

# CareerSource North Florida



## Workforce Innovation and Opportunity Act Local and Regional Workforce Plan

### 2 Year Modification Plan

January 1, 2025 – December 31, 2028

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## INTRODUCTION

These instructions provide direction for local and regional workforce development plans (plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\) and Chapter 445.003, Florida Statutes](#). 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. If the local workforce development area (local area) is part of a planning region, the LWDB will submit its regional plan as part of the local plan and will not submit a separate regional plan. The local and regional plan provides the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA, pursuant to 20 Code of Federal Regulations (CFR) 679.500 and 20 CFR 679.540.

Additionally, local and regional 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 local and regional plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local and regional plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local and regional plans. Chief local elected officials, LWDB members, core program partners, combined planning 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 and combined 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's WIOA combined plan and [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 (state board) 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, and the following combined state plan partner programs (per WIOA § 103(a)(1) and (2)):

- **Temporary Assistance for Needy Families (TANF)** authorized under 42 United States Code (U.S.C.) § 601 et seq. (Florida Department of Children and Families (DCF)).
- Employment and training programs in the **Supplemental Nutrition Assistance Program (SNAP)** authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. § 2015(d)(4)). (DCF).
- **Work programs authorized under Section 6(o) of the Food and Nutrition Act of 2008** (7 U.S.C. § 2015(o)). (Florida Department of Commerce (FloridaCommerce) and DCF).
- **Trade Adjustment Assistance for Workers** program authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. § 2271 et seq.). (FloridaCommerce).
- **Jobs for Veterans State Grants (JVSG)** program authorized under 38 U.S.C. § 4100 et. seq. (FloridaCommerce).
- **Unemployment Insurance (UI)** programs, known as Reemployment Assistance in Florida, (UI Federal-State programs administered under state unemployment compensation laws in accordance with applicable federal law). (FloridaCommerce).
- **Senior Community Service Employment Program (SCSEP)** authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. § 3056 et seq.) and updated by the OAA Reauthorization Act of 2016, Pub. L. No. 114-144. (Florida Department of Elder Affairs).
- **Employment and training activities carried out under the Community Services Block Grant (CSBG)** Act (42 U.S.C. § 9901 et seq.). (FloridaCommerce).

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, SNAP and 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 SelectFlorida in relation to:
  - Job training;
  - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes (F.S).
  - 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. Achieve 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 simplified access to quality customer service.

## KEY DATES

Florida Combined Plan Public Comment.....	February-March 2024
Florida Combined Plan Reviewed by Federal Agencies.....	April-June 2024
Local Plan Guidelines Issued .....	April 29, 2024
Final Revisions and Approval of Florida Combined Plan.....	July-August 2024
Regional and Local Plans Due .....	October 2, 2024
Regional and Local Plans Approved by State Board .....	December 2024
Regional and Local Plans Effective .....	January 1, 2025

## PUBLIC COMMENT PROCESS

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

- (1) Make copies of the proposed plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1) and 20 CFR 679.550(b)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA §108(d)(2) and 20 CFR 679.550(b)(2)).
- (3) Provide no more than a 30-day period for public comment on the plan(s) before its submission to FloridaCommerce, beginning on the date on which the proposed plan is made available (WIOA §108(d)(2) and 20 CFR 679.550(b)(1)).
- (4) Submit any public comments that express disagreement with the plan to FloridaCommerce. WIOA §108(d)(3) and 20 CFR 679.550(b)(1).

## PLAN SUBMISSION

### ONLINE FORM

Each LWDB must submit its local plan in coordination with the regional plan, as appropriate, required attachments and contact information for primary and secondary points of contact for each plan submitted via the state's established method for WIOA plan submissions. **Hard copies of plans or attachments are not required. All local and regional plans must be submitted no later than 5:00 p.m. (EDT) on Wednesday, October 2, 2024.**

**Please carefully review these instructions prior to submitting plans.**

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

- **The LWDB members and chief local elected official(s) reviewed the plan.**
- **The LWDB chair and the chief local elected official signed the appropriate documents. For regional planning purposes, the chief local elected officials of all units of local government that make up the planning region must sign the regional plan to demonstrate that the request specific to the regional planning area is the consensus of all the units of local government involved.**
- The name of the LWDBs are on the plan cover page.
- The plan submitted date as well as primary and secondary points of contact are 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.
- The plan and all attachments are submitted in a searchable PDF format.<sup>2</sup>
- The plan is posted online for public comment and submitted in a format compliant with Section 508 of the Rehabilitation Act (29 U.S.C, Section 794) and is accessible to people with disabilities.<sup>3</sup>
- Responses to all questions are informative and concise. Questions should not be altered or rephrased and the numbering should follow the plan instructions format.
- 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 and regional plan:**

- A. Executed interlocal agreement** that defines how parties carry out roles and responsibilities of the chief local elected officials (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 LWDB.**
- C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official(s).**
- D. Current by-laws** established by the chief local elected official(s) to address criteria

contained in 20 CFR 679.310(g) and [Administrative Policy 110 –Local Workforce Development Area and Board Governance](#).

- 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.
  
- F. Organizational chart** that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:
  - (a) Regional Security Officer.
  - (b) Chief Ethics Officer.
  - (c) Custodian for purchased property and equipment.
  - (d) Personnel Liaison.
  - (e) Public Records Coordinator.
  - (f) Equal Opportunity Officer.
  - (g) Person who promotes opportunities for persons with disabilities.
  
- G. 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.
  
- H. Executed Memoranda of Understanding** for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).
  
- I. Executed Infrastructure Funding Agreement** with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).
  
- J. 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.
  
- K. 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.** The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

- L. Planning Region Agreements** between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.

## PLAN APPROVAL

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

FloridaCommerce will recommend complete and fully compliant local and regional plans to the state board for approval.

Where deficiencies exist or clarity is required, FloridaCommerce will notify 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 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 plan does not align with the state's WIOA combined plan, strategies and operations approved by the state board, core and combined state plan partners- including alignment of specific programs, additional goals described in Section II of the state's WIOA combined plan, state strategic and administrative policies, and negotiated performance indicators that support the state plan and workforce investment system in accordance with WIOA section 102(b)(1)(E), 20 CFR 676.105, and [Chapter 445.003, F.S.](#)

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

Any questions regarding the submission, review and/or approval of plans should be submitted to FloridaCommerce at: [WIOA-LocalPlans@commerce.fl.gov](mailto:WIOA-LocalPlans@commerce.fl.gov).

## ORGANIZATIONAL STRUCTURE

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

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

(a) Identify and list 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>
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	Maurice Perkins	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	Vice Chair	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. Additionally, the CLEO's held a Consortium meeting to approve the plan. In this meeting, the Executive Director highlighted changes from the previous version.

(c) If the chief local elected official is a consortium, identify the members of the consortium and which member(s) has authority to sign on behalf of the consortium.

Commissioner Ronnie Moore, as Chair, may sign on behalf of the Consortium. The Vice Chair, Jim Moody, may also sign in the absence of Chair.

### (2) Local Workforce Development Board

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

<u>Business</u>	<u>Name</u>	<u>Title</u>	<u>Term</u>	<u>Industry/Areas of Representation</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Duke Energy	Danny Collins	Chair	2025-2026	Utilities	425 East High Street, Monticello, FL 32344	(850) 544-1997	<a href="mailto:daniel.collins@duke-energy.com">daniel.collins@duke-energy.com</a>

Madison County Development Council	Doug Brown	Chair	2024 - 2026	Business Representative (appointed by business org)	2552 E. US Hwy 90, Madison, FL 32340	850-673-7219	<a href="mailto:dbrown@makeitmadisonfl.com">dbrown@makeitmadisonfl.com</a>
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(b) If applicable, identify the vice-chairperson of the LWDB by name, title, term of appointment 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>Term</u>	<u>Industry/Areas of Representation</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Nutrien	DeAnn Cruz	Vice-Chair	2023 - 2026	Manufacturing/Minig	13054 167 <sup>th</sup> Rd, Live Oak, FL 32060	(386) 397-8564	Deann.cruz@nutrien.com

(c) LWDB member roster which includes name, title, term of appointment mailing address, phone number and email address. Identify the business that the board member represents.

<u>Business</u>	<u>Name</u>	<u>Title</u>	<u>Term</u>	<u>Industry/Areas of Representation</u>	<u>Address</u>	<u>Phone</u>	<u>Email</u>
Duke Energy	Danny Collins	Chair	2024 - 2026	Utilities	425 East High Street, Monticello, FL 32344	(850) 544-1997	<a href="mailto:daniel.collins@duke-energy.com">daniel.collins@duke-energy.com</a>
Madison County Community Bank	Chris Day		2023 - 2025	Banking	PO Box 834, Madison, FL 32341	(850) 973-2400	<a href="mailto:ChrisDay@mccbflorida.com">ChrisDay@mccbflorida.com</a>
Madison County Community Bank	David Driggers		2025-2027	Banking	184 Huter Ridge Road, Monticello, FL 32344	850-973-2400	<a href="mailto:ddriggers@mccbflorida.com">ddriggers@mccbflorida.com</a>
Big Bend SHRM/TCD A Select Medical	Tracy Givens		2024 - 2026	Healthcare	341 SE Bunker St, Madison, FL 32340	(402) 917-2928	<a href="mailto:givenstracy@gmail.com">givenstracy@gmail.com</a>
Nammo	Elizabeth Eastman	Treasurer	2024 - 2026	Manufacturing	10625 Puckett Road - Perry, FL 32348	850-690-0241	<a href="mailto:elizabeth.eastman@nammo.us">elizabeth.eastman@nammo.us</a>

Nutrien	DeAnn Cruz	Vice Chair	2023 - 2027	Mining, Manufacturing	13054 167th Rd, Live Oak, FL 32060	(386) 397-8564	<a href="mailto:deann.cruz@nutrien.com">deann.cruz@nutrien.com</a>
Circle of Life Assisted Living	Michelle Norris		2024 - 2026	Healthcare	201 Ranchera Street Live Oak, FL 32064	386-209-1440	<a href="mailto:ed.risingoaksalf@gmail.com">ed.risingoaksalf@gmail.com</a>

Lippert (Curt Group)	Mac McMullen		2024 - 2026	Apprenticeship, Manufacturing	606 Industrial Dr, Perry, FL 32348	(850) 584-3448	<a href="mailto:mac.mcmullen@curtgroup.com">mac.mcmullen@curtgroup.com</a>
Lafayette County School District	Paula Ginn		2025-2027	Education and Training Provider	363 NE Crawford Street Mayo Florida	850-464-1024	<a href="mailto:p.ginn@lcsbmail.net">p.ginn@lcsbmail.net</a>
Lafayette County School District	Becky Sharpe		2025-2027	Workforce Labor Organization in Local Area			<a href="mailto:b.sharpe@lcsbmail.net">b.sharpe@lcsbmail.net</a>

SREC	Matt Pearson	Treasurer	2023 - 2025	Private, Not for Profit	Po Box 70, Live Oak, FL 32064	(386) 208-5769	<a href="mailto:mattp@suwanneeec.net">mattp@suwanneeec.net</a>
SREC	Patricia Garcia		2025-2027	Economic and Community Development	Live Oak, Florida 32060	386-362-4115	<a href="mailto:tgarcia@suwanneeec.net">tgarcia@suwanneeec.net</a>
Walt's Live Oak Ford	Bryan Blair		2024 - 2026	Retail, Automotive	1109 Ohio Avenue North, Live Oak, FL 32060	(615) 587-0320	<a href="mailto:bryan.blair@waltsautogroup.com">bryan.blair@waltsautogroup.com</a>
USW	Ronnie Moore		2024 - 2026	Labor Organization	6513 Nw Lovett Rd, Greenville, FL 32331	(850) 464-1605	<a href="mailto:district3@madisonfl.com">district3@madisonfl.com</a>
Madison County Development Council	Doug Brown	Chair	2024 - 2026	Business Representative (appointed by business org)	2552 E. US Hwy 90, Madison, FL 32340	850-673-7219	<a href="mailto:dbrown@makeitmadisonfl.com">dbrown@makeitmadisonfl.com</a>

North Florida College	David Dunkle	EC at large		Higher Education	6065 Puckett Road, Perry, FL 32348	(850) 973-9440	<a href="mailto:dunkled@nfc.edu">dunkled@nfc.edu</a>
Big Bend Technical College	Jodi Tillman			Adult Education	1320 Vista Rd, Monticello, FL 32344	(386) 314-1728	<a href="mailto:jodi.tillman@taylor.k12.fl.us">jodi.tillman@taylor.k12.fl.us</a>
Vocational Rehabilitation	Bonnie Burgess			Florida Department of Education	Po Box 111, Alachua, FL 32616	(386) 362-5463	<a href="mailto:bonnnurg@gmail.com">bonnnurg@gmail.com</a>
Taylor County Development Authority/The Forestry Company	Michele Curtis			Government Economic Development	103 E. Ellis St., Perry, FL 32347	850-838-6827	<a href="mailto:mrc1218@hotmail.com">mrc1218@hotmail.com</a>
Florida Commerce	TBA (vacant)						

**(d)** Describe how the LWDB members, including those described in Public Law 113-128 § 107(b)(2), were involved in the development, review, and approval of the local plan.

All Board members were sent the link for plan review. Additionally, the members held a meeting to approve the plan. In this meeting, the Executive Director highlighted changes from the previous version. (See Attachment E)

**(e)** Describe how the LWDB convened or obtained input from local workforce development system stakeholders including LWDB committee members, combined state plan partners,

education, industry and representatives of disability populations and those with barriers to employment to assist in the development of the local plan.

Stakeholder, partners, and committee members were sent the link for plan review to be shared with their agencies. Staff met with partners one-on-one in many cases to address questions and collaborate on future plans. (See Attachment K)

**(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)(1)(iii); 20 CFR 679.420 and 20 CFR 560(6)(14)

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).

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#### (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. Include the effective date and end date of the current agreement in place between the LWDB and the one-stop operator. (20 CFR 678.605)

Educational Management and Services, July 1, 2021 – June 30, 2025

Southern Indiana Works July 1, 2025 – June 30, 2027

- (b) Describe the steps taken to ensure a competitive process for selection of the one-stop operator(s) (WIOA §121(d)(2)(A) and 20 CFR 678.605).

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 CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and provide the approved duration. ([Administrative Policy 093 – One-Stop Operator Procurement](#)).

NA

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator. (20 CFR 678.620)

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 Americans 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<sup>4</sup>, affiliate site or specialized center, as described in [Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

See below.

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday. ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

See below.

- (g) For each access point, identify how the 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). ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

See below.

<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
<del>3233 S. Byron Butler Pkwy Perry, FL 32348 (Rapid Response Center) 105 W. Main Street Perry, Florida 32347</del>		X			<del>9a-4p-8:30am – 5:00pm (M-Th)</del> Closed 12:30p-1p (lunch) 8a-12p (F)	<del>physical co-location, electronic methods, and/or referrals</del>
<del>3233 S. Byron Butler Pkwy Perry, FL 32348 (inside Big Bend Technical College)</del>				X	<del>9a-4p (Tues-W)</del> Closed 12:30p-1p (lunch)	<del>electronic methods, and/or referrals</del>
325 NW Turner Dr. Building 13 Madison, FL 32340 – by Appointment Only				X	10a-1p (Thurs)	electronic methods, and/or referrals
1153 N. US Hwy 41 Jasper, FL 32052			X		9a-4p (Tues) Closed 12:30p-1p (lunch)	electronic methods, and/or referrals
114 NW Community Circle Mayo, FL 32066			X		9a-4p (Thurs) Closed 12:30p-1p (lunch)	physical co-location, electronic methods, and/or referrals
1476 SW Main St Greenville, FL 32331 – by Appointment Only				X	9a-4p (Wed) Closed 12:30p-1p (lunch)	electronic methods, and/or referrals

415 Pinewood Dr SW Live Oak, FL 32064 1740 Ohio Ave South Live Oak, Florida 32064				X	10a-1p (Wed)	electronic methods, and/or referrals
1322 Plum St Jennings, FL 32096 – by Appointment Only				X	1p-4p (1 <sup>st</sup> Thurs of every month)	electronic methods, and/or referrals
16403 Jewett St White Springs, FL 32096 – by Appointment Only				X	1p-4p (2 <sup>nd</sup> Thurs of every month)	electronic methods, and/or referrals
10655 Dowling Park Dr Dowling Park, FL 32064 – by Appointment Only				X	10a-1p (3 <sup>rd</sup> Thurs of every month)	electronic methods, and/or referrals
703 Suwannee Ave NW Branford, FL 32008 – by Appointment Only				X	1p-4p (4 <sup>th</sup> Thurs every month)	electronic methods, and/or referrals
Steinhatchee Community Center, Steinhatchee, FL 32059 – by Appointment Only				X	10a-3p(1 <sup>st</sup> and 3 <sup>rd</sup> Monday of the Month)	Physical co-location

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

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 FloridaCommerce monitoring report and One-Stop Operator review.

- (i) Describe any additional criteria (or higher levels of service coordination than required in [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. ([Administrative Policy 083-Direct Provider of Workforce Services](#))

North Florida Workforce Development Board, Inc., dba CareerSource North Florida

- (b) Provide the effective date and end date that workforce services will be provided, as defined in the current executed agreement between the LWDB and the provider of workforce services.

NA

- (c) Identify and describe which career services are provided by the selected one-stop operator, if any.

NA

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

CSNF staff, in conjunction with FloridaCommerce staff, provides labor exchange services. Additionally, CSNF staff provide case management/career counseling services for WIOA, TANF, SNAP, RESEA, and other funded programs.

- (e) If the LWDB serves as the 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 7, 2023 (07/01/2023 – 6/30/2026)

## (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 ([Administrative Policy 120 Youth Service Provider Selection](#)).

North Florida Workforce Development Board, Inc., dba CareerSource North Florida

- (b) Provide the effective date and end date that youth services will be provided, as defined in the current executed agreement between the LWDB and the provider of youth services.

NA

- (c) 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.

NA

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the youth service provider.

NA

- (e) Describe any additional criteria<sup>5</sup> the LWDB has established to ensure providers are best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

NA

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

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 five 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/ISS. 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 SBCA 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.

**(7) Career Center Staff**

- (a) List the position title and number of positions that are considered as local county or municipality employees.

NA

**ANALYSIS OF NEED AND AVAILABLE RESOURCES**

The local 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 slightly since the last WIOA plan was issued in 2024; but, it is expected to expand through 2031 by approximately 0.8% annually.

At the 2-digit NAICS level (manufacturing codes were segmented), those industries with

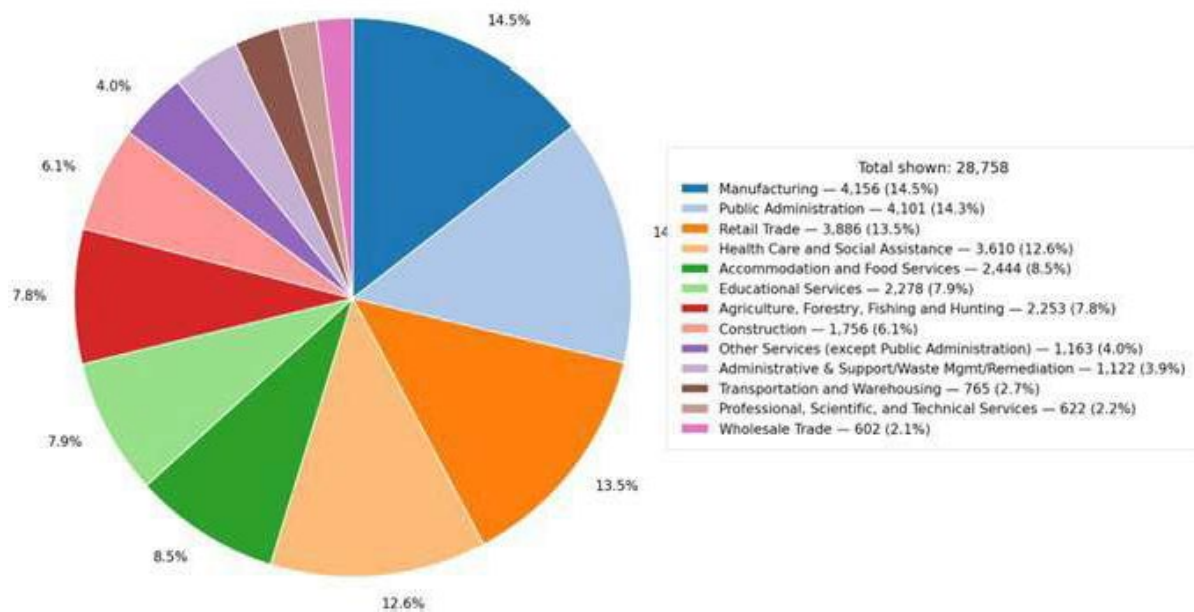
employment over 500 in 2026 are as follows:

<b>Region 6 Jobs By Industry in Region 6, 2025Q4<sup>1</sup></b>		
<b>NAICS</b>	<b>Industry</b>	<b>Empl</b>
31	Manufacturing	4,156
92	Public Administration	4,101
44	Retail Trade	3,886
62	Health Care and Social Assistance	3,610
72	Accommodation and Food Services	2,444
61	Educational Services	2,278
11	Agriculture, Forestry, Fishing and Hunting	2,253
23	Construction	1,756
81	Other Services (except Public Administration)	1,163
	Administrative and Support and Waste Management and Remediation Services	1,122
56		
48	Transportation and Warehousing	765
54	Professional, Scientific, and Technical Services	622
42	Wholesale Trade	602
15926	Region 6 Jobs By Industry	28,757
	Total - All Industries	30,336

There has been some industry realignment based on Q4 2025 data with Manufacturing repositioning from the second largest industry to the largest industry in Region 6.

Region 6 Jobs By Industry in Region 6, 2025Q4 <sup>1</sup>			
NAICS	Industry	Current	
		Empl	Av Wages
31	Manufacturing	4,156	\$66,258
92	Public Administration	4,101	\$54,852
44	Retail Trade	3,886	\$36,789
62	Health Care and Social Assistance	3,610	\$41,476
72	Accommodation and Food Services	2,444	\$24,835
61	Educational Services	2,278	\$45,865
11	Agriculture, Forestry, Fishing and Hunting	2,253	\$55,568
23	Construction	1,756	\$57,580
81	Other Services (except Public Administration)	1,163	\$31,591
56	Administrative and Support and Waste Management and Remediation Services	1,122	\$39,089
48	Transportation and Warehousing	765	\$59,459
54	Professional, Scientific, and Technical Services	622	\$51,945
42	Wholesale Trade	602	\$61,892
15926	Region 6 Jobs By Industry	28,757	\$47,992
	Total - All Industries	30,336	\$48,231

Region 6 Jobs by Industry (Selected Industries)



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 entry wage, however that is not the case in every situation.

Region 6 Jobs By Occupation in Region 6, 2025Q4 <sup>1</sup>			
SOC	Occupation	Current	
		Empl	Mean Ann Wages
43-0000	Office and Administrative Support	2,888	\$48,200
41-0000	Sales and Related	2,801	\$45,500
11-0000	Management	2,753	\$106,100
35-0000	Food Preparation and Serving Related	2,417	\$36,800
53-0000	Transportation and Material Moving	2,349	\$44,700
51-0000	Production	2,288	\$46,800
33-0000	Protective Service	1,879	\$54,400
25-0000	Educational Instruction and Library	1,753	\$55,600
47-0000	Construction and Extraction	1,365	\$56,300
49-0000	Installation, Maintenance, and Repair	1,360	\$60,200
13-0000	Business and Financial Operations	1,269	\$78,200
31-0000	Healthcare Support	1,250	\$38,900
37-0000	Building and Grounds Cleaning and Maintenance	1,164	\$39,400
29-0000	Healthcare Practitioners and Technical	1,150	\$88,600
45-0000	Farming, Fishing, and Forestry	843	\$44,800
39-0000	Personal Care and Service	741	\$38,800
21-0000	Community and Social Service	735	\$54,800
	Total All Occupations	30,336	\$57,200

Based on Q4 2025 data from JobsEQ, the largest major occupation group (2 digit) in Region 6 is Office and Administrative Support Occupations, employing 2,888 workers. The next-largest occupation groups in the region are Sales and Related Occupations (2,801 workers) and Management Occupations (2,753). 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 = 4.89), Protective Service Occupations (2.81), and Production Occupations (1.42).

Occupation groups in Region 6 with the highest average wages per worker are Management Occupations (\$106,100), Legal Occupations (\$104,400), and Computer and Mathematical Occupations (\$98,400). The unemployment rate in the region varied among the major groups from 1.4% among Legal Occupations to 8.3% among Farming, Fishing, and Forestry Occupations.

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Region 6, 2025Q4 <sup>1</sup>						
SOC	Occupation	Empl	Mean Ann Wages <sup>2</sup>	Current		Unempl Rate
				LQ	Unempl	
43-0000	Office and Administrative Support	2,888	\$48,200	0.84	164	4.4%
41-0000	Sales and Related	2,801	\$45,500	1.07	259	7.1%
11-0000	Management	2,753	\$106,100	1.16	53	1.9%
35-0000	Food Preparation and Serving Related	2,417	\$36,800	0.97	303	7.9%
53-0000	Transportation and Material Moving	2,349	\$44,700	0.91	298	7.5%
51-0000	Production	2,288	\$46,800	1.42	177	6.1%
33-0000	Protective Service	1,879	\$54,400	2.81	51	2.6%
25-0000	Educational Instruction and Library	1,753	\$55,600	1.06	57	3.2%
47-0000	Construction and Extraction	1,365	\$56,300	0.99	162	6.7%
49-0000	Installation, Maintenance, and Repair	1,360	\$60,200	1.17	80	4.0%
13-0000	Business and Financial Operations	1,269	\$78,200	0.64	43	3.5%
31-0000	Healthcare Support	1,250	\$38,900	0.84	83	4.9%
37-0000	Building and Grounds Cleaning and Maintenance	1,164	\$39,400	1.17	112	6.0%
29-0000	Healthcare Practitioners and Technical	1,150	\$88,600	0.63	27	1.9%
45-0000	Farming, Fishing, and Forestry	843	\$44,800	4.89	88	8.3%
39-0000	Personal Care and Service	741	\$38,800	0.94	56	6.4%
21-0000	Community and Social Service	735	\$54,800	1.27	21	3.2%

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); the exceptions being Management, Business and Financial Operations, and Healthcare Practitioners and Technical.

Region 6 Jobs By Occupation in Region 6, 2025Q4 <sup>1</sup>			
SOC	Occupation	Current	
		Empl	Mean Ann Wages
11-0000	Management	2,753	\$106,100
13-0000	Business and Financial Operations	1,269	\$78,200
29-0000	Healthcare Practitioners and Technical	1,150	\$88,600

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Emerging Industries

Seventeen of the Top 20 Industries Gaining the Most New Jobs are also on the Top 20 list of Fastest Growing Industries. Wood Product Manufacturing and Local Government have fallen off both lists in North Florida, however both are part of the fabric of the region. Additionally, Wood Product Manufacturing is still a targeted sector for our economic development partners.

<b>Industries Gaining the Most Jobs - Region 6, 2025Q4<sup>1</sup></b>					
		<b>2025</b>	<b>2023-2024</b>	<b>2031</b>	
<b>NAICS</b>	<b>Industry</b>	<b>Empl</b>	<b>Empl Change</b>	<b>Empl Growth</b>	<b>Ann % Growth</b>
31	Manufacturing	4,156	3,858	4,326	0.80%
92	Public Administration	4,101	4,365	4,247	0.70%
62	Health Care and Social Assistance	3,610	3,714	3,817	1.10%
72	Accommodation and Food Services	2,444	34	111	0.90%
61	Educational Services	2,278	2,190	2,337	0.50%
11	Agriculture, Forestry, Fishing and Hunting	2,253	2,123	2,309	0.50%
23	Construction	1,756	1,625	1,854	1.10%
81	Other Services (except Public Administration)	1,163	1,147	1,210	0.80%
56	Administrative and Support and Waste Management and Remediation Services	1,122	773	1,173	0.90%
48	Transportation and Warehousing	765	705	797	0.80%
54	Professional, Scientific, and Technical Services	622	634	658	1.10%
52	Finance and Insurance	506	525	527	0.80%

71	Arts, Entertainment, and Recreation	345	292	368	1.30%
22	Utilities	255	269	257	0.10%
53	Real Estate and Rental and Leasing	186	148	194	0.80%
51	Information	151	156	152	0.20%
55	Management of Companies and Enterprises	89	91	95	1.20%
	<b>Total - All Industries</b>	<b>30,336</b>	<b>-873</b>	<b>1,176</b>	<b>0.80%</b>

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Over the next 5 years, employment in Region 6 is projected to expand by 1,176 jobs. The fastest growing industry in the region is expected to be Arts, Entertainment, and Recreation with a 1.3% year-over-year rate of growth. The strongest forecast by number of jobs is expected for Healthcare and Social Assistance (+207 jobs); Manufacturing (+170 jobs); and Public Administration (+146 jobs) with Arts.

**Fastest Growing Industries - Region 6, 2025Q4<sup>1</sup>**

NAICS	Industry	Current			2-Year History		Total Demand	Exits	5-Year Forecast		
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %			Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	3,610	\$41,476	0.77	104	1.5%	2,037	914	916	207	1.1%
23	Construction	1,756	\$57,580	0.96	-131	-3.5%	839	298	443	98	1.1%
54	Professional, Scientific, and Technical Services	622	\$51,945	0.28	12	1.0%	287	101	150	36	1.1%
42	Wholesale Trade	602	\$61,892	0.54	12	1.0%	330	123	177	30	1.0%
71	Arts, Entertainment, and Recreation	345	\$26,226	0.53	-53	-6.9%	278	108	146	23	1.3%
55	Management of Companies and Enterprises	89	\$99,929	0.19	2	0.9%	43	15	22	6	1.2%
21	Mining, Quarrying, and Oil and Gas Extraction	40	\$53,967	0.37	-25	-21.8%	21	7	11	3	1.2%
<b>Total - All Industries</b>		<b>30,336</b>	<b>\$48,231</b>	<b>1.00</b>	<b>-873</b>	<b>-1.4%</b>	<b>17,660</b>	<b>7,340</b>	<b>9,143</b>	<b>1,176</b>	<b>0.8%</b>

Source: JobsEQ Data as of 2025Q4.

### Emerging Occupations

Only various versions of the Management occupation, on the Occupations Gaining the Most New Jobs in Region 6, are also on the Top 10 Fastest-Growing Occupations List provided by FloridaCommerce Bureau of Workforce Statistics. This projects a continued trend of needed diversification of labor and skills in the workplace.

According to JobsEQ 2025 Q4 data, the fastest growing occupation for Region 6 is Healthcare Support Occupations with at +1.4% year-over-year growth rate. Additionally, the occupations gaining the greatest number of jobs over the same period are expected to be Transportation and Material Moving Occupations (+133 jobs) and Management Occupations (+123 jobs).

**Occupations Gaining the Most New Jobs - Region 6, 2025Q4<sup>1</sup>**

SOC	Occupation	2025	Growth	2031	Ann % Growth
11-0000	Management	2,753	123	2876	0.9%
35-0000	Food Preparation and Serving Related	2,417	106	2523	0.9%
53-0000	Transportation and Material Moving	2,349	133	2482	1.1%
47-0000	Construction and Extraction	1,365	77	1442	1.1%
49-0000	Installation, Maintenance, and Repair	1,360	74	1434	1.1%
13-0000	Business and Financial Operations	1,269	69	1338	1.1%
31-0000	Healthcare Support	1,250	90	1340	1.4%
29-0000	Healthcare Practitioners and Technical	1,150	60	1210	1.0%
39-0000	Personal Care and Service	741	35	776	0.9%
21-0000	Community and Social Service	735	45	780	1.2%
15-0000	Computer and Mathematical	339	16	355	0.9%

**(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):

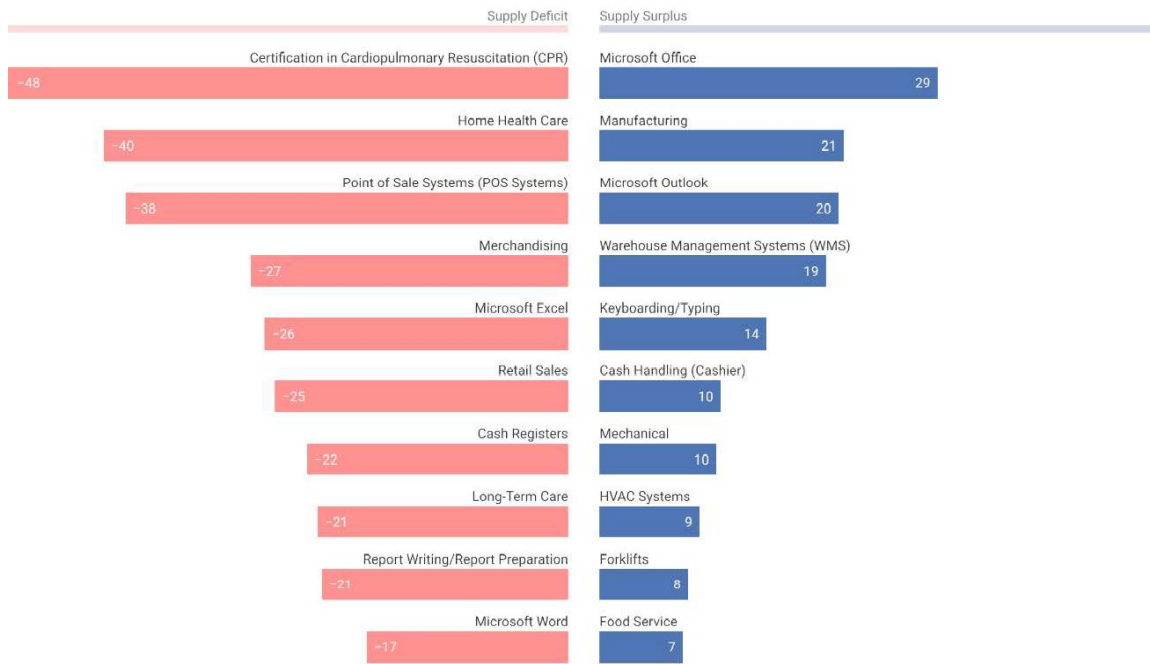
**Foundational Skills**—Employers across all industries are in a state of panic regarding the lack of basic employability skills. On day one, new hires should be tooled with the fundamental skills of employment: getting along with co-workers, communication, customer service, work ethic, and initiative. 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 and 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, Region 6



Source: JobsEQ®  
Data as of 202504; openings and candidate sample compiled in March 2025

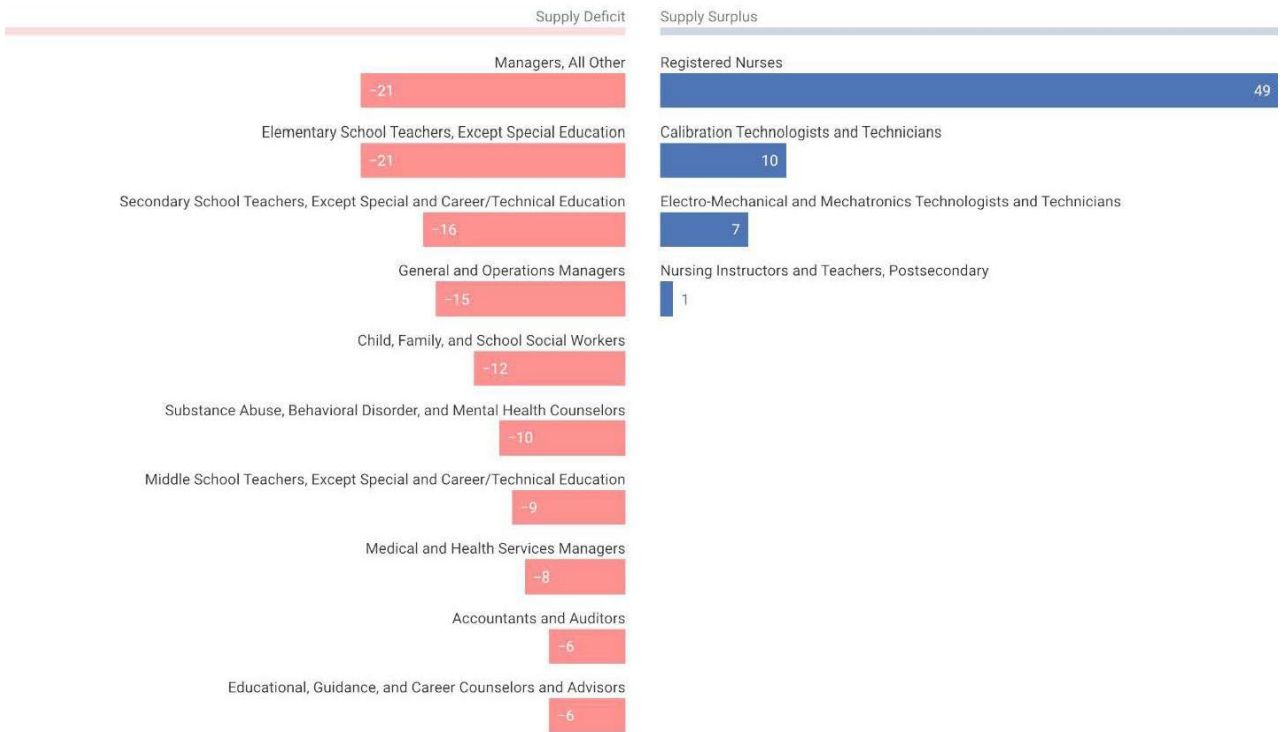
- (2) An analysis of the knowledge and skills, including credentials and licenses, needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

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 4 years, due to the tight supply in the labor market; although during recent months CSNF has seen evidence of some re-engagement of supply. CSNF is continues to monitor this trend.

Award gaps in the area are seen below:

**Award Gaps**  
**Region 6, Two-Year Degree or Higher Only**



Source: JobsEQ®  
 Data as of 2025Q4

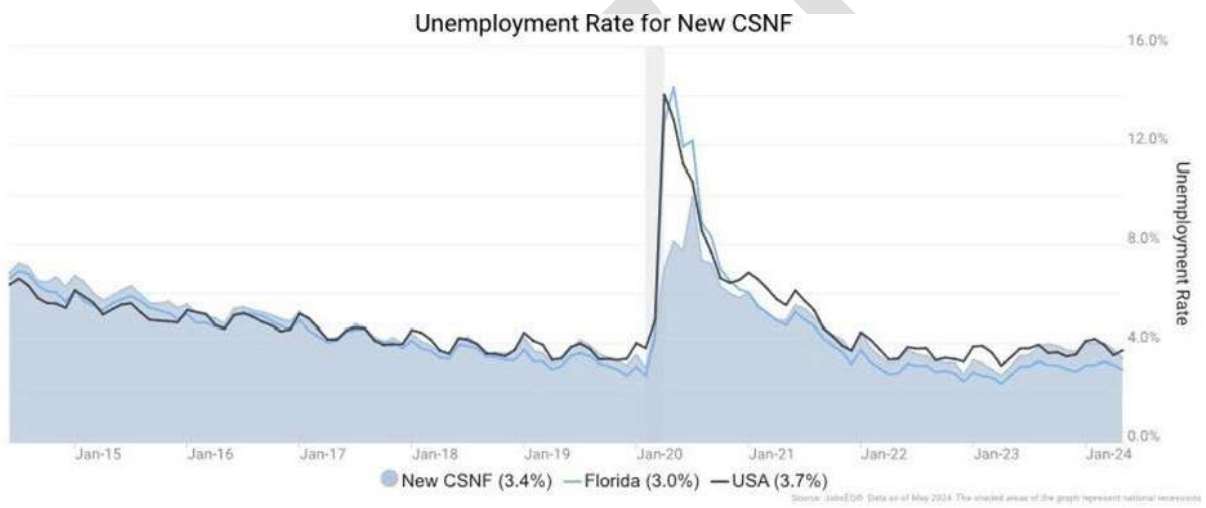
**(3) An analysis of the workforce in the regional area, including current labor force employment and unemployment data, information on labor market trends, the educational and skill levels of the workforce, including individuals with barriers to employment and current skill gaps (WIOA § 108(b)(1)(C) 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 (2025 Q4) unemployment rate for the Region 6 is 6.6%, which is an increase from the year ago rate of 1.7%. This is in the aftermath of a Category 4 hurricane (Idalia) and a significant mass layoff at a cellulose mill which effected the entire region’s timber-based industry. The region’s 2025 Q4 unemployment rate was 1.8 percentage point above the state rate of 4.8 percent. The labor force was 40,152, down 1,754 since the 2023 data was gathered for the 2024 WIOA Plan. Region 6’s 2025 Q4’s rate is higher than the national rate (4.7%).

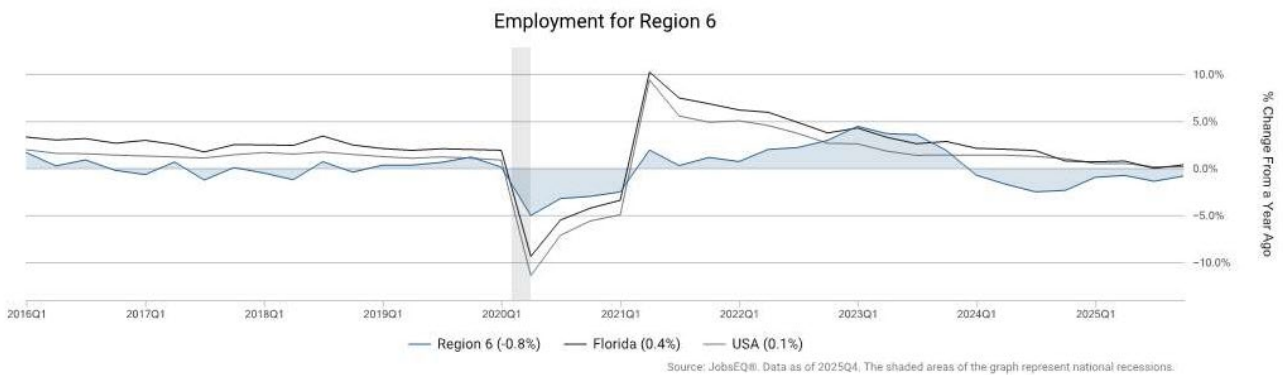
Unemployment Rates (not seasonally adjusted)	Mar-26	Feb-26	Mar-25
CareerSource North Florida	6.0%	6.6%	4.6%
Hamilton County	6.7%	7.1%	5.4%
Lafayette County	6.0%	6.5%	4.5%
Madison County	5.4%	6.0%	4.0%
Suwannee County	5.4%	5.9%	4.2%
Taylor County	8.4%	9.2%	6.3%
Florida	4.4%	4.8%	3.5%
United States	4.3%	4.7%	4.2%

Source: [Monthly Data Releases - FloridaJobs.org](https://www.floridajobs.org) (May 1, 2026)



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through May 2024.

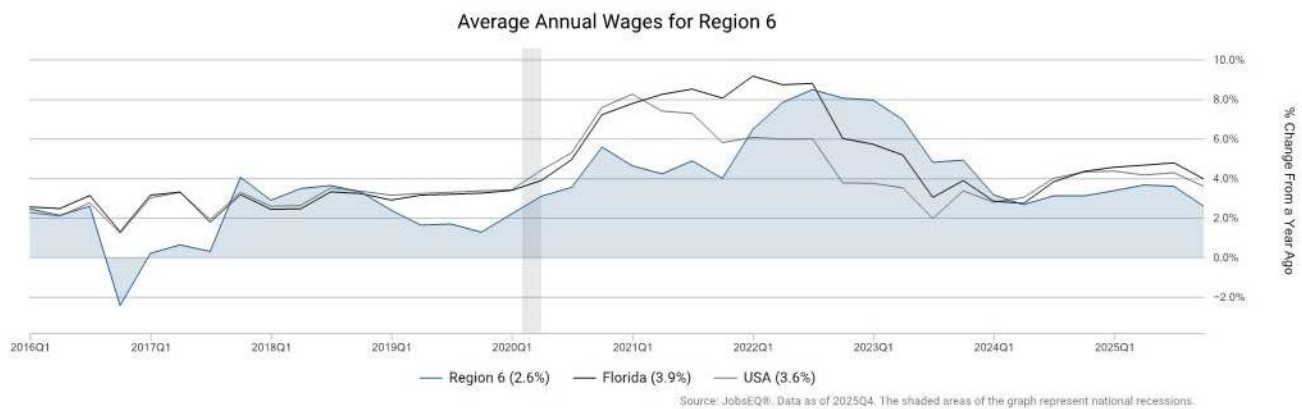
- Employment in the local area for 2025 Q4 was 30,336 (based on a four-quarter moving average), declining -0.8% in the region over the last year. Per the JobsEQ data series, Region 6 has a slower growth than the state (0.4%) or nation (0.1%).



Employment by Industry Covered by Unemployment Compensation (not seasonally adjusted)	CareerSource North Florida Region				Florida			
	Sep-25	Sep-24	change	percent change	Sep-25	Sep-24	change	percent change
Total Employment	26,560	27,046	-486	-1.8%	9,833,037	9,835,477	-2,440	-0.02%
Natural Resources and Mining	1,310	1,308	2	0.1%	58,851	61,191	-2,340	-3.8%
Construction	1,324	1,344	-20	-1.5%	653,194	652,702	492	0.1%
Manufacturing	4,025	3,946	79	2.0%	423,987	427,544	-3,557	-0.8%
Trade, Transportation and Utilities	4,818	5,034	-216	-4.3%	1,957,691	1,964,884	-7,193	-0.4%
Wholesale Trade	564	586	-22	-3.8%	394,935	395,627	-692	-0.2%
Retail Trade	3,617	3,791	-174	-4.6%	1,132,863	1,143,089	-10,226	-0.9%
Transportation, Warehousing, and Utilities	637	657	-20	-3.0%	429,893	426,168	3,725	0.9%
Information	145	137	8	5.9%	150,034	155,908	-5,874	-3.8%
Financial Activities	585	567	18	3.2%	678,179	677,031	1,148	0.2%
Professional and Business Services	1,173	1,360	-187	-13.8%	1,605,532	1,617,083	-11,551	-0.7%
Education and Health Services	3,383	3,331	52	1.6%	1,580,295	1,529,920	50,375	3.3%
Leisure and Hospitality	2,654	2,747	-93	-3.4%	1,300,065	1,292,543	7,522	0.6%
Other Services	439	471	-32	-6.8%	298,288	296,103	2,185	0.7%
Government	6,694	6,780	-86	-1.3%	1,120,970	1,136,841	-15,871	-1.4%

- Wages in Region 6 are up 3.2% per the most recently released data (2024 average annual wage). The 2025Q4 quarterly models from JobsEQ however, indicate wages are up over the preceding four quarters by 2.6%. 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. Even though the percent of wage increase has out-paced the state and nation, North Florida's average wages lags behind the state by approximately 1.4%, partly due to the lower cost of living in North Florida.

Average Annual Wage	2024	2023	change	percent change
CareerSource North Florida	\$48,015	\$46,515	\$1,500	3.2%
Hamilton County	\$57,580	\$55,023	\$2,557	4.6%
Lafayette County	\$47,254	\$44,812	\$2,442	5.4%
Madison County	\$44,235	\$41,625	\$2,610	6.3%
Suwannee County	\$47,639	\$45,422	\$2,216	4.9%
Taylor County	\$46,932	\$48,598	-\$1,665	-3.4%
Florida	\$69,505	\$66,446	\$3,059	4.6%



### Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Region 6	\$48,231	86.9	\$55,494
Florida	\$69,756	102.0	\$68,419
USA	\$76,205	100.0	\$76,205

- Educational attainment has stayed steady since the previous American Community Survey, with only slight increases in residents with no Highschool Diploma, Associate’s Degrees, Bachelor’s Degrees, and Postgraduate Degrees. The trend remains with High School Graduates describing the highest percentage of the region’s residents. (Data from JobsEQ 2025Q4/American Community Survey 2020-2024)

Educational Attainment, Age 25-64	Region 6	Florida	USA	Region 6	Florida	USA
No High School Diploma	17.0%	9.5%	9.8%	9,238	1,085,222	17,001,659
High School Graduate	40.4%	26.5%	24.8%	21,975	3,035,306	42,949,236
Some College, No Degree	19.6%	18.1%	18.9%	10,669	2,070,916	32,726,555
Associate's Degree	8.4%	10.9%	9.2%	4,583	1,243,085	15,888,163
Bachelor's Degree	9.7%	22.6%	23.1%	5,280	2,587,592	40,059,314
Postgraduate Degree	4.8%	12.4%	14.2%	2,595	1,424,301	24,548,748

- The Labor Force Participation Rate, for the LWDA, according to the American Community Survey (calculated regionally by JobsEQ), is 45.4%. Labor Force Participation Rate represents the proportion of all persons 16 years old and over who are in the labor force, but the rate is at 60.4% participation for those of “Prime Age” (25-54). American Community Survey data shows at 31.3% Labor Force Participation Rate for working age persons with a Disability which is up 4.9% since the 2024 WIOA plan was published. The Veteran’s Labor Force Participation rate is only 54.1% for the region—a higher rate than the previous report by 1.4%, though significantly lower than the national and state rates.

Labor Force Participation Rate and Size (civilian population 16 years

Economic	Region 6	Florida	USA	Region 6	Florida	USA
and over)	45.4%	59.6%	63.3%	40,152	11,016,578	170,199,520
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	60.4%	82.8%	83.2%	23,745	6,935,885	108,100,165
Work from Home	7.4%	15.7%	15.1%	2,718	1,623,149	24,042,489
Armed Forces Labor Force	0.1%	0.4%	0.5%	54	77,377	1,293,756
Veterans, Age 18-64	6.4%	4.8%	4.1%	3,978	631,809	8,225,965
Veterans Labor Force Participation Rate and Size, Age 18-64	54.1%	74.1%	77.1%	2,152	468,464	6,341,643
Median Household Income <sup>2</sup>	—	—	—	\$53,252	\$74,568	\$80,734
Per Capita Income	—	—	—	\$25,473	\$42,609	\$44,673
Mean Commute Time (minutes)	—	—	—	27.9	28.0	26.4
Commute via Public Transportation	0.0%	1.2%	3.2%	17	124,957	5,157,401

Social	Region 6	Florida	USA	Region 6	Florida	USA
Poverty Level (of all people)	17.2%	12.6%	12.5%	16,577	2,759,397	40,735,661
Households Receiving Food Stamps/SNAP	17.9%	12.6%	12.1%	6,779	1,100,905	15,572,114
Enrolled in Grade 12 (% of total population)	2.0%	1.2%	1.3%	2,113	265,892	4,441,917
Disconnected Youth <sup>3</sup>	5.9%	2.7%	2.4%	362	27,581	430,721
Children in Single Parent Families (% of all children)	48.8%	37.4%	33.9%	9,118	1,549,746	23,651,363
Uninsured	11.6%	11.5%	8.4%	11,226	2,548,782	27,734,911
With a Disability, Age 18-64	17.8%	10.2%	10.9%	9,633	1,323,686	21,803,902
With a Disability, Age 18-64, Labor Force Participation Rate and Size	31.3%	46.6%	48.5%	3,018	617,091	10,583,510
Foreign Born	5.3%	21.9%	14.1%	5,689	4,905,727	47,349,078
Speak English Less Than Very Well (population 5 yrs and over)	3.4%	12.5%	8.6%	3,458	2,663,509	27,139,643

- 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 5.9% according to the American Community Survey, which is a 2.6% increase from the prior survey. Additionally, in 2024 the average commute time for the residents of the region was 27.9 minutes—a upward trend from the last report and slightly under the state and but higher than the 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 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 other internal programs), 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 identified as one of three broad industry groupings, which ultimately assists staff in developing and carrying out a plan of service. They may, at that point, choose to work one-on-one 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 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. Additionally, CSNF has formalized its Competitive Talent Council (Education and Industry Consortium) which informs decisions of the Board. This gives the LWDB 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 LWDB mission and One-Stop design

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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's new local area consists of 3,987 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 partner and affiliate sites as well as with our mobile career center. 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.

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.

## 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) and (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 combined state plan partner programs to align resources available to the local area, to achieve the strategic vision and goals described in number (1) above (20 CFR 679.560(a)(6)).

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 hosts 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 at 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 build a stronger, more cohesive One-Stop system, in service to the employers and job seekers in North Florida.

- (3) Describe the LWDB's strategies to work with core and combined partners to contribute to the following statewide goals:

(a) Increase local labor force participation.

CSNF has sought out and developed relationships with our partners to engage shared (or potentially-shared) customers in a way that entices them to want to reap the benefits of a work lifestyle. This includes partners like Suwannee River Economic Council (CSBG) and NCBA (SCSEP) who work often with individuals who have not been in the labor force in quite some time. We also work with other partners like Veteran Service Officers to ensure there is a path to employment for our veterans transitioning from active duty.

**(b) Ensure local jobseekers and employees aged 25-70 have a credential of value.**

CSNF's close-knit relationship with the three local, post-secondary training providers creates a holistic approach to ensure there is "something for everyone" when it comes to increasing skill documented by credential(s) in hand. Regardless of which "door" the job seeker walks through (provider or career center), they have an array of options open to them to upgrade their current level of education and skill. Additionally, CSNF looks for other emerging opportunities job seekers can take advantage of with grant partnerships. CSNF supports any endeavor with a credentialed outcome.

**(c) Median wages greater to or equal to 75% of the median hourly wage in Florida.**

This approach is multi-pronged in North Florida:

- Publishing and educating employers and job seekers regarding current wage trends, local labor market information, and the value of credentials, as well as sharing with our core partners.
- Educating employers and job seekers about the fiscal cliff using tools like the CLIFF Dashboard, as well as sharing the tool with our core partners.
- Working with economic development partners to develop strategies associated with increasing the median wage for the area through their marketing and outreach efforts.

**(d) Increase the second quarter after exit employment rate by 10% for each of the following populations:**

**a. Individuals 55 years and older**

CSNF coordinates with one-stop partner NCBA (C-SEP) to refer qualifying 55+ year olds for learning and working opportunities to gain new skills. Also, CSNF provides guided access to technology learning platforms for these customers to grow their skills related to hardware and software they may use on the job.

**b. Youth**

CSNF's Foundations (WIOA youth) has developed written procedures to ensure Work Experience activities are a part of every youth's strategy to achieve employment. CSNF will also train Business Development staff to ensure all employers are made aware of the opportunity of this program and how they can benefit. This will ensure entry level pathways for the youth and qualified and reliable employees of the future for the employers.

**c. Individuals receiving SNAP and TANF benefits**

CSNF works closely with community resources, including Hope Florida and even in-house workforce programs to provide holistic support of the customers specific needs. Additionally, since the inception of HB1267, CSNF uses the CLIFF Dashboard to provide financial planning and literacy to these customers so they are better equipped to make positive decisions about employment.

**d. Individuals without a high school diploma or speakers of other languages**

All customers without a high school diploma are referred to local Adult Education core partners. ESOL services are available in Suwannee County to which Spanish-speakers are referred. CSNF Business Development staff also are intentional about working with Spanish-friendly employers who provide opportunity for this population.

**e. Individuals with disabilities**

CSNF has Vocational Rehabilitation on-site weekly in the comprehensive one-stop to better coordinate and provide support to customers with disabilities. CSNF's Business Development Managers also work closely with VR's business staff to create worksites,

training opportunities, and other work pathways for these customers.

Ultimately, through employer education, job seeker education, and outreach, CSNF is developing content and collateral to share with each of these targeted populations and partners who serve them:

- How to keep employees, through training investment and other development opportunities,
- Why to stay in a job, through soft-skills training including Florida Ready to Work modules, and
- Outreach and social media campaigns promoting the benefits of steady employment.

**(e) Increase total newly registered apprentices annually.**

As employers in the local area become more receptive to and seeing the benefits in registering their training programs with the state DOE, CSNF staff are able to discuss how they work and guide job seekers to opportunities which fit their assessment results.

**(f) Increase registered apprenticeship programs.**

The Business Development Unit at CSNF, which includes Local Veterans Employment Representatives, are trained and well-versed in apprenticeships to help navigate the sometimes rocky terrain of the apprenticeship landscape. CSNF also has a working relationship with the regional ATR who can answer questions thoroughly when the time comes. CSNF provides targeted apprenticeship outreach to business in key industry sectors to promote the value of apprenticeships and when the time comes, guidance to these business is provided in order to begin the registration process. CSNF also provides general outreach to educate residents about the benefits of apprenticeships.

**(g) Increase registered pre-apprenticeship programs.**

In addition to the response above (in goal (f)), staff strategize with training providers to develop “tag along” opportunities for youth (and others) through dual enrollment and other feed-in programs.

**(h) Increase percentage of 12<sup>th</sup> grade secondary career and technical education enrollment.**

CSNF contributes to the long-standing North Florida Career Pathways Consortium which does just that. Comprised of secondary and post-secondary providers, this group creates strategies to grow and stabilize CTE enrollment in the local high schools and colleges, and increasing the number of articulation agreements in the Area. This relationship as well as work together on each District’s CAPE Plan, provides CSNF access to implement strategic outreach and recruitment efforts to increase the percentage of 12<sup>th</sup> grade secondary enrollment into career and technical education.

**(i) Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials that directly support the sector.**

By working directly with our economic development partners, CSNF can ensure potential or new sectors are discovered in their embryonic stage. Upon detection, CSNF and its network of partners, especially training providers, will develop an implementable strategy to funnel resources and job seekers to the industry.

To build a talent pipeline for targeted new and emerging industries, CSNF coordinates partners to identify emerging trends and skill requirements. Training programs aligned with

the needs of targeted industries are developed and certifications vetted. Talent development initiatives such as internships, co-op programs, and work-based learning opportunities in emerging industries are implemented.

Employed worker /skill upgrade learning is also supported. Additionally, CSNF works with local chambers of commerce to create more and broader employment opportunities.

DRAFT

## 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 core and combined state plan partners (described in Introduction Section C, above) including, but not limited to TANF, SNAP Employment and Training (E&T), JVSG, SCSEP, CSBG 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 the programs 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),
- SC-SEP (provided locally through NCBA),
- Blind Services, and
- Community Service Block Grant (provided locally through SREC).

**(b)** How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and [Chapter 445.003, F.S.](#)

See (c) below

**(c)** How the LWDB works with entities carrying out core and combined 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 meet 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-region 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. 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:**

**(a)** Provide a description and assessment of 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(6)).

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.

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.

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- (b)** Provide 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. 20 CFR 679.560(b)(21)

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.

- (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-\$8,000 for all programs except Registered Nurse (APN) which is capped at \$7,500-\$9,000. 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.

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(18)).

The Eligible Training Provider List in conjunction with the Targeted and Demand Occupations Lists are 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:** Provide a description and assessment of 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 75% out-of-school, 25% in-school program 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)).

For out-of-school youth, CSNF focuses on GED® attainment and entry into post-secondary training.

Leadership development, financial literacy, and Work Experience are also significant portions of the programmatic design. In-school youth services concentrate on occupational skill development and credential laddering.

We receive referrals from our partners in reference to adult recovery for the Adult Education program. We receive internal referrals from our program managers and providers for in-school youth some come in from our SYEP program under Welfare Transition and are considered at-risk in need of additional assistance. Some come from providers who are either home schooled or under the age of 18 who are enrolled in Occupational Skills Training who are need of additional services like the training or supportive service.

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 applicants are made aware of the 14 elements available through the program at the time of application, by providing an acknowledged list. Acknowledgement is also captured in the case note supporting enrollment. 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 five 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 programming.
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 [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.

**(c)** 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.

Rationale 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(c) 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

**(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 and Combined State Plan Partner Programs:** Describe how the LWDB works with entities carrying out core and combined state plan partner programs to:

- (a)** Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; (20 CFR 679.560(b)(2)(i))
- (b)** Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; (20 CFR 679.560(b)(2)(ii) 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:

**Education and Industry Consortium (Competitiveness Talent Council):** This council provides a platform for industry partners to voice their needs to education partners. Specifically together, they consider impacts of the innerworkings of CSNF, gaps in skills, and other impacts on the labor market to develop and recommend solutions.

**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 five 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; (20 CFR 679.560(b)(3(i)) and
- (b) Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3(ii))
- (c) Utilize community-based information related to educational programs and industry needs contained in the quarterly reports submitted to the LWDB by the local area's education and industry consortium. (CareerSource Florida Strategic Policy 2023.09.19.A.2)

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, [U.S. Chamber of Commerce Foundations' Talent Pipeline Management](#), 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.

CSNF participates in the Perkins CLNA process with all providers. CSNF provides data and also input from statewide sources like the Florida Chamber. Through community input backed with objective data, work is coordinated to address needs like soft skills, more diversified programming, and even outreach to stakeholders, underrepresented populations, and partners.

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.

CSNF is presented with the Education and Industry Consortium Quarterly Reports each quarter during their meetings. The Board may use these quarterly reports to develop strategies to address the specific needs outlined in the reports as guideposts to better assess service gaps among providers of workforce services. To date, the Consortium reports have not contributed to policy change however, it is likely for initiatives to be created in the future through this process.

- (12) Enhancing Apprenticeships:** Describe how the LWDB enhances the use of registered apprenticeships to support the local economy and comply with [CareerSource Florida Strategic Policy 2019.02.13.A.1 – Registered Apprenticeship Strategic Policy](#). Describe how the LWDB and apprenticeship navigators work with industry representatives, education partners, and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners.

Describe strategies and operations that promote and support statewide apprenticeship goals that include, but are not limited to:

- (a)** Increasing total number of new apprentices and pre-apprentices per year
- (b)** Increasing total number of registered apprenticeship programs and program occupations
- (c)** Increasing total number of registered pre-apprenticeship programs
- (d)** Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.
- (e)** Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.

When a job seeker is open to training (or retraining), CSNF presents Apprenticeships as an option. While there is only one RAP in the CSNF area at the time of plan writing, programs in neighboring areas are also promoted. Training-seekers are referred to the Apprenticeship listing on the DOE website and made aware of this training avenue and its value. CSNF staff can share a number of online resources with job seekers to help answer all their questions regarding the advantages of apprenticing. CSNF also promotes Apprenticeships through outreach content and collateral. CSNF may use funding to assist a trainee or business in this endeavor. Job seekers are made aware CSNF can assist in their pursuit of being an apprentice by way of ITA or support services, through WIOA funds.

To date, CSNF has worked with multiple organizations to grow apprenticeships in the region. By the end of PY 2024-25, CSNF's goal is to increase by three registrations (or local implementations of already registered programs). CSNF actively seeks out local employers and other organizations to establish Registered Apprenticeships through Florida Department of Education. CSNF has entered into conversations regarding expanding opportunities with employers, including manufacturers and even law enforcement agencies. CSNF trains all Business Development staff as Apprenticeship Navigators so they can help companies by educating them on the benefits of registering their program and also facilitating the meeting and exchange of information with DOE's local ATR. CSNF also, through its training grants, can provide employers with reimbursement of the costs of training whether it be for time on the job or time in the classroom. In an effort to meet the State's WIOA 2 Year Modification, Apprenticeship enrollment goal of 77 apprenticeships by the year 2030, CSNF will actively work to develop partnerships and opportunities for job seekers in Region 6.

CSNF works with partners and employers to develop pre-apprenticeship offerings in the local area. This includes training providers, K12, correctional facilities, and others who can provide baseline industry training that can feed directly into an apprenticeship program.

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.

CSNF leverages partnerships across the region to engage employers and educational institutions expanding in emerging industries within the region. Between Chambers of Commerce and Economic Development organizations, CSNF builds partnerships with businesses in new and emerging sectors which in turn creates opportunities to provide in-demand services for talent development in those industries.

## 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 WIOA core partners and combined state plan 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),
- SC-SEP (provided locally through NCBA),
- State College (locally through North Florida College),
- Technical Colleges (locally through RiverOak and Big Bend),
- Division of Blind Services, and
- Community Service Block Grant (provided locally through SREC).

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 and how their inclusion in the local system achieves state and local strategies, operations and performance outcomes.**

CSNF does not have formal MOUs with these partners for one-stop services, CSNF works closely with them to be sure both the job seeker customer and the employer customer receive the best outcomes:

- Department of Corrections (Community Control/Probation and Parole)—through referral, job seekers receive coordinated services at CSNF to help achieve their employment goals. This helps facilitate a coordinated and seamless re-entry for justice-involved individuals. CSNF also works with DOC staff to introduce second-chance employers.
- Early Learning Coalitions (of the Big Bend and of Florida’s Gateway)—coordinating with CSNF’s Welfare Transition, Youth, and WIOA services, these agencies provide assistance to parents through childcare subsidies so they can go to training and participate in other work activities. Without these services, many parents would not be able to jump the fiscal cliff to family-sufficient employment.

- (2) Customer Access:** Describe actions taken by the LWDB to fully implement [CareerSource Florida Strategic Policy 2021.09.15.A.1 – Availability of Services to Floridians](#) and 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 FloridaCommerce. 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) and 20 CFR 560 (b)(5)(ii)).**

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, 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-review and approve 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.

## 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. 20 CFR 679.560.

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 5-6 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 assigned CSNF Business Development Manager** 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. Describe how:

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/Public Safety	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) Selected industries or sectors are driven by high-quality data (cite data source used);

CSNF uses current and projected data provided by FloridaCommerce’s Bureau of Labor Market Statistics’ data 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) 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) The local area ensures that sector strategies are directed 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) The local area ensures that sector strategies are aimed at 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.

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) 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) The sector strategies are measured, improved and sustained.**

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 Education:** Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities (including activities related to the Credentials Review Committee, as appropriate) 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 FloridaCommerce 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 five 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 five-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 LWDB coordinates workforce investment activities to reduce welfare dependency, particularly regarding how services are delivered to TANF/Welfare Transition and SNAP E&T participants, to help individuals become self-sufficient. This description must include:

- (a) How the CLIFF suite of tools is used to support the case management of participants, consistent with CareerSource Florida Strategic Policy 2023.06.07.A.5;
- (b) Information and data on activities related to initiatives in the local area that support the self-sufficiency of public benefit recipients (i.e., Hope Florida); and
- (c) Strategies and services 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.

CLIFF. CLIFF tools have become an integral part of program introduction and ongoing conversation with all enrolled participants. These tools help explain the "why?" behind the services provided by CSNF. In addition to TANF and SNAP, CSNF use the tools with WIOA Training participants and RESEA customers. As a whole, CSNF is able to show customers the "cliff" and develop strategies to decrease the depth and breadth of the drop off of benefits to family-sufficiency.

Florida and CSNF made nine referrals to Hope Florida. Once an individual is referred to CSNF from are provided the resources they need to overcome their, sometimes multitude of, barriers and start on a path to self-sufficiency. Once a customer is identified as an individual who may benefit from Hope Florida’s services, the customer is provided with the necessary information to facilitate a connection with Hope Florida. If that customer does not have access to a telephone, we facilitate the call in the office. We also follow up with the Northeast and Central Region Hope Florida Program Administrator after each referral to ensure that no customer in need of help is overlooked. From January 2024 through July 2024, CSNF received seven referrals from Hope Florida and CSNF made nine referrals to Hope Florida. Once an individual is referred to CSNF from Hope Florida, that individual is contacted immediately to determine the type of intensive services required.

Co-enrollment. CSNF provides co-enrollment opportunity to all WT and SNAP participants—as part of CSNF eligibility process, all participants are considered for other and all avenues and possibilities to co-enrollment. CSNF maximizes resources through co-enrollment opportunities when an WT or SNAP customer chooses to participate and has developed their plan with their CDS. The CDS can recommend enrollment into WIOA programing for Individualized Career Services providing intensive assessments and career planning usually leading to occupational skills training in demand occupations from one of our providers allowing this demographic to get on a career pathway beyond self-sufficiency. CSNF also co-enrolls through the WIOA-funded programs (typically, Adult and Youth) to provide additional benefits and services for eligible participants.

## PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and chief local elected official(s) with WIOA § 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))

Negotiated levels of Performance were as follows for the most recent two years. Performance has not been negotiated or and approved for the current PY-(2024-25/2025-26) at the writing of this Plan-program years:

<b>LWDA 06 CareerSource North Florida WIOA Performance Measures</b>	<b>PY2024 Negotiated Performance Levels</b>	<b>PY2025 Negotiated Performance Levels</b>
<b>Adults:</b>		
Employed 2nd Qtr. After Exit	94.0	94.0
Employed 4th Qtr. After Exit	82.7	82.7
Median Wage 2nd Quarter After Exit	\$6,602	\$6,602
Credential Attainment Rate	85.0	85.0
Measurable Skill Gains	78.8	78.8

<b>Dislocated Workers:</b>		
Employed 2nd Qtr. After Exit	81.9	81.9
Employed 4th Qtr. After Exit	62.4	62.4
Median Wage 2nd Quarter After Exit	\$12,610	\$12,610
Credential Attainment Rate	75.8	75.8
Measurable Skill Gains	72.0	73.5

<b>Youth:</b>		
Employed 2nd Qtr. After Exit	75.0	76.0
Employed 4th Qtr. After Exit	72.0	72.0
Median Wage 2nd Quarter After Exit	\$3,189	\$3,189

Credential Attainment Rate	57.1	57.1
Measurable Skill Gains	82.8	82.8

<b>Wagner-Peyser:</b>		
Employed 2nd Qtr. After Exit	65.6	65.6
Employed 4th Qtr. After Exit	62.3	62.3
Median Wage 2nd Quarter After Exit	\$4,883	\$4,883

- (2) Actions the LWDB will take toward becoming or remaining a high- performing board, consistent with the factors developed by the state board pursuant to WIOA §101(d)(6).

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) 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.

**(4) Actions the LWDB took to implement and assess the use and effectiveness of the following WIOA waiver(s) in effect for Florida, if applicable.**

- (a)** Waiver associated with the requirement at WIOA § 129(a)(4)(A) and 20 CFR 681.410 that State and local areas expend 75 percent of local formula youth funds on out-of-school youth.

During the 2023-24 PY, CSNF altered local policy to allow for up to 50% of WIOA Youth expenditures to be spent on In-School eligible youth expenditures. Performance below is based on 4 year results available at the time of writing:

The response should include programmatic outcomes including the increase of:

- a. Youth that attained a measurable skill gain;  
272
- b. Youth that attended post-secondary education;  
20
- c. Youth that participated in occupational skills training;  
20
- d. ISY who participated in work experience opportunities; and  
5
- e. Youth that earned an industry-recognized credential.  
16

- (b)** Waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY). The response should include programmatic outcomes including:

This waiver, while available has not been used to its' fullest capacity. CSNF has an open door and a clear path for all youth, including in-school youth which includes work experience if an ITA is being implemented as part of their service plan. At the time of writing, CSNF has one in-school youth approved for ITA in the Fall.

- a. Improved response of the LWDB and youth providers' to the workforce needs of ISY;

CSNF has a clear picture of the needs of In-School Youth and work with training providers and partners and even internal programs to identify those who are the targeted focus of In-School Youth services. CSNF is open to further collaboration as needs evolve and new barriers arise for this population.

- b. Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;

To keep the rate of expenditures in balance, on average CSNF can enroll four In-School Youth per year with an ITA. All ITAs are written with the outcome of industry-recognized, post-secondary credentials as the goal. To enroll, barriers and services for these youth must be only or best remedied through WIOA Youth services. Otherwise, enrollment into another grant program where their needs are better addressed will occur.

- c. Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and

CSNF performs outreach in conjunction with many of our training providers on a regular basis to reach younger or in-school youth. Using assessments like CareerOneStop.org as well as virtual reality career exploration software, CSNF can encourage younger populations

to engage. Also, CSNF uses feeder programs like Summer Youth (SYEP) or High School High Tech (HSHT) into WIOA Youth. These programs and populations are the target of In-School enrollment.

- d. Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.

CSNF will continue monitor performance and track occupational skills training in Demand Occupations and industries.

## REGIONAL PLAN REQUIREMENTS

LWDBs in an identified planning region will have to work together to formulate a regional plan as an addendum to each of their local plans. Once identified, planning regions will remain in effect if federal and state requirements for planning regions continue to be met. With each submission of the regional plan to the state, the respective LWDBs and chief local elected official(s) will certify that the requirements to be identified as a planning region continue to be met. The regional plan must include:

~~At this time, CareerSource North Florida is not a part of a Regional Planning Area.~~  
CareerSource North Florida is a part of the Nature Coast Regional Planning Area which includes CareerSource North East Florida, CareerSource North Central Florida, and CareerSource Citrus, Levy, Marion.

## END OF LOCAL AND REGIONAL PLAN