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February 24, 2026

CareerSource Florida  
2308 Killearn Center Blvd, Ste 101  
Tallahassee, FL 32309

CareerSource Florida:

In accordance with CareerSource Florida's Administrative Policy 083 "Direct Provider of Workforce Services", LWDB10 is submitting a request for extension of our Direct Service Provider status.

The attached request includes all necessary items as specified in the guidance. These items are consistent with those provided in our local plan.

Please contact me with any questions.

Sincerely,

Thomas "Rusty" Skinner  
CEO

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# **LWDA 10 – CareerSource Citrus Levy Marion**

## **Direct Services Provider Waiver Request**

### **Business Model**

The Citrus Levy Marion Regional Workforce Development Board d/b/a CareerSource Citrus Levy Marion has continued to provide services under the business model described in our previous service provider requests. Direct service provision was originally requested to reduce overhead costs created through the procurement of a service provider. Since 2011 when we requested direct service provision status, we have experienced a significant cost savings that allows for additional services provided to the residents in our three-county area. Our management structure remains streamlined without redundant overhead. Under our current structure we can provide a full menu of all workforce services in each of our three brick and mortar facilities and most available services through our two mobile resource units.

### **Effective Dates**

The effective date of this extension request will begin July 1, 2026  
This extension will be valid through June 30, 2029

### **Reasoning for request**

Since our original re-organization in 2011 we have established streamlining in management of services and staff by removing a secondary layer of organizational hierarchy. Our current structure allows for direct communication between the board of directors, management and front-line staff creating cohesive practices across all levels of the organization. This direct communication eliminates a 'middleman' and provides a clean, consistent, and unfiltered conduit of information to staff, ensuring quick turn around on directives and changes in business. It allows us to be more proactive to changes in the economy and business environment by being a more lean and agile organization.

Additionally, we have found that consistent messaging to front line staff has eliminated most perceived communication issues within the organization. Because administrative and One Stop Operator staff closely plan and implement any changes to the organization, the consistency of messaging provides a clear and concise vision to all staff. All CareerSource CLM and One Stop Operator staff receive the same messaging, so all expectations and service delivery requirements are managed and delivered to the same high standard across all programs of the organization.

## **Firewall:**

The Workforce Innovation and Opportunity Act (WIOA) requires that workforce boards that provide direct services must provide adequate internal firewalls to ensure the integrity of public funding.

CareerSource CLM's organizational structure allows for a clear delineation between administration and operations. Career Center operations are managed by the Director of Operations. Programmatic support and continuous improvement are driven by the Assistant Director of Career Development and the Director of Continuous Improvement. These directors ensure that all partner programs within the One Stop 'system' are performing at maximum efficiency and work directly with the Assistant Director of Workforce Initiatives and EO Officer on internal programmatic reviews and monitoring. The Director of Operations acts as the liaison between the One Stop Operator (currently being procured anew) and CSCLM senior management. The One Stop Operator reports to the CSCLM board of directors. Each of these directors act as a firewall for quality and monitoring of the services provided within the One Stop centers. Financial staff report to the Executive Vice President and functions between finance and operations are clearly delineated.

Administration consists of EO/Human Resources, Information Technology and Finance. The staff members within these departments are not directly involved in the daily execution of services within the One Stop centers, but act as support to general operations of the organization. Below are the primary roles of each department:

- EO/Human Resources – manages all facets of employee record keeping and staff training and development.
- Finance – daily management and processing of all financial budgeting and AR/AP activities generated by Operations and Administration.
- Information Technology – manages all facets of technology and communications for the organizations. Provides support to staff members in all departments and monitors activities within our system to provide a secure network for customers and staff. Information being transmitted through our network is routinely monitored to ensure that all activities fall within the requirements of applicable State and Federal laws.
- Operations – Conducts ongoing internal monitoring for programs, service accessibility and One Stop Credentialing. Acts as technical assistance to program management and staff in the One Stop career centers and oversees the development, activities, performance and deliverables for all competitive grants. Primary areas of technical support responsibility include: Welfare Transition/SNAP, WIOA AD/DW/Youth, TAA.

- Continuous Improvement – conducts ongoing internal monitoring of all programs beyond that conducted by the operations staff. This unit also manages customer and employer surveys through the Net Promoter Score to monitor and maintain a high level of services throughout the system. Primary areas of technical support responsibility: Wagner Peyser, JVSG, RESEA and mobile unit service provision.
- Independent Monitoring – in addition to internal reviews conducted by staff, CSCLM also engages in independent monitoring conducted by a procured third party that reports directly to the board of directors. Independent monitoring covers all facets of our organization including programmatic and financial practices. Independent monitoring provides a transparent approach of all facets of our business and assists senior management in quickly identifying systemic issues and embracing best practices.

All departments report to the Executive Vice President who in turn reports to the Chief Executive Officer.

### **Funding:**

The services provided by CareerSource Citrus Levy Marion are funded by the following grants/programs:

- Wagner Peyser
- Veteran Outreach
- WIOA – Workforce Innovation and Opportunity Act (Adult, Dislocated, Youth)
- TANF – Temporary Assistance for Needy Families
- SNAP – Supplemental Nutrition Assistance Program
- TAA – Trade Assistance Act
- RESEA
- JVSG
- Recently received federal grant: YouthBuild
- Recently received foundation grant: United Healthcare Community Fund

### **Overview and Analysis of Cost Savings:**

CareerSource CLM (CSCLM) initially took over direct services in 2011. This change to our business model became a necessity due to continued cuts in formula funding and ongoing reduction of services as a direct result. The initial consolidation resulted in a cost saving of approximately \$455,000.00 by compressing the layer of management between the workforce board and the contracted service provider. This cost savings projected over the three year period of this extension is \$1,365,000.00. Since the restructuring of the organizational chart we have continued to reduce the level of management staffing

allowing for additional manpower to be added to our most crucial areas of service provision – front line staff and business development. Our intent is to maintain the current level of management and staffing while routinely monitoring effectiveness and efficiency through ongoing continuous improvement efforts.

As we learned during the COVID pandemic, more frontline staff permits us to react quickly to sudden economic impacts and meet the needs of our citizens.

**Performance:**

The following performance chart is for program year 2024-2025.

Our most recent performance pictured directly below begins to show the impact of the pandemic on our Adult and Dislocated Worker measures, as felt across the state due to the decrease in training and placements. This downturn is reflected in the Statewide report as well. We continue to perform strong on 13 of the 18 measures.

**WIOA INDICATORS OF PERFORMANCE**

CareerSource Citrus Levy Marion  
July 1<sup>st</sup>, 2024 – June 30, 2025

Measures	PY2024-2025 1st Quarter Performance	PY2024-2025 % of Performance Goal Met For Q1	PY2024-2025 2nd Quarter Performance	PY2024-2025 % of Performance Goal Met For Q2	PY2024-2025 3rd Quarter Performance	PY2024-2025 % of Performance Goal Met For Q3	PY2024-2025 4th Quarter Performance	PY2024-2025 % of Performance Goal Met For Q4	PY2024-2025 Performance Goals
<b>Adults:</b>									
Employed 2nd Qtr After Exit	81.1	94.30	82.4	95.81	88.3	102.67	87.9	102.21	86
Median Wage 2nd Quarter After Exit	\$11,023.50	114.23	\$10,920	113.16	\$11,320	117.31	\$10,898	112.93	\$9,650
Employed 4th Qtr After Exit	84.4	99.29	78.5	92.35	80.2	94.35	84.8	99.76	85
Credential Attainment Rate	74.1	104.51	61.8	87.17	51.3	72.36	59.4	83.78	70.9
Measurable Skill Gains	77.9	128.97	70	115.89	74.8	123.84	89.1	147.52	60.4
<b>Dislocated Workers:</b>									
Employed 2nd Qtr After Exit	0	0.00	0	0.00	50	60.98	66.7	81.34	82
Median Wage 2nd Quarter After Exit	0	0.00	50	0.00	\$7,577	93.89	\$14,224	176.25	\$8,070
Employed 4th Qtr After Exit	0	0.00	0	0.00	0	0.00	0	0.00	77.4
Credential Attainment Rate	100	133.16	0	0.00	0	0.00	0	0.00	75.1
Measurable Skill Gains	66.7	88.93	50	66.67	80	106.67	100	133.33	75
<b>Youth:</b>									
Employed 2nd Qtr After Exit	68.4	86.25	72.1	90.92	75.6	95.33	81.3	102.52	79.3
Median Wage 2nd Quarter After Exit	\$3,425.75	91.13	\$4,106	109.23	\$4,015.5	106.82	\$4,767.8	126.84	\$3,759
Employed 4th Qtr After Exit	77.3	100.26	71.3	92.48	67.1	87.03	67.4	87.42	77.1
Credential Attainment Rate	95.9	110.61	93.9	108.30	91.9	106.00	86.8	100.12	86.7
Measurable Skill Gains	84.8	92.48	81.8	89.20	73.8	80.48	94.3	102.84	91.7
<b>Wagner Peysers:</b>									
Employed 2nd Qtr After Exit	65.9	93.48	66.1	93.76	67.5	95.74	66.2	93.90	70.5
Median Wage 2nd Quarter After Exit	\$6,696.50	130.74	\$6,742	112.75	\$6,694	111.96	\$7,090	118.57	\$5,979
Employed 4th Qtr After Exit	67.3	98.83	65.3	97.32	64.4	95.98	66.6	99.25	67.1

**Business Highlights and Best Practices:**

**Additional Online Learning Platforms**

- Enhanced online learning presence for targeted and on-demand training for employed workers, WIOA trainees and Welfare Transition population
- Expanded training capabilities in all targeted industries
- Ability to provide educational opportunities without face-to-face contact

**Internal Communications – In The Know!**

- Continued use of our weekly staff communication newsletter
- Provides weekly updates, helpful hints for Employ Florida, programmatic updates, state, federal, and local policy changes and a weekly trivia question to bolster internal knowledge of all aspects of workforce
- We are also in process of rolling out a similar style of quarterly newsletter that will be broadcast to our board members, chief elected officials and local stakeholders

**YouthBuild**

- We were awarded our fifth YouthBuild program in 2024

- To date all performance measures have been met with the DOL for our previous YouthBuild grant
- Recently underwent monitoring by our Federal Project Officer and was commended for our program
- No Finding or Other Noncompliance Issues were cited

### **Florida Department of Corrections**

- Fully implemented pilot program in Florida in partnership with Worldwide Interactive Network (WIN)
- Provision of employment preparation for soon to be released inmates at the Lowell Correctional Facility located in Reddick within Marion County
- Coordination of services with other CareerSource workforce boards for inmates released to other areas of the state.

### **Apprenticeship Expansion**

- Assisted with launch of masonry apprenticeship program at Marion Technical College in Marion County.

### **College of Central Florida Partnership**

- Assisting by conducting in-classroom workshops to share soft skills, social media and resume writing tips for future graduates
- Partnering to provide paid internship opportunities for students
- Planned specialized hiring events for spring semester graduates in tandem with workshops focusing on soft skills and resume writing
- Partnering to assist in the development of a Engineering Apprenticeship

### **Youth Career Expos**

- Recently held our 10<sup>th</sup> Annual Youth Career Expos in Citrus and Marion counties
- Expos provide employability skills workshops and live interaction with local industry leaders to prepare the youth for their next steps in employment or education
- Attended by nearly 1000 students in the two counties

### **Agile Staffing Plan**

- Implementation of an Agile Staffing structure which encourages and incentivizes staff to become certified in more than one program (WT/SNAP, WIOA, WP, Business Services)
- Meant to develop well-rounded, cross-trained staffing that provides flexibility of resource needs across programs

- Provides for a whole-person approach by assessing the candidate's needs and determining what services best fit those needs

### **Continuum of Care**

- Participation in a community-based continuum of care which meets monthly to discuss community needs and how best to meet them
- Great resource for serving those with substance use disorders at different stages of recovery
- Allows for a non-duplicative approach to community services to ensure maximum reach of limited resources

### **Regional Partnerships**

- Cross regional partnerships on Job Fairs/Hiring Events with shared businesses and populations
- Use of Mobile Resource Centers to assist in other regions in times of need (Center closure, natural disasters, etc.)
- Regional planning to identify shared industries and labor sheds for strategic approach to regional services