

FloridaCommerce & CareerSource Florida

Streamlined Instructions for WIOA Two-Year Modification: Workforce Services Plan Guidelines

January 1, 2027 – December 31, 2028

CareerSource Board / Planning Region	Submission Option	Date Submitted
CareerSource North Central Florida	X Standard Local Plan + Regional Addendum ☐ Preferred Combined Regional Plan	October 5, 2026, 2026/2027
Phyllis Marty	352-681-3320	Pmarty@careersourcencfl.com

Revision Intent

This streamlined version reduces duplicative narrative prompts and shifts the submission toward standardized tables, dashboards, evidence attachments, certifications, and change-only narrative responses. The revisions preserve the strategic objectives for Five Pillars alignment, performance data, apprenticeship growth, employer engagement, regional coordination, and statewide accountability.

Contents

- 1. Introduction and Planning Approach
- 2. Submission Options and Key Dates
- 3. Public Comment, Submission, and Attachments
- 4. Required Evidence and Certification Checklist
- 5. Regional Plan Requirements — Streamlined Framework
- 6. Local Plan Addendum Requirements — Streamlined Framework
- 7. Strategic Alignment Framework
- 8. Performance Dashboard and Improvement Plan
- 9. Apprenticeship and Employer Engagement Scorecards
- 10. Plan Review and Approval

1. Introduction and Planning Approach

These instructions provide direction for local and regional workforce plans, also referred to as workforce services plans, submitted under the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, section 445.003, Florida Statutes, and Chapter 73B-7, Florida Administrative Code. Plans must align with the State WIOA Combined Plan, applicable federal regulations, state law, Florida Administrative Code, and CareerSource Florida workforce policies.

The planning process should focus on strategic direction, measurable outcomes, performance improvement, regional coordination, employer engagement, apprenticeship expansion, and transparent use of workforce resources. To reduce administrative burden, LWDBs should avoid duplicative narrative and may reference attachments, existing public resources, current policies, dashboards, or certifications where those materials answer the required prompt.

Burden Reduction Standard

Unless a full description is specifically required, LWDBs should provide a brief summary of major changes since the prior plan and cite or attach existing documentation. Narrative responses should be concise and focused on decisions, results, risks, and actions.

2. Submission Options and Key Dates

Option	Description	Due Date	Board Review
Option 1: Standard Submission	Local Plan with Regional Plan as addendum. Use when the region is not submitting a combined regional plan.	October 6, 2026	December 2026 Board of Directors Meeting
Option 2: Preferred Combined Regional Plan	One integrated Regional Plan that incorporates all required regional elements and includes local plan addenda for board-specific information.	January 19, 2027	February 2027 Executive Committee Meeting

Preferred Approach

FloridaCommerce and CareerSource Florida strongly encourage regions to pursue a single integrated regional plan wherever feasible. This option supports regional coordination, reduces duplication, and improves consistency across planning regions.

Key Dates

Milestone	Date / Timeframe
Overview of Local Plan Guidelines Issues	July 23, 2026
Office Hours: Regional and Local Plans	July 28, 2026 and August 5, 2026
Complete Local Performance Negotiations	August 10, 2026

Milestone	Date / Timeframe
Standard Local Plans Due	October 6, 2026 by 5:00 p.m. EDT
Preferred Combined Regional Plans Due	January 19, 2027 by 5:00 p.m. EDT
Regional and Local Plans Approved by State Board	March 24, 2027
Effective Date	TBD

3. Public Comment, Submission, and Attachments

Public Comment Process

Before submitting a local or regional plan, each LWDB must provide an opportunity for public comment consistent with WIOA §108(d), 20 CFR 679.550(b), and applicable state requirements. The plan must be made available electronically and through open meetings, and public comments expressing disagreement must be submitted to FloridaCommerce.

Submission Requirements

- Submit plans and attachments through the state's established WIOA plan submission method. Hard copies are not required.
- Submit plans and attachments in searchable PDF format and in a format compliant with Section 508 of the Rehabilitation Act.
- Do not alter required questions. Use tables, dashboards, evidence links, and attachments when they fully respond to a requirement.
- Identify the planning region, each LWDB included, submission option, contact information, approval date, and plan footer information.

Attachment Streamlining Rule

Use Attachments Instead of Repeating Narrative

If the required information is contained in an attachment, public website, current policy, MOU, roster, organizational chart, or approved local operating procedure, the plan may summarize the material in one to three sentences and provide the attachment name, link, page number, or section reference.

4. Required Evidence and Certification Checklist

Attach or link the documents below. Narrative is only required to identify changes, gaps, pending updates, or documents expiring within six months of submission.

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed Interlocal Agreement	Yes, if applicable	☐ LWDB-26-Executed-Interlocal-PY2425.pdf CSNCFL-ILA-	X Yes No	Until agreed upon termination

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
		Agreement-Amendment-1-March26.pdf		
Executed CLEO–LWDB Agreement	Yes	☐	☐ Yes ☐ No	See addressed in Executed Interlocal Agreement.
Fiscal Agent Designation	If other than CLEO	☐ 24-00802 20240924 - signed (003).pdf	X Yes ☐ No	9/30/2027
Current Bylaws	Yes	☐ LWDB 26- By-Laws 031325.pdf	X Yes ☐ No	Until Board approved revision
Board Roster, Minutes, and Vote	Yes	☐ CSNCFL-PY-25-26-Board-Roster-1.xlsx	X Yes ☐ No	Until resignation of Board Member or expiration of term.
Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator	Yes	☐ Staff-Organization-Chart.pdf	X Yes ☐ No	When updates are necessary
One-Stop Partner MOUs and Infrastructure Funding Agreement	Yes	☐ Contracts – CareerSource North Central Florida	X Yes ☐ No	MOU's expire 6/30/2028. IFA's expire 6/30/2027.
Firewalls / Conflict Mitigation Documentation	If applicable	☐	☐ Yes ☐ No	N/A
Planning Region Agreements	For regional plan	☐	☐ Yes ☐ No	RPA Agreement
Public Comment Documentation	Yes	☐	☐ Yes ☐ No	Appendix C
Staff Training and Credentialing Evidence	Yes	☐ See attached	X Yes ☐ No	Attached
Plan Review Checklist	Recommended	☐	☐ Yes ☐ No	Not available yet

5. Regional Plan Requirements — Streamlined Framework

The regional plan should be organized around four integrated sections. Each section may use tables, dashboards, evidence links, existing data sources, and concise summaries. Avoid repeating the same strategy across multiple sections.

Regional Section	Covers	Required Evidence / Response Format
A. Regional Economy and Labor Market	Shared labor market, common economic development area, commuting patterns, population centers, targeted industries, in-demand sectors and occupations, regional assets, and education/training resources.	Regional labor market table ; industry/occupation dashboard; https://analytics.careersourceflorida.com list of data sources ; one-page summary of major changes.
B. Regional Service Delivery and Customer Experience	Regional service strategies, consistent eligibility/enrollment processes, supportive services coordination, universal services, accessibility, and business/job seeker customer experience.	Service delivery matrix; regional customer experience baseline; shared agreements; service gaps and actions. RPA Agreement
C. Regional Operations and System Efficiencies	Administrative cost arrangements, shared services, technology/data-sharing practices, procurement coordination, regional agreements, and reduced duplication.	System efficiencies table; administrative cost-sharing summary; regional agreements; shared tools list. <u>None operating at this time. The RPA team is in the process of developing standards and operating procedures for the region.</u>
D. Regional Performance, Employer Engagement, and Apprenticeship	Performance negotiation support, letter grade improvement strategies, sector partnerships, coordinated business services, employer retention/market penetration, apprenticeship and preapprenticeship expansion, MCL alignment, and talent pipeline actions.	Regional scorecards for performance, employer engagement, apprenticeship, credentials, and sector partnerships. <u>To be determined after local regions receive final negotiated performance.</u>

Regional Strategy Summary Table

Priority Area	Shared Regional Strategy	LWDBs / Partners	Measure of Success	Evidence / Attachment
Targeted Industries / Sector Partnerships				See Appendix B RPA Addendum
Coordinated Service Delivery				
Supportive Services Coordination				
Administrative Efficiencies				
Coordinated Performance Improvement				

Priority Area	Shared Regional Strategy	LWDBs / Partners	Measure of Success	Evidence / Attachment
Apprenticeship / Work-Based Learning				
MCL / Credential Alignment				
Coordinated Business Services				

6. Local Plan Addendum Requirements — Streamlined Framework

The local plan addendum should provide board-specific information not already answered in the regional plan. When the regional plan fully addresses a topic, the local addendum may state: “Addressed in the Regional Plan, Section __,” and provide only local exceptions, changes, or board-specific actions.

Local Section	Required Response	Narrative Limit	Evidence / Attachment
Governance and Organizational Structure	Update only changes to CLEO, LWDB membership, fiscal agent, one-stop operator, providers, youth provider, organizational chart, required roles, or delegated signatory authority.	Change-only narrative; 1 page max	Roster, bylaws, organizational chart, agreements Interlocal Agreement Interlocal Agreement Amendment 1 Subgrantee Agreement Fiscal Agent Interlocal Agreement One Stop Operator Agreement At Risk Youth Services
Analysis of Need and Available Resources	Use current labor market and service data to identify top industry needs, workforce gaps, population barriers, and available resources.	2 pages max plus dashboard	Labor market dashboard; data source list See Appendix A Section 1
Strategic Alignment and Five Pillars	Complete the Strategic Alignment Framework in Section 7.	Table only plus 1-page summary	State Plan / local strategy crosswalk
Program Services and Partner Coordination	Summarize program/service delivery across core and combined partners, including Adult, Dislocated Worker, Youth, TANF, SNAP, JVSG, UI, SCSEP, CSBG, HUD where available, Perkins V, and other partners.	Table plus exceptions narrative	Partner matrix, MOUs, LOPs Div. Of Blind Services FGC NCBANEF

Local Section	Required Response	Narrative Limit	Evidence / Attachment
			NCBANWF NFTC PYB SFC UCSB Voc Rehab Policies/LOP's
One-Stop Delivery System	Summarize access points, customer access, accessibility, technology, integration, and significant changes since prior plan.	Change-only narrative; 2 pages max	Access point table; certification; accessibility evidence
Employer Engagement, Sector Strategies, and Apprenticeship	Complete the scorecards in Sections 9A and 9B and explain major actions to strengthen employer-driven strategies and apprenticeship expansion.	Scorecards plus 1-page action summary	Business services data, sector reports, apprenticeship evidence
Performance and Continuous Improvement	Complete the Performance Dashboard and Improvement Plan in Section 8.	Dashboard plus 2 pages max	Federal indicators, letter grade, improvement actions

7. Strategic Alignment Framework

Complete the table below to show how the LWDB and/or planning region aligns local and regional strategies with the Five Pillars, statewide priorities, performance outcomes, and available resources. This table replaces duplicative narrative across the plan.

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Industry-Driven Strategies	Employer engagement, sector strategies, in-demand occupations, targeted industries, OJT, apprenticeship, pre-apprenticeship, MCL alignment	Contracted employer engagement via Chambers; Sector partnerships; Work-based learning expansion; Apprenticeship/pre-apprenticeship expansion; ETPL restricted to MCL	Chambers, Employers, Innovation Hub, Colleges, YouthBuild, RA sponsors	Increased OJT, RA participation, employer satisfaction, sector-based credential attainment	CSNCFL WIOA Plan (current) Sections II, III, IV, I
Worker Mobility	Credential attainment, career pathways, supportive services, reduced public assistance, wage progression	Universal WP entry; Career pathways; Credential MCL alignment; Rural access; CLIFF tool	AEFLA, VR, YouthBuild, Colleges, TANF/WTP, SNAP E&T	Increased MSGs, credentials, earnings, TANF/SNAP exits	CSNCFL WIOA Plan (current) Sections II, IV, V
Integrated Systems	Core and combined partner coordination, regional service delivery, education/workforce/economic development alignment	Quarterly coordination; Shared EF/ATLAS; Unified intake; Region-wide	WP, VR, AEFLA, SCSEP, YouthBuild, TANF/WTP, SNAP E&T, Colleges	Increased co-enrollment, reduced duplication,	CSNCFL WIOA Plan (current) Section V, MOUs, Section I

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		MOUs		improved access	
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	Performance negotiation support; Letter-grade improvement strategies; Continuous improvement; Employer/participant feedback loops	FloridaCommerce, OSO, Employers, Training Providers	Higher letter grades, increased Q2/Q4 employment, better MSGs	CSNCFL WIOA Plan (current) Section VII, III, VIII
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative training, customer access, continuous improvement	Centralized fiscal/administrative structure; Procurement standardization; AI planning tools (planned); Virtual/geofencing access; Innovative WBL	LWDB, Fiscal Agent, OSO, Libraries, Employers, Colleges	Improved rural access, reduced overhead, higher digital engagement	CSNCFL WIOA Plan (current) Section I, V, III

8. Performance Dashboard and Improvement Plan

Complete the dashboard and brief improvement narrative. The purpose is to strengthen accountability while avoiding lengthy repeated explanations.

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
Employment Rate 2nd Quarter After Exit	Adult 80.0 DW 80.0 Youth 70.0	Adult 78.00 DW 80.0 Youth 73.17	Adult – not met DW – met Youth - met	Lack of continuous engagement participants, poor employer on-boarding, communication issues with employers, low enrollment numbers	Increase enrollments. Develop strategy plan with job seeker that plans for individual and assisted job searching, interviewing and how to deal with barriers during the first 3 months – design template for staff to follow: Responsible party: WIOA Coordinator. Timeframe: by end of 2 nd quarter (share with WIOA Youth Coordinator)
Employment Rate 4th Quarter After Exit	Adult 80.0 DW 59.90 Youth 70.0	Adult 78.26 DW 80.0 Youth 70.77	Adult – not met DW – met Youth - met	Poor leadership or management at employer, inadequate pay, lack of quick career growth, low	Increase enrollments. Develop strategy plan with job seeker that

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
				enrollment numbers	identifies expectations in the workplace, time frames for career growth, that creates a roadmap for retention. (Template) Responsible party: WIOA Coordinator. Timeframe: by end of 2 nd quarter (share with WIOA Youth Coordinator)
Median Earnings 2nd Quarter After Exit	Adult \$9,495 DW \$9,500 Youth \$3,642	Adult \$9,750 DW \$11,543.50 Youth \$3,755	Met or exceeded performance goals		
Credential Attainment Rate	Adult 71.0 DW 85.0 Youth 58.0	Adult 68.89 DW 70.0 Youth 45.61	Needs improvement	Underestimating suitability, low enrollments	Increase enrollments. Comprehensive interviewing for WIOA suitability, develop Tracking tools to monitor progress, set check points for status, be mindful of target dates & organizational requirements, schedule progress meetings. (Template and use dashboard & EF predictive reports) Responsible party: WIOA Coordinator. Timeframe: by end of 2 nd quarter (share with WIOA Youth Coordinator)
Measurable Skill Gains	Adult 51.30 DW 60.50 Youth 56.80	Adult 56.86 DW 83.33 Youth 40.74	Needs improvement	Not recording outcomes timely, low enrollments.	Increase enrollments. Track and document every allowable MSG type consistently, ensure gains are within the reporting period & use valid documentation (pull predictive reports or use dashboards) Responsible party: WIOA Coordinator and WIOA Youth

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
					Coordinator. Timeframe: by end of 2 nd quarter
State Accountability Letter Grade	A	B-	Needs improvement	Program changes, missed deadlines, staff turnover (gaps), prioritizing program objectives, lack of buy-in or engagement, low enrollments.	Increase enrollments. Consistent communication and alignment of priorities, training with competency check points, programmatic accountability, staff accountability. Responsible parties: WIOA Coordinator, WIOA Youth Coordinator, WP Manager, CPO, CSO
Return on Investment / Wage Growth	50.0	76.58	Exceeded performance goal.		
Public Assistance Transition Outcomes	50.0	86.66	Exceeded overall performance goal.		
Business Services Outcomes	Continued Repeat Business – 35.0 Year-Over-Year Business Penetration – 100.0 Number of MOUs executed in alignment with technical guidance Business engagement metrics	Continued Repeat Business – 100.0 Year-Over-Year Business Penetration – 70.0 12 MOUs executed	Exceeded continued repeat business goal. Needs improvement	Must align with WIOA eligibility and applicable federal/state guidance. Difficulty identifying customer base, eligible/suitable for type of WB training. Lack of effective marketing, contributing factor.	Must maintain staff capacity, technology systems & outreach strategies necessary to deliver business services. Responsible party: Job Order Unit Lead, WP Manager and Community Resource Coordinator – timeframes: by 2 nd quarter end.
Apprenticeship / Preapprenticeship Outcomes	Increase participation in RAPs & registered Preapprenticeships Standardize employer engagement practices Track new eligible apprentices/preapprentices, expand RAPs & preapprenticeship and report completions 73 new apprenticeship enrollments by 2030	Employment rate TBD Median earnings TBD Credential attainment TBD MSG TBD Effectiveness in serving	Developing a plan for employer engagement and ensuring alignment with WIOA, industry needs and economic development, prioritizing high-wage and in-demand occupations	N/A	Responsible parties: Community Resource Coordinator, WIOA Coordinator, WP Manager and Job Order Unit Lead. Timeframes for engagement: by 2 nd quarter end.

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
		employers TBD			

Performance Improvement Narrative

1. What is performing well? Identify the strongest results and the strategies driving those results.
2. What is underperforming or at risk? Identify data points, root causes, populations, programs, or service gaps requiring improvement.
3. What actions will be taken? Identify no more than five priority actions, responsible parties, timelines, and expected outcomes.

9. Apprenticeship and Employer Engagement Scorecards

9A. Employer Engagement and Sector Strategy Scorecard

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Employers Served	1,929	2272	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	With offices now open in every county we represent, including those added through consolidation, businesses that once had no local point of contact can now reach us directly, a key driver of this reach. As our market penetration climbs, we project this figure to grow in a simultaneous pattern.	Employ Florida/ Services Provided Employer
Repeat / Retained Business Customers	1,720	2063	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation,	Our new county offices have kept our Business Services team close to these relationships throughout the consolidation, maintaining continuity with employers across both our historic and newly added communities. Holding that continuity steady, we expect retention to increase with the growth of Employers Served each year.	Difference of new employers and employers served, minus inactive accounts pulled from Employ Florida
New Business Customers	182	343	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information	Our expanded footprint and targeted-sector outreach are opening first-time	Employ Florida Employers Registered by LWDB

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
			Technology, Aerospace & Aviation	relationships with employers in communities where we previously had minimal presence. Based on our current penetration trajectory, we anticipate a further increase in new customer acquisition.	
OJT Employers	10	21	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	Our Business Services team will work closely with the Community Resource Coordinator to make sure OJT employers fully understand the training requirements and support available to them, with outreach concentrated on Priority Sector businesses across the region.	Employ Florida and OJT Agreements
Sector Partnerships	Aerospace & Aviation MRO, Information Technology, Life Sciences	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	We plan to grow sector partnerships by building on two overlapping footprints, the presence each board had before the consolidation. Pairing our Business Services team's targeted outreach with the added reach of our new county offices lets us extend into communities that we now serve directly, rather than starting from zero. We will use existing partnership models as a template for bringing on additional employers in different sectors.	LMI data, QCEW
Employer Referrals to Training			Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation		

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Market Penetration	16.97%	20%	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	We plan to increase penetration by focusing our Business Services team on targeted industry sectors and by using our new county offices to build visible presence in the communities we added through consolidation. In the near term, we're modeling roughly 3% incremental growth off our current baseline — moving penetration annually — as an early step toward the 20% goal.	(Current baseline, employers served/ QCEW # of establishments) x 100.
Business Services to Targeted Industries	7,085	9,210	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	Our new offices give the Business Services team a foothold in every county we represent, letting us pursue priority-sector employers on the ground rather than from a central office alone. Assuming our current penetration rate holds, we expect service volume in these sectors to rise as well as that local presence matures.	Employ Florida Services to Employer and cross referenced with Employer by NAICS

9B. Apprenticeship and Work-Based Learning Scorecard

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
New Registered Apprentices	2	73	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	While there are several Apprenticeships within the region, quite a few are on the list for deregistration and others have not yet been penetrated by the AN. The AN and Business Services team will work to gain traction not only with the sponsors	Employ Florida/ Executive-Program Management Summary

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				but also with their employers, offering referral assistance and highlighting how we can support both apprentices and employers directly, including through OJT.	
Registered Apprenticeship Programs	13	16	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	Several of our current registered apprenticeship programs are approaching deregistration, and one program is being restructured following a change in ownership. To hold our overall apprenticeship numbers steady, we're emphasizing the retention and workforce-readiness value apprenticeships offer employers, while working to replace the programs we expect to lose with new registered programs.	https://www.fldoe.org/academics/career-adult-edu/apprenticeship-programs
Registered Preapprenticeship Programs	0	3	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	We do not currently have any registered pre-apprenticeship programs in the region. We'll be working with schools and other partners to explore whether we can establish pre-apprenticeship programs as a pathway into registered apprenticeship.	https://www.fldoe.org/academics/career-adult-edu/apprenticeship-programs
OJT Placements	11	38	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	As our new county offices give the Business Services team a physical presence in communities we previously served without a local office, we expect that number to grow as more employer relationships	Employ Florida/ Executive-Program Management Summary

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				convert into active OJT placements, and by working with apprenticeship employers	
Work-Based Learning Opportunities	65	117	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	Our work-based learning offerings include OJT, apprenticeship, and work experience for our youth participants, and we're working to broaden that range further as our footprint grows. We already served every county in the region, but with offices now physically located across the region, the Business Services team is better positioned to introduce these work-based learning options to employers face-to-face rather than remotely. Additionally with added apprenticeships, IWT training has a good possibility of coming into play, which will add the work-based learning numbers just by simply upskilling current employees.	Employ Florida/ Executive-Program Management Summary
Apprenticeship Navigator Activities	6	40	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	With our Apprenticeship Navigator still relatively new to the role, employer contacts are expected to ramp up significantly going forward. The AN will work alongside the Business Services team to build employer awareness of apprenticeship opportunities across the region, focusing on turning that awareness into new sponsor	

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				and employer relationships.	
Career Center Staff Training on Apprenticeship	2	12	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	As apprenticeship has become a larger focus for the region, we plan to increase the frequency of staff training on the topic, with broader participation across Career Center staff.	Florida DOE/Commerce FloridaMakes
WIOA Supportive Services for Apprentices		105	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	With the increase in apprenticeship focus, added apprentices, and OJT for apprenticeships being developed we will see a significant increase in support services.	
Apprenticeship Sponsorship	0	2	Manufacturing, AgTech, Life Sciences, Logistics, Financial Services, Information Technology, Aerospace & Aviation	We're exploring the possibility of becoming an apprenticeship sponsor ourselves. It's a real option, but taking on that role would require a significant shift in our current staffing model, and any decision will need to weigh that impact carefully.	

Local Workforce Development Board	2030 Cumulative Expected Performance Apprentice Count
CareerSource Escarosa (LWDB1)	138
CareerSource Okaloosa Walton (LWDB 2)	47
CareerSource Chipola (LWDB 3)	19
CareerSource Gulf Coast (LWDB 4)	27
CareerSource Capital Region (LWDB 5)	47
CareerSource North Florida (LWDB 6)	77
CareerSource Northeast Florida (LWDB 8)	336
CareerSource Citrus Levy Marion (LWDB 10)	206
CareerSource Central Florida (LWDB 12)	676

CareerSource Pasco Hernando (LWDB16)	177
CareerSource Polk (LWDB 17)	174
CareerSource Suncoast (LWDB 18)	71
CareerSource Heartland (LWDB 19)	85
CareerSource Research Coast (LWDB 20)	125
CareerSource Palm Beach County (LWDB 21)	109
CareerSource Broward (LWDB 22)	445
CareerSource South Florida (LWDB 23)	1012
CareerSource Southwest Florida (LWDB 24)	439
CareerSource North Central Florida (LWDB 26)	73
CareerSource Brevard Flagler Volusia (LWDB 27)	226
CareerSource Tampa Bay (LWDB 28)	491

*As identified in Figure 2.45 of the State Plan.

10. Plan Review and Approval

FloridaCommerce, in coordination with CareerSource Florida, will review plans for completeness, compliance, strategic alignment, and responsiveness to federal and state requirements. Plans must demonstrate alignment with the State WIOA Combined Plan, the Five Pillars, negotiated performance indicators, state workforce policies, and applicable federal and state requirements.

Review Area	Reviewer Focus	Evidence Expected	Potential Action if Deficient
Strategic Alignment	Five Pillars, state priorities, targeted industries, MCL, education/workforce/economic development alignment	Completed Strategic Alignment Framework	Request clarification or revision
Performance Accountability	Federal indicators, letter grades, ROI, data use, improvement actions	Dashboard and Improvement Plan	Request corrective action or return for revision
Regional Coordination	Shared strategies, service consistency, efficiencies, regional agreements	Regional framework, agreements, scorecards	Request clarification or revision
Employer Engagement and Apprenticeship	Business services, sector partnerships, OJT, apprenticeship/preapprenticeship expansion	Scorecards, partner evidence, sector data	Request clarification or revision
Compliance and Required Attachments	Required signatures, public comment, accessibility, MOUs, IFAs, policies, governance documents	Evidence checklist and attachments	Plan may not be recommended until complete

Approval Standard

The plan, including plan modifications, will be considered approved upon written notice of state board approval or at the end of the applicable review period unless deficiencies are identified in writing and remain unresolved.

Appendix A. Suggested Page and Response Limits

Section	Recommended Limit	Format
Regional Economy and Labor Market	2 pages plus dashboard	Brief narrative + data table
Regional Service Delivery / Customer Experience	2 pages	Matrix + gaps/actions
Regional Operations and Efficiencies	1–2 pages	Evidence table
Regional Performance, Employer Engagement, Apprenticeship	Scorecards + 2 pages	Dashboards + action summary
Governance and Organizational Structure	1 page	Change-only narrative + attachments
Local Analysis of Need	2 pages plus dashboard	Data summary
Strategic Alignment	Table + 1 page	Five Pillars framework
Program Services / Partner Coordination	Table + exceptions	Partner matrix
One-Stop Delivery System	2 pages	Change-only narrative + evidence
Performance Improvement	Dashboard + 2 pages	Scorecard + 3-question narrative

END OF STREAMLINED WORKFORCE SERVICES PLAN INSTRUCTIONS

Appendix A

Section 1- Regional Economy and Labor Market for Local LWDB 26

LWB 26, FL is defined as the following counties:	
Alachua County, Florida	Dixie County, Florida
Bradford County, Florida	Gilchrist County, Florida
Columbia County, Florida	Union County, Florida

Demographic Profile

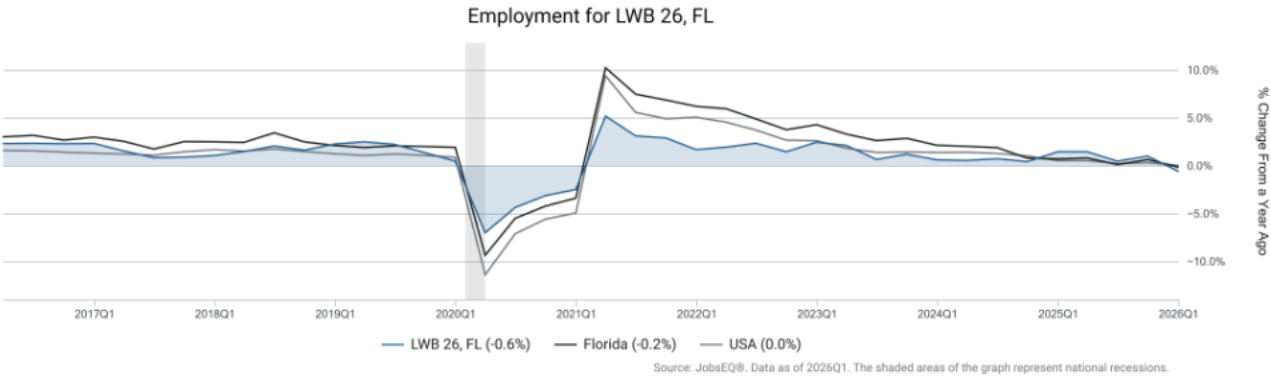
The population in the LWB 26, FL was 436,965 per American Community Survey data for 2020-2024.

The region has a civilian labor force of 204,216 with a participation rate of 56.3%. Of individuals 25 to 64 in the LWB 26, FL, 37.1% have a bachelor’s degree or higher which compares with 37.3% in the nation.

The median household income in the LWB 26, FL is \$61,259 and the median house value is \$249,144.

Employment Trends

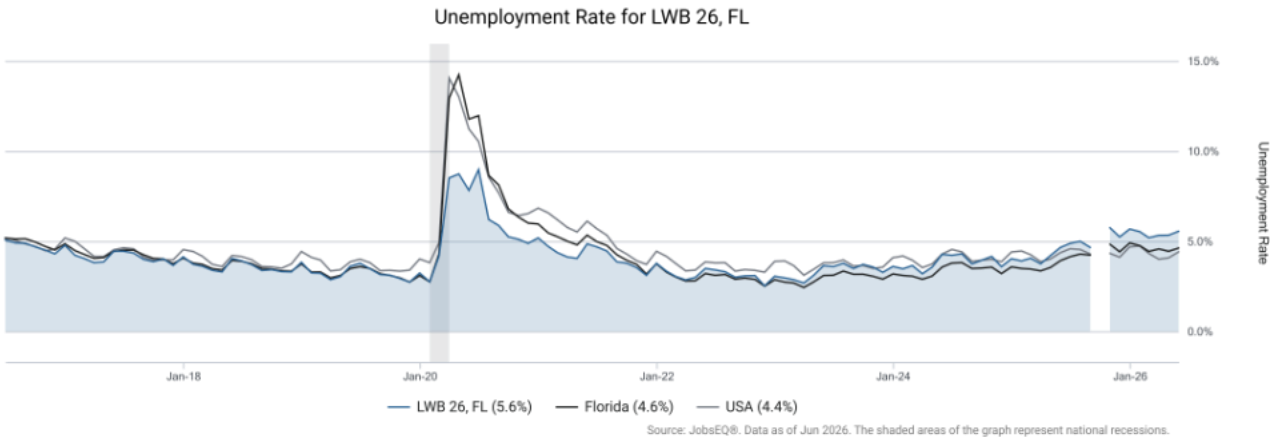
As of 2026Q1, total employment for the LWB 26, FL was 195,308 (based on a four-quarter moving average). Over the year ending 2026Q1, employment declined 0.6% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2025Q4 with preliminary estimates updated to 2026Q1.

Unemployment Rate

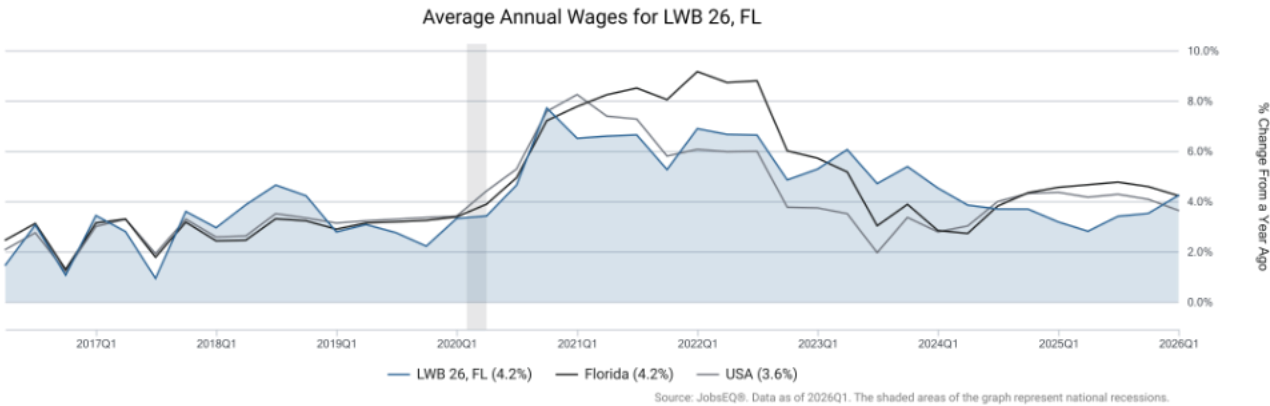
The unemployment rate for the LWB 26, FL was 5.6% as of June 2026. The regional unemployment rate was higher than the national rate of 4.4%. One year earlier, in June 2025, the unemployment rate in the LWB 26, FL was 4.7%.



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through June 2026.

Wage Trends

The average worker in the LWB 26, FL earned annual wages of \$61,856 as of 2026Q1. Average annual wages per worker increased 4.2% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$77,110 in the nation as of 2026Q1.

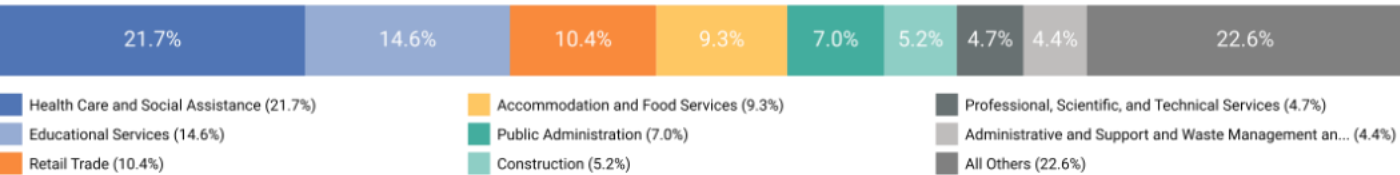


Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2025Q4 with preliminary estimates updated to 2026Q1.

Industry Snapshot

The largest sector in the LWB 26, FL is Health Care and Social Assistance, employing 42,437 workers. The next-largest sectors in the region are Educational Services (28,450 workers) and Retail Trade (20,367). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 1.84), Educational Services (1.79), and Public Administration (1.49).

Total Workers for LWB 26, FL by Industry



Source: JobsEQ®
Data as of 2026Q1
Note: Figures may not sum due to rounding.

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2025Q4 with preliminary estimates updated to 2026Q1.

Sectors in the LWB 26, FL with the highest average wages per worker are Information (\$136,691), Utilities (\$131,745), and Wholesale Trade (\$97,762). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+6,496 jobs), Accommodation and Food Services (+3,394), and Retail Trade (+1,220).

Over the next 1 year, employment in the LWB 26, FL is projected to expand by 1,359 jobs. The fastest growing sector in the region is expected to be Arts, Entertainment, and Recreation with a +1.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+394 jobs), Educational Services (+174), and Accommodation and Food Services (+130).

LWB 26, FL, 2026Q1 ¹											
NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	42,437	\$69,416	1.39	6,496	3.4%	4,596	2,100	2,103	394	0.9%
61	Educational Services	28,450	\$83,993	1.79	251	0.2%	2,857	1,297	1,385	174	0.6%
44	Retail Trade	20,367	\$38,480	1.09	1,220	1.2%	2,798	1,250	1,491	57	0.3%
72	Accommodation and Food Services	18,214	\$27,134	1.07	3,394	4.2%	3,290	1,404	1,755	130	0.7%
92	Public Administration	13,636	\$64,745	1.49	176	0.3%	1,312	530	708	74	0.5%
23	Construction	10,107	\$62,735	0.86	601	1.2%	926	335	499	91	0.9%
54	Professional, Scientific, and Technical Services	9,258	\$84,780	0.66	697	1.6%	818	293	437	88	0.9%
56	Administrative and Support and Waste Management and Remediation Services	8,675	\$42,036	0.74	-2,410	-4.8%	1,012	420	549	43	0.5%
31	Manufacturing	7,954	\$71,305	0.53	637	1.7%	842	317	469	57	0.7%
81	Other Services (except Public Administration)	7,090	\$38,482	0.85	755	2.3%	849	352	444	53	0.7%
48	Transportation and Warehousing	6,988	\$56,806	0.71	812	2.5%	784	330	412	42	0.6%
11	Agriculture, Forestry, Fishing and Hunting	4,317	\$36,572	1.84	525	2.6%	537	267	249	22	0.5%
52	Finance and Insurance	4,175	\$92,318	0.55	-141	-0.7%	366	142	195	29	0.7%
42	Wholesale Trade	3,832	\$97,762	0.54	135	0.7%	400	153	220	27	0.7%
53	Real Estate and Rental and Leasing	3,240	\$56,421	0.95	153	1.0%	331	147	161	22	0.7%
71	Arts, Entertainment, and Recreation	3,015	\$52,783	0.72	728	5.7%	464	185	250	30	1.0%
51	Information	1,962	\$136,691	0.54	0	0.0%	175	63	100	11	0.6%
55	Management of Companies and Enterprises	864	\$90,242	0.28	235	6.6%	77	28	42	7	0.8%
22	Utilities	485	\$131,745	0.47	11	0.5%	46	16	25	4	0.9%

21	Mining, Quarrying, and Oil and Gas Extraction	199	\$91,750	0.29	34	3.8%	19	7	11	1	0.7%
99	Unclassified	43	\$57,850	0.17	-9	-3.7%	5	2	3	0	0.7%
Total - All Industries		195,308	\$61,856	1.00	14,298	1.5%	22,268	9,312	11,597	1,359	0.7%

Occupation Snapshot

The largest major occupation group in the LWB 26, FL is Office and Administrative Support Occupations, employing 22,055 workers. The next-largest occupation groups in the region are Healthcare Practitioners and Technical Occupations (20,466 workers) and Food Preparation and Serving Related Occupations (17,789). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Healthcare Practitioners and Technical Occupations (LQ = 1.72), Farming, Fishing, and Forestry Occupations (1.55), and Protective Service Occupations (1.44).

Occupation groups in the LWB 26, FL with the highest average wages per worker are Management Occupations (\$115,600), Legal Occupations (\$106,300), and Healthcare Practitioners and Technical Occupations (\$102,800). The unemployment rate in the region varied among the major groups from 2.0% among Healthcare Practitioners and Technical Occupations to 9.3% among Farming, Fishing, and Forestry Occupations.

Over the next 1 year, the fastest growing occupation group in the LWB 26, FL is expected to be Healthcare Support Occupations with a +1.2% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Practitioners and Technical Occupations (+192 jobs) and Management Occupations (+145). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (3,354 jobs) and Office and Administrative Support Occupations (2,409).

LWB 26, FL, 2026Q1 ¹														
SOC	Occupation	Current						5-Year History		1-Year Forecast				
		Empl	Mean Ann Wages ²	LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
43-0000	Office and Administrative Support	22,055	\$47,700	1.03	1,059	4.6%	799	-509	-0.5%	2,415	1,147	1,262	6	0.0%
29-0000	Healthcare Practitioners and Technical	20,466	\$102,800	1.72	404	2.0%	2,330	3,342	3.6%	1,302	599	511	192	0.9%
35-0000	Food Preparation and Serving Related	17,789	\$37,200	1.10	1,553	8.6%	932	2,963	3.7%	3,474	1,495	1,859	121	0.7%
41-0000	Sales and Related	15,982	\$47,100	0.94	1,134	6.7%	1,309	159	0.2%	2,146	988	1,133	25	0.2%
25-0000	Educational Instruction and Library	15,017	\$63,800	1.40	596	3.8%	507	187	0.3%	1,477	696	677	104	0.7%
11-0000	Management	14,659	\$115,600	0.95	412	2.6%	987	1,818	2.7%	1,316	469	702	145	1.0%

53-0000	Transportation and Material Moving	13,216	\$44,200	0.79	1,095	7.7%	677	1,482	2.4%	1,788	726	955	107	0.8%
13-0000	Business and Financial Operations	10,334	\$81,500	0.81	449	3.8%	408	1,056	2.2%	913	323	496	94	0.9%
31-0000	Healthcare Support	10,117	\$40,600	1.03	461	4.7%	527	1,578	3.4%	1,566	708	739	119	1.2%
47-0000	Construction and Extraction	7,538	\$54,700	0.85	500	6.3%	222	166	0.4%	685	248	365	73	1.0%
37-0000	Building and Grounds Cleaning and Maintenance	6,844	\$39,200	1.07	479	6.9%	301	-441	-1.2%	984	441	498	45	0.7%
49-0000	Installation, Maintenance, and Repair	6,578	\$57,500	0.87	274	4.2%	508	561	1.8%	651	258	334	58	0.9%
33-0000	Protective Service	6,238	\$54,300	1.44	159	2.7%	187	281	0.9%	627	242	361	24	0.4%
51-0000	Production	5,531	\$47,000	0.54	299	5.3%	121	256	1.0%	651	256	366	30	0.5%
39-0000	Personal Care and Service	4,319	\$38,300	0.85	280	6.6%	141	637	3.2%	771	301	434	36	0.8%
21-0000	Community and Social Service	4,255	\$55,300	1.13	191	3.9%	422	41	0.2%	434	173	213	49	1.1%
15-0000	Computer and Mathematical	4,117	\$97,700	0.66	230	4.3%	175	35	0.2%	269	91	137	41	1.0%
27-0000	Arts, Design, Entertainment, Sports, and Media	3,189	\$67,000	0.95	191	6.1%	176	305	2.0%	333	134	177	22	0.7%
17-0000	Architecture and Engineering	2,038	\$91,700	0.65	56	2.5%	129	-4	0.0%	157	54	82	20	1.0%
19-0000	Life, Physical, and Social Science	1,950	\$81,100	1.09	97	4.7%	214	47	0.5%	189	41	129	19	1.0%
45-0000	Farming, Fishing, and Forestry	1,733	\$41,300	1.55	151	9.3%	17	355	4.7%	259	115	139	5	0.3%
23-0000	Legal	1,342	\$106,300	0.81	36	2.4%	44	-17	-0.3%	88	32	48	9	0.7%
	Total - All Occupations	195,308	\$62,900	1.00	10,105	5.0%	11,135	14,298	1.5%	22,508	9,536	11,617	1,355	0.7%

Section 2 - Regional Service Delivery / Customer Experience

No new updates from current plan.

Section 3 – Regional Operations and Efficiencies

No new updates from current plan.

Section 4 – Regional Performance, Employer Engagement, Apprenticeship

See completed Scorecards for Performance, Employer Engagement and Apprenticeship.

Section 5 – Governance and Organizational Structure

Links to updated documents in Scorecards.

Section 6 – Local Analysis of Need

No new updates from current plan.

Section 7 – Strategic Alignment

See completed table.

Section 8 – Program Services/Partner Coordination

See partner table below.

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		
Adult Education and Family Literacy Act (AEFLA) program	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
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

Section 9 – One-Stop Delivery System

No new updates from current plan.

Section 10 – Performance Improvement

See completed table with narratives included.

Appendix B-RPA Addendum

Draft Regional Plan from RPA:

Nature Coast Regional Planning Area Addendum



Nature Coast Regional Planning Area Regional Plan Addendum

WIOA Workforce Services Plan • CareerSource Citrus Levy Marion, North Florida, North Central Florida, and Northeast Florida

Region:	Nature Coast Regional Planning Area (RPA)
Plan Period:	January 1, 2027 – December 31, 2028
Submission Date:	October 6, 2026
Participating LWDBs:	<i>CareerSource Citrus Levy Marion (CLM, Region 10) CareerSource North Florida (NF, Region 6) CareerSource North Central Florida (NCF, Region 26) CareerSource Northeast Florida (NEFL, Region 8) 20 counties total</i>

Regional Plan Addendum: Nature Coast Regional Planning Area

- A. **Planning Process:** To draft and review the Regional Plan Addendum, the executive leaders, including CEOs, from each LWDB, held strategic planning sessions in May, June, August and September of 2026. This RPA leadership team will continue to meet, at least quarterly, to ensure the implementation of the plan, review progress, and identify areas for plan enhancements.

Please note this is the first Regional Plan for the Nature Coast Regional Planning Area; as such, this plan was created to determine steps that the RPA will take over the next two years as a newly established planning region.

B. **Chief Local Elected Official (CLEO) Participation:**

- The CLEOs from each LWDB were engaged with the development of this plan. As part of the strategic planning sessions, the executive leaders from each LWDB provided insights as to the CLEO direction and priorities.
- During CLEO meetings, CLEOs were informed of the progress of the creation and planning of the RPA and asked for feedback to best meet the needs of the constituents that they represent.
- An action item at the next CLEO meeting to be scheduled by each LWDB will be review of the plan and obtain formal approval from the CLEO. Please note that this Regional Plan addendum is submitted contingent to CLEO and Board approval.
- The Regional Plan Addendum was published for public comment by each LWDB as part of the Local Plan for not more than 30 days.

A. Regional Economy and Labor Market

The Nature Coast RPA is a four-board regional planning area — CareerSource Citrus Levy Marion (CLM, Region 10), CareerSource North Florida (NF, Region 6), CareerSource North Central Florida (NCF, Region 26), and CareerSource Northeast Florida (NEFL, Region 8) — spanning 20 counties across northeast, north, and north-central Florida.

Counties	Population	Labor Force	Unemployment Rate
20	2.85M	1.36M (as of Dec 2025)	5.0% (weighted regional average)

Single Labor Market

The region encompasses four Metropolitan Statistical Areas — Gainesville MSA (Alachua, Bradford, Levy), Ocala MSA (Marion), Homosassa Springs MSA (Citrus), and Jacksonville MSA (Duval, St. Johns, Clay, Nassau, Baker) — plus the Lake City and Palatka micropolitan areas, forming an integrated labor market with strong cross-county commuting patterns.

- Jacksonville is the region's primary economic anchor, contributing nearly 39% of the total regional labor force.
- Gainesville (home to the University of Florida) and Ocala (a major manufacturing and healthcare hub) serve as secondary employment centers.
- Rural and micropolitan communities maintain significant commuting ties to one or more of these three hubs.

- The RPA includes North Florida, a fully rural workforce development area encompassing 3,896 square miles across Hamilton, Lafayette, Madison, Suwannee, and Taylor counties. To enhance service accessibility and reduce geographic barriers, the Suwannee County satellite office also services residents of the Lake City Micropolitan Area.

Industry Alignment and Targeted Industries

A review of employment concentrations and targeted industry priorities across all four CareerSource boards reveals substantial overlap:

- **Healthcare:** Healthcare and Social Assistance is the most consistently shared priority across the entire RPA. Every county identifies healthcare as both a top employer and a strategic growth sector, anchored by major systems such as UF Health/Shands, HCA Florida, Tampa General, and AdventHealth.
- **Manufacturing & Logistics:** Manufacturing and Logistics emerge as strong points of alignment across the rural and micropolitan counties — Columbia, Taylor, Suwannee, Marion, and Nassau — tying into Northeast Florida's deep-water port, rail infrastructure, and proximity to I-10 and I-95.
- **Agriculture:** Agriculture and Aquaculture represent a significant concentration in rural coastal counties, particularly Dixie and Levy, with notable location quotients exceeding 5.0 in several sub-sectors.
- **Military & Defense:** Defense and Military Transition drives a continuous pipeline of approximately 5,200+ skilled separating service members annually from installations in Duval and Clay Counties, with spillover workforce impact extending across the entire region.
- **Construction:** The construction demand across the RPA is fueled by several factors, including population growth, residential development, infrastructure investments, industrial expansion, and economic development initiatives. The Jacksonville, Ocala, and Gainesville metropolitan areas continue to experience residential and commercial growth, generating sustained demand for construction workers, electricians, plumbers, HVAC technicians, carpenters, and welders. In addition, rural counties throughout the region continue to invest in infrastructure, utility improvements, transportation projects, and industrial site development that require skilled construction labor.
- **Utilities:** The utilities industry plays a critical role in supporting economic growth, public health, and quality of life and is increasingly important as population growth, business expansion, and industrial development continue across the region. Labor markets centered around Jacksonville, Gainesville, Ocala, Lake City, Crystal River and surrounding rural communities require reliable utility infrastructure to support residential, commercial, manufacturing, healthcare and logistics operations.

Labor Force Conditions

The 20-county RPA has a combined labor force of approximately 1.36 million workers across a population of 2.85 million. Key indicators reflect a region with a strong urban core, rapidly growing suburban counties, and rural communities facing structural workforce challenges:

County	Labor Force	Unemp. Rate	5-Yr Emp. Growth
Duval (economic anchor)	528,739	4.7%	9.7%
St. Johns (fastest growing)	157,028	4.5%	26.1%
Alachua	142,237	5.3%	7.9%
Marion	161,307	5.6%	14.3%
Nassau	47,800	4.5%	18.6%

County	Labor Force	Unemp. Rate	5-Yr Emp. Growth
Clay	115,945	4.7%	11.0%
Taylor (highest unemployment)	5,697	9.1%	-12.0%

Source: JobsEQ® / LAUS, data as of December 2025.

Education & Training Infrastructure

The RPA is served by an extensive network of public and private training providers, ensuring that individuals can access education pathways aligned with the region's high-growth industries. Notable anchor institutions include:

- University of Florida (Alachua County) and UF Health/Shands, with satellite facilities in Duval and Marion Counties.
- Santa Fe College (SFC), a public community college in Gainesville, Florida, offering both associate and baccalaureate degrees. Locations Include Gainesville, Starke, Alachua, and Keystone Heights. SFC offers over 50 accredited programs and Bachelor's degrees.
- University of North Florida and Florida State College at Jacksonville, support Northeast Florida's healthcare, business, and technology sectors.
- Florida Gateway College (Columbia County), which also serves Baker County residents.
- Six technical colleges — Marion Technical, RiverOak (Suwannee County), Withlacoochee, Big Bend (Taylor County), First Coast, and North Florida.
- St. Johns River State College, with campuses in Putnam County.
- The College of Central Florida, with locations in Citrus, Levy and Marion Counties.
- North Florida College located in Madison County supporting Accounting Business & HR, Agri-business Management, Healthcare, Certified Production Technology, Commercial Driver's License, Emergency Medical Services, Electrician, HVAC-R, Industrial Machinery Maintenance, Welding, and Public Safety. Locations include Madison and Taylor Counties.

Commuting Patterns

Inflow/outflow data confirms strong interdependence between the Jacksonville MSA and its neighboring counties, and between Ocala/Gainesville and the surrounding rural counties. Selected top commuting relationships:

County	Largest Inflow (from)	Largest Outflow (to)
Baker	Clay Co. (372)	Duval Co. (2,287)
Clay	Duval Co. (4,186)	Duval Co. (30,981)
Duval	Clay Co. (30,981)	St. Johns Co. (5,497)
Nassau	Camden Co., GA (1,838)	Duval Co. (10,898)
Putnam	Clay Co. (740)	Duval Co. (1,259)
St. Johns	Duval Co. (5,497)	Duval Co. (25,310)
Alachua	Levy Co. (3,103)	Duval Co. (1,020)
Marion	Citrus Co. (2,349)	Sumter Co. (4,110)
Suwannee	Columbia Co. (454)	Columbia Co. (1,455)

County	Largest Inflow (from)	Largest Outflow (to)
Hamilton	Madison, Co. (349)	Valdosta Ga. (375)
Taylor	Madison Co. (131)	Leon Co. (158)
Lafayette	Suwannee Co. (116)	Suwannee Co. (192)
Madison	Suwannee Co. (134)	Leon Co. (370)

Full 20-county inflow/outflow data available in the CSNEFL RPA Inflow-Outflow Report.

Source: CSNEFL Regional Planning Area document — *Commuting Patterns*.

Industrial Composition & Location Quotients

Location quotients (LQ) compare an industry's regional concentration to the U.S. average (LQ = 1.0); values above 1.0 flag above-average concentration, helping pinpoint where sector-specific skill gaps and training investment are most needed across the RPA.

Industry	RPA	CSCLM	CSNF	CSNCF	CSNEFL
Agriculture, Forestry, Fishing & Hunting	0.95	1.95	6.16	1.78	0.34
Mining, Quarrying, Oil & Gas Extraction	0.20	0.59	0.29	0.31	0.09
Utilities	0.75	0.88	1.60	0.51	0.75
Construction	1.23	1.58	0.97	0.86	1.24
Manufacturing	0.64	0.79	1.77	0.52	0.60
Wholesale Trade	0.80	0.78	0.55	0.56	0.86
Retail Trade	1.19	1.57	1.33	1.09	1.13
Transportation & Warehousing	1.25	0.87	0.50	0.73	1.49
Information	0.69	0.32	0.26	0.55	0.82
Finance & Insurance	1.23	0.49	0.42	0.55	1.59
Real Estate & Rental & Leasing	1.03	1.09	0.35	0.94	1.07
Professional, Scientific & Technical Services	0.83	0.54	0.28	0.66	0.95
Management of Companies & Enterprises	0.45	0.23	0.18	0.28	0.55
Admin/Support & Waste Mgmt & Remediation	1.01	0.88	0.65	0.75	1.11

Industry	RPA	CSCLM	CSNF	CSNCF	CSNEFL
Educational Services	0.91	0.84	0.93	1.82	0.72
Health Care & Social Assistance	1.05	1.04	0.76	1.38	0.98
Arts, Entertainment & Recreation	1.03	1.13	0.61	0.72	1.09
Accommodation & Food Services	1.09	1.12	0.92	1.06	1.10
Other Services (excl. Public Admin)	1.03	1.06	0.90	0.85	1.06
Public Administration	1.07	1.19	2.86	1.48	0.88

Areas above 1.0 denote above-average concentration; a shared targeted sector between areas is a strong regional-alignment signal.

Source: CSNEFL Regional Planning Area document, derived from Chmura JobsEQ / QCEW (Bureau of Labor Statistics), data through 2025 Q3.

Notable concentrations include Agriculture (LQ 6.16 in CSNF), Manufacturing (LQ 1.77 in CSNF), and Finance & Insurance (LQ 1.59 in CSNEFL) pointing to where sector-specific training investment may close the largest workforce gaps.

Skills and Industry Needs

1. Knowledge and Skills Needed

Regional employers require a mix of credentialed technical skills and foundational service-sector competencies. Healthcare Practitioners and Technical occupations are concentrated above the national average in this region (location quotient of 1.22) and pay an average wage of \$107,400, underscoring continued demand for clinical and allied health credentials. Management occupations pay the highest average wage in the region (\$125,800) and are projected to add 7,196 jobs over the next five years, requiring supervisory and business operations training. Construction and Extraction occupations are also concentrated above the national average (location quotient of 1.14) and pay an average wage of \$55,400, reflecting steady demand for skilled trades.

The region's three largest occupation groups, Office and Administrative Support (147,727 workers), Sales and Related (121,252), and Food Preparation and Serving (114,753), carry comparatively low wages and higher unemployment, reaching 9.2% in Farming, Fishing, and Forestry occupations. These figures support continued investment in foundational employability skills, customer service training, and stackable credentials that allow workers to advance from entry-level positions. Occupations that typically require a postsecondary credential are projected to grow faster than those that do not: occupations requiring a master's degree are projected to grow 1.9% annually, compared with 0.5% for occupations associated with some college and no degree, the slowest-growing education tier in the region. Nearly 20% of the region's working-age adults fall into this category, slightly above the national rate of 18.9%, making credential completion and short-term certificate programs a priority for workforce development.

2. Emerging Sectors and Occupations

Arts, Entertainment, and Recreation is the fastest-growing industry sector in the region, projected to expand 1.6% annually over the next five years. Healthcare Support occupations, a category distinct from

higher-wage Healthcare Practitioner roles, represent the fastest-growing occupation group at 1.7% annually, including home health aides, medical assistants, and related mid-skill health positions. Healthcare is emerging not only because of population growth, but also due to the region's aging population, increasing healthcare utilization, and significant replacement demand as workers retire. By total job count, the largest five-year sector gains are projected in Health Care and Social Assistance (15,115 jobs), Accommodation and Food Services (8,051 jobs), and Construction (6,322 jobs). Construction demand is largely being driven by highway projects, site development, utility expansion and heavy civil construction. By occupation, the largest gains are projected in Food Preparation and Serving Related occupations (7,557 jobs) and Management occupations (7,196 jobs). Overall, specific emerging occupations include Nurse Practitioner, Registered Nurse, Physical Therapist, Electrician, First-Line Supervisors of Construction Trades, Plumbers, Stockers and Order Fillers and Heavy & Tractor-Trailer Truck Drivers.

3. Targeted Industries

Health Care and Social Assistance should remain the region's primary targeted industry. It is already the largest employer in the region, with 204,733 workers and 16.4% of total employment, added the most jobs of any sector over the past five years (33,818), and is projected to add the most jobs of any sector over the next five years (15,115). Growth patterns in this sector suggest a shift toward outpatient care, ambulatory services and home-based care.

Freight Transportation is the region's strongest industry cluster, with a location quotient of 1.44, above the 1.25 threshold used to identify regional competitive advantage. The cluster employs 50,880 workers at an average wage of \$70,089 and is projected to grow approximately 1.1% annually over the next decade. Transportation and Warehousing carries the highest location quotient among all industry sectors in the region (1.25), reinforcing logistics as a targeted industry. Construction (location quotient of 1.22) and Finance and Insurance (location quotient of 1.20) also show above-average concentration and warrant consideration as targeted or priority industries.

4. Workforce Trends

Total regional employment declined 0.2% over the year ending in the first quarter of 2026, even as the five-year outlook remains positive, with 74,833 projected new jobs and 1.2% annual growth. This indicates near-term softening within a longer-term growth trend. The regional unemployment rate reached 5.2% in June 2026, above both the state rate of 4.6% and the national rate of 4.4% and increased from 4.4% one year earlier.

Average annual wages increased 4.2% to \$65,367 but remain below the national average of \$77,110. Adjusted for the region's lower cost of living, purchasing power narrows the gap but does not close it (\$73,512 compared with \$77,110 nationally). Educational attainment also lags the nation: 32.6% of the region's working-age population holds a bachelor's degree or higher, compared with 37.3% nationally. Of the 779,160 job openings projected over the next five years, the majority stem from labor force exits and occupational transfers (312,893 and 391,875, respectively) rather than net new job growth (74,833). Replacement of retiring and turnover-prone workers, particularly in Food Preparation and Serving Related occupations (111,788 in total demand) and Office and Administrative Support occupations (82,582), will drive most future hiring needs.

5. Regional Strengths and Weaknesses

Strengths: a large and growing health care sector that pays above-average wages; a competitive advantage in freight transportation and logistics; above-average concentration in construction and finance and insurance; diverse economic base with key strengths present across multiple industries, positive long-term job growth outlook, and a cost of living low enough to partially offset below-average wages.

Weaknesses: an unemployment rate that has risen over the past year and now exceeds state and national rates; average wages that lag the nation even after adjusting for cost of living; a bachelor's

degree attainment gap compared with the nation; a large share of residents with some college and no degree, a group at elevated risk of remaining in low-growth, low-wage occupations; and continued reliance on lower-wage, higher-turnover occupations, including food service, retail, and administrative support, for both current employment and projected future demand.

Source: JobsEQ, Economic Overview (RAP 2026), CareerSource Northeast Florida. Copyright 2026 Chmura Economics & Analytics.

B. Regional Service Delivery and Customer Experience

This RPA plan is strategically focused on strengthening a unified approach to service delivery. The RPA will deploy the following strategies:

Service Delivery Matrix

Service Delivery and Customer Experience	Service Gaps and Actions
Consistent Eligibility & Enrollment: Standardize processes so a job seeker or business encounters the same baseline experiences and rules regardless of which board's physical territory they reside. This includes:	• Develop a uniform eligibility form and process for all WIOA Adult, Dislocated and Youth Services. • Create uniform intake forms and worker agreements. • Launch a Secret Shopper Program across all counties which will identify inconsistencies of service delivery and best practices for improvement. • Implement the Shared Rapid Registration and share best practices regarding implementation and use of the tool.
Coordinated Support & Training: Align training provider offerings and manage the Eligible Training Provider List (ETPL) across borders.	• Coordinate services to individuals receiving WIOA training who may live across LWDB county lines. • Analyze ETPL list across the region to identify shared training, gaps, and opportunities to leverage training across the RPA.
Coordinate Supportive Services: Implement policies and procedures to promote coordination of supportive services delivery and to best meet the needs of individuals regardless of county residence to include:	• Develop an inventory/asset map of partner agencies that provide support services across LWDB counties. The RPA will utilize this inventory to coordinate with partners to best leverage the support services across the 20 counties. • Collaborate in meeting customer support service needs (such as transportation, uniforms, childcare), particularly when a customer may live in one LWDB but attending training in another LWDB. • Explore TANF funding expenditures across the RPA and identify innovative strategies to ensure all LWDBs utilize TANF funding to best meet the needs of individuals and utilize the flexibility that TANF funding provides.
Universal Services: Launch strategies for simplified universal services and consistent customer experience across local boards:	• Secret Shopper: Managers from each LWDB will “secret shop” services/centers in another LWDB to identify best practices, opportunities to improve the customer experience, and areas for consistent delivery of services. • RPA Navigator Meetings: These meetings will include Disability Navigators, MILSpouse, Hope and Apprenticeship Navigators across the regions to share best practices and leverage services. If there is a Navigator vacancy at one of the LWDBs, the existing Navigators will support each region during the vacancy. • Implement the coordinated supportive services and consistent eligibility and enrollment as stated above.

Service Delivery and Customer Experience	Service Gaps and Actions
Skilled Workforce: Replicate and expand programs for Youth and individuals with barriers, including accelerated/stackable credentials such as:	• Expand and replicate Youth program in Levy County which is a collaboration with the local colleges and school district focused on guiding seniors without a career plan. This program works to arrange short-term training to help youth quickly gain a skill to move into career path. The RPA will work to expand this program into other counties and LWDBs. • Replicate the Annual Youth Expo which includes an Apprenticeship panel. This will involve collaboration of business services to engage employers who serve multiple counties/LWDBs to attend and inclusion will be based on commuter patterns. • Conduct outreach regarding Targeted Sectors Career pathways for schools (Now, NEXT, LATER) – for instance CLM has created flyers with career pathways and education partners that show possible wages, career pathways, and training providers. The LWDBs will utilize similar materials to do outreach regarding the Career Pathways across the RPA. • Facilitate Rural County Meetings – Roundtable to focus on youth getting into career paths (starting in Dixie County). Expand to other counties. • Coordinate services for justice-involved individuals. For instance, for Baker County Correctional and Lowell County Corrections, the RPA counties will partner to help those leaving the prisons with hard hand-off for support regardless of which county they may be returning. This will involve creating a directory by county for returning citizen support.
Public Assistance: Implement strategies to transition Floridians off Public Assistance into sustainable careers and connect Perkins V/CTE with labor market demands. This includes:	• Explore TANF funding expenditures across the RPA and identify innovative strategies to ensure all LWDBs utilize TANF funds to best meet the needs of individuals and utilize the flexibility that TANF funds provide. • Develop an inventory/asset map of partner agencies that provide support services across LWDB counties. The RPA will utilize this inventory to coordinate with partners to best leverage the support services across the 20 counties.
Unified Business Services: Deliver unified business services, particularly for the target industries, this includes:	• Job Seeker/Employer Recruitment and Career Exploration Events: Coordinating cross-county events with those counties that experience the greatest migration across county borders. The four participating boards already coordinate several customer-facing activities that provide a foundation for regional service delivery. • The region's shared targeted industries — Healthcare, Manufacturing & Logistics— create a common framework for coordinated business services and sector partnerships across all four boards. • The business and education leadership of the four LWDBs will be engaged with all Industry and Education Consortiums (IECs) within the RPA. This will be done through attending meetings, sharing meeting notes in the Collaborate Digital Workspace, and creating a cross-cutting summary report of key insights. • Create a dashboard to best track changes in the economy across the 20-county region as well as progress against plan. CLM and CSNEFL will take the lead in developing and maintaining the dashboard. Each LWDB will review and provide input on the dashboard to ensure accuracy and insights beyond the data. The data will be stored in the Collaborative Digital Workspace. This data will drive how the RPA will support the targeted industries in a collaborative fashion.

C. Regional Operations and System Efficiencies

System Efficiencies Table

Systems Efficiencies	Agreements, Shared Tools and Efficiencies
Pooled Administrative Funds: The RPA has arrangements for funding regional initiatives or shared administrative overhead:	- Regional broadband infrastructure training grant, led by CLM and spanning 11 rural counties across Regions 6, 26, and 10, is expanding telecommuting capacity in the region's most rural communities. - CLM's management team supported CNCF's local governance transition over the years, assisting as its boards and management structures evolved. - NEFL managed the procurement of the WIOA Request for Qualifications (RFQ)/Intent to negotiate for CLM and NF. - Sharing Grant writing and management support across the RPA for grants that cross county lines
Shared Infrastructure: The RPA is and will continue to explore sharing costs or the deployment of administrative tools, technology systems, and shared regional staff. For instance:	- CLM serves as employer of record for NF staff, achieving healthcare cost efficiencies through consolidated group size, (and cost efficiencies for financial software and vouchering procurements) - NEFL has provided IT support to CLM and NCF, including cloud data migration, hardware replacement, network modernization, and IT management recruitment. - Joint procurement of the Rapid Registration tool at a cost savings at the RPA level. - NEFL created and is managing a Collaborative Digital Workspace for RPA planning and sharing. - NFL and CLM jointly procured auditing services and One-Stop Operator services through collaborative requests for proposals (RFPs), resulting in cost savings and increased operational efficiencies for both organizations. - CLM is financial entity, completes all state reporting, and serves as the Finance Director for CNF.
Economic Analysis: Building upon the information in this planning document, the RPA will create a dashboard to best track changes in the economy across the 20-county region as well as progress against plan.	- CLM and CSNEFL will take the lead in developing and maintaining the dashboard. - Each LWDB will review and provide input on the dashboard to ensure accuracy and insights beyond the data. The data will be stored in the Collaborative Digital

D. Regional Performance, Employer Engagement, and Apprenticeship

Performance and Talent Pipeline Matrix

Performance and Talent Pipeline	Action Items
Performance Negotiations. Letter Grades and Intervention Protocols: The RPA will track RPA performance, share challenges and best practices to meet performance measures. Each LWDB acknowledges that it remains responsible for its own performance; however, the LWDBs will work collectively to enhance performance across the RPA through the following methods:	• Create RPA performance reports (regional scorecards) that present performance across the RPA as well as potential areas of low performance and high performance. This will be available to all regions on a quarterly basis within the Collaborative Digital Workspace. • Hold quarterly RPA meetings that are focused on performance, plan implementation and progress. These meetings will be an opportunity to review the performance reports and discuss strategic opportunities across the RPA as well as increase performance in areas that are not meeting performance goals and discuss how to replicate the best practices of high-performing areas. • Share tools/Local Operating Procedures (LOPs) and updates across regions to leverage tools and update LOPs, particularly when there has been a change in state policy or inconsistencies in performance across the RPA. The Collaborative Digital Workspace document library will house the tools and LOPs for easy access and sharing.
MCL and LMEC Alignment: The four LWDBs will review the MCL and LMEC within the context of the entire RPA:	• The MCL Framework of Quality will be evaluated against the needs of all 20 counties to identify the top industry certifications, degrees, apprenticeships etc. The RPA will coordinate to ensure resources are being leveraged to support that list. • The Industry and Education Consortiums (IECs) across the RPA will inform the MCL and LMEC. The business and education leadership of the four LWDBs will be engaged with all IECs within the RPA. This will be done through attending meetings, sharing meeting notes in the Collaborative Digital Workspace, and creating a cross-cutting summary report of key insights from all IECs.
Employer Retention/Engagement/Market Penetration: Implement strategies to avoid "dual outreach" fatigue—ensuring business services teams across different boards collaborate rather than compete or duplicate contact with the same regional employers.	• Coordinated business engagement across the region is supported by shared representation in the North Florida Economic Development Partnership (NFEDP) and the Florida Economic Development Council (FEDC), both of which include members from across the RPA and provide a venue for aligned economic development and employer engagement strategy.

Performance and Talent Pipeline	Action Items
Shared Pipelines and Coordination: Work with regional economic development entities, state apprenticeship agencies (SAAs), and local education providers to build regional talent pipelines and Career Pathways.	• Apprenticeship/PreApprenticeship Expansion: Conduct a study to identify what apprenticeships currently exist within target industries. Apprenticeship Navigators will collectively work with SAA to identify opportunities to expand the apprenticeship opportunities within target industries across RPA to meet the needs of business and create Career Pathways for individuals. • Military & Veteran Talent Pipeline: NEFL hosts one of the largest military concentrations in the country. Combined with Naval Submarine Base Kings Bay just across the Georgia line, the region ranks among the top three military communities in the U.S., generating an estimated 5,200+ separations annually (median separation age ~40). Veterans make up roughly 12% of the regional workforce — about twice the national average — bringing transferable logistics, technical, security-clearance, and leadership skills that align directly with the region's targeted industries. This pipeline's impact extends beyond NEFL: many transitioning service members relocate to Gainesville, Ocala, and other communities across the broader RPA. CareerSource boards across north and central Florida coordinate with CSNEFL to ensure transitioning service members receive seamless employment services regardless of where they ultimately settle — a natural channel for regional apprenticeship and work-based learning strategies.

E. Strategic Vision: Regional Alignment with Florida's Five Pillars

The Nature Coast RPA's four-board strategy reflects each of the state's five pillars in both structure and intent.

Pillar I – Industry-Driven Strategies is embedded throughout the RPA's shared targeted-industry framework — Healthcare, Manufacturing & Logistics — which mirrors the state's cross-cutting and sector-specific priority lists. The region's coordinated Industry and Education Consortiums, MCL/LMEC alignment work, and apprenticeship expansion (including the 5,200+ annual military separations pipeline) directly advance the state's REACH Act goals and 2030 apprenticeship targets.

Pillar II – Worker Mobility is addressed through the RPA's Skilled Workforce and Public Assistance strategies: expanding youth and justice-involved-individual programming, coordinating TANF funding, and deploying shared Navigators (Disability, MILSpouse, Hope, and Apprenticeship) so services follow the customer rather than the county line — consistent with the state's emphasis on labor force participation and wage progression.

Pillar III – Integrated Systems aligns with uniform eligibility and intake forms, a Secret Shopper program, and cross-board ETPL/MCL coordination. This replaces a board-by-board process with one regional customer experience — supporting the state's ETPL performance standards and Perkins V/Workforce Pell alignment.

Pillar IV – Accountability is built into the RPA's governance model itself: quarterly performance reporting through the Collaborative Digital Workspace and shared letter-grade tracking. This operationalizes the state's LWDB letter-grade system and performance expectations at a regional scale.

Pillar V – Flexibility and Innovation is demonstrated through the region's shared administrative infrastructure — CLM serving as employer of record for NF, NEFL's IT support to CLM and NCFL and a jointly maintained economic dashboard. These arrangements push toward agile, technology-enabled delivery (FL WINS/WITS) while generating measurable cost savings the RPA can reinvest in service capacity.

Regional Strategy Summary Table

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Targeted Industries / Sector Partnerships	<i>Shared priority sectors across all four boards: Healthcare, Manufacturing & Logistics</i>	<i>CSCLM (10) CSNF (6) CSNCF (26) CSNEFL (8), Industry Associations, Colleges, K-12, IECs, Chambers, Economic Development Organizations</i>	<i>Job Growth in Sectors, Industry Customer Satisfaction, Repeat Business Engagement</i>	RPA Plan: A. <i>Regional Economy and Labor Market</i>
Coordinated Service Delivery	<i>Uniform WIOA Application, Secret Shopper Projects, Navigator Collaboration, Cross-County Career Exploration Events</i>	<i>CSCLM (10) · CSNF (6) · CSNCF (26) · CSNEFL (8); Community Based Organizations; inventory of partners across RPA</i>	<i>Customer satisfaction, job placement across counties.</i>	RPA Plan: B. <i>Regional Service Delivery and Customer Experience</i>
Supportive Services Coordination	<i>Develop an inventory/asset map of partner agencies that provide support services across RPA counties, identify innovative opportunities to use flexible TANF funding.</i>	<i>CSCLM (10) · CSNF (6) · CSNCF (26) · CSNEFL (8); Community Based Organizations; inventory of partners across RPA</i>	<i>Customer satisfaction, job placement across counties, decrease in welfare assistance.</i>	RPA Plan: B. <i>Regional Service Delivery and Customer Experience</i>
Administrative Efficiencies	<i>CLM provides financial management services and serves as employer of record for NF; NEFL provides IT support to CLM and NCF. All regions in the RPA share costs for the Rapid Registration tool, Employ Florida API tool.</i>	<i>CLM (10) CSNF (6) NCF (26) NEFL (8)</i>	<i>RPA ROI – cost savings, expansion of services available within same budget constraints.</i>	RPA Plan C: <i>Regional Operations and Systems Efficiencies</i>
Skilled Workforce	<i>Replicate and expand Youth Programs such as the Youth Expo in CLM; Create and implement a directory to aid returning citizens with immediate support upon release.</i>	<i>CLM (10) CSNF (6) NCF (26) NEFL (8); K-12, Colleges, Training Providers, Operation New Hope, Correctional Facilities</i>	<i>Youth: training and job placement, Returning Citizens: training, job placement and reduction in reincarceration.</i>	RPA Plan: B. <i>Regional Service Delivery and Customer Experience</i>
Coordinated Performance Improvement	<i>Create shared performance dashboard; share challenges, best practices and track improvement across the region, business services and pipeline collaboration.</i>	<i>CLM (10) CSNF (6) NCF (26) NEFL (8)</i>	<i>Meeting or exceeding performance measures and Letter Grade Requirements</i>	RPA Plan: D. <i>Regional Performance, Employer Engagement and Apprenticeship</i>
Apprenticeship / Work-Based Learning	<i>SAA coordination and an apprenticeship-inventory study to expand apprenticeship/pre-apprenticeship opportunities in target industries. Leverage the</i>	<i>CSCLM (10) CSNF (6) CSNCF (26) CSNEFL (8), Industry Associations, Colleges, K-12, IECs, Chambers, Economic</i>	<i>Increase in apprenticeships and diversification of industries utilizing apprenticeships across the RPA</i>	RPA Plan: B. <i>Regional Service Delivery and Customer Experience</i> RPA Plan: D. <i>Regional</i>

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
	<i>region's transitioning military workforce, Work-Based Learning through shared H-1B Broadband Expansion Grant</i>	<i>Development Organizations</i>		<i>Performance, Employer Engagement and Apprenticeship</i>
MCL / Credential Alignment	<i>Alignment of business needs and training programs through local Industry and Education Consortiums, quarterly outreach to school partners</i>	<i>CSCLM (10) CSNF (6) CSNCF (26) CSNEFL (8), All County school districts, FCS partners, Tech schools, State Colleges, ETPL Training Providers</i>	<i>Job Placement and Retention, wages</i>	RPA Plan: D. <i>Regional Performance, Employer Engagement and Apprenticeship</i>
Coordinated Business Services	<i>Implement strategies to avoid "dual outreach" fatigue—ensuring business services teams across different boards collaborate rather than compete or duplicate contact with the same regional employers; Joint representation in the NFEDP and FEDC aligns business engagement strategy region wide; Coordinated business outreach for Broadband/Fiberoptic employers as part of shared H-1B DOL Grant</i>	<i>CSCLM (10) CSNF (6) CSNCF (26) CSNEFL (8), Industry Associations, Colleges, K-12, IECs, Chambers, Economic Development Organizations</i>	<i>Enhanced employer engagement, job placement and training.</i>	RPA Plan: B. <i>Regional Service Delivery and Customer Experience</i> RPA Plan: D. <i>Regional Performance, Employer Engagement and Apprenticeship</i>

Appendix C-Public Comments

Noticed Public Hearing held September 10, 2026 at 3:00 pm. No attendees.

WIOA Plan Placed on website for Public Comment September 8, 2026-October 2, 2026. No Public Comment received.

Appendix D-Signature Page

We, the undersigned, hereby endorse and support the execution of this local plan modification for LWDB 26, approved at the CSNCFL Full Board meeting on December 2nd, 2026 and the Council of Elected Officials meeting on December 9th, 2026.

Phyllis Marty, CSNCFL CEO

Date

Staci Bertrand, CSNCFL Chair

Date

Sharon Langford, Council Chair

Date