



LAKE CITY POLICE DEPARTMENT

After-Action Report



Detail Type/Event: Summer Youth Employment Program **Date:** 08/05/2022

Location: LCPD / CareerSource Florida Crown **OIC:** Chief Butler

OFFICER(S) / Officials INVOLVED:

Chief Butler, CRC Hardison

SEQUENCE OF EVENTS:

03/01/2022	Flyers out to schools and social media
03/01/2022	Employer identified and committed
3/30/2022	Meet with Department Heads and Businesses for employer buy-in and to identify workload (pending 2p-4p at LCPD Training room or CCSB auditorium)
4/26/2022	Meet with interested youth and guardians at Parkview Baptist Church Fellowship Hall at 6pm
05/20/2022	Youth Applications due to FL Crown by 6pm (This is a Friday)
5/31-6/3	Interviews
6/6-6/9	Soft Skills Training
6/9	Students are introduced to their employers
6/13	First week of work
6/20	Second week of work – Monday, June 19 th paid holiday, all students off
6/27	Third week of work
7/4	Fourth week of work – Monday, July 4 th paid holiday, all students off
7/11	Fifth week of work
7/18	Sixth and final week of work – last day is 7/21

Crowd Size: 41 **Hostility Level:** N/A

LEO Injuries: N/A **Civilian Injuries:** N/A **Deaths Associated:** N/A

Associated Reports/DTR's: N/A

Total Manpower: 2 **Final Est. OT Costs:** N/A

Weather: Clear **Impact on Event:** N/A

Command Staff Notified: Yes

Assisting Agencies: CareerSource Florida Crown

Known Deficiencies none

OPERATIONAL SUMMARY:

The Summer Youth Work Program was initiated in 2019 by then Chief Argatha Gilmore of the Lake City Police Department (LCPD) to provide a deterrent for the youth of Lake City / Columbia County. During summer months, school is not in session and youth activities are limited. Historical statistics suggest that there is a correlation between idle youth and increased mischief activities such as petty crime. The program intent was to reduce the number of idle youth while providing a work opportunity that would earn the youths resume building experience and professional references.

Funding for the 2022 year was obtained through the combined efforts of the City of Lake City, Columbia County, and CareerSource Florida Crown. The City of Lake City and Columbia County each provided \$25,000. CareerSource Florida Crown was able to utilize funding received through the State of Florida Welfare Transition program. This combined funding was able to provide fifty (50) student salaries. In attempt to compete with state minimum wage increases, student salaries have increased from the pilot year of \$8.46 to \$9 per hour in 2021 and \$12.50 an hour in 2022.

To provide a balanced work / life scheduled it was determined students would work thirty-two (32) hours a week. The work scheduled was Monday through Thursday 8:00 a.m. until 5:00 p.m. with a one-hour lunch break from 12:00 p.m. until 1:00 p.m. Thursday's students would return from lunch to the Lake City Police Department Training Room, to participate in a weekly, one-hour, developmental session provided various guest speakers. The developmental session, coined *Nugget for Success*, was held from 3:30 p.m. until 4:30 p.m. Starting at 4:30 p.m. through 5:00 p.m. paychecks were distributed to students. This time will also be utilized for students to share their learning experiences. If needed, working schedules would be altered to fit the need of the employer, while adhering to Florida working laws for minors. In order to progress through the program students were required to complete 28 hours of Soft Skills training, unpaid, with CareerSource Florida Crown.

With this scheduled, students were eligible to earn \$2400 over the course of the program.

Forty-one (41) students working 32 hours a week, at a payrate of \$12.50 an hour, resulted in a possible salary payout of \$98,400.

Employer Requirements

Local employers that would provide students with resume building work experience and reference were identified. In previous years this was done by personal contact between the Job Coach and LCPD Liaison. This year, CareerSource Florida Crown assigned their Business Services team to coordinate with local business and organizations. This provided additional benefits to the local business and organizations and CareerSource Florida Crown. This decision also resulted in easier collection of contacts.

A meeting was held with previous and interested employers on March 30, 2022. This informative meeting provided information to the employers and gave them an opportunity to ask questions. They were provided with the 2022 Program Facts Sheet (Attachment I Facts sheet)

The City of Lake City provided jobs within the following departments: Police with one (1) position, Airport with one (1) position, Customer Service with one (1) position, Community Programs with one (1) position, Distribution/Collections with one (1) position, Water Plant with one (1) position, and City Clerk Office with one (1) position.

Columbia County provided jobs within the following departments: Library with one (1) position, UF Extension offices with two (2) positions, Public Works with three (3) positions, Fire Department Office with one (1) position, and Richardson Community Center with three (3) positions.

The Columbia County School System provided jobs at the following locations: School Board Warehouse with four (4) positions, Columbia High School with four (4) positions, Pathways Academy with one (1) position, Ft. White High School with two (2) positions.

The listed organizations provided the following jobs: Florida Gateway College with one (1) positions, NorthStar Family Resource Center with one (1) position, SnS Mowers with one (1) position, Chelsea Flores State Farm with one (1) position, Van Carpet One with one (1) positions. Sunstop with four (4) positions, Haeco with two (2) positions, CiCi's Florist with one (1) position, and CARC with one (1) position.

Employers were advised this program was established to provide work experience that may otherwise be difficult for students to obtain and students should not be utilized primarily for cleaning and janitorial services.

Additionally, employers were informed that any and all disciplinary issues should be reported to the Job Coach, Abraham Perry, or LCPD Liaison, Community Relations Coordinator Ashley Hardison, as students would be provided with twenty-eight (28) hours of Soft Skills and professionalism training prior to being placed with an employer.

Program Requirements

In order to be accepted into the program, students were required to:

- be between the ages of sixteen (16) and eighteen (18) years-old
 - graduating students can be nineteen (19) years-old
- be actively enrolled in school or have graduated in 2022
- have reliable transportation
- live in the designated county

Initial Meeting with Interested Students and Guardians

During this meeting students and guardians were provided an overview of the program and potential work assignments. The expectations of the students were discussed in depth.

Student Expectations

- During the course of the program students were expected to
 - follow the organizational policy and procedures as it applied to their positions
 - wear appropriate attire
 - not utilize cell phones during work hours
 - remain professional while at work
 - interact professionally with co-workers, employers, and customers

Selection Process

Students were sought through advertisement at local schools including but not limited to: Columbia High School, Ft. White High School, and Pathways Academy. Flyers were delivered to local churches and recreational areas. An "event" was created through Facebook and shared on social media. (Attachment II – Advertisement)

All interested students and guardians were advised to attend the mandatory meeting scheduled for April 26, 2022.

Students were informed applications would be accepted no later than 6:00 p.m. on May 20th, 2022. This information was provided through various forms of communication, to include the advertisements and reiterated at the informative meeting. (Attachment III – Application)

Fifty-five (55) applications were received. Incomplete applications were not considered and removed from the selection process. Those applications that were not actively enrolled in school or had graduated before 2022 were removed from the selection process.

A total of forty-six (46) applicants were interviewed. Interviews were arranged over a two-day period, resulting in twenty-three (23) interviews per day. The applicants were each asked six (6) interview questions (Attachment IV – Interview questions) and scored (Attachment V – Score Sheet) by a panel of two (2) interviewers. The interview panel consisted of

the CareerSource Florida Crown Job Coach and LCPD Liaison. All student records, including payroll, are maintained by and stored with CareerSource Florida Crown.

Students that scored the highest in the interview process were selected to move forward in the program.

Soft Skills Training

Soft skills training week was the students first week in the program. However, this was an unpaid training week that provided the students the opportunity to receive a *Florida Ready to Work Certificate*. “Florida Ready to Work is an innovative, new workforce education and economic development program. The centerpiece of the program is the Florida Ready to Work credential, a career readiness certificate that certifies a Florida student/jobseeker has the fundamental job skills necessary to succeed in today’s rapidly changing and competitive economy. Florida Ready to Work is sponsored and funded by the State of Florida. The program is administered by the Florida Department of Economic Opportunity.” (<http://www.floridareadytowork.com/>)

The expectations of the student were discussed, to include attire, etiquette, cell phone use, behavior, and more. A full overview of the soft skill program will be provided by CareerSource Florida Crown. (Attachment VI – Soft Skills Overview)

Employer Assignments

Students were placed in work assignments based upon age, interview performance, and success in the soft skills program. One work site requested students that were eighteen (18) years-old due to liability and heavy machinery.

On June 9, 2022 a Meet and Greet was arranged for students and employers at City Hall Council Chambers. During this meeting all students and employers were informed of the expectations of the students and of the expectations of the employers.

Weekly Developmental Sessions – Nugget for Success

Each Thursday from 3:30 p.m. until 4:30 p.m. the students were provided a developmental session at the Lake City Police Department. The schedule, topic, and speaker are listed below:

Date	Topic	Speaker
6/16	Resume, Cover Letter, and Applications	Zulima Martinez - Library
6/23	Interview Skills	Abraham & Keaven – CareerSource Florida Crown
6/30	Communication	Travis George - FGC
7/7	Professionalism	Mr. Mobley - NSFRC
7/14	Ethics	Chief Gerald Butler – Lake City Police Department
7/21	Teamwork and Collaboration	Chelsea Flores – Chelsea Flores State Farm

Disciplinary Issues

In the instance there is a disciplinary issue the following will be utilized: progressive discipline will be provided in each case, with supporting documentation. (Attachment VII – example Progressive Discipline) If an issue continues and termination is required, a termination meeting will be held with the student, guardians, Chief of Police, CareerSource Florida Crown Director, Job Coach, and LCPD Liaison. All involved will be provide copies of the documents, and the documents will be reviewed. The guardians will be involved in the process to have direct communication and information.

Participating Employers Contact Information

Location	Contact Person	e-mail	phone
City Airport	Florence Straugh	StraughF@lcfla.com	386-752-1066
City GIS	Jason Dumas	DumasJ@lcfla.com	386-758-5400 x 458
City Dist & Collections	Brian Scott / Shelby Waldron	scottb@lcfla.com Waldrons@lcfla.com	386-758-5492
City Clerk's Office	Audrey Sikes	SikesA@lcfla.com	386-719-5756
City Customer service	Katrina Medearis	MedearisK@lcfla.com	386-719-5782
City Community Programs	Terri Phillips	PhillipsT@lcfla.com	386-758-5427
City Police Dept	Ashley Hardison	hardisona@lcfla.com	386-719-5742 c:386-984-6392
City Water Plant	Mike Osborn	OsbornM@lcfla.com	386-466-3352 c:386-247-1111
County - Library	Katrina Evans	kevans@columbiacountyfla.com	386-758-1018
County - Ext Offices	Heather Janney	hfutch@ufl.edu	386-752-1512
County - Public Works	Charyll Bradley	charyl bradley@columbiacountyfla.com	386-758-1561
County - Fire Dept	Sandara Davis	sdavis@columbiacountyfla.com	386-754-7057
County - Richardson Center	Chevella Young	cyoung@columbiacountyfla.com	386-754-7096
School Board	Casey Starling	starlinga@columbiak12.com	386-755-8000
School - CHS	Trey Hosford / Candace Starling	hosfordt@columbiak12.com	386-755-8080 x1802
School - Pathways	Makeeba Murphy	murphym@columbiak12.com	386-755-8296
School - Ft. White	A. Giddens	giddensa@columbiak12.com	386-319-7272
NorthStar	Philip Mobley	philip.mobley@pfsf.org	386-758-3333
Florida Gateway College	Travis George	Travis.George@fgc.edu	
Sunstop			
Haeco (18)	Michele Monroe	michele.monroe@haeco.aero	386-668-4410
SnS Mowers	Kevin	kevin@ssmowers.com	386-755-2957
State Farm	Chelsea Flores	chelsea@chelseaflores.com	386-209-2177
CC Florist	Christin/Ashely-	gkrhodes0523@icloud.com	(386) 754-5200
CARC	Mary Norman		386-752-1880
Vann Carpet One	Matt Vann	mattvann77@comcast.net	386-752-3420

Celebration / Completion Ceremony

The program was concluded with a Celebration Ceremony. The ceremony was held the Friday following the last day of the program. Employers, City Officials, and County Officials were invited to attend. Students were allowed to bring up to two guests.

Planning for this event started before Soft Skills training. CareerSource took the lead for planning and arranged for catering and decorations. This ceremony was business-casual and provided a relaxed atmosphere.

CareerSource Florida Crown incorporated a raffle for the students who attended the ceremony. Students won gift cards, a smart tv, a laptop, and various other prizes. The students seemed to greatly enjoy the raffle.

Job Coach Abraham Perry was the guest speaker. He provided an energetic and inspiring motivation speech.

Program Summary

The 2022 year provided the best group of students thus far. Forty-one (41) students started the program. Thirty-eight (38) students completed the program. Of the students who completed the program, six (6) were offered a job with their employer: Khambrell White, Nathaniel Johnson-Adams, Pearline Simmons, Amelia Edwards, D'Shawn Brown, and Austin Maddox.

Two (2) students voluntarily left the program: Andrew Rowe left to attend an out of State summer program and Jahnessiah Mitchell moved to another city.

One (1) student was terminated from the program: Jaydin Williams was counseled with by his employer for inappropriate work behavior. He was counseled with by Job Coach Perry on a different occasion for inappropriate work behavior. On the final incident, he was picked up from the job site and escorted to CareerSource Florida Crown by LCPD Liaison Hardison. The employer contacted LCPD Liaison Hardison advised of the previous disciplinary intervention and included that Jaydin was observed attempting to break into a tool box on the job site and told a job site employee he was feeling sick because he had been drinking beer while on lunch. Upon arrival to CareerSource Florida Crown, Executive Director Robert Jones was advised of the incidents and determined Jaydin would be immediately terminated from the program.

Overall, the feedback comment received the most concerned communication. This was noted from students, employers, and program facilitators.

Employer Feedback

Attachment VIII – Columbia County Extension Offices / UF IFAS

Attachment IX – Columbia High School

Attachment X – HAECO

Attachment XI – City Water Plant

Attachment XII – Columbia County Public Library

Attachment XIII – S&S Mowers

Considerations for future planning:

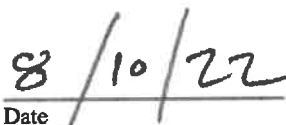
Some of these considerations remain from previous years as a reminder:

- It is vital to the success of the program to begin advertising and recruitment approximately eight to ten weeks before applications are due.
 - In an effort to involve more students with barriers, reach out to guidance counselors who may be able to assist in identifying students.
- The program needs to be capped at 50 students.

- If more students are added, larger facilities are going to be required to compete soft skills training and Nugget for Success.
 - If there are more than 50 students an additional job coach will be required to support the work load.
- Employers should be identified between January and the end of March of the program year.
 - All contracts, agreements, and employer training need to be completed prior to program kick off.
 - Employers will be provided a schedule of events related to the program.
 - Employers need additional timesheet and evaluation training.
- Begin identifying student participants in January.
 - Informative flyers explaining the program requirements and expectations will be created.
 - Begin accepting applications March 1
 - Due date for beginning of May.
 - Interviews should be conducted:
 - Middle of May
 - Soft Skill training starts one to two weeks after end of school year.
 - Employer / Student meeting Thursday of soft skills (group photo).
 - Take a group photo of all students and employers.
- In 2021, additional employers were added after the students were interviewed because there were not enough positions. This resulted in employers not being able to attend the initial meetings which provide a better understanding of the program. It is critical to ensure there are enough student positions *prior* to interviews being conducted and to secure the employers before the student application deadline.
- Interviews require about 10 minutes and should be scheduled in 15-minute intervals.
- In 2021, A number of students were added to the program after the official dead line for applications. Many of these students were attending schools that had summer classes and some students had football practice.
 - To maintain the integrity of the program, it is in the best interest of all parties involved that exceptions are not made. If a student is unable to attend the program due to extracurriculars, the student must decide which program in which they want to participate.
 - If students are going to be accepted into the program that are enrolled in private school or a school that has summer class, separate requirements and disciplinary procedures need to be established. This is necessary as the students are earning school credit for their employment.
- If the Job Coach or Community Relations Coordinator are unavailable, information should be relayed to the organization's administrative assistant. Currently those individuals are Sue Tuell at the Lake City Police Department tuells@lcfla.com and Vann Brown at CareerSource Florida Crown vbrown@careersourceflcrown.com
- Holding the Completion Ceremony during the week and after the last day of the program resulted in the majority of students attending and a large number of employers. Many students reported they would be going on vacation at the end of the program. Having the event on a weekend would have greatly reduced attendance.
 - There was an issue with the event location kitchen and air conditioning system. In the future and if possible, someone should check the ceremony location the morning of the event to ensure a smooth and comfortable ceremony.
 - City Council Member nor County Commissioners were initially invited to attend the completion ceremony. In the future it would be beneficial to create a list of those who, other than the students, will receive an invitation.
- Business services was a great help in identifying employers. However, we still need someone assigned to be point of contact for all businesses so there is not any confusion about when work starts, the type of job the student will be doing, or the placement of the student. Abraham was left off the project until interviews started, we did not know what all the jobs entailed.
- Need contact information for student and guardian. Especially if student is 18+. A student was not properly contacted because they were not living with their guardian.

- Speak with students about phone etiquette during soft skills, how to ask for days off, how to contact their employer, how to reach out about questions. This is specifically about calling / texting late in the evening and not during business hours.
- Some students did not know where they were supposed to be on the first day of work.
- Is it possible to schedule soft skills for a set number of students per day so students remain engaged?
 - Students reported they were "sitting around" for extended periods of time.
- Nugget for Success
 - give speakers more direction such as Communication in the workplace, professional communication,
 - Address mental health and modern ideas of "normal"
 - Students are more aware of ableism due to social media and information sharing. They know things like "not making eye contact" are not always a sign of disrespect and could be a result of being on the Autism spectrum or having anxiety.
 - Focus on workplace skills
 - Make it interactive
 - Provide learning aids such as PowerPoints
- Have students complete a survey on the last day - program improvements
- Request employer feedback, have employers complete a survey
- It would be beneficial if there were documented assignments for those coordinating the program such as responsibility, back up, contact info, etc.
- If possible, require employers to attend the employer meeting and meet and greet to improve communication.

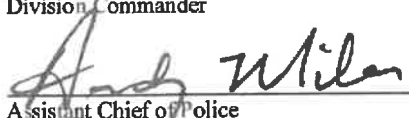

Event Coordinator


Date

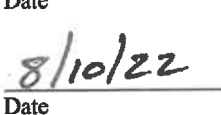
Shift Commander/Supervisor

Date

Division Commander


Assistant Chief of Police

Date


Date

Chief of Police

Date

Cc: Operations Division Commander
Patrol Division Commander
Chief of Police