

# CareerSource North Florida



**Workforce Innovation and Opportunity Act  
Local Workforce Plan  
Two-Year Modification  
January 1, 2023 – December 31, 2024**

## **Local Workforce Development Area 06**

Tel 850.973.9675  
Fax 850.973.6497

705 E Base St  
Madison, FL 32340

Careersourcenorthflorida.com  
Diane.head@careersourcenorthflorida.com

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**Date Submitted: September 29, 2022**  
**Plan Contact: Diane Head**

## CONTENTS

<b>INTRODUCTION</b>	<b>1</b>
<b>KEY DATES</b>	<b>3</b>
<b>PUBLIC COMMENT PROCESS</b>	<b>3</b>
<b>PLAN SUBMISSION</b>	<b>3</b>
<b>ATTACHMENTS</b>	<b>4</b>
<b>PLAN APPROVAL</b>	<b>6</b>
<b>ORGANIZATIONAL STRUCTURE</b>	<b>7</b>
<b>ANALYSIS OF NEED AND AVAILABLE RESOURCES</b>	<b>14</b>
<b>LOCAL WORKFORCE DEVELOPMENT BOARD VISION AND STRATEGIC GOALS</b>	<b>27</b>
<b>DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES</b>	<b>29</b>
<b>DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM</b>	<b>43</b>
<b>COORDINATION OF SERVICES</b>	<b>47</b>
<b>PERFORMANCE AND EFFECTIVENESS</b>	<b>56</b>

## INTRODUCTION

These instructions provide direction for local workforce plans (local plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local plan. Chief local elected officials, LWDB members, core program partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state plan as well as [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Director's business and market-driven principles to be the global leader for talent. These principles include:
  - Increasing the prosperity of workers and employers.
  - Reducing welfare dependency.
  - Meeting employer needs.
  - Enhancing productivity and competitiveness.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, as well as other required and optional partners.
- D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefit recipients, individuals with disabilities, and individuals residing in rural areas.
- E. Set forth a strategy to utilize all allowable resources to:

- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
  - Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
  - Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including Enterprise Florida, Inc. in relation to:
    - Job training;
    - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes;
    - The attainment of a postsecondary degree or credential of value; and
    - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
  - Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
  - Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
  - Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.
- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the systemwide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Lead to greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on customer service excellence.

## KEY DATES

## ON OR BEFORE

Florida Unified Plan Public Comment.....	February-March 2022
Florida Unified Plan Reviewed by Federal Agencies.....	March-June 2022
Key Dates Sent to Local Boards.....	March 25, 2022
Local Plan Guidelines Issued. ....	May 25, 2022
Final Revisions and Approval of Florida Unified Plan.....	July-August 2022
Local Plans Due .....	October 3, 2022
Local Plans Approved by State Board .....	December 2022
Local Plans Effective.....	January 1, 2023

## PUBLIC COMMENT PROCESS

Prior to the date on which the LWDB submits the local plan, the LWDB must provide an opportunity for public comment on the development of the local plan. To provide adequate opportunity for public comment, the LWDB must:

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).
- (3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).

## PLAN SUBMISSION

### ONLINE FORM

Each LWDB must submit its local plan, required attachments and contact information for primary and secondary points of contact for each local plan via the state's online form established for WIOA local plan submissions. Hard copies of local plans or attachments are not required. **All local plans must be submitted no later than 5:00 p.m. (EDT) on Monday, October 3, 2022. Please note, the local plan and all attachments must be submitted in a searchable PDF format that is Americans with Disabilities Act compliant.**<sup>2</sup>

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<sup>2</sup> A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader "search" functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

The web address for the state's online form for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>.

**Please carefully review these instructions and those posted online prior to submitting plans.**

**Prior to local plan submission, please ensure:**

- The LWDB members reviewed the plan.
- The LWDB chair and the chief local elected official signed the appropriate documents.
- The name and number of the LWDB are on the plan cover page.
- The plan submitted date and point of contact is on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- Responses to all questions are informative and concise.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

## **ATTACHMENTS**

**Please provide a link to the local board's website showing the attachments described below or upload attachments in a searchable PDF file with the local plan:**

- A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B).
- B. Executed agreement between the chief local elected official(s) and the local workforce development board.**
- C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official.**

Items A-C are a part of the Interlocal Agreement.

North Florida Workforce Development Board, Inc. has been established as the Fiscal Agent by the North Florida Workforce Consortium.

<https://careersourcenorthflorida.com/wp-content/uploads/2022/11/2020-Interlocal-Agreement-Executed.pdf>

- D. Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 –Local Workforce Development Area and Board Governance](#).

<https://careersourcenorthflorida.com/wp-content/uploads/2022/07/20220519-CSNF-Bylaws-.pdf>

- E. Current board member roster, meeting minutes for the local plan agenda item,**

**discussions about the plan, and the board's vote on the local plan.**

Updated Board roster can be found here: <https://careersourcenorthflorida.com/board-of-directors/membership/>

Draft minutes on the Commissioner Consortium and the Board meetings in which this plan was approved are located here: <https://careersourcenorthflorida.com/wp-content/uploads/2022/09/20220923-Consortium-Minutes-DRAFT.pdf> and <https://careersourcenorthflorida.com/wp-content/uploads/2022/09/20220929-Board-Meeting-DRAFT-minutes.pdf>.

- F. Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

<https://careersourcenorthflorida.com/wp-content/uploads/2022/07/2021-OSO-Contract-With-Assurances-JS.pdf>

<https://careersourcenorthflorida.com/wp-content/uploads/2022/09/20220103-LWDB-Roles-Description.pdf>

- G. Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) of the State of Florida WIOA Unified Plan).

<https://careersourcenorthflorida.com/wp-content/uploads/2021/12/2020-2023-final-Executed-MOU.pdf>

- H. Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

<https://careersourcenorthflorida.com/wp-content/uploads/2022/03/20200914-Combined-Final-IFA-all.pdf>

- I. Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with

employers and other efforts of cooperation, collaboration and coordination.

<https://careersourcenorthflorida.com/wp-content/uploads/2021/12/2020-2023-final-Executed-MOU.pdf>

- J. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

The draft plan was posted on CSNF's website and was publicized widely across the region. The plan was posted from 9/13/22 through 9/29/22. There was one comment of support for the plan submitted and both the Commissioner Consortium and the Board of Directors had extensive discussion and provided approval of the plan.

## PLAN APPROVAL

DEO will review each local plan for the requirements outlined in these guidelines using a local plan review checklist that aligns with requirements outlined in these guidelines. If there are questions or concerns, DEO will notify the contact(s) included in the local plan.

DEO will recommend approval of the local plan to the CareerSource Florida Board of Directors (state board), unless DEO notifies the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The local plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The local plan does not align with the state plan, including with regard to the alignment of the core programs to support the strategy identified in the state plan in accordance with WIOA § 102(b)(1)(E) and 20 CFR 676.105.

The local plan, including plan modifications, will be considered to be approved upon written notice by DEO advising of state board approval or at the end of the 90-day period beginning the day DEO receives the local plan, or plan modification, unless, in accordance with 20 CFR 679.570, any deficiencies referenced above were identified by DEO in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of local plans should be submitted to DEO at: [WIOA-LocalPlans@DEO.MyFlorida.com](mailto:WIOA-LocalPlans@DEO.MyFlorida.com).



## A. ORGANIZATIONAL STRUCTURE

The local plan must describe the organizational structure in place in the local area, including:

### (1) Chief Elected Official(s)

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

<u>County</u>	<u>Name</u>	<u>Title</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Hamilton	Richie McCoy	Member	2140 NW 86 <sup>th</sup> Blvd., Jasper, FL 32052	386-855-5479	<a href="mailto:district5@hamiltonbocc.org">district5@hamiltonbocc.org</a>
Jefferson	Chris Tuten	Member	164 Underwood Rd., Monticello, FL 32344	850-933-5256	<a href="mailto:ctuten@jeffersoncountyfl.gov">ctuten@jeffersoncountyfl.gov</a>
Lafayette	Lisa Walker	Member	PO Box 88, Mayo, FL 32066	386-294-1600, 386-590-7751	<a href="mailto:lwalker@lcamayo.org">lwalker@lcamayo.org</a>
Madison	Ronnie Moore	Chair	6573 NW Lovett Rd., Greenville, FL 32331	850-948-2043, 850-464-1605	<a href="mailto:district3@madisoncountyfl.com">district3@madisoncountyfl.com</a>
Suwannee	Clyde Fleming	Member	206 Lewis Blvd, Live Oak, FL 32064	386-362-7873, 386-208-2058	<a href="mailto:commissioner2@suwgov.org">commissioner2@suwgov.org</a>
Taylor	Jim Moody	Member	5960 Potts Still Rd., Perry, FL 32348	850-838-6528	<a href="mailto:jmoody@taylorcountygov.com">jmoody@taylorcountygov.com</a>

(b) Describe how the chief local elected official(s) was involved in the development, review and approval of the local plan.

All county administrators were sent the link for plan review to be shared with the full commissions. CLEO's were invited to the August Strategic Planning sessions along with Board members and stakeholders. Additionally, the CLEO's held a Consortium meeting to approve the plan prior to the full Board meeting to do the same. In this meeting, the Executive Director highlighted changes from the previous version.

### (2) Local Workforce Development Board

(a) Identify the chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.

<u>Business</u>	<u>Name</u>	<u>Title</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Duke Energy	Daniel Collins	Chair	425 East High St., Monticello, FL 32344	850-544-1997	<a href="mailto:Daniel.collins@duke-energy.com">Daniel.collins@duke-energy.com</a>

(b) If applicable, identify the vice-chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business or organization the vice-chairperson represents.

<u>Business</u>	<u>Name</u>	<u>Title</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Taylor County Development Authority Representative	Tracy Givens	Vice-Chair	341 SE Bunker St. Madison, FL 32340	402-917-2928	givenstracy@gmail.com

- (c) Describe how the LWDB members were involved in the development, review, and approval of the local plan.

Members were invited to and participated in the August Strategic Planning sessions. Members were sent a copy of the review link. A meeting of the Board was called in September, subsequent to the Consortium meeting for the singular purpose of consideration of the plan. In this meeting, the Executive Director highlighted changes from the previous version.

- (d) Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.

Partners and Stakeholders were invited to and participated in the August Strategic Planning sessions. Stakeholders were sent a copy of the review link to provide input. Additionally, the Executive Director announced often in meetings and gatherings for stakeholders to provide input.

**(3) Local Grant Subrecipient (local fiscal agent or administrative entity)**

- (a) Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official (WIOA § 107(d)(12)(B)(i)(III) and 20 CFR 679.420).

North Florida Workforce Development Board, Inc.

- (b) Provide the name of the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist the LWDB in carrying out its responsibilities as a board organized under WIOA (20 CFR 679.430). (May be the same as the fiscal agent).

North Florida Workforce Development Board, Inc.

**(4) One-Stop Operator and One-Stop Career Centers**

- (a) Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator and the effective date of the current agreement in place between the LWDB and the one-stop operator.

Educational Management and Services, July 1, 2021

- (b) Describe the steps taken to ensure a competitive process for selecting the one-stop operator(s) (WIOA § 121(d)(2)(A)).

The Scope of Work was established by the Board of Directors and the RFP was issued. The RFP was made available on our website and was also sent out via email to a list of vendors. It was also promoted through the NAWB site. With no respondents by the deadline, an extension was issued, and the same vendors were made aware. There was one respondent by the deadline. The Executive Committee reviewed the proposal and decided to move forward with the respondent as it met the criteria established and had a successful prior track record as a One-Stop Operator. The Board approved the contract.

- (c) If the LWDB serves as the one-stop operator, provide the last date the state board granted approval to the LWDB to serve in this capacity and the approved duration.

NA

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator.

As the One-Stop Operator (OSO), Educational Management and Services (EMS) will physically monitor CSNF One-Stops to ensure compliance with state and federal legislation, guidance, and other requirements. This includes, but is not limited to resource room requirements, State and Federal required posting, operating hours, staff development requirements (certifications and CEU's) and activities provided by the Career Center. EMS will also ensure American with Disability Act (ADA) and Equal Employment Opportunity (EEO) compliance by inspecting the One-Stops and activities. Additionally, the EMS will ensure all MOU's involving the One-Stop are upheld and information on all required partners are prominently displayed.

#### Coordination with Partners

The One-Stop Operator will coordinate service delivery with the required One-Stop Partners and other identified partners in the CSNF service area. This includes maintaining, auditing, reconciling, and updating Memorandum(s) of Understanding (MOU) and the Infrastructure Funding Agreement (IFA). Partner Council Meetings should be conducted at least quarterly, as well as partner-staff orientations twice per year. Coordination will also include meeting one-on-one with partners, attending meetings of the partners, creating and disseminating surveys, and responding to surveys or other requests from partners.

#### Career Center Oversight

The One-Stop Operator will ensure CSNF's Comprehensive Career Center is in compliance with state and federal legislation and other guiding documents. Additionally, the Operator will write, review, and implement (with the assistance of CSNF staff) procedures for the Career Center. This should include not only a customer-centered focus but should also include Sector Strategy Customer Experience.

#### Reporting

CSNF will work with the Operator to establish how information will be communicated to the Board and to CSNF Staff. This will include but not be limited to checklists, tools, meeting notes, recommendations, drafted/redlined documents, survey results, and narrative reports. CSNF expects, at least, for reports to be submitted prior to quarterly invoice in order to document activity and outcomes.

- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center, affiliate site or specialized center, as described in [CareerSourceFlorida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).
- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.
- (g) For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals).

<u>Location</u>	<u>Comp</u>	<u>Satellite</u>	<u>Affiliate</u>	<u>Partner</u>	<u>Hours</u>	<u>Partner Access</u>
705 E. Base St. Madison, FL 32340	X				7:30a-5:30p (M-Th) 8a-4p (F)	physical co-location, electronic methods, referrals
1393 Ohio Ave. N Live Oak, FL 32064		X			8a-5p (M-Th) Closed 12:30p-1p (lunch) 8a-12p (F)	physical co-location, electronic methods, and/or referrals
1153 N. US Hwy 41 Jasper, FL 32052			X		9a-4p (Tuesdays) Closed 12:30p-1p (lunch)	electronic methods, and/or referrals
375 S. Water St. Monticello, FL 32344			X		9a-4p (Wednesdays) Closed 12:30p-1p (lunch)	electronic methods, and/or referrals
114 NW Community Circle Mayo, FL 32066				X	9a-4p (Thursdays) Closed 12:30p-1p (lunch)	physical co-location, electronic methods, and/or referrals
3233 S. Byron Butler Parkway Perry, FL 32348				X	9a-4p (M-W) Closed 12:30p-1p (lunch)	physical co-location, electronic methods, and/or referrals

- (h) Pursuant to the [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.

CSNF attests to having one Comprehensive One-Stop Career Center located at 705 East Base Street, Madison, Florida 32340. The Comprehensive One-Stop meets the certification requirements as verified by DEO monitoring report and One-Stop Operator review.

- (i) Describe any additional criteria (or higher levels of service coordination than required in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One- Stop Career Center Certification Requirements](#)) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA § 121(g)(3)).

CSNF is in continuous pursuit of elevating the customer experience. We look for every opportunity to engage with partners and integrate services to reduce duplicative processes but also to work ONE plan with the customer. One example is coordinated plan development which has occurred with VR, SREC, and our adult education partners in the past.

## **(5) Provider of Workforce Services**

- (a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system.

[North Florida Workforce Development Board, Inc., dba CareerSource North Florida](#)

- (b) Identify and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.

[The One-Stop Operator does not currently provide workforce services.](#)

- (c) Identify and describe what career services are provided by the designated provider of workforce services (except training services).

[CSNF staff, in conjunction with DEO staff, provides labor exchange services. Additionally, CSNF staff provide case management/career counseling services for WIOA, TANF, SNAP, RESEA, and other funded programs.](#)

- (d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.

[June 4, 2020, 3-year period \(2020-2023\)](#)

## **(6) Youth Service Provider**

- (a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services.

[North Florida Workforce Development Board, Inc., dba CareerSource North Florida](#)

- (b) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services.

N/A

- (c) Describe any additional criteria<sup>4</sup> the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

N/A

- (d) Identify and describe the youth program element(s) provided by each provider.

<b>ELEMENT</b>	<b>HOW CSNF PROVIDES</b>
Tutoring	Referrals to local schools or community- based programs, or through contracted professionals.
Alternative School: dropout recovery	A hallmark of CSNF Foundations program, in partnership with all adult education and GED prep programs in all six counties.
Work-Based learning: OJT, internships, experience related to career/training goals	Staff arrange directly, in partnership with regional employers.
Occupational skills training	Referrals to local training providers for specific skills training based on assessment results. This may be in conjunction with Adult Education programing.
Education concurrent with specific skills training	See above. Additionally, staff will find online structured modules if local options do not exist.
Leadership Development	Local and online vendors provide leadership skills development through workshops and group discussion.
Supportive Services	Staff determine needs based on assessment and are stated in IEP. Supports include training-related expenses, uniforms, adult education tuition, GED testing fees, transportation support, etc.
Adult Mentoring	Staff serve as mentors and refer to worksite supervisors as mentors in the development of work habits and skills.
Follow-up	Staff conduct monthly post-closure follow ups for the first 3 months, then quarterly follow-up contacts with youth for a period of 12 months after exit from the program and offer services as needed/required.
Comprehensive Guidance and Counseling	Staff referrals to appropriate community resources such as the health department, mental health or substance abuse counseling providers, school counselors, etc.

Financial Literacy Training	Staff provide workshop-based training on financial literacy, either in-person or virtually.
Entrepreneurial Skills Training	Provided in person or virtually. Local training providers, chambers of commerce, and other entities can give access to SBDA trainers. Some online curriculum is available.
Labor Market Information	CSNF career centers regularly provide all job seekers with information on jobs currently available and projected job openings, to guide them to training choices. This is required of all youth enrolled in CSNF program.
Transition to Post-Secondary Training	Staff assist with college and technical training program applications, including FASFA and any other scholarships that might be available to youth. In addition, staff will make all introductions possible, and create opportunities for exposure to careers to encourage the transition to post-secondary training.

## B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local workforce plan must describe strategic planning elements, including:

(1) A regional analysis of:

(a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and

### Existing Industries

CareerSource North Florida has an extremely diverse mix of industries. Total employment has decreased only slightly since the last WIOA plan was issued in 2020; however, it is expected to continue to expand through 2029 by approximately 5%.

At the 2-digit NAICS level, those industries with employment over 500 in 2021 were:

JOBS BY INDUSTRY		
WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES		
NAICS Code	NAICS Title	Employment
		2021
	<b>Total, All Industries</b>	34,075
90	<b>Government</b>	7,105
31	<b>Manufacturing</b>	4,357
	<b>Self Employed and Unpaid Family Workers, All Jobs</b>	4,198
44	<i>Retail Trade</i>	4,196
62	<i>Health Care and Social Assistance</i>	3,361
72	<i>Accommodation and Food Services</i>	2,342
11	<b>Agriculture, Forestry, Fishing &amp; Hunting</b>	1,719
23	<b>Construction</b>	1,293
81	<b>Other Services, Ex. Public Admin</b>	938
56	<i>Administrative and Waste Services</i>	887
48	<i>Transportation and Warehousing</i>	629
42	<i>Wholesale Trade</i>	585
54	<i>Professional and Technical Services</i>	580

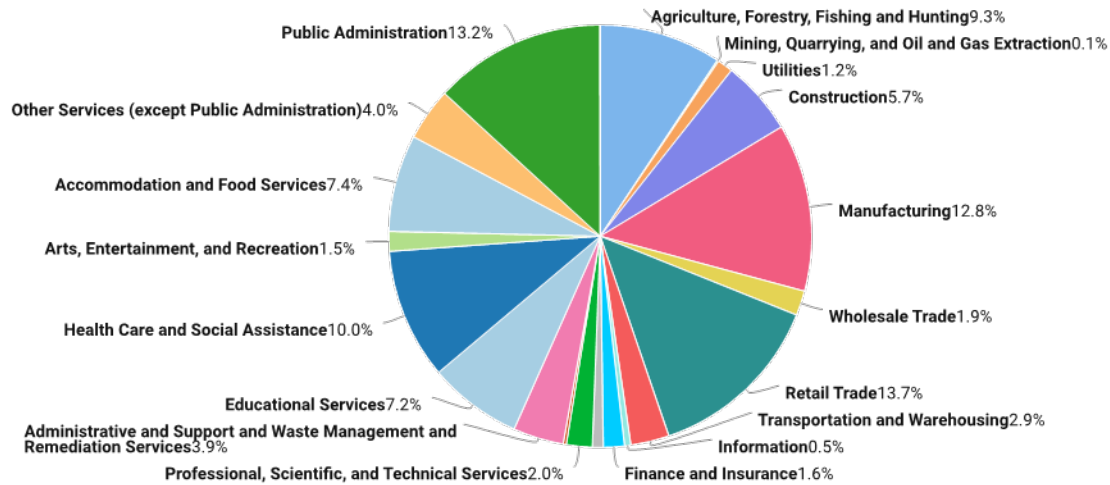
There has been slight movement based on Q1 2022 data from JobsEQ data, however, overall the industries of high employment have remain constant:

NAICS	Industry	Empl	Current Avg Ann Wages
44	Retail Trade	4,506	\$30,884
92	Public Administration	4,339	\$43,719
31	Manufacturing	4,237	\$58,939
62	Health Care and Social Assistance	3,302	\$35,225
11	Agriculture, Forestry, Fishing and Hunting	3,080	\$40,130
72	Accommodation and Food Services	2,451	\$20,679
61	Educational Services	2,364	\$36,722
23	Construction	1,887	\$43,796

81	Other Services (except Public Administration)	1,326	\$25,154
56	Administrative and Support and Waste Management and Remediation Services	1,274	\$32,895
48	Transportation and Warehousing	969	\$53,122
54	Professional, Scientific, and Technical Services	646	\$42,872
42	Wholesale Trade	623	\$53,126
52	Finance and Insurance	531	\$51,117
71	Arts, Entertainment, and Recreation	502	\$23,704



## Total Workers for CareerSource North Florida by Industry



Source: JobsEQ®, Data as of 2022Q1

### Existing Occupations

Current occupations in the CSNF region are as diverse as the industry composition. At the 6-digit SOC level, occupations with employment levels greater than 500 typically have lower entry requirements and lower wages.

SOC Code	SOC Title	2021
33-3012	Correctional Officers and Jailers	1,709
41-2011	Cashiers	1,385
53-3032	Heavy and Tractor-Trailer Truck Drivers	690
41-2031	Retail Salespersons	663
43-9061	Office Clerks, General	653
35-3023	Fast Food and Counter Workers	611
31-1131	Nursing Assistants	598
37-2000	<i>Building Cleaning and Pest Control Workers</i>	551
11-1021	General and Operations Managers	520
43-6014	Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	502

However, locally, wages are increasing at a rate lagging LMI does not indicate. This is a positive change which has also highlighted the demand and necessity of these positions which we see come to some fruition in the more recent data sets following.

Based on Q1 2022 data from JobsEQ, the largest major occupation group (2 digit) in the CareerSource North Florida is Office and Administrative Support Occupations, employing 3,395 workers. The next-largest occupation groups in the region are Sales and Related Occupations (3,315 workers) and Management Occupations (2,838). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Farming, Fishing, and Forestry Occupations (LQ = 5.31), Protective Service Occupations (2.42), and Production Occupations (1.35).

Occupation groups in the CareerSource North Florida with the highest average wages per worker are Management Occupations (\$84,500), Legal Occupations (\$76,200), and Computer and Mathematical Occupations (\$73,600). The unemployment rate in the region varied among the major groups from 1.2% among Legal Occupations to 7.0% among Food Preparation and Serving Related Occupations.

SOC	Occupation	Empl	Mean Ann Wages <sup>2</sup>	LQ	Unempl	Unempl Rate
43-0000	Office and Administrative Support	3,395	\$36,600	0.83	143	3.5%
41-0000	Sales and Related	3,315	\$34,800	1.06	211	5.2%
11-0000	Management	2,838	\$84,500	1.26	41	1.6%
53-0000	Transportation and Material Moving	2,722	\$34,400	0.95	225	5.5%
51-0000	Production	2,510	\$36,600	1.35	139	4.7%
35-0000	Food Preparation and Serving Related	2,466	\$26,300	0.97	275	7.0%
25-0000	Educational Instruction and Library	1,743	\$45,200	0.99	43	2.3%
33-0000	Protective Service	1,713	\$40,600	2.42	26	1.5%
49-0000	Installation, Maintenance, and Repair	1,537	\$45,500	1.21	51	2.6%
47-0000	Construction and Extraction	1,492	\$42,600	1.00	130	5.4%
13-0000	Business and Financial Operations	1,369	\$60,300	0.65	25	2.0%
37-0000	Building and Grounds Cleaning and Maintenance	1,287	\$28,900	1.18	99	4.9%
31-0000	Healthcare Support	1,181	\$29,100	0.81	62	4.0%
29-0000	Healthcare Practitioners and Technical	1,157	\$69,400	0.60	18	1.2%
45-0000	Farming, Fishing, and Forestry	1,136	\$33,400	5.31	81	6.1%
39-0000	Personal Care and Service	822	\$29,800	1.04	63	6.9%
21-0000	Community and Social Service	748	\$42,500	1.27	12	1.7%
15-0000	Computer and Mathematical	413	\$73,600	0.37	5	1.4%
27-0000	Arts, Design, Entertainment, Sports, and Media	336	\$47,400	0.58	11	4.7%
17-0000	Architecture and Engineering	324	\$71,300	0.60	4	1.8%
19-0000	Life, Physical, and Social Science	258	\$59,400	0.89	4	2.3%
23-0000	Legal	228	\$76,200	0.80	3	1.2%
	<b>Total - All Occupations</b>	<b>32,991</b>	<b>\$43,700</b>	<b>1.00</b>	<b>1,671</b>	<b>4.2%</b>

To drill further, the 6-digit occupation groups show essentially similar data to that presented above indicating a correlation between the quantity of jobs in the occupation and the wages (the greater the employment number, the lower the wage), although that is not absolute.

SOC	Occupation	Empl	Mean Ann Wages <sup>2</sup>
41-2011	Cashiers	1,233	\$23,500
11-9013	Farmers, Ranchers, and Other Agricultural Managers	1,210	\$77,300
41-2031	Retail Salespersons	845	\$28,300
35-3023	Fast Food and Counter Workers	770	\$22,500
53-3032	Heavy and Tractor-Trailer Truck Drivers	614	\$43,400
43-9061	Office Clerks, General	590	\$34,400
33-3012	Correctional Officers and Jailers	583	\$37,300
53-7065	Stockers and Order Fillers	538	\$28,600

### Emerging Industries

In the 2020 CSNF WIOA 4-Year Plan, using 2019 projections, Truck Transportation was ranked only 7<sup>th</sup> in Fastest Growing Industries in North Florida, growing at only 7% (and didn't even appear on the Most New Jobs list). This has been a remarkable change in the labor market projections for the region as now the Truck Transportation industry growth is expected to be over 60%. This is a state and national trend as well. CSNF saw this trend coming almost a

decade ago by listening to the employers and has helped develop pipeline strategies for the industry.

Personal Services, Motor Vehicle and Parts Dealers, and Accommodations are also new to both projection lists' Top 10. CSNF will seek out ways, similarly, to promote and work within these industries.

<b>FASTEST-GROWING INDUSTRIES and INDUSTRIES GAINING THE MOST NEW JOBS</b>							
<b>WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES</b>							
Fastest Growing Rank	Most New Jobs Rank	NAICS Code	NAICS Title	Employment			
				2021	2029	Growth	Percent Growth
1	1	484	Truck Transportation	410	660	250	61.0
2	16	812	Personal and Laundry Services	125	151	26	20.8
3	4	624	Social Assistance	793	950	157	19.8
4	5	541	Professional and Technical Services	580	679	99	17.1
5	11	611	Educational Services	301	344	43	14.3
6	9	441	Motor Vehicle and Parts Dealers	381	434	53	13.9
7	13	721	Accommodation	283	321	38	13.4
8	6	238	Specialty Trade Contractors	680	769	89	13.1
9	14	237	Heavy and Civil Engineering Construction	263	295	32	12.2
10	19	713	Amusement, Gambling & Recreation Ind	181	203	22	12.2
11	2	722	Food Services and Drinking Places	2,059	2,297	238	11.6
12	3	623	Nursing and Residential Care Facilities	1,557	1,731	174	11.2
13	NA	532	Rental and Leasing Services	117	129	12	10.3
14	NA	453	Miscellaneous Store Retailers	174	191	17	9.8
15	10	813	Membership Organizations & Associations	543	596	53	9.8
16	15	522	Credit Intermediation & Related Activity	300	329	29	9.7
17	7	621	Ambulatory Health Care Services	632	691	59	9.3
18	8	332	Fabricated Metal Product Manufacturing	627	685	58	9.3
19	17	221	Utilities	296	321	25	8.4
20	NA	321	Wood Product Manufacturing	222	239	17	7.7
NA	12	930	Local Government	4,049	4,088	39	1.0
NA	18	452	General Merchandise Stores	809	833	24	3.0
NA	20	561	Administrative and Support Services	851	870	19	2.2

In the most recently released Employment data (August 2022 release), indicates the Information (+33.6 percent); Construction (+14.7 percent); Trade, Transportation, and Utilities (+7.6 percent); and Natural Resources and Mining (+2.6 percent) industries grew faster in the region than statewide over the year. Industries gaining jobs over the year were Trade, Transportation, and Utilities (+424 jobs); Leisure and Hospitality (+232 jobs); Construction (+182 jobs); Professional and Business Services (+117 jobs); Natural Resources and Mining (+44 jobs); and Information (+39 jobs).

### Emerging Occupations

Emerging Occupations in most cases follow suit with the emerging industries, like in the case of truck drivers, however, only 7 of the top 20 of each list (Fastest-Growing and Most New Jobs), were on both lists. This projects a continued trend of needed diversification of labor and skills in the workplace.

**FASTEST-GROWING OCCUPATIONS AND OCCUPATIONS GAINING THE MOST NEW JOBS**

**WORKFORCE DEVELOPMENT AREA 6 - HAMILTON, JEFFERSON, LAFAYETTE, MADISON, SUWANNEE, AND TAYLOR COUNTIES**

Fastest Growing Rank	New Jobs Rank	SOC Code	SOC Title	Employment					Total Job Openings	Median Hourly Wage	Education	
				2021	2029	Growth	Percent Growth	FL**			BLS**	
1	6	21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	112	168	56	50.0	154	-	B	B	
2	NA	29-1171	Nurse Practitioners	34	49	15	44.1	32	45.94	M+	M	
3	NA	11-9111	Medical and Health Services Managers	48	67	19	39.6	51	44.39	B	B	
4	NA	43-5032	Dispatchers, Except Police, Fire, and Ambulance	28	36	8	28.6	30	13.88	HS	HS	
5	3	31-1120	Home Health and Personal Care Aides	261	331	70	26.8	337	11.00	PS	HS	
6	NA	29-1131	Veterinarians	28	35	7	25.0	15	47.96	M+	D	
7	2	35-2014	Cooks, Restaurant	360	450	90	25.0	509	9.83	PS	NR	
8	7	53-3033	Light Truck or Delivery Services Drivers	226	282	56	24.8	261	20.48	PS	HS	
9	1	53-3032	Heavy and Tractor-Trailer Truck Drivers	690	855	165	23.9	788	18.51	PS	PS	
10	NA	11-3071	Trans., Storage, and Distribution Managers	21	26	5	23.8	18	44.18	A	HS	
11	NA	21-1022	Healthcare Social Workers	41	50	9	22.0	40	21.14	M+	M	
12	NA	11-3031	Financial Managers	46	56	10	21.7	36	43.44	B	B	
13	NA	13-1111	Management Analysts	42	51	9	21.4	40	21.94	B	B	
14	NA	11-2022	Sales Managers	35	42	7	20.0	30	48.13	B	B	
15	NA	29-1122	Occupational Therapists	20	24	4	20.0	13	38.49	M+	M	
16	NA	47-2051	Cement Masons and Concrete Finishers	91	109	18	19.8	87	18.91	PS	NR	
17	5	49-9041	Industrial Machinery Mechanics	305	365	60	19.7	274	19.08	PS	HS	
18	NA	29-1123	Physical Therapists	31	37	6	19.4	16	39.53	M+	D	
19	17	21-2011	Clergy	159	189	30	18.9	161	19.30	B	B	
20	NA	21-1015	Rehabilitation Counselors	38	45	7	18.4	36	16.08	B	M	
NA	4	35-3023	Fast Food and Counter Workers	611	675	64	10.5	1,002	9.57	NR	NR	
NA	8	31-1131	Nursing Assistants	598	652	54	9.0	565	11.99	PS	PS	
NA	9	29-1141	Registered Nurses	339	391	52	15.3	192	29.95	A	B	
NA	10	51-9111	Packaging and Filling Machine Operators & Tenders	370	416	46	12.4	365	11.66	NR	HS	
NA	11	49-9071	Maintenance and Repair Workers, General	406	446	40	9.9	334	14.93	PS	HS	
NA	12	11-1021	General and Operations Managers	520	556	36	6.9	355	32.15	A	B	
NA	13	35-3031	Waiters and Waitresses	424	459	35	8.3	654	9.95	NR	NR	
NA	14	33-3051	Police and Sheriff's Patrol Officers	352	383	31	8.8	227	19.68	PS	HS	
NA	15	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	341	372	31	9.1	378	12.06	NR	NR	
NA	16	41-2031	Retail Salespersons	663	694	31	4.7	741	11.72	HS	NR	
NA	18	37-3011	Landscaping and Groundskeeping Workers	227	257	30	13.2	258	12.75	NR	NR	
NA	19	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	466	496	30	6.4	494	14.32	NR	NR	
NA	20	47-2061	Construction Laborers	166	193	27	16.3	160	16.48	NR	NR	

Of the 33 occupations listed above, less than half require short-term post-secondary training. For 11 of the 13 occupations listed below (the exceptions being the “manager” occupations, the North Florida region is well-positioned to continue developing workforce and feeding the talent pipeline associated with those occupations:

Fastest Growing Rank	New Jobs Rank	SOC Code	SOC Title	Employment					Total Job Openings	Median Hourly Wage	Education	
				2021	2029	Growth	Percent Growth	FL**			BLS**	
5	3	31-1120	Home Health and Personal Care Aides	261	331	70	26.8	337	11.00	PS	HS	
7	2	35-2014	Cooks, Restaurant	360	450	90	25.0	509	9.83	PS	NR	
8	7	53-3033	Light Truck or Delivery Services Drivers	226	282	56	24.8	261	20.48	PS	HS	
9	1	53-3032	Heavy and Tractor-Trailer Truck Drivers	690	855	165	23.9	788	18.51	PS	PS	
10	NA	11-3071	Trans., Storage, and Distribution Managers	21	26	5	23.8	18	44.18	A	HS	
16	NA	47-2051	Cement Masons and Concrete Finishers	91	109	18	19.8	87	18.91	PS	NR	
17	5	49-9041	Industrial Machinery Mechanics	305	365	60	19.7	274	19.08	PS	HS	
NA	8	31-1131	Nursing Assistants	598	652	54	9.0	565	11.99	PS	PS	
NA	9	29-1141	Registered Nurses	339	391	52	15.3	192	29.95	A	B	
NA	11	49-9071	Maintenance and Repair Workers, General	406	446	40	9.9	334	14.93	PS	HS	
NA	12	11-1021	General and Operations Managers	520	556	36	6.9	355	32.15	A	B	
NA	14	33-3051	Police and Sheriff's Patrol Officers	352	383	31	8.8	227	19.68	PS	HS	

(b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations<sup>5</sup> (20 CFR 679.560(a)(1)(ii)).

Employers in these industries and of these occupations need employment services of the public workforce system (based on repeated feedback directly and through third party surveyors):

**Foundational Skills**—Employers across all industries are in a state of panic regarding the lack of basic employability skills. On day one, new hires should be tooled with the fundamental skills of employment: getting along with co-workers, communication, customer service, work ethic, and initiative. Employers feel it is disruptive to their production to have to address these issues when they arise. CSNF works intensively with targeted populations to build the foundational skills employers expect.

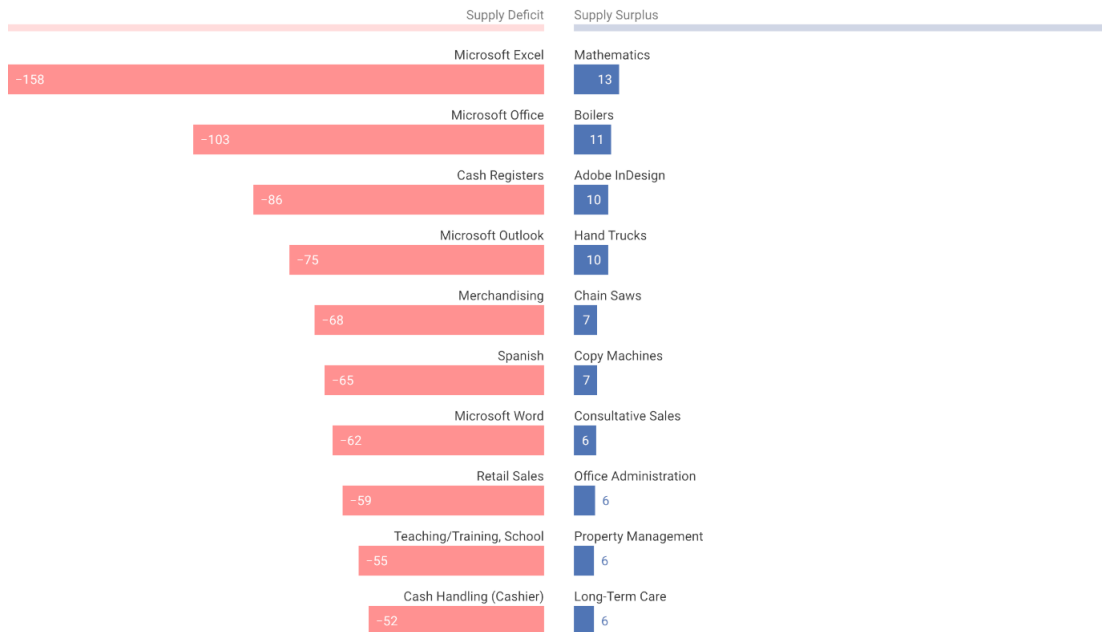
**Flexible Training Programs**—Employers need a network of skills training, secondary or post-secondary, which are employer advised and engaged to incorporate the changing needs of employers. This includes customized training and alternate location or time considerations. CSNF coordinates and regularly communicates with local training providers to consider requests and build solutions to the benefit of industry partners. More so in recent years, employers are considering the role apprenticeships may play in creating the talent they desire.

**Ample Talent Pipeline**—In this rural area, it is challenging to match skills with needs. Second to that is attracting the volume of tooled candidates into vacant positions. Networking within the workforce system to grow the recruiting radius, using predictive reports to anticipate needs, attracting and recruiting new residents to the region, and working with transportation entities to remove barriers are some of the strategies CSNF implements at the administrative level to address this.

Based on skills gap analysis, the skills employers feel are lacking are related to soft (or foundational) skills. However, according to JobsEQ and first-hand accounts, employers need the following hard skills and certifications:

### Skill Gaps

Total - All Occupations, CareerSource North Florida



Source: JobsEQ®  
Data as of 2022Q1, openings and candidate sample compiled in August 2021

- (2) An analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

Employers typically look for no less than a High School Diploma for entry-level workers. This is in-line with the educational attainment rates in the area. Most in-demand industries and occupations require some post-secondary training, particularly in the Healthcare and Manufacturing industries of the area. Across all industries is the need for foundational skills which post-secondary providers incorporate well into their curriculum.

However, CSNF has begun to see a loosening of the requirements employers have requested over the past year. This has been due to the tight supply in the labor market. CSNF is tracking this trend to determine if qualifications will remain relaxed or if they restrict when the market shifts in the future.

- (3) An analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

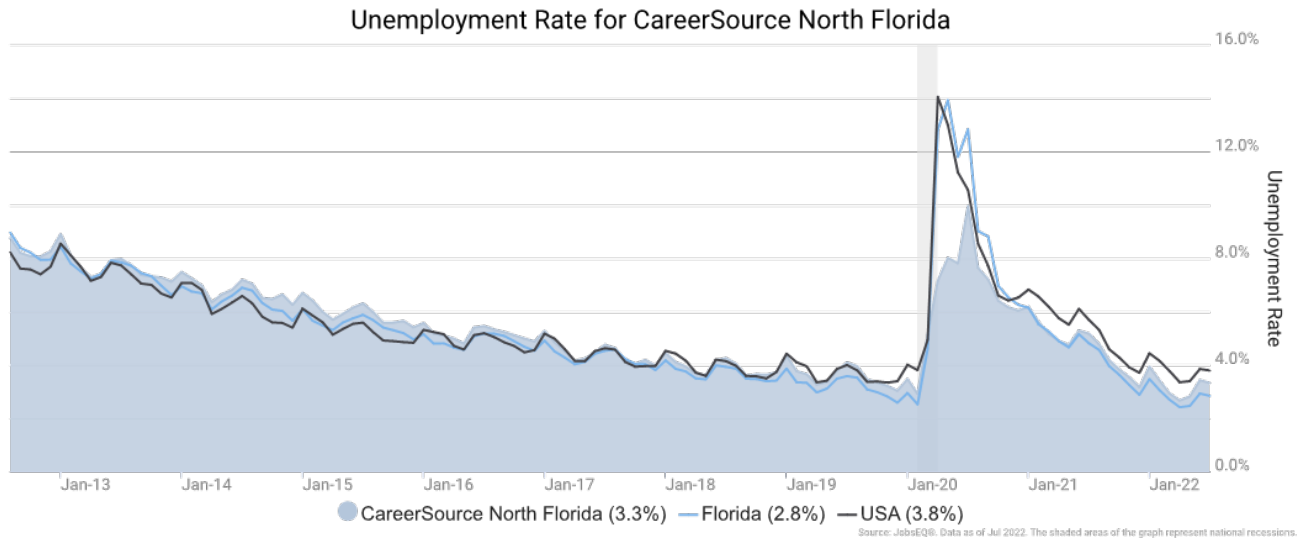
NOTE: Multiple sources of data have been used for the analysis below, therefore there are differences in timeframes (quarterly v. monthly, quarterly v. annually, or point in time v. over a broad time period) and cannot always be compared but should not be viewed as error. Source notes are provided.

- The current (July 2022) unemployment rate for the LWDA is 3.3%, which is a significant decline from the year ago rate of 5.2 experienced as the region came out of the COVID-19 pandemic. The region's July 2022 unemployment rate was 0.5 percentage point above the state rate of 2.8 percent. The labor force was 45,972, up 750 (+1.7 percent) over the year. There were 1,528 unemployed residents in the region.

Unemployment Rates (not seasonally adjusted)	Jul-22	Jun-22	Jul-21
CareerSource North Florida	3.3%	3.4%	5.2%
Hamilton County	4.0%	4.2%	6.4%
Jefferson County	3.5%	3.5%	4.6%
Lafayette County	3.3%	3.1%	4.9%
Madison County	3.1%	3.3%	5.4%
Suwannee County	3.2%	3.3%	5.1%
Taylor County	3.3%	3.5%	5.1%
Florida	2.8%	2.9%	4.8%
United States	3.8%	3.8%	5.7%

Source: <http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-datareleases> (August 2022)

- This rate is lower than the national rate of 3.8% and only 0.5% higher than the state's rate at 2.8%.



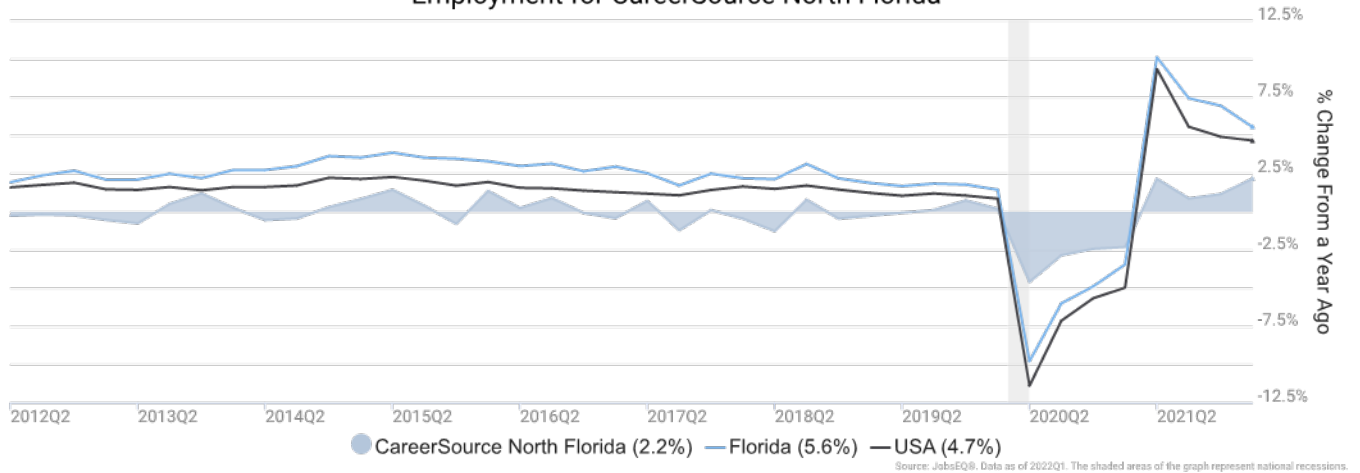
Source: JobsEQ. Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through July 2022.

- Employment in the local area in December 2021 was 29,026, up 1.9%, equating to 545 new jobs. Per the JobsEQ data series, the overall trend since the COVID-19 pandemic is upward, however a slower growth than the state or nation.

Employment by Industry Covered by Unemployment Compensation (not seasonally adjusted)	CareerSource North Florida Region			
	Dec-21	Dec-20	change	percent change
Total Employment	29,026	28,481	545	1.9
Natural Resources and Mining	1,746	1,702	44	2.6
Construction	1,422	1,240	182	14.7
Manufacturing	4,087	4,124	-37	-0.9
Trade, Transportation and Utilities	5,976	5,552	424	7.6
Wholesale Trade	670	525	145	27.6
Retail Trade	4,437	4,164	273	6.6
Transportation, Warehousing, and Utilities	869	863	6	0.7
Information	155	116	39	33.6
Financial Activities	648	674	-26	-3.9
Professional and Business Services	1,547	1,430	117	8.2
Education and Health Services	3,312	3,434	-122	-3.6
Leisure and Hospitality	2,697	2,465	232	9.4
Other Services	506	511	-5	-1.0
Government	6,904	7,217	-313	-4.3

Source: <http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-datareleases> (August 2022)

### Employment for CareerSource North Florida



Source: JobsEQ. Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2021Q4 with preliminary estimates updated to 2022Q1.

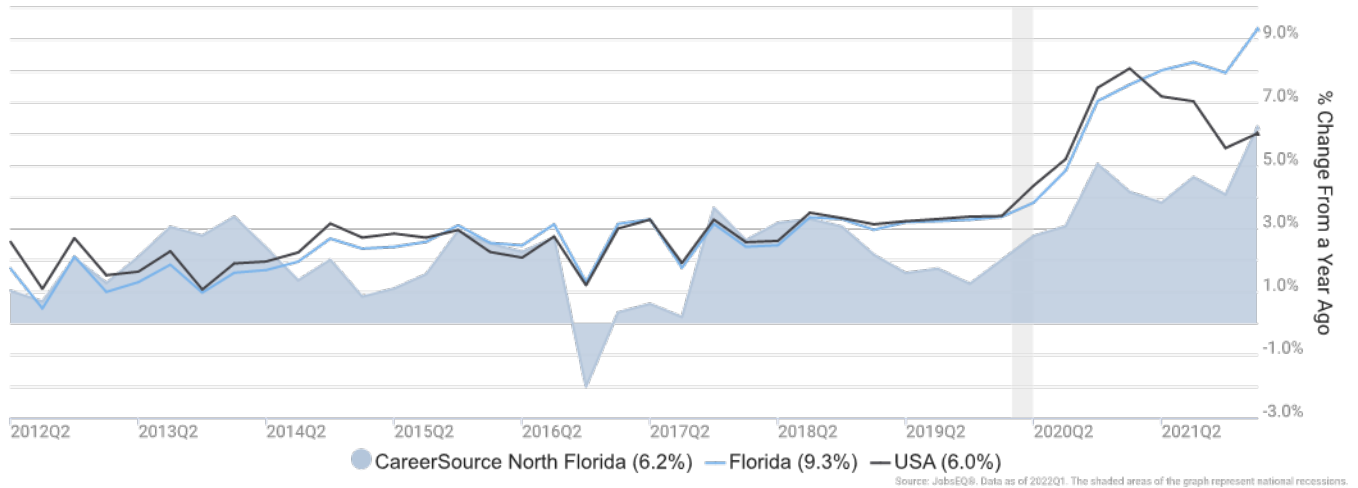
- Wages in North Florida are up 3.8% per the most recently released data (2021 average annual wage). The quarterly models from JobsEQ however, indicate wages are up over the year 6.2%. Both these trends are due to the increase of minimum wage in the state of Florida and adjustment made to salaries to recruit talent in a tight labor market.

Average Annual Wage	2021	2020	change	percent change
CareerSource North Florida	\$40,800	\$39,293	\$1,507	3.8
Hamilton County	\$49,406	\$50,858	-\$1,452	-2.9
Jefferson County	\$38,490	\$35,747	\$2,743	7.7
Lafayette County	\$38,275	\$35,969	\$2,306	6.4
Madison County	\$37,254	\$35,186	\$2,069	5.9
Suwannee County	\$39,614	\$37,734	\$1,879	5.0
Taylor County	\$43,095	\$41,754	\$1,340	3.2
Florida	\$60,299	\$55,840	\$4,459	8.0

Source: <http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-data-releases> (August 2022)



### Average Annual Wages for CareerSource North Florida



Source: JobsEQ. Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2021Q4 with preliminary estimates updated to 2022Q1.

- Educational attainment has stayed steady since the previous American Community Survey, with only slight increases in residents with Bachelor’s and Postgraduate Degrees. The trend remains with High School Graduates describing the highest percentage of the region’s residents.

	CSNF	FL	USA	CSNF	FL	USA
<b>Educational Attainment, Age 25-64</b>						
No High School Diploma	20.4%	10.5%	10.5%	13,218	1,146,217	17,929,220
High School Graduate	40.9%	27.5%	25.4%	26,466	2,996,225	43,289,555
Some College, No Degree	17.9%	19.8%	20.5%	11,624	2,162,810	34,959,338
Associate's Degree	6.9%	11.1%	9.3%	4,477	1,206,009	15,776,790
Bachelor's Degree	8.7%	20.4%	21.6%	5,628	2,228,827	36,888,244
Postgraduate Degree	5.2%	10.7%	12.7%	3,360	1,167,326	21,630,870

Source: JobsEQ. American Community Survey 2016-2020

- The Labor Force Participation Rate, for the LWDA, according to the American Community Survey (calculated regionally by JobsEQ), is 43.9%. Labor Force Participation Rate represents the proportion of all persons 16 years old and over who are in the labor force, but 55.5% participation for those of “Prime Age” (25-54). American Community Survey data shows at 28.5% Labor Force Participation Rate for working age persons with a Disability which is down 6% since the previous survey. The Veteran’s Labor Force Participation rate is only 53.7% for the region—a significantly lower rate than the state and national rates.

	CSNF	FL	USA	CSNF	FL	USA
<b>Economic</b>						
Labor Force Participation Rate and Size (civilian population 16 years and over)	43.9%	58.8%	63.2%	44,455	10,240,825	164,759,496
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	55.5%	81.5%	82.4%	26,371	6,539,614	105,137,520
Armed Forces Labor Force	0.0%	0.4%	0.4%	36	67,243	1,143,342
Veterans, Age 18-64	6.2%	5.2%	4.5%	4,522	654,858	8,920,267
Veterans Labor Force Participation Rate and Size, Age 18-64	53.7%	74.6%	76.8%	2,430	488,322	6,853,673
Median Household Income <sup>2</sup>	—	—	—	\$42,913	\$57,703	\$64,994
Per Capita Income	—	—	—	\$20,917	\$32,848	\$35,384
Mean Commute Time (minutes)	—	—	—	26.4	27.9	26.9
Commute via Public Transportation	0.1%	1.6%	4.6%	55	154,580	7,044,886
<b>Social</b>						
Poverty Level (of all people)	19.3%	13.3%	12.8%	20,727	2,772,939	40,910,326
Households Receiving Food Stamps/SNAP	18.5%	13.2%	11.4%	7,673	1,044,055	13,892,407
Enrolled in Grade 12 (% of total population)	1.7%	1.2%	1.3%	2,024	262,770	4,358,865
Disconnected Youth <sup>3</sup>	3.3%	2.8%	2.5%	202	26,748	433,164
Children in Single Parent Families (% of all children)	43.1%	38.5%	34.0%	9,160	1,533,720	23,628,508
Uninsured	11.6%	12.7%	8.7%	12,478	2,646,931	28,058,903
With a Disability, Age 18-64	17.9%	10.1%	10.3%	10,976	1,252,765	20,231,217
With a Disability, Age 18-64, Labor Force Participation Rate and Size	28.5%	40.4%	43.2%	3,126	506,335	8,740,236
Foreign Born	4.4%	20.8%	13.5%	5,352	4,410,286	44,125,628
Speak English Less Than Very Well (population 5 yrs and over)	3.0%	11.8%	8.2%	3,433	2,370,626	25,312,024

- The LWDA takes other demographic characteristics into consideration when strategizing services. The rate of Disconnected Youth, (16-19 years old, not in school, not a high school graduate, and/or either not employed or not participating in the labor force), is 3.3% according to the American Community Survey, which is a decrease from the prior survey. Also, average commute time for the residents of the region is 26.4 minutes—slightly under the state and national minutes.

(4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).

Workforce development activities of the Local Area are multi-fold:

Job Seekers. One-on-one work is done with the career seekers accessing in-person services at CSNF. Each person requesting service is registered in Employ Florida to the degree commiserate with the level of service(s) being requested. This includes a “full” registration and including assessments and resumes, which give staff information it needs to best assist the individual. It also provides reflection and self-assessment for the job seeker. Staff is able, with this information, to make quality referrals (to jobs, to partners, and to industry-assigned staff), make recommendations, provide data and information, lead career exploration, distribute training provider information, and help build a comprehensive career plan with the job seeker. Additionally, CSNF is able to use the data to strategize services to businesses. Job seekers receive referrals to partner councils and agencies, training, assessments, workshops, planning, and counseling in addition to labor exchange services in order to address barriers and meet the goals outlined in their career plans. Job seekers accessing

labor exchange services exclusively, can benefit from job matching, job referral services, and in limited cases job development.

In order to receive more intensive Wagner-Peyser services, job seekers are assessed and assigned to one of three industry groupings. They may, at that point, choose to work one-on-one with industry-specialized staff who can assist them in career planning in a more industry-concentrated way. Job seekers receive career guidance specific to their industry of choice and their employment plans will reflect industry-specific ladders.

**Business.** CSNF has a unit specifically designed to serve the needs of the employers in the Local Area. Much like job seekers, a business is assessed and then a plan of service is created to address their needs. Services include labor market information, recruiting assistance, business planning and development, HR consulting, referrals, retention strategies, layoff aversion and rapid response, and office space use. Additionally, businesses are served with training grants, including locally-funded On the Job Training (OJT) and Customized Training (CT).

Business Development staff also have industries of specialty and provide a conduit for information to come into and out of CSNF offices. This information better equips Career Development staff in advising job seekers and also arms Business Development staff knowledge of skills and other real time labor market information that may be relayed to employers.

CSNF is able to obtain feedback from employers at various types of convened meetings held at locations throughout the region in addition to staff participating on Councils and Boards. This gives the LWDA the ability to be in front of the business community, hear continuous dialogue and respond to requests. Together with partners, CSNF can then strategize to fill in the gaps and develop relevant services for our customers, both job seekers and businesses.

**Partners.** Other agencies actively partner with CSNF to enable the LWDA mission and One-Stop design to be fully carried out. These agencies provide wrap around services to career seekers and resources to employers so both are able to be more productive. In some cases, these agencies also provide business services which CSNF is actively facilitating contact and assisting in follow-up when requested.

**Capacity.** CSNF local area consists of 4,344 square miles. With a limited footprint, it is not possible to provide all services to all job seekers and employers. A modular staffing plan allows out-posting at mobile units and partner sites. Services may be accessed over the phone, via Employ Florida website, or virtually for those who are unable to come in. Businesses are served by staff out in the field however businesses may see gaps in contact if they are not actively engaged with their representative.

Since the pandemic, CSNF, like most other employers, has suffered from staff loss and shortages. As the labor market supply increases, CSNF looks forward to fully engaging in this plan with our partner agencies.

**Training Providers.** CSNF staff serve in a consulting capacity for providers of postsecondary training in the region via advisory councils and information exchange. Additionally, CSNF engages with the Consortium of school districts providing industry training to secondary students. CSNF shares data, opportunities, and other analysis of the local labor market to inform the providers of gaps in training and other opportunities to serve the business customers of the region.

Economic Development. Having Board seats on some of the Economic Development Organizations in the region, including the larger, regional EDO, CSNF is uniquely-situated to be the subject matter expert on workforce with these organizations. CSNF is highly regarded as responsible, receptive, and responsive to the needs for workforce data and expertise within the EDO's. This positions CSNF to work with ED projects, site selectors, and practitioners to develop strategies to attract and staff new and expanding companies.

## C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure LWDBs are responsive to Florida employers' demand for qualified workforce talent.

- (1) Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on primary indicators of performance described in WIOA § 116(b)(2)(A) (20 CFR 679.560(a)(5)).

CSNF is the engine that keeps North Florida working. By ensuring steps are taken to support the business community and by developing talent, CSNF helps create a supportive and responsive environment to keep industry locating and remaining in the area. As a Board of Directors, CSNF developed the following to guide decisions and strategic undertakings:

### **Vision.**

North Florida will be home to a skilled workforce and vibrant economy.

### **Mission.**

To develop an innovative talent development ecosystem to sustain a thriving community of business and job seekers.

### **Goals.**

- Meaningfully engage business and industry to gain a complete understanding of the skills and competencies demanded by regional employers.
- Dedicate resources and capacity to job seekers' skill development based on industry Demand, especially youth.
- Provide holistic services to job seekers through a collaborative CSNF talent development system.
- Encourage and support the development of an entrepreneurship atmosphere to increase access and success of future job creators.

### **Principles.**

1. Purposeful Communication
2. Data-Driven Systems and Initiatives
3. Outcome-Based Policies
4. Collaborative One-Stop Design
5. Development of Strong System Advocates

- (2) Taking into account the analyses described in (1) through (4) in **Section B. Analysis of Need and Available Resources** above, describe the local area's strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above (20 CFR 679.560(a)(5)).

CSNF works closely with its partners on a local level. The contracted One-Stop Operator provides oversight and monitoring of the coordination of services among the one-stop

partners. In 2021, CSNF began quarterly meetings with decision-makers from partner agencies. These meetings are collaborative in nature to ensure continuous dialogue among the partners. Additionally, CSNF will host annual orientations for the staff of partner agencies so as there is turnover, CSNF can train those agency personnel on CSNF processes and policies so that efficiencies and non-duplication of services can benefit mutual customers.

By purposefully communicating, ideas are shared and knowledge is gained by all partners of the One-Stop. Together we are able to strategize with partner agencies on business development and create products that are relevant and data-driven. CSNF, with its convening partners, will work with training institutions to ensure opportunities are offered as all levels of learning ability and all barriers incurred have a remedy by which it can be overcome. CSNF adamantly advocates for these conversations to occur at all levels of the organizations, guided by the MOU. All together these synergies will build a stronger, more cohesive One-Stop system, in service to the employers and job seekers in North Florida.

## D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as required partners including, but not limited to TANF, SNAP Employment and Training (E&T), Senior Community Service Employment Program, Community Service Block Grant, programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

**(1) Workforce Development System Description:** Describe the local workforce development system, including:

(a) All of the programs that are included in the system; and

The One-Stop service delivery is comprised of the partnerships between CSNF and

- Vocational Rehabilitation,
- Adult Education (in each county),
- State College (locally through North Florida College),
- Technical Colleges (locally through Big Bend and RiverOak Technical Colleges)
- C-SEP (provided locally through NCBA),
- Blind Services, and
- Community Service Block Grant (provided locally through SREC and CACAA).

(b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and works with entities carrying out core programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).

These partners contribute staff, travel, training, technology, and other support as needed to provide a stellar One-Stop for the job seekers in North Florida. CSNF has only one Comprehensive Center but partners provide service throughout the CSNF-Network footprint including co-locations.

Partners have begun meeting quarterly to work through the plan and ensure all provisions of the MOUs are undertaken as well as reporting in order to better reconcile the Infrastructure Funding Agreements which have only been executed with those partners who provide services in the county of the only Comprehensive One-Stop (Madison).

CSNF staff are trained extensively on the services provided by partners and are well versed in making referrals to those entities. Additionally, CSNF provides training to partner-staff to ensure they are up-to-date on program offerings and updated referral instructions.

All partners are represented in the One-Stop either by brochure, poster, direct link, or referral. In the near future, CSNF will post QR codes in the One-Stop with direct link to partner agency

websites.

## **(2) Adult and Dislocated Worker Employment and Training Activities:**

Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(b)(6)). This must include a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Services provided to Adult and Dislocated Workers are in-depth and tailored to fit each individual determined eligible and suitable for service. LWDB 6 follows a proven continuum approach to Adult and Dislocated Worker. This model has been determined to be a best practice by CSNF.

Enrollment Priority of Service, per CSNF policy, is as follows:

1st Priority: Covered persons (veterans and eligible spouses) who are low income (including underemployed), recipients of public assistance, or who are basic skills deficient.

2nd Priority: Non-covered (non-veteran or their eligible spouse) persons who are low income (including underemployed), recipients of public assistance, or who are basic skills deficient.

3rd Priority: Veterans and eligible spouses who are not low income, not recipients of public assistance, and not basic skills deficient.

4th Priority: Individuals (non-covered persons) who do not meet the above priorities. On an exception basis, WIOA eligible individuals (non-covered persons) who do not meet the WIOA Program eligibility for priorities 1, 2 or 3 may be served under the 4th priority. The request for 4th Priority must be documented in an individual's file or case notes.

The WIOA eligible adult must meet one or more of the following categories of an individual with a barrier to employment: displaced homemakers; non-self-sufficient individuals; individuals with disabilities; older individuals; lacking training in desired occupation; ex-offenders; homeless individuals; single parents (including single pregnant women); individual lacking post-secondary training in demand/targeted occupations and industries within the local area; long-term unemployed individuals.

All persons requesting services should be vetted through this policy to ensure the neediest persons are served first. If no one is awaiting services in the next tier up, then service may be provided to a WIOA program applicant in a lower tier. For example, if no one who has been categorized as Level 1 or 2 is awaiting services, staff may enroll a Level 3 participant.

Career Services through WIOA begin and end with assessment. Through analyzing the assessments with the customer, the Career Development Specialist is able to visualize the interests, values, experiences, skills, and aptitude of the job seeker. Assessments may be formal skills tests or informal conversations and interviews regarding the individual's past experiences, labor market attachment, documented certifications, and desired outcomes of their services. Together, staff and job seekers plan services to address the individual's needs. Services include rendering additional assessments if there are gaps in information, providing information to assist the job seeker in the decision-making



process including Targeted/Demand Occupations, procuring support services to overcome moderate barriers, and training on employability skills including resume and interview assistance.

Dislocated Workers are provided service through WIOA, typically in conjunction with RESEA services. This is not an exclusive entry point into WIOA, however the RESEA mechanism provides an avenue for staff to assess the job seeker and with them, create a plan of service. Their progress otherwise resembles that of an Adult customer.

Participant files are closed when it has been assessed they have completed fulfillment of their plan or it is assessed they are no longer in need of services. Follow-up touchpoints happen at the 30-, 60-, and 90-day markers, and further if the job seeker does not refuse additional services.

**(3) Training Services:** Describe how training services outlined in WIOA section 134 are provided, including:

- (a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;

If Occupational Skills Training becomes a goal in the plan, as the customer does not have the requisite skills for their desired occupation, the job seeker is made aware of funding availability, and may then request training assistance through an ITA.

CSNF begins financial support of training after the successful completion of the first semester of study. If the training program is short-term (less than 1 semester), CSNF will pay up to 80% of tuition, books, and fees. In addition to increased positive outcomes, this approach provides access to partners to also provide services to the student which increases the services available to the customer without duplication.

ITA's are currently limited to \$7,000 for all programs except Registered Nurse (APN) which is capped at \$7,500. Less-than-one-semester programs are capped at 80% of the total cost.

- (b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and

CSNF does not use contracts for training services, other than OJT and Customized Training agreements.

- (c) How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(b)(18)).

The local ETPL is shared with the customer as well as performance data obtained from each provider. Alternative training options, when present, are also discussed with the customer. This ensures informed customer choice in the process of selecting a training provider if the customer has not yet decided on their path.

- (d) How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training

initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

Per CSNF policy, “[Approved providers] Except for registered apprenticeships, offer training programs for occupations on the Targeted Occupations List (in LWDA 6, this includes the state-issued Demand Occupations list) in order to receive training funds under Section 133(b)WIOA.”

Annually, CSNF looks at the state-issued occupations list and compares it to the ETPL applications that have been received to ensure alignment.

- (e) How the LWDB incorporates/includes work-based training activities in the local area’s service delivery model.

OJT, Customized Training, and work experience may be offered if the customer’s path is more suited to immediate work/wages and hand-on learning or the training request is for an occupation for which there is no local training. CSNF staff work together to develop employer partnerships to ensure comprehensive training can be undertaken at the worksite.

These training options may also be initiated by the employer-customer requesting training for the current labor force or new entrants into occupations.

- (4) Youth Workforce Investment Activities:** Describe and assess the type and availability of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

- (a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).

CSNF is a 100% out-of-school model. This means CSNF engages with youth with no current attachment to school services except Adult Education. In some cases, the student may be a high school graduate but needs further services due to being basic skills deficient. Staff provide systematic case management and work-based learning programs that include all the required elements of WIOA. With these services, Youth are empowered and enabled to complete education goals and to obtain employment either in a full-time or part-time status.

- (b) Include the local area’s design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

Services are exclusive to out-of-school youth, with a focus on GED® attainment and entry into post-secondary training. Leadership development, financial literacy, and Work Experience are also significant portions of the programmatic design.

Partners are essential to the delivery of services to Youth. Disabled Youth are typically co-managed with Vocational Rehabilitation or other community partner. Co-managing provides essential services that are coordinated and not duplicated. Services may range from foundational skills training to short-term work-based training. Post-secondary schools provide industry recognized training and certifications. Other community-based organizations contribute to preparing youth for the workforce. However, services are not always accessible due to

transportation and other barriers. While not specific to the youth population, these barriers are compounded by other barriers youth in rural areas face.

CSNF has found success in Youth participants being co-enrolled in Adult Education and technical education simultaneously. This not only provides the youth “the why” behind getting their diploma, but also gives them motivation to attend class and stay on track.

Program elements:

ELEMENT	HOW CSNF PROVIDES
Tutoring	Referrals to local schools or community- based programs, or through contracted professionals.
Alternative School: dropout recovery	A hallmark of CSNF Foundations program, in partnership with all adult education and GED prep programs in all six counties.
Work-Based learning: OJT, internships, experience related to career/training goals	Staff arrange directly, in partnership with regional employers.
Occupational skills training	Referrals to local training providers for specific skills training based on assessment results. This may be in conjunction with Adult Education programing.
Education concurrent with specific skills training	See above. Additionally, staff will find online structured modules if local options do not exist.
Leadership Development	Local and online vendors provide leadership skills development through workshop and group discussion.
Supportive Services	Staff determine needs based on assessment and are stated in IEP. Supports include training-related expenses, uniforms, adult education tuition, GED testing fees, transportation support, etc.
Adult Mentoring	Staff serve as mentors and refers to worksite supervisors as mentors in development of work habits and skills.
Follow-up	Staff conducts monthly post-closure follow ups for the first 3 months, then quarterly follow-up contacts with youth for a period of 12 months after exit from the program and offers services as needed/required.
Comprehensive Guidance and Counseling	Staff referrals to appropriate community resources such as health department, mental health or substance abuse counseling providers, school counselors, etc.
Financial Literacy Training	Staff provides workshop-based training on financial literacy, either in-person or virtually.

Entrepreneurial Skills Training	Provided in person or virtually. Local training providers, chambers of commerce, and other entities can give access to SBDA trainers. Some online curriculum is available.
Labor Market Information	CSNF career centers regularly provide all job seekers with information on jobs currently available and projected job openings, to guide them to training choices. This is required of all youth enrolled in CSNF program.
Transition to Post-Secondary Training	Staff assist with college and technical training program applications, including FASFA and any other scholarships that might be available to youth. In addition, staff will make all introductions possible, and create opportunities for exposure to careers to encourage the transition to post-secondary training.

- (c) Describe the LWDB’s policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility](#).

As CSNF is focused on providing services to disconnected, high school dropouts, it is seldom necessary to determine basic skills levels. However, in the event a high school graduate seeks WIOA services, CSNF will obtain basic skills information to determine their functioning level.

Per CSNF policy, basic skill deficient is defined as “a youth or adult individual that has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.”

To make this determination staff will take into account the youth’s latest TABE, CASAS, or Pert scores. Scores must indicate the youth is functioning at less than an eighth-grade level. If standardized test scores are not available or accessible, staff will work with other providers the youth may be working with to determine if there have been other assessments undertaken that may determine if the youth is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the family, or in society. Other assessments may include Florida Ready to Work in addition to the battery of background questions included in the individual profile within the data management system and therefore become evident by self-disclosed, observation, or discovered through initial assessment. Additionally, assessments may include a mental health evaluation to determine learning disabilities, or medical diagnosis of brain or spinal trauma(s), for example.

As basic skills deficient, the youth’s plan must reflect a goal to overcome this barrier. Together with the CDS, the youth will determine steps to take and supports needed for success.

- (d) Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).

“A youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society” is defined as a youth who:

- does not meet a 8th grade level in Language and/or Reading on the TABE, regardless of their first/primary language,
- has a non-standard high school diploma, or
- has experienced an accident resulting in diminished cognitive ability.

(e) Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).

Per CSNF policy, in order to be considered as “requiring additional assistance to complete an education program or to secure or hold employment, a WIOA Youth should fall within at least one of the following categories:

- Is at risk of dropping out of high school due to grades/credits/attendance/not passing proficiency exam or has had an out-of-school suspension or expulsion from school (for In-School Youth only);
- Has a court/agency referral mandating school attendance (for In-School Youth only);
- Is attending an alternative school/education program or has been enrolled in an alternative school within the past 12 months (for In-School Youth only);
- Is or was a Ward of the State;
- Has been referred to or treated by an agency for substance abuse or psychological problems;
- Has been a victim of domestic abuse or violence;
- Has a currently incarcerated parent(s);
- Has neither the work experience nor the credentials required for an occupation in demand for which training is necessary and will be provided (for Out-of-School Youth only);
- Is pregnant or parenting;
- Is in the custody of/living with a family member other than biological parents;
- Has been fired from a job within the 6 months prior to receiving WIOA services (for Out-of-School Youth only); or
- Has never had a full-time job (30+ hours per week) for more than 13 consecutive weeks (for Out-of-School Youth only).

**(5) Self-Sufficiency Definition:** Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Describe the definition of “self-sufficiency” used by your local area for:

(a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and

Self-sufficiency (WIOA employed Adult)—having income equal to or exceeding 250% of the average hourly wage (annualized) for the LWDA. All Adult employed workers must earn less than

this amount to be considered for training. This may be through individual (ITA) request or employer request (CEWT or OJT).

Self-sufficiency (WIOA unemployed at participation)—Adjusted Lower Living Standard Income Level (LLSIL) currently in effect for the Area. To be considered self-sufficient, individuals should be placed into a position at this wage rate. This is also the WIOA self-sufficiency rate.

Self-sufficiency (WIOA underemployed at participation)—for underemployed workers, self-sufficiency is defined as greater than the State’s average wage. Wages should be considered on a weekly or monthly basis, not just per hour. To be eligible for an individual (ITA) through WIOA, an employed worker requesting career and training services must earn less than this amount. Underemployed individuals do not need an employer statement to support training.

**(b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).**

Self-sufficiency (WIOA Dislocated Worker)—having income 90% or above the wage at dislocation. All Dislocated Workers who are working "income maintenance" jobs (a job with lower rate of pay than the job or dislocation) should not exceed earnings of this percent of their dislocation wage in order to be considered for training. Example: If a person earned \$50,000 at dislocation, and are now making \$42,000, they may be considered to not be self-sufficient because their current wage is not at least 90% of their wage at dislocation.

If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of “self-sufficiency” used for those programs as well. NOTE: if the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area’s self-sufficiency standard.

Other self-sufficiency definitions, per policy:

Self-sufficiency (WTP)—having income at or above 200% of the Federal Poverty Rate currently in effect.

Rational for self-sufficiency definitions:

These broader definitions allow CSNF to provide intensive and training services to individuals undergoing career development, including those who want to upskill or change careers. These expanded definitions also allow employers to move their current labor force from self-sufficient to family-sufficient which in turn leads to increased employment retention.

**(6) Supportive Services and Needs-Related Payments:** Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local area must align with the supportive services outlined in [CareerSource Florida Administrative Policy 109 – Supportive Services and Needs-Related Payments](#).

The support service limit for each participant is set annually based on approved budget. The Program Manager may authorize a case-by-case increase of the limit by \$500 if the additional support services allocation would significantly benefit the participant’s ability to continue and/or complete the program or benefit the participant in job retention or wage progression. Additionally, the Executive Director may authorize additional expenditure to exceed \$1,000 of stated limit in the event of times of emergency, disaster, or extreme hardship.

Training related expenses for WIOA eligible Adults, Dislocated Worker, or Youth that may be covered by an Individual Training Accounts (ITA) does not count against the support services limit for each registered participant. ITA related training expenses may include but are not limited to assistance with the purchase of tools required for a specific course, fees required by the training provider, books and supplies, and testing and licensing fees such as NCLEX and DOH.

Support Services are limited to services and items to assist the participant in overcoming barriers and must be stated in their IEP. The following list provides examples of support services and is not intended to be an exhaustive or exclusive list of allowable services:

- Assistance with local transportation costs/gas mileage reimbursement;
- Assistance with uniforms or other appropriate work or training attire, and other work or training related costs;
- Assistance with work and training related licenses and permits;
- Assistance with accommodations for disabilities for employment purposes;
- Assistance with educational testing and accommodations;
- Assistance with job search; and
- Others may be considered on a case-by-case basis.

**(7) Individuals with Disabilities:** Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part 38.

Through CSNF’s robust network of partners (both formal and informal), CSNF is best able to serve customers with disabilities through communication, co-case management, and process design.

**Physical Design:** The local area facilities and equipment are designed for ease of access with offices and career centers on first floors. All entries into buildings are on street level with ramps. The mobile unit is equipped with handicap access entries and staff is trained in its use. All CSNF workstations are equipped to assist individuals who are hearing or vision impaired and staff is trained on its use.

**Staff Awareness:** At least once a year, CSNF staff is trained or retrained to keep up to date on methods and principles of serving individuals with special needs. In addition, once each quarter, CSNF requires all staff to attend a training workshop on various topics, which may include serving the special needs population.

Technology Access: CSNF has a referral process through Crosswalk which is used by partners to refer their customers to CSNF services. Program orientations are also online which provide continual access through an accommodating platform.

Access via technology is available 24/7. During normal business hours staff is on-site to assist customers, on-site or virtually. Web-based services include applications for programs and feedback instruments that customers are able to complete and submit without printing.

Prior to new processes being created or implemented, leadership staff takes into consideration the design element for all customer groups, typically piloting new initiatives to fully-understand total impact and evaluate prior to full implementation. This practice ensures time for feedback and process adjustments.

**(8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs:** Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).

In the career centers unemployment insurance services are mostly linked to Wagner-Peyser programming as claimants are simultaneously enrolled into Employ Florida when they complete their UI application. Claimants have access to information on all programs offered in the Career Center including all programs offered by our partners. Essentially, claimants are provided intensive Wagner-Peyser services once their needs are assessed which may intertwine with RESEA services if the claimant engages in those services. Through the CSNF Career Center services the main goal is rapid reemployment for the claimant.

The One-Stop delivery system plays a part in moving people from UI to employment. UI helps to fund the public workforce system which is the key to building a talent pipeline for industry, which funds UI programs. CSNF tightens these links by engaging businesses and other stakeholders to ensure policies and programs are delivered locally through the One-Stop system to address their needs.

Partners and programs in the One-Stop system support recipients of UI by referral to overcome barriers that may exist and setting them on a path to reemployment. Partners and programs support payers of UI by providing support to recipients to assist them in retooling before or after a layoff event, or to prevent a layoff event. Additionally, employers benefit from paying into UI by using the infrastructure and various funding streams within the network for develop its current and future human resource needs.

The linkage between the local career centers and the unemployment insurance program is further linked due to the lack of other resources for unemployed individuals to find help. CSNF's Career Centers provide infrastructure for recipients to claim their benefits, but additionally RESEA one-on-one sessions provide these job seekers with assessment analysis and information to assist them in quickly returning to their career path. Staff base guidance on the intelligence provided by the CSNF Business Development Unit.

**(9) Highest Quality of Services to Veterans and Covered Persons:** Describe the LWDB's strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for



those programs and/or services.

All Veterans and covered persons receive priority of service at CSNF. Upon entering the door, every customer is asked if they or their spouse has ever served in the US Military. If the answer is yes, the customer is provided an assessment to determine if they may qualify for veteran services, based on SBE criteria.

However, it is the mantra of CSNF that all staff are veteran staff and all staff will assist any veteran at any time. Staff are well versed in veteran-specific barriers and veteran specific needs. This ensures IEP's address the special circumstances related to the veteran and veteran's family members.

**(10) Entities Carrying Out Core Programs:** Describe how the LWDB works with entities carrying out core programs to:

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;
- (b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and
- (c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida's Master Credentials List.

A hub and spoke model with CSNF at the center, the workforce development system in the Area, serves an entirely rural, though vibrant community. And although at the center, CSNF serves in various facets depending on situational circumstances:

- Convener. CSNF brings together willing partners and stakeholders to develop strategies that will lead to innovative initiatives and common-sense solutions.
- Leader. CSNF is often seen as the flag-bearer for knowledge, performance, and initiative for the Area. CSNF continues to refine its collective skill set to best serve and benefit North Florida.
- Implementer. Regardless of lead, CSNF plays an integral role in providing services and carrying out special initiatives in the region. This ranges from mandated federal grants to other shorter-term services with more targeted outcomes.
- Participant. In some instances, CSNF may serve a single function around a broader initiative or project. CSNF may participate as a provider of knowledge, data, or systems to support partners or other system stakeholders.

Within each core program offered through CSNF, service design is consistent with assessment of the job seeker, plan development with the job seeker, and implementation of the plan. It is through this process where the needs of the job seeker are discovered and, further, their need for partner services. Common linkages between CSNF programs and partner programs are listed below, however this is not all inclusive:

- WIOA Youth programming is substantially dependent on providers of Adult Education.
- SNAP job seekers have found additional services from Vocational Rehabilitation helpful in achieving their goals.
- Wagner-Peyser and RESEA services are often supplemented by C-SEP to better assist older workers develop purposefully.
- TANF and SNAP recipients find sustaining services through CSBG providers.

- WIOA coordinates with CSBG providers as well to extend services where WIOA may not be an immediate option.

CSNF works with partner providers of workforce and support services to ensure mutual customers' plans are aligned and shared when possible and payment for services/training/transportation/support are coordinated with staff in these agencies to ensure there is no duplication of services and funding.

In addition, each individual being considered for enrollment in training programs funded by WIOA are led through an assessment and exploration process to facilitate the best decision by the job seeker. Training decisions are impacted by consideration of factors like:

- Is it the right path at this time for the individual?
- Will it deliver quality results?
- Is staff adequately trained to guide the process?
- Are there adequate resources to support the plan through to the end?

Since the inception of WIOA, partners were given a referral form they may send to CSNF (more recently this is done through Crosswalk) but are also well versed in the application process for WIOA services, however, CSNF provides accommodations or assistance in the application process. CSNF trains partner service agencies on program services and procedures so they can better refer and reinforce next steps. CSNF staff working in other programs within the Career Center are also trained on how to refer someone to WIOA services.

Staff from these coordinating agencies and programs are included in the enrollment and planning stages of a job seekers' tenure in WIOA. This allows for more coordination and more access for all job seekers. Bringing together partner programs/agencies helps get information into the hands of the job seekers who need the services the most, including those with disabilities. Once enrolled in WIOA (Adult, Dislocated, or Youth), the job seeker's plan will include steps to overcome barriers in coordination with the referring agency/program and steps leading to high-skilled or high-wage occupations whenever possible within career pathways which they may not have had access to otherwise.

CSNF delivers services closely with local training providers Big Bend Technical College, North Florida College, and RiverOak Technical College. These providers are necessary to carrying out industry strategies and each plays a unique, but vital, role in the workforce development process for the region. CSNF engages with these providers on any number of levels:

- Business and School Advisory Boards: Meeting schedules depend on the school and program schedule, but includes meeting with other business leaders, training partners, economic development leaders, and legislative representation to discuss, evaluate, and plan for meeting business needs with skilled workers. CSNF is active on these committees at Big Bend Technical College, North Florida College, and RiverOak Technical College.
- Career Pathways Consortium: Representation from all six local school districts including postsecondary providers, all recipients of Carl Perkins funding. This consortium reviews and approves articulation agreements between the secondary and post-secondary programs. It also provides a forum for assessing need and promoting solutions for skills development. CSNF receives a copy of all grant submittals in this regard and is available for consultation regarding the

development of new programs. CSNF collaborates with these partners to ensure the certifications offered are in-demand by industry partners.

**(11) Employer Engagement:** Describe strategies and services used in the local area to:

- (a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and
- (b) Support a local workforce development system that meets the needs of businesses in the local area.

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

Personal contact is made by Business Development Managers (BDM) with employers in all industries and of all sizes located in the area, however intensive activities are focused in identified sectors. The BDM assesses the needs of the organization and develops a plan of service in some combination of Recruitment, Retention, Research, or Retraining services.

Through the network of partners and stakeholders previously described, honest and straightforward dialogue is on-going to assess and evaluate the needs of business. Business Development staff meets with employers and industry representatives to assess their needs which, in turn, lead to the development of a service strategy. CSNF engages partner agencies to share the assessment findings and plan for service. CSNF also engages training partners to look at training program design and content as well as addressing a need to develop new programs or discontinue others.

CSNF firmly believes in upskilling and continuous learning opportunities for employed workers, and as such makes available training opportunities to employer-partners. Through local and state training grants, CSNF creates a clear path for growing a diversified labor force responsive to the needs of industry.

CSNF leadership is engaged and involved with economic development projects throughout the area. Economic Developers are engaged in CSNF's sector strategy conversations and provide BR&E information to staff for action. CSNF provides research and training information to EDO's with which to respond to leads. There is an Economic Developer on the CSNF Board and the CSNF Executive Director is active on local and regional development councils.

CSNF is members of each local Chamber of Commerce and also participate in industry and labor discussions with unions, manufacturing groups, and apprenticeship sponsors to ensure all voices are heard and considered in service design and delivery.

Through these means of day-to-day employer interactions by CSNF's Business Development Unit and engagement with Economic Development practitioners and other business groups, CSNF is able to ascertain industry insights to develop strategies and also balance published labor market predictions to clearly understand the local labor picture and how to refine a more relevant and responsive system.

**(12) Enhancing Apprenticeships:** Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners. Describe how job seekers are made aware of apprenticeship opportunities.

Currently, the CSNF area has two locally-viable registered apprenticeships but is actively seeking partnership with local employers and other organizations to establish Registered, as well as Industry-Recognized, Apprenticeships. CSNF received grant assistance to help do this. CSNF has entered into conversations regarding expanding opportunities with employers, including manufacturers.

Training-seekers are referred to the Apprenticeship listing on the DOE website and made aware of this training avenue and its value. As all Registered Apprenticeships are on the ETPL, CSNF may use funding to assist a trainee or business in this endeavor. CSNF works with partners and employers to develop pre-apprenticeship and registered apprenticeship offerings in the local area.

A testament to its commitment to Apprenticeships, CSNF sponsored and registered its own Apprenticeship for the Career Development tiered positions. As an offshoot of this process, CSNF is gaining vital organizational knowledge but also process knowledge so it is able to advise and consult with other organizations wishing to do the same. Because of this sponsorship, CSNF has developed close ties with DOE Apprenticeship staff and work well with them to answer employer questions in real time.

## E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

(a) Describe how required WIOA partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.

The One-Stop service delivery is comprised of the partnerships between CSNF and

- Vocational Rehabilitation,
- Adult Education (each county's school district),
- C-SEP (provided locally through NCBA),
- State College (locally through North Florida),
- Technical Colleges (locally through RiverOak and Big Bend)
- Blind Services, and
- Community Service Block Grant (provided locally through SREC and CACAA).

These partners contribute staff, travel, training, technology, and other support as needed to provide a stellar One-Stop for the job seekers in North Florida. CSNF has only one Comprehensive Center but partners provide service throughout the CSNF-Network footprint.

Partners will be able to review this plan and contribute to subsequent strategic planning at the local and regional levels. Partners meet quarterly to work through the plan and ensure all provisions of the MOUs are undertaken. They also provide input and brainstorm for problem solving and efficiencies.

Further description is provided throughout this plan.

(b) Identify any optional/additional partners included in the local one-stop delivery system.

- Department of Corrections (Community Control/Probation and Parole)
- Early Learning Coalitions (of the Big Bend and of Florida's Gateway)

**(2) Customer Access:** Describe actions taken by the LWDB to promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.

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

The local area provides an ADA-compliant environment, with access to accommodations for both hearing and vision-impaired customers. The buildings are evaluated by the One-Stop Operator and DEO. All partners must comply with the standards set for the CSNF

Comprehensive Career Center in order to promote their services, events, and use space made available to them by CSNF. Any associate or partner site where staff meet with job seekers must also be in compliance. CSNF's website complies with the latest regulations, as does its printed materials. Most CSNF services can be accessed remotely, via an internet-enabled device or telephone. While the CSNF area does not contain an ILC, staff communicates with the designated ILC's for the area to review benefit information and other safety net programs. Partners and other agencies provide training to staff on working with customers with additional needed supports and accommodations. CSNF also teaches the customer to self-advocate if they do not feel staff are understanding their needs or limitations.

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

CSNF incorporates universal design from multiple perspectives. Stated earlier in this plan, the local area facilities and equipment are designed for ease of access with offices and career centers on first floors. All entries into buildings are on street level with inclines. The mobile unit is equipped with handicap access entries and staff are trained in its use. All CSNF workstations are equipped to assist individuals who are hearing or vision impaired and staff are trained on its use.

CSNF has a referral process within Crosswalk used by partners to give access to their customers for our services. Those without Crosswalk access may reach out directly to CSNF or use a paper form for referral. Program orientations are also online which provide continual access through an accommodating platform.

Prior to new processes being created or implemented, leadership staff takes into consideration the design element for all customer groups, typically piloting new initiatives to fully-understand total impact and evaluate prior to full implementation. This practice ensures time for feedback and process adjustments.

At least once a year, CSNF staff are trained or retrained to keep up to date on methods and principles of serving individuals with special needs. In addition, once each quarter, CSNF requires all staff to attend a training workshop on various topics, which may include serving the special needs population.

Most important is accessibility. Access via technology is available 24/7. During normal business hours staff are on-site to assist customers but may also engage via chat or email during this time. Web-based services include applications for programs and feedback instruments that customers are able to complete and submit without printing.

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

CSNF has a supported website which serves customers perpetually. This includes online orientations, program applications, forms, and other helpful information. To serve communities in our area outside a 30-mile radius of the Comprehensive Center, there is a satellite center in Live Oak, and affiliate/partner sites in Hamilton, Jefferson, Lafayette, and Taylor Counties. Additionally, the mobile unit is used to outreach to far outlying areas where individuals have

difficulty transporting to another site. This practice could expand to other counties/towns as sites are vetted and determined appropriate.

Additionally, staff have become proficient in holding virtual appointments and serving customers over the phone, through email, and even text messages. In providing this flexibility for customers also provides more opportunity for successful outcomes.

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

All services are integrated through the use of a case management and service tracking systems. All customers are provided personal account information, and staff have privileges in these systems on a need-to-know basis. When partners outside the LWDB need information pertaining to a customer's activities, a Release of Information is acknowledged by the customer so open communication and co-case management can occur. Staff also co-manage job seekers via Teams, email or face-to-face. Co-management begins with initiating agency assessing and determining the needs of the job seeker. Partner agencies staff are versed in services provided by CSNF and vice-versa, so quality hand-offs are made and the job seekers seamlessly receive services.

- (4) Sub-grants and Contracts:** Describe the competitive process used by the LWDB to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).

The LWDA follows its procurement procedures provided in its Administrative Plan and complies with WIOA requirements in order to secure the most cost-effective fiscal arrangement and the highest performance expectations possible.

The Executive Committee, as necessary, serves as the finance/procurement committee. As such, they develop and approve any RFP's, review responses, and make recommendations to the full Board for next steps.

- (5) Service Provider Continuous Improvement:** Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

By way of Quality Control, CSNF has implemented an intense program of monitoring and oversight of reporting for programs under the administration of CSNF. Since implementation, CSNF has experienced significantly improved external monitoring. CSNF has also tiered staff and cross-trained them in the various programs so any one staff member can serve any job seeker, regardless of job seeker program eligibility. This model provides opportunity for additional resources and opportunities to serve customers as well as more knowledgeable staff to better serve each job seeker.

CSNF uses a modified version of the state-issued monitoring tool, but also monitors local items of emphasis to ensure continuous improvements. In more recent years, leadership staff have involved front-line staff in developing corrective action plans and strategic conversations to ensure all angles and perspectives are considered. Additionally, the One-Stop Operator provides quarterly customer

service survey results and reports which assist in making modifications to the career center processes.



## F. COORDINATION OF SERVICES

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

CSNF has co-located partners in the Comprehensive One-Stop Career Center and CSNF has restructured its facility to enable partners to be available for collaborative efforts when assisting job seekers. Using Crosswalk (an online referral system), partners can send referrals to CSNF or receive referrals from CSNF to assist job seekers when needs are discovered or need for more help is made known. All partners are aware we serve common customers, and the communication lines remain open among them all. The primary focus of communication is coordination of services to ensure holistic, yet non-duplicative services. To this end, the One-Stop Operator convenes a partnership meeting each quarter. Adult Education/Literacy and Vocational Rehabilitation are also represented on the local Board of Directors. VR, C-SEP, and other partners participate regularly in the Comprehensive One-Stop.

CSNF obtains a Release of Information from program participants and referred customers so we can better serve shared customers in a “co-case management” model. Case managers and teachers from partner agencies interact on a regular basis regarding mutual customers which helps reduce duplication of services.

TANF services are administered by CSNF which not only include work activity oversight, but also preventative services for at-risk youth, as there are typically gaps in workforce-related services to that population through WIOA and other partner services.

Adult Education is offered in each county of the region. Classes are held three times a week at the Comprehensive One-Stop, additionally CSNF services (Wagner-Peyser, WIOA) are offered to Adult Education students in each county.

CSNF also offers coordinated training so staff is well-acquainted with partner agencies, their staff, and services. This occurs essentially once per quarter during CSNF 5<sup>th</sup>-Friday Training sessions with all staff.

- (2) Coordination with Economic Development Activities:** Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)). Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

Local area staff and Board members participate in economic development work, providing workforce data, serving as team members when prospective companies are working through the processes of due diligence as they consider moving or expanding to our area.

CSNF knows it is important to be at the table for discussions of ways to make jobs projects

compatible with the local area. EDO's also participate in discussions around training needs and sector strategies. Economic Development is also represented on the Board of Directors, as well as The Workforce Alliance, multi-state initiative.

For those companies who need training on business start-up, plans, and financing for their businesses, they work with our Business Development Unit, training providers, and other partners like the SBA or SBDC.

In addition, CSNF staff is engaged in IEDC training with plans to earn the CEcD certification. This will further integrate CSNF with its Economic Development partners throughout the region and state. Local staff also serves on the Board of Directors for the North Florida Economic Development Partnership (NFEDP), the regional organization serving the 14-county North Central Florida Rural Area of Opportunity (RAO).

**(3) Coordination with Rapid Response:** Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7). The description must include how the LWDB implements the requirements in [CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System](#) and [CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration](#).

CareerSource North Florida is a vital part of the business community in the 6-counties (and the broader region) it serves. As such, CSNF stands ready to respond to the needs of the business and workers effected by a significant downturn of local business operations. Through rapid response services, CSNF is able to advise the employer on best practices and help ensure the needs of the worker are addressed and held paramount in the process.

CSNF's Rapid Response plan begins with Assessment of the event which allows CSNF staff to determine:

- Stage of the event. Locally defined stages include early warning, aversion/planning, pending WARN, WARN issuance, and no prior notice.
- Program involvement. The RRC will determine which programs are effected and should be involved in the response (WIOA, TAA, Veterans, etc.). In the event TAA standards are met, the TAA coordinator may be the first to respond instead of the RRC or BDM.
- Rapid Response Team members. Based on the assessment of programs, the RRC will name team members for the event.
- Resources and Services available. With the RRT, the RRC will consider the number of effected workers and determine the services needed and resources available for response.

Once a stage has been established, the Rapid Response plan then moves into a planning phase. The plan will be developed with and shared with the employer to ensure buy-in and relevance.

The final stage of the RRP is implementation which is monitored by the RRC and BDM. Depending on the stage, size, and scope of the plan, all staff members will be apprised of the plan and their role in implementation.

CSNF follows the Strategic and Administrative Policies in the following ways:

*(a) Strategic planning, business intelligence data gathering, and analysis designed to predict, prepare*

*for, and mitigate layoff events.*

To accomplish this, CSNF staff gather data from a number of sources, including JobsEQ, Econovue, and Florida Insights on a monthly basis. This data is shared with the leadership team and the business development staff to further trend and analyze. Additionally, staff set alerts for key employer and industries so emerging stories and corporate matters are watched and responded to should there be cause for concern.

Employer plans vary, from a simple on-site visit for observation and an offer of services, up to and including a plan for layoff services. The business development manager will assess the stage of the concern and determine the appropriate response.

*(b) Strategies designed to maintain effective business engagement with companies of all sizes and industries within the community.*

CareerSource North Florida offers a variety of no cost services to the employer community. Services are offered through Business Development Managers who serve as the main point of contact for employers. Similar to job seeker services, employer needs are assessed, a plan of service is developed, and the BDM works with the business to implement the plan.

BDM's are monitored and measured for success based on not only the number and variety of employers touched, but also the level of services offered.

*(c) Outreach and education regarding the provision of comprehensive, employer-based Layoff Aversion services to include Short-Time Compensation, federal emergency grant 2 and loan programs, local and community assistance programs, and incumbent worker training to avert layoffs and facilitate connections to other support services.*

CSNF over the past year has been a part of Florida's Rapid Response professional development network. This has been an essential learning tool for BDM and supervisory staff to understand the options available to struggling businesses. These services are included in regular BDM on-boarding training but are also reframed and retrained annually with BDM and supervisory staff. BDM staff are competent to discuss these services with employers.

*(d) Establishing early warning systems to identify businesses that may be at risk of closing, so that immediate support may be provided to avoid layoffs. Establishing local points of contact within the early warning system network to communicate and be accountable for Rapid Response services.*

In addition to items stated in (a) above which provides data and narrative intelligence, CSNF is constantly receiving feedback from employers, job seekers and workers, and the community and community officials in order to take in valuable information that may trigger further or more intensive services with an employer or group of employers. This information comes to the Executive Director for strategic implementation planning and to ensure the proper actions are carried out in compliance with the Administrative Policy, should certain standards be met. The Executive Director is the Rapid Response Coordinator for the Region and oversees all response activities, however it is only a few needs that are initially found at this level. It is through the day to day work of the BDM's with the businesses and the community at large the information surfaces and needs are identified.

*(e) Defining quantitative outcomes sought including but not limited to return on investment, employees retained or positions filled, business market penetration, and number of established partnerships.*

CSNF has a defined matrix and report for large scale Rapid Response projects which tracks all the items listed to ensure proper use and accountability of funds. Weekly, CSNF also tracks Business Development Services to determine proportionate use of time and resources.

CSNF has not yet had the occasion to utilize the modules in EF to track a Rapid Response incident, however, upon review it appears to be an excellent source of managing the event, including the inputs and outcomes.

*(f) Defining service level standards and response times when notified of pending layoffs.*

In most cases, CSNF has been notified of a WARN prior to issuance, which further reiterates the relationships developed with the communities we serve. This is always preferred as CSNF is able to get a “jump start” on services and ensure the Rapid Response Team is assembled and ready. In the case of WARN being issued and subsequently CSNF is notified, The Executive Director will immediately within the hour, reach out to the effected employer and establish a time for a planning meeting to include the BDM and other RRT members depending on the circumstances surrounding the event. Once CSNF is made aware of the WARN, the timeframe for response is entirely in the hands of the employer as CSNF immediately shifts priorities to be available to be “all hands-on deck.” CSNF responds similarly even to those instances where the event does not necessitate a WARN.

**(4) Industry Partnerships:** Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §108(b)(4)A)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy:

The table below contains the industries of continuing focus in the local area. North Florida is an industry-diverse part of the state which is reflected in our grouping of targeted sectors:

Industry	NAICS CODE	Priority*	Fastest-Growing	Most New Jobs	TWA	NFEDP
Manufacturing	31, 32, and 33	1	*	*	*	*
Transportation, Warehousing, and Logistics	48, 49	1	*	*	*	*
Healthcare	62	1	*	*	*	
Retail and Wholesale Trade	42, 44, and 45	2	*	*		*
Leisure and Hospitality	70, 71, and 72	2	*	*		
Mining, Utilities, and Construction	21, 22, and 23	2	*	*		*
Other Services	52, 53, 54, and 56	3	*	*		
Agriculture, including Logging and Timber	11	3				*
Public Administration	92	3		*		

\*Prioritization helps define how the LWDB will invest WIOA funds in training for specific industry jobs. Investment of training funds includes on-the-job and customized training agreements with employers, as well as Individual Training Agreements.

Due to the continuing exodus of the Boomers in addition to “full-employment” within the labor market, the LWDB must focus on skills training and upgrades to fill vacancies with new talent, or back-fill entry level vacancies due to “churning.” CSNF is working with all of these industries through a continuous process of discussing, examining, and planning how to answer the needs of business in the LWDA. The local strategy includes, but certainly will not be limited to, roundtable meetings, engaging businesses, training, economic development, legislative, and other partners with CareerSource that are led by business needs.

Priorities will grow and shift over time, even as the sectors will change from time to time. The LWDB, with its partners, will adjust and shift with the needs of business, and continue to be the convener of conversations, planning and actions to meet the talent needs of the area.

Above, mutual industries of focus for The Workforce Alliance as outlined in its Summer 2019 Strategic Action Plan, and the North Florida Economic Development Partnership (NFEDP) as outlined in its Regional Workforce Study & Economic Development Strategic Plan, are notated to indicate industry alignment with partner organizations.

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

CSNF uses current and projected data provided by DEO's Bureau of Labor Market Statistics' data (previously reviewed in depth) as well as Chmura Economics' Jobs EQ to develop Targeted Sectors list. Additionally, CSNF uses first-hand intelligence, garnered from on-site visits or job openings in EF, to expand upon the data gathered in order to adequately build a list of targeted-industries for sector-strategy service delivery.

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

As CSNF is nestled within the 9-Area region of The Workforce Alliance, and the 14-county region of the North Florida Economic Development Partnership, it is vitally important to incorporate the sectors and strategies of the work groups into CSNF's Vision and goals for the future to the extent possible. This is due to growing commuting radiuses and greater capacity for telecommuting.

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

See above. In addition, CSNF incorporates the feedback from and intelligence derived from surveys, conversations, meetings, etc. to refine and modify processes to best serve industry.

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

CSNF leadership staff assess and develop strategies to ensure targeted industries are served and to track progress on implementation of strategies. In this way, leadership staff are a resource to partners and staff. CSNF leadership staff set a baseline in 2018 of performance measures it felt associated with sector strategies. Annual review, data gathering, and planning show where progress is occurring and strategies are developed to address any shortcomings.

Each staff select an industry grouping to specialize in. By doing so, staff meet, case manage, and engage in professional development with their co-workers in these groups. These groups also assist in the customer experience design for job seekers by providing input on assessment, activities, training, pathways, and industry information to pass on to the job seeker.

- E. Describe how the local area transforms services delivered to job seekers/workers

and employers through sector strategies: and

CSNF has moved from a program-alignment of services to sector-alignment. In this model, within the comprehensive and satellite One-Stop Career Center, services are provided based on knowledge of sectors, not programs. Staff are trained in each program administered by CSNF but specialize in a particular sector grouping and CareerSource North Florida deliver services based on the sector the job seeker or employer identifies most with.

The developed strategies are fundamental to service delivery at CSNF. Each staff member is assigned to an industry grouping which allows them to have a sector (or multi-sector) specialty. In addition, remote services and events are designed and marketed based on the industry of focus. ITA's, as well as employer training grants, are prioritized based on sector.

CSNF works with employers within the prominent industries to develop recruiting and service delivery models to engage workers who are likely to work in those sectors and those workers those sectors want to recruit into their industry who have been under-utilized or marginalized in the industry. CSNF will engage partners in this process.

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

CSNF measures performance based on placements within industries, increased wages in the industries, and retention and career development within the industries. Baseline data has been identified and improvement monitored annually. This data is used to prioritize existing sectors and reveal emerging sectors.

CSNF is in a continual improvement model of service. CSNF solicits feedback from job seekers and employers, as well as partners and staff, through formal and informal means. Using this information, CSNF's iterative process highlights best practices and gaps to fill. As a small Board with limited staff, CSNF has an advantage in quickly implementing needed change.

In order to sustain the strategies, CSNF provides professional development for staff ongoing and ensures policies and procedures address internal processes in light of a key sector approach. CSNF continues to cultivate relationships in the industries and formalize the avenues of communication to ensure the latest information is relayed to CSNF about occurrences and needs of the industry.

**(5) Coordination with Relevant Secondary and Postsecondary Educations:** Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

CSNF works collaboratively with local training providers, including the school districts, to assure communication with all partners regarding training resources and needs. Postsecondary education partners are part of business services and economic development groups, and regularly seek input when they consider starting new training programs.

CSNF provides workforce projection data, feedback from employers, and any other information helpful to meet mutual goals. Additionally, when obtained, partner schools share input they have collected from employers with CSNF.

Through WIOA (Adult, Dislocated, and Youth), CSNF is able to provide funding for eligible students to complete occupational skills programs with post-secondary providers. CSNF also supports students with wrap around services and referrals. Career Development Specialists provide foundational skills training for all students.

CSNF works closely with local training providers, including the school districts through the North Florida Career Pathways Consortium, to assure communication with all partners (front-line and administrative staff) regarding training resources and needs. This communication ensures there is no duplication of services.

- (6) Coordination of Transportation and Other Supportive Services:** Describe how the LWDB coordinates WIOA Title I workforce investment activities with the provision of transportation assistance, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11) and 20 CFR 679.560(b)(10)).

CSNF maintains open communications with transportation providers as well as providers and vendors for support services needed for successful completion of goals. Staff also sit on the Transportation Disadvantage Coordination Boards throughout the Area.

The first option for transportation needs is the public transit service provided by Big Bend Transit, Suwannee Valley Transit, and Suwannee River Economic Council under the Transportation Disadvantaged Program or other programs those providers have available, depending on the eligibility of the customer. These agencies work with the CSNF Program and Business Development staff to develop solutions, including rideshare options, depending on the needs of the job seeker and employers.

CSNF also provides transportation related support services, reimbursing program participants for part of their transportation costs to complete activities required to fully-participate in programs. Other forms of Support Services provided may include uniforms or other work appropriate attire, tools, testing and licensing fees, and background check costs. Support Services requests are considered on a case-by-case basis but based on an annually updated menu of eligible supports and must relate directly to the employment goals set by the job seeker within their Individual Employment Plan (IEP). To the extent possible, CSNF coordinates support services with partners, as often partners can serve co-managed job seekers with the same or more extensive services. Support services provided by CSNF must assist the job seeker in program participation and/or barrier removal.

- (7) Coordination of Wagner-Peyser Services:** Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided in the local area through the one-stop delivery system (WIOA §108(b)(12) and 20 CFR 679.560(b)(11)).

The Local Area has an agreement with DEO to provide oversight and supervision of Wagner-Peyser services and staff in the local One-Stop system. All services are provided by LWDA staff in cooperation with jointly-managed staff posted in the One-Stop Career Centers. The Wagner-Peyser

program is monitored regularly along with all other programs operated in the local area. Career Center staff (State and LWDA) work hand-in-hand with all programs offered at CSNF and in conjunction with partners to develop individual employment strategies for job seekers in order to avoid duplication among programs and providers.

More specifically, all job seekers accessing CSNF for services are first considered as WP customers, as CSNF services are for persons seeking employment or training. Once enrolled in WP, the job seeker may access any of the other services offered by CSNF or One-Stop partners housed in the center. Through WP, an initial assessment is provided which gives staff the information it needs to make referrals to other programs and begins building the customer's plan of service during enrollment.

- (8) Coordination of Adult Education and Literacy:** Describe how the LWDB coordinates WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB carries out the review of local applications submitted under Title II WIOA § 108(b)(10), consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA § 232 (20 CFR 679.560(b)(12)).

It is the continuing practice of CSNF to participate in the career pathways consortium made-up of representatives of adult education and literacy services in addition to CTE coordinators in all six counties of the area. Most recently, the local board is coordinating with both Adult Education regions (3 & 4) outlined by DOE to engage in planning and coordinating services for the expanded regions. CSNF anticipates this process will draw more attention to local best practices like we have embarked on with our partners. In addition, the local board has a presence on the School Advisory Committees for all three post-secondary training institutions and provides input for planning of program offerings which often includes discussions of coordinating with Adult Education programs.

The work of the local board with individual Adult Education programs ranges from referring high school dropouts to the programs and providing case management to providing workshops for Adult Education students and hosting on-going programs. Additionally, an Adult Education representative has a seat on the CSNF Board of Directors.

The local board receives copies of all Adult Education grant applications from the six-county service area and reviews them to ensure compliance with this WIOA plan. CSNF wants to ensure Adult Education is offered in every available capacity, with credible and capable administrators and instructors, in safe environments in which adults can learn. This includes those most underrepresented populations in the workforce, including those with disabilities, over 55, and with background concerns. CSNF encourages Spanish-speaking customers to take advantage of English and literacy classes where they may be available.

CSNF values industry training alongside adult education. CSNF will work closely with school districts and technical colleges to develop programs needed by industry so adult education graduates can move quickly into employment or post-secondary programming to supplement previously acquired training.

Currently, Madison County District Schools provide Adult Education at the Comprehensive One-Stop in the evenings. CSNF also is a Pearson-Vue testing location for the GED to provide more access within the rural region to this critical service.

- (9) Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This



description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620

CSNF works through many of its programs and funding streams to address the goal of reducing welfare dependency.

TANF/SNAP. Once a referral is made from DCF, the customer completes WP registration and orientation and intake specific to the TANF and SNAP programs. CSNF quickly engages this population to assign them to activities commensurate with the employment plan developed by the participant in conjunction with staff. When not already obtained, CSNF provides a pathway for these participants to immediately enroll in an Adult Education program. If work experience is limited, then after being afforded training in foundational skills, the participant is referred to a worksite to demonstrate those skills. CSNF refers participants to Vocational Rehabilitation, Blind Services, CSBG, early learning coalitions, and other community agencies if the job seeker is found to need of those services.

CSNF provides workshops and resources to job seekers on job retention and career planning, and also works with job seekers to set short and long term goals, which includes training for in-demand occupations. CSNF has also implemented demonstration of the CLIFF Dashboard with our benefit-dependent populations in order to provide a broader visual representation of their path and planning.

Through TANF, CSNF also serves in-school, at-risk youth to prevent future dependency by building foundational skills and exposing them to career opportunities in targeted-industry sectors. This has been implemented through CSNF's Summer Youth Employment Program (SYEP) which builds year after year, ultimately resulting in bona fide job skills and work experience in addition to soft skills and personal management skills. After enrollment in SYEP, some students are referred to CSNF's WIOA Youth program for any additional assistance they need to overcome barriers related to being a new high school graduate who may still be basic skills deficient or unable to work in a regular capacity.

Wagner-Peyser. In general, CSNF staff counsel job seekers on career development by using labor market and earnings information. CSNF also works with job seekers on retaining employment (e.g., dispute resolution, communication with co-workers). This strategy imparts the importance of working and the value of continued work in lieu of receiving benefits. Additionally, follow-up with participants in all programs is key to reiterating the value of staying on the job and in career development mode.

Youth. CSNF's Foundations programs directly impact welfare dependency by breaking down barriers for young adults, giving them exposure to the world of work, and providing them access to post-secondary education. The Foundations program targets out-of-school youth, with a focus on dropout recovery. When possible, CSNF co-enrolls TANF recipients and older children into Foundations.

WIOA Adult/DW. As CSNF counsels job seekers, staff bring to life career possibilities based on career pathways (e.g., CNA to LPN to RN to BSN). CSNF supports occupations and training programs with proven records of placement and family-sufficient wages to prevent a need for future public assistance. Individuals receiving public assistance are given priority of service in CSNF's Career and Training (WIOA) programs.

## G. PERFORMANCE EFFECTIVENESS

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and CLEO(s) with WIOA section 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))

Recently negotiated Levels of Performance are as follows:

<b>LWDB 06 CareerSource North Florida WIOA Performance Measures</b>	<b>PY2022 Negotiated Performance Levels</b>	<b>PY2023 Negotiated Performance Levels</b>
<b>Adults:</b>		
Employed 2nd Qtr. After Exit	93.1%	93.1%
Employed 4th Qtr. After Exit	88.8%	88.8%
Median Wage 2nd Quarter After Exit	\$8,470	\$8,470
Credential Attainment Rate	88.9%	88.9%
Measurable Skill Gains	81.8%	81.8%
<b>Dislocated Workers:</b>		
Employed 2nd Qtr. After Exit	81.7%	81.7%
Employed 4th Qtr. After Exit	78.8%	78.8%
Median Wage 2nd Quarter After Exit	\$6,834	\$6,834
Credential Attainment Rate	80.1%	80.1%
Measurable Skill Gains	81.0%	81.0%
<b>Youth:</b>		
Employed 2nd Qtr. After Exit	81.2%	81.2%
Employed 4th Qtr. After Exit	76.0%	76.0%
Median Wage 2nd Quarter After Exit	\$3,200	\$3,200
Credential Attainment Rate	52.2%	52.2%
Measurable Skill Gains	73.9%	73.9%
<b>Wagner-Peyser:</b>		
Employed 2nd Qtr. After Exit	65.5%	65.5%
Employed 4th Qtr. After Exit	66.1%	66.1%
Median Wage 2nd Quarter After Exit	\$4,356	\$4,356

**(2) Describe the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board pursuant to section 101(d)(6) of WIOA.**

CSNF whole-heartedly complies with each item stated in Strategic Policy on Board Governance and Leadership adopted 12/2021. Additionally, CSNF undergoes the following practices:

- The Chairman of the Workforce Consortium and the Chairman of the Board of Directors meets (separately) with the Executive Director no less than monthly. These conversations are invaluable to accountability and effectiveness of the Operations of CSNF.
- The Board agenda includes more conversation on program performance and improvements, as well as outreach efforts to declining or underserved populations to supplement the labor market and services.
- Staff and Board members alike are trained on performance of each program. Both groups provide input into service improvements and suggest strategies for long-term effectiveness while also innovating.
- Staff and Board members annually review the Code of Ethics, Sunshine laws, and other accountability documents to ensure compliance and ethical standards are met.
- The Board annually reviews the performance of the Executive Director to ensure high expectations are being met and the current year's goals are in progress.

**(3) Describe how the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.**

The One-Stop Operator provides survey results quarterly which are provided to the Board of Directors. Feedback may also be provided via a webform which is accessible by the Leadership Team and taken under consideration. Additionally, prior to procedural change, staff are required to engage with end-users to determine efficiency, design, and interfaces (in-person, technological, etc.). Staff feedback of their own experience and the experience of others they have interacted with is considered. Because of CSNF's small size, it is able to adapt and integrate new models of services.