

MEETING DATE
5-17-21

# CITY OF LAKE CITY

## Report to Council

COUNCIL AGENDA	
SECTION	
ITEM NO.	

**SUBJECT:** Summer Youth Employment Program 2021

**DEPT / OFFICE:** Lake City Police Department

**Originator:**

Chief Argatha Gilmore *AK*

City Manager	Department Director	Date
Joe Helfenberger <i>Joe Helfenberger</i>	Chief Argatha Gilmore	5-11-21

**Recommended Action:** Approve Summer Youth Agreement for 2021 between CareerSource Florida Crown, City of Lake City, and Columbia County, and approve the utilization of \$25,000 from the CARES Fund Act for an employment collaboration.

**Summary Explanation & Background:**

In 2019, the Lake City Police Department approached CareerSource Florida Crown to develop a partnership that would offer a Summer Youth Employment Program. The employment program was designed to provide employment to youth ages 16-18, with an extension for 19 year-olds graduating that year.

The Lake City Police Department supports diversion programs. Therefore, this employment program will also be offered to youth who have committed misdemeanor crimes. There are several expected outcomes of the employment program:

1. Participants will receive income to assist with school supplies and family needs
2. Bridge the gap and foster positive relationships between law enforcement officers and the community
3. Participants will become productive and contributing members of the community

There are 17 employers who will be participating in 2021. There are approximately 40 students to fill positions with those employers.

**Alternatives:**

Limited summer youth employment opportunities between police and the community

**Source of Funds:** CARES Fund Act

**Financial Impact:** None

**Exhibits Attached:**

Summer Youth Agreement 2021

After Action Report/Summary 2019

List of employers and positions to be filled for 2021

Summer Youth Employment Program 2021 Summary

Promotional Flier for 2021



*Argatha Gilmore*  
Chief of Police

LAKE CITY  
**POLICE**  
DEPARTMENT

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



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Business / Organization	Job	
City – Growth Management	2	Dave Young
City – Water Plant	2	Mike Osborn
City – Customer Service	3	Katrina Medearis
City – Community Programs	1	Terri Phillips
City – Police Department	1	Chief Gilmore / CRC Ashley Wickline
StateFarm – Customer Service	1	Chelsea Flores
United Way- Data Entry Spec	2	Jen Anchors
North Star Family Resource Center	1	<a href="mailto:Philip.Mobley@pfsf.org">Philip.Mobley@pfsf.org</a> or 352-538-2774.
Vann Carpet One	2	Matt 3446198 mattvann77@comcast.net
Zaxby's	3	
SnS Mowers	1	kevin@ssmowers.com
LCHS	2	Robbin (director)
LCHS Thrift	1	'ahogue@lakecityhumane.org'
North Fl Pharm	1	nflmain@yahoo.com
Florida Gateway College	1	Tony Cardenas anthony.cardenas@fgc.edu
Main St Printing	1	<a href="mailto:shane@mainstprint.com">shane@mainstprint.com</a>
Skips Deli	1	Brenda 752-1520 (works 230-4p)
Columbia County Schools	1	Rachel Umstead 755-8003
Holiday Inn	1	Rob Butler 754-1411
StarTech	1	Tyler Lankford 386-466-1969

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## Summer Youth Employment Program 2021

An Employment Collaboration Presented by the Lake City Police Department and CareerSource Florida Crown

**Origin:** In 2019, the Lake City Police Department approached CareerSource Florida Crown to develop a partnership that would offer a Summer Youth Employment Program. The employment program was designed to provide employment to youth ages 16-18, with an extension for 19 year-olds graduating that year.

**Mission:** The Lake City Police Department supports diversion programs. Therefore, this employment program will also be offered to youth who have committed misdemeanor crimes. There are several expected outcomes of the employment program:

1. Participants will receive income to assist with school supplies and family needs
2. Bridge the gap and foster positive relationships between law enforcement officers and the community
3. Participants will become productive and contributing members of the community

**Funding Source:** FY19, CareerSource Florida Crown embraced the concept of the Summer Youth Employment Program and secured a grant that would enable the organizations to sponsor youth ranging from 16-19 years of age. For FY21, the City of Lake City and Columbia County each donated \$25,000 to assist in funding the program.

**Stakeholders:** The City of Lake City, Lake City Police Department, CareerSource Florida Crown, and Columbia County.

**Employers:** Public and private agencies have agreed to provide job skills training, mentorship, and leadership skills for the participants in the Summer Youth Employment Program. These employers are listed below.

**Job Placements:**

1. Lake City Police Department
2. City of Lake City
3. Chelsea Flores-State Farm
4. United Way of Suwannee Valley
5. NorthStar Family Resource Center
6. Vann Carpet One
7. Zaxby's
8. S&S Mowers
9. Lake City Humane Society
10. Lake City Humane Society Thrift Store
11. North Florida Pharmacy
12. Florida Gateway College
13. Main Street Printing
14. Skip's Deli
15. Columbia County Schools
16. Holiday Inn
17. Star Tech

**Training:**

1. Prior to job placement, a required one (1) week of soft skills training will be provided by CareerSource Florida Crown
2. During employment, weekly training will be provided to the participants to teach leadership, teambuilding skills, and "nuggets for success."

**Benefits:**

1. There is no cost to the employer
2. Participants will be paid \$9 an hour for 32 hours per week
3. Soft skills training provided by CareerSource Florida Crown
4. Potential to earn \$1728 for 6 weeks of work
5. Possible reduction in property crime activities committed by juveniles in the community

**Applications:**

1. All applications must be received by CareerSource by May 27, 2021 at 6pm
2. Applications can be obtained at the CareerSource Florida Crown office located at 1389 US Highway 90 W, Suite 170B

**Contact:**

Ashley Wickline, Community Relations Coordinator at 386-719-5742 (Lake City Police Dept.)  
Abraham Perry, Job Coach/ Developer at 386-755-9026 ext. 3116 (CareerSource FL Crown)

**Summary:**

The overall purpose of the Summer Youth Employment Program is to address the concerns of providing positive interaction between police and youth, decreasing youth unemployment, and providing training, skills and employment that will make the participants "marketable" with skills for future job opportunities.



## LAKE CITY POLICE DEPARTMENT

### After-Action Report



**Detail Type/Event:** Summer Youth Program **Date:** 08/02/2019

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

**OFFICER(S) / Officials INVOLVED:**

Chief Gilmore, Chief Butler, CRC Crews, CPO Bass, Records Cicily Johnson,

**SEQUENCE OF EVENTS:**

04/02/2019	Met with Department Heads and Businesses to provide information about the program and determine how many students each area could take on.
04/30/2019	Meeting with FL Crown and LCPD to discuss presenting to City Council.
05/02/2019	Meeting with FL Crown, LCPD, and Department of Juvenile Justice (DJJ) to identify students with barriers, especially those involved with law enforcement.
05/08/2019	Meeting with interested youth and guardians at City Hall.
05/29/2019	Youth Applications due to FL Crown by 6pm
06/10-6/13	Interviews
06/17/2019	Soft Skills Training
06/20/2019	Students are introduced to their employers
06/24/2019	First week of work
07/01/2019	Second week of work
07/08/2019	Third week of work
07/15/2019	Fourth week of work
07/22/2019	Fifth week of work
07/29/2019	Sixth and final week of work
08/03/2019	Celebration / completion ceremony

Crowd Size: 40 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: Career Source Florida Crown

Known Deficiencies none

### **OPERATIONAL SUMMARY:**

The Summer Youth Work Program was initiated by 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.

Career Source Florida Crown (FL Crown) obtained a grant which provided funding for job coach salary (1), student salaries (30), and student lunches (240) which were provided during the first two weeks of the program. The grant included a requirement to provide a ratio of students with barriers and those without, so that the program would be an opportunity to any student.

To provide a balanced work / life scheduled it was determined that 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. Thursdays students would return from lunch to the predetermined location to participate in a weekly, four hour, developmental session provided by FL Crown. If needed, working scheduled would be altered to fit the need of the employer, while adhering to Florida working laws for minors. With this scheduled, students were eligible to earn \$1624.32 over the course of the program.

In order to progress through the program students were required to complete 28 hours of soft skills training, unpaid, with FL Crown.

### **Employer Requirements**

Local employers that would provide students with resume building work experience and reference were identified. The City of Lake City became the primary employer opening twelve (12) student positions. The City of Lake City provided jobs within the following departments: Police, Growth Management, Customer Service, and Water Plant. Other employers involved were: Columbia County School Board with five (5) positions, Chamber of Commerce with one (1) position, McRae Law Firm with one (1) position, Solaris Healthcare with one (1) position, Chelsea Flores State Farm with two (2) positions, Lake City Medical Center with one (1) position, 1<sup>st</sup> Street Music with two (2) positions, Star Tech with two (2) positions, Van Carpet One with One (1) positions, and Catholic Charities with two (2) positions.

Employers were advised that this program was established to provide work experience that may otherwise be difficult for students to obtain. Employers were advised that students should not be utilized primarily for cleaning and janitorial services. Each employer submitted a job description for their organization. (Attachment I – Job Description)

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 Crews, as students would be provided with twenty-right (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
- be actively enrolled in school or have graduated in 2019
- have reliable transportation or live within the predetermined radius of FL Crown for provided transportation

### **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**

LCPD, FL Crown, and DDJ identified students with barriers by those with DJJ cases and those that had been removed from the public school system and were enrolled at Pathways Academy. Additional students were sought through advertisement at Columbia High School and on social media. (Attachment II – Advertisement)

All interested students and guardians were advised to attend the meeting scheduled for May 8<sup>th</sup>, 2019 and that applications would be accepted no later than 6:00 p.m. on May 25<sup>th</sup>, 2019. This information was provided through various forms of communication, to include the advertisements and reiterated at the informative meeting. (Attachment III – Application)

Seventy (70) 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 2019 were removed from the selection process.

A total of forty (40) applicants were interviewed. Interviews were arranged over a four-day period, resulting in ten (10) 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 three (3) interviewers. The interview panel consisted of the FL Crown Job Coach, LCPD Liaison, and a program employer. All student records, including payroll, are maintained by and stored with FL 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 – signed by Governor Rick Scott – that certifies that 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 FL 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. Two work sites requested students that were eighteen (18) years-old due to scheduling and sensitive office information.

On June 20, 2019 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**

Each Thursday from 1:00 p.m. until 5:00 p.m. the students were provided a developmental session. These sessions included topics such as interview skills, resume writing, and more. During the first session the students developed a moto to remind them to not use their cell phones while at work. "On your phone, you can go home."

### **Disciplinary Issues**

Over the course of the program it was necessary to terminate three students. Progressive discipline was provided in each case, with supporting documentation. (Attachment VII – example Progressive Discipline) A meeting was held with the student, guardians, Chief, Gilmore, FL Crown Director Jones, Job Coach Perry, and CRC Crews. All involved were provided copies of the documents, which was reviewed. The guardians were involved in the process to have direct communication and information.

### **Celebration / Completion Ceremony**

The program was concluded with a Celebration Ceremony. Guardians were invited to attend.

### **Considerations for future planning:**

- It will be necessary to obtain funding to continue the program.
  - LCPD is making contact with various organizations for donations
  - A final collection date needs to be identified for the 2020 program, as it will impact the number of students able to participate.
  - The number of student salaries will need to be determined.
- Employers should be identified in the fall of 2019 for the 2020 program
  - 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 2020

- Informative flyers explaining the program requirements and expectations will be created
- Begin accepting community applications March 1, 2020
  - Due date of March 31, 2020
- Interviews should be conducted
  - April 20<sup>th</sup> through May 1<sup>st</sup>
  - Soft Skill training June 8, 2020
  - Employer / Student meeting June 11, 2020 (group photo)
    - Take a group photo of all students and employers
  - First week of work June 15, 2020
- The number of student position was changed twice during the pilot program. The fluctuation of participants resulted in some businesses not being at the initial meeting, not being provided the contract agreement with FL Crown, not having a job description for the student, and not having contact with LCPD. This mishap created a misunderstanding of expectations for both the student and employer by some organizations.
- It is suggested to alter the interview questions to include a situation where students will explain their personal responsibilities.
  - If possible, include an interviewer from an employer agency.
- The program would benefit from increased involvement with DJJ.
- Completion Ceremony date, time, and location should be determined during soft skills week
  - Invitation to the completion ceremony should be sent out during the fourth work week.

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Event Coordinator

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Date

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Shift Commander/Supervisor

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Date

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Division Commander

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Date

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Assistant Chief of Police

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Date

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Chief of Police

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Date