



**CareerSource CLM**  
**2703 NE 14<sup>th</sup> Street**  
**Ocala, FL 34470**

## **Executive Committee Meeting**

**Wednesday, November 19, 2025 – 9:30 a.m.**

**Join Zoom Meeting: <https://us02web.zoom.us/j/84483931976>**

**Phone No: 1-646-558-8656 (EST) Meeting ID: 844 8393 1976**

**REVISED PACKET**

Call to Order		C. Flanagan
Roll Call		C. Schnettler
Approval of Minutes, August 27, 2025	Pages 2 - 4	C. Flanagan

### **DISCUSSION ITEMS**

State Update	R. Skinner
Workforce Issues Important to Our Community	R. Skinner

### **PUBLIC COMMENT**

### **ACTION ITEMS**

WRA Grant	Pages 5 - 25	R. Skinner
Continuity of Operations Plan	Pages 26 - 60	D. French
Internal Control Questionnaire	Pages 61 – 78	D. French
Gazelle Conversion	Page 79	D. French
CF Lease	Pages 80 - 86	D. French

### **PROJECT UPDATES**

Conversion to Paycom	D. French
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### **MATTERS FROM THE FLOOR**

### **ADJOURNMENT**

2025 – 2026 MEETING SCHEDULE							
Performance/ Monitoring	Business and Economic Development	Career Center	Marketing / Outreach	Education and Industry Consortium	Executive	Full Board	
Unless noted otherwise all committee meetings are held at CareerSource CLM, 2703 NE 14 <sup>th</sup> Street, Ocala, FL 34470							
Tuesday 9:00 am	Wednesday 9:00 am	Thursday 9:30 am	Wednesday 9:00 am	Thursday 9:00 am	Wednesday 9:30 am	Wednesday, 11:30 am	
8/5/2025	8/6/2025	8/7/2025	8/13/2025	8/14/2025	8/27/2025	9/3/2025	CF Levy
11/4/2025	11/5/2025	10/30/2025	11/12/2025	11/13/2025	11/19/2025	12/10/2025	CF Ocala
2/3/2026	2/4/2026	2/5/2026	2/11/2026	2/12/2026	2/25/2026	3/4/2026	CF Lecanto
5/5/2026	5/6/2026	5/7/2026	5/13/2026	5/14/2026	5/27/2026	6/3/2026	CF Ocala

### **OUR VISION STATEMENT**

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



**CAREERSOURCE CITRUS LEVY MARION  
Executive Committee**

**MINUTES**

DATE: August 27, 2025  
PLACE: 2703 NE 14<sup>th</sup> Street, Ocala, FL 34470  
TIME: 9:30 a.m.

**MEMBERS PRESENT**

Arno Proctor  
Brandon Whiteman  
Carl Flanagan  
Charles Harris  
Fred Morgan  
Jeff Chang  
Pete Beasley

**MEMBERS ABSENT**

Al Jones

**OTHER ATTENDEES**

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

Cira Schnettler, CSCLM  
Bob Stermer, Board Attorney  
Jordan Murray, Paycom

**CALL TO ORDER**

The meeting was called to order by Carl Flanagan, Chair, at 9:30 a.m.

**ROLL CALL**

Cira Schnettler called roll and a quorum was declared present.

**APPROVAL OF MINUTES**

Brandon Whiteman made a motion to approve the minutes from the May 28, 2025, meeting. Pete Beasley seconded the motion. Motion carried.

**DISCUSSION ITEMS**

**State Update**

Rusty Skinner provided the following update:

- During the recent CareerSource Florida meeting, a performance review meeting of the CLM region was presented. Our team was given limited notice to prepare a response. The performance data presented by the State relied on raw scores from an incomplete reporting period, which did not accurately reflect our actual performance. This led to concerns from CLM management, who verbally expressed dissatisfaction with the methodology and lack of context in the data presented. We are waiting to hear back from the State on our response.

### Workforce Issues that are Important to our Community

Carl Flanagan asked if the regional Chambers are knowledgeable about our apprenticeship and internship programs. Cory Weaver explained that there are contracts with each of the county's economic development partners to help keep communication open about our services and business activities. We are also working with the Construction Academy in Citrus County and have been in talks with Tampa General Hospital in Citrus County about apprenticeships, but there are some challenges.

### Regional Planning - Non-Profit

Rusty Skinner explained to the committee that there may be a variety of effective ways to bring other regions together for regional planning. One of those avenues to explore is potentially creating a non-profit to manage and combine duplicating internal operations for multiple regions. Committee members agreed that this may be an avenue to investigate further.

### **PUBLIC COMMENT**

None

### **ACTION ITEMS**

#### Ocala CEP/MOU Modification

Arno Proctor made a motion to approve the CEP MOU Modification to include (1) staff license for the JobsEQ software and adjust the value of the contract to \$30,000. Charles Harris seconded the motion. Motion carried.

#### Dislocated Worker Fund Transfer

Arno Proctor made a motion to approve the funding transfer from Dislocated Worker to Adult. Pete Beasley seconded the motion. Motion carried.

#### Staff Adjustment

Jeff Chang made a motion to approve the total 20% increase for the new Levy Career Center Manager and to pay the 5% compensation retroactive to the date of the increased responsibilities. Pete Beasley seconded the motion. Motion carried.

#### 2025-2026 Budget

Charles Harris made a motion to approve the 2025-2026 budget. Arno Proctor seconded the motion. Motion carried.

#### Finance User Interface Selection

Arno Proctor made a motion to approve the service agreement with Momenive for new financial interface software. Brandon Whiteman seconded the motion. Motion carried.

#### Paycom

Arno Proctor made a motion to approve the agreement with Paycom. Brandon Whiteman seconded the motion. Motion carried.

#### Leadership Increases

Pete Beasley approved the 10% compensation increase for Dale French and Cory Weaver as well as the title change for Cory Weaver. Charles Harris seconded the

motion. Motion carried.

**PROJECT UPDATES**

None

**MATTERS FROM THE FLOOR**

None

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 11:20 a.m.

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



## **RECORD OF ACTION/APPROVAL**

**Executive Committee, Wednesday, November 19, 2025**  
**Marketing and Outreach Committee, Wednesday, November 12, 2025**  
**Business and Economic Development, Wednesday, November 5, 2025**

### **TOPIC/ISSUE:**

Economic Development Support- Williston Regional Airport (WRA)

### **BACKGROUND:**

We have been part of a workgroup in the initial phases of reviewing the WRA as a prospect to diversify the economy of Levy County. Participating organizations include, the City of Williston, WRA Manager, Levy County Economic Development Department, Levy County School Board and the North Florida Economic Development Partnership (NFEDP).

The U.S. Economic Development Administration has funding to assist rural counties impacted by natural disasters in their recovery. These grants require a 20% local (non-federal) match.

CareerSource Florida secured \$5 million in General Revenue (GR) to support workforce development in Florida's Rural Counties.

We submitted a request for \$150,000 to support this project through marketing new career opportunities through our Talent Pipeline videos, traditional print media, social media, and our project with the Levy County School Board and Career Expos. In addition, our proposal would allow us to provide funds to cover other costs related to the development of a strategic plan for the WRA.

The Levy County School Board and the College of Central Florida are reviewing training options that will support Maintenance Repair Operations (MRO), drone repair and training. The drone discussions include agricultural-related uses which may also open up entrepreneurial options.

Our plan is to use \$70,000 of the grant to develop the marketing and outreach elements and use \$80,000 to support the development of the strategic plan. Our \$80,000 will serve as a match for up to \$400,000.

Attached are rough drafts of the grant application for the City of Williston.

### **POINTS OF CONSIDERATION:**

By accepting the GR grant, we will be able to promote aviation careers and training planned to begin at MTC in mid-2026, develop career information on MRO and drone careers and support recruitment efforts for CF and the Levy County School Board.

#### **STAFF RECOMMENDATIONS:**

Staff recommendations:

- Accept the CSF GR grant
- Allow staff to move forward with finalizing contract(s) to support the development of the strategic plan (\$80,000); and,
- Develop the career path materials necessary to support training related to activities in the strategic plan (\$70,000)
- Authorize the Executive Committee to approve contracts between full Board meetings, with contracts presented at the next full board meeting.

#### **COMMITTEE ACTION:**

BEDC - Phil Geist made a motion to accept the GR grant. Mark Paugh seconded the motion. Motion carried.

Marketing - John Murphy made a motion that the grants funds of \$150,000 will be allocated with \$70,000 for career path marketing and \$80,000 for project management, strategic management, or training. Kathy Judkins seconded the motion.

#### **BOARD ACTION:**

## Williston Regional Airport Strategic Plan Contract

With the

City of Williston

- CareerSource CLM (CLM) will reimburse the City of Williston (CW) up to \$80,000 for the completion and delivery of the Workforce, Labor, and Market Study for the Williston Regional Airport Economic Development Plan,
  - If completed as part of a grant awarded the CW by the U.S. Economic Development Administration (EDA)
  - The study would cover:
    - Assessment and Evaluation of current workforce (skilled and unskilled labor, occupational skills of existing labor, identification of types of skills/jobs needed to meet the anticipated market demand of economic growth at the airport (e.g., aviation mechanics, manufacturing and advanced manufacturing sectors, logistics and freight distribution, possible equine industry-WEC, unmanned drone testing and possible manufacturing, etc.)
    - Initial identification of target sectors that match the current workforce, identify gaps in skills for anticipated industries at airport.
    - Inventory and evaluation of current CTE, 2- 4-year degrees programs, reskilling and upskilling resources.
  - The study must have been conducted between the date of award by the EDA and June 30, 2026, with the official report document delivered as part of the CW invoice to CLM. The invoice to CLM must also be accompanied by the invoice from the vendor selected by the CW to perform the study.
  - The CW must invoice CLM so that payment can be made prior to August 31, 2026.
  - The funds from CLM are non-federal funds and CLM understands that they will be used as part of the EDA-required local match funds for its grant by the CW.
  - In addition to the hard copy of the report furnished included with the invoice, the CW agrees to provide CLM with an electronic copy. Both the CW and their vendor understand that CLM has full rights to use the study in the normal conduct of its business, and such use is not subject to prior authorization from either party. CW will include this language in its agreement with the selected vendor.
- Upon submission of the final report, CW and CLM agree to meet to discuss potential opportunities for continued collaboration aligned with the study's findings."

## Impact and Engagement Narrative

### I. Executive Summary

- a. **Project Title:** Strategic Economic Development Plan for Williston Regional Airport and Industrial Park (WRA)
- b. **Summary of the Project and Goals:** The City of Williston (Florida) is seeking to develop a comprehensive Strategic Economic Development and Disaster Resiliency Plan focused on optimizing two of the city's most critical, yet undeveloped and undercapitalized economic assets: the Williston Regional Airport and its industrial park. The project is seeking \$500,000 through the Readiness Path of the EDA's FY 2025 Disaster Supplemental Funding. The project is focused on securing a Strategy Development grant.

The request for funding is being pursued following unprecedented economic devastation in Levy County and the North Central Florida region produced from three (3) major hurricanes occurring between August 2023 and September 2024: Hurricane Idalia (Category 3, August 2023), Hurricane Debby (Category 1, August 2024), and Hurricane Helene (Category 4, September 2024). These disasters, covered under Federal Disaster Declarations DR-4734, DR-4806-FL, and DR-4834 respectively, have resulted in approximately \$178 million in direct economic losses across Levy County (including Williston) and its three primary economic sectors including agriculture (\$28.2 million), aquaculture (\$87 million), and damages attributed to tourism disruption (\$63.5 million). In addition, there was an SBA Administrative Disaster Declaration (FL-20026) and FL-20027) from a Tornado in October 2023. The severity and compressed timeframes of these disasters, with each subsequent storm affecting ongoing recovery efforts from previous storm events, has created a critical systemic economic disruption in the county and region overall.

The proposed project is essential for charting a more strategic, sustainable, and disaster-resilient economic future for Williston, Levy County, and the broader North Central Florida region. This project will result in a comprehensive, data-driven, feasible plan to both diversify the private sector economic employment base and develop strategies for pre- and post-storm event operations for future disaster response and recovery scenarios. A key element of this project is the optimization of undeveloped and/or underutilized property at WRA—approximately 1,000 acres. The ultimate outcomes of the project will lead to the creation of private sector, high-wage jobs and capital investment in targeted industries such as aviation-related manufacturing, maintenance and repair, and avionics; emerging technologies, testing, and manufacturing related to unmanned drones; and freight logistics and distribution, among others.

**Proposed Geographic Region.** Williston Regional Airport and Industrial Park are located at 1891 SW 18<sup>th</sup> Street, Williston Florida, and including the entirety of Levy County and the broader North Central Florida region.



## **Section 2. Strategic Positioning for Future Disaster Recovery and Economic Development Funding**

This project can play a pivotal role in positioning the WRA, the City of Williston, Levy County, and a host of additional local and regional public and private entities for future disaster recovery and economic development funding through EDA and other federal agencies, and multiple Florida state government agencies including the Florida Department of Commerce, CareerSource Florida, the Florida Department of Transportation, and the Florida Department of Environmental Protection, among others. This project may also open up private funding and investment opportunities for designated Opportunity Zones. Here's how this project can achieve that goal:

### **Improves Grant Competitiveness and Readiness**

- **Strategic Alignment with EDA Priorities:** By creating a formalized strategic plan, the project will ensure alignment with EDA's investment priorities (e.g., economic recovery resilience, workforce development, critical infrastructure, innovation and entrepreneurship, and manufacturing).
- **Data-Driven Justification:** The plan will include comprehensive data collection, economic analysis, and risk assessments that support future EDA and other agency grant applications.
- **Shovel-Ready Projects Pipeline:** The strategic plan will identify and prioritize critical infrastructure and disaster recovery resource needs, enabling the community and region to be more agile and prepared in applying for time-sensitive federal and state grants.

### **Strengthens Disaster Resilience**

- **Resiliency Planning:** Incorporating disaster vulnerability assessments into the plan will position the community and region for additional EDA Disaster Supplemental Funding (potentially Implementation Path) and other state and federal funding opportunities.
- **Infrastructure Resilience:** The strategic plan will focus on infrastructure needs at the WRA that could mitigate risks from hurricanes, flooding, or other natural disasters, and that can advance and serve economic development efforts for targeted and emerging industries.

### **Unlocks New and Diversified Economic Development Opportunities**

- **Identifies Growth Sectors:** The plan will pinpoint high-potential industries (e.g., aviation, logistics and distribution, advanced manufacturing, agri-tech) suited to the community and region's assets and workforce and identify gaps in workforce skills needed to support targeted and emerging industries.
- **Business Attraction & Investment:** With a strategic roadmap in place, the community will proactively target industries aligned with the identified sectors for WRA.

- **Airport-Centric Development:** The WRA's role as a regional transportation asset will be leveraged for aviation-related economic clusters, skilled labor training centers, and/or logistics hubs.
- **Reduces Dependence on Legacy Industries:** Levy County and Williston will continue to support greatly the legacy businesses that have been so vital to the local/regional economy; however, this project will target private industries that broaden the local economic base beyond traditional sectors like agriculture and tourism including aviation-based industries, advanced manufacturing, and logistics among others.
- **Workforce Strategy:** The project will address local skills gaps and propose training initiatives in partnership with regional colleges, technical schools, and workforce development boards to support emerging industries.
- **Regional Collaboration:** The project will facilitate public-private partnerships and regional coordination, increasing competitiveness for multi-jurisdictional funding opportunities.

### **Community and Stakeholder Engagement**

A major focus of the project is local and regional stakeholder engagement. Over the past 3 months, commitments have been garnered from a range of vital public and private stakeholders critical to the project's success. A Steering Committee has been informally created and designed to provide guidance and feedback on all elements of the project, and to participate in data collection and analysis, and policy formulation. Members for this Committee (to date) include legacy businesses operating at and/or near the airport, city and county elected officials, executive city and airport staff, contracted airport aviation engineers, local and regional economic development staff, regional planning council staff, regional college administrators and staff, regional CareerSource officials and staff (workforce development), School District Superintendent for K-12 schools and School District Career Technical Education (CTE) Director for Levy County, Director for Marion Technical College (adjacent county), Space Florida executives and staff in charge of Business/Industry Development, among others. This Committee has held two organizational meetings, and all are contributing toward the development of this application, are committed to the entirety of this project and all it will entail and have expressed their enthusiastic "buy-in" to this effort.

### **Section 3: Strategy Development**

In summary, the project will produce a data-driven, feasible, and regionally aligned roadmap for addressing critical infrastructure priorities identified for the WRA, for assessing and developing strategies for addressing existing workforce development gaps and ensuring a sustainable pipeline of skilled workers for targeted and emerging industries, for prioritizing disaster resource recovery infrastructure and other needs based on identified vulnerabilities, and for positioning multiple local and regional entities with data and information to pursue additional federal and state funding opportunities (highlighted above). The goal of the project will be to pursue, attract, and sustain significant high-wage jobs for local and regional citizens, and high levels of private capital investment in the targeted area.

## B.1: Scope of Work

### Summary

The proposed Scope of Work (SOW) is designed to actively engage key stakeholders and organizations in developing a comprehensive **Strategic Economic Development Plan** for the Williston Regional Airport and Industrial Park (WRA). Central to this engagement is the formation of a **Steering Committee**, composed of public and private sector leaders, to provide expertise, guidance, and oversight in shaping strategies that align with the project's ultimate goal: attracting targeted private industry, increasing private investment, and generating high-wage, sustainable jobs for local and regional residents.

The project will be executed by an experienced **project management and technical team**, ensuring the completion of all objectives and deliverables. Strategies will be informed by extensive **data collection, benchmarking, and market assessments**, documenting current conditions and trends at the WRA, the City of Williston, and the broader North Central Florida region. This will include analysis of:

- **Physical assets** (developable property, site readiness, infrastructure capacity)
- **Workforce and talent** (current workforce, skills, educational and training programs)
- **Industry clusters** and regional economic development programs
- **Local and regional partnerships**, plans, and organizations

The resulting Strategic Plan will position the WRA and its partners to pursue additional federal, state, and local funding and outline actionable steps to maximize economic potential.

The SOW is organized into **Core Elements**, each with objectives and key tasks to achieve project outcomes.

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### Core Element A: Project Initiation, Management, and Oversight

**Objective A1:** Internal planning for project management, Steering Committee, and resources

**Objective A2:** Initiate project activities and conduct project kick-off

#### Key Tasks:

- **A1.1** Convene core leadership team (City Manager, Airport Director, Ad Hoc Working Group) to review scope, deliverables, in-house capabilities, and consultant needs.

- **A1.2** Establish a diverse Steering Committee to provide input on data, analysis, strategy development, and resource support; project manager to coordinate all activities.
  - **A1.3** Secure lead project manager responsible for oversight, consultant management, financial reporting, and resource allocation.
  - **A1.4** Identify required professional/technical consultants and develop selection and engagement processes.
  - **A1.5** Determine technical expertise, personnel, and funding needs for successful project execution.
  - **A2.1** Hold kick-off meeting with Steering Committee to define roles, responsibilities, engagement expectations, project milestones, and resources.
  - **A2.2** Establish communication protocols and next-phase project activities.
  - **A2.3** Conduct initial strategic visioning session to gather stakeholder insight, identify priorities, and discuss WRA strengths, weaknesses, opportunities, and threats (SWOT).
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## **Core Element B: Baseline Inventory & Benchmarking**

**Objective B1:** Develop a baseline of physical assets, workforce, education/training programs, and industry clusters.

**Objective B2:** Identify potential barriers to optimizing WRA assets.

**Objective B3:** Inventory current local and regional partnerships.

**Objective B.4:** Review, assess, and refine (where necessary) WRA disaster recovery operational and recovery plans.

### **Key Tasks:**

- **B1.1** Compile WRA-specific data: land availability, runway capacity, hangars, current businesses, aircraft operations, and cargo/freight volumes.
- **B1.2** Assess infrastructure: utilities (water, electricity, wastewater, broadband, energy), transportation access (road, rail, air).
- **B1.3** Evaluate site readiness of all developable parcels, including zoning, permitting, and environmental considerations.
- **B1.4** Collect workforce and economic data: employment by industry, labor skills, unemployment, wage trends, educational attainment, population growth.

- **B1.5** Identify current industry clusters (e.g., manufacturing, logistics, aviation) and WRA's role within them.
- **B1.6** Inventory education and training assets, including post-secondary institutions, Career Technical Education (CTE), workforce training programs, dual enrollment opportunities, and private providers.
- **B2.1** Identify infrastructure gaps hindering business expansion.
- **B2.2** Highlight deficiencies in education/training programs for targeted industries.
- **B2.3** Identify environmental, regulatory, and land-use barriers to economic development.
- **B3.1** Inventory potential local, regional, and public/private partnerships for resource leveraging.
- **B3.2** Review existing economic development plans (CEDS, NFEDP, WRA Airport Master Plan, Workforce Development plans) to ensure alignment.
- **B4.1** Collect, review and analyze all disaster recovery operations and recovery plans.
- **B4.2** Identify any outdated and/or inadequate emergency management, hazard mitigation, or otherwise shortfalls in current plans that need to be addressed.

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## **Core Element C: Market & Opportunity Assessment**

**Objective C1:** Assess market demand and opportunities in target sectors.

**Objective C2:** Evaluate site readiness for targeted industries.

**Objective C3:** Conduct SWOT analysis for WRA economic development.

### **Key Tasks:**

- **C1.1** Conduct market research to identify and analyze feasible industry targets: aviation/aerospace, manufacturing, logistics, equine-related sectors; assess growth trends, location drivers, site and workforce needs.
- **C1.2** Analyze regional and national supply chains to identify WRA's potential role as a node.
- **C2.1** Evaluate, rank, and develop site preparedness plan for WRA parcels; provide rough order of magnitude cost estimates for top properties.

- **C2.2** Conduct financial feasibility analysis for site development and tenant attraction.
  - **C3.1** Convene follow-up workshop with stakeholders, consultants, and industry experts to validate SWOT findings.
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## **Core Element D: Strategy Formulation & Economic Development Plan**

- Objective D1:** Define priority strategic goals for WRA economic development.
- Objective D2:** Develop actionable strategies and initiatives.
- Objective D3:** Identify funding sources and local incentives to support strategies.
- Objective D4:** Prepare and adopt final Strategic Plan.
- Objective D5:** Determine a framework of “Next Steps” seeking realization of goals and strategies for the WRA Economic Development Plan.

### **Key Tasks:**

- **D1.1** Formulate strategic goals based on project data, assessments, and stakeholder input.
- **D2.1** For each goal, develop 3–4 actionable, measurable strategies.
- **D3.1** Inventory potential federal, state, local, and private funding sources.
- **D3.2** Identify local incentives to attract private investment.
- **D4.1** Prepare Draft WRA Economic Development Strategic Plan incorporating all analyses and strategies.
- **D4.2** Circulate draft for review and comment by Steering Committee, project team, and stakeholders.
- **D4.3** Revise draft based on feedback.
- **D4.4** Present Final Strategic Plan for Steering Committee approval.
- **D5.1** Explore and determine potential governance structure (advisory or formal) designed to guide subsequent activities in realizing the goals/strategies for (WRA).
- **D5.2** Prioritize strategies for short-, mid-, and long-term action.
- **D5.3** Identify possible funding sources (federal, state, local and private) to assist in the addressing the strategies, especially shortfalls in physical infrastructure and workforce capacities.

- **D.5.3** Assign resources and capacity to pursue additional funding and partnerships to advance the priorities of the WRA Strategic Economic Development Plan.
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### **Core Element E: Project Close-Out**

**Objective E:** Ensure completion and formal closure of all project elements.

**Key Tasks:**

- **E1.1** Confirm all deliverables accepted by EDA.
- **E1.2** Prepare final project close-out report.
- **E1.3** Archive documentation and establish plan review/update schedule (e.g., every 3 years).
- **E1.4** Conduct debrief with Steering Committee and project team; explore subsequent funding and transition to strategy implementation

## **B.2 Project Deliverables and Outcomes (WRA Economic Development Strategic Plan)**

### **Summary**

The project deliverables for the WRA Economic Development Strategic Plan collectively establish a structured, data-informed approach to regional economic development. Core Element A focuses on project initiation and management, resulting in a clear leadership structure, engaged stakeholders, defined roles, and a unified strategic vision. Core Element B delivers a comprehensive baseline of physical, workforce, and industry assets, identifies gaps and barriers, and validates data with stakeholders to support evidence-based planning and strengthen regional alignment.

Core Elements C and D build on this foundation, translating insights into actionable economic strategies. Market and opportunity assessments provide prioritized industry targets, site readiness evaluations, and financial feasibility analyses, guiding investment and development decisions. The Strategy Formulation and Economic Development Plan synthesize findings into strategic goals, measurable initiatives, funding strategies, and a final, consensus-based plan, ensuring a practical roadmap for sustainable growth, stakeholder collaboration, and regional economic vitality.

This plan will be of immense value and benefit a range of stakeholders but most important will be local and regional residents of all ages seeking better, high wage paying jobs and employment. As companies are attracted to the WRA, there will be long-term, sustainable industry jobs and also a high impact with construction employment as facilities and infrastructure is built out. Other beneficiaries will undoubtedly be the City and Airport with more diversified revenue sources to reinvest in the airport and community abroad, local and regional education and technical skill training institutions as they see higher enrollments and emerging industries for additional programs, and the North Central Florida region overall as other private investment is likely to grow.

### **Deliverables and Anticipated Outcomes**

#### **Core Element A: Project Initiation, Management, and Oversight**

**Objective A1:** Internal Discussions and Planning

**Objective A2:** Initiate Project Activities and Kick-Off

<b>Deliverable</b>	<b>Description of Outcome</b>
<b>A1.1 Leadership Team Convened &amp; Planning Framework Established</b>	Formation of core leadership, review of project scope, assignment of responsibilities, and initial project timeframes.



<b>Deliverable</b>	<b>Description of Outcome</b>
<b>A1.2 Steering Committee Established</b>	Appointment of public/private stakeholders to provide strategic guidance and ensure alignment with the WRA Strategic Plan.
<b>A1.3 Lead Project Manager Selection Process Defined</b>	Approved process to identify, select, and onboard a project manager responsible for coordination, oversight, and deliverables.
<b>A1.4 Consultant Procurement Process &amp; Schedule</b>	Plan and timeline for selecting professional/technical consultants, including scopes, advertising, and evaluation criteria.
<b>A1.5 Technical Resource Assessment Report</b>	Identification of required technical expertise, personnel, and funding; highlights gaps and strategies to secure needed resources.
<b>A2.1 Project Kick-Off Meeting Held</b>	Convening of Steering Committee to confirm roles, responsibilities, milestones, and communication expectations; documented outcomes.
<b>A2.2 Communication &amp; Coordination Protocols Established</b>	Framework for meetings, reporting, and decision-making to ensure effective collaboration.
<b>A2.3 Strategic Visioning Session &amp; SWOT Summary Prepared</b>	Facilitated session to identify priorities, critical assets, and SWOT insights to guide future project phases.

#### **Summary Outcomes for Core Element A**

- Clear management structure
- Defined project leadership and management processes
- Formalizes and details stakeholders' engagement
- Produces a unified vision guiding subsequent project elements.

## **Core Element B: Baseline Inventory & Benchmarking**

<b>Deliverable</b>	<b>Description</b>	<b>Outcome</b>
<b>B1. Comprehensive Asset &amp; Infrastructure Inventory</b>	Documentation of land, facilities, utilities, transportation access, and site readiness.	Establishes a complete baseline of WRA's physical and operational assets.
<b>B2. Workforce, Education &amp; Economic Profile</b>	Analysis of regional labor, demographics, wages, and training assets.	Provides insight into workforce capacity, skills gaps, and talent pipeline opportunities.
<b>B3. Regional Industry &amp; Cluster Analysis</b>	Assessment of existing/emerging industry clusters and WRA's regional role.	Clarifies competitive positioning and strategic growth opportunities.
<b>B4. Barrier, Gap &amp; Partnership Assessment</b>	Evaluation of infrastructure, workforce, regulatory, and environmental challenges; partner alignment.	Identifies constraints and collaboration opportunities for regional economic initiatives.

**Summary Outcomes for Core Element B:** Comprehensive understanding of current conditions, identification of barriers and gaps, enhanced strategic alignment with regional/state plans, foundation for evidence-based planning, improved funding competitiveness, informed stakeholder collaboration.

## **Core Element C: Market & Opportunity Assessment**

<b>Deliverable</b>	<b>Description</b>	<b>Outcome</b>
<b>C1. Market Research &amp; Industry Target Report</b>	Analysis of target industries, growth trends, competitive positioning, and infrastructure/workforce needs.	Identifies priority industries and supports strategic investment decisions.

<b>Deliverable</b>	<b>Description</b>	<b>Outcome</b>
<b>C2. Supply Chain &amp; Airport Integration Assessment</b>	Review of supply chain dynamics and airport-linked business opportunities.	Defines niche market roles and partnership strategies.
<b>C3. Site Readiness Evaluation &amp; Preparedness Plan</b>	Technical assessment of parcels, readiness ranking, infrastructure gaps, and ROM cost estimates.	Prioritized list of sites and actionable roadmap for development.
<b>C4. Financial Feasibility &amp; Development Screening</b>	Preliminary financial analysis of site development opportunities, costs, and incentives.	Provides framework for pursuing federal and state funding, public-private partnerships and investment strategies.
<b>C5. SWOT Workshop &amp; Strategic Findings Summary</b>	Stakeholder-driven SWOT analysis; synthesis of findings.	Consensus-based understanding of strengths, weaknesses, opportunities, threats, and strategic priorities.

**Summary Outcome Core Element C:** Data-driven market and opportunity portfolio to guide site development, investment attraction, and sustainable economic growth.

#### **Core Element D: Strategy Formulation & Economic Development Plan**

<b>Deliverable</b>	<b>Description</b>	<b>Outcome</b>
<b>D1. Strategic Goals Framework</b>	4–6 concise, data-driven strategic goals aligned with WRA’s vision and market opportunities.	Clear, unified direction for future growth with stakeholder consensus.
<b>D2. Actionable Strategies &amp; Initiatives Matrix</b>	3–4 measurable strategies per goal, including responsible parties, metrics, and timelines.	Practical roadmap for advancing economic priorities, investment, and job creation.

<b>Deliverable</b>	<b>Description</b>	<b>Outcome</b>
<b>D3. Funding &amp; Incentives Inventory</b>	Analysis of potential federal, state, local, and private funding; recommended incentives.	Initial funding strategies to finance strategic projects and catalyze growth.
<b>D4. WRA Economic Development Strategic Plan</b>	Draft plan with goals, strategies, funding, implementation framework; stakeholder review and final adoption.	Fully integrated, actionable, and consensus-based plan guiding investment, partnerships, and policy decisions.

**Summary Outcome Core Element D:** Comprehensive Economic Development Strategic Plan translating data into clear priorities, measurable actions, potential sustainable funding strategies, and a unified path toward regional economic diversification and growth.

## Williston Regional Airport Strategic Economic Development Plan

### 18-Month Project Timeline with Milestones

Month	Core Element	Key Tasks	Milestones / Deliverables
1–2	<b>A. Project Initiation, Management &amp; Oversight</b>	A1.1–A1.5, A2.1–A2.3	<ul style="list-style-type: none"> <li>- Core leadership team convened</li> <li>- Steering Committee established</li> <li>- Project manager secured</li> <li>- Kick-off meeting conducted</li> <li>- Initial strategic visioning session completed</li> </ul>
3–6	<b>B. Baseline Inventory &amp; Benchmarking</b>	B1.1–B1.6, B2.1–B2.3, B3.1–B3.2	<ul style="list-style-type: none"> <li>- Comprehensive baseline data collected (assets, workforce, clusters)</li> <li>- Site readiness assessments completed</li> <li>- Inventory of partnerships and existing plans compiled</li> </ul>
5–8	<b>C. Market &amp; Opportunity Assessment (Phase 1)</b>	C1.1–C1.2	<ul style="list-style-type: none"> <li>- Market research report on target sectors</li> <li>- Supply chain and regional role analysis completed</li> </ul>
8–11	<b>C. Market &amp; Opportunity Assessment (Phase 2)</b>	C2.1–C2.2	<ul style="list-style-type: none"> <li>- Site preparedness and development feasibility analysis completed</li> <li>- Rough order of magnitude cost estimates provided</li> </ul>
11–12	<b>C. Market &amp; Opportunity Assessment (Phase 3)</b>	C3.1	<ul style="list-style-type: none"> <li>- SWOT validation workshop with stakeholders and experts conducted</li> <li>- Draft SWOT summary report completed</li> </ul>

Month	Core Element	Key Tasks	Milestones / Deliverables
12–13	<b>D. Strategy Formulation &amp; Economic Development Plan (Phase 1)</b>	D1.1, D2.1	<ul style="list-style-type: none"> <li>- Strategic goals defined</li> <li>- Actionable strategies developed (3–4 per goal)</li> <li>- Strategy framework draft completed</li> </ul>
14–15	<b>D. Strategy Formulation &amp; Economic Development Plan (Phase 2)</b>	D3.1–D3.2, D4.1	<ul style="list-style-type: none"> <li>- Funding sources and incentives identified</li> <li>- Draft Strategic Plan prepared incorporating assessments, SWOT, and strategies</li> </ul>
16	<b>D. Strategy Formulation &amp; Economic Development Plan (Phase 3)</b>	D4.2–D4.3	<ul style="list-style-type: none"> <li>- Draft circulated to Steering Committee and stakeholders for review</li> <li>- Feedback incorporated into revised draft</li> </ul>
17	<b>D. Strategy Formulation &amp; Economic Development Plan (Phase 4)</b>	D4.4	<ul style="list-style-type: none"> <li>- Final Strategic Plan presented and approved by Steering Committee</li> </ul>
18	<b>E. Project Close-Out</b>	E1.1–E1.4	<ul style="list-style-type: none"> <li>- All deliverables accepted by EDA</li> <li>- Final close-out report prepared</li> <li>- Documentation archived</li> <li>- Debrief and transition to implementation completed</li> </ul>

## **B4 Alignment of WRA Economic Development Plan with EDA Investment Priorities**

The proposed Scope of Work (SOW) for the Williston Regional Airport (WRA) Economic Development Plan is closely aligned with multiple U.S. Economic Development Administration (EDA) investment priorities, including critical infrastructure, workforce development, innovation and entrepreneurship, economic recovery and resilience, and manufacturing. The project's structured, multi-phase approach ensures that strategies and recommendations will directly support the growth of the regional economy, leveraging both existing and potential assets.

### **1. Critical Infrastructure**

The SOW emphasizes a thorough assessment of physical assets, utilities, transportation access, and site readiness through Core Elements B (Baseline Inventory & Benchmarking) and C (Market & Opportunity Assessment). Specifically:

- **Inventory and Assessment:** B1.1–B1.3 assess developable parcels, airport facilities, runway capacity, utilities (water, electricity, broadband), and transportation connectivity (road, rail, air).
- **Gap Analysis and Recommendations:** B2.1 identifies deficiencies in infrastructure that may hinder private investment, while C2.1–C2.2 provide site preparedness plans with preliminary cost estimates to address infrastructure gaps. By identifying, prioritizing, and recommending infrastructure improvements, the project directly supports EDA's priority to enhance regional capacity to attract private investment and facilitate high-wage job growth.

### **2. Workforce Development**

The SOW addresses workforce readiness and talent alignment with targeted industries through:

- **Workforce Assessment:** B1.4–B1.6 collects data on labor skills, educational attainment, training programs, and industry needs.
- **Gap Identification:** B2.2 identifies gaps in education and training that may impede economic development.
- **Strategy Formulation:** D2.1–D5.3 integrates workforce strategies into the final economic development plan, including recommendations for aligning local training programs with industry demand. This ensures that the region's workforce is prepared to meet the labor requirements of high-growth sectors, a core EDA investment priority.

### 3. Innovation and Entrepreneurship

The project actively promotes innovation and entrepreneurship by identifying sector-specific growth opportunities and fostering partnerships:

- **Targeted Industry Assessment:** C1.1–C1.2 evaluates emerging sectors such as aviation/aerospace, manufacturing, logistics, and equine-related industries.
- **Stakeholder Engagement:** Core Elements A and D facilitate collaboration with public-private partners, enabling entrepreneurship and innovation ecosystems.
- **Strategic Goal Development:** D1.1–D2.1 formulates actionable strategies that may include incubator development, supply chain integration, or specialized business services to catalyze innovation.  
These activities support EDA’s priority of strengthening regional entrepreneurship, fostering new business formation, and supporting innovation clusters.

### 4. Economic Recovery and Resilience

The SOW integrates resilience planning to support economic stability and recovery from potential disruptions:

- **Disaster Preparedness Review:** B4.1–B4.2 reviews WRA disaster recovery and operational plans, identifying areas for improvement.
- **Strategic Planning for Recovery:** D2.1–D5.3 ensures that economic strategies are resilient, factoring in infrastructure, workforce, and market vulnerabilities.  
By embedding resilience into planning, the project aligns with EDA’s priority of enhancing regional capacity to withstand economic shocks and natural hazards.

### 5. Manufacturing and Industry Cluster Development

The SOW directly targets industrial and manufacturing growth by:

- **Cluster Analysis:** B1.5 evaluates current industry clusters, including manufacturing and logistics, and WRA’s role in regional economic activity.
- **Market Opportunity Assessment:** C1.1 identifies feasible manufacturing and aerospace industry targets, assesses growth trends, and determines location and workforce needs.
- **Strategy Formulation:** D1.1–D2.1 develops strategies to attract, retain, and expand manufacturing and related industries, supporting high-wage employment.  
These actions reinforce EDA’s priority to support advanced manufacturing and cluster-based economic development.



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**Summary:**

Through its systematic approach to data collection, stakeholder engagement, site and workforce assessment, and strategy formulation, the WRA Economic Development Plan directly supports multiple EDA investment priorities. The project strengthens critical infrastructure, develops a skilled workforce, fosters innovation and entrepreneurship, enhances regional resilience, and promotes industrial growth—positioning WRA and the broader North Central Florida region for sustainable economic growth and increased private investment



## RECORD OF ACTION/APPROVAL

### Executive Committee Wednesday, November 19, 2025

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

Continuity of Operations Plan

#### **BACKGROUND:**

All workforce boards are now required to have a written continuity of operations plan.

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

A co-op plan is referenced as a requirement on *the LWDB MIS Risk, Systems, and Liabilities Assessment Certification* monitoring form issued by Florida Commerce.

This document is a living document and will be updated periodically as processes, staff and requirements change.

#### **STAFF RECOMMENDATIONS:**

Approve the attached plan.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



# Emergency Preparedness and Continuity of Operations Plan (COOP)

[www.careersourceclm.com](http://www.careersourceclm.com)

Revised: XXXXX, 2026

## **Corporate Office**

2703 NE 14<sup>th</sup> Street  
Ocala, FL 34470  
(352) 873-7939 | (800) 746-9950

## **Levy County**

2175 NW 11th Dr.  
Chiefland, FL 32626  
(352) 493-6813 | (800) 434-5627

## **Talent Center**

3003 SW College Rd., #101  
Ocala, 34474  
(352) 352-840-5762

## **Citrus County**

683 S. Adolph Point  
Lecanto, FL 34461  
(352) 249-3278 | (800) 434-5627

## **Marion County**

2703 NE 14th St.  
Ocala, FL 34470  
(352) 840-5700 | (800) 434-5627

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## **LETTER FROM THE CEO**

Staff, Partner Agencies, and Customers:

CareerSource Citrus Levy Marion is committed to providing a safe and secure environment. This commitment is sometimes made difficult due to emergencies which may arise with little to no warning. The enclosed information is designed to make you aware of what we will do to assure the safety of the CareerSource Citrus Levy Marion family and its customers as well as how continuity of business operations will be handled in the event of an emergency.

Rusty Skinner

Chief Executive Officer

## RAPID CALL LIST: Emergency Contacts and Phone Numbers

**Emergency Fire, Ambulance, Rescue, Police, and HAZMAT call: 911**

### **Emergency Director:**

Chief Executive Officer (CEO)

Rusty Skinner

(352) 873-7939, ext. 1204

(352) 538-5445 Cell

[rskinner@careersourceclm.com](mailto:rskinner@careersourceclm.com)

### **Emergency Director Back-up:**

Executive Vice President (EVP)

Dale French

(352) 873-7939, ext. 2204

(352) 875-3209 Cell

[dfrench@careersourceclm.com](mailto:dfrench@careersourceclm.com)

### **Order of Succession**

In the event that neither the Emergency Director nor the Back-up are available, the highest-ranking administrator, supervisor, or employee available will direct the emergency operations. All staff and partner agencies located in the workforce offices are required to abide by the decisions made by the Emergency Director.

### **CareerSource Citrus Levy Marion Facility Emergency Coordinators:**

#### **Administrative Office**

Sr. Director of Operations

Cory Weaver

(352) 873-7939, ext. 1109

(352) 817-4809 cell

[cweaver@careersourceclm.com](mailto:cweaver@careersourceclm.com)

#### **Administrative Office Designated Back-up**

Human Resources Manager/EO Officer

Iris Pozo

(352) 873-7939, ext. 1286

(352) 353-5276 cell (personal)

[ipozo@careersourceclm.com](mailto:ipozo@careersourceclm.com)

#### **Citrus Office**

Career Center Manager

Debbie Letterman

(352) 249-3278, ext. 5201 office

(352) 299-4940 cell

[dletterman@careersourceclm.com](mailto:dletterman@careersourceclm.com)

#### **Citrus Designated Back-up**

Business Development Coordinator

Patricia Warren

(352) 249-3278, ext. 4210 office

(352) 581-3294 cell

[pwarren@careersourceclm.com](mailto:pwarren@careersourceclm.com)

#### **Levy Office**

Career Center Supervisor

Brittany Howerton

(352) 493-6813, ext. 2202 office

(352) 444-7809 cell (personal)

[bhowerton@careersourceclm.com](mailto:bhowerton@careersourceclm.com)

#### **Levy Designated Back-up**

Project Manager

Penny Spence

(352) 493-6813, ext. 1933 office

(352) 445-7517 cell (personal)

[pspence@careersourceclm.com](mailto:pspence@careersourceclm.com)

#### **Marion Office**

Assistant Dir. Of Career Development

Chris Wilkinson

(352) 873-7939, ext. 1946 office

(352) 857-5301 cell

[cwilkinson@careersourceclm.com](mailto:cwilkinson@careersourceclm.com)

#### **Marion Designated Back-up**

Assistant Dir. Of Business Services

Melissa Saco

(352) 840-5700, ext. 1145 office

(352) 857-5457

[msaco@careersourceclm.com](mailto:msaco@careersourceclm.com)

#### **Talent Center**

Talent Center Manager

Chris Wilkinson

(352) 840-5770, ext. 1946 office

(352) 857-5301 cell

#### **Talent Center Back-up**

Sr. Director of Operations

Cory Weaver

(352) 873-7939, ext. 1109

(352) 817-4809 cell





**Emergency Public Info. Officer:**

Director of Communications

Laura Byrnes

(352) 873-7939, ext. 1264

(352) 816-1264 cell

[lbyrnes@careersourceclm.com](mailto:lbyrnes@careersourceclm.com)**Emergency Back-up Public Info. Officer**

Digital Marketing Manager

Kaley Phillips

(352) 873-7939, ext. 1947

[kphillips@careersourceclm.com](mailto:kphillips@careersourceclm.com)**Emergency IT Officer:**

Director of IT

Dwain Henderson

(352) 873-7939, ext. 1218

(352) 229-1684 cell

[dhenderson@careersourceclm.com](mailto:dhenderson@careersourceclm.com)**Emergency Back-up IT Officer:**

Systems Administrator

Kwame Miller

(352) 873-7939, ext. 1217

(352) 537-8115 cell

[kmiller@careersourceclm.com](mailto:kmiller@careersourceclm.com)**Emergency Chief Financial Officer:**

Director of Finance

Susan Heller

(352) 873-7939, ext. 1207

(352) 274-1872 cell

[sheller@careersourceclm.com](mailto:sheller@careersourceclm.com)**Emergency Back-up Director of Finance:**

Executive Vice President

Dale French

(352) 873-7939, ext. 2204

(352) 875-3209 Cell

[dfrench@careersourceclm.com](mailto:dfrench@careersourceclm.com)**Order of Succession**

In the event that neither the Facility Emergency Coordinator nor the Back-up are available, the senior-most staff person present becomes the coordinator by default.

**Phone Number for Staff Information in the Event of Facility Closure: (352) 291-9554****EMERGENCY CONTACTS ROLES AND RESPONSIBILITIES**

The **Emergency Director**, or the **Back-up**, directs the emergency response effort and works with the Facility Emergency Coordinators and others in assessing the emergency and preparing and implementing the specific response at the affected site(s).

**Facility Emergency Coordinators** are responsible for facility emergency preparedness, directing emergency procedures, and evacuation of the facilities if necessary. Facility Emergency Coordinators must ensure annual staff training regarding Emergency Preparedness and Continuity of Operations and must ensure information contained within this document is kept current regarding his/her designated facility. Further, Facility Emergency Coordinators will identify and contact staff members who are available to assist customers who have been affected by a disaster and assign staff to provide assistance to partner service organizations as needed.

The **Emergency Public Information Officer** notifies the media (i.e., television, radio and newspapers) regarding any closures of facilities.

The **Emergency IT Director** assesses the extent of damage to data and communications systems; returns services to email and telephone and establishes working computer network for functioning facilities.

The **Emergency Chief Financial Officer** is responsible for emergency procurement procedures, maintenance of fiscal integrity, restoration of access to MIP database, assisting Emergency Director as needed.

Responsibilities for Emergency Contacts are further delineated in the instructions contained in this plan.

## **SECURITY OF INDIVIDUALS AND PROPERTY**

CareerSource Citrus Levy Marion has made ensuring the security and safety of the individuals who utilize or work in its workforce system, and the protection of CareerSource Citrus Levy Marion property and records, a high priority. The following security measures have been implemented:

- All CareerSource Citrus Levy Marion offices are secured after normal working hours by a monitored security system and require coded electronic access.
- Security/emergency training workshops conducted by local law enforcement and fire department personnel are conducted periodically.
- Emergency/disaster drills are conducted annually at each CareerSource Citrus Levy Marion office.

Copies of this plan are distributed annually either in electronic and/or in hard copy format to all individuals housed in a CareerSource Citrus Levy Marion office to ensure familiarity with emergency and security procedures.

It is the Facility Emergency Coordinator's responsibility to ensure that all partner agency employees and volunteers housed within the CareerSource Citrus Levy Marion office receive a copy of the plan. Typically, distribution of the plan will occur whenever there is a change in the plan or during annual training.

## TRAINING AND INSPECTION

### Required Training

As described in the section above, training sessions will be held to ensure that all staff members are familiar with the plan and each individual's area of responsibility under the plan. The Facility Emergency Coordinator at each office location will be responsible for conducting emergency situation simulations annually including fire, tornado, and irate customer. Typically, these drills will be held outside of normal center operating hours so as to not disrupt service to customers (i.e., during staff meetings held before or after the center opens to the public). Time spent on this activity will constitute compensable time for participating staff. Participation in these exercises will ensure that all individuals within CareerSource Citrus Levy Marion offices are sufficiently trained and familiar with the procedures to be followed in an emergency.

This plan will be distributed to all individuals housed in CareerSource Citrus Levy Marion offices in the following ways:

- New Hire Orientation
- During Emergency Preparedness and Continuity of Operations Plan training
- Posted on the document management system for all employees
- Hard or electronic copy provided to partner agencies housed within CareerSource Citrus Levy Marion offices once per year by the Facility Emergency Coordinator

### Planning for Fire Drills

The following should be considered when planning for a fire drill:

- Notify the security system vendor that a fire drill will take place on a specified date and time
- Notify the local fire department that a fire drill will take place on a specified date and time

### Required Inspections

Annual inspections of the fire prevention and protection equipment (including smoke alarms and fire extinguishers) is required and is carried out by the office building's property management company.

It is the responsibility of the Facility Emergency Coordinator to ensure that these inspections are carried out annually.

## COMMUNICATION AND NOTIFICATION

### Closure of CareerSource Citrus Levy Marion Offices

Authority to close a CareerSource Citrus Levy Marion office due to an emergency resides with the Emergency Director or Back-up Emergency Director as appropriate. In all instances listed notice of closure must be sent to Florida Commerce and CareerSource Florida in addition to the contacts listed below.

In the event conditions warrant the closure of CareerSource Citrus Levy Marion offices during working or non-working hours, the following procedures will apply:

1. As soon as possible upon the occurrence of an emergency, the Emergency Director will notify the Facility Emergency Coordinators and the Emergency Public Information Officer.

2. The Facility Emergency Coordinator, or designee, will notify staff members via telephone and or text messaging.
3. The Emergency Public Information Officer will:
  - a. Notify the news media (if appropriate) of the closure,
  - b. Work with Information Technology to install a greeting on the CareerSource Citrus Levy Marion switchboard phone number with instructions to customers telling them when and where services will be available,
  - c. Change the voice mail greeting on the CareerSource Citrus Levy Marion main line, (800) 434-5627 ext. 5162, to include instructions for staff on where and when to report.
  - d. Post relevant information on the CareerSource Citrus Levy Marion website ([www.careersourceclm.com](http://www.careersourceclm.com)).
4. Staff will be notified of the office closure via direct contact by the Facility Emergency Coordinator, the news media or by calling the CareerSource Citrus Levy Marion main line, (800) 434-5627 ext. 5162, or accessing information posted on the CareerSource Citrus Levy Marion website ([www.careersourceclm.com](http://www.careersourceclm.com)).
5. For instructions regarding when and where to return to work, staff will call the CareerSource Citrus Levy Marion employee hotline, (352) 291-9554, or access information posted on the CareerSource Citrus Levy Marion website ([www.careersourceclm.com](http://www.careersourceclm.com)).

### **Organization During Emergencies**

To facilitate communications and to ensure that the Emergency Director and other Emergency Contacts are made aware of all ongoing actions during an emergency situation, a Command Center will be set up at the affected facility by the Facility Emergency Coordinator. The Emergency Command Center is the centralized location where decisions are made and action plans are executed in response to the emergency situation.

If possible, the Command Center will be established at one of the following locations, in this order:

1. At the main reception desk,
2. In the office of the senior most staff member at the facility, or
3. In the parking lot, whichever is most appropriate for the situation.

**The Facility Emergency Coordinator, or a designee, will immediately communicate directly with the appropriate Emergency Contacts listed above, the Emergency Director, the Emergency Public Information Officer and others as necessary regarding emergency preparations and/or an emergency situation.**

Affected staff will be notified by the Facility Emergency Coordinator or a designee of the emergency as necessary via email, phone, or verbally, depending on the situation. For further information, see notification within each emergency scenario below.

### **FloridaCommerce EMERGENCY WEBSITE**

The following website is the FloridaCommerce Emergency Website offering the latest and most up to date information regarding emergency situations which are threatening to our area:

<http://www.floridajobs.org/deo-emergency-website>.

## **TESTING THE 911 SYSTEM/PANIC BUTTONS**

Quarterly, a test of the 911 phone service for each building will be conducted. The Facility Emergency Coordinator for each office building or their designee is responsible for conducting the quarterly test. The instructions for testing the system for each office are included below:

### **Marion/Administration/14<sup>th</sup> Street**

#### **Phone 911**

1. Call (352) 369-7070 and ask for the Dispatcher
2. Give notice that you will be conducting a test of the 911 service from the phone system at CareerSource Citrus Levy Marion, 2703 NE 14<sup>th</sup> Street, Ocala, 34470.
3. Then, call 911 and say that you are testing the phone system.
4. The dispatcher should confirm the office location address.

#### **Panic Button**

1. Call (352) 369-7000 and ask for the Dispatcher
2. Give notice that you will be conducting a test of the panic button service at CareerSource Citrus Levy Marion, 2703 NE 14<sup>th</sup> Street, Ocala, 34470.
3. Activate the panic button
4. The dispatcher should confirm the office location address.

### **Citrus**

#### **Phone 911**

1. Call (352) 726-4488 and ask for the senior dispatch person on duty
2. Call (8) 911 directly. Provide dispatch contact name and phone number (352) 249-3278. Give notice that you will be conducting a test of the 911 service from the phone system at CareerSource Citrus Levy Marion, 683 S. Adolph Point: Lecanto, FL 34461.
3. Stay on the line.
4. The dispatcher should confirm the office location address.

#### **Panic Button**

5. Call (352) 369-4488 and ask for the Dispatcher
6. Give notice that you will be conducting a test of the panic button service at CareerSource Citrus Levy Marion, 683 S. Adolph Point: Lecanto, FL 34461.
7. Activate the panic button
8. The dispatcher should confirm the office location address.

### **Levy**

#### **Phone 911**

1. Call (352) 493-6777
2. Give notice that you will be conducting a test of the 911 service from the phone system at CareerSource Citrus Levy Marion, 2175 NW 11th Dr.: Chiefland, FL 32626
3. Then, dial 911 and ask to connect to Chiefland PD, then say you are testing the phone system.
4. The dispatcher should confirm the office location address.

#### **Panic Button**

5. Call (352) 493-6777 and ask for the Dispatcher
6. Give notice that you will be conducting a test of the panic button service at CareerSource Citrus Levy Marion, 2175 NW 11th Dr.: Chiefland, FL 32626
7. Activate the panic button
8. The dispatcher should confirm the office location address.

## **Talent Center**

### **Phone 911**

1. Call Emergency Management at (352) 369-7070 and ask for the Dispatcher
2. Give notice that you will be conducting a test of the 911 service from the phone system at CareerSource Citrus Levy Marion, 3003 SW College Rd., #205: Ocala, 34474.
3. Then, call 911 and say that you are testing the phone system.
4. The dispatcher should confirm the office location address

### **Panic Button**

5. Call (352) 732-2357 to contact DJP Security Systems
6. Give notice that you will be conducting a test of the panic button service at CareerSource Citrus Levy Marion, 3003 SW College Road #101, Ocala, FL 34471.
7. Activate the panic button
8. The dispatcher should confirm the office location address.

After the quarterly test has been completed, each Emergency Coordinator shall report the success or failure of the test to the HR Manager.

## **EMERGENCY EVACUATION SITES**

If instructed to evacuate, move to your Emergency Evacuation Site:

- **Citrus Office** – Staff should meet at the marquis sign on Hwy 44 W  
Active shooter, staff should exit building by nearest safe exit and proceed to Citrus County realtors office.
- **Levy Office** – Staff is to meet at the median area between the two parking lots, away from the building.  
Active shooter, staff should exit the building by nearest safe exit and move toward Walmart docking area
- **Marion/Administration Office** – Meeting Point A – westside of center near retention pond | Meeting Point B – westside of center near playground
- **Talent Center** – Meeting Point A – located in the parking area directly west/southwest of building 40.  
Active shooter, staff should follow directions given by campus security.

Stay in your Emergency Evacuation Site until the emergency is resolved.

Do not re-enter the building until instructed to do so by the Facility Emergency Coordinator or Emergency Director.

## **NATURAL DISASTERS**

A weather radio is located and monitored at each CareerSource Citrus Levy Marion office in the reception area. In the event severe weather threatens and the weather radio announces a watch or warning, the employee who hears the announcement will immediately notify the Facility Emergency Coordinator or Back-up.

The Facility Emergency Coordinator or Back-up will report the weather notification, via email, to the following:

- Employees within the affected facility
- Emergency Director
- Emergency Director Back-up
- Emergency Public Information Officer

If email becomes inoperable, the Facility Emergency Coordinator, or designee, will verbally notify staff and call the others listed. If prudent, the Facility Emergency Coordinator will notify staff to evacuate the building.

## **Tornado**

During a Tornado Watch, staff can monitor the weather warnings at [www.weather.gov](http://www.weather.gov). The Facility Emergency Coordinator, or a designee, will monitor the tornado advisories and provide updates to staff as they become available.

During a Tornado Warning, staff should move to the interior room or hallway on the lowest floor. Additionally, the following precautions should be taken:

- Avoid being in a room with windows.
- Take shelter underneath a desk or any heavy furniture available.
- Assume a curled position to protect your head and eyes.
- All qualified personnel will render first aid as necessary.
- Do not try to outrun a tornado in your car. Instead, follow the instructions above and stay within the permanent structure of a building.

## **Hurricane**

CareerSource Citrus Levy Marion facilities are **NOT** designated as official hurricane shelters.

The Facility Emergency Coordinator in conjunction with the Emergency Director and Emergency Director Back-up will ensure the building preparation/recovery and service re-instatement efforts are completed as follows:

## **Preparedness**

- Update emergency staff contact lists.
- Notify staff and partner agencies housed in facility of pending disaster.
- Make necessary staff assignments.
  - o Each staff member will be responsible for preparedness of his or her own workstation.
  - o Sensitive documents such as files, records, documents, etc. should be removed from open areas and placed in file cabinets (not the bottom drawer). Items on desks, bookcases, and or tables that would be subject to damage from wind, water and debris should also be placed in file cabinets, if reasonable to do so.
  - o Electrical devices should be removed from the floor and placed on top of a higher structure such as a desk, filing cabinet or table. If required by the situation, all electrical items should be securely sealed in plastic trash bags or plastic sheeting and taped or tied to prevent water intrusion. Electrical items would include, but are not limited to, computers, printers, telephones, and surge protectors.
  - o Once individual staff members have completed preparation of his or her workstation, they will assist in completing the preparatory functions of the common work areas. These areas include photocopiers, faxes, resource room equipment, etc. If required by the situation, the same process of waterproofing equipment and sealing with plastic and taping large objects must occur throughout the building.



- o Common area items that are located close to windows should be moved as far away from windows as possible. Blinds for windows should be closed.
- o Staff should take laptop computers home with them during closures to allow for remote work as necessary.
- Ensure that the landlord prepares the building.
- Ensure the security of the facility.
- Ensure records are moved, equipment secured, etc. in the event of potential flooding.
- Signs posted on inside of lobby doors stating the closure.

## **Recovery**

- Survey site damage (internal & external). Provide a summary to the Emergency Director and Back-up Emergency Director to determine when the facility may be inhabitable.
- Notify Emergency Contacts as necessary to recover necessary systems.
- Notify landlord as necessary to make repairs to the facility.

## **Flood**

The Facility Emergency Coordinator in conjunction with the Emergency Director and Emergency Director Back-up will ensure the building preparation/ recovery and service re-instatement efforts are completed as follows:

### **Preparedness**

- Notify staff and partner agencies housed in facility of pending disaster.
- Make necessary staff assignments.
- Ensure that the landlord prepares the building.
- Ensure the security of the facility.
- Ensure records are moved up off the floor or to another facility, equipment is moved up off the floor, etc. (Items may need to be wrapped in plastic to protect from water damage.)
- Determine if and when staff need to be sent home.
- Determine if the office will be closed. If so, signs posted on inside of lobby doors stating the closure.

## **Recovery**

- Survey site damage (internal & external). Provide a summary to the Emergency Director and Emergency Director Back-up to determine when the facility may be inhabited.
- Notify Emergency Contacts as necessary to recover necessary systems.
- Notify landlord as necessary to make repairs to the facility.

## **FIRE OR EXPLOSION**

Staff shall follow the “INSTRUCTIONS TO BUILDING OCCUPANTS IN CASE OF FIRE”. Also see the “PORTABLE FIRE EXTINGUISHER OPERATION” section below.

The Facility Emergency Coordinator, in conjunction with the Emergency Director and Emergency Director Back-up, will ensure the building preparation/ recovery and service re-instatement efforts are completed as follows:

### **Preparedness**

- Audible fire alarms are the means of on-site notification of a fire emergency.
- Ensure that staff members are trained regarding evacuation procedures in an annual training session and in New Hire Orientation.

- Once per year a fire drill will be held, coordinated by the Facility Emergency Coordinator for each location.
- Ensure the posting of evacuation diagrams throughout the building.

## **Fire Event**

- Call 911 to report the fire.
- Ensure fire alarms are sounding.
- Supervise the orderly evacuation of the building to the Emergency Evacuation Site.
- Ensure hallways, bathrooms, conference rooms, offices and cubicles have been evacuated.
- Establish a Command Center in the parking lot, if necessary.
- Advise the Fire Department regarding the status of the evacuation and the location and status of disabled or injured persons.
- Contact the Emergency Director, Back-up Emergency Director and Public Information Officer.
- **TAKE THE ROLL OF PERSONS EVACUATED USING THE TELEPHONE ROSTER. REPORT MISSING PERSONS TO THE FIRE DEPARTMENT IMMEDIATELY.**
- Urge people to remain calm.
- Ensure that the landlord is contacted.
- Instruct individuals not to re-enter the building until the “All Clear” has been given by the Fire Department and Emergency Director.

## **INSTRUCTIONS TO BUILDING OCCUPANTS IN CASE OF FIRE**

Familiarize yourself with the Building Emergency Plan and note your closest fire exit. Consider alternative evacuation routes in case your exit is not accessible.

In heavy smoke, crouch as low as possible (crawl if necessary) and cover your face, if you can, as you exit.

### **IF YOU DISCOVER A FIRE:**

- Pull the fire alarm handle if there is one in your facility.
- Notify persons in your immediate area.
- Call **911** and then contact the Facility Emergency Coordinator or Facility Emergency Coordinator Back-up.
- If the fire is small, use a fire extinguisher. **Do not endanger yourself.**
- Evacuate the building in an orderly manner. **DO NOT RUN!**

## **Pull Down Alarm Locations**

**Citrus** –N/A

**Levy** – N/A

**Marion** – Located near exit doors.

**Talent Center** – Located by the main entrance and by the Talent Center conference room.

### **IF YOU HEAR A SMOKE ALARM:**

- If possible, secure equipment, and close windows and doors. **Do not lock doors.**
- Follow the evacuation route established for your area.
- Assist individuals with mobility disabilities to the designated refuge area.
- Provide information about the fire and disabled individuals to the Facility Emergency Coordinator and to the Fire Department as necessary.
- **Meet at your Emergency Evacuation Site (See Emergency Evacuation Sites, Page 12)**

- Do not re-enter the building until permission is granted by the Facility Emergency Coordinator.

#### **IF YOU CANNOT EVACUATE:**

- Close the doors between you and the fire.
- If possible, call **911** and advise the Fire Department of your situation.
- Hang an article of clothing or cloth from a window to alert emergency response personnel.

**Keep exit routes and fire safety equipment unobstructed and report any fire hazards to the Facility Emergency Coordinator.**

#### **Portable Fire Extinguishers**

A fire extinguisher is designed to put out a small fire. If you have any doubts as to whether or not you should try to extinguish a fire, leave the area, notify area personnel, call the Fire Department, and contact the Facility Emergency Coordinator or Back-up.

**THE FIRE EXTINGUISHERS FOUND IN CAREERSOURCE CITRUS LEVY MARION OFFICES ARE INTENDED TO EXTINGUISH FIRES OF ALL CLASSES (A, B AND/OR C).**

Fires are classified based on the type of fuel involved. Likewise, portable fire extinguishers are classified by the type of fires they are designed to extinguish. The basic classifications of fuel and extinguishers are found below. Extinguishers are labeled with either letter-shaped or pictorial symbols that indicate what types of fires they are intended for.

#### **Classes of Fires**

**Class A** fires involve ordinary combustible materials, such as cloth, wood, paper, rubber, and many plastics. Extinguishers with an A rating are designed to extinguish fires involving these ordinary combustible materials.

**Class B** fires involve flammable and combustible liquids such as gasoline, alcohol, oil-based paints, lacquers. Therefore, extinguishers with a B rating are designed to extinguish fires involving flammable and combustible liquids.

Note: Do not attempt to extinguish a fire involving flammable gas unless there is reasonable assurance the source of fuel can be promptly shut off. In fact, if the only fuel burning is the leaking gas, the best method for extinguishing the fire is to shut off the fuel supply. Extinguishing a flammable gas fire, without shutting off the fuel, will allow unburned gas to escape into the atmosphere, which may permit a dangerous accumulation of gas to develop, and an explosion may occur if the gas is exposed to an ignition source.

**Class C** fires involve energized electrical equipment. Extinguishers with a C rating are designed for use with fires involving energized electrical equipment.

#### **Multipurpose Extinguishers**

Most portable extinguishers are rated for use with more than one classification of fire. For example, an extinguisher with a BC rating is suitable for use with fires involving flammable liquids and energized electrical equipment. An extinguisher with an ABC rating is suitable for use with fires involving ordinary combustibles, flammable liquids, and energized electrical equipment. An extinguisher that is rated for use with multiple hazards should include a symbol for each hazard type.

**Extinguishers must be recharged after ANY use.** It is the Facility Emergency Coordinator's responsibility to ensure the facility landlord is notified regarding the fire and to recharge the fire extinguisher.

The facility landlord is responsible for an annual fire extinguisher inspection and certification. The tag on the fire extinguisher denotes the inspection due date. If you notice an expired tag, notify the Facility Emergency Coordinator.

## **Fire Extinguisher Locations**

### **Talent Center -**

By the copier, by the Corporate College office and one in the room closest to courtyard on wall with windows.

### **Citrus –**

- Suite 683: By water fountain and at the back door; Suite 687: By front door and back door; Suite 691: Break room

### **Levy -**

- Resource room and back door

### **Marion/Admin –**

- At each Exit door, Break Room, Outside Room 117, outside Storage Room 123 & inside FACP Storage Room by the Admin offices.

## **Fire Extinguisher Operation**

- |  |    |
|--|----|
| 1. Pull safety pin from handle.                          | P. |
| 2. Aim (nozzle, cone, and horn) at the base of the fire. | A. |
| 3. Squeeze the trigger handle.                           | S. |
| 4. Sweep from side to side (watch for re-flash).         | S. |

## **DISORDERLY CONDUCT**

### **Workplace Violence, Armed or Threatening Individual**

- **ALL SUSPICIOUS INDIVIDUALS/ACTIVITIES MUST BE REPORTED TO THE FACILITY EMERGENCY COORDINATOR IMMEDIATELY, SO THAT EVERY EFFORT MAY BE MADE TO AVOID INCIDENTS OF WORKPLACE VIOLENCE.**
- If the situation is dire, immediately call 911.
- If there are life-threatening injuries, available staff members who have received training in emergency first aid or CPR procedures should be summoned. A list of individuals trained in life saving techniques is available via the employee telephone list.
- The Facility Emergency Coordinator, or a designee, will contact the Emergency Director and other Emergency Contacts as necessary.
- The Facility Emergency Coordinator or a designee will notify staff via verbal announcement or email as necessary.

## Office Keywords

If your customer is confrontational or you are in a situation where you do not want the individual causing the situation to know you are calling for assistance, use the following procedure:

1. Pick up the phone and call the Facility Emergency Coordinator, Back-up, or a supervisor.
2. Identify yourself and tell the person you've reached that you need assistance with (fill in keyword):
  - a. Citrus County: Form 89
  - b. Levy County: Yellow Folder
  - c. Marion County: Policy 13
  - d. Talent Center: Policy 10

When you call for the "KEYWORD" you have identified that there is a situation with which you need assistance and what your location is, as well as the person's name who is creating the situation.

3. The person contacted for assistance will find a senior level supervisor or aid the situation by assisting the staff person calling for the keyword.
4. If necessary, the person contacted for assistance will call 911.

## Loud and Verbally Abusive Individuals

- Remain calm.
- Listen to what the individual has to say.
- Speak in a soft, low tone.
- Calmly ask the individual if he/she would like to speak with the Manager.
- Contact the Facility Emergency Coordinator for assistance in dealing with the individual.
- If available, staff may contact the onsite security guard.
- If the Facility Emergency Coordinator, or Back-up is not available, seek out another senior level staff person who is available to help.

## Threatening and Potentially Violent Individuals

- Leave or excuse yourself from the area.
- Call **911**.
- Contact the Facility Emergency Coordinator or Back-up.

## Customer-on-Customer Issues

Customer-on-Customer arguments or disorderly conduct.

- Contact the Facility Emergency Coordinator or Back-up.
- Customer-on-Customer physical confrontation/fighting.
- Call **911**.
- Contact the Facility Emergency Coordinator or Back-up.
- **DO NOT INTERFERE.** Wait for law enforcement.

## Firearms/Weapons

- Call **911** if a customer is carrying a firearm or a firearm is visible. Note: Florida statutes prohibit firearms on career center property.
- **Do not confront the individual.**
- Advise the individual that the person they are asking to see is not available and to have a seat.
- If the receptionist area can be observed and you do not have privacy, ask another staff member to contact law enforcement.

## Calling 911

When calling 911, you should provide as many details as possible. Focus on height, hair color, skin tone and clothing. It is easier for officers to identify a person in a busy area by giving these details versus focusing on distinguishing marks like tattoos and scars.

Never hesitate to call 911 when threatened. Police presence will prevent situations from escalating.

## CUSTOMER SUICIDE THREATS

- DO NOT IGNORE A SUICIDE THREAT.
- If you believe that the customer also poses a threat to you, leave the room.
- Otherwise, advise the Facility Emergency Coordinator or Back-up immediately either personally or ask a co-worker to notify the Facility Emergency Coordinator.
- Facility Emergency Coordinator will make the determination to request assistance from law enforcement.
- The Facility Emergency Coordinator will advise their supervisor and the Emergency Director of the situation and/or outcome.

## BOMB THREATS

All bomb threats will be taken seriously. It is **NOT** up to staff to determine if a bomb threat is a hoax.

### Threat Made Via Telephone

- Remain calm and attempt to obtain as much information as possible from the caller. (Refer to Bomb Threat Checklist in Appendix A.)
- **Make a note of the caller's phone number ID on the phone.**
- Attempt to keep the caller on the phone. If the caller hangs up, put the line on hold or leave the phone off the cradle.
- Ask another staff member to call 911.
- Notify the Facility Emergency Coordinator.
- The Facility Emergency Coordinator will:
  - Determine if a building evacuation is necessary and notify staff appropriately.
  - Notify the Emergency Director and other Emergency Contacts as necessary.

### Threat Made Via Written Document

- Immediately report the incident to the Facility Emergency Coordinator or Back-up.
- Do not raise a general alarm.
- Save all material for forensic examination by police, including the envelope or container, and avoid unnecessary handling.
- The Facility Emergency Coordinator will:
  - Determine if a building evacuation is necessary and notify staff appropriately.
  - Notify the Emergency Director and other Emergency Contacts as necessary.

### Threat Made Via Package

- If you identify a suspicious object, package, etc., report it immediately to the Facility Emergency Coordinator or Back-up.
- The Facility Emergency Coordinator will:
  - Determine if a building evacuation is necessary and notify staff appropriately.
  - Notify the Emergency Director and other Emergency Contacts as necessary.
- **Do not touch or move the suspicious package** under any circumstances.
- Be aware of the possible existence of additional suspicious objects or packages.
- **Do not operate cellular phones within 35 yards of the object.**

- Evacuate the immediate area.
- Call 911.

## **MEDICAL EMERGENCIES**

**Reference Policy *ADM-21 Career Center Incident/Accident Reporting* for instructions and applicable forms.**

### **Life-Threatening Situations**

- The first individual to be aware of a life-threatening emergency medical situation involving any person in a CareerSource Citrus Levy Marion facility will immediately call 911.
- In a life-threatening situation, such as a heart attack, choking, severe bleeding, etc., available staff members who have received training in emergency first aid or CPR procedures should be summoned.
- The Facility Emergency Coordinator must be notified as soon as possible.
- The Facility Emergency Coordinator or a designee will complete a full incident report and contact the Emergency Director and other Emergency Contacts as necessary.

### **Injuries**

In **non-emergency** situations involving staff or visitors, notify the Facility Emergency Coordinator. The Facility Emergency Coordinator will:

- Ensure that the person receives treatment, if necessary,
- Notify leadership and HR regarding the injury,
- Complete a full incident report,
- Ensure that the appropriate insurance provider is notified.

### **First-Aid Kits**

#### **Office:**

Citrus  
Levy  
Marion/Administration  
Talent Center

#### **First Aid Kit Locations:**

Breakroom closet  
Center Supervisor's office  
At welcome desk and in staff break area  
Supervisor's office

Facility Emergency Coordinators are responsible to ensure that the first aid kit is appropriately stocked with supplies and well maintained.

## **PANDEMICS**

In the event that the health department issues a contagious disease warning, the Facility Emergency Coordinators will do the following:

- Obtain emergency supplies/safety equipment.
- Identify precautions that can be taken to reduce exposure to staff and customers.
- Notify staff of pandemic and necessary precautions to observe.
- Request that staff report all cases of the contagious disease to the Facility Emergency Coordinator.

- Post appropriate signage as provided by the Florida Department of Health.
- Identify building ventilations systems and shut down procedures.
- Along with the Emergency Director, formulate plan for continuity of services for the individual facility should it become contaminated or unusable.
- In conjunction with the Emergency Director, ensure that lines of communication are open with the Florida Department of Health.

## **ELECTRICAL OUTAGES**

In the event of an electrical outage at a CareerSource Citrus Levy Marion office, the telephone and email systems may not be operational. Employees should seek information from the Facility Emergency Coordinator regarding the situation, move to lit areas of the building as necessary and continue working.

The Facility Emergency Coordinator will contact the following via cell phone:

- Electrical Company
- Emergency Director or Emergency Director Back-up
- Emergency Public Information Officer

## **EMERGENCY PLANNING FOR INDIVIDUALS WITH DISABILITIES**

Facility Emergency Coordinators are responsible to identify staff with disabilities and assist the staff member with developing a plan for his/her safe evacuation. The Facility Emergency Coordinator is also responsible for developing a plan and identifying staff to aid visitors with disabilities during an emergency.

Where possible, employees with disabilities should be asked to participate in the planning process. Two escape plans should be developed; one for when they are in the company of a non-disabled individual, and one for when they are alone.

**Mobility Impairments:** Review the evacuation route and identify possible barriers, such as any changes in level, steps, etc. Determine that the handles on doors, particularly on exit doors, are within reach for individuals in wheelchairs. Keep in mind that fire doors are too heavy to open for many individuals with disabilities. **If possible, use a “buddy system” to assist individuals with mobility impairment in the case of emergency.**

**Hearing Impairments:** Individuals who are deaf or hearing impaired cannot respond to audible alarms. Identify how persons with hearing impairments will be notified of an emergency and assisted in evacuating the building. **Alternate warning systems may be required: Flick the lights. Establish eye contact. Use facial expressions and hand gestures as visual clues. Use pencil and paper. Be patient. Do not allow others to interrupt.**

**Visual Impairments:** It is important that individuals with visual impairments become well oriented to the building where they spend time, particularly to be familiar with the location of alarms, telephones, and emergency exits. **If possible, use a “buddy system” to assist an individual with visual impairments in the case of emergency** or the need to evacuate, particularly as loud noises such as alarms may disorient the individual. **Speak naturally and directly to the individual. DO NOT SHOUT.**

## **EMPLOYEE CONTACT LISTS**

The Employee Emergency Contact List containing home and cell phone numbers for staff members housed within the CareerSource Citrus Levy Marion Career Center offices is maintained in electronic and hard copy format by the Administrative Manager.



Hard copy files shall be updated and printed at least once every six months by the responsible party listed above and maintained in a location known to each Facility Emergency Coordinator within each CareerSource Citrus Levy Marion office.

## **FINANCIAL RECORDS**

CareerSource Citrus Levy Marion's financial records are one-hundred percent computerized. Therefore, recovery of historical financial data is addressed in the section of this plan pertaining to computer systems and records.

Because there would be serious consequences if payroll information was lost or otherwise not available, CareerSource Citrus Levy Marion uses an off-site payroll processing company (Paycom) so the information is available through their systems.

It may be necessary to have funds available through checks in the event of an emergency. Should the check supply be compromised, additional checks are available on an overnight basis from the bank.

The accounting information contained on paper copies of financial records is recorded in the accounting system, which is backed up daily at an off-site location. The loss of the paper copy of the records would be an inconvenience but is not critical to the continuation of business. Therefore, no extraordinary precautions for the protection of hardcopy records are planned.

Other assets such as computer equipment and furniture are fully covered by insurance and could be replaced in the event of a loss.

## **IT SYSTEMS AND SERVICES**

The primary focus of this section is to provide a plan to respond to a disaster that destroys or severely cripples CareerSource Citrus Levy Marion's computer systems operated by the consulting group, Inspired Technologies. The intent is to restore operations as quickly as possible with the latest and most up-to-date data available.

The techniques for backup and recovery used in this plan do NOT guarantee zero data loss. CareerSource Citrus Levy Marion assumes the risk of some data loss and may operate without computing for a period of time in a disaster situation.

Data recovery efforts in this plan are targeted at getting the systems up and running with the last available backup. Significant effort will be required after the system operation is restored to (1) restore data integrity to the point of the disaster and (2) to synchronize that data with any new data collected from the point of the disaster going forward.

This plan addresses recovery from a disaster that destroys or severely cripples the computing resources at the Main Network Facility located at: 2703 NE 14<sup>th</sup> Street, Ocala, FL 34470

### **IT Personnel**

Immediately following a disaster, key IT personnel are notified and recovery teams are grouped to implement the plan. Emergency IT Contacts are listed in this plan.

### **Disaster Avoidance**

CareerSource Citrus Levy Marion has equipped each location with "disaster avoidance" mechanisms that will notify IT staff of environmental problems. These mechanisms will monitor temperature, moisture, humidity, and performance of the hardware in each server room at each location. In the event of a flood, ac failure, or any other non-natural disaster that could harm the equipment – a message via email/text/phone will be sent until the environmental issue has been resolved.

## **Salvage Operations at Disaster Site**

Early efforts are targeted at protecting and preserving the computer equipment. In particular, any magnetic storage media (hard drive, magnetic tapes, and diskettes) are identified and either protected from the elements or removed to a clean, dry environment away from the disaster site.

## **Designation of Recovery Site**

After a survey of the disaster scene is completed and an estimate of the amount of time required to restore the facility to working order is established, a decision is made whether to utilize the “cold site” which is a location some distance away from the scene of the disaster where computing and networking capabilities can be temporarily restored until the primary site is ready. Work on repairing or rebuilding the primary site begins. The CareerSource Citrus Levy Marion Administration Office is deemed the “cold site”. This location would be utilized as the main hub of communication if the Main Network Facility is completely destroyed.

## **Purchase of New Equipment**

The recovery process relies heavily upon vendors to quickly provide replacements for the resources that cannot be salvaged. CareerSource Citrus Levy Marion will rely upon emergency procurement procedures to quickly place orders for equipment, supplies, software, and any other needs.

## **Reassembly at Recovery Site**

Salvaged and new components are reassembled at the recovery site. Since all plans of this type are subject to the inherent changes that occur in the computer industry, it may become necessary for recovery personnel to deviate from the plan. If vendors cannot provide a certain piece of equipment on a timely basis, it may be necessary for the recovery personnel to make emergency substitutions.

## **Restoration of Data from Backups**

Data recovery relies entirely upon the use of backups stored in secure locations. CareerSource Citrus Levy Marion backups are stored both on-site and off-site. Backups are first saved to a local server and are replicated nightly to a secure off-site facility. Early data recovery efforts focus on restoring the operating system(s) for necessary and/or vital computer server systems (Domain controllers/File Servers/Email Servers/Phone system Servers/etc.).

Next, first line recovery of application and user data from the backup is done. Individual application owners may need to be involved at this point, so teams are assigned for each major application area to ensure that data is restored properly.

## **Restoration of Applications Data**

Since some time may have elapsed between the time that the off-site backups were made and the time of the disaster, application owners (such as the State mainframes/State data systems) will be utilized to restore each running application database to the point of the disaster. Application owners must also take all new data collected since that point and input it into the application databases. When this process is complete, the CareerSource Citrus Levy Marion computer systems can reopen for business. Some applications may be available only to a limited few key personnel, while others may be available to anyone who can access the computer systems.

## **Return to Restored Permanent Facility**

If the recovery process has taken place at the “cold site”, physical restoration of the Main Network Facility (or an alternate facility) will have begun. When that facility is ready for occupancy, the systems assembled at the “cold site” will be moved back to their permanent locations.

## **Short Term “Disaster”**

In most cases, full scale destruction of the facility will not happen. Considering this, CareerSource Citrus Levy Marion has begun implementing a backup system for the Main Network Facility.

This system includes a robust battery backup solution that accommodates all network systems located in the Main Network Facility server room. This will allow for customer facing communications to continue during brief power outages.

All systems internal to CareerSource Citrus Levy Marion, including the phone system, would be operational in this case unless an upstream provider is unable to provide service. Select staff members with laptops and desktop battery backup units would also remain functional and able to utilize the network resources during this period.

## **COMPUTER SYSTEM DISASTER PREPARATION**

In order to facilitate recovery from a disaster, which destroys all or part of the Main Network Facility, certain preparations have been made. The following describes what has been done to lay the groundwork for a quick and orderly restoration of the facilities.

### **Recovery Facility**

If a CareerSource Citrus Levy Marion facility is destroyed in a disaster, repair or rebuilding of that facility may take an extended period of time. In the interim, it will be necessary to restore computer and network services at an alternate site.

As mentioned previously, a “cold site” is an area physically separate from the primary site where space has been identified for use as the temporary home for the computer and network systems while the primary site is being repaired. The “cold site” system is the system CareerSource Citrus Levy Marion has chosen to take for disaster preparedness. Other sites operated by CareerSource Citrus Levy Marion, and Administrative Offices, would be used as temporary sites in the event the Main Network Facility is damaged or destroyed. Depending upon the ability to get data connections set up, equipment installed and the timeframe needed to accomplish these events, these sites would temporarily house computer operations until the Main Network Facility could be repaired or rebuilt in the event of a disaster. In the event of one of the other sites being damaged or destroyed, computer operations for these sites would be moved to the Main Network Facility where all data is currently backed up and emergency equipment is stored.

### **Replacement Equipment**

Where possible, agreements have been made with vendors to supply replacements on an emergency basis. To avoid problems and delays in the recovery, every attempt should be made to replicate the current system configuration. However, there will likely be cases where components are not available or the delivery timeframe is unacceptably long. Although some changes may be required to the procedures documented in the plan, using different models of equipment or equipment from a different vendor may be necessary to expedite the recovery process.

### **Computer System Backup Procedures**

CareerSource Citrus Levy Marion has opted to take periodic backups of its primary systems, databases, and file servers, storing those backups in multiple locations. The primary storage location is in the Administrative offices. In general, backups are taken daily or hourly during business days, depending on the requirements of the applications hosted on the server.

The State of Florida maintains all data that CareerSource Citrus Levy Marion uses in its daily operations in regard to the mainframe sites and other sites such as OSST, EFM and OSMIS. This data is protected by the services incorporated by the State of Florida.

### **Hard-Copy Documentation**

Currently, the program files for customers served under all programs at CareerSource Citrus Levy Marion are maintained in standard file cabinets situated throughout each of the facilities. Most information regarding customer services is maintained on a variety of computer systems. These hard copy case files contain supporting documentation for the processes, activities, and case notes referred to in the systems.

Examples would be employment verification, attendance sheets, forms signed by the customer such as grievance, IRP, release of information, etc.

In the event of an emergency that would destroy any of the existing facilities there would be the risk of loss of this documentation of which most would be difficult to reproduce.

Services to customers would continue whether or not there is a loss of systems data. If there is no loss of systems data, but hard-copy documentation had been destroyed, information maintained in the computer system would be used to verify the status of cases, activities, documentation received, etc. of existing customers, and replacement hard-copy documentation could be obtained. However, due to the volume of customers involved, replacement of data would be extremely labor intensive, and focus on the continuation of services will take priority over replacement. If CareerSource Citrus Levy Marion's computer system is affected by a disaster, manual records and hard-copy documentation of services provided during the time that CareerSource Citrus Levy Marion's computer systems were unavailable would be maintained on both new and existing customers.

## **NETWORK SECURITY**

Computer crime is becoming a larger threat every day as systems become more complex and access is more widely distributed. With new networking technologies, there is more potential for improper access than ever before.

Computer crime usually does not affect hardware in a destructive manner. Rather, it is most often perpetrated against software and data, and may often come from within. A disgruntled employee can build computer viruses or computer "time bombs" into applications and system software. A well-intentioned employee can make coding errors that affect data integrity (not considered a crime, of course, unless the employee deliberately sabotaged programs and data).

Good physical security is extremely important. However, acts of sabotage can occur regardless of in-building security, and they can be very destructive.

### **Preventive Measures**

All systems have security products installed to protect against unauthorized entry. All systems are protected by passwords, especially those permitting updates to data. All users are required to change their passwords on a regular basis. All security systems log invalid attempts to access data, and security administrators review these logs on a regular basis.

All systems are backed up on a periodic basis and are stored as mentioned above. Physical security measures are in place for the data storage areas where backups are maintained. CareerSource Citrus Levy Marion currently maintains a full month of backups as well as monthly archived backups up for up to one year.

CareerSource Citrus Levy Marion will continue to improve security functions on all platforms and will strictly enforce policies and procedures when violations are detected. Staff members are informed of the importance of keeping their passwords secret. Staff members are also encouraged to choose strong passwords that are very difficult to guess.

CareerSource Citrus Levy Marion intends to continue to make the necessary efforts to improve network security. To ensure the physical security of CareerSource Citrus Levy Marion's Main Network Facility, the building is adequately lit at night on all sides. CareerSource Citrus Levy Marion ensures that all doors into the Main Network Facility area are strong and have good locks. Entrances into the Main Network Facility are locked at all times. Only those individuals with proper security clearances are permitted into the area. Suspicious parties are reported to the police. All visitors to the Main Network Facility will receive prior authorization and will log in and out.

## **ALTERNATE FACILITIES**

Schools are potential sources for short-term relocation and should be considered by the Emergency Director. All community partners should be considered for co-location as needed.

## **MOBILE RESOURCE UNIT**

The Mobile Resource Unit is available for disaster recovery. The current resource unit has a capacity of 4 work stations and can be operated by generator or 'shore power'.

A second Mobile Resource Unit and enclosed trailer is equipped with laptops and generator backup to establish offsite work areas at independent locations or partner locations where additional power is required.

In the event of a foreseen incident (i.e. hurricane). The IT department will work with the mobile operator to make sure that all computers are updated and wifi/mifi systems are fully functional. The mobile operator will make arrangements for a full service of the unit to include testing the battery, changing fluids, checking lights, etc.

CareerSource Citrus Levy Marion is committed to helping with disaster recovery and will work with surrounding workforce regions to identify locations where the mobile unit may be needed to provide services after a storm.

The Emergency Director or Backup will authorize dispatching the mobile unit. The administrative team will convene to identify suitable travel arrangements, lodging, preparation of travel allowances, etc. The Emergency Director or Backup should authorize all expenses in advance when possible

## EXTERNAL CONTACT LIST

The External Contact List provides contact information for local utilities, media outlets, suppliers, Florida Commerce, or others most likely to be contacted in the event of an emergency.

Property Owner/Manager

### Talent Center

College of Central Florida  
3003 SW College Road  
Ocala, FL 34474  
(352) 854-2322 Facilities  
(352) 789-5001 CF Campus Security  
<https://www.cf.edu/>

### Citrus

Michelle Brunk/ Keller Williams Realty Elite Partners II  
711 S Adolph Pt  
Lecanto, FL 34461  
c - 352-220-1257; o - 352-637-2777; f - 866-395-7470  
[michellewithccdt@gmail.com](mailto:michellewithccdt@gmail.com)

### Levy

Jake Anthon/ MRP Capital Group  
7777 Bonhomme Ave., Suite 1700  
St. Louis, MO 63105  
o – 636-707-1273; c 314-614-5500  
[jake@mrplstl.com](mailto:jake@mrplstl.com)

### **Marion**

Charles Coe  
107 E Madison Street  
Tallahassee, FL 32399  
[Charles.coe@commerce.fl.gov](mailto:Charles.coe@commerce.fl.gov)

### **Utilities**

#### Talent Center

Utilities are through the college

### **Citrus Office**

Duke Energy (electric)  
(877) 372-8477  
(800) 228-8485 (outage)

Acct. #9100 8500 4798 – Unit 683  
Acct. #9100 8500 4946 – Unit 687  
Acct. #9100 8500 5088 – Unit 691

Citrus City Utilities (water)  
(352) 527-7650  
(727) 497-5319 (emergency)

Acct. #1802992527 – Unit 683  
Acct. #1802993756 – Unit 687  
Acct. #1802992329 – Unit 691

### **Levy Office**

Central FL Electric Coop  
(352) 493-2511  
(800) 227-1302

Acct. #10032138

City of Chiefland  
(352) 493-6711

Acct. #10032138

### **Marion Office**

City of Ocala Utilities

Acct. #590608-129432

## **EMERGENCY MANAGEMENT PROCEDURES**

The previously mentioned procedures have been developed to ensure that timely, effective and efficient action is taken and necessary steps are not overlooked in the event of an emergency. A coordinated effort of all resources is required to effectively control such situations. The following general assumptions apply:

- 1.) An emergency or disaster may occur at any time, day or night, weekend or holiday, with little or no warning.
- 2.) The succession of events in an emergency is not entirely predictable; therefore, published contingency plans will serve only as guides/checklists and may require modification in order to meet the requirements of the emergency.
- 3.) Disasters may affect others in the area and, as a result, city, county, state, and/or federal emergency assistance may not be immediately available. A delay in receiving outside emergency service may be expected.

## APPENDIX A

### BOMB THREAT CHECKLIST

Phone number on Caller ID display: \_\_\_\_\_

When is the bomb going to explode? \_\_\_\_\_

Where is it right now? \_\_\_\_\_

What does it look like? \_\_\_\_\_

What will cause it to explode? \_\_\_\_\_

Did you place the bomb? \_\_\_\_\_

Why? \_\_\_\_\_

What is your name? \_\_\_\_\_

What is your address? \_\_\_\_\_

EXACT WORDING OF THE THREAT \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Sex of Caller \_\_\_\_\_ Race \_\_\_\_\_ Age \_\_\_\_\_ # which received call \_\_\_\_\_

Time of Call \_\_\_\_\_ Date \_\_\_\_\_

#### CALLER'S VOICE

Calm	Excited	Soft	Laughter	Distinct	Lisp
Disguised	Familiar	Accented	Angry	Slow	Loud
Crying	Slurred	Raspy	Clearing Throat	Deep Breathing	
Ragged	Cracked Voice	Nasal	Rapid	Normal	
Deep Stutter					



If voice is familiar, who did it sound like? \_\_\_\_\_

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## **APPENDIX B**

### **General Emergency Hotlines compiled by FloridaCommerce**

#### **Pre-Storm**

- Turnpike Evacuation 800-749-PIKE (7453) or [www.floridasturnpike.com](http://www.floridasturnpike.com)
- Traffic Information: <http://www3.dot.state.fl.us/trafficinformation/>
- The Florida 511 Website: <http://fl511.com> or dial 511

#### **Emergency Relief**

- Florida Emergency Information Line (FEIL): 800-342-3557
- America Red Cross Information Hotline: 800-GET-INFO; 866-438-4636
- Salvation Army Prayer and Spiritual Support Hotline: 888-363-2769
- Elder Services Hotline: 800-963-5337
- Crisis Counseling: 866-518-1825

#### **Financial and Recovery Assistance**

- FEMA: 800-621-FEMA; 800-621-3362; [www.fema.gov](http://www.fema.gov)
- Blue Roofs: 888-ROOF-BLU; 888-766-3258; 866-264-8742
- Florida Hurricane Housing Hotline: 888-472-1727; [www.dhronline.org](http://www.dhronline.org)
- Reemployment Assistance Claims: 800-204-2418; [www.floridajobs.org](http://www.floridajobs.org)
- Disaster Food Assistance Program: 800-342-9274 or your local office of the Department of Children and Families

#### **Consumer Information**

- Insurance: 800-22-STORM; 800-227-8676
- Minority Business Enterprise Hurricane Relief & Recovery Efforts: 888-OSD-MWBE; 888-673-6923; <http://osd.dms.state.fl.us/DIRHOME.HTM>
- Verify contractor licensure: 352-487-1395; [www.myfloridalicense.com](http://www.myfloridalicense.com)
- Report unlicensed contractors: 352-488-6603
- Report price gouging: 800-646-0444; 800-435-7352
- FEMA Fraud Detection: 800-323-8603

#### **Federal Agencies**

- National Flood Insurance Program: 800-720-1090
- U.S. Small Business Administration: 800-359-2227
- Social Security Administration: 800-772-1213
- Internal Revenue Service: 800-829-1040
- Hearing/Speech Impaired: 800-829-4059
- Housing and Urban Development Hotline: 800-669-9777
- Department of Veterans Affairs: 800-827-1000

#### **Road Closures**

- Florida Highway Patrol: <http://www.flhsmv.gov/fhp/traffic/>

- Florida's 511 Traffic Information: <http://www.fl511.com/Events.aspx>

## EMPLOYEE ACKNOWLEDGMENT FORM

The **CareerSource Citrus Levy Marion Emergency Preparedness and Continuity of Operations Plan (COOP)** describes important information about CareerSource Citrus Levy Marion's planned preparation and response to a variety of emergency situations as well as continuation of business operations after an emergency event.

I understand that I should consult my local Emergency Facility Coordinator regarding any questions I have after reading the plan. Further, I understand that public disclosure of this document would have a reasonable likelihood of threatening public safety by exposing organizational vulnerabilities and will therefore not distribute the plan without express permission from the CEO.

I acknowledge that I have received and read a copy or been provided electronic access to the **Emergency Preparedness and Continuity of Operations Plan (COOP)**, and I understand that it is my responsibility to read and comply with plan and any revisions made to it.

---

Employee's Name (printed):

---

Employee's Signature:

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Date:

CareerSource Citrus Levy Marion is an equal opportunity employer/program. Auxiliary ads/services are available upon request in Spanish and to persons with disabilities. Voice phone numbers may be reached using TTY/TDD equipment via Florida Relay at 711. For accommodations, call 800-434-5627, ext. 7878 or email

accommodations@careersourceclm.com. A proud partner of the American Job Center network and member of CareerSource Florida.



## **RECORD OF ACTION/APPROVAL**

### **Executive Meeting Wednesday, November 19, 2025**

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

Internal Control Questionnaire

#### **BACKGROUND:**

The Internal Control Questionnaire is a monitoring/compliance tool that requires staff to assess various risk areas of our operation and present to the Board for review and certification by the Board Chair.

The ICQ is used by state monitors as part of their local compliance monitoring.

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

The ICQ is due at Florida Commerce by 10/31/2025.

#### **STAFF RECOMMENDATIONS:**

Request approval for Chair to sign.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**

# **2025-2026 Internal Control Questionnaire and Assessment**

**Bureau of Financial Monitoring and Accountability  
Florida Department of Commerce**

*September 30, 2025*

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## OVERVIEW

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### Introduction and Purpose

The Internal Control Questionnaire and Assessment (ICQ) was developed by the Florida Department of Commerce (FloridaCommerce), Bureau of Financial Monitoring and Accountability, as a self-assessment tool to help evaluate whether a system of sound internal control exists within the Local Workforce Development Board (LWDB). An effective system of internal control provides reasonable assurance that management's goals are being properly pursued. Each LWDB's management team sets the tone and has ultimate responsibility for a strong system of internal control.

The self-assessment ratings and responses should reflect the controls in place or identify areas where additional or compensating controls could be enhanced. When the questionnaire and the certification are complete, LWDBs submit them to FloridaCommerce by uploading to SharePoint.

### Definition and Objectives of Internal Control

Internal control is a process, effected by an entity's board of directors, management, and other personnel, designed to provide "reasonable assurance" regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations

The concept of reasonable assurance implies the internal control system for any entity will offer a reasonable level of assurance that operating objectives can be achieved.

#### ***Need for Internal Control***

Internal control helps to ensure the direction, policies, procedures, and practices designed and approved by management and the governing board are put in place and are functioning as designed/desired. Internal control should be designed to achieve the objectives and adequately safeguard assets from loss or unauthorized use or disposition, and to provide assurance that assets are used solely for authorized purposes in compliance with federal and state laws, regulations, and program compliance requirements. Additionally, Title 2, Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, § 200.303 Internal controls, states:



The recipient and subrecipient must:

- (a) Establish, document, and maintain effective internal control over the Federal award that provides reasonable assurance that the recipient or subrecipient is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. These internal controls should align with the guidance in “Standards for Internal Control in the Federal Government” issued by the Comptroller General of the United States or the “Internal Control-Integrated Framework” issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
- (b) Comply with the U.S. Constitution, Federal statutes, regulations, and the terms and conditions of the Federal award.
- (c) Evaluate and monitor the recipient's or subrecipient's compliance with statutes, regulations, and the terms and conditions of Federal awards.
- (d) Take prompt action when instances of noncompliance are identified.
- (e) Take reasonable cybersecurity and other measures to safeguard information including protected personally identifiable information (PII) and other types of information. This also includes information the Federal agency or pass-through entity designates as sensitive or other information the recipient or subrecipient considers sensitive and is consistent with applicable Federal, State, local, and tribal laws regarding privacy and responsibility over confidentiality.

### ***What Internal Control Cannot Do***

As important as an internal control system is to an organization, an effective system will not guarantee an organization's success. Effective internal control can keep the right people, such as management and the governing board members, informed about the organization's operations and progress toward goals and objectives. However, this control cannot protect against economic downturns or make an understaffed entity operate at full capacity. Internal control can only provide reasonable, but not absolute, assurance the entity's objectives can be met. Due to limitations inherent to all internal control systems, breakdowns in the internal control system may be caused by a simple error or mistake, or by faulty judgments made at any level of management. In addition, control may be circumvented by collusion or by management override. The design of the internal control system is dependent upon the resources available, which means there must be a cost-benefit analysis performed as part of designing the internal control system.

### ***Five Components of Internal Control***

- **Control Environment** – is the set of standards, processes, and structures that provide the basis for carrying out internal control across the organization. The board of directors and senior

management establish the tone at the top regarding the importance of internal control and expected standards of conduct.

- **Risk Assessment** – involves a dynamic and iterative process for identifying and analyzing risks to achieving the entity’s objectives, forming a basis for determining how risks should be managed. Management considers possible changes in the external environment and within its own business model that may impede its ability to achieve objectives.
- **Control Activities** – are the actions established by policies and procedures to help ensure that management directives mitigate risks so the achievement of objectives are carried out. Control activities are performed at all levels of the entity and at various stages within business processes, and over the technology environment.
- **Information and Communication** – are necessary for the entity to carry out internal control responsibilities in support of achieving its objectives. Communication occurs both internally and externally and provides the organization with the information needed to carry out day-to-day internal control activities. Communication enables personnel to understand internal control responsibilities and their importance to the achievement of objectives.
- **Monitoring** – are ongoing evaluations, separate evaluations, or some combination of the two used to ascertain whether the components of internal controls, including controls to affect the principles within each component, are present and functioning. Findings are evaluated and deficiencies are communicated in a timely manner, with serious matters reported to senior management and to the board of directors.

## Makeup of the ICQ

Subsequent sections of this document emphasize the “17 Principles” of internal control developed by the COSO and presented in the Internal Controls – Integrated Framework. The five components of internal control listed above are fundamentally the same as the five standards of internal control and reflect the same concepts as the “Standards for Internal Control in the Federal Government.”

The principles are reflected in groupings of questions related to major areas of control focus within the organization. Each question represents an element or characteristic of control that is or can be used to promote the assurance that operations are executed as management intended.

It should be noted that entities may have adequate internal control even though some or all of the listed characteristics are not present. Entities could have other appropriate internal control operating effectively that are not included here. The entity will need to exercise judgment in determining the most appropriate

and cost-effective internal control in any given environment or circumstance to provide reasonable assurance for compliance with federal program requirements.

## Completing the Questionnaire

On a scale of 1 to 5, with “1” indicating the area of greatest need for improvements in internal control and “5” indicating that a very strong internal control exists, select the number that best describes your current operating environment. Please provide details in the comments/explanations column for each statement with a score of 1 or 2. **For questions requiring a narrative, please provide in the comments/explanations column.**

## Certification of Self-Assessment of Internal Controls

Attachment A includes a certification which should be completed and signed by the LWDB Executive Director, then reviewed, and signed by the LWDB Chair or their designee, and uploaded to SharePoint.

## CONTROL ENVIRONMENT

		<i>Self-Assessment of Policies, Procedures, and Processes</i>					Comments/Explanations
		<i>Weak</i>		<i>Strong</i>			
		1	2	3	4	5	
<b>Principle 1. The organization demonstrates a commitment to integrity and ethical values.</b>							
1.	The LWDB's management and board of directors' commitment to integrity and ethical behavior is consistently and effectively communicated throughout the LWDB, both in words and deeds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	The LWDB has a code of conduct and/or ethics policy that is periodically updated and has been communicated to all staff, board members, and contracted service providers. <b>Provide the date of the last code of conduct/ethics policy update. How was this update communicated to all staff?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	When the LWDB hires employees from outside of the organization the person is trained or made aware of the importance of high ethical standards and sound internal control. <b>How is ethics training provided to new staff?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4.	The LWDB management has processes in place to evaluate the performance of staff and contracted service providers against the expected standards of conduct.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 2. The board of directors demonstrates independence from management and exercises oversight of the development and performance of internal controls.</b>							
5.	The board of directors define, maintain, and periodically evaluate the skills and expertise needed among its members to enable them to question and scrutinize management's activities and present alternate views, and act when faced with obvious or suspected wrongdoing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6.	The board of directors oversees the LWDB's design, implementation, and operation of the organizational structure so the board of directors can fulfill its responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.	The board of directors and/or audit committee maintains a direct line of communication with the LDWB's external auditors and internal monitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.	The board of directors establishes the expectations and evaluates the performance of the chief executive officer or equivalent role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Principle 3. Management establishes, with LDWB oversight, organizational structure, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.</b>							
9.	Management periodically reviews and modifies the organizational structure of the LWDB in light of anticipated changing conditions or revised priorities. <b>Please provide the date of last review.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10.	Specific lines of authority and responsibility are established to ensure compliance with federal and state laws and regulations and a proper segregation of duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11.	The LWDB management maintains documentation of controls, including changes to controls, to meet operational needs and retain organizational knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 4. The organization demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.</b>							
12.	The LWDB's recruitment processes are centered on competencies necessary for success in the proposed role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13.	The LWDB provides training opportunities or continuing education to develop and retain sufficient and competent personnel. Training includes a focus on managing awards in compliance with federal and state statutes, regulations, and the terms and conditions of the award.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14.	The LWDB has succession plans for senior management positions and contingency plans for assignments of responsibilities important for internal control. <b>Describe the succession and/or contingency planning for senior management positions.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 5. The organization evaluates performance and holds individuals accountable for their internal control responsibilities in the pursuit of objectives.</b>							
15.	Job descriptions include appropriate knowledge and skill requirements for all employees. Components of performance expectations are consistent with federal and state requirements applicable to each position. For all employees, the LWDB regularly evaluates performance and shares the results with the employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

16.	The LWDB has mechanisms in place to ensure that all required information is timely published to the LWDB's website in a manner easily accessed by the public in compliance with laws, regulations, and provisions of grant agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17.	The LWDB's management structure and tone at the top helps establish and enforce individual accountability for performance of internal control responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
18.	The LWDB has policies, processes, and controls in place to evaluate performance and promote accountability of contracted service providers (and other business partners) and their internal control responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## RISK ASSESSMENT

		<i>Self-Assessment of Policies, Procedures, and Processes</i>					
		<i>Weak</i>		<i>Strong</i>			
		1	2	3	4	5	Comments/Explanations
<b>Principle 6. The organization defines objectives clearly to enable the identification of risks and define risks tolerances.</b>							
19.	Management establishes a materiality threshold for each of its major objectives and identifies risk at each location where the LWDB conducts activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
20.	Management uses operational objectives as a basis for allocating the resources needed to achieve desired operational and financial performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21.	The LWDB sets entity-wide financial reporting controls and assesses the risks that those controls will not prevent material misstatements, errors, or omissions in the financial statements. Financial reporting controls are consistent with the requirements of federal awards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 7. The organization identifies risks to the achievement of its objectives across the organization and analyzes risks as a basis for determining how the risks should be managed.</b>							
22.	Management ensures that risk identification and analysis consider internal and external factors and their potential impact on the achievement of objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## RISK ASSESSMENT

		<i>Self-Assessment of Policies, Procedures, and Processes</i>					
		<i>Weak</i>		<i>Strong</i>			
		1	2	3	4	5	Comments/Explanations
23.	The LWDB adequately and effectively manages risks to the organization and has designed internal controls in order to mitigate the known risks. <b>What new controls, if any, have been implemented since the prior year and which organizational risks do they mitigate?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
24.	The LWDB's risk identification/assessment is broad and includes both internal and external business partners and contracted service providers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 8. The organization considers the potential for fraud in assessing risks to the achievement of objectives.</b>							
25.	The LWDB periodically performs an assessment of each of its operating locations' exposure to fraudulent activity and how the operations could be impacted. <b>When was the last assessment performed on each operating location to identify any fraudulent activity? What is the assessment frequency?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
26.	<p>The LWDB's assessment of fraud risks considers opportunities for:</p> <ul style="list-style-type: none"> <li>• unauthorized acquisition, use and disposal of assets;</li> <li>• altering accounting and reporting records;</li> <li>• corruption such as bribery or other illegal acts; and</li> <li>• other forms of misconduct, such as waste and abuse.</li> </ul> <p><b>Provide a narrative of the system/process for safeguarding cash on hand, such as prepaid program items (i.e. gas cards, Visa cards) against unauthorized use/distribution.</b></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Principle 9. The organization identifies, assesses, and responds to changes that could significantly impact the system of internal control.						
27.	The LWDB has mechanisms in place to identify and react to significant changes presented by internal conditions including the LWDB’s programs or activities, oversight structure, organizational structure, personnel, and technology that could affect the achievement of objectives. <b>Describe the mechanisms in place to identify and react to significant changes presented by internal conditions, such as what type of event or condition activates the review mechanism.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	The LWDB has mechanisms in place to identify and react to significant changes presented by external conditions including governmental, economic, technological, legal, regulatory, and physical environments that could affect the achievement of objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	Considering significant changes affecting the LWDB, existing controls have been identified and revised to mitigate risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## CONTROL ACTIVITIES

						<i>Self-Assessment of Policies, Procedures, and Processes</i>	Comments/Explanations
						<i>Weak</i> <i>Strong</i>	
						1 2 3 4 5	
Principle 10. The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.							
30.	The LWDB has a written business continuity plan which includes contingencies for business processes, assets, human resources, and business partners, and is periodically evaluated and updated to ensure continuity of operations to achieve program objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
31.	Controls employed by the LWDB include authorizations, approvals, comparisons, physical counts, reconciliations, supervisory controls, and ensure allowable use of funds. <b>What type of training is provided to program and administration staff to ensure the allowable use of grant funds?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Principle 11. The organization selects and develops general control activities over technology to support the achievement of objectives.							
32.	The LWDB periodically (e.g., quarterly, semiannually) reviews system privileges and access controls to the different applications and databases within the IT infrastructure to determine whether system privileges and access controls are appropriate. <b>How frequently (quarterly, semiannually, etc.) are system privileges reviewed?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
33.	Management selects and develops control activities that are designed and implemented to restrict technology access rights to authorized users commensurate with their job responsibilities and to protect the organization’s assets from external threats.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
34.	Management has identified the appropriate technology controls that address the risks of using applications hosted by third parties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
35.	The LWDB has considered the protection of personally identifiable information (PII), as defined in section 501.171(1)(g)1, F.S., of its employees, participants/clients and vendors, and have designed and implemented policies that mitigate the associated risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
36.	The LWDB has established organizational processes and procedures to address cybersecurity risks to its critical information infrastructure. (Reference: National Institute of Standards and Technology (NIST) Cybersecurity Framework) <b>What measures are being taken to address the risk of cybersecurity in the organization?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Principle 12. The organization deploys control activities through policies that establish what is expected and procedures that put policies into action.							
37.	The LWDB has policies and procedures addressing proper segregation of duties between the authorization, custody, and recordkeeping for the following tasks, if applicable: Prepaid Program Items (Participant Support Costs), Cash/Receivables, Equipment, Payables/Disbursements, Procurement/Contracting, and Payroll/Human Resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
38.	The LWDB has written procedures that minimize the time elapsing between the receipt of advanced funds and disbursement of funds as required by 2 CFR 200.305(b)(1).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
39.	The LWDB has processes to ensure the timely submission of required reporting (i.e., financial reports, performance reports, audit reports, internal monitoring reviews, or timely resolution of audit findings).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
40.	The LWDB has a records retention policy and has implemented internal controls to ensure all records are retained, safeguarded, and accessible, demonstrating compliance with laws, regulations, and provisions of contracts and grant agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
41.	LWDB periodically reviews policies, procedures, and related control activities for continued relevance and effectiveness. Changes may occur in personnel, operational processes, information technology, or governmental regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## INFORMATION AND COMMUNICATION

		Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
		Weak		Strong			
		1	2	3	4	5	
<b>Principle 13. The organization obtains or generates and uses relevant, quality information to support the functioning of internal control.</b>							
42.	Federal, state, or grant program rules or regulations are reviewed by one or more of the following: governing board, audit, finance, or other type committee. <b>How often are these reviewed?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
43.	The LWDB considers both internal and external sources of data when identifying relevant information to use in the operation of internal control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
44.	The LWDB has controls in place to ensure costs are accurately recorded and allocated to the benefiting federal/state fund or grant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 14. The organization internally communicates quality information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.</b>							
45.	Communication exists between personnel, management, and the board of directors so that quality information is obtained to help management achieve the LWDB's objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
46.	There is a process to quickly disseminate critical information throughout the LWDB when necessary. <b>Provide a description of the dissemination process.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
47.	Management has a process for the development, approval and implementation of policy updates and communicates those updates to staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Principle 15. The organization communicates with external parties regarding matters affecting the functioning of internal controls.							
48.	The LWDB has a means for anyone to report suspected improprieties regarding fraud; errors in financial reporting, procurement, and contracting; improper use or disposition of equipment; and misrepresentation or false statements. <b>Describe the process of how someone could report improprieties. Who receives/processes/investigates, etc.?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
49.	The LWDB has processes in place to communicate relevant and timely information to external parties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
50.	The LWDB has processes in place to communicate the results of reports provided by the following external parties: Independent Auditor, FloridaCommerce Bureau of Financial Monitoring and Accountability, FloridaCommerce Bureau of One-Stop and Program Support, FloridaCommerce Office of Inspector General, Florida Auditor General, and federal awarding agencies (U.S. Department of Labor, U.S. Department of Health and Human Services, and U.S. Department of Agriculture to the Board of Directors).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

# MONITORING ACTIVITIES

MONITORING ACTIVITIES						Self-Assessment of Policies, Procedures, and Processes					Comments/Explanations
						Weak		Strong			
						1	2	3	4	5	
Principle 16. The organization selects, develops, and performs ongoing and/or separate evaluations to ascertain whether the components of internal controls are present and functioning.											
51.	The LWDB periodically evaluates its business processes such as cash management, comparison of budget to actual results, repayment or reprogramming of interest earnings, draw down of funds, procurement, and contracting activities. Describe the process of how funding decisions are determined. What are the criteria, who initiates/approves, etc.?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					

## MONITORING ACTIVITIES

		<i>Self-Assessment of Policies, Procedures, and Processes</i>					Comments/Explanations
		<i>Weak</i>		<i>Strong</i>			
		1	2	3	4	5	
52.	The LWDB considers the level of staffing, training and skills of people performing the monitoring given the environment and monitoring activities which include observations, inquiries, and inspection of source documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
53.	LWDB management periodically visits all career center locations in its local area (including subrecipients) to ensure the policies and procedures are being followed and functioning as intended. <b>When was the most recent visit performed, by whom, and who were the results communicated to?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Principle 17. The organization evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the board of directors, as appropriate.</b>							
54.	The LWDB management takes adequate and timely actions to correct deficiencies identified by the external auditors, financial and programmatic monitoring, or internal reviews.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
55.	The LWDB monitors all subrecipients to ensure that federal funds provided are expended only for allowable activities, goods, and services and communicates the monitoring results to the board of directors. <b>Are subrecipient monitoring activities outsourced to a third party? If so, provide the name of the party that performs the subrecipient monitoring activities.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## ATTACHMENT A

### Florida Department of Commerce Certification of Self-Assessment of Internal Controls

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Local Workforce Development Board Number: \_\_\_\_\_

**To be completed by the Executive Director:**

A self-assessment of internal control has been conducted for the 2025-2026 fiscal monitoring period. As part of this self-assessment, the Internal Control Questionnaire developed by the Florida Department of Commerce has been completed and is available for review.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**To be completed by the Board Chairperson or their designee:**

I have reviewed the self-assessment of internal control that was conducted for the 2025-2026 fiscal monitoring period.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Please scan and upload to SharePoint an executed copy of this certification on or before **October 31, 2025**.



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, November 19, 2025**

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

Gazelle Interface Replacement

#### **BACKGROUND:**

We recently conducted a Request for Proposals for a system to replace the Gazelle finance interface software for staff use (Gazelle is sunsetting December 31, 2025). Momentive Software was selected. Due to a misunderstanding of system requirements an additional piece of software is needed to maintain appropriate firewalls in our system.

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

A one-time purchase of a system overlay is required to maintain access for staff to process purchase requisitions and other expense processes without giving them full access to the financial database. The cost is \$23,000.00. No additional annual fees are required. There is only one vendor that provides the required overlay that is compatible with our current financial system, MIP.

#### **STAFF RECOMMENDATIONS:**

Approve a one-time sole source purchase from CSM Consulting to complete the Gazelle system replacement.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## **RECORD OF ACTION/APPROVAL**

### **Executive Committee Wednesday, November 19, 2025**

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

CF Lease Agreement

#### **BACKGROUND:**

We have previously renewed our lease in Chiefland for a six-month period (through March 30, 2026). A long-term lease was not renewed due to a proposed 10% increase in our rent rate. We have met with the staff at the Chiefland CF campus and have negotiated a rental agreement at a rate of \$1685.00 per month.

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

This lease would go into effect on January 1, 2026, to give us time to move furniture and install infrastructure such as phone lines, internet, etc. This lease is for a 12-month period running January 1, 2026, through December 31, 2026, and is renewable upon agreement by both parties.

#### **STAFF RECOMMENDATIONS:**

Approve the attached lease agreement with CF.

#### **COMMITTEE ACTION:**

#### **BOARD ACTION:**



## **COLLEGE OF CENTRAL FLORIDA LEVY CAMPUS LICENSE AGREEMENT**

THIS AGREEMENT is entered into by and between the DISTRICT BOARD OF TRUSTEES OF COLLEGE OF CENTRAL FLORIDA (“College”) and CITRUS LEVY MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC., a Florida not-for-profit corporation, D/B/A CareerSource Citrus Levy Marion (“CLM”)

WHEREAS, College provides access to high quality, high value baccalaureate degrees, associate degrees, certificates and diplomas, which prepare students for new careers or transfer to a State University System (SUS) institution;

WHEREAS, CLM brings together business and community partners, economic development leaders and educational providers to connect employers with qualified, skilled talent and job seekers with employment and career development opportunities;

WHEREAS, College and CLM have a shared goal of enhancing career and job placement services for Levy County residents, including College students and graduates;

WHEREAS, College and CLM agree to establish a Professional Career Center (the “Center”) at the College’s Jack Wilkinson Levy Campus, located at 15390 US-19, Chiefland, FL 32626, that will further their shared goals.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained hereinafter, the adequacy of which is hereby acknowledged, the parties do agree as follows:

1. Term This Agreement shall continue in full force and effect for twelve (12) months effective January 1, 2026 to December 31, 2026. This Agreement may be extended by written agreement of the parties, which may be in the form of a letter signed by appropriate authorized persons from the respective institutions. Agreement extensions should be executed in October of each year of the agreement.
2. Premises. College grants a license to CLM to use the following space at the Jack Wilkinson Levy Campus in Building L1:
  - a. One office suite with restrooms (Room 102 @ approx.. 1,105 sq.ft);
  - b. One office (Office 204 @ approx.. 159 sq.ft);
  - c. Access to conference rooms, the use of which shall be coordinated with and approved by a designated representative College;
  - d. Access to classrooms as needed, the use of which shall be coordinated with and approved by College;
  - e. Shared access to break room.
3. Obligations of CLM. CLM shall:

- a. Operate the Center, which shall be open to the public a minimum of Monday through Friday, 9:00 a.m. to 4:30 p.m., excluding recognized holidays.
  - b. Provide, at its sole cost, anything necessary to operate the Center, including but not limited to equipment, technology, computers, furniture, and phones, and shall be responsible for all related installation, maintenance, and service costs.
  - c. Provide College with job placement data for College students or graduates at no additional charge to College;
  - d. Meet with College representatives as reasonably requested concerning the status of the Center.
  - e. Provide a minimum of two informational/educational sessions per month for CF students and/or employees inasmuch as there is continuing demand for such sessions.
  - f. Comply with federal and state laws and related regulations including, but not limited to, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, the Family Educational Rights to Privacy Act, not discriminate against any employee or student of CLM or the College on the basis of race, color, religion, age, sex, pregnancy, marital status or national origin, and not discriminate against any individual with a qualified disability. CLM and the College recognize that sexual harassment constitutes discrimination on the basis of sex.
  - g. If special equipment or tutors or other accommodations are required by Section 504 of the Rehabilitation Act of 1973 or the Americans with Disabilities Act for its clients/students, CLM will be responsible for such equipment, tutors or other accommodation.
  - h. Procure and keep in force at all times general comprehensive liability insurance evidencing the College with minimum limits of \$1,000,000 for bodily injury to or death of any one person and \$3,000,000 for bodily injury to or death of more than one person as a result of any one occurrence, and not less than \$500,000 for damage to any property and a certificate of insurance evidencing Workers' Compensation coverage. The College shall be named as "additional insured" on the Certificate of Insurance, and CLM shall provide a certificate to that effect.
4. Obligations of College. College shall provide CLM with access to the Premises during normal campus operating hours, the use of standard utilities customarily provided to other campus occupants and already paid by the College, and access to campus parking areas as available. Except as expressly stated herein, the College shall have no obligation to provide additional services, equipment, staffing, or resources to support CLM's operations.
  5. Use. No use shall be made of the Premises, or acts done, which shall increase the existing rate of insurance upon the building in which the Premises are located or cause a cancellation of any insurance policy covering said building or any part thereof, nor shall

CLM keep, use, or sell any article which may be prohibited by the standard form of fire insurance policies as the same may provide from time to time.

6. Unauthorized Use. CLM shall, through its agents and employees, prevent the unauthorized use of the Premises or any part thereof not in conformance with this Agreement.
7. Monthly Payment. CLM shall pay the College a monthly license fee of \$1,685.33, due on or before the first day of each month during the Term of this Agreement.
8. Rules and Regulations. CLM agrees to observe and abide by all reasonable rules and regulations governing the Premises, the building, and common areas as the College may, from time to time, adopt or amend and communicate in writing. CLM shall ensure that its employees, agents, clients, and visitors comply with all such rules and regulations. The College's failure to enforce any rule or regulation at any time shall not be deemed a waiver of its right to enforce the same thereafter.
9. Condition of Premises. The College assumes no liability or obligations to CLM with reference to the condition of the Premises. CLM is using the Premises in an "as-is" condition with the College assuming responsibility only for the general care, repair and maintenance of the Premises.
10. Compliance with Laws. CLM agrees to obey all local, state and federal laws, rules and regulations in regard to its use of the Premises.
11. Damage to Premises
  - a. CLM shall not do or suffer to be done in, on or upon the Premises or as affecting said Premises or adjacent properties, any act which may result in damage or depreciation of value to the Premises or adjacent properties or any part thereof.
  - b. CLM shall not generate, store, produce, place, treat, release or discharge any contaminates, pollutants or pollution, including, but not limited to, hazardous or toxic substances, chemicals or other agents on, into, or from the Premises or any adjacent properties or waters in any manner not permitted by law.
12. Default. CLM shall be in default hereunder if CLM fails to observe or perform any of the terms, covenants and/or conditions of this Agreement and if such default shall continue for more than ten (10) days after written notice from the College, unless such default cannot be practically cured in ten (10) days, in which case CLM shall not be in default if it has made a good faith effort to cure the default within the ten (10) day period.
13. The College Remedies upon Default. In the event of any default by CLM, the College may proceed as follows:
  - a. The College may treat the LICENSE as terminated and resume possession of the premises on its own account thereafter using the same exclusively as its own for its own purposes, thus terminating any further liability on the part of CLM.

- b. The College may re-take possession of the PREMISES for the account of the College, holding CLM in general damages for the difference between the rental stipulated to be paid and what, in good faith, the College is able to recover from a re-letting and, by re-taking possession for the account of CLM, the College loses the right to recover the full amount of remaining rent on the basis of acceleration
  - c. The College may stand by and do nothing, holding CLM liable for the monthly payment due as it matures or for the whole when it becomes due.
  - d. The College may exercise any other remedies generally available to the College under Florida law.
- 14. Rights And Responsibilities CLM clients/guests at the College are subject to the rules and regulations of CLM and the College, which may be enforced by CLM and/or the College as necessary.
- 15. Termination. This Agreement may be terminated by College without cause upon 30 days written notice.
- 16. Indemnification. CLM shall indemnify the COLLEGE from any and all liability, loss or damage the COLLEGE may suffer as a result of any claim, demand, cost or judgment against it, related directly or indirectly to the performance of CLM's obligations under the terms of this Agreement. Said indemnity includes, but is not limited to, interest, court costs and attorney's fees incurred by the COLLEGE as a result of any action brought against it, as well as all attorney's fees, court costs and any other costs incurred by the COLLEGE in establishing the right to indemnification and collecting any judgment against CLM. CLM further agrees that the COLLEGE's right to indemnification will not be denied or restricted due to any act or omission on the part of the COLLEGE. The COLLEGE agrees to notify CLM in writing within ten (10) days of receipt of any notice of any action against the COLLEGE pertaining to this matter. Such notice will be by certified mail, return receipt requested or by overnight courier. A notification will be deemed given on the date such notice is postmarked regardless of whether CLM actually receives said notification. CLM further agrees that in the event that the court denies or reduces compensation to or reimbursement of the COLLEGE, CLM will provide the COLLEGE with the full amount of compensation or reimbursement requested in its statement of services.
- 17. General Conditions.
  - a. This agreement represents the entire understanding and agreement between the parties with respect to the subject matter hereof, and supersedes all other negotiations (if any) made by and between the parties.
  - b. The provisions of this agreement may not be amended, supplemented, waived, or changed orally but only by a writing making specific reference to this agreement signed by both parties.

- c. All of the terms and provisions of this agreement, whether so expressed or not, shall be binding upon, inure to the benefit of, and be enforceable by the parties and their respective legal representatives, heirs, estates, successors and permitted assigns.
- d. All notices, requests, consents and other communications required or permitted under this Agreement shall be in writing (including faxed communication) and shall be (as elected by the person giving such notice) hand delivered by messenger or courier service, faxed, or mailed by Registered or Certified Mail (postage prepaid), Return Receipt Requested, addressed to:

Contact at College of Central Florida:

Dr. Vernon Lawter, Vice President Regional Campuses  
College of Central Florida  
3800 S. Lecanto Highway  
Lecanto, Florida 34461  
PH: (352) 746-6721  
E-mail: [lawterv@cf.edu](mailto:lawterv@cf.edu)

Contact at CLM:

Thomas E. Skinner, Jr., Chief Executive Officer  
CareerSource Citrus Levy Marion  
2703 N.E. 14<sup>th</sup> St.  
Ocala, Florida 34470  
PH: (352) 873-7939  
E-mail: [rskinner@careersourceclm.com](mailto:rskinner@careersourceclm.com)

or to such other addresses as any party may designate by notice complying with the terms of this section. Each such notice shall be deemed delivered:

- i. On the date delivered if by personal delivery,
  - ii. On the date faxed if by fax, and
  - iii. On the date upon which the Return Receipt is signed or delivery is refused or the notice is designated by the postal authorities as not delivered, as the case may be, if mailed.
- e. This Agreement and all transactions contemplated by this agreement shall be governed by, and construed and enforced in accordance with, the laws of the State of Florida without regard to principles of conflicts of laws.
  - f. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

- g. All covenants, agreements, representations and warranties made herein or otherwise made in writing by any party pursuant hereto shall survive the execution and delivery of this agreement and the consummation of the transactions contemplated hereby.
- h. No remedy herein conferred upon any party is intended to be exclusive of any other remedy, and each and every such remedy shall be cumulative and shall be in addition to every other remedy given hereunder or now or hereafter existing at law or in equity or by statute or otherwise. No single or partial exercise by any party of any right, power or remedy hereunder shall preclude any other or further exercise thereof.
- i. Provisions contained in this agreement which are contrary to, prohibited by or invalid under applicable laws or regulations shall be deemed omitted from this document and shall not invalidate the remaining provisions thereof.
- j. A failure to assert any rights or remedies available to a party under the terms of this agreement, or a waiver of the right to remedies available to a party by a course of dealing or otherwise shall not be deemed to be a waiver of any other right or remedy under this agreement, unless such waiver of such right or remedy is contained in a writing signed by the party alleged to have waived his other rights or remedies.

IN WITNESS WHEREOF, the parties have executed this Agreement on the date stated below.

**CITRUS LEVY MARION REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.,  
a Florida not-for-profit corporation, D/B/A CareerSource Citrus Levy Marion**

By: \_\_\_\_\_  
Carl Flanagan, Board Chair

Date: \_\_\_\_\_

**DISTRICT BOARD OF TRUSTEES OF  
COLLEGE OF CENTRAL FLORIDA**

By: \_\_\_\_\_  
Charlie Stone, Board Chair

Date: \_\_\_\_\_