

CareerSource

North Central Florida

Region 26

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A C R O N Y M S

AEFLA / AEL	Adult Education & Family Literacy Act / Adult Education & Literacy
BoCC	Board of County Commissioners
CBO	Community Based Organization
CLEOF	Chief Local Elected Official
CSF	CareerSource Florida
CSNCFL	CareerSource North Central Florida
DCWDC	Dual County Workforce Development Council
DW	Dislocated Worker
EDC	Economic Development Corporation
EF	Employ Florida
EO	Equal Opportunity
ETP / ETPL	Eligible Training Provider / Eligible Training Provider List
GGCC	Greater Gainesville Chamber of Commerce
IEP	Individual Employability Plan
IFA	Infrastructure Agreement
ILA	Interlocal Agreement
ISY	In School Youth
ITA	Individual Training Account
MOU	Memorandum of Understanding
N/A	Not Applicable
NCFRPC	North Central Florida Regional Planning Council
NFRCC	North Florida Regional Chamber of Commerce
NDWG	National Dislocated Worker Program
OS	One Stop
OSO	One Stop Operator
OSY	Out of School Youth
RESEA	Re-employment Services and Eligibility Assessment Grants
RFP	Request for Proposals
RFQ	Request for Quotes
SCSEP	Senior Community Service Employment Program
QA	Quality Assurance
TANF	Temporary Assistance to Needy Families

ACRONYMS

TOL	Targeted Occupations List
VR	Vocational Rehabilitation
UC	Unemployment Compensation
WDB	Workforce Development Board
WDC	Workforce Development Council
WIOA	Workforce Innovation and Opportunity Act of 2014
WP	Wagner Peyser
WTP	Welfare Transition Program

EXECUTIVE SUMMARY

Introduction

Region 26 was created in June 2024, by marrying former local Regions 7 and 9. The creation of the new area has one administrative entity, one local workforce board that will include representatives from all six counties which make up the new area, and a reformatted Council of Elected Officials.

Region 26, CSNCFL is comprised of Alachua, Bradford, Columbia, Gilchrist, Dixie and Union Counties. The Region's largest city is Gainesville, which is home of the University of Florida, and is also the largest metro area in the region. As of 2024, the six counties had a population of 440,000 people.

This local plan provides a framework for how our workforce development system will achieve the purposes of WIOA,¹ taking into consideration our local labor market and economic conditions, educational opportunities and the needs of our residents and citizens.

I. Organizational Structure

An ILA pursuant to Fla. Stat. §163.01 has been adopted by 3 of the 6 counties in the Region and is in the process of being considered for approval by the other counties. The ILA describes how the elected officials will exercise their duties and responsibilities

The ILA creates CSNCFL, a local unit of government, to serve as the administrative entity and staff the Council of Elected Officials and the CSNCFL WDB. The ILA provides for Alachua County, one of the Region's member counties, to serve as the employer of the CSNCFL Administrative staff. In accordance with WIOA and State Policy, Alachua County also employs the CSNCFL Career Center staff. The Alachua Clerk of the Court, an independent office, serves as the Fiscal Agent for the Region, receiving and disbursing grant funds in accordance with Council and local board direction.

CSNCFL WIOA Title I Adult and Dislocated Worker career services as well as career services under any discretionary grants received are delivered through staff located at one of the four One-Stop Career Centers found in the cities of Gainesville, Lake City, Old Town and Starke. Career center and one-stop partner staff are guided in the delivery of coordinated services by SCAD Media, the CSNCFL competitively procured OSO.

¹ 20 Code of Federal Regulations (CFR) 679.500 and 20 CFR 679.540.

The Career Center staff also provide framework services to youth. All youth have access to the 14 WIOA youth elements as needed and are referred for training services as appropriate to the youth.

II. Analysis of Need and Available Resources

This section provides an analysis of existing and emerging in-demand industry sectors and occupations, along with the knowledge and skills needed to meet the needs of the employers in the workforce area. Since 2022, the local workforce area has had a higher unemployment rate than the state of Florida. This is still true today. As of July 2024, the unemployment rate for the local area is 4.0%, Florida's unemployment is 3.8%, although the U.S. unemployment rate is at 4.5% (Not Seasonally Adjusted).

As of July 2024, Alachua and Bradford counties were at 3.9% unemployment, while Gilchrist and Dixie counties were at 4.4% and 4.5%, respectively. Relative to the state, the younger population, 44 and under, makes up a greater portion of the unemployed.

The largest employer in the Region is Government, with 51,800 jobs in 2024. Education and Health Services is the second largest sector, and expected to have the largest growth, adding over 2,600 new jobs over the next 5 years. The University of Florida (UF) and UF Health are major employers in the region. Over 1,000 net new jobs in nursing, medical assistants, aides, and medical managers are expected by 2031.

Our 8 most in-demand sectors include:

- Advanced Manufacturing
- Logistics and Transportation
- Healthcare
- Construction
- Information Technologies
- Agricultural Science and Technology
- Human Life Sciences
- Leisure and Hospitality

Most of the in-demand occupations in the area require an Associate's Degree, certificate, or in some cases, no formal training. For those occupations requiring an Associate's Degree, a certificate, or workplace training it will be important for the CSNCFL WDB to identify courses of training that can be added to our ETPL so that:

1. Our participants have a choice of schools and training institutions.
2. Our youth, adults and dislocated workers can be prepared for these occupations.

3. Our workforce can earn better than a self-sufficient wage.

The number of young workers and the wide variety of career options available is one of the greatest strengths of the Region. However, to date the Region is still working to harness the plethora of available career pathways and connect them to available training and to the participants needing the training. This will be a goal over the course of the new planning period.

III. Local Workforce Development Board Vision and Strategic Goals

CSNCFL WDB'S VISION

Provide current and future job seekers with the skills to take advantage of the job opportunities in the region and cultivate a workforce that meets the needs of businesses today and in the future.

CSNCFL WDB'S GOALS

- Increasing awareness of CSNCFL across the 6 member counties to the local elected officials, community partners, and constituents
- Assure services are available to residents of all 6 member counties
- Assure that the services provided reflect the needs of the local area member counties
- Focus on continuous improvement to build trust and to enhance reputation of CSNCFL
- Consider how to best serve our first job labor market entrants, our re-entry customers and our barrierred populations

IV. Description of Strategies and Program Services

Services to participants are coordinated through the CSNCFL one-stop system. The programs below are co-located:

Wagner-Peyser	Veterans
Re-employment Assessments	TANF/WTP
WIOA Adult, DW, and Youth	SNAP Employment and Training

TAA	NDWG
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Everyone walking into the one-stop registers for Wagner Peyser (Labor Exchange) services, and if they need more than minimally assisted career services through the resource rooms, they are referred to the appropriate program navigator or representative. Staff are cross trained and easily coordinate services with each other so that participants enjoy a “no wrong door” experience. One stop staff have long standing relationships with partners and programs which are not co-located and refer participants to programs which are technologically connected. This includes:

- Vocational Rehabilitation
- Adult Education and Family Literacy Act programs
- Carl Perkins Technical Programs
- YouthBuild
- Community Services Block Grant Programs

Training services are provided to equip individuals to enter the workforce and /or to be able to retain employment. Training programs are limited to employment opportunities in demand in the Region. Traditional or classroom-based training is made available to participants through scholarships called ITAs. This allows individuals to attend any of the available courses of training on the ETPL and join a class open to the general public.

In addition to the career services listed above, the following training services are available to eligible Adults and Dislocated Workers:

- Occupational skills training;
- On-the-job training;
- Incumbent worker training;
- Programs that combine workforce training with related instruction;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training (online);
- Job readiness training (online);
- Customized training

Individuals with low literacy or English Language Learners are referred to our AEL partners. When ready, they are referred back to the one-stop for skills training.

There is a youth center within the comprehensive one-stop center system in Gainesville where staff provide “framework” services similar to career services and connect youth as appropriate to the WIOA 14 elements and to community partners. Being situated in the one-stop provides quick access to WP, WTP, and SNAP services as may be needed especially by our out of school youth.

In accordance with the USDOL Vision set forth in TEGL 09-22, CSNCFL has adopted a “*no wrong door*” approach with critical partners committed to quality career pathways and paid work experiences for youth. Youth receive counseling and case management, an adult presence, access to digital life, financial literacy, and employability skills. Youth can be referred to GED, AEL, and occupational skills training through an ITA. They are assessed for supportive services needs which are provided through a CSNCFL grant funding stream or a partner funding stream. Youth with children of their own are connected to WTP so that they may obtain childcare as well as Medicaid and CHIP for their child(ren).

V. Description of the One-Stop Delivery System

All of the required partners are included in the CSNCFL system. All of the WIOA mandatory program partners can be accessed through their virtual or physical presence. Services provided on site include WP, WIOA Adult and DW, WIOA Youth, SCSEP, SNAP, WTP, TAA, Veteran’s services, Reemployment Assistance and other special programs.

CSNCFL facilitates access to services through our website and one-stop career centers. The one-stop career centers are located convenient to OS partner offices, workers, and employers. The CSNCFL EO Officer physically visits each of the 4 one-stop locations to assure accessibility. The EO Officer and the OSO make sure all appropriate posters are visible to visitors and staff. As a part of staff on boarding and orientation all one-stop staff are also instructed regarding non-discrimination policies which encompass services to the disabled. CSNCFL can also call upon Core Partner VR for assistance. The OS is equipped with low vision, hearing, and other technology tools. CSNCFL coordinates with the ABLE Trust and CIL who visit the OS and provide advice and support as needed.

Online videos and forms developed for workers, program applicants/participants, and employers to access services remotely and virtually are constantly reviewed and updated as necessary. Applications like Zoom and Teams allow for visits and interviews that easily substitute for in person visits.

On-line services include but are not limited to: program orientation, applications for training services, e-signature for forms requiring participant signature, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EF.

To assure we reach all target groups we may use geo fencing and social media to reach barriered target groups within the 6-county area of our Region. This will allow us to target for specific employer recruitments, reach new UC applicants who do not come into the centers and those on cash benefits or other high-risk groups.

Geofencing has proven to increase access to participants in a cost effective and efficient manner.

VI. Coordination of Services

The OSO coordinates service delivery between community and OS partners. The OSO schedules meetings of the OS partners at least quarterly. The OSO actively participates in the Career Center system partner meetings and other forums that address operational issues and promote coordination. The OSO communicates daily with the OS partners and coordinates and assists in facilitating the alignment of job seeker and business services.

CSNCFL coordinates services with WP to provide labor exchange services for jobseekers and employers. Minimal assistance and self-services are available to the general public from any computer with internet and from the computers in the CSNCFL resource rooms. Employment service staff work side by side with WIOA funded staff in the career centers. Under the guidance of the Title I services manager and in conjunction with business services staff, labor exchange services are provided in a non-duplicative and collaborative manner. From job search to job postings, staff work with job seekers to provide LMI and assist with accessing job vacancies in EF and matching to the jobs available. Staff work with employers on properly wording job orders and assuring compliant job postings.

CSNCFL business strategies include convening and regularly engaging all economic and workforce development system partners and positioning all partners to be ambassadors of the system. CSNCFL partners with the GGCC and the NFRCC to provide assistance in engaging their employer members and help in marketing workplace-based training services.

In the upcoming year a new RFP will be released to engage additional business organizations located in Columbia, Dixie, Gilchrist and Union Counties.

CSNCFL participates in local economic development activities and works to identify future trends to meet employer needs and shifts in the local economic development priorities to assure career center services are relevant.

CSNCFL coordinates Rapid Response activities in the case of mass layoffs. Services are provided in cooperation with the state and are designed to respond quickly to employer, worker, and community needs when a mass layoff or plant closure is imminent. The objective of rapid response is for reemployment on or before the affected workers' last day of employment and, upon notification of layoff, is the successful transition of DW to appropriate services (basic career services or training services) to help facilitate a quick return to work.

VII. Performance

As a new Region we have not yet had an opportunity to negotiate the measures for the upcoming year.

Employment Rate - 2nd Quarter After Exit	The percentage of participants in unsubsidized employment during the second quarter after exit
Youth Education and Employment Rate - 2nd Quarter After Exit	For youth, the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit
Employment Rate - 4th Quarter After Exit	The percentage of participants in unsubsidized employment during the fourth quarter after exit
Youth Education and Employment Rate - 4th Quarter After Exit	For Youth, the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit
Median Earnings - 2nd Quarter After Exit	The median earnings of participants who are in unsubsidized employment during the 2 nd quarter after exit from the program
Measurable Skill Gain	For Adults in Skills Training For Youth in GED or Skills Training
The Employer Measures	

In addition to the above local areas receive letter grades developed in accordance with the REACH Act

CSNCFL is committed to meeting the federal and state performance measures.

INTRODUCTION

Region 26 was created in June 2024, as a result of a legislative directive to CareerSource Florida (CSF) to consider how a re-alignment of local workforce development area boundaries could lead to more efficient and cost-effective service delivery. The creation of the new area has one administrative entity instead of two, a local workforce board that will include representatives from all six counties which make up the new area, and a reformatted Council of Elected Officials.

Region 26, CSNCFL is, as its name indicates, in the north-central part of the state. It is comprised of six of the twelve counties that are covered by the NCFRP District and includes:

- Alachua
- Bradford
- Columbia
- Dixie
- Gilchrist
- Union

The region's largest city is Gainesville, which is home to the University of Florida and is also the largest metro area in the Region. As of 2023, the six counties had a population of 440,415 people. North Central Florida has the largest concentration of 18 to 44-year-olds in the State as well as the largest number of individuals with advanced degrees, due to the presence of the University of Florida and Santa Fe College in Gainesville. This is a major advantage over many rural areas in the country suffering from what they refer to as “brain drain” as young people abandon the area in which they grew up going away to school or to metropolitan areas and never returning except to visit. The large pool of young, strong workers, many of whom also have higher degrees, is a lure to business and industry. It is one of the key factors leading to Alachua being home to one of the state's largest bio and life-science corporate sectors. The education and healthcare sectors are leading employers in the region with several major hospitals located in Gainesville, such as the UF Health Shands Hospital, HCA Florida, North Florida Hospital, and the Malcolm Randall Veterans Affairs Medical Center.

The location of the University of Florida in the region has influenced the proliferation of jobs in the areas of tourism, the arts, and sports, providing avenues for advancement for youth growing up in the more rural sections of the workforce area. The wealth of career choices within reasonable distances for our workforce is a major advantage our Region has over other rural areas.

This local plan provides a framework for how our workforce development system will achieve the purposes of WIOA,² taking into consideration the State’s workforce goals and objectives, our local labor market, economic conditions, educational opportunities and the needs of our residents and citizens.

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)

In accordance with the Interlocal Agreement moving through the approval process of the Region 26 member counties:

A CSNCFL Workforce Development Council of Elected Officials ("Council") was created for the purpose of carrying out the responsibilities assigned to the local elected officials under WIOA. The Council is comprised of one County Commissioner appointed by the respective BoCC’s of each County that is a party to the Interlocal Agreement.

Alachua	Bradford	Columbia
Dixie	Gilchrist	Union

Council members may appoint another County Commissioner from that member’s BoCC to serve as his or her alternate if the member is unable to attend a meeting.

At the beginning of each Program Year, the Council votes to select a Chair and Vice Chair of the Council from among its members. The Chair and Vice Chair shall serve for the entire Program Year. The individual selected to be the Chair may not serve as chair more than once every three years

² 20 Code of Federal Regulations (CFR) 679.500 and 20 CFR 679.540.

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

Name	Title	Address	Phone	Email
Mary Alford CLEO Chair of the DCWDC	Chair, Alachua County BoCC	12 SE 1st Street, 2 nd Floor Gainesville, FL 32601	352- 264 6900	malford@alachuacounty.us
Carolyn Spooner Vice Chair	Chair Bradford County BoCC	P.O. Drawer B, Starke, Florida 32091	904 966- 6327	carolyn_spooner@bradfordcou ntyfl.gov

In accordance with written approval from Florida Commerce, at the time of the drafting of the Region 26 Plan, the DCWDC is acting for the elected officials until a new Council is appointed in accordance with the ILA being circulated to the member counties. Upon execution of the ILA by all the member counties the new Council will assume the role of providing the guidance required of the CLEOs under the WIOA.

At such time that there is a change in the designation of the Chief Local Elected Official notification will be sent to the President of CSF and the Secretary of Florida Commerce.

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

For this first planning cycle, in addition to a review of the goals and objectives in the State's Plan, CSNCFL reviewed the strategic objectives related to workforce development of each of its member counties and the workforce development strategic objectives of the NCFRPC, as each of the Region 26 member counties are represented on the NCFRPC. Those goals and objectives were incorporated into the CSNCFL Plan as they had already been reviewed and approved by the member governments.

- A planning session was held for the NCFWDB on September 19, 2024,, to develop 1) vision and mission statements, 2) goals and objectives and 3) strategies to meet those goals and objectives.
- A notice and invitation to the Planning Session was distributed to each of the Chairs of the Region's member counties.
- The results of the CSNCFL WDB Planning Session was shared with the CSNCFL WDC for their review, input and approval.

- The calendar for the development of the Plan was placed on the CSNCFL website as it was being developed and was updated once a week. A notice of the placement of the draft Plan on the CSNCFL website was provided to each of the member counties' County Managers and BoCC Chairs who were invited to provide input.
- The full Plan was provided to each of the DCWDC / CSNCFL WDC elected officials for their review with the publication of the Agenda for the meeting at which the Plan was presented for approval.
- A hearing was held during the Public Comment period and the elected officials were invited.
- The Plan was approved at a joint meeting of the CSNCFL WDC and CSNCFL WDB where it was approved.

(4) 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.

Name	Title	Address	Phone	Email
Mary Alford Chair Council	Chair, Alachua County BoCC	12 SE 1st Street, 2 nd Floor Gainesville, F L 32601	352- 264 6900	malford@alachuacounty. us
Carolyn Spooner V Chair Council	Bradford County BoCC	P O Drawer B Starke, FL 32091	904- 966 6327	bocc@bradfordcountyfl.g ov

At the time of the drafting of the Region 26 Plan the Dual County Workforce Development Council is acting for the new CSNCFL Council until its members are appointed and the new Council is able to provide the guidance required of the Chief Local Elected Officials under WIOA.

(5) 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.

At the time of the drafting of the Region 26 Plan the North Central Florida Regional Workforce Development Board is acting for the new CSNCFL WDB until its members are appointed and the new WDB is able to provide the guidance required of the WDB under WIOA.

Chair, CSNCFL WDB

Name	Title	Business	Address	Email	Phone	Term
Ethan Fieldman	President	Curio	2510 NW 16 th Ave, Gainesville FL 32605	ethanfieldman@gmail.com	352-246-3842	6/30/23 6/30/25

- (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.

Vice Chair, CSNCFL WDB

Name	Title	Business	Address	Email	Phone	Term
Dante Buckley	Sr. Consultant	EKTE LLC	14180 NW 119 th Terrace; Alachua FL 32615	dante35@gmail.com	352-381-3750	6/30/22 6/30/24

- (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.

CSNCFL WDB Roster

Name	Title	Business	Address	Email	Phone	Term
Samuel Boadi	Administrator	North Florida Regional Medical Center	6500 Newberry Road Gainesville Florida 32614	samuel.boadi@hcahealthcare.com	352-727-0426	5/18/20 6/30/23
Staci Bertrand	Government Relations Manager	Duke Energy	4359 SE Maricamp Rd Ocala FL 34480	staci.bertrand@duke-energy.com	352-519-2399	9/15/22 6/30/24
David Pope	Manager	NG Wade Investments	10 Turkey Creek Alachua FL 32615	wdpope@ngwic.com	352-538-3575	4/30/20 6/30/23

Marty Shaw	Owner	Smith & Smith Realty	415 E. Call St. Starke FL 32091	marty@smithandsmithrealty.com	904-964-9222	4/30/20 6/30/23
Dr. Jeffrey Tate	CEO	Cyclo Therapeutics	6714 NW 16 th St Gainesville FL 32653	jeff@cyclodex.com	386-418-8060	4/30/20 6/30/23
James Ingle	President	IBEW 1205	2510 NW 6 th St Gainesville FL	James@ibew1205.org	326-376-7701	6/30/22 6/30/24
Shawn Graves	Training Director	JATC	2420 NE 17 th Terrace Gainesville FL 32609	Gainesvillejatc@bellsouth.net	352-376-8375	6/30/22 6/30/24
Kevin Shupe	Organizer	SMART Union #435	8374 Devoe St. Jacksonville FL 32220	Loshupe435@outlook.com	904-400-1545	9/15/22 6/30/24
Charles Harris	CEO	CFCAA	411 N. Main St Gainesville FL 32601	Charris@cfcaa.org	352-373-7667	3/17/22 6/30/24
Chris Coffey	Asst. Principal	Bradford County School District	581 N. Temple Ave Starke FL 32091	coffey.christopher@mybradford.us	904-966-6080	9/18/23 9/30/25
Keith Kirby	Coordinator	NFTC	609 N. Orange St. Starke FL 32091	kirby.keith@mybradford.us	904-966-6764	4/15/21 6/30/23
Dr. Paul Broadie II	President	Santa Fe College	3000 NW 83 rd St Gainesville FL 32606	paul.broadie@sfcollge.edu	352-395-5164	4/15/21 6/30/23
Angie White	Area 2 Director	Vocational Rehabilitation	2627 NW 43 rd St Gainesville FL 32606	angie.white@vr.fldoe.org	352-225-4847	6/30/20 6/30/23
Landon Harrar	Business Developm	GGCC	300 E. University Ave	landon@gainesvillechamber.com	352-363-6666	11/30/22

	ent Manager		Gainesvil le FL 32601			6/30/2 4
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(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.

1. A planning session was held for the NCFWDB in September 19, 2024 to develop 1) vision and mission statements, 2) goals and objectives and 3) strategies to meet those goals and objectives.
2. The results of the Planning Session were summarized and brought to the CSNCFL WDB for their approval
3. A hearing was held during the Public Comment period and board members were invited
4. The Plan was placed on the Agenda of a joint meeting of the CSNCFL WDC and CSNCFL WDB for approval on October 9, 2024.

(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.

1. The OS partners represented on the Board were invited to the Planning Session which was publicly noticed and held in a location accessible to the public.
2. Notices of the Public Hearing and comment period were placed on the CSNCFL website and was also sent to each of the six member counties to place on their websites.
3. All CSNCFL WDB and Committee members were sent an email regarding the calendar for the Plan including the dates of the planning session, the comment period and the public hearing.
4. A draft of the plan was placed on the CSNCFL website as it was being developed and was updated once a week. A notice of the placement of the draft Plan on the CSNCFL website was provided to the United Way, our local 211 agency for distribution to all the local community stakeholders and inviting their comments.
5. CSNCFL contracts with the local Chambers of Commerce to connect with the Region's employers. Emails were sent to the Chamber Directors asking

them to let their members know about the Public Hearing and comment period for the Plan.

(6) 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)**

The Alachua County Office of the Clerk of the Court receives and disburses grant funds. The Clerk of the Court is an independently elected constitutional officer.

The Office of the Clerk is a complex organization that performs a wide range of record keeping, information management and financial management for the state judicial system and county government.

- (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).**

The administrative entity is CareerSource North Central Florida (CSNCFL), a local governmental entity having the sovereign immunity under the Florida Statutes §768.28 as the Region 26 Counties which created CSNCFL through their Interlocal Agreement (ILA). (The ILA is in process as the Plan is being drafted.)³

CSNCFL contracts with Alachua County which is the employer of record of the CSNCFL staff. The staff reports to the CSNCFL Chief Executive Officer. The Chief Executive Officer serves at the pleasure of the CSNCFL WDB and Council of Elected Officials.

(7) 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**

³ CSNCFL was originally created under the Region 9 prior Interlocal Agreement).

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

The current OSO is SCAD Media.

The re-alignment timetable resulted in the designation of Region 26 in June and there was not time to issue a new Request for Proposals (RFP) for the OSO prior to the beginning of the 2024-2025 Program Year. The governing boards were asked to approve a one-year extension of the sub-recipient agreement in place with SCAD Media, the Region 9 OSO in 2023 – 2024, so that a new RFP can be issued and a OSO selected beginning with July 1, 2025.

(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).

A Request for Quotes (RFQ) for a OSO was issued on April 6, 2021 with a deadline of May 3, 2021. It contained a description of the requirements and responsibilities that would be expected of the OSO. No responses were received. The RFQ for OSO Services deadline was extended until May 27, 2021. As no responses were received CSNCFL solicited quotes and was able to get a quote from SCAD Media that met the RFQ specifications. They are a public relations firm that is highly regarded in the local workforce area and work with many of the public education OS partners and local CBO's.

Approval of the agreement was presented to the OS Adult/DW Performance Committee at their June 3rd 2021 meetings where the Board Committees voted to recommend SCAD Media.

SCAD Media was approved to serve as the OSO at the June 15, 2021 Meeting of the NCFWDB.

As no other quotes were received a sole source justification was completed in accordance with our local procurement policy.

(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](#)).

N/A

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

The OSO has a workspace in the CSNCFL Comprehensive One-Stop Center with access to "Go to Meeting" software, and/or "Zoom" and equipment necessary to accomplish and meet the expectations described below.

1. SCAD coordinates the public OS partners pursuant to the strategy and direction of the CSNCFL governing boards.
2. SCAD developed a project plan together with the CSNCFL Chief Executive Officer specifying the various deliverables and milestones expected of the OSO. These are reviewed on a regular basis. They include:
 - a. A matrix containing the following information for each of the OS partners:
 - i Allowable services and activities by partner / funding stream
 - ii Program / funding stream participant eligibility
 - iii OS partners' performance requirements
 - iv Fund, program, or expenditure restrictions
 - b. A schedule of at least one meeting per quarter over the course of the year with the OS partner representatives to work on:
 - i. A cross-referral plan for participants
 - ii. A plan for sharing information regarding shared participants
 - iii. One-stop partner services coordination.
 - c. Track all CSNCFL OS MOU's and infra-structure / resource sharing agreements and budgets to assure they are current
 - d. Assist CSNCFL to update the MOU's and assure CSNCFL is meeting WIOA requirements
 - e. Assist in the development of MOU's with non-mandatory OS partners as may be approved by the CSNCFL governing boards
 - f. Familiarize themselves with the Florida Commerce and CSF OS certification criteria to assure CSNCFL's compliance

- g. Work to facilitate consistency across the CSNCFL Career Centers as it relates to the creation and maintenance of a welcoming, inclusive, and professional environment with a focus on quality customer services to job seekers and employers
 - h. Work with CSNCFL's QA staff to develop a tracking mechanism to gauge the number of cross referrals made to partner agencies on a quarterly basis by OS staff
 - i. Work with CSNCFL to provide OS center partner information as part of a one-stop orientation packet for new employees
 - j. Organizing and facilitating an annual one-stop partner meeting with the partner "decision makers" to agree on continuous improvement goals and objectives to be communicated to staff through their quarterly meetings
 - k. Observe on-site operations, space configuration, customer flow and integration of services and make recommendations for consideration by the one-stop partners especially identifying best practices that will result in better services to shared customers
 - l. Work with the CSNCFL OS Centers and OS partners to identify and adopt uniform outreach materials targeted toward job seekers and employers
 - m. Coordinate a public resource fair to be hosted by CSNCFL to showcase the existing and co-located partner resources/services available to the social service community
- 3. Work with the OS partners to develop a OS system vision and mission statement.
 - 4. Work with the OS partners to develop a strategic plan based upon the vision and mission to identify the goals and strategies for service integration, cross referral and other shared one-stop partner initiatives.
 - 5. Provide a quarterly report to the CSNCFL Chief Executive Officer, detailing the activities and accomplishments each quarter so that they can be reported to the CSNCFL governing boards.
 - 6. Work with the OS partners to improve on the technological solutions to connect partners not co-located in the CSNCFL Career Centers.

7. Work with the OS partners to develop training on WIOA section 188 equal opportunity, and accessibility requirements. The Training is provided annually on a rotation basis by the partners.
8. Perform tasks remotely if necessary.
9. Define how technological access shall work to assure participant access to services.

Items **Not Assigned** to the OSO pursuant to 20 CFR § 678.620 b.(1) include:

1. Convening system stakeholders to assist in developing the local plan
2. Preparing and submitting the local Plan
3. Conducting its own oversight
4. Managing or significantly participating in the competitive selection process for one-stop operator
5. Selecting or terminating the OSO, the Title I services provider, or youth providers
6. Negotiating local performance accountability measures with the state
7. Developing and/or submitting a budget for the NCFWDB activities.

- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center⁴, affiliate site or specialized center, as described in [Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

The CSNCFL OS Centers

The Comprehensive One Stop Center	1112 North Main Street Gainesville, FL 3260
Satellite Center #1	925 North Temple Ave., Suite C Starke, FL 32091
Satellite Center #2	1389 US Hwy 90, Suite 170 Lake City, FL, FL 32055
Satellite Center #3	25811 SE Hwy 19 Old Town, FL 32680

- (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](#))

One Stop Centers	Hours of Operation
1112 North Main Street Gainesville, FL 3260	Mon-Fri. 8:00 am – 5:00 pm
925 North Temple Ave., Suite C Starke, FL 32091	Mon-Fri. 8:00 am – 5:00 pm
1389 US Hwy 90, Suite 170 Lake City, FL, FL 32055	Mon-Fri. 8:00 am – 5:00 pm
25811 SE Hwy 19 Old Town, FL 32680	Mon-Fri. 8:00 am – 5:00 pm

- (g) For each access point, identify how the local area provides customers with to each required (and any approved optional) one-stop career center

⁴ A comprehensive center is one in which all core and required partner services are available either physically at the location or by direct linkage through technology to a program staff member who can provide meaningful information or services. See Training and Employment Guidance Letter No. 16-16 ([TEGL 16-16](#)) and Training and Employment Guidance Letter No. 16-16, Change 1 ([TEGL 16-16, Change 1](#)).

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](#))

One Stop Partner	Program Access	Infrastructure Support
WIOA Adult, DW, and Youth	Co-located in the OS	Cost Allocated
Wagner-Peyser Employment Services		
TANF / WTP		
SNAP		
Jobs Veterans State Grants programs		
Unemployment compensation		
RESEA		
Trade Adjustment Assistance	Technological Connection	Each entity pays for their technological connection it is calculated by IT and reviewed by Fiscal Each entity has a contact individual identified to provide services as needed
Adult Education and Family Literacy Act (AEFLA) program		
Vocational Rehabilitation (VR)		
Senior Community Service Employment Program		
Postsecondary Carl D. Perkins Career and Technical Education Act		
YouthBuild		
Community Services Block Grant	State Program	
Migrant and Seasonal farmworker		
Job Corps	N/A	Currently these programs are not represented in the Workforce Area
HUD Employment and training		
Second Chance Act		
Native American programs	N/A	Currently Native American programs do not coordinate with local regions

(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](#)).

The CSNCFL WDB and the CSNCFL Council of Elected Officials attest that the one-stop located at 1112 North Main Street Gainesville, FL 3260 is the Comprehensive One-Stop center for Region 26.

- (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)).**

N/A

(8) 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](http://floridajobs.org/local-workforce-development-board-resources/policy-and-guidance/guidance-papers)<http://floridajobs.org/local-workforce-development-board-resources/policy-and-guidance/guidance-papers>**Direct Provider of Workforce Services**)**

WIOA Title I career services are provided by Alachua County staff.
Career center staff do not provide training.

- (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.**

The Alachua BoCC approved entry into an ILA with the CSNCFL WDC and CSNCFL WDB at their September 24, 2024 meeting which provides for the delivery of WIOA Title I services by Alachua County staff. The ILA will be for three (3) years renewable for three (3) years.

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

The OSO does not provide career services.

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

Basic career services are available to all individuals coming into the OS or accessing our services virtually through self-service, or with minimal assistance.

One on one services are available to individuals meeting WIOA, TANF and SNAP eligibility as well as to Veterans and their eligible spouses who are prioritized for WIOA services. Veterans may be assisted by dedicated Jobs for Veterans staff. Individuals meeting OS partner program eligibility may be co-enrolled or are referred to partners as appropriate where they may receive individualized services suited to their needs.

See chart which follows

Career Services § 678.430 What are career services Available Through the CSNCFL One-Stop Centers	
Eligibility Determinations for WIOA Adult, DW, and youth	ETP performance and program cost information
Outreach	Local area is performance
Individualized career services	Work experiences and internships
Orientation to information and services available through the OS	Assistance to those needing to file an unemployment claim
Initiation of TANF Applications	Intake, including worker profiling
Manage TANF Work Activities	Individual in depth assessment & testing
Initial assessment of <u>literacy</u> , numeracy, and English language skills levels, aptitudes, abilities. skills gaps, and supportive services needs	Employment statistics on earnings, occupations in demand, skill requirements, and opportunities for advancement for vacant jobs
Labor exchange services	One on One interviewing skills
Information on nontraditional employment	Career planning & Development of an individual IEP
Limited career counseling –through Job Service Staff	Information on WIOA & partner supportive services
LMI	Individual career counseling
Job search and placement assistance	Workforce preparation
Recruitment and business services on behalf of employers	Workshops such as orientations, pre vocational training, financial literacy
Information and referrals to specialized business services	Information on eligibility for TANF & other public assistance programs
Posting of Job vacancy listings in the labor market area	Referral to our AEFLA partner for basic skills
Referral to OS partner & other programs	Self-assisted services for out of area job search
Job skills needed to obtain vacant jobs in the local area	Relocation out of area job search assistance to TANF customers experiencing domestic violence
Follow Up	TANF work activities

- (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.

The LWDB does not provide career services

(9) 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](#)).

CSNCFL issued an RFP for youth services in the spring of Program Year 2021. Only one response was received which was not comprehensive. Another RFP was issued in Program Year 2022 but no responses were received although the RFP was advertised, a bidders conference was held and individual meetings were held with CBO's and our public education partners encouraging them to submit a proposal.

As a result in accordance with Administrative Policy 120 and 20 CFR § 681.400, Youth Navigators, employed by Alachua County, are assigned to the one-stop and provide labor market and employment information to youth as well as services referred to as "framework services" including outreach, recruitment, intake, eligibility determination, assessment, supportive services, referral to training and follow-up services.

Currently Region 26, serves only out of school youth with WIOA funds as funds are limited and there are insufficient funds to launch an effective in-school youth program. Youth appropriate for training are awarded an ITA. ITA providers are responsible for assisting their graduates with placement. Youth can also access placement assistance, including direct placement, through the one-stop.

All youth have access to the WIOA 14 elements. Those elements not able to be provided through one-stop Youth Navigators, ITA providers, or our AEL partners, are provided on a one-on-one basis through referral to community partners.

CSNCFL is currently in talks with the ABLE Trust for the award of funds to serve disabled youth. These youth will be in-school youth.

- (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.**

N/A

CSNCFL issued an RFP for youth services in Program Year 2021. Only one response was received in 2021 which was not comprehensive. Another RFP was issued in Program Year 2022 but no responses were received although the RFP was advertised, a bidders' conference was held and individual meetings were held with our public education partners and local CBO's.

As a result in accordance with Administrative Policy 120 and 20 CFR §681.400 Youth Navigator are employed by Alachua County, assigned to the one-stop and provide labor market and employment information to youth as well as services referred to as framework services including outreach, recruitment, intake, eligibility determination, assessment, , supportive services, referral to training and follow-up services.

CSNCFL will seek Youth Committee guidance on whether to again issue an RFP during the upcoming year to augment services provided by the Youth Navigators in the one-stop.

- (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.**

N/A See above.

CSNCFL has a contract with QLM staffing based on a state procurement and with Spherion an Alachua County procured staffing company. These staffing companies serve as the employers of record for youth in work experience and internship activities.

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

N/A

Youth Navigators are employed by Alachua County, assigned to the one-stop and provide labor market and employment information to youth as well as services referred to as framework services including outreach, recruitment, intake, eligibility determination, assessment, , supportive services, referral to training and follow-up services.

Currently Region 26 serves only out of school youth with WIOA funds as funds are limited and there are insufficient funds to launch an effective in-school youth program. Youth appropriate for training are awarded an ITA. ITA providers are responsible for assisting their graduates with placement. However youth can also access placement assistance, both direct placement as well as following training through the one-stop.

All youth have access to the WIOA 14 elements and those elements not able to be provided through one-stop Youth Navigators are provided on a one-on-one basis through referral to community partners.

- (e) Describe any additional criteria⁵ 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.**

N/A

Staff employed as Youth Navigators are required to have appropriate educational backgrounds and experience working with youth.

⁵ The state's criteria for youth service provider selection is outlined in [CareerSource Florida Administrative Policy 120 – Youth Service Provider Selection](#).

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

Providing Youth with the 14 WIOA Program Elements

Tutoring	Public education partners provide AEL services ETP have tutoring available as needed As needed referrals are made to StudyEdge and Sylvan Learning
Alternative Secondary School	Youth are referred to AEL partners for GED including online GED also available in the one-stops
Paid and Unpaid Work Experiences	Youth are provided a work experiences with local public and private employers. At least 20% of CSNCFL's youth funds are spent on paid work experience opportunities.
Occupational Skill Training	Youth navigators in the OS award ITA's to youth needing post-secondary occupational training & they may also be placed in an OJT
Education concurrent with Workforce Preparation Activities	Many ETPs especially public education provide students with workforce preparation skills training. Youth may also be referred to our YouthBuild provider who combines education with workforce preparation Youth referred to our AEL providers for remediation or GED receive workforce preparation skills through our Youth Navigators through online programs for youth
Leadership Development activities	Online leadership programs are available in the OS. Communities in Schools provides leadership in Bradford County under contract with CSNCFL
Supportive services	Youth in WIOA programs are assessed and provided with support as needed in accordance with Florida Commerce and CSNCFL's support services policies.
Adult mentoring	Big Brothers and Big Sisters mentor youth under 18 and foster care youth. On occasion Youth Navigators serve as a mentor per the USDOL guidance.
Follow-up Services	All youth who exit a WIOA youth program receive 12 months of follow-up services
Comprehensive guidance and counseling	Youth Navigators provide all youth with case management, comprehensive guidance, and counseling. Youth needing mental health counseling are referred to the appropriate community partner

Providing Youth with the WIOA 14 Program Elements

Financial literacy education	Financial literacy is provided through online training options
Entrepreneurial skills training	Entrepreneurial skills training is provided through online training options
Labor Market Information	All youth enrolled in a WIOA program are provided with LMI on occupations in demand as a part of the development of a career plan
Transition Activities to Post-Secondary Education and Training	Youth navigators provide information and assistance to OSY awarded an ITA and to ISY enrolled in a summer work experience who want to progress to post-secondary training

(10) Career Center Staff

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

Sr Fiscal Assistant (1) and Fiscal Supervisor (1)

ANALYSIS OF NEED AND AVAILABLE RESOURCES

(1) Regional Analysis

- a. **Economic Conditions:** Including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and

As we enter this planning cycle, inflation appears to be slowing from a peak of 9.1% in June of 2022 to a recently reported annual rate of 3.4%; and while unemployment is very low, it has crept up slightly in our Region. In the last two years, the Federal Reserve has increased interest rates in a very short time period to combat inflation. The impact of recent decrease in interest rates has not yet been determined.

The hope is a recession will be avoided through consumer spending and investment. The Federal Reserve balances interest rate fluctuations to maintain price stability (target of 2% inflation). Real GDP hit 4.9% in the third quarter of 2023, but has since declined to 1.6% in the first quarter of 2024.

Industry Sectors:

Figure 1 provides the 2024 employment across industry sectors for the six-county region. Average earnings and projected five-year job growth is also provided. The largest employer is Government, with over 51,800 jobs in 2024. Education and health services is the second largest sector, and expected to have the largest growth, adding over 2,600 new jobs over the next 5 years. The University of Florida and UF Health are major employers in the Region.⁶

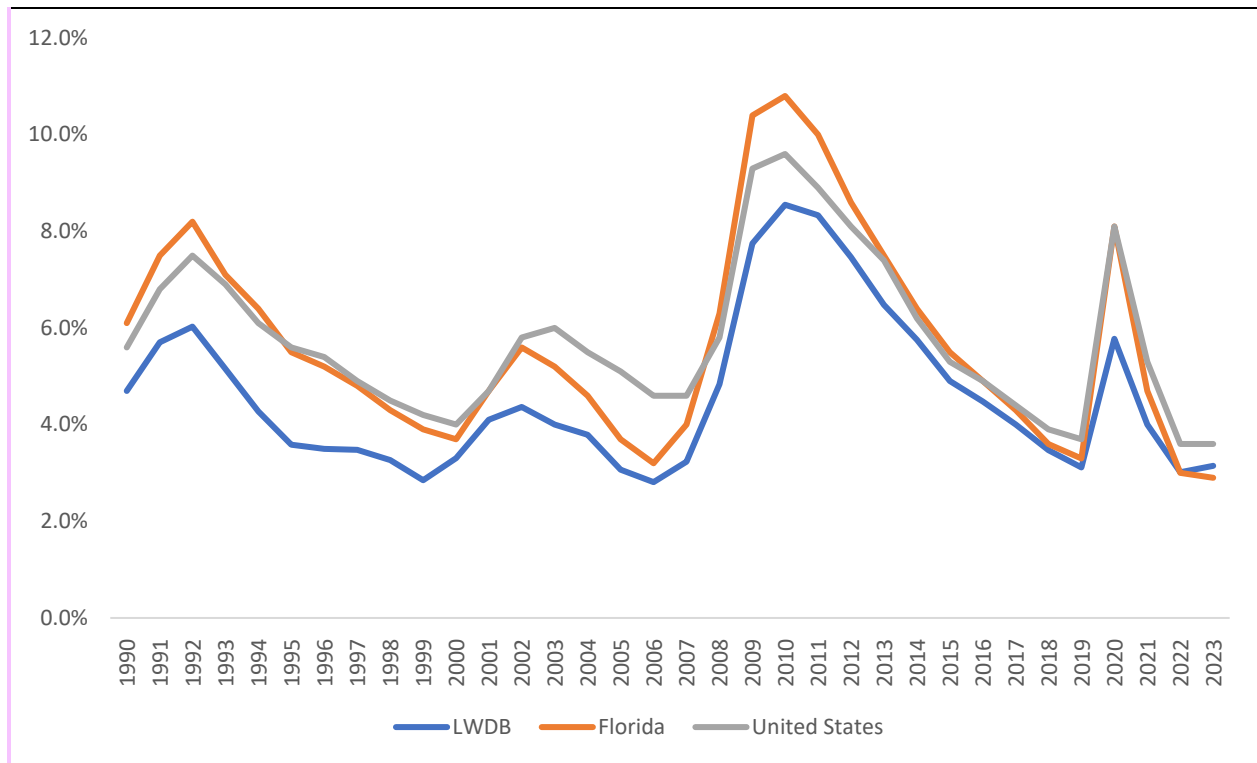
Figure 1: Expected Industry Growth and Earnings

Industry Description	2024 Jobs	2029 Jobs	Growth	% Growth	Avg. Earnings
Agriculture, natural resources, and mining	4,357	4,936	579	13.3%	\$49,635
Construction	9,230	9,339	108	1.2%	\$63,697
Education and health services	37,158	39,773	2,615	7.0%	\$71,655
Financial activities	8,333	8,562	228	2.7%	\$84,187
Government	51,856	50,248	(1,608)	(3.1%)	\$91,543
Information	1,875	1,928	53	2.8%	\$95,901
Leisure and hospitality	20,943	21,104	161	0.8%	\$29,654
Manufacturing	7,889	8,300	411	5.2%	\$81,679
Other services	8,811	8,816	4	0.0%	\$34,381
Professional and business services	21,486	22,438	952	4.4%	\$73,872
Trade, transportation, and utilities	31,319	31,901	583	1.9%	\$56,462
TOTAL	203,258	207,345	4,087	2.0%	\$68,971

Figure 2 provides the historical unemployment rate for the six county Region, Florida, and United States. For the entire 33 years, the Region's unemployment has been lower than the national average. Since 2022, the Region has had a higher unemployment rate than Florida. As of July 2024, the unemployment rate for Region 26 is 4.0%, Florida's is 3.8%, and the U.S. is at 4.5% (Not Seasonally Adjusted).

⁶ Source: Lightcast Employment – 2024.3 (QCEW, Non-QCEW, and Self-Employed)

Figure 2: Annual Average Unemployment Rate



Source: Florida Commerce Local Area Unemployment Statistics

Although the unemployment rate is historically low at 4.0%, it is disproportionate across the Region. As of July 2024, Alachua and Bradford counties were at 3.9%, while Gilchrist and Dixie counties were at 4.4% and 4.5%, respectively. Figure 3 provides the unemployment distribution by age, as of March 2024. Relative to the state, the younger population (44 and under) makes up a greater portion of the unemployed. These younger workers are an important resource in our Region.

As the local workforce system, an objective going forward must be to engage these younger individuals and upskill them if appropriate so they can add to the health of our local economy

Figure 3: Unemployment by Age, as of March 2024

Age Cohort	Workforce Development Board		Florida	
	Unemployed	% of Unemployed	Unemployed	% of Unemployed

Less than 24	550	7.1%	18,914	5.2%
25 - 44	3,824	49.5%	173,666	47.7%
45 - 59	2,195	28.4%	111,848	30.7%
60 and older	1,162	15.0%	59,613	16.4%

Source: Lightcast Economy Overview (March 2024)

Figure 4 highlights the unemployment by gender. The unemployed distribution is higher for females across the six-county region and Florida.

Figure 4: Unemployment by Gender, as of March 2024

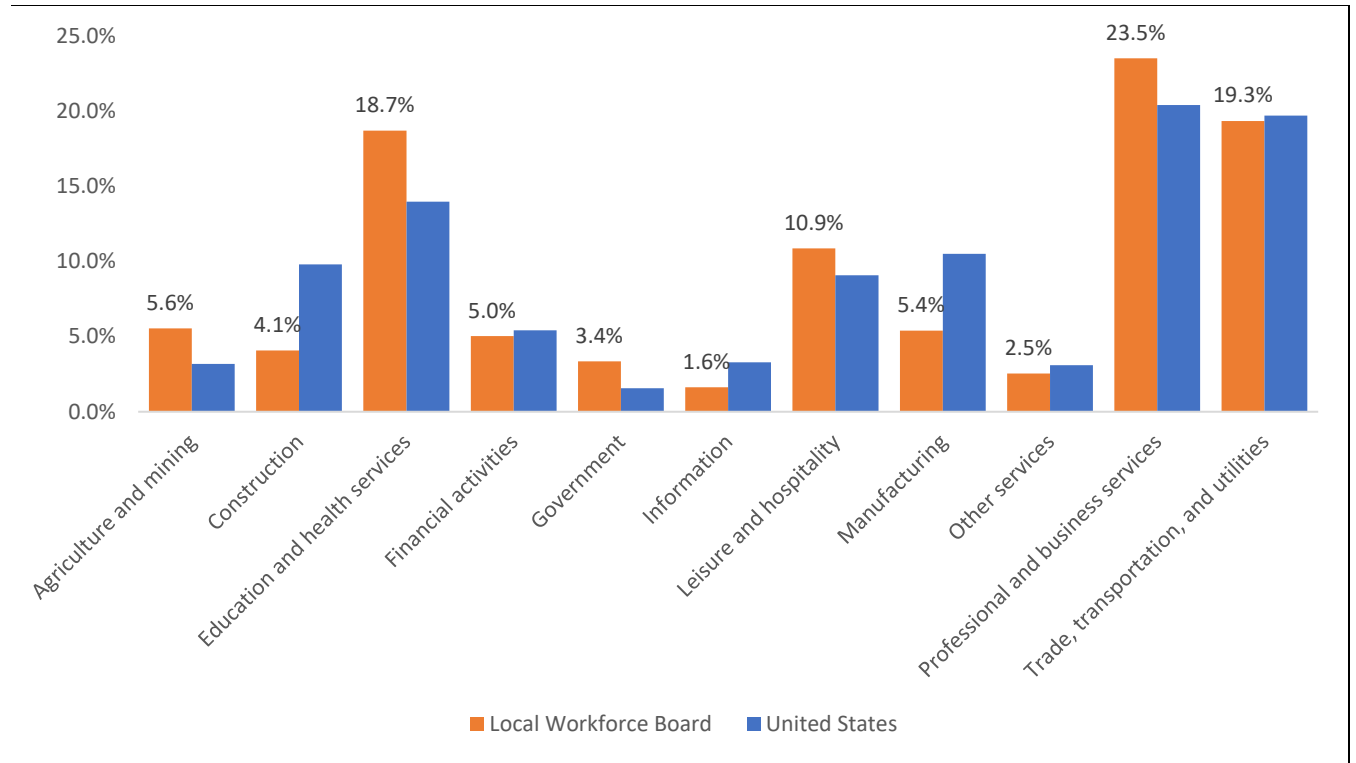
Gender	Workforce Development Board		Florida	
	Unemployed	% of Unemployed	Unemployed	% of Unemployed
Females	4,394	57.1%	201,992	55.5%
Males	3,307	42.9%	162,051	44.5%

Source: Lightcast Economy Overview (March 2024)

Finally, Figure 5 provides a distribution of the unemployed by industry (as of June, 2024) for the Region and the nation. It is important to note that construction and manufacturing make up a lower portion of the unemployed relative to the nation. However, Education, health services, professional and business services have a higher concentration of unemployed.

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Figure 5: Percent Unemployed by Industry (June 2024)



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Figure 6 provides a more detailed look at the industries gaining jobs. Notice that 8 of the top 20 detailed industries are in healthcare (62) and are expected to add over 2,100 new jobs to the region.

Figure 1: Top 20 Detailed Industries Gaining the Most New Jobs

Rank	NAICS	NAICS Title	2024 Jobs	2029 Jobs	Growth	% Growth	Location Quotient
1	6221	General Medical and Surgical Hospitals	14,574	15,465	890	6.1%	2.50
2	5613	Employment Services	3,342	3,802	460	13.8%	0.79
3	1110	Crop Production	1,858	2,303	445	24.0%	1.81
4	6216	Home Health Care Services	2,130	2,542	412	19.3%	1.04
5	6211	Offices of Physicians	4,008	4,232	224	5.6%	1.14
6	5416	Management, Scientific, and Technical Consulting Services	1,980	2,204	223	11.3%	0.74
7	6213	Offices of Other Health Practitioners	1,672	1,886	214	12.8%	1.03
8	6231	Nursing Care Facilities (Skilled Nursing Facilities)	2,699	2,895	196	7.3%	1.61
9	1151	Support Activities for Crop Production	1,157	1,307	150	13.0%	1.97
10	5242	Agencies, Brokerages, and Other Insurance Related Activities	1,915	2,058	143	7.5%	0.90
11	6214	Outpatient Care Centers	1,142	1,283	142	12.4%	0.81
12	9999	Unclassified Industry	290	425	135	46.3%	0.72
13	4244	Grocery and Related Product Merchant Wholesalers	1,211	1,343	132	10.9%	1.23
14	6215	Medical and Diagnostic Laboratories	777	908	131	16.9%	1.96
15	5511	Management of Companies and Enterprises	852	974	122	14.4%	0.28
16	6113	Colleges, Universities, and Professional Schools	323	442	120	37.0%	0.15
17	5311	Lessors of Real Estate	1,650	1,768	119	7.2%	1.50
18	2382	Building Equipment Contractors	2,962	3,079	117	3.9%	0.91
19	6241	Individual and Family Services	1,371	1,485	114	8.3%	0.35
20	4921	Couriers and Express Delivery Services	808	916	108	13.4%	0.67

Source: Lightcast Employment – 2024.3 (QCEW, Non-QCEW, and Self-Employed)

Figure 7 highlights the top 20 fastest growing occupations (by percentage) in the six-county region. Even though many of these occupations require Bachelor's or Master's degrees, the region is poised well to support this training given the presence of the University of Florida. As an example, the University of Florida had over 300 Bachelor's and 100 Master's degrees awarded in Mechanical Engineering in 2022.

Although many of the graduates will obtain employment elsewhere, job openings will likely be filled by those attracted to the region. Also many sectors offer opportunities to individuals with certifications within the career path providing jobs for those who do not want to work toward a degree.

Figure 2: Top 20 Fastest-Growing Occupations

Rank	SOC	SOC Title	2023 Jobs	2031 Jobs	Growth	% Growth
1	29-1171	Nurse Practitioners	231	302	71	30.7%
2	13-1081	Logisticians	187	241	54	28.9%
3	45-2041	Graders and Sorters, Agricultural Products	31	39	8	25.8%
4	11-9111	Medical and Health Services Managers	884	1,080	196	22.2%
5	17-2141	Mechanical Engineers	114	139	25	21.9%
6	15-2011	Actuaries	38	46	8	21.1%
7	37-3011	Landscaping and Groundskeeping Workers	1,497	1,781	284	19.0%
8	49-9041	Industrial Machinery Mechanics	211	250	39	18.5%
9	13-1161	Market Research Analysts and Marketing Specialists	605	716	111	18.3%
10	51-4194	Tool Grinders, Filers, and Sharpeners	11	13	2	18.2%
11	17-3031	Surveying and Mapping Technicians	184	217	33	17.9%
12	17-1022	Surveyors	97	114	17	17.5%
13	53-7051	Industrial Truck and Tractor Operators	1,711	2,003	292	17.1%
14	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,186	3,701	515	16.2%
15	29-1127	Speech-Language Pathologists	230	267	37	16.1%
16	19-2041	Environmental Scientists and Specialists, Including Health	146	169	23	15.8%
17	11-3031	Financial Managers	554	641	87	15.7%
18	11-3051	Industrial Production Managers	98	113	15	15.3%
19	11-9041	Architectural and Engineering Managers	112	129	17	15.2%
20	31-9092	Medical Assistants	1,281	1,471	190	14.8%

Source: Florida Commerce

(b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

In looking at jobs for our barriered population, Figure 8 identifies the top 20 occupations with the most net new jobs requiring no training, a certificate or an Associate's degree. Over 1,000 net new jobs in nursing, medical assistants, aides, and medical managers are expected by 2031.

For those occupations requiring an Associate's degree, certificate or workplace training, it will be important for the CSNCFL WDB to identify courses of training that can be added to our ETPL so that:

1. Our youth, adults and dislocated workers can be prepared for these occupations
2. These occupations in addition to being in demand will provide our workforce with better than a self-sufficient wage.

Figure 3: Top 20 Occupations Gaining the Most New Jobs

Rank	SOC	SOC Title	2023 Jobs	2031 Jobs	Growth	% Growth
1	29-1141	Registered Nurses	7,138	7,724	586	8.2%
2	13-1199	Business Operations Specialists, All Other	5,116	5,645	529	10.3%
3	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,186	3,701	515	16.2%
4	35-3023	Fast Food and Counter Workers	4,575	5,022	447	9.8%
5	53-7051	Industrial Truck and Tractor Operators	1,711	2,003	292	17.1%
6	37-3011	Landscaping and Groundskeeping Workers	1,497	1,781	284	19.0%
7	11-1021	General and Operations Managers	3,016	3,248	232	7.7%
8	53-3032	Heavy and Tractor-Trailer Truck Drivers	2,829	3,042	213	7.5%
9	53-7065	Stockers and Order Fillers	2,956	3,168	212	7.2%
10	31-1131	Nursing Assistants	3,022	3,221	199	6.6%
11	11-9111	Medical and Health Services Managers	884	1,080	196	22.2%
12	31-9092	Medical Assistants	1,281	1,471	190	14.8%
13	31-1120	Home Health and Personal Care Aides	1,612	1,797	185	11.5%
14	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,846	2,018	172	9.3%
15	49-9071	Maintenance and Repair Workers, General	2,240	2,411	171	7.6%
16	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	1,613	1,757	144	8.9%
17	37-2012	Maids and Housekeeping Cleaners	1,596	1,722	126	7.9%
18	53-3033	Light Truck Drivers	1,089	1,210	121	11.1%
19	13-1111	Management Analysts	962	1,080	118	12.3%
20	47-2111	Electricians	793	906	113	14.2%

Source: Florida Commerce

In addition to the forecasts, Florida Commerce tracks job postings. Similar occupations also show up in their top 15 job postings as seen in Figure 9, as of July 2024. (See next page)

Figure 4: Top 15 Advertised Occupations (July 2024) Source: Florida Commerce

Occupation	July 2024	July 2023	% Change
Registered Nurses	1,103	713	54.7%
Retail Salespersons	359	341	5.3%
First-Line Supervisors of Retail Sales Workers	241	232	3.9%
Secretaries and Administrative Assistants	200	192	4.2%
Postsecondary Teachers	188	121	55.4%
Heavy and Tractor-Trailer Truck Drivers	186	160	16.3%
Licensed Practical and Licensed Vocational Nurses	166	149	11.4%
Customer Service Representatives	154	242	-36.4%
Fast Food and Counter Workers	144	137	5.1%
Food Service Managers	136	163	-16.6%
Medical and Health Services Managers	131	135	-3.0%
Maintenance and Repair Workers, General	127	142	-10.6%
Sales Representatives, Wholesale and Manufacturing	108	79	36.7%
General and Operations Managers	106	122	-13.1%
Health Technologists and Technicians, All Other	103	123	-16.3%

In analyzing the jobs, it is also interesting to identify the employers for workers filling these jobs leading employers for the Region have changed little since 2016⁷ & 8.

	Corporation	Industry	Number of employees
1	University of Florida	Education	27567
2	UF Health Shands System	Healthcare	12705
3	Veterans Affairs Medical Center	Healthcare	6127
4	Alachua County School Board	Public education	3904
5	City of Gainesville	City government	2072
6	HCA Florida North Florida Hospital	Healthcare	2000
7	Gator Dining Services	Food service	1200
8	Nationwide Insurance Company	Insurance	960
9	Alachua County	Government	809
10	Publix Supermarkets	Grocery	780
11	Santa Fe College	Education	750
12	Wal-Mart Distribution Center	Grocery	738
13	Dollar General Distribution Center	Retail	600
14	RTI Surgical	Orthopedic/cardio implants	518
15	Wal-Mart Stores	Grocery	312

⁷ https://en.wikipedia.org/wiki/North_central_Florida

⁸ A comparison of data available from the GGCC, the Gainesville Sun, local EDC's and *Demographics Now* indicates information has remained constant since 2016

In looking at the largest employers it should be noted that government, health, and education occupy a dominant space in the labor market. These are employers with typically less turnover and who require background checks and certifications for many jobs as opposed to smaller private sector employers who may have more flexibility in their hiring.

What this tells us is that our WTP, SNAP, WIOA Adult, and Youth populations may face challenges competing for jobs with the larger employers who also offer high job security, benefits and wages that are likely to be adjusted for inflation. This is particularly of concern for individuals with WIOA barriers such as justice involved, substance abuse, lack of a high school credential, or similar histories who may struggle in competing for jobs in these sectors with the larger employers.

The recent labor shortage following COVID resulted in employers revisiting job qualification and background requirements. This may be a strategy the local governing boards may wish to continue to promote to assist individuals with barriers in being more competitive for available jobs.

(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)).

Figure 10 depicts the graduates from the training programs offered in Alachua, Bradford, and Columbia counties based on data from the National Center for Education Statistics.⁹ The highest program completions is in the Health Professions, which aligns with the industries in-demand. The trend has remained relatively stable with about 3,000 graduates per year. The Bachelor's degree graduates in the healthcare fields have increased 54% relative to 10 years ago. The Liberal Arts and Sciences degree in the Associates level has fallen by 24% since 2014. This is likely due to lower overall enrollment in Associates of Arts 2 year and Liberal Arts 4-year degrees. Instead, enrollment in certificate programs, trade, and technical programs as well as in programs resulting in Degrees in Engineering and Information Technology have substantially increased.

One of the largest growing fields for the Region has been Computer and Information Sciences. Only 182 graduates completed a program in this field in 2014, which has grown to over 1,400 students in 2023 with nearly half at the graduate level. Management fields have also seen a significant increase as

⁹ Note: Data from the National Center for Education Statistics was unavailable for Dixie, Gilchrist, and Union Counties

University of Florida's MBA remains very competitive among national rankings (Wall Street Journal, U.S. News & World Report, etc.).

Figure 10: 2023 Completions Workforce Development Board

Programs (2 Digit CIP)	Certificate or Associates	Bachelors	Graduate	10-Yr Trend
Health Professions and Related	632	1,018	1,444	→
Business, Management, Marketing, and Related	30	1,584	1,228	↑
Engineering/Engineering-Related Technology	187	1,314	878	↓
Liberal Arts and Sciences	2,250	0	0	↓
Social Sciences	105	1,266	104	→
Biological and Biomedical Sciences	5	1,189	610	↑
Computer and Information Sciences	266	518	617	↑
Education	19	333	545	→
Psychology	0	688	69	↑
Parks, Recreation, Leisure, and Fitness	69	298	201	↑
Agriculture/Veterinary Science	66	293	153	↓
Visual and Performing Arts	54	364	83	↑
Multi/Interdisciplinary Studies	0	379	11	↑
Legal Professions and Studies	6	0	307	↓
Homeland Security, Law Enforcement, Firefighting	230	43	19	↑
Family and Consumer Sciences	38	71	43	↓
Culinary, Entertainment, and Personal Services	149	0	0	↑
Transportation and Materials Moving	77	0	0	↑
Construction Trades	44	0	0	↑
Mechanic and Repair Technologies	14	0	0	↓

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- (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)).

Demographics:

The following charts show us the demographics of our Region.

Subject	Alachua County, Florida					
	Total	Percent	Veterans	Percent Veterans	Nonveterans	Percent Nonveterans
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian population 18 years and over	230,243	(X)	15,000	6.5%	215,243	93.5%
PERIOD OF SERVICE						
Gulf War (9/2001 or later) veterans	(X)	(X)	2,997	20.0%	(X)	(X)
Gulf War (8/1990 to 8/2001) veterans	(X)	(X)	3,645	24.3%	(X)	(X)
Vietnam era veterans	(X)	(X)	5,017	33.4%	(X)	(X)
Korean War veterans	(X)	(X)	693	4.6%	(X)	(X)
World War II veterans	(X)	(X)	431	2.9%	(X)	(X)
SEX						
Male	110,127	47.8%	13,130	87.5%	96,997	45.1%
Female	120,116	52.2%	1,870	12.5%	118,246	54.9%
AGE						
18 to 34 years	102,265	44.4%	1,216	8.1%	101,049	46.9%
35 to 54 years	58,092	25.2%	3,414	22.8%	54,678	25.4%
55 to 64 years	28,861	12.5%	3,316	22.1%	25,545	11.9%
65 to 74 years	24,606	10.7%	3,617	24.1%	20,989	9.8%
75 years & +	16,419	7.1%	3,437	22.9%	12,982	6.0%
RACE /HISPANIC / LATINO ORIGIN						
White alone	155,462	67.5%	10,808	72.1%	144,654	67.2%
Black or African American alone	40,594	17.6%	2,963	19.8%	37,631	17.5%
American Indian and Alaska Native alone	516	0.2%	86	0.6%	430	0.2%
Asian alone	14,286	6.2%	190	1.3%	14,096	6.5%
Native Hawaiian/ Other Pacific Islander	139	0.1%	0	0.0%	139	0.1%
Other race alone	4,319	1.9%	284	1.9%	4,035	1.9%
2 or more races	14,927	6.5%	669	4.5%	14,258	6.6%
Hispanic or Latino (of any race)	24,780	10.8%	923	6.2%	23,857	11.1%
White alone, not Hispanic or Latino	143,196	62.2%	10,382	69.2%	132,814	61.7%

Subject	Bradford County, Florida					
	Total	Percent	Veterans	Percent Veterans	Nonveterans	Percent Nonveterans
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian population 18 years and over	22,269	(X)	1,759	7.9%	20,510	92.1%
PERIOD OF SERVICE						
Gulf War (9/2001 or later) veterans	(X)	(X)	590	33.5%	(X)	(X)
Gulf War (8/1990 to 8/2001) veterans	(X)	(X)	600	34.1%	(X)	(X)
Vietnam era veterans	(X)	(X)	534	30.4%	(X)	(X)
Korean War veterans	(X)	(X)	56	3.2%	(X)	(X)
World War II veterans	(X)	(X)	20	1.1%	(X)	(X)
SEX						
Male	12,472	56.0%	1,632	92.8%	10,840	52.9%
Female	9,797	44.0%	127	7.2%	9,670	47.1%
AGE						
18 to 34 years	6,376	28.6%	198	11.3%	6,178	30.1%
35 to 54 years	7,305	32.8%	489	27.8%	6,816	33.2%
55 to 64 years	3,633	16.3%	402	22.9%	3,231	15.8%
65 to 74 years	2,797	12.6%	376	21.4%	2,421	11.8%
75 years & +	2,158	9.7%	294	16.7%	1,864	9.1%
RACE /HISPANIC / LATINO ORIGIN						
White alone	16,604	74.6%	1,281	72.8%	15,323	74.7%
Black or African American alone	3,986	17.9%	471	26.8%	3,515	17.1%
American Indian and Alaska Native alone	23	0.1%	0	0.0%	23	0.1%
Asian alone	183	0.8%	0	0.0%	183	0.9%
Native Hawaiian/ Other Pacific Islander alone	0	0.0%	0	0.0%	0	0.0%
Other race alone	130	0.6%	0	0.0%	130	0.6%
2 or more races	1,343	6.0%	7	0.4%	1,336	6.5%
Hispanic or Latino (of any race)	1,020	4.6%	0	0.0%	1,020	5.0%
White alone, not Hispanic or Latino	16,230	72.9%	1,281	72.8%	14,949	72.9%

Subject	Columbia County, Florida					
	Total	Percent	Veterans	Percent Veterans	Nonveterans	Percent Nonveterans
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian population 18 years and over	54,226	(X)	6,358	11.7%	47,868	88.3%
PERIOD OF SERVICE						
Gulf War (9/2001 or later) veterans	(X)	(X)	1,238	19.5%	(X)	(X)
Gulf War (8/1990 to 8/2001) veterans	(X)	(X)	1,440	22.6%	(X)	(X)
Vietnam era veterans	(X)	(X)	2,453	38.6%	(X)	(X)
Korean War veterans	(X)	(X)	461	7.3%	(X)	(X)
World War II veterans	(X)	(X)	48	0.8%	(X)	(X)
SEX						
Male	27,681	51.0%	5,734	90.2%	21,947	45.8%
Female	26,545	49.0%	624	9.8%	25,921	54.2%
AGE						
18 to 34 years	13,665	25.2%	617	9.7%	13,048	27.3%
35 to 54 years	17,070	31.5%	1,108	17.4%	15,962	33.3%
55 to 64 years	9,771	18.0%	1,237	19.5%	8,534	17.8%
65 to 74 years	8,024	14.8%	1,808	28.4%	6,216	13.0%
75 years & +	5,696	10.5%	1,588	25.0%	4,108	8.6%
RACE /HISPANIC / LATINO ORIGIN						
White alone	40,749	75.1%	5,057	79.5%	35,692	74.6%
Black or African American alone	9,005	16.6%	878	13.8%	8,127	17.0%
American Indian and Alaska Native alone	92	0.2%	0	0.0%	92	0.2%
Asian alone	461	0.9%	31	0.5%	430	0.9%
Native Hawaiian/ Other Pacific Islander alone	21	0.0%	0	0.0%	21	0.0%
Other race alone	1,122	2.1%	52	0.8%	1,070	2.2%
2 or more races	2,776	5.1%	340	5.3%	2,436	5.1%
Hispanic or Latino (of any race)	3,255	6.0%	170	2.7%	3,085	6.4%
White alone, not Hispanic or Latino	39,809	73.4%	4,982	78.4%	34,827	72.8%

Subject	Dixie County, Florida					
	Total	Percent	Veterans	Percent Veterans	Nonveterans	Percent Nonveterans
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian population 18 years and over	13,752	(X)	1,499	10.9%	12,253	89.1%
PERIOD OF SERVICE						
Gulf War (9/2001 or later) veterans	(X)	(X)	293	19.5%	(X)	(X)
Gulf War (8/1990 to 8/2001) veterans	(X)	(X)	280	18.7%	(X)	(X)
Vietnam era veterans	(X)	(X)	672	44.8%	(X)	(X)
Korean War veterans	(X)	(X)	103	6.9%	(X)	(X)
World War II veterans	(X)	(X)	0	0.0%	(X)	(X)
SEX						
Male	7,670	55.8%	1,395	93.1%	6,275	51.2%
Female	6,082	44.2%	104	6.9%	5,978	48.8%
AGE						
18 to 34 years	3,122	22.7%	186	12.4%	2,936	24.0%
35 to 54 years	4,130	30.0%	161	10.7%	3,969	32.4%
55 to 64 years	2,531	18.4%	207	13.8%	2,324	19.0%
65 to 74 years	2,352	17.1%	574	38.3%	1,778	14.5%
75 years & +	1,617	11.8%	371	24.7%	1,246	10.2%
RACE /HISPANIC / LATINO ORIGIN						
White alone	11,752	85.5%	1,430	95.4%	10,322	84.2%
Black or African American alone	1,224	8.9%	47	3.1%	1,177	9.6%
American Indian and Alaska Native alone	15	0.1%	0	0.0%	15	0.1%
Asian alone	32	0.2%	7	0.5%	25	0.2%
Native Hawaiian/ Other Pacific Islander alone	0	0.0%	0	0.0%	0	0.0%
Other race alone	46	0.3%	0	0.0%	46	0.4%
2 or more races	683	5.0%	15	1.0%	668	5.5%
Hispanic or Latino (of any race)	612	4.5%	9	0.6%	603	4.9%
White alone, not Hispanic or Latino	11,434	83.1%	1,421	94.8%	10,013	81.7%

Subject	Gilchrist County, Florida					
	Total	Percent	Veterans	Percent Veterans	Nonveterans	Percent Nonveterans
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian population 18 years and over	14,479	(X)	1,352	9.3%	13,127	90.7%
PERIOD OF SERVICE						
Gulf War (9/2001 or later) veterans	(X)	(X)	240	17.8%	(X)	(X)
Gulf War (8/1990 to 8/2001) veterans	(X)	(X)	223	16.5%	(X)	(X)
Vietnam era veterans	(X)	(X)	530	39.2%	(X)	(X)
Korean War veterans	(X)	(X)	87	6.4%	(X)	(X)
World War II veterans	(X)	(X)	12	0.9%	(X)	(X)
SEX						
Male	7,417	51.2%	1,204	89.1%	6,213	47.3%
Female	7,062	48.8%	148	10.9%	6,914	52.7%
AGE						
18 to 34 years	3,688	25.5%	28	2.1%	3,660	27.9%
35 to 54 years	4,493	31.0%	331	24.5%	4,162	31.7%
55 to 64 years	2,670	18.4%	311	23.0%	2,359	18.0%
65 to 74 years	2,072	14.3%	436	32.2%	1,636	12.5%
75 years & +	1,556	10.7%	246	18.2%	1,310	10.0%
RACE /HISPANIC / LATINO ORIGIN						
White alone	13,216	91.3%	1,292	95.6%	11,924	90.8%
Black or African American alone	513	3.5%	33	2.4%	480	3.7%
American Indian and Alaska Native alone	25	0.2%	3	0.2%	22	0.2%
Asian alone	47	0.3%	0	0.0%	47	0.4%
Native Hawaiian/ Other Pacific Islander alone	3	0.0%	0	0.0%	3	0.0%
Other race alone	203	1.4%	0	0.0%	203	1.5%
2 or more races	472	3.3%	24	1.8%	448	3.4%
Hispanic or Latino (of any race)	764	5.3%	12	0.9%	752	5.7%
White alone, not Hispanic or Latino	12,830	88.6%	1,283	94.9%	11,547	88.0%

Subject	Union County, Florida					
	Total	Percent	Veterans	Percent Veterans	Nonveterans	Percent Nonveterans
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Civilian population 18 years and over	12,129	(X)	1,202	9.9%	10,927	90.1%
PERIOD OF SERVICE						
Gulf War (9/2001 or later) veterans	(X)	(X)	227	18.9%	(X)	(X)
Gulf War (8/1990 to 8/2001) veterans	(X)	(X)	198	16.5%	(X)	(X)
Vietnam era veterans	(X)	(X)	506	42.1%	(X)	(X)
Korean War veterans	(X)	(X)	21	1.7%	(X)	(X)
World War II veterans	(X)	(X)	0	0.0%	(X)	(X)
SEX						
Male	8,281	68.3%	1,122	93.3%	7,159	65.5%
Female	3,848	31.7%	80	6.7%	3,768	34.5%
AGE						
18 to 34 years	3,358	27.7%	138	11.5%	3,220	29.5%
35 to 54 years	3,937	32.5%	172	14.3%	3,765	34.5%
55 to 64 years	2,195	18.1%	303	25.2%	1,892	17.3%
65 to 74 years	1,562	12.9%	367	30.5%	1,195	10.9%
75 years & +	1,077	8.9%	222	18.5%	855	7.8%
RACE /HISPANIC / LATINO ORIGIN						
White alone	8,702	71.7%	932	77.5%	7,770	71.1%
Black or African American alone	2,289	18.9%	141	11.7%	2,148	19.7%
American Indian and Alaska Native alone	37	0.3%	36	3.0%	1	0.0%
Asian alone	18	0.1%	0	0.0%	18	0.2%
Native Hawaiian/ Other Pacific Islander alone	4	0.0%	0	0.0%	4	0.0%
Other race alone	92	0.8%	0	0.0%	92	0.8%
2 or more races	987	8.1%	93	7.7%	894	8.2%
Hispanic or Latino (of any race)	656	5.4%	18	1.5%	638	5.8%
White alone, not Hispanic or Latino	8,376	69.1%	923	76.8%	7,453	68.2%

It is important to consider the demographics and potential barriers to entry into employment.

Figure 11 provides an overview of population, labor market, and earnings data for the region, state, and nation. The 6-county region has a slightly lower labor force participation relative to the state. Average earnings of \$68,971 is about 9% lower than the rest of Florida, and 17% lower than the nation.

Figure 11: Overview of Population, Employment, and Earnings

	Workforce Development Board	Florida	United States
Population (2023)	440,415	22,580,001	335,528,243
Labor Force	205,535	11,088,228	167,958,676
Employed	197,834	10,724,186	161,355,542
Unemployed	7,701	364,042	6,603,134
Not in Labor Force	147,117	7,579,352	100,561,775
Labor Force Participation Rate	58.3%	59.4%	62.5%
Earnings (2023)	\$68,971	\$75,995	\$83,315

Source: Lightcast Economy Overview (March 2024)

In Figure 12, education attainment is provided for the workforce area region, state, and nation. With the presence of University of Florida, there is a higher concentration of graduate and terminal degrees relative to Florida and the U.S. However, students come to the University from all over the state and the country many with no intention of settling in the Region. This must be considered when evaluating the workforce.

Figure 12: Education Attainment % of Population

Education Level	Workforce Development Board	Florida	United States
Less Than 9th Grade	2.7%	4.3%	4.7%
9th Grade to 12th Grade	7.2%	6.2%	6.0%
High School Diploma	27.1%	27.5%	26.2%
Some College	17.8%	18.9%	19.5%
Associate's Degree	10.4%	10.2%	8.8%
Bachelor's Degree	18.5%	20.5%	21.2%
Graduate Degree and Higher	16.3%	12.4%	13.6%

Source: Lightcast

Figure 13 provides the distribution of household incomes across the six-county region, Florida, and United States. Although the definition of poverty varies by location and household size, we see that 29.0% of households in the six-county region have incomes of less than \$30,000. That rate is higher than the 23.1% in Florida and 21.6% in the U.S. In addition, average household incomes in the Region are 10.6% less than the state and 19.0% less than the nation.

Figure 13: Household Income Distribution

Household Income Levels	Workforce Development Board	Florida	United States
\$ 0 - \$9,999	9.2%	6.0%	5.8%
\$ 10,000 - \$19,999	9.8%	8.1%	7.8%
\$ 20,000 - \$29,999	10.1%	9.1%	8.0%
\$ 30,000 - \$39,999	9.7%	8.9%	8.0%
\$ 40,000 - \$49,999	7.8%	8.3%	7.5%
\$ 50,000 - \$59,999	6.9%	7.9%	7.2%
\$ 60,000 - \$74,999	10.0%	10.7%	10.0%
\$ 75,000 - \$99,999	12.5%	13.4%	13.3%
\$100,000 - \$124,999	8.7%	9.1%	9.8%
\$125,000 - \$149,999	4.8%	5.6%	6.5%
\$150,000 +	10.5%	12.9%	16.2%
Average Household Income	\$81,134	\$90,776	\$100,106

Source: DemographicsNow

Figures 14 and 15 highlight the percentage below the poverty level by race and the incidence of race in the population. As a barrier to employment, the poverty across all races is significantly higher for all races in the 6-county region. Overall, the poverty rate for the region is 19.6%, compared to 13.4% for Florida and 12.9% for the U.S. The Asian both non-Hispanic, and Hispanic population has a significantly higher poverty rate than the rest of the population although they are less than 5% of the population.

Figure14: Poverty by Race

Race	Workforce Region	Florida	United States
White	15.0%	9.2%	9.0%
Black	28.6%	22.9%	22.9%
American Indian/Alaska Native	27.5%	25.5%	25.9%
Asian	28.9%	11.8%	10.2%
Native Hawaiian/Pacific Islander	34.1%	28.2%	23.4%
Some Other Race	31.7%	19.4%	20.6%
2+ Races	27.4%	16.6%	17.5%
Total Population	19.6%	13.4%	12.9%

Figure15: Incidence of Race and Ethnicity In the Population

Race/Ethnicity	2023 Population	2033 Population	Change	% Change	2033 % of Cohort
White, Non-Hispanic	286,243	300,206	13,963	5%	62.14%
Black, Non-Hispanic	78,727	81,011	2,284	3%	16.77%
White, Hispanic	37,829	51,597	13,767	36%	10.68%
Asian, Non-Hispanic	19,336	24,186	4,850	25%	5.01%
Two or More Races, Non-Hispanic	10,675	14,609	3,933	37%	3.02%
Black, Hispanic	2,631	3,597	966	37%	0.74%
Two or More Races, Hispanic	1,698	2,818	1,120	66%	0.58%
American Indian or Alaskan Native, Non-Hispanic	1,494	1,844	350	23%	0.38%
American Indian or Alaskan Native, Hispanic	808	1,400	592	73%	0.29%
Asian, Hispanic	465	764	300	64%	0.16%
Native Hawaiian or Pacific Islander, Non-Hispanic	262	435	173	66%	0.09%
Native Hawaiian or Pacific Islander, Hispanic	246	650	404	164%	0.13%
Total	440,415	483,117	42,702	10%	100.00%

Source: Lightcast

- (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)).**

Education and Training Programs:

The following institutions of higher education are located within North Central Florida Workforce Area.

- University of Florida – Gainesville
- Santa Fe College – Gainesville, Alachua, Starke, Archer
- Florida Gateway College – Lake City
- North Florida Technical College – Starke
- City College – Gainesville
- Florida School of Massage – Gainesville
- Dragon Rises College of Oriental Medicine – Gainesville
- Academy for Five Element Acupuncture – Gainesville
- Florida School of Traditional Midwifery – Gainesville
- Summit Salon Academy – Gainesville
- Galen Health Institutes – Gainesville

With the following Colleges located in nearby Citrus-Levy-Marion Region

- North Florida College – Madison, Live Oak (*North Florida Region)
- College of Central Florida – Ocala
- Rasmussen University – Ocala
- Marion Technical College – Ocala
- Taylor College – Ocala

The number of young workers and the wide variety of career options available is one of the greatest strengths of the Region. Region 26, has a chance to harness the plethora of available career pathways and connect them to available training options and then to participants needing the training. With the realignment of Regions 7 and 9 many cost savings are being realized, and many more individuals needing training will be able to benefit.

Another strength is the number of public and private institutions in the Region or in neighboring Regions close enough for CSNCFL participants to be able to attend. Not all these institutions are currently on the local ETPL. A goal going forward will be to increase both the schools and courses of training on our local ETPL.

All the schools listed receive or are eligible to receive federal funds and include training in occupations in demand which we will work to make available to our participants. CSNCFL will reach out to the schools to invite them to apply to the REACH Office to be placed on the Master Credential List and to then apply locally to be included in the Region 26 EPTL.

To make the availability of training through the workforce system known, schools will be invited to make presentations to OS career center staff to inform them about the options available so that Navigators can present as many options as possible to participants. Schools will also be invited to Job Fairs and recruitment events.

Through employer forums convened in partnership with the local Chambers of Commerce CSNCFL is able to hear about the training needs of employers and share the information with its education partners. Information is also collected regarding employer's skill and talent needs. This information is shared with Business Representative staff and OS Career Navigators so that they can help guide participant choices toward training for jobs in high demand.

Employer forums are convened regularly and target different sectors and emerging industries.

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)).

CSNCFL WDB'S VISION

Provide current and future job seekers with the skills to take advantage of the job opportunities in the region and cultivate a workforce that meets the needs of businesses today and in the future.

CSNCFL WDB'S GOALS

The CSNCFL WDB met on September 19, 2024 to consider strategies needed to build a skilled workforce. A central theme discussed was how to decrease unemployment for our barrierred population and increase their average wage rate. The following strategies were identified:

- Increase awareness of CSNCFL across the 6 member counties to the local elected officials, community partners, and constituents using collaterals and social media to conduct outreach and recruitment to individuals in the more distressed areas of the Region, to our WTP and SNAP customers, to Section 8 housing complexes, the food banks, and to juvenile and adult correctional facilities to inform them of our services
- Provide updated employment statistics to the governing boards at their meetings to guide decisions
- Assure services are available to residents of all 6 member counties

- Assure that the services provided reflect the talent needs of the local area employers by including as many schools and programs convenient to the residents and by engaging employers in all 6 counties for work place based training opportunities.
- Hold an information session for schools and training institutions on the master credential list to encourage them to join the EPTL
- Invite the schools and training institutions to make presentations to the case managers so they can better advise participants
- Consider how to best serve our first job entrants, our re-entry customers and our barrierred populations and equip them with the soft skills employers expect along with occupational skills to assist with their retention
- Focus on continuous improvement to build trust and to enhance the reputation of CSNCFL
- Use metrics to determine our progress and success on a regular basis
- Survey participants and employers to see how we can improve

(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)).

- Identify best practices of other local areas and community partners
- Focus on continuous Improvement
- Meeting with OS partners and community partners one at a time on a regular basis, to educate each organization regarding the services of the other organization
- Invite OS partners them to present at governing board meetings when the agenda is light to inform board members
- Create info-graphs to showcase our services to our partners so they can see how we can co-enroll and sequence services

(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.

1. CSNCFL conducts job fairs on a regular basis and participates in job fairs held by partners and local counties and municipalities upon request
2. CSNCFL has contracts with the local chambers to identify vacancies, emerging occupations and to promote work based learning to its employers
3. CSNCFL regularly conducts outreach and recruitment for job seekers in the area
4. As the University of Gainesville and Santa Fe University are major contributors to the development of our future workforce CSNCFL seeks out ways to work with the Universities and Colleges to continuously increase labor force participation
5. CSNCFL has several Opportunity Zones offering exceptional opportunities to job seekers
6. Many skilled older workers are returning to the labor force as a result of inflation affecting their retirement income the one-stop staff work closely with these individuals who have experience sought by local employers

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

1. Only training programs providing credentials in demand or emerging occupations and on the Master Credential List are placed on the ETPL
2. Participants will be assessed to assure they have the qualifications and skills to succeed in selected training programs
3. CSNCFL tracks performance including graduation and placement rates for participants referred to an ETP and if individuals exiting the programs do not have acceptable placement rates referrals may be suspended

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

1. Median wage at placement is a consideration when approving a training program to be approved for an ITA
2. Wage is a consideration when developing OJT agreements
3. Wage is a consideration for employers seeking adult interns

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

- a. **Individuals 55 years and older**
- b. **Youth**
- c. **Individuals receiving SNAP and TANF benefits**
- d. **Individuals without a high school diploma or speakers of other languages**
- e. **Individuals with disabilities**

Assuring retention in the 2nd quarter after exit includes the following strategies:

1. Frequent follow-up by the assigned Career Navigator so that issues that arise can be quickly addressed including replacement. Once a week for the first 4 weeks then bi-monthly and then monthly through the retention period.
2. Develop a strong partnership with the **CSBG** OS partner program provider as they can provide supportive services to adults following employment if needed
3. Post placement support (counseling) group sessions for participants to encourage each other and to network especially for seniors who often find their social groups narrowing as they get older
4. Signing participants up for Linked-in and other business networks
5. Working with the Chambers to provide mentors both for youth and adults during the retention period
6. Providing youth with post exit support services
7. Working with Vocational Rehabilitation, Services for the Blind, the Center for Independent Living and other agencies providing workforce services to the disabled, during the retention period
8. Connecting those without a HS Degree or GED to access online GED training through the one-stop to provide them with a future outlook

9. Connecting English Language Learners to jobs where there are other workers who are English language learners and connecting the workers to AEFLA providers or online programs such as Rosetta Stone.

(e) Increase total newly registered apprentices annually.

1. Provide pre-apprentice opportunities for youth by working closely with our local YouthBuild grant recipient.
2. Assure all registered apprenticeships jobs are posted in EF
3. Assign the Apprenticeship Navigator to make presentations to high school juniors and seniors
4. Hold an apprentice job fair
5. Work with employers to provide upgrade OJT for registered apprentices
6. Provide a workshop available to the general population of job seekers on the advantages of entering a registered apprenticeship. Include the Apprenticeship Navigator
7. Work with the trades to assist in filling apprentice openings

(f) Increase registered apprenticeship programs.

1. Work with employers to encourage the development of new registered apprenticeships explaining the advantages
2. Market workplace based OJT reimbursements for apprentices

(g) Increase registered pre-apprenticeship programs.

1. Work with our YouthBuild grant recipient
2. Include paid pre-apprenticeship opportunities as a part of our summer youth program
3. Develop internship opportunities with employers who have apprenticeship programs

(h) Increase percentage of 12th grade secondary career and technical education enrollment.

Provide information to students and their parents on the advantages of post-secondary technical education including wage information

Provide a career exploration event targeting at technical education options

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

Employer needs are identified through CSNCFL contracts with the local Chambers which are perfectly positioned to identify new and emerging industries through their member recruitment efforts. Further the UF Hub for Innovation located in Gainesville is a source of ongoing information regarding new and emerging industries.

Through the Education and Industry Committee established by the REACH Act, CSNCFL will work to identify those institutions creating or willing to develop courses of study that meet the needs of employers in new and emerging industries. CSNCFL business representatives will also work to connect participants directly with educational providers.

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.

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

(a) All the programs included in the system

System Programs
Wagner-Peyser Employment Services
Jobs Veterans State Grants programs
RESEA
Unemployment Compensation
WIOA Adult, DW, and Youth
National (Emergency) Dislocated Worker Grants
TANF / WTP
SNAP
Trade Adjustment Assistance
Adult Education and Family Literacy Act (AEFLA) Programs
Vocational Rehabilitation (VR)
Senior Community Service Employment Program
Postsecondary Carl D. Perkins Career and Technical Education
YouthBuild
Community Services Block Grant
Migrant and seasonal farmworker
ABLE Trust
Ag Tech Program
Rural Initiatives Program

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

Services to participants are coordinated through the CSNCFL one-stop system. The programs below are co-located:

- Wagner-Peyser, Veterans
- Re-employment Assessments
- WIOA Adult, Dislocated Worker, and Youth
- TAA
- TANF/WTP
- SNAP Employment and Training
- NDWG
- Ag Tech
- Rural Initiatives

Everyone walking into the one-stop must register for Wagner Peyser (Labor Exchange) services. Those needing more than minimally assisted career services who are identified through the resource rooms, are referred to the appropriate program navigator or representative. OS staff are cross trained and easily coordinate services with each other so that participants enjoy a “no wrong

door” experience. One stop staff have long standing relationships with partners and programs which are not co-located and easily refer participants to programs which are technologically connected. This includes:

- Vocational Rehabilitation
- Adult Education and Family Literacy Act programs
- Carl Perkins Technical Programs
- YouthBuild
- Community Services Block Grant Programs

(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)).

As indicated above everyone entering the one-stop registers for Wagner Peyser services. CSNCFL. Wagner Peyser and WIOA staff are trained to recognize when individuals may need help beyond self-service and refer those individuals to career navigators for assessment.

During assessment, navigators together with the participants determine whether WIOA or other core partner services are appropriate. For example, if an individual needs skills training to acquire jobs leading to self-sufficient wages but who is hampered because they are English Language Learners, or have low basic skills, they are referred to one of the AEL providers in the Region. If they suffer from a disability and can be better served by Vocational Rehabilitation, they are referred to Vocational Rehabilitation specialists. In some instance participants may be co-enrolled.

All the public institutions and those private institutions offering credentials in courses on the Targeted Occupations List (TOL) for our Region now submit applications for various courses to the REACH Office and once approved, apply to the CSNCFL WDB to be included on the local Eligible Training Provider List.

(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)).

Training services are provided to equip individuals to enter the workforce and /or to be able to retain employment. Training programs are limited to employment opportunities in demand in the Region. Traditional or classroom-based training is made available to participants through scholarships called ITAs. This allows individuals to attend any of the available courses of training on the ETPL and join a class also open to the general public.

In addition to the career services listed above, the following training services are available to eligible Adults and Dislocated Workers

- Occupational skills training;
- On-the-job training;
- Incumbent worker training;
- Programs that combine workforce training with related instruction
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training (online)
- Job readiness training (online)
- Customized training

Individuals with low literacy or English Language Learners are referred to our AEL partners. When ready they are referred back to the one-stop for skills training

(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).

CSNCFL follows the priority system established by the USDOL in TEGL 7-20 for services with WIOA Adult formula funds for individualized career services and training services as follows:

The Adult Priorities	
First	To veterans and eligible spouses who are included in the groups given statutory priority for WIOA Adult formula funding. That is veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient

Second	To non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
Third	To veterans and eligible spouses who are not included in WIOA's priority groups.
Fourth	To priority populations established by the Governor and/or Local WDB
Fifth	To non-covered persons outside the groups given priority under WIOA."

Under the fourth priority CSNCFL includes individuals who have one of the barriers described in WIOA §3(24) and listed below

Displaced homemakers	Homeless individuals
Low-income individuals	Long-term unemployed individuals
Indians, Alaska Natives, and Native Hawaiians	Youth who are in or have aged out of the foster care system
Individuals who are English language learners	Individuals facing substantial cultural barriers
Older individuals.	Individuals who have low levels of literacy
Individuals within 2 years of exhausting lifetime eligibility	Single parents (including single pregnant women).
Eligible migrant and seasonal farmworkers	Individuals with disabilities
	Ex-offenders

The CSNCFL WDB has defined low income for purposes of Adult priorities as follows as 250% of the federal poverty level adjusted for family size at the time of first service.

(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.

After an assessment and career planning conducted in concert with a participant, the case manager/navigator determines that the participant is unlikely or will be unable to obtain or retain a self-sufficiency job or wages comparable to or higher than their wages from previous employment through the provision of career services alone and the participant is 1) deemed to have the skills and qualifications to successfully complete training 2) is seeking training in a demand occupation and, 3) Is unable to obtain grant assistance from other sources to pay for the cost of training or requires WIOA assistance, in addition to other available assistance. If they meet the criteria, they are awarded an ITA.

Customers with existing certifications and degrees may be deemed to have marketable skills and are referred to Individualized Career Services prior to enrollment in training if it cannot be determined that training is required for the customer to gain employment. ITAs may be established for programs up to the attainment of a two-year degree.

The CSNCFL cost cap for training related expenses (tuition, books, fees) is set at \$5,000 per individual per Program Year. This is based on an analysis of the cost of tuition at the public education institutions.

The CSNCFL WDB reviews the cost of tuition at the public post-secondary institutions from time to time and may increase the cap based on the cost of tuition at the public post-secondary institutions.

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

N/A

All occupational skills training is done through the award of an ITA or through work place-based training options.

(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)).

Per 20 CFR §680.210(b) training must to be directly linked to occupations in demand in the local area. These are the occupations on the CSNCFL Targeted Occupation List (TOL). The CSNCFL TOL is available at the Career Centers in Alachua, Bradford, Columbia, and Dixie counties and on the careersourcencfl.com webpage. The ETP includes courses of training based on the TOL.

CSNCFL staff is responsible for ensuring that training and supportive services provided to participants is appropriate and necessary to meet their employment goal, therefore customers are afforded a choice in setting goals, developing employment strategies, and choosing providers.

Once an individual is determined WIOA eligible, participants who are determined to be in need of training are assessed to determine a second level of eligibility, that is, their eligibility (suitability) for training. They are assessed to assure that they have the qualifications and ability to be successful in their

chosen area of study. This includes an assessment of the participant's literacy levels.

CSNCFL also asks the training institutions to identify the literacy level required to be able to be successful in the course proposed to be included on the list of courses available for training so that navigators can help participants make realistic choices.

As a part of the assessment process a financial assessment is conducted as well to assure the participant will be able manage their bills while they are in school.

Once the assessments have been completed and it has been ascertained that an individual can be successful, they are provided with all the schools on the ETP offering the course of study selected by the participant along with the schedule, length of the course, and the cost. The participant is also able to review the performance of the schools. The completion rate and the placement rate of the graduates. The participant then chooses the school they want.

- (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)).**

Courses of study approved to be on the Region's ETP list must also be on the Region's TOL. Only courses for occupations that are in demand are approved for an ITA.

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

The purpose of CSNCL work based training is to provide participants an opportunity to develop employability skills, acquire job specific knowledge and gain work experience in an area that helps prepare them for self-sufficient employment. Work based training is required to be in a demand occupation that is listed on our Region's targeted occupation list (TOL) or be an occupation that is part of our sector based strategy within the following industries:

- Advanced Manufacturing
- Logistics and Transportation
- Healthcare,
- Construction

- Information Technologies
- Agricultural Science and Technology
- Human Life Sciences and Leisure and Hospitality

CSNCFL employs staff in business representative positions in the one-stop, contracts with local Chambers of Commerce to connect to the business community and also asks the Chambers “to sell” workplace-based training to its members.

Depending on a participant’s assessment they may need skills and be determined more appropriate for workplace-based training than classroom training. In such instances, staff work to match the participant to an On-the-Job Training (OJT), Customized Training, Apprenticeship upgrade OJT, or an internship.

(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)).

A description and assessment of the type and availability of youth [workforce investment activities](#) in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities

As described above, after issuing 2 successive RFP’s and receiving only one response, the CSNCFL WDB decided to create a youth center within the comprehensive one-stop center in Gainesville and locate youth navigators in the satellite centers. The navigators provide framework services and connect youth as appropriate to the WIOA 14 elements and to community partners. Being situated in the one-stop provides quick access to WP, WTP, and SNAP services as may be needed especially by out of school youth.

In accordance with the USDOL Vision set forth in TEGL 09-22 CSNCFL has adopted the “*no wrong door*” approach described in the TEGL with critical partners committed to quality career pathways and paid work experiences for youth. Youth receive counseling and case management, an adult presence, access to digital life, financial literacy and employability skills. Youth can be referred to GED, AEL, and occupational skills training through an ITA. They are assessed for supportive services needs which are provided through a CSNCFL grant funding stream or a partner funding stream. Youth with children of their

own are connected with WTP services so that they may obtain childcare as well as Medicaid and CHIP for their child(ren). Staff working with youth have experience working with this population. Youth are surveyed so that services can be constantly examined and tailored to include their voice in the design.

CSNCFL maintains a close relationship with the local community based organization operating a YouthBuild program, with the local Community Action Agency that receives the Community Services Block Grant funds and with mental health services to augment available WIOA services. All one-stop program staff are trained on services available through community partners in addition to the MOU's in place with the one-stop partners. Youth work closely with their navigators who may serve as mentors when called for under the youth's ISS.

Staff reach out to community partners, education, faith based organizations, clubs, malls and other locations that youth frequent to recruit youth. Because it is known in the community that services are available through the one-stops for youth there is a steady stream of traffic in the one-stop of out of school youth.

During intake youth are assessed to determine eligibility. Eligible youth are registered and navigators work with the youth to develop an individual service strategy which includes a career plan. Youth who have dropped out of school are referred for GED through one of the Regions' GED/AEL providers. Youth who have a high school credential are offered an ITA, if appropriate. All youth work one on one with their navigator on employability or soft skills or access employability skills and digital literacy skills through the Metrix E- learning platform in the one-stop. This is especially important for youth only seeking direct placement through the one stop. In accordance with the USDOL TEGL to the extent funds are available CSNCFL provides youth in training with lap tops or tablets and connects them to free internet or provides a support service card for internet accessibility

Youth in the program, even those seeking direct placement are offered a paid work experience or internship. The work experience can be concurrent or sequentially with the other services provided, but is always aligned with the youth's career interest and education if enrolled in training. A staffing company services as the employer of record for the youth.

Youth in the program meet weekly with their navigator in person or remotely to make sure they stay connected to the program.

CSNCFL does not provide any training to adult or youth participants. Youth are referred for GED to GED providers and to training through ITAs.

Youth who may be differently abled are comfortable in the one stop environment. All one stop locations are screened prior to a lease being approved by the EO officer to assure the physical space is accessible and that appropriate software is available for sight impaired or low vision visitors. Phones are TDD enabled. CSNCFL works with the Center for Independent Living and with the public school districts for recruitment of youth as well as with other organizations serving youth. CSNCFL also anticipates receiving ABLE Trust funds for serving disabled youth and will partner with Vocational Rehabilitation as appropriate through their services to ISY.

(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)).

Framework services are provided by the one-stop staff assigned to serve youth and include:

- Outreach and Recruitment
- Intake
- Eligibility Determination
- Assessment including Assessment of Basic Skills
- Assessment of Supportive Services Needs
- Development of an ISS
- Development of a Career Plan
- Case Management and Counseling
- Referral to GED
- Referral to Training through an ITA
- Placement into a Work Experience
- Assistance with Placement
- Follow-up

The Element	How Youth Access the Element
Tutoring	Public education partners provide AEFLA services and youth are referred as appropriate.
	ETP have tutoring available on campus on request
	Youth needing additional assistance may be referred to StudyEdge, Sylvan Learning or other tutoring service
Alternative Secondary School	Youth are referred to GED as appropriate,

	Youth can also access online GED through the one-stop
Paid and Unpaid Work Experiences At least 20% of CSNCFL's youth funds are spent on paid work experience opportunities.	Navigators work with the staffing company serving as the employer of record Youth are provided internships/work experiences with local public, not for profit, and private employers who serve as host work sites.
Occupational Skill Training	Youth navigators in the one-stop award ITA's to youth who are referred for post-secondary occupational training as appropriate On occasion youth may also be placed in an OJT
Education concurrent with Workforce Preparation Activities	Many of the ETP also provide students with workforce preparation skills training. Where it will be beneficial for the youth they are referred to those ITA providers. Youth may also be referred to the YouthBuild provider who combines education with workforce preparation activities Youth referred to our AEFLA providers for remediation or GED can receive workforce preparation skills through our Youth Navigators who have access to online programs designed for youth
Leadership Development activities	Youth enrolled in a WIOA program may participate in online leadership programs. CSNCFL also funds leadership through a contract with Cities in Schools.
Supportive services	All youth entering the WIOA program are assessed and provided with supportive services as needed and in accordance with CSNCFL's support service policy.

The Element	How Youth Access the Element
Adult mentoring	Youth mentors are difficult to identify. Big Brothers and Big Sisters only mentor youth under 18 and foster care youth. On occasion the Youth navigators may serve as a mentor per the USDOL regulations and guidance
Follow-up Services	All youth who exit a WIOA youth program received 12 months of follow-up from their navigator to ensure that they remain on track with a positive outcome.
Comprehensive guidance and counseling	Youth Navigators provide all youth with case management, comprehensive guidance, and counseling.
	Youth needing mental health or drug counseling are referred to the appropriate community partner
Financial literacy education	Financial guidance is provided through online training options
Entrepreneurial skills training	Entrepreneurial skills training is provided through online training options
Labor Market Information	All youth enrolled in a WIOA program are provided with LMI on local occupations in demand as a part of the development of a career plan
Transition Activities to Post-Secondary Education and Training	Youth navigators provide information to OSY awarded an ITA and to ISY enrolled in a summer work experience

- (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](#).

Basic Skills Deficient is defined as follows:

A youth 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 that 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 considered basic skills deficient.

- (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).

CFSNCFL relies on standardized tests such as CASAS and BEST to provide guidance on individual youth's ability to read, write and function on the job and in life/home situations.

- (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).

OSY - A low-income individual who	ISY – Meets all eligibility criteria but is not low income and who
Personal/family substance abuse	Personal/family substance abuse
Gang involved/affiliated/affected	Gang involved/affiliated/affected
Victim of abuse or domestic violence	Victim of abuse or domestic violence
The youth has an incarcerated parent	The youth has an incarcerated paren
OSY - A low-income individual who	ISY – Meets all eligibility criteria but is not low income and who
Youth lacks a significant or positive work history	Youth lacks a significant or positive work history
Youth has a poor work history (been fired from 1 or more jobs within the last six months	Youth has a poor work history (been fired from 1 or more jobs within the last six months
Youth has a history of sporadic employment: has held 3 or more jobs within the last 12 months and is no longer employed	Youth has a history of sporadic employment: has held 3 or more jobs within the last 12 months and is no longer employed
Youth has actively been seeking employment for at least 2 months, but remains unemployed or underemployed	Youth has actively been seeking employment for at least 2 months, but remains unemployed or underemploye
A youth with no employment history, or limited work experience	A youth with no employment history, or limited work experience
A youth actively seeking full-time employment, but has only achieved part-time employment.	A youth actively seeking full-time employment, but has only achieved part-time employment

- (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)

Establishing Self-Sufficiency:

For employed individuals served with WIOA Adult funds, self-sufficiency is defined as 250% of the federal poverty level adjusted for family, as defined by 20 CFR 675.300 size at the time of first service.

CSNCFL defines whether a person is dependent or independent as follows:

A person is determined to be dependent when he/she resides in a single-family residence with other family members and is claimed on his/her parent(s) or legal guardian's income tax return.

A person is determined to be independent when he/she resides in a single-family residence with other family members and is NOT claimed on his/her parent(s) or legal guardian's income tax return.

For unemployed individuals

Income is not a factor although priority of services will be provided to persons who are low-income or basic skills deficient, based on assessment and testing. Regardless, for all unemployed adults requesting training services, income and low-income status must be documented for the previous six months for data validation.

Low-income status is defined in WIOA Section 3(26). If the individual did not earn any income in the previous 6 months or is unable to document the income via pay stubs, tax returns, etc., then a signed self-attestation certifying the income is acceptable documentation.

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

For an individual who is served with WIOA Dislocated Worker funds, self-sufficiency is defined as income of the earnings prior to job separation although income is not a factor in their eligibility for services.

(b) 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.

N/A

- (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](#)

Adult Support Service	Dollar Amount
Clothing Support Service Card For job interview clothing, work attire, uniforms, work tools, work shoes or work boots.	Up to \$200.00 per WIOA case per customer in a program year.
Gas – Transportation Card Pays for gas related to transportation expenses associated with a WIOA activity.	\$25.00 a month
Bus Passes - Transportation Pays the cost of bus transportation expenses while a participant in a WIOA activity.	City of Gainesville only
Support Service Pay Card – Prep Tests, Certification Exams and Licensure To pay for the cost of an application, exam, or occupational test. Examples: fees for examinations, such as NCLEX, Pearson Vue, CompTIA; licensing, payments to Department of Health; Dental Assisting National Board; Department of Motor Vehicles CDL and	Actual cost of the published amount of the application, exam or test
Personal protective equipment supplies For job search, job retention	\$50.00/month

Youth Support Service	Dollar Amount
Clothing Assistance For youth who need job interview clothing, work attire, uniforms, work tools, work shoes or work boots.	Up to \$100.00 per program year
Gas - Transportation For youth, who are participating and need transportation assistance, for gas expenses.	\$25.00 2 X / month Up to \$50 a month
Bus Passes - Transportation For youth, who are participating and need transportation assistance. Actual cost of bus transportation.	Only in the City of Gainesville weekly or monthly
Incentives – Youth Only For performance and attendance for youth who are participating. Youth must meet a milestone such as an MSG, or a credential, pass a critical test, or a work experience completion	Up to \$150 OSY per program year
Follow-Up For youth who have exited and need transportation and/or work clothes	\$25.00 /qtr. Max 4 quarters
Personal Protection Equipment PPE The cost of face masks, gloves and other essential PPE needed for job search, retaining employment, and training program attendance.	\$50.00 / one time

WTP Support Service	Amount
180-Day Employment Retention Performance Pays for unanticipated support expenses related to work – one time	\$25.00
Pre-employment Clothing For job Interviews monthly while in job search	\$100.00
Pre-employment Personal Hygiene WTP mandatory Job seekers can receive \$50 monthly, on an as needed basis, to assist in preparation for interviews and job placement	\$50.00
Employment Clothing Work attire, uniforms, work tools, work shoes or work boots.	\$100.00
Employment Achievement For Job Seekers who get a job during the first 60 days of referral to WTP from DCF	\$200.00

Transportation – Monthly Gas Cards for Mandatory WTP Recipients Applicants Mandatory recipients	\$25.00 \$50.00
Transportation – Monthly Gas Cards - Transitional WTP Recipients Transitional WTP recipients for 6 months	\$50.00
Education Benchmarks Expenses related to continuing education. High school diploma or GED Enroll in post-secondary educational program Complete postsecondary educational program while participating in WTP.	\$100/Benchmark Cap \$300
Personal protective equipment supplies For job search, job retention,	\$50 a month
Internet Services Cost of monthly internet services so job seekers can participate in online education, job searches, virtual workshops and interviews.	\$50 a month

(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.

CSNCFL prohibits discrimination in the provision of services on the basis of an individual's race, color, creed, sex, sexual orientation, gender identity, national origin, religion, age, or disability. The comprehensive one stop center and all 3 satellite centers in Region 26, are physically and programmatically accessible to all customers, including individuals with disabilities. The Region provides reasonable accommodations for persons with disabilities unless providing the accommodation would cause undue hardship and utilizes language interpretation for those who do not speak English or who are hearing impaired. This includes implementing Universal Access and Equal Opportunity through the following:

- Ensuring Equal Opportunity
- Designation of a Qualified Equal Opportunity Officer
- Notice and Communication
- Assurances
- Data and Information Collection Analysis and Maintenance
- Monitoring For Compliance
- Complaint Processing Procedures
- Corrective Actions/Sanctions

CSNCFL ensures that individuals with disabilities have equal opportunity to access programs, benefits, and activities. Providers including ETP must provide individuals with disabilities the same opportunities to participate in programs, projects, and activities offered to individuals without disabilities to be included on the list. Individuals with disabilities are served through the same channels as individuals without disabilities, while receiving reasonable accommodation, modifications, and auxiliary aids and services, as appropriate. This includes access to employment opportunities and all functions performed by CSNCFL. Additionally, staff is trained to assist and can access professionals to provide sign language or other services needed to accommodate participants who need this assistance.

CSNCFL will also make reasonable modifications to policies, practices, and procedures to assure individuals with disabilities have equal opportunities unless making the modifications is prohibited by law or cannot reasonably be accommodated. The Region 26 Equal Opportunity Officer is available to advise on reasonable and alternative accommodation.

CSNCFL connects with community organizations serving the disabled and will manage local ABLE Trust funds to expand opportunities to disabled youth.

(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)).

CSNCFL provides training to one-stop staff in the Resource Rooms sufficient to help individuals coming into the one-stop to file for unemployment insurance. During times of high unemployment CSNCFL seeks out former Florida Commerce staff who have the knowledge and experience to assist with issues greater than simple online filings, if they are available.

Under Florida Law Reemployment Assistance (RA) claimants are required to register with Florida Commerce, using the state's management information system and report to their local Career Center for reemployment services. Region 26 staff are trained to assist in RESEA services:

- Providing orientation, LMI, and initial assessments and assisting with work search activities and documenting them in the EDP Responsibility Statement at the time of the assessment interview
- Scheduling appointments for reemployment or work search activities and entering them in EF documenting required attendance
- Assuring claimants complete Wagner-Peyser applications in Employ Florida.
- Documenting all "no-shows" with the reason
- Using EF to capture all data and report compliance for RESEA participation

In accordance with recent Florida Commerce action, Region 26 will soon have access to software which will assist in providing RA claimants with RESEA services more efficiently.

- (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.**

CSNCFL has a WIOA Priority of Service policy that contains the criteria for implementing priority of career and training services to comply with WIOA requirements. Veterans and eligible spouses receive **the first priority** of services for all services available through the one-stop system.

Career center staff working with WIOA Adult eligible individuals are required and instructed to give priority for receipt of career and training services to participants in the following order:

The Adult Priorities	
First	To veterans and eligible spouses who are included in the groups given statutory priority for WIOA Adult formula funding. That is veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient
Second	To non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
Third	To veterans and eligible spouses who are not included in WIOA's priority groups.
Fourth	To priority populations established by the Governor and/or Local WDB
Fifth	To non-covered persons outside the groups given priority under WIOA."

While the priority system applies only to the Adult WIOA formula funds dislocated workers who are also veterans receive priority for career or training services over dislocated workers who are not veterans.

All staff assigned to the reception desk in all CSNCFL one-stop centers are instructed to ask visitors seeking workforce services whether they are a Veteran. Veterans answering in the affirmative are immediately provided with information on Veteran's Priority of Service and an intake form. Upon completion of the intake, Veterans are referred to CSNCFL staff for assistance.

From registration in Wagner Peyser to a determination of whether to be referred to Veterans' staff in the one-stop or to a navigator for one on one WIOA Title I career

services, Veterans are guided so they may access services appropriate to them on a priority basis.

(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))

The WIOA core partners sit on the CSNCFL WDB, and participate in the review and comment as well as planning activities for the Plan. In this way the partners can coordinate to reduce duplication of service which is passed on to the line staff providing services to participants. CSNCFL utilizes EF to provide services to our Wagner-Peyser, WIOA, RESEA, and TAA customers. This allows for immediate coordination of services with those funding streams. While TANF and SNAP data is not entered into EF staff is cross trained on the available services and are co-located in the one-stops thereby able to consult with each other on coordination of services when appropriate.

(b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; (20 CFR 679.560(b)(2)(ii))

Through our OSO quarterly meetings which include all co-located OS partners and VR, YouthBuild, SCSEP, as well as our AEL and education partners, staff is able to identify areas for cross integration and co-enrollment. Through technological connections adults and youth can access career center assessment tools as well as partner tools, be referred for GED and AEL services, individuals with disabilities can receive services from VR and WIOA, and WTP customers eligible for only one year of training under WTP may receive a second year of training through WIOA. The aforementioned are examples of referral and co-enrollment that occur as needed by the job seeker. In general individuals seeking services from the one-stop system have access to career pathway development, co-enrollment amongst various programs, and access to training activities that lead to a recognized credential.

(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.

The CSNCFL ETP is accessible through our website. The Master Credential List is available through the State's website. The list of available courses can be accessed from any computer with internet. All courses on the CSNCFL ETPL are in demand

occupations in the six county area comprising Region 26. Further, in accordance with state policy the courses of training are vetted and appear on the State's Master Credential List.

Portable and stackable credentials are encouraged as they can often be completed in shorter time periods allowing job seekers to be employed in their area of career interest while working to complete the credential for their career path.

In addition to traditional classroom training through ITA's workplace based on the job training including apprenticeships are supported with program funds and can lead to industry recognized credentials.

Where appropriate for the participant they may be co-enrolled in a partner program and also in WIOA to be able to access a course of training on the EPTL.

(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))

CSNCFL has 2 primary customers, Job Seekers and Business. CSNCFL uses a combination of staff, technology, collaborative relationships, and proven best practices to provide demand-driven services to employers. Prior to realignment of the boundaries of Regions 7 and 9, CSNCFL issued a competitive procurement to engage business organizations in the area that would connect the Region to employers. The Chambers in Alachua and Bradford County were selected and they link their websites to the CSNCFL website, promote the CSNCFL in their social media, include CSNCFL staff at their events where CSNCFL can inform Chamber members about our employer services, and hold employer forums with in-demand and emerging industry employers together with our education partners to talk about their training needs and challenges. This has proven very effective in connecting to the business community and having business see CSNCFL as a resource.

CSNCFL will be reissuing the Request for Proposals to engage the chambers throughout our Region's 6 county area to provide similar outreach throughout the workforce area.

Employers are also engaged through job fair events, Pay Checks for Patriots, and other recruitment events which take place regularly in the workforce area.

(b) Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3(ii))

CSNCFL engages employers in key targeted industries regularly in groups and individually to understand their talent pipeline needs. During these engagements we work to identify future trends, skills needs and shifts in the local economy to better address their hiring needs.

We offer employers access to Rapid Response when needed and to all work-based services, OJT, Customized Training, Internships and Incumbent Worker Training. We coordinate Wagner Peyser services to include but not be limited to job order development and support, recruitment services, job fairs, job description services, work experience, community service, paid internships, on-the-job training, pre- and Registered Apprenticeships, or other work and learn opportunities.

Staff work in collaboration with one-stop partners to refer all program participants to seamlessly and effectively fill open positions. Staff and our Chamber partners promote the availability of EF to post open job positions and to job match current talent with vacancies for in demand, new and emerging jobs.

(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)

At the time of drafting the 2024 – 2028 Plan we are still completing organizational and governance requirements related to the realignment. We expect appointments to the local Education and Industry Consortium and first meeting for Region 26 to be completed within the next 45 days. At that time we will provide the Consortium with current local LMI and work with them on setting annual goals, objectives and strategies.

(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

Registered apprenticeships are an important training and employment services option. CSNCFL works to increase the number of registered apprenticeships available in the Region by making sure that the apprenticeships are included on our EPTL, which is now available in all 4 one-stop centers across the Region.

Jobseekers are provided with information on the registered apprenticeships currently available within the region and are referred to the apprenticeship sponsors as appropriate based on their interest. Information about registered apprenticeships is also provided to local employers as a method to train and retain skilled employees.

Business staff is working with industry leaders to assist those interested to create additional apprenticeships in key industries such as construction and advanced manufacturing.

Registered apprenticeships can be funded through a variety of mechanisms. We have found that using Registered Apprentice OJT is effective as it defrays the cost of employer wages but assures a placement will occur. Where an apprentice is not eligible, we can provide an employer with IWT.

(b) Increasing total number of registered apprenticeship programs and program occupations

Business representatives are trained with respect to the requirements for establishing a registered apprenticeship and can connect interested employers with the State Office of Registered Apprenticeships. If an Apprentice Navigator is funded through a Florida Commerce initiative, they will coordinate with our Business representatives to increase the number of employers in promoting apprenticeships.

**(c) Increasing total number of registered pre-apprenticeship programs
Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.**

During employer forums held throughout the year, targeted at the healthcare, advanced manufacturing, aviation and aerospace, and information technology CSNCFL provides information about training services includes apprenticeships and pre-apprenticeships.

(d) Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.

CSNCFL's policy is to support apprenticeships through upgrade OJT working with employers after the first 90 days to assure the apprentice is committed. At that time employers may receive up to 6 months of an upgrade OJT for their eligible apprentices.

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.

All of the required partners are included in the CSNCFL system. All of the WIOA mandatory program partners can be accessed through their virtual or physical presence. Services provided on site include Wagner-Peyser, WIOA Adult and Dislocated Worker, WIOA Youth, SNAP, WTP, TAA, Veteran's services, Reemployment Assistance and other special programs.

CSNCFL posted its Plan during development and also provided notice to the community by asking the Clerks in each of the six counties to post a notice and sending a notice to each of its Board members. CSNCFL also had a public hearing and a Planning Session with its Board which was publicly noticed.

The CSNCFL OSO also solicits input from the OS partners during their quarterly meetings which input is bubbled up to the local board and elected officials through reports to the board and incorporated into the Plan.

All core and one-stop partners' comments are incorporated into 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.

N/A at the time of submission of the Plan,

(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)).

CSNCFL acquired new locations in both Gainesville and Starke for both economical and accessibility reasons. CSNCFL also entered into new leases for locations in Lake City and Old Town. Prior to signing the leases, the CSNCFL EO Officer physically visited each location and determined the locations accessible or required modifications which were accomplished prior to moving into the space. The EO Officer and the OSO made sure all appropriate posters were visible to visitors and staff. As a part of the staff on boarding and orientation all one stop staff are also instructed regarding non-discrimination policies which encompass services to the disabled. CSNCFL can also call upon Core Partner VR for assistance with assuring the OS is equipped with low vision, hearing and technology is accessible. CSNCFL coordinates with the ABLE Trust and CIL who visit the OS and provide advice and support as needed.

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

Qualified individuals with disabilities will be given a meaningful opportunity to participate in and benefit from aid, benefits, services, or training, and support services in the most integrated setting. This includes the adoption of effective communication strategies for applicants, participants, and the general public, with a wide range of physical, perceptual, communication, and cognitive abilities. The objective is to ensure that universal access is a reality for all persons interested in participating in programs, projects, and activities contracted or provided by CSNCFL, including persons with disabilities.

As stated above in our Plan CSNCFL provides reasonable accommodations to qualified individuals with disabilities with respect to assistance, benefits, services, and training. In instances where the accommodation would cause undue hardship CSNCFL will consult with its EO officer to seek out alternative accommodations. This includes reasonable modifications to its policies, practices, and procedures to avoid unequal treatment of disabled individuals.

The reasonableness of an accommodation will depend upon the circumstances of each case. Furthermore, where more than one possible reasonable accommodation exists, the local entity will give primary consideration to the individual's preference in determining the accommodation to be provided.

Examples of reasonable accommodations include providing:

- Necessary equipment
- Gel mats
- Desk tops that can be raised or lowered
- Software like *Dragon Speak*
- Flashing lights and volume controls on keyboards, intercoms and telephones
- Text telephones [TTYs] - utilizing the Florida Relay Service (7-1-1)
- Large-print computer display programs
- Materials in alternative formats, including Braille, audio tape or enlarged print
- Qualified readers
- Interpreters
- Other support services to assist with all aspects of the program such as the application, interview, testing processes, and during training
- Facilities that are physically accessible with ramps, restroom grab bars, and signage

CSNCFL provides universal access to programs and activities.

(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)).

CareerSource NCFL facilitates access to services through our website and one-stop career centers located in 4 of our 6 counties. The one-stop career centers are located convenient to OS partner offices, workers and employers.

Online videos and forms developed for workers, program applicants/participants, and employers to access services remotely and virtually are constantly reviewed and updated as necessary. Applications like Zoom and Teams allow for visits and interviews that easily substitute for in person visits.

On-line services include but are not limited to; program orientation, applications for training services, e-signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EF.

In the past we worked collaboratively with the public library system to train library staff on how to assist job seekers register in EF for job search and connect with one-stop staff remotely as needed. As we are spread out over 6 counties which are mostly rural we will work to renew this relationship to assure services are available in the most remote of the rural areas.

To assure we reach all target groups we may use geo fencing and social media to reach barriered target groups within the 6 county area of our Region. This will allow us to target for specific employer recruitments, reach new UC applicants who do not come in to the centers, those on cash benefits or other high-risk groups. Geofencing has proven to increase access to participants in a cost effective and efficient manner.

- (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)).

To the extent the budget allows, CSNCFL is constantly seeking to implement improved, streamlined processes using advances in technology such as in serving RESEA customers, using social media, Metrix E-Learning and geofencing. We will be adding AI to our website to respond to the most common job seeker and employer questions.

Center internet access is constantly reviewed to assure strong signals and quick response rates so users can quickly move through the various service options. Currently we offer web-based orientations, short informational videos, and online intake and assessments.

CSNCFL uses an electronic records management system called ATLAS. ATLAS is a web-based software solution developed for the Workforce Development industry and includes features such as electronic document management, service tracking by swiping driver's licenses or logging in manually, and self-service document submission.

Customers entering our career centers sign in at an ATLAS kiosk and are routed to the appropriate staff person or location based on the reason for their visit. The system also serves as a centralized database for program records. Forms and all records are stored in this paperless environment for participants enrolled in case management programs such as WIOA, WTP, SNAP, RESEA, and other special projects. Extensive data reporting and variable information is thereby available to staff increasing their ability to make data driven decisions and trend analysis.

The quality of workforce development services is improved through the provision of consistent, integrated, and non-duplicative services across education, rehabilitation, economic and workforce activities. Workforce partners work in

concert to provide workers with the skills, work-based learning opportunities, resources, accommodations and supports needed through coordinated services providing customers across all funding streams with access to the occupational skills training necessary to work to their fullest potential and to secure and maintain self-sustaining employment.

(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)).

It is Region 26's policy to competitively procure all goods and services. The type of procurement is consistent with the dollar thresholds established in 2 CFR 200 as it may be amended from time to time by the Federal Acquisition Regulations. Breaking down an aggregate purchase into smaller units, to bring the cost below a purchasing threshold is prohibited. All procurement decisions are documented as appropriate to the type of procurement.

Procurement of goods and services for day to day operations up to \$50,000 is under the direction of the Chief Executive Officer.

For goods and services up to \$250,000 quotes are solicited. For goods and services in excess of \$250,000 an RFP or Request for Bids is published and advertised. To assure maximum competition Requests for Quotes, Proposals and Bids are posted on the CSNCFL website, sent to any entity that has requested to be notified when procurements are released and in some instances is also published in newspapers of general circulation.

Vendor and sub-grant procurements for the delivery of client services and for oversight, including audit are approved by the CSNCFL governing boards. Staff develops the specifications in accordance with the governing boards' goals and objectives, as well as applicable state and federal requirements and policies. Quotes and RFPs generally include rating criteria. Staff reviews quotes and RFP responses for responsiveness. Selection committees comprised of CSNCFL WDB members evaluate and rate quotes and RFP's. Once rated the quotes or proposals are ranked so as to eliminate any outlier scores from skewing the results. The selection committee then makes a recommendation to the Executive Committee which is forwarded to the governing boards, for final approval. Generally, the number 1 ranked quote or proposal is selected. All aspects of the procurement process are documented. Cost and price reasonableness and Vendor/Subrecipient forms are completed and maintained with the procurement.

(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)).

At this time career services and youth framework services are provided by staff employed by Alachua County. Performance is reported quarterly to the governing boards as an Agenda item based on the state's reports along with corrective action when performance is lagging. Oversight is conducted through an externally contracted CPA Firm. Their program and fiscal monitoring reports along with Florida Commerce reports are placed on the governing boards' agendas so they may track performance and compliance.

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.

The OSO coordinates service delivery between community and OS partners. The OSO schedules meetings of the OS partners at least quarterly. The OSO actively participates in the Career Center system partner meetings and other forums that address operational issues and promotes coordination. The one-stop operator communicates daily with the OS partners and coordination and assists in facilitating the alignment of job seeker and business services.

An understanding of the services, eligibility requirements and performance expectations for each OS partner assists in encouraging co-enrollments and avoiding duplication among the partners.

Ongoing meetings with stakeholders target continuous improvement strategies, better information sharing agreements and increased cross referrals. As a new 6 county region including all the AEL and Carl Perkins providers will help in ensuring services are accessible to participants throughout the local area. Some services will now be available for the first time in the more rural areas of the Region. Assuring OS partner representatives are familiar with opportunities available will make for a stronger more successful delivery system.

Quarterly meetings and required reports and program updates will be shared with representatives of the OS partners throughout the 6 county area. Items to be discussed include:

- Services provided to the universal customer or general public including new options such as E-Learning through Metrix
- Labor exchange services provided by WIOA and Wagner Peyser staff

- Current LMI
- Services and new grant programs available through one-stop partners
- Rapid Response Activity

(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)).

CSNCFL strategies include convening and engaging all economic and workforce development system partners regularly and positions all partners to be ambassadors of the system. CSNCFL partners with the Gainesville Area Chamber of Commerce (GACC) and the North Florida Regional Chamber of Commerce (NFRCC) to provide assist in engaging their employer members and help in marketing work place based training services.

In the upcoming year a new RFP will be released to engage additional business organizations located in Columbia, Dixie, Gilchrist and Union Counties.

Our current contracts with the Chambers introduce career center business representatives to area businesses to identify the needs of businesses especially new businesses moving to the area. CSNCFL participates in local economic development activities and works to identify future trends in employer needs and shifts in the local economic development priorities to assure career center services are relevant.

(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](#).

CSNCFL coordinates Rapid Response activities in the case of layoffs. Services are coordinated with the state and are designed to respond quickly to employer, worker, and community needs when a mass layoff or plant closure appears imminent. The objectives of rapid response are reemployment on or before

affected workers' last day of employment and, upon notification of layoff, is the successful transition of dislocated workers to appropriate services (intensive or training services) to help facilitate a quick return to work.

When Rapid Response services are needed, coordination by all the OS partners can help to ease individuals being laid off into new employment with little or no break and with the support services the workers may need as they transition from one job to another.

(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:

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

To date CSNCFL works closely with the GGCC and NFRCC and their partners and members to define the local industry sectors of demand. CSNCFL will be expanding its scope to include the chambers in each of the other counties in the Region. We have identified five key focus industries that represent pre-existing regional assets and contain within them the opportunities for upward economic mobility for residents in the region. Labor market data is utilized in conjunction with the partners to define those industries that are most likely to provide the most work in the future, including those industries and occupations that may be high-skill and high-wage.

(b) Sector strategies are founded on a shared, regional vision;

CSNCFL works closely with its stakeholders in a regional partnership that has defined the regional sectors based on a shared vision. It is aligned with local chambers of commerce's strategic plans that identify Targeted Industry Clusters with focused sectors.

CSNCFL also collected critical information in the drafting of this Plan which will be shared with its partners. Finally, CSNCFL aligns its workforce goals with those of the NCFRPC.

(c) The local area ensures that sector strategies are directed by industry;

The CSNCFL WDB is led by business and industry representatives that provide leadership and direction on industry priorities and sector strategies. Further working with local business organizations and the chambers which are the primary economic development organizations in each county, whose members

are industry leaders. CSNCFL ensure that its goals and objectives that are driven by regional industry needs and plans.

It is expected that the Education and Industry Consortium will look at sector strategies which will be able to be coordinated with Industry councils convened by the Chambers of Commerce. The Councils work collaboratively with community partners to address common industry-specific issues and represent regional business leaders in rapidly growing industry sectors. These councils along with the CSNCFL WDB Members ensure that sector strategies are driven by industry.

(d) The local area ensures that sector strategies are aimed at strategic alignment of service delivery systems;

Using the key industry sectors as defined by our LMI and our economic development partners, CSNCFL aligns our program offerings to those industries and occupations in emerging and in-demand occupations. This information is also shared with our OS partners so all offerings can be aligned.

(e) The local area transforms services delivered to job seekers/workers and employers through sector strategies;

The career center staff use LMI which it shares with the OS partners to guide job seekers needing skills to sector training which will result in good jobs. The information is also used in working with demand sectors on workplace-based training.

(f) The sector strategies are measured, improved and sustained.

CSNCFL uses existing emerging data and industry demand to guide the work of navigators and business representatives. CSNCFL analyzes and tracks the outcomes of workers within our identified in-demand sectors, considers whether or training in industry sectors is effective and results in training-related employment. Industry sector recruitment events, surveys and WIOA employer performance indicators guide considerations of effectiveness of our efforts.

(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)).

CSNCFL traditionally has had strong relationships with the School Boards of Alachua and Bradford County as well as with institutions of higher education. We are developing and improving on relationships with the School Districts in

Columbia, Dixie, Gilchrist and Union Counties. CSNCFL has MOU's with North Florida Technical College and Santa Fe College that define the services that each will provide without duplicating services. We will be developing an MOU with Gateway College.

CSNCFL regularly meets with stakeholders at the secondary and post-secondary schools to discuss emerging programs, program needs, educational needs, and other mutual service delivery concerns. The Career Centers refer youth and adults needing assistance with adult education, training, remedial education and GED to the respective institutions and departments. CSNCFL Centers also receive referrals from these institutions. These collaborative activities will be solidified in jointly signed MOUs as a part of the OS partner MOU process.

(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)).

Transportation options in the local area are very limited and participants are chiefly provided with gas cards and if appropriate bus passes for Alachua County's Regional Transit Authority.

The CSNCFL has policies in place and has detailed the types of support services and the caps above in this Plan. CSNCFL is careful to comply with the limitations and availability described in each of its funding streams.

Support services include, but are not limited to:

- Transportation including gas cards or vouchers, taxi fare/uber and bus passes
- Clothing, footwear, and personal appearance/hygiene products for adequate presentation at job interviews or work;

By exception and approval of the Chief Executive Officer for WTP only:

- Vehicle repair
- Driver and vehicle licensing

(7) Coordination of Wagner-Peyser Services: Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of WagnerPeyser 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)).

CSNCFL, in accordance with WIOA 108(b)(12) coordinates services with Wagner-Peyser to provide labor exchange services for jobseekers and employers. Minimal

assistance and self-services are available to the general public from any computer and from the computers in the CSNCFL resource rooms. Employment service staff work side by side with WIOA funded staff in the career centers. Under the guidance of the Title I services manager and in conjunction with business services staff labor exchange services are provided in a non-duplicative and collaborative manner. From job search to job postings staff work with job seekers to provide LMI and assist with accessing job vacancies in EF and matching to the jobs available and work with employers on properly wording job orders and assuring job postings.

Services to employers and workers include interviewing and assessment, job development, recruitment, provision of occupational and labor market information, and referrals to the jobs and training, as well as other services relating to preparing people for employment and training opportunities. A continuum of services, ranging from self-service to individualized services, is available to meet the needs of job applicants. Specific services include intake and assessment, job development, job search, workshops, career management and referral to jobs. Applicants who are not considered job ready are referred to other OS partners for assistance, which can include counseling regarding vocational choices, occupational changes or job / skills transition. Proficiency and aptitude testing are available to job ready applicants, as well as for those needing employment preparation.

EF uses a variety of techniques to ensure that employers who are in need of workers have access to a wide variety of qualified applicants. The techniques range from the traditional manual job order taking and matching to direct online employer input and screening. Space is available in the one-stop for employers to conduct interviews for perspective employees.

Employers also receive help in obtaining workers, filling jobs with special skills or other job requirements. Available services include comprehensive information on employment, unemployment and labor market information on local, state, regional and national levels.

CSNCFL conducts job matching of qualified clients to open job orders. EF job-matching capabilities are used by staff to assure that employers and jobseekers are connected. Contracts include shared performance measures that track both job openings are filled and jobseekers placed. Emphasis is also placed on job fairs and community events that bring workers and employers together on a regular basis.

Employers come to the career centers on a regular basis to meet and interview employees referred by CSNCFL OS staff. Training is provided to both jobseekers and employers on how to use the job matching capabilities of EF.

(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)).

Adult education and literacy programs assist adults to:

1. Become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency
2. Assist adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children, leading to opportunities for their family
3. Assist adults in attaining a secondary school diploma
4. Assist in the improvement of English literacy

CSNCFL has an MOU with Santa Fe College which administers the Adult Education and Family Literacy programs and is in the process of entering into similar MOU's with our AEL partners in Columbia, Dixie, Gilchrist and Union Counties through Gateway College and the local School Districts. Under WIOA the workforce board must also approve applications from providers seeking to deliver adult education and literacy activities. As a result, the CSNCFL governing boards have a deep appreciation for the AEL activities provided by our education partners.

CSNCFL refers youth and adults for AEL services as appropriate coordinating AEL with work experiences especially for youth participants as well as with assistance in applying for post-secondary education upon passing their GED.

Barriered adults including WTP participants who are English Language Learners or who have low literacy levels (below 8th grade) are referred to AEL programs and may be assisted with direct placement, an internship, or OJT. Individuals needing formal training are tracked and referred back to CSNCFL OS centers when they are ready and can benefit from WIOA services.

AEL and Carl Perkins representatives are members of the CSNCFL WDB and others will be members of the Education and Industry Consortium. They will contribute to the goals and objectives of the workforce board.

- (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;

A few years ago, the Federal Reserve realized that for many welfare recipients the combination of benefits received, which were also largely untaxed, when compared with the wages a former recipient can realistically earn resulted in a disincentive for welfare recipients to leave the welfare rolls. They write:

“Due to the complexity of public assistance programs, workers often struggle to understand the timing and magnitude of benefits loss. This uncertainty, coupled with economic insecurity, can prevent individuals from seeking or accepting opportunities for career advancement. Additionally, individuals who do advance without understanding when assistance will end may find themselves in situations where their standard of living doesn't improve or even declines.”¹⁰

The Federal Reserve Bank of Atlanta then developed a suite of “CLIFF tools” that includes three core tools 1) the CLIFF Snapshot, 2) the CLIFF Dashboard, and 3) the CLIFF Planner. Each tool is tailored to meet a client's needs at different stages of their careers.

The Florida CLIFF Dashboard provides information to help individuals understand their potential earnings through paid employment, while also mapping the timing and magnitude of the loss of public assistance as an individual progresses along various career pathways.

For the CSNCFL governing boards to develop policies appropriate to our WTP customers CSNCFL will include online training developed by the Federal Reserve for workforce boards and partners as a part of its annual board training. These courses are:

- The *Core Concepts* - key definitions and foundational knowledge of benefits cliffs and self-sufficiency. This includes an overview on the basics of reading line and bar charts.
- The *CLIFF Dashboard* - provides an overview on how to use the Florida CLIFF Dashboard.
- The *CLIFF Snapshot* and *CLIFF Planner* are additional tools offered by the Federal Reserve Bank of Atlanta.

¹⁰ <https://www.atlantafed.org/economic-mobility-and-resilience/advancing-careers-for-low-income-families/cliff-tool>

CSNCFL Career Center staff including Wagner Peyser staff will also be trained on the CLIFF courses. This will help staff working with WTP recipients better understand the income needs of this target group. During assessment education options are discussed with recipients and staff will be able to point out that within various occupational sectors different but similar jobs may provide significantly higher wages.

Further as WTP is time limited, recipients need to be instructed on preparing for the exhaustion of benefits. The CLIFF tools can help WTP recipients realistically plan for the future and the future of their children.

Our OSO will be instructed regarding the CLIFF courses so that our OS partners who also often work with WTP customers can take the CLIFF effect into consideration when they counsel recipients and provide them with services.

(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);

In addition to using data and CLIFF Tools to help WTP recipients to understand what is need for self-sufficiency Hope Florida initiated by Florida's First Lady can provide needed help to recipients in transition when they come across a challenge to their ability to succeed. CSNCFL hopes to recruit its Board members and business members of the local Chambers of Commerce to agree to serve as Hope Businesses.

CSNCFL also budgets to provide support services to WTP recipients during transition so that a car repair or job change does not send an individual in transition back to the welfare rolls.

CSNCFL works with its SNAP Customers to help them meet the ABWD work requirements and provides guidance to them related to partner program options to move them off of SNAP.

(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.

SNAP and WTP customers are assessed so that they may develop a career plan and are able to attend workshops in the career centers that educate them on the availability of services through OS partner programs.

WTP recipients are often co-enrolled in AEL programs or in WIOA for skills training especially if they need a second year of skills training as TANF limits training as a primary work activity to one year.

SNAP is not designed to be high touch program because of the volume of participants as compared to the allocation available to serve them. However, by providing access to self-service and minimal assistance career services as well as workshops and Metrix E-Learning, SNAP participants have exposure to broader options than ever before.

WTP and SNAP customers also frequently access support services through the [Suwannee River Economic Council, Inc.](#) and the Central Florida Community Action Agency while enrolled and during transition. These 2 agencies provide access to Community Service Block Grant funds which assist with support services not able to be provided by Region 26.

In addition to AEL services our education partners offer scholarships to low-income participants. Often WTP customers come to the career centers already enrolled in training programs of their choice. As WTP is not bound by the TOL CSNCFL tries to assist WTP recipients to complete education options they have self-selected.

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))**

As a new Region we have not yet had an opportunity to negotiate the measures for the upcoming year.

Employment Rate - 2nd Quarter After Exit Title I Youth Education and Employment Rate - 2nd Quarter After Exit	The percentage of participants in unsubsidized employment during the second quarter after exit For Title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit
Employment Rate - 4th Quarter After Exit Title I Youth Education and Employment Rate - 4th Quarter After Exit	The percentage of participants in unsubsidized employment during the fourth quarter after exit For Title I Youth, the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit)
Median Earnings - 2nd Quarter After Exit	The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program
Measurable Skill Gains	For Adults in Skills Training

	For Youth in GED or Skills Training
The Employer Measures	

In addition to the above local areas receive letter grades developed in accordance with the REACH Act

CSNCFL is committed to meeting the federal and state performance measures.

- (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).**

The CSNCFL Board has examined its vision, mission, and goals to create a unified approach for the new 6 county area. Our local area is business led in partnership with our Council of Elected Officials that are liable for the funds and who report to our local constituents. Decisions regarding resource investment are market driven and - responsive, results oriented and integrated with our other workforce development system partners.

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

CSNCFL surveys both jobseekers and businesses who use our services. Comments are turned over to the OSO who brings the comments to the OS partner quarterly meetings for analysis and continuous improvement.

- (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. The response should include programmatic outcomes including the increase of:

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

As a new Region we will be considering the waiver for the first time this year. However, a consideration will be our total youth allocation as even with the waiver at least 60% of the allocation will still need to be dedicated to OSY and that might not leave sufficient funds to launch an ISY program, especially on that will be able to serve ISY in all 6 counties in the Region.

(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:

- a. **Improved response of the LWDB and youth providers' to the workforce needs of ISY;**
- b. **Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;**
- c. **Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and**
- d. **Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.**

As a new Region we will be considering this waiver as well as the waiver to serve an increased number of ISY for the first time this year. A consideration will be our total youth allocation as well as opportunities for ISY to be able to take advantage of an ITA. ISY who meet WIOA eligibility requirements are economically disadvantaged as determined by US DHHS. Unless their home schools offer technical education and this meets the youth's career objective the youth will have transportation challenges as our area is rural and public transportation is limited.

CareerSource NCFL's goals were designed to promote excellence and continuous improvement to ensure positive outcomes for our customers and partners. In particular, this strategic plan was created with a focus on flexibility and adaptability to ensure that CS NCFL can be proactive and adjust to changes in the economy and the labor market as they occur.

We believe that our strategies and goals will ultimately lead to achievement of the federal performance measures that have been negotiated with the Department of Economic Opportunity for WIOA indicators for multiple populations.

(8) Cooperative Agreements

CareerSource NCFL understands that individuals with disabilities face significant challenges to obtaining the education, skills, and training needed to obtain and retain employment. CareerSource NCFL has been proactive in working closely with the following organizations to implement service strategies for all individuals seeking services within the region:

- AARP – SCSEP Program
- Alachua County Coalition for the Homeless and Hungry
- Alachua County Housing Authority – HUD

- Alachua County Library District
- Big Brothers/Big Sisters of Mid-Florida
- Bradford County Public Library
- Central Florida Community Action Agency
- Community Housing Partners, Inc.
- Communities in Schools of Bradford County – transportation services
- Department of Children and Families – SNAP and TANF eligibility
- Early Learning Coalition of Alachua County
- Gainesville Job Corps
- GRACE Marketplace – housing assistance
- North Florida Technical College
- Partnership for Strong Families
- Putnam County Farmworker Career Development Program
- Santa Fe College Adult Education Program
- School Board of Bradford County
- Suwannee River Economic Council, Inc.
- United Way of North Central Florida
- University of Florida Career Resource Center
- Vocational Rehabilitation Services

CareerSource NCFL continues its efforts promoting and enabling entrepreneurship within our workforce region and across the state as an option for all workers, but especially for workers who have any type of work limitation.

The area director of the Division of Vocational Rehabilitation (DVR) is a member of our Board and has assigned staff to each of the CareerSource NCFL board committees. Additionally, VR is co-located within our Starke office to provide services to workers with disabilities. We are currently working on a similar co-location plan for the Gainesville center

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:

- (1) **Names of the LWDBs that comprise the planning area.** ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))
- (2) **Description of how the planning region shares a single labor market, shares a common economic development area, and possesses federal and non-federal resources, including appropriate education and training institutions, to administer**

activities under WIOA, subtitle B. ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))

- (3) Analysis of regional and local population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))**
- (4) Description of the established regional service strategies using cooperative service delivery agreements that include but are not limited to:**
 - (a)** Consistent eligibility standards and enrollment processes.
 - (b)** Common training and coordination of supportive service offerings, as appropriate.
 - (c)** Common technology tools and sharing of data within tools outside of Employ Florida.
- (5) Description of sector strategies for existing and emerging in-demand sectors or occupations. (20 CFR 679.560(a)(1)(ii))**
 - (a)** How will the planning region convene or support the convening of regional employers, foundations, institutions and other stakeholders to create or maintain sector partnerships?
 - (b)** Identify and describe the established and active sector partnerships in the planning region.
- (6) Description of the collection and analysis of regional labor market data (in conjunction with the state).**
- (7) Description of the planning region's coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.**
- (8) Description of the planning region's coordination of transportation and other supportive services, as appropriate.**
 - (a)** What regional organizations currently provide or could provide supportive services?
 - (b)** What policies and procedures will be established to promote coordination of supportive services delivery?
- (9) Description of the planning region's coordination of services with regional economic development services and providers.**
- (10) Description of the planning region's establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with FloridaCommerce on local levels of performance for, and report on, the performance accountability measures described in WIOA Sec. 116(c) for local areas or the planning region.**
- (11) Description of the planning region's strategy to prepare an educated and skilled workforce (including youth and individuals with barriers to employment) to meet the needs of the employers.**

- (12) Description of the local strategies, policies and improvements to enhance consistency and coordination within the planning region and help streamline experiences for job seekers, workers and businesses, allowing a more agile workforce system to better adapt to changing marketplace and consumer expectations.**
- (13) Description of the steps that will be taken to support the state’s efforts to align and integrate education, workforce and economic development, including:**
- (a)** Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its planning region.
 - (b)** Expanding career pathway opportunities through more accelerated and work-based training and aligning and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.
 - (c)** Expanding career services and opportunities for populations facing multiple barriers to educational attainment and economic advancement.

END OF LOCAL AND REGIONAL PLAN INSTRUCTIONS