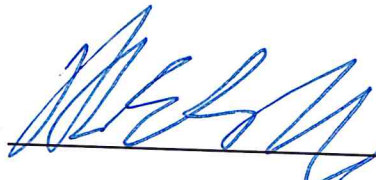
Workforce Development Board Chair   **Chief Elected Official**

_____   _____
Signature   Signature

_____   _____
Date   **Date**

ATTEST: _____

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, and Marion.

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

Workforce Development Board Chair

_____
Signature

3/14/18
Date

Chief Elected Official

_____
Signature

03/26/18
Date

ATTEST: _____

ATTACHMENTS

Required Attachments follow.

Attachment 1

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

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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,

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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

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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: _____

SIGNATURE PAGE

COUNTY OF LEVY

_____
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, Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

_____
Anne Bast Brown, County Attorney

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SIGNATURE PAGE

COUNTY OF MARION

BY: _[signature]_

Stan McClain, Chairman

DATE: 6/2/15

ATTEST: _[signature]_

David R. Ellspermann, Clerk

Approved as to Form
and Legal Sufficiency

[signature]

County Attorney

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Attachment 2

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

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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

3

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.
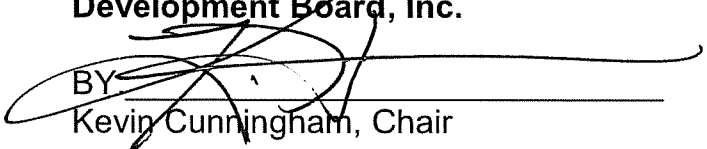
VI.   Amendment

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.

6

Citrus, Levy, Marion Regional Workforce Development Board, Inc.
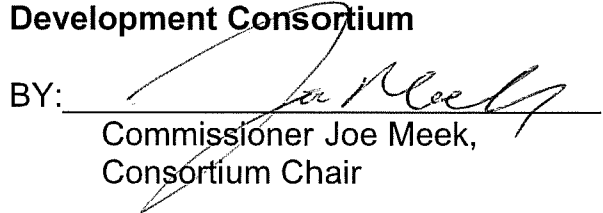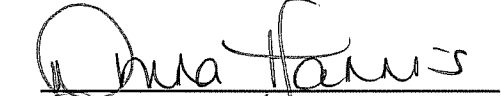
BY: _____
Kevin Cunningham, Chair

_____

_____
Witnesses as to CLMRWDB

Citrus, Levy Marion Workforce Development Consortium

BY: _____
Commissioner Joe Meek,
Consortium Chair

_____

_____
Witnesses to CLMWDC

Attachment 3 - MOU Example

MEMORANDUM OF UNDERSTANDING

Between

Citrus Levy Marion Regional Workforce Development Board, Inc.
DBA CareerSource Citrus Levy Marion
And

Mid Florida Community services, Inc.

1. Purpose of this Memorandum of Understanding

The Workforce Innovation and Opportunity Act (WIOA) requires that a Memorandum of Understanding (MOU) be developed and executed between the local Workforce Development Board, in this case, CareerSource Citrus Levy Marion (CSCLM) and the Career Center Partners. This Act requires specific programs to make their services available through a one-stop delivery system, and encourages increasing access through additional partnerships with optional partners. Additionally, WIOA requires CSCLM and the One-Stop system partners to establish an agreement concerning the operations of the one-stop system and to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

Florida's one-stop delivery system, the CareerSource Network, is a locally-driven system which develops strategic partnerships and provides streamlined and integrated programs and services to the businesses and citizens of Florida.

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.

These objectives will be accomplished locally by providing all customers access to high-quality career centers within a one-stop system that connects them with the full range of services available in their communities, whether they are customers seeking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

The purpose of this MOU is to establish or enhance a cooperative working relationship between CSCLM and Mid Florida Community services, Inc.   and to define our respective roles and responsibilities in achieving the policy objectives.

2. **System Partners**

MOUs will be developed with system partner programs that are provided physically within the center, provided through cross-training of partner staff, or provided through direct linkage from technology. The partner programs and targeted population programs available in CSCLM will be:

Locally Operated by CSCLM through agreement with DEO
- WIOA Title I Adult, Dislocated Worker and Youth*
- WIOA Title III Wagner-Peyser*
- Veterans Employment and Training*
- Trade Act*
- Unemployment* (Primarily provided at State level)
- Temporary Assistance for Needy Families*
- Supplemental Nutrition Act Program (SNAP)

Locally Operated by CSCLM through agreement with DOL
- YouthBuild*

MOU Provided at State Level
- WIOA Title II Adult Education and Literacy*
- WIOA Title IV Vocational Rehabilitation*
- Carl Perkins Career and Technical Education*

MOU with CSCLM
- Title V Older Americans Act aka SSCEP*
- Job Corps*
- Community Action Agencies*
- Housing Authorities*
- Agencies serving individuals with disabilities
- Agencies serving youth with barriers to employment
- Early Learning Coalitions

- Homeless Continuum of Care organizations
- Veteran Agencies
- Economic Development
- Support Service Providers
- Others as determined to be beneficial to serving both employers and job seekers.
- * denotes those that are "required" partners

3. One-Stop System Description

As designated by CareerSource Florida on behalf of the Governor, CSCLM is the local workforce board and the regional planning area, under Title I of the WIOA. Currently CSCLM has been provided permission to provide and act as the One-Stop Operator and Career Services Provider.

The CSCLM area consists of the counties of Citrus, Levy and Marion with Career Centers located in Lecanto, Chiefland, and Ocala. The Ocala Career center located at 2703 NE 14th Street is the comprehensive center for CSCLM. A professional placement center is located at the College of Central Florida Campus in Ocala for specialized recruitment and placement of professionals throughout the region and in partnership with our training partners. CSCLM also has two mobile units to assist in providing services to remote and rural areas within the region.

All of our centers provide seamless access to workforce programs for both the job seeker and the employer. Our system is linked through Employ Florida, the State's talent matching system, to provide a system wide approach for job seeking and job placement.

Our centers provide access to a multitude of services that can be obtained through either self-service or with assistance from staff. By blending and weaving our various funding streams we are able to provide services to customers without pushing a customer from program to program, but handling in a customer driven manner based on individual strategies.

The One-Stop System is the result of the partnerships developed within our region that links the programs and services provided at the Career Centers and at other partner locations that provide the full complement of services needed by our customers.

This MOU will increase our ability to serve mutual customers, reduce duplication of efforts and expand our abilities to provide services throughout the One-Stop System either in one of our Career Centers, electronically at your location, or as an affiliate site.

4. General Responsibilities of One-Stop System Partners:

- The One-Stop System partner agrees to participate in joint planning, plan development, and modification of activities to result in:

- o Continuous partnership building;
- o Continuous planning responsive to State and Federal requirements;
- o Responsive to specific local and economic conditions including employer needs;
- o Solutions to common data collection and reporting needs;
- Make available to customers through the One-Stop System the services that are applicable to the partners programs
- Participate in the operation of the One-Stop System consistent with the agreed upon "service integration" following in the next part, number 5
- Participate in capacity building and staff development activities
- Insure that all partners and staff are cross-trained to understand programs and specific "service integration" goals as specified in the next part, number 5

5. Service Integration Plan and Goals:

CSCLM and Mid Florida Community services, Inc.

agree to the following:

- Provide Release of Information to participants to include sharing information between both agencies for the purposes of determining shared customers. Provide a data match within systems to find shared customers.
- Co-Case Manage groups of participants in order to bundle services and provide wrap around support to better serve the customer and enhance the performance of both agencies.
- Determine the menu of services available between both agencies and strategically align the services for each customer resulting in better usage of resources.
- Provide referrals to each other for customers and participants that each agency has, that is need of further assistance.
- Provide documentation to each other that can assist in documenting eligibility.
- Work together with the common goal of increasing outcomes for both agencies.
- Using strengths of both agencies, explore opportunities to provide skills training with wrap around support for targeted groups of citizens (i.e. foster youth, veterans, SNAP) that can ultimately support the training needs of business.
- Provide training to agency staff of both organizations to better understand the mission and specific programs and services that each provides.
- Share information on any special events that will promote the success of shared customers (i.e. hiring events, job clubs, workshops, specialized coaching)
- CSCLM will make available the Workforce Skills for the 21st Century application and provide participation reports on usage.

6. Resource and Cost Sharing

This MOU between CSCLM and Mid Florida Community services, Inc.

is an agreement of service provision.

7. Data Access and Sharing

To facilitate integration of services, partners are encouraged to provide cross-access or protected information from systems of customer data within the applicable federal and state privacy laws and regulations governing the partner programs. All state and federal confidentiality regulations regarding the creation, maintenance and/or use of records shall be in effect. Client records and/or information may be shared among partners subject to these confidentiality requirements. Data sharing arrangements will be included in section 5.

Client information shall be shared solely for the purpose of eligibility, enrollment, referral, or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

8. Access for Individuals with Barriers to Employment

All One-Stop system partners will ensure access for individuals with barriers to employment, and will offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient for individualized career services and training services funded with WIOA adult funds.

9. Non-Discrimination

As required by federal and state law, participating agencies will assure that no person shall be discriminated against in consideration for or receipt of partner agency services and/or employment based upon sex, disability, race, color, age, religion, national origin, political affiliation, belief, veteran status, familial status, sexual orientation, gender identity, pregnancy, or genetic information.

The One-Stop system partner will assure compliance with the Americans with Disabilities Act of 1990, and its Amendments, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

Partners agree to comply fully with the WIOA, Title VII of the civil rights act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities, and The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

29 CFR Part 37 and all other regulations implementing the aforementioned laws.

10. **Duration, Modification, and Termination of the Partner MOU**

It is mutually understood that this MOU shall not become effective until signed. This MOU shall remain in effect until modified, extended or terminated in accordance with this section. However, this MOU shall be reviewed every two (2) years. This MOU may be amended at any time in writing and will be effective when signed by both entities.

Either party may cancel its participation in whole or in part at any time with thirty (30) days written notice.

11. **Signatures**

Approved for Citrus Levy Marion Regional Workforce Development Board, Inc.:	Approved for: Mid Florida Community services, Inc.
By:	By:
Name: **Thomas E. Skinner, Jr.**	Name: Michael J. Georgini
Title: **Chief Executive Officer**	Title: Chief Executive Officer
Date: 1/30/17	Date: 1/24/2017

An equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by using TTY/TDD equipment via the Florida Relay Service at 711. If you need accommodations, call 1-800-434-5627 ext. 7878 or e-mail accommodations@careersourceclm.com three business days in advance. CareerSource Florida Member.

MOU   Page 6 of 6

Certification for Program Year 2017-18
All requirements are per DEO Credentialing Guidance Paper OSPS-81, CSF Admin. Policy 92 and Federal law.

| Name and Number of LWDB: 10 |
| Name and Location of Career Center: CareerSource CLM 2703 NE 14th St Ocala FL 34470 |
| Name of individual completing this form: Ilianette E. Hernandez |
| Date: 1/29/2018 |

I am providing this form in connection with the DEO Local Workforce Development Board credentialing certification for PY 2017-2018. 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	Wage Conversion Posters (Note: Posters show hourly wages converted into weekly/monthly/annual earnings.)	Y	
3	Resource Guide (displays the Systems, Publications, and Reports available from the Labor Market Statistics Center)	Y	
4	Career Comics	Y	
5	Job Journey Occupational Career Posters	Y	
6	Occupational Highlights	Y	
7	Industry Profiles	Y	
8	Job Vacancy/Hiring Needs Survey Reports	Y	
9	Education and Training Pay Flyer	Y	
10	Employment Projections Data	Y	
11	Occupational Employment Statistics and Wages	Y	
12	Career Information Delivery System (customized career decision making tools like CHOICES)	Y	
13	Career Infonet (http://www.careerinfonet.org/)	Y	
14	O*NET ONLINE (http://www.onetonline.org/)	Y	
15	Florida Research and Economic Information Database Application (FREIDA) http://freida.labormarketinfo.com/	Y	
16	State Eligible Training Provider List (ETPL) for the LWDA	Y	
17	Do computers have Internet Access?	Y	
18	Do the computers have a link to Employ Florida?	Y	
19	Is Employ Florida the MIS primarily used in the resource room for labor exchange services?	Y	
20	If no to #19, what is the labor exchange system/program being used?		
21	Do Basic Software Programs include Technical Skills Self-Assessment, Resume Building & Interviewing Skills?	Y	
22	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		
23	Does the location display the following posters as required by law, in a place that is visible to customers? (y, n)		
24	"Employee Rights Under the National Labor Standards Act"	Y	
25	"Family and Medical Leave Act"	Y	
26	"If You Have A Complaint"	Y	
27	"Notice to Workers with Disabilities"	Y	
28	"Migrant & Seasonal Agriculture Worker Protection Act"	Y	
29	"Job Safety and Health Protection Occupational Safety and Health Act"	Y	
30	"Fair Labor Standards Act"	Y	
31	"Florida Law Prohibits Discrimination"	Y	
32	"Reemployment Assistance"	Y	
33	"Child Labor Laws"	Y	
34	"Interpretive Services"	Y	
35	"Worker's Compensation Works for You"	Y	
36	"Employee Polygraph Protection Act (EPPA)"	Y	
37	"Uniformed Services Employment and Reemployment Rights Act (USERRA)"	Y	
38	"Equal Employment Opportunity is the Law"	Y	
39	"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	
32	Are the operating hours posted prominently? (y, n)	Y	
	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 the required amount of time from the employee start date (6 months for staff hired prior to 12/15/2016 and 12 months for staff hired after 12/15/2016)?	Y	
34	List the number of employees required to complete the Tier I certification during the previous program year.		
35	List the number of employees that successfully completed the Tier 1 certification during the previous program year.		
36	Attach the list of employees (defined as front line staff) required to complete the Tier I certification during the previous program year.		
37	Do front line staff have the following minimum skills required of a workforce professional?		
38	Customer service training (y, n)	Y	
39	Communications skills training (y, n)	Y	
40	Basic Computer software skills (y, n)	Y	
41	Specific programmatic training (y, n)	Y	
	Continuing Education Credits for Front Line Staff		
42	Do all front line staff that completed their Florida Workforce Professional Tier I prior to June 30, 2015 have 15 hours of continuing education credit during the 15-16 program year? (y, n)	Y	
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)		If yes, indicate the manner in which these activities are provided.
45	WIOA Adult/Dislocated worker program	Y	Onsite
46	Veterans Workforce Investment programs	Y	Onsite
47	Migrant and Seasonal Farm Worker services	Y	Onsite/Internet/Referral
48	FDOE Farmworker Career Development Program	Y	Internet/Referral
49	Indian and Native American programs	Y	Internet
50	Job Corps	Y	Onsite
51	Youth Services	Y	Internet/Referral
52	Wagner-Peyser Programs	Y	Onsite
53	Adult Education	Y	Offsite/Referral
54	Industrial Education	Y	Offsite/Referral
55	Vocational Rehabilitation	Y	Referral
56	Older Worker Programs	Y	Onsite
57	Trade Adjustment Assistance	Y	Onsite
58	Veterans Employment and Training Services	Y	Onsite
59	Community Service Block Grant Activities	Y	Referral
60	Employment and Training activities carried out by the Department of Housing and Urban Development	Y	Referral
61	Unemployment Insurance Programs	Y	Internet
62	Temporary Assistance for the Needy Families/ Welfare Transition	Y	Onsite
63	Supplemental Nutrition Assistance Program - Employment and Training	Y	Onsite
64	Supportive Services such as child care and transportation	Y	Onsite
65	Disability Specialist	Y	Onsite

Self Attestation:

I _[signature: Ilianette E. Hernandez]_ certify, to the best of my knowledge, that the above information provided as part of DEO's Credentialing process is true and correct.

Signature _[signature]_   Date 1/29/2018

Attachment 4

Proof of Publication

Chiefland Citizen

Published Weekly
Chiefland, Levy County, Florida
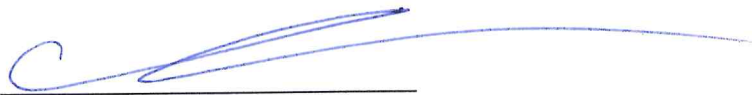
STATE OF FLORIDA
COUNTY OF LEVY:

Before the undersigned authority, personally appeared Chris Festo, who on oath, says he is Production Manager of the Chiefland Citizen, a newspaper published at Chiefland, in Levy County, Florida; that the attached copy of the advertisement, being

Plan modification requiring updates to local workforce service plan every two years

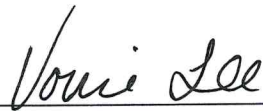was published in said newspaper in the issue of

Published February 15, 2018

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.

_____
Chris Festo, Production Manager

The foregoing instrument was acknowledged before me this 19th day of February, 2018 by Chris Festo, who is personally known to me.

_____
Notary Public

(SEAL)

VONNIE LEE
MY COMMISSION #GG159358
EXPIRES: NOV 12, 2021
Bonded through 1st State Insurance

Public Notice

The State of Florida requires that local workforce development boards update their local workforce services plan every two years. The current plan modification is complete and is open for public comment for 30 days beginning February 15, 2018 through March 16, 2018 at 4pm.

Copies of the plan modification are available electronically at the following web address: https://careersourceclm.com/pages/board_documents   A hardcopy of the plan modification is available for perusal at CareerSource CLM's administrative office located at 3003 SW College Road, Enterprise Center, Suite 205, Ocala, FL 34474.

Public comments may be made in written form to the address above to the attention of Dale French.

Published Feb. 15, 2018

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

John Murphy 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

8026-0216 MXDCRN The State of Florida requires that
local workforce development boards update their local
workforce services plan every two years. The current plan
modification is complete and is open for public comment
for 30 days beginning Febr

Court, was published in said newspaper in the issues of
February 15th, 2018, February 16th, 2018,

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
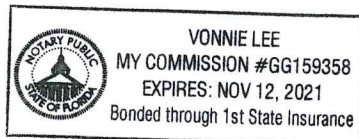of securing this advertisement for publication in the said
newspaper.

Mary Ann Naczi

The forgoing instrument was acknowledged before me

This 16th day of February, 2018

By: John Murphy and/or Mary Ann Naczi and/or Mishayla
Coffas

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

Notary Public

8026-0216   MXDCRN

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Published February 15 & 16, 2018

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Crystal River, Citrus County, Florida
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COUNTY OF CITRUS

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Newspaper published at Crystal River in said Citrus County,
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as second class mail matter at the post office in Inverness in
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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
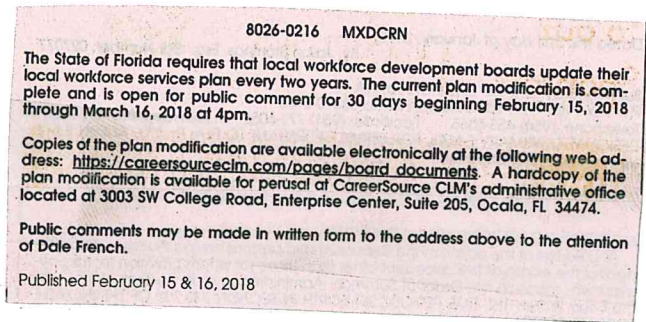newspaper.

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through March 16, 2018 at 4pm.

Copies of the plan modification are available electronically at the following web ad-
dress: https://careersourceclm.com/pages/board_documents. A hardcopy of the
plan modification is available for perusal at CareerSource CLM's administrative office
located at 3003 SW College Road, Enterprise Center, Suite 205, Ocala, FL 34474.

Public comments may be made in written form to the address above to the attention
of Dale French.

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