



## **Local Workforce Development Area 7** **[Careersourcefloridacrown.com](http://careersourcefloridacrown.com)**

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Date Submitted: October 17, 2022  
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## INTRODUCTION

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

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

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

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

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

## KEY DATES

## ON OR BEFORE

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

## PUBLIC COMMENT PROCESS

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

- (1)** Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)).

The local plan was made available via the website starting September 8, 2022, it was emailed August 31<sup>st</sup>, 2022 to local partners, media, county commissioners, labor organizations and community development partners for a period of no more than 30 days. During that time a public notice was posted at the office as well and copies were made available to anyone who wished to review the document.

- (2)** Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).

The local plan was made available via the website starting September 8, 2022, it was emailed August 31<sup>st</sup>, 2022 to local partners, media, county commissioners, labor organizations and community development partners for a period of no more than 30 days. During that time a public notice was posted at the office as well and copies were made available to anyone who wished to review the document.

- (3)** Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).

The local plan was made available via the website starting September 8, 2022, it was emailed August 31<sup>st</sup>, 2022 to local partners, media, county commissioners, labor organizations and community development partners for a period of no more than 30 days. During that time a public notice was posted at the office as well

and copies were made available to anyone who wished to review the document.

## PLAN SUBMISSION

### ONLINE FORM

Each LWDB must submit its local plan, required attachments and contact information for primary and secondary points of contact for each local plan via the state's online form established for WIOA local plan submissions. Hard copies of local plans or attachments are not required. **All local plans must be submitted no later than 5:00 p.m. (EDT) on Monday, October 3, 2022. Please note, the local plan and all attachments must be submitted in a searchable PDF format that is Americans with Disabilities Act compliant.**<sup>1</sup>

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

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

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

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

### ATTACHMENTS

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

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

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<sup>1</sup> A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader "search" functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

- C. **Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official. Voted by Consortium chair at 06/01/2021 board meeting.
- D. **Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance](#).
- E. **Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board’s vote on the local plan.**
- F. **Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.
- G. **Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) of the State of Florida WIOA Unified Plan).
- H. **Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).
- I. **Executed cooperative agreements** which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.
- J. **A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan.** This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA § 108(d)).

The local plan was made available via the website starting September 8, 2022, it was emailed August 31<sup>st</sup>, 2022 to local partners, media, county commissioners, labor organizations and community development partners for a period of no more than 30 days. During that time a public notice was posted at the office as well and copies were made available to anyone who wished to review the document.

There were no responses from the public.

## PLAN APPROVAL

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

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

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

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

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

## A. ORGANIZATIONAL STRUCTURE

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

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

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

Ms. Sharon Langford, Gilchrist County Commissioner  
210 S. Main Street  
Trenton, FL 32693  
352-472-2629  
[sharonlangford@gilchrist.fl.us](mailto:sharonlangford@gilchrist.fl.us)

James Valentine, Dixie County Commissioner  
PO Box 2600  
Cross City, FL 32628  
352-498-1206  
[James.valentine@dixie.fl.gov](mailto:James.valentine@dixie.fl.gov)

Ryan Perez, Union County Commissioner  
CareerSource Florida Crown Region 7  
Submitted 10/17/2022



15 NE 1<sup>st</sup> street  
Lake Butler, FL 32054  
386-496-4855  
[Ddistrict1@unioncounty-fl.gov](mailto:District1@unioncounty-fl.gov)

Toby Witt, Columbia County Commissioner  
PO Box 398  
Lake City, FL 32056  
386-758-1326  
[tweitt@columbiacountyfla.com](mailto:tweitt@columbiacountyfla.com)

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

The CLEO's input is requested in the infancy stages of the plan. Based on the previous plan and changes within the economic status, it is completed at the LWDB level. Once written, it is sent back to the CLEO for further input and review before going to the board for review.

**(2) Local Workforce Development Board**

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

Noah Walker, President of All Things Visual  
358 NW Main Blvd.  
Lake City, FL 32055  
386-752-8280  
[Noah@allthingsvisual.com](mailto:Noah@allthingsvisual.com)

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

Eugene Dukes, Realtor Remax – Vice Chair  
7472 SW 99<sup>th</sup> Road  
Lake Butler, FL 32054  
[edukesrealtor@gmail.com](mailto:edukesrealtor@gmail.com)  
352-339-4515

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

The Plan was submitted to the board members once the CLEO had provided any changes, there were none. The board members received a copy of the plan for discussion and input. They were instructed to email their suggestions to the Office Manager. At the September board meeting the Plan was reviewed by the full board and voted on at that time.

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

Meeting and or emailed to local stakeholders

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

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

Florida Crown Workforce Board dba CareerSource Florida Crown  
1389 US Highway 90W Suite 170  
Lake City, FL 32055

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

Florida Crown Workforce Board dba CareerSource Florida Crown  
1389 US Highway 90W Suite 170  
Lake City, FL 32055

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

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

Dr. Ron Natale-Educational Management and Services FL, LLC – Extension renewal effective July 1, 2022

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

In the winter of 2021 an RFP was placed in the local newspapers within Region 7. A packet was made available to all those interested. It contained all the necessary information for submitting documents for consideration. In the end, Dr. Natale was the only submission and his packet was brought before the board for a final vote. We did have a couple of phone calls from other possible applicants regarding the REFP, but they did not submit.

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

**N/A**

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

1. Develop a One-Stop Evaluation Tool
2. Conduct quarterly reviews of both One-Stop Career Centers Lake City and

CareerSource Florida Crown Region 7  
Submitted 10/17/2022

Old Town, Florida, to ensure effective delivery of all partner programs.

3. Conduct research and provide Report of Coordination with Required Partners
  4. Oversee execution and implementation of developed MOUs with the One-Stop Career Centers, partnering programs, agencies and services.
  5. Conduct yearly reviews of both One-Stop Career Centers in Lake City and Old Town to ensure compliance with all ADA regulations.
  6. Coordinate with senior management, key partners, and officials to review program delivery efficiencies and make recommendations of best practices and training options for continuous improvement via quarterly strategy meetings.
  7. Be willing to coordinate with other workforce development boards and operators for “regional” planning purpose
- (e) **Provide the location (address) and type of each access point, indicating whether it is a comprehensive center<sup>2</sup>, affiliate site or specialized center, as described in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).**

CareerSource Florida Crown – Comprehensive Center  
1389 US Highway 90W Suite 170  
Lake City, FL 32055

CareerSource Florida Crown – Office - Affiliate  
25811 SE Highway 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 general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.**

Lake City Office – Monday through Friday 8am – 5pm (Comprehensive Center)  
Old Town Office – Monday through Thursday 8am – 6pm Friday 8am – 12pm (Affiliate)

- (g) **For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners’ programs, services and activities (physical co-location, electronic methods, and/or referrals).**

Any customer that arrives to either the Lake City or Old Town office is given the opportunity to use the Resource Room to do job search and or apply for unemployment. Staff are on hand to answer questions and provide assistance as needed. For those

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<sup>2</sup> 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](#)).

clients who require assistance with WIOA and WT, there are staff at both offices that can assist them. We accept referrals from local community partners such as DCF to provide help with childcare, food stamps or other needs.

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

During the annual Programmatic Review and quarterly reviews performed by the One Stop Operator, CareerSource Florida Crown met all the certification requirements for both One-Stop locations.

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

None at this time

#### (5) Provider of Workforce Services

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

CareerSource Florida Crown (CSFC)

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

CareerSource Florida Crown provides all services in house to the customers in Region 7. These include the following: Job Seekers services, Veterans Services, WIOA, WT, TANF, SNAP, Business Services to employers, Labor Market information as well as access to Vocational Rehabilitation appointments, Easter Seals and NCBA for elderly individual above the age of 55.

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

Job search and resume building, along with funding towards training once the client is deemed eligible. In addition, retention programs to help youth stay in school through the WIOA program. We also provide financial assistance to those clients who are eligible and meet state requirements.

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

CSFC became the direct service provider on July 1, 2020 and this extends to July 30, 2023.

**(6) Youth Service Provider**

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

CareerSource Florida Crown

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

N/A

- (c) **Describe any additional criteria<sup>3</sup> the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.**

CareerSource Florida Crown provides services and follows DEO policies.

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

**The following services are provided by CareerSource Florida Crown:**

**High School High Tech through Able Trust-**

Provides tutoring and mentoring with various incentives as the student completes certain milestones. Participant must set 3 goals and complete each. Work experience provided in the summer and an annual field trip and banquet upon completion. Must be in high school and have an IEP/504 or some documented disability.

**Pathways to Success –**

Provides tutoring and mentoring with various incentives as the student completes certain milestones. Participant must set 3 goals and complete. Monetary incentives for completion of milestones. Sift skill credential

**Summer Youth Employment Program –**

Provides 6 weeks of employment in the summer with local companies. One week of unpaid soft skills training is required prior to job placement. This is provided by CSFC/

**Why Try –**

One week program aimed at teaching participants the importance of staying in school, increasing academic success, violence, drug and alcohol prevention. Each participant receives a stipend after successfully completing the program.

**Out of School Youth –**

Program aimed at high school dropouts. Provides incentives for attendance and also for obtaining a diploma and employment, college or joining the military.

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<sup>3</sup> The state's criteria for youth service provider selection is outlined in [CareerSource Florida Administrative Policy 120 – Youth Service Provider Selection](#).

**Jump Start –**

Aimed at out of school youth. This 4 hour training, once completed provides an incentive to pay tuition/GED testing.

**B. ANALYSIS OF NEED AND AVAILABLE RESOURCES**

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

**(1) A regional analysis of:**

- (a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and**
- (b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations<sup>4</sup> (20 CFR 679.560(a)(1)(ii)).**

**Section (A-B)**

According to the Local Area Unemployment Statistics located on the DEO website, Region 7 counties are ranked as the following:

	<b>June 2021</b>	<b>May 2022</b>	<b>June 2022</b>
<b>Columbia</b>	5.1%	2.7%	3.3%
<b>Dixie</b>	5.1%	2.6%	3.3%
<b>Gilchrist</b>	4.5%	2.4%	3.0%
<b>Union</b>	4.4%	2.2%	2.9%

[lfs\\_wb.xlsx \(live.com\)](#)

Seasonal COVID-19 spikes still account for workforce fluctuations. However, employers have learned how to navigate the spikes by rotating staff, allowing more work from home options as well as altering work schedules.

Region 7 consists of four (4) rural counties with Columbia County being the largest of the four. Population of the estimates taken from the United State Census show the following as of July 2021:

<b>Columbia</b>	70,385	<b>Gilchrist</b>	18,360
<b>Dixie</b>	17,102	<b>Union</b>	16,335

In addition, it also reports that the majority of the population with a high school diploma or higher being the predominant educational background. It is significantly higher than those who hold a bachelor’s degree or higher.

	<b>High School Graduate or higher age 25+</b>	<b>Bachelor’s Degree or higher age 25+</b>
<b>Columbia</b>	85%	14.9%
<b>Dixie</b>	79.6%	9.5%

<sup>4</sup> As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of 20 CFR 679.560(a)(1)(i) and (ii).

<b>Gilchrist</b>	86.6%	12.3%
<b>Union</b>	76.3%	10.5%

[U.S. Census Bureau QuickFacts: Columbia County, Florida](#)

As for individual industry data, **Region 7’s Labor Supply Dashboard** shows the following as the fastest growing occupations:

**List A**

	% Growth by 2029
1. Nurse Practitioners	55.3%
2. Cutting and Slicing Machine Setters, Operators, and Tenders	40.0%
3. Market Research Analysts and Marketing Specialist	36.8%
4. Marketing Managers	36.4%
5. Physical Therapist Assistants	34.8%
6. Medical and Health Services Managers	31.7%
7. Production, Planning and Expediting Clerks	29.4%
8. Home Health and Personal Care Aides	27.1%
9. Management Analysts	27.0%
10. Maintenance Workers, Machinery	25.0%

However, the occupations gaining the most new jobs are reported as the following:

**List B**

	% Growth by 2029
1. Heavy and Tractor-Trailer Truck Drivers	18.6%
2. Registered Nurses	11%
3. Cooks, Restaurant	23.8%
4. Fast Food and Counter Workers	11.7%
5. Laborers and Freight, Stock and Material Movers	12.7%
6. Nursing Assistants	9%
7. Light Truck or Deliver Services Drivers	21.1%
8. General and Operations Managers	10%
9. Landscaping and Groundskeeping Workers	18.2%
10. Janitors and Cleaners, Except Maids and Housekeeping Cleaner	11.3%

[Regional Labor Supply Dashboard - FloridaJobs.org](#)

- (2) An analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).
- (3) An analysis of the workforce in the local area, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).
- (4) An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to



employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).

### **Analysis (2-4)**

The biggest different between these two lists is not only the projected growth, but also the educational levels needed to acquire these positions. While List A mostly requires mostly a secondary degree of some sort with vocational being the minority level, List B is exactly the opposite. Most of the jobs in List B require vocational training, or a high school diploma or less. The exception of course being the Registered Nurse. In addition, the salaries are much lower in List B, once again excluding the Nurse position.

When looking at the 2021-22 Florida Regional Demand Occupation List, you get yet another picture of the employment opportunities for Region 7. They are similar to List B, but in a different order.

For the most part, there will be a need for vocational opportunities for Floridians in Region 7 as well as post-secondary to fulfill the need of the employers in the region. Both are essential, however, as we learned during the pandemic, in some ways, those who seek a vocational path are more essential. They are the frontline workers who prep and maintain the daily needs of those in the other fields.

As for individuals with barriers to employment. Depending on the level of the barrier, vocational opportunities and those which require a certificate of completion or diploma may be the norm. Employers are more willing to accommodate those with disabilities than in the past. Jobs within the hospitality and food service provide a number of opportunities for those with barriers. While warehouse and stocking jobs with local retail stores are also a good possibility.

Specific to Region 7, the following sectors show the most continuous improvement:

1. Transportation and Warehousing (NAICS: 48, 49)
2. Healthcare and Social Assistance (NAICS: 62)
3. Information (NAICS: 51)
4. Accommodation and Food Services (NAICS: 72)
5. Public Administration (NAICS: 92)

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

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

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

In order to meet the needs of regional economic growth, CSFC will continue to provide youth programs targeted at those with barriers, low income, IEPs and or 504 plans. These



programs enable the youth to be able to continue an educational track that can lead to a college education, entering the workforce or joining the military. The goals will be monitored by the case manager and upon completion each student is rewarded depending on the program type.

CSFC will continue to meet with local economic development partners to ensure a strong partnership that will monitor and provide all other necessary services for individuals seeking employment. For example, as hospitality is an increasing employment opportunity, CSFC will review applicants for their possible placement into a job aligned with this skill set. Business Services staff will continue to meet with employers to determine their needs and bring that information back to the agency in order to better align customers with those jobs. Success with these placements will be monitored as each customer receives an employment opportunity.

CSFC will continue to work with the local educational systems to provide services for students in our summer programs and year-round youth programs. These will include tutoring and job opportunities at the specific high school level.

In using our full array of in-house services, CSFC will create a more streamlined list of job applicants who will be ready for the job opportunities in the region.

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

**CSFC will continue to do the following:**

1. Business Service staff will be responsive to employer needs through weekly communications that will include information on Incumbent Worker Training, On-the-Job Training (OJT) and Employed Worker Training.
2. Business Service staff will ensure that during communications with employers that they are addressing the employment needs that are deemed in demand or target occupations as per DEO.
3. Emphasize a collaborative approach in the development and implementation of appropriate programs and services through networking.
4. Continue to upgrade the workforce skills, via education and or training, of the region's population, especially the economically disadvantaged, the working poor, dislocated workers, the unemployed and youth.
5. Provide information and assistance to job seekers and employers on labor market trends, training, support services, work counseling and follow-up services.
6. Maintain mechanisms to identify customer, employer, and job seeker needs, opportunities and skills.
7. Pursue initiatives that address rural economic development issues, leading to the creation of employment opportunities in rural communities in the region.

## D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as required partners including, but not limited to TANF,

SNAP Employment and Training (E&T), Senior Community Service Employment Program, Community Service Block Grant, programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

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

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

CSFC presently operates Career Centers in Columbia and Dixie Counties. Participants are invited to go to either of the centers as it fits their local need. Each Career Center is a full-service center providing WIOA (Adult, Dislocated Worker and Youth), Welfare Transition (WT)/Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veterans, Reemployment Services and Eligibility Assessment (RESEA), Supplemental Nutrition Assistance Program (SNAP) and Reemployment Assistance (RA). Career and training services are provided at each Career Center by deploying program experts to augment permanent staff on a rotational basis from the central Career Center in Columbia County.

and

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

Even though CSFC does not contract out any services and everything is taken care of in-house, our partnerships with community entities aides us greatly.

**CSFC currently has MOUs with the following partners:**

1. The Board of County Commissioners
2. Columbia County Adult Education
3. The Lake City Bridge
4. College of Central Florida
5. Columbia Housing Authority
6. The Division of Blind Services
7. Florida Gateway College
8. NCBA Program
9. Union County Schools
10. Vocational Rehabilitation
11. Able Trust

Throughout the year, CSFC calls upon various partnered entities to enable and enhance the delivery of services. Each partner brings its own knowledge and assistance which helps CSFC to continue to serve the region. From job assistance, to tutoring space, to employment for more senior job seekers, the relationships with our MOU partners are an important piece to the services we provide.

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

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

The Region utilizes Customized Training, including the Employed Worker Program (EWT) and OJT Program to provide skills upgrade training to workers who need training to obtain or retain self-sufficiency. 5% of our annual Dislocated Worker budget is set aside for EWT/OJT. Additionally, throughout the year, we compete for grants and utilize EWT/OJT as the primary vehicle for fulfilling the terms of the grants that we receive. Training is performed under contract in targeted occupations and enables these workers to retain their positions and/or upgrade their skills for promotion. On the Job Training Policy, OPS-009-02 is attached.

When a customer is unable to obtain employment, the Career Manager will assign CWEP (Community Work Experience Program) hours to assist the customer in becoming more marketable. The Career Manager will discuss with the customer his or her desired goals and will try to match them to a CWEP position which relates to those goals. The customer will be instructed by the Career Manager on the details of the assignment and what is expected regarding their placement. They will also be instructed that a call or site visit will be made at any given time to verify the site and that the hours are being completed. A worksite agreement is given to the customer to be completed by the employer. It is the customer's responsibility to obtain an appropriate site. Once completed the participant may begin CWEP.

Welfare Transition customers are placed in a training program at approved contracted public sector and/or not-for-profit agencies in the Columbia, Dixie, Gilchrist, and Union Counties area. Employers are not required to pay an hourly wage to the participants but are responsible for training them in duties described in the Training Outline portion of the work agreement. Worksite Agreements are developed with each participating employer/agency in which they attest to their not-for-profit status. The Region uses staff personnel to make on-site visits annually to explain the Work-Site Agreement and obtain a signature on the Work-Site Agreement. The Region's Work-Site Agreement contains company name, contact person, address, telephone number, fax, job description, number of openings, number of hours needed, number of days and verification of not-for-profit status. Included in this agreement are the services provided by the employer, manner of service provisions, special provisions, date the agreement takes effect, signatures from the employer and LWDB (Local Workforce Development Board), worksite outline, worksite guidance, and the job description. Workforce personnel visit the worksites on a regular basis to ensure compliance, safety and to review customer progress with the worksite supervisor/employer.

Veteran's and eligible spouses would receive first priority for services provided with WIOA adult formula funds. To accomplish this prioritization, the needs for special client groups are assessed on a case-by-case basis and addressed by Career Managers. This is established in our Priority of Service for Veterans and Eligible Spouses policy followed by CSFC.

Partnerships within the community allow CSFC to contact key employees in local businesses and find job placements and training. This is the case with anyone deemed eligible to receive services.

- (3) Training Services: Describe how training services outlined in WIOA section 134 are provided, including:**
- (a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs;**
  - (b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and (MOUS)**
  - (c) How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(b)(18)).**
  - (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)).**
  - (e) How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.**

#### **Section A-E**

ITAs, Individual Training Accounts, are used to provide training services to WIOA customers. The ITA is developed after consultation with a Career Manager/Specialist. There are limitations that exist due to eligibility, program choice, coordination of funds, the program duration, support services, and needs based programs. The process of issuing an ITA is dependent upon the time of enrollment and how much training is needed to complete the program, tuition, books, and current amount owed if already enrolled in training.

All ITAs are aligned with demand occupations as defined on the targeted occupations list (TOL) which include occupations identified locally or those set forth by the Department of Economic Opportunity. The TOL is reviewed annually and subject to modification as economic conditions change.

CSFC works with Vocational Rehabilitation, Florida Gateway College, Chambers/Economic Development, Dept. of Children and Families and the school districts to develop a skilled and ready workforce that can meet the employers' expectations. Currently CSFC offers the following trainings to participants across all programs:

- Soft Skills
- Job Club
- Dress for Success
- Microsoft basics
- Resume writing
- Job Search Training
- Referrals to Adult Education for GED classes and prep

All of these services are offered in house to our customers, and it is up to them to take part in these trainings if they want to move forward.

CSFC uses the Training Provider list as well as the state list to ensure the curriculum and educational providers are a match with the TOL. Once the participant qualifies for our services, they have access to those training services that have been approved by the state. The participant is then free to choose their program and begin their training.

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

- (a) **Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).**
- (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)).**
- (c) **Describe the LWDB’s policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility](#).**
- (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).**
- (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).**

### **Section A-E**

CSFC administers the Florida Ready to Work test to determine the level of knowledge and skills to the individual youth. From there, we are able to determine which programs would be suit for enhance their skill set and if any additional assistance is needed with our community partners. If so, they are referred to the prospective agency for additional services.

The definition of 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,” means that the youth has a deficiency in reading, writing, or math skills below the 9<sup>th</sup> grade level.

The participant would require additional services in a specialized agency that would mean that the participant scored lower than average participants. Meets the IEP or 504 goals that are needed for special programs. Youth that require additional assistance can be those involved in the juvenile system, special needs as determined by the local schools, low income or at risk. All of these are taken into account when determining the goals and programs for the youth involved.

CSFC uses The Able Trust High School/High Tech grant funds in conjunction with our WIOA Youth dollars to engage in school youth with disabilities in year-round after-school programs that focus on remediation, retention in school, End of Course (EOC)

tests and other success measures, graduation and successful transition into the workforce or post-secondary education. Our after-school program has seven (7) locations which include:

- Bell High School
- Trenton High School
- Dixie High School
- Ft. White High School
- Columbia High School
- Union County High School
- Trinity United Methodist Church

Our experience in working with these funds has enabled us to add additional programs that are strategically aimed at participant success. CSFC also offers the following:

**Pathways to Success –**

Provides tutoring and mentoring with various incentives as the student completes certain milestones. Participant must set 3 goals and complete. Monetary incentives for completion of milestones. Sift skill credential

**Summer Youth Employment Program –**

Provides 6 weeks of employment in the summer with local companies. One week of unpaid soft skills training is required prior to job placement. This is provided by CSFC/

**Why Try –**

One week program aimed at teaching participants the importance of staying in school, increasing academic success, violence, drug and alcohol prevention. Each participant receives a stipend after successfully completing the program.

**Out of School Youth –**

Program aimed at high school dropouts. Provides incentives for attendance and also for obtaining a diploma and employment, college or joining the military.

**Jump Start –**

Aimed at out of school youth. This 4 hour training, once completed provides an incentive to pay tuition/GED testing.

Our youth programs serve in school youth ages 14 – 21 and out of school youth ages 16-24 with many workforce investment opportunities available. These include but are not limited to: paid work experience, traditional occupational skills training, on the job training, internships, and soft skills workshops. Partner agencies and schools supplying youth services include:

- Partnership for Strong Families
- Department of Juvenile Justice (DJJ)
- College of Central Florida (Gilchrist County)
- Columbia County Adult Education
- Dixie County Adult Education
- Union County Adult Education
- Vocational Rehabilitation

Resources that staff use are the Guidepost for Success and Skills to Pay Bills By, which is a set of key educational and intervention strategies for youth, including those with disabilities. Additionally, One-Stop assessments, Individual Education Program (IEPs) and Career Planning tools will continue to be utilized to identify career paths, barriers to employment, training or service needs, and employability skills. These assessments will also assist with identifying hidden disabilities and the potential need for accommodations.

CSFC staff make determinations through observation and assessment. Staff discuss the education and employment goals of the participant and also use tools such as TABE, Florida Ready to Work, Soft Skills training, My Career Shines and Prove-It. Participants are closely monitored to assess their workforce readiness through communication, resume writing, interview skills and assessments to see if they stay on task and meet their expected goal. Once they are determined eligible and ready to work, we refer them to the appropriate agencies for additional services and assistance.

Need for Additional Assistance (education) is defined as requiring additional assistance to complete an education program. The youth is (a) attending an alternative educational program/school; (b) is credit deficient, that is lacking credits required to obtain a high school diploma; (c) has educational achievement below expected levels, students are basic skill deficient in math, reading or language if their TABE scores are less than 8.9; (d) exhibits past or current attendance and/or discipline problems which may include involvement in the Department of Juvenile Justice or an Alternative School; (e) has unstable living conditions by currently being homeless, living with a family member, or being a foster child; and ( f) may be on academic probation.

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

- (a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and**
- (b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).**

**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.**

Self-sufficiency is the ability of an individual to supply one’s own needs without external financial assistance. Once a participant successfully exhibits the following, they are considered self-sufficient:

- Possess the necessary work skills and knowledge to secure employment within the region. Employment can be related to the TOL or received via assistance in the Resource Room.
- Can generate enough income to provide for one’s basic needs and/or family
- Can maintain a household without financial assistance

- Is no longer considered at or below the federal poverty level
- Functions successfully in the community, independent of any governmental benefits.

Self-sufficiency will not happen overnight. Hence the need for supportive services, for transportation, education, work equipment, etc. are provided to ensure the success of the participant. Staff will follow up with the clients to maintain their files to make sure they are still performing as they should until they complete the programs.

Self-sufficiency for Adults will be calculated as someone who has received income for a period of six months immediately prior to application for training services which is equal to or less than 250% of the current Federal Poverty Guidelines.

Self-sufficiency for individuals who are Dislocated Workers will be calculated by the following: a worker who has been given notice of lay-off or is laid-off and who upon successful completion of training, will receive an income of not less than 83% of the earning prior to job separation.

- (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](#).

CSFC reviews individual participants and determine their needs. Once a participant is deemed eligible for one of our programs, supportive services are offered such as education, uniforms for specific jobs, tools, etc.

Our supportive services policy identifies the requirements for ensuring supportive services and needs-related payments are provided to eligible customers who are eligible adults, dislocated workers or youth, participating in career or training services, authorized under the Workforce Innovation and Opportunity Act (WIOA). Supportive services may only be provided to customers after staff have first determined a participant to be in financial need of services and when they are unable to obtain them through other programs providing such services.

WIOA regulations provide CSFC the flexibility and discretion to provide the supportive services deemed appropriate, subject to the conditions prescribed by WIOA. It is the responsibility of staff to ensure coordination with other entities to prevent duplication of resources and services, and to establish limits on the amount and duration of such services. Staff will ensure adults, dislocated workers and youth are provided accurate information about the availability of supportive services in the local area.

The intent of supportive services is to remove any obstacle that stands between a participant and their goal of self-sufficiency. SNAP participants with registration in Employ Florida are provided with all the supportive services needed for them to become self-sufficient. Job referrals, preparation for interviews, resume writing, job search training, etc. Each participant receives case management and is followed closely until they reach self-sufficiency.

Having two offices aids in providing services to our four (4) county region with no duplication of services. Each participant is able to apply, receive an assessment and discuss eligibility on-site. Customers who are ineligible for supportive services can use the



Resource Room to begin job search and are eligible for resume writing and interview skills classes. Either way, our participants are made ready for the workforce through additional support and or job searching that provides the bridge they need to become employed.

**(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.**

Individuals with disabilities are served through supportive services which include triage. Resource Room, assisted job search, resume assistance, Job Club, Microsoft Basics, as well as one-on-one career counseling and coaching. We partner with Vocational Rehabilitation and the Division of Blind Services to provide an array of services from prosthetics to specialized workplace accommodations.

One-Stop assessments, Individual Education Program (IEPs) and Career Planning are used to identify career paths, barriers to employment, training or service needs, and employability skills. These assessments will also assist with identifying hidden disabilities and the potential need for accommodations.

CSFC staff make determinations through observation and assessment. Staff discuss the education and employment goals of the participant and also use tools such as TABE, Florida Ready to Work, Soft Skills training, My Career Shines and Prove-It. Participants are closely monitored to assess their workforce readiness through communication, resume writing, interview skills and assessments to see if they stay on task and meet their expected goal. Once they are determined eligible and ready to work, we refer them to the appropriate agencies for additional services and assistance.

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

CSFC employs a number of Resource Room staff that are cross-trained and available to provide assistance to those customers receiving RA. Any customer that visits a one-stop looking for employment can receive reemployment assistance services.

**(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.**

CSFC is highly dedicated to providing outstanding service to veterans/eligible spouses and have integrated services in both Career Centers. We have community outreach partnerships that enable us to provide services outside the walls of the Career Center, for example the Stand Down events. These events provide veterans with an opportunity to be seen by local vendors and provide well needed resources in the community at one time. Veterans are provided a meal, haircuts and non-perishable items during the event to further assist their needs.

Our Paychecks for Patriots event gathers local employers in one place to place veterans in jobs at the time of the event. Veterans can be hired on the spot when meeting with one of the many professionals that attend the event. Food vendors are also available as well so that everyone can remain at the event to complete applications, provide copies of demographic information and handle other requests for information.

Per our Veteran Intake Operating Procedure policy number OPS-102 at the initial point of entry, clients are asked if they and/or spouse is currently or has served in the US Military. Once this information is identified, the veteran will complete a veteran intake sheet and a DVOP is alerted to provide immediate assistance.

The DVOP will ensure that the veteran qualifies for services and if they have a significant barrier, it is recorded in EF. An initial assessment is completed with all necessary codes applied at the intake. Code 189 is issued for Priority of Service and this explained to the veteran/spouse at the time of intake. Once the initial assessment is completed in EF and objective assessment is used to determine the level of service required.

Our Veteran Services are linked to the Business Services department so that immediate job placement can be sought for qualifying veterans. Our DVOP and LVER maintain a contestant presence in the community so that job placements for veterans can be swift and all needed materials can be obtained with no issue.

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

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

CSFC presently operates Career Centers in Columbia and Dixie Counties. Participants are invited to go to either of the centers as it fits their local need. Each Career Center is a full-service center providing WIOA (Adult, Dislocated Worker and Youth), Welfare Transition (WT)/Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veterans, Reemployment Services and Eligibility Assessment (RESEA), Supplemental Nutrition Assistance Program (SNAP) and Reemployment Assistance (RA). Career and training services are provided at each Career Center by deploying program experts to augment permanent staff on a rotational basis from the central Career Center in Columbia County.

According to DEO the top (5) growing occupations for Region 7 are Food Preparation and Serving, Registered Nurses, Retail Salespersons, Customer Service Representatives, Heavy and Tractor-Trailer Truck Drivers. The list goes on to add, Laborers and Freight and Stock, Welders, Cutters, Solderers, Nursing Assistance and other Medical Assistants. In reviewing this list, most of the jobs will require some form of vocational certificate or post-secondary education. We will continue to focus on recruiting and using our WIOA Adult/DW funding to enroll students into the appropriate classes to meet the needs of the

jobs that are projected in this Region.

Through the Business Services Department and Rapid Response personnel, CSFC is maintaining a presence in the community that provides access to employment, training, education and other services. Staff in these departments network with the local Chamber and other businesses to get the word out that we are leader in job placement in the area. In addition, in seeking new businesses for placements, CSFC is also in touch with the local probation office as well as the prisons. These contacts enable us to keep in mind those possible participants who will have barriers to employment. By circulating our staff in the community, we are able to assess which employers are willing to work with applicants that have barriers.

All applicants are brought in through the resource room and reviewed for needs. For those who may require services from WT, WIOA, etc., a case manager is notified on the spot in order to move the process along and get the customer evaluated for the proper services.

Once the participant has been enrolled into our services, they can begin a training program through one of the approved Training providers from our list. We also use the State List as well. The participant receives complete information on the programs that are available and the facilities in order to make their best choice. Once enrolled, they are monitored by their case manager and receive incentives that align with the individual goals of the program. Once a participant finishes, they receive their credentials, whether they are a GED, License and or Degree. This enables them to move forward into the position that they requested and become a self sufficient individual.

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

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

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

The Region maintains continuous and ongoing contact with employers throughout the region through the Business Services staff and local networking events. Business Services regularly visits the employer worksites, carry on regular electronic dialog with the employers and carry out special symposiums and meetings throughout the year to identify the employer needs. The Region staff sits on the regional Manufacturers' Advisory Group and other economic development and business organizations

Direct contact with customers is a priority for all Region's employees. Currently, over one thousand (1,000) customers visit the Career Center per month. Staff have direct contact

in providing information on availability of jobs, resume services, career counseling, Job Club, youth and adult basic remediation services and a wide variety of additional services that help the Region to continuously modify and improve programs to enhance the delivery of services.

The Region sponsors and participates in numerous community outreach events each month that literally reach thousands of residents of the four-county region. These events include job fairs, direct support of youth events as well as professional speaking engagements at community-based and faith-based sponsored events.

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

There are no apprenticeships available within the region. Customers who have questions regarding apprenticeship opportunities are given information on programs in other regions.

CSFC representatives attend local meetings where businesses in order to foster partnerships that can lead to further discussions and brainstorming on future apprenticeship ideas.

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

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

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

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

As mandated by WIOA, the Region is required to develop and maintain a quality workforce system that will be responsive to the needs of employers and job seekers. The ACT also requires the development of partnerships, encouraging coordination among community partner to pool financial and human resources to offer a mix of programs and services in a seamless and integrated manner to create the One-Stop service delivery system. Our WIOA partners include the Dept. of Children and Families, Vocational Rehabilitation, Department of Juvenile Justice, Adult Education, local schoolboards, and local colleges as well as our faith-based partners. They are all members of our board and or various committees. Through our daily interaction our processes to improve service delivery is ongoing and continuous.

In addition to the required partners, we work with the County Veteran's Services Officer and Veteran's organization such as American Legion, PVA, VFW, etc. to ensure the veteran population is receiving the very best in workforce services.

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

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

Over the years, we have worked with various community and faith-based organizations to train staff on how to best provide services to targeted populations. Partner agencies that assist customers with disabilities are only a phone call away in most instances. Several of these agencies are Division of Blind Services and Division of Deaf Services. Vocational Rehabilitation interacts daily with customers with disabilities. Our one-stops are monitored internally for ADA compliance by Vocational Rehabilitation and LWDA 7. In addition, we are monitored on the state and federal level annually in order to assure the highest level of service to individuals with disabilities. We have invested in various assistive technologies for our resource rooms and purchased computers with software that will assist customers, whose sight is impaired, TTY phones for hearing impaired customers, computers loaded with information to connect customers to translators. A ball mouse and adjustable height track tables that will raise or lower to accommodate wheelchairs. We also provide printed materials that describe specialized services to targeted populations. Each of our partners actively participates in one-stop partner meetings.

CSFC representatives have met with On Eagles Wings (OEW) on several occasions to discuss how our agency can better assist the participants within the facility. OEW expressed interest in partnering with other agencies within the community to ensure that they were aware of the services provided by OEW. CSFC immediately called a meeting of local representatives that would be best served by OEW.

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

CSFC is dedicated to meeting the needs of unemployed and underemployed workers, career seekers needing assistance with career decisions, skill training and job connections and offers them universal core and intensive services. CSFC provides a match between the employer looking for qualified candidates and the career seeker needing employment. Core services for both groups include:

- Resource Room and Internet Access to the largest Job Bank in the US
- Reemployment Assistance
- Career Exploration and Resources
- Career Fairs
- Recruitment Events
- Employability Skills Workshops
- Training opportunities to upgrade, learn, or enhance skills
- Job Search Skills
- Networking Opportunities
- Financial Aid
- Employability and Career Development Training
- Veterans Assistance/Retraining

- Opportunities for Adults age 55 and up
- Resume Writing Assistance and Interview Skills Class
- Labor Market Analysis and Wage Information

CSFC strives for a seamless system to ensure career seekers and employers have access to a comprehensive array of services and support. Outreach and recruitment for the general population is achieved via the following:

- [www.careersourcefloridacrown.com](http://www.careersourcefloridacrown.com) – provides information about services and easy entry to Employ Florida (EF)
- Social media platforms (Facebook, Twitter, etc.)
- Printed media, news releases, flyers and brochures
- Career fairs and events
- Community meeting and partnerships

Core services are provided to all career seekers regardless of program eligibility. Intensive services are provided to career seekers based on need. Specialized customer groups vary in need; outreach and services are adjusted accordingly. Universal career seekers are invited to use the resource room self-services. Computers are user friendly and brochures provide additional information about programs and services. Information is also provided in accessing EF from computers outside the Career Center. Career seekers may register from any computer and complete online assessments from home, post resumes and conduct job searches. Career center staff provide additional levels of service including information about labor market information and targeted occupations.

**(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)).**

To promote integration of business services delivery through the one stop system, CSFC's Business Services Consultants work diligently to engage business customers by providing employer service, such as job fairs, recruitment events, grants and Labor Market Information. The Business Services Consultants also provide the following to promote maximum integration of service delivery:

- Employee Recruitment
- Applicant Pre-Screening
- Job Posting and Referrals
- Assistance with Downsizing/Rapid Response
- Dislocated Worker Assistance/Retraining
- Skills Assessment/Credentialing
- Gather labor market information and provide data to business services
- Serve as intermediary to other economic development activities and entities
- Provide feedback to business customers about regional skills gaps, programs development and evaluation of the market we serve
- Work with local and regional economic development professionals in business retention, and expansion activities as needed
- Assure adequate job opportunities to meet the needs of job seekers in the career centers

**(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)).**

CSFC uses Employ Florida and One-Stop Services Technology System for all customers as necessary. Many customers access the system through the Career Center due to limited broadband and DSL access.

**(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)).**

- 1) Advertisement of Bids: The Region may, for at least one weekend, solicit responses to specific Initiation to Negotiate (ITN)s by advertising those ITNs for 3-5 days in a major newspaper having a circulation within the Region. Such advertisements will be followed by a period of at least one month (30 calendar days) during which respondents may develop their proposals. This thirty-day period may be waived/decreased by the Region in instances where such a time would cause a lack of services to meet an immediate need. Bid invitations will also be sent to all firms that have identified themselves to the Region as having an interest in providing that type of product or service. Persons with disabilities, minority and female vendors, being listed in the State of Florida's Approved list of minority and female businesses are automatically considered to have identified themselves to The Region. For other local businesses, the yellow pages of the region's county telephone books or a specific request from the vendor will also be used to define interest;
- 2) Normally, a minimum of three bid responses are required for an award to be made. In cases where less than three responses are received, the Director of Finance soliciting the bids will contact a sampling of the vendors not responding and document the reason(s) for their nonresponse. This information will be made available to the Executive Director. The Executive Director may either request that the bid be re-solicited or may, if the timing or other matters dictate, ask the Region to approve the award based upon the information received from the vendors;
- 3) Awarding Authority for matters of \$75,000 or less, provided that three or more bids exist, authority is the Executive Director, and for matters of \$15,000 or less in the Director of Finance dependent upon the dollar amounts. For items in excess of \$75,000 or more, the awarding authority is the Region Executive Committee;
- 4) Authority for Termination of Contracts - Contracts may be terminated by the Executive Director, for any reason, after receiving the approval of the Region Executive Committee. The Executive Director is authorized to suspend contract payments where evidence of Fraud, Waste or Abuse of Funds is brought to light. Final action to terminate or permanently suspend must be approved by the Region Executive Committee;
- 5) The State of Florida Suspended Vendor List will be reviewed prior to authorizing purchases and/or awarding contracts.

**(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)).**

CSFC strives to maintain a quality workforce system that will be responsive to the needs of employers and job seekers. CSFC has developed partnerships which encourage coordination among community partners to pool financial and human resources to offer a

mix of programs and services in a seamless and integrated manner to create the Career Center service delivery system.

The hallmark of an effective and successful Career Center workforce delivery system includes ensuring the following:

- Universal Access to employment-related services in a seamless and integrated manner for all customers through the innovative efforts of the Board. This process is facilitated through a combination of physical location where providers are co-located in one central facility, and “virtual” connection of service providers through a computer network.
- Customer Choice to ensure easy access to information and services and customer friendly environment and helpful staff to provide information and assistance to customers
- Performance Driven Outcomes that promote high levels of accountability and high levels of customer satisfaction by ensuring that the services provided are of consistently high quality and performance standards are met. The process includes engaging in continuous improvement to ensure that customer expectations are exceeded.
- Integrated Funding through partner collaboration provides a comprehensive menu of services to customers, encourages coordination in planning, cost and resource sharing and funding opportunities.

## F. COORDINATION OF SERVICES

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

WIOA requires the development of partnerships, encouraging coordination among community partners to pool financial and human resources to offer a mix of programs and services in a seamless and integrated manner to create the Career service delivery system.

We interact with the Dept. of Children and Families, Vocational Rehabilitation, Juvenile Justice, the Lake City Police Department, Teachers, schoolboards and the local colleges as well as our faith-based partners throughout the year. This interaction allows us to strengthen our processes and provide a smooth continuous flow of services. We also work with the County Veteran’s Services Officer and the Veteran’s organizations such as American Legion, VFW, PVA etc. to ensure the veteran’s population is receiving the very best in workforce services.

No services are contracted out so CSFC is responsible for and operates Career Centers in Columbia and Dixie Counties. Each center is a full-service center providing WIOA (Adult, Dislocated Worker and Youth), Welfare Transition (WT)/Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veterans, Reemployment Services and Eligibility Assessment (RESEA), Supplemental Nutrition Assistance Program (SNAP) and Reemployment Assistance (RA). The Region has a part time Quality Assurance Monitor assigned to the Board Staff. Monitoring is carried out by Program (WIOA, WT, RESEA, SNAP, etc.), the files are inspected by each Career Manager and finally, those areas identified in previous write-ups are inspected across all programs and Career Managers. Written reports are provided to the Career Manager, Supervisor and Board Staff. The Career Manager has 10 days to submit a Corrective Action Plan.



The hallmark of an effective and successful Career Center workforce delivery system includes ensuring the following:

1. Universal Access to employment-related services in a seamless and integrated manner for all customers.
2. Customer Choice to ensure easy access to information and services in a customer friendly environment that consists of helpful staff that provide information and support to participants.
3. Performance Drive Outcomes that promote high levels of accountability and high levels of customer satisfaction.
4. Integrated Funding through partner collaboration provides a comprehensive menu of services to customers, encourages coordination in planning, cost and resource sharing and funding opportunities.

**(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)).**

The four (4) rural counties of Columbia, Dixie, Gilchrist and Union served by CSFC have been specifically identified by the Governor as Rural Areas of Opportunity (RAO) due to the fact that the region has failed to keep pace with the rest of the State of Florida in terms of economic growth. The Region has formed a RAO Working Group (RWG) and Center for Advanced Manufacturers Group (CAMG). The RWG is focused on identifying locations for future development and infrastructure necessary to lure businesses to these sites. The CAMG studies best industries for the region and unique requirements such as future workforce skills. Members of the EST are either members on all of these local, regional and statewide “voice of the customer” business forums or attend all publicized meetings to stay abreast of current and emerging workforce needs. These include, but are not limited to, Chamber of Commerce meetings and events, Florida Eight Superior Region Committee, Board Member for Transportation Disadvantaged for Columbia, Dixie, Gilchrist and Union Counties, RAO Catalyst Site for the Inland Port Education and Workforce Committee Member, Dixie County BOCC Committee Member for Economic Development tourist Development Council, Community Redevelopment Assoc., Rural Summit, NEFEC STEM Workshop in Gainesville, Forth Florida Economic Development (Columbia County), LC City Council, Lake Shore Hospital Authority, North Central Florida Economic Development, Food Bank Distribution, FLOW Water Management, Airport Advisory, Columbia County BOCC and City Council, Dixie BOCC, Gilchrist BOCC, Union BOCC, CCA Inmate Foster Group.

CSFC in collaboration with our local economic development office has identified the industry sectors that are vital to our rural economy. CSFC also shares the TOL with economic development representatives so that it is clearly understood what strategies and businesses represent the local economy.

CSFC participates in an annual Build My Future event that promotes employment that does not require a 4-year degree. In this region, a number of these jobs are part of the TOL. These are also jobs that can be entrepreneurial and provide vital skills to our local residents. Most of the attendants are youth and young adults looking to start a career or make a career change. CSFC also conducts several job fairs throughout the year and employers from all over the region are invited in hopes of filling vacancies within their companies.

The rural composition of the Region 7 presents its own challenges and changing the mindset of those within the community is one of them. However, by participating in local events, meetings, open houses and ribbon cuttings, we are able to speak with those employers one on one to discuss fostering creativity within the workforce that can lead to better skills training and other services.

- (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.**

The Workforce Innovation and Opportunity Act (WIOA) of 2014 requires that there be a Rapid Response unit. This unit provides services to dislocated workers and employers that have experienced mass layoffs, closures due disaster-related incidents and or economic downturns, reorganization, etc. CSFC provides this service and will follow all the requirements outlined in the DEO policies.

Currently, the Rapid Response employee is working closely with the business services department. In this capacity, relationships are being developed with community leaders, businesses and partners that can provide assistance/resources in case of a massive layoff. From there all recommendations/data/applications for Rapid Response will be handled in house and processed in a timely manner.

- (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:**

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

The Target Occupation List produced by DEO is used to ensure that CSFC meets its target goals for occupations.

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

CSFC works diligently with key industry partnerships by participating on educational committees, developing industry specific job fairs, and communicating with economic development boards identifying sectors of industry most advantageous for the region and its residents. CSFC has partnerships with Suwannee River Economic Council, Inc. and the Columbia County Economic Development Department by way of their membership on the CSFC Board/Consortium.

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

CSFC will use The Target Occupation List (TOL) produced by DEO to ensure that we are providing services to the most current and growing industries in the area. All students/participants of the CSFC will have educational opportunities geared toward the information contained in that list.

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

Participants, once evaluated, will receive services based on a need analysis. With offices in Columbia and Dixie, our customers are more than welcomed to visit which ever center is closest to them.

Each center is capable of evaluating the educational needs, goals and priorities of the customers they review. Once a strategy is mapped out for a participant, they can be aligned with either the education and or training to make them eligible for employment. In those cases where the participant already has the required training, education or skill, they will be moved on to the application process for the specific job. All of these steps go towards our meeting the goal of helping our clients gain economic self-sufficiency.

**E. Describe how the local area transforms services delivered to job seekers/workers and employers through sector strategies: and**

Having two offices aids in providing services to our four (4) county region with no duplication of services. Each participant is able to apply, receive an assessment and discuss eligibility on-site. If a customer is eligible they will receive supportive services until they are self-sufficient. Customers who are ineligible for supportive services can use the Resource Room to begin job search and are eligible for resume writing and interview skills classes. Either way, our participants are made ready for the workforce through additional support and or jobs searching that provides the bridge they need to become employed.

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

Our current method of delivering services, partnerships, MOUs and community involvement help to maintain our position in the community as a valuable job seeker/employer resource. Each successful participant cements our vision and goal to help the community and customers to economic self-sufficiency.

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

We will continue to engage and participate with the local school systems to enhance K-12 Excellence. Middle-School Demand is being addressed through our support for expansion of career/professional academies and we continue to seek opportunities to leverage the Florida College System as well as to tap the expertise of the University of Florida and Florida State University. We continue to use Federal and State funds to help as many customers as possible to obtain Higher Education in those occupations contained in our Targeted Occupations List which are high/Skill tech positions. We continue to enhance the

Workforce by focusing our education and training dollars on targeted occupations identified by the Region's key employers. We are a supporter of all the STEM council initiatives, and we continue to promote STEM skills in our conversations with the local school systems. We will contribute to the achievement of these goals through our Career Centers, Employ Florida, the Work Opportunity Tax Credit, Quick Response Training, Incumbent Worker Training, Employed Worker Training and OJT Programs.

- (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)).**

Due to the fact that Region 7 is a widely dispersed throughout a large, rural geographic, transportation continues to be a critical problem. This impacts all participants in all regions. There are some privately owned transportation businesses within the area, but even this is not as reliable as having a region wide, organized transportation system. Until there is something more reliable, the LWDB will continue to provide assistant in the form of gas cards, payments for vehicle repairs, etc. as needed.

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

The WP Program within the Region is under the management and oversight of the Career Center and is directly managed by a Department of Economic Opportunity (DEO) merit staff employee. Personnel are combined into a Business Services Consultant Team (BSC) comprised of CSFC Personnel. The primary focus of the BSC is on the employers and business community of the region. The team offers a full scope of employer services that includes employee recruitment, applicant prescreening, on-site employer visits, job fairs, workforce training, job posting and referrals assistance with downsizing assistance, dislocated worker assistance/retraining, skills assessment, conference rooms and offices, resource library and labor market analysis.

The primary focal point for delivery of WP services within the Career Center is the Resource Room which is staffed with CSFC personnel. The full scope of WP services are offered to include employability and career development training, skills testing, dislocated worker assistance/retraining, opportunities for adults age 55 and up. Veterans assistance, job search through access to the largest job bank in the US, referral services to employers, job fairs, resume writing assistance and labor market analysis and wage information. RESEA and RA customers are referred to the Career Center from DEO via the EF system. Customers are also served in the Resource Room.

- (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)).**

CSFC staff review each participants' qualifications for the various programs provided. Upon

review, if a participant expresses interest in obtaining his/her GED, they are placed in contact with the local Adult Education Program in order to meet their goal. All proof of completion of the GED program is received by staff and filed for further reference.

- (9) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620**

CSFC reviews individual participants and determine their needs. Once a participant is deemed eligible for one of our programs, supportive services are offered such as education, uniforms for specific jobs, tools, etc. We support the individual for up to two years with additional services which may include car repairs, gas cards, rent and utility payments.

SNAP participants with registration in Employ Florida are provided with all the supportive services needed for them to become self-sufficient. Job referrals, preparation for interviews, resume writing, job search training, etc. Each participant receives case management and is followed closely until they reach self-sufficiency.

## G. PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

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

CSFC participates in two annual reviews. One being the DEO required Annual Programmatic Audit and the self-audit performed by James Moore & Co. Our involvement in both of these reviews includes but is not limited to financial, programmatic, and cyber security checks and balances. In addition, files from each department are reviewed according to DEO regulations. During a preliminary summary, initial findings, if any, are brought to our attention and corrections and responses are prepared. Results from the audits are brought before the board for their review.

At the end of the fiscal year, CSFC invites representatives from DEO to attend. They perform a year-end review presentation. They outline the performance of the agency during that year and discuss the agency's expenditures, funding, and performance results.

CSFC will continue to provide the best services to Region 7 as well as remain transparent with the local board and community.

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

- a) CareerSource Florida Crown participates in a mandatory programmatic and fiscal monitoring conducted by DEO. Results are shared with the Board of Directors through the appropriate committees for full review and comment.
- b) A third-party Financial Audit is conducted annually to ensure compliance. A final summary of the audit report is shared with the Board of Directors for review/comment.
- c) A quarterly monitoring conducted by a third party takes place annually. During this monitoring Board policies, practices, fiscal and programmatic operations are reviewed. Monitoring reports along with Corrective Action Plans are provided to the Board during a regularly scheduled meeting to review/comment.

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

Currently the LWDB has a customer survey process that each participant is asked to complete. The tally of the answers is reviewed at the admin level and concerns, if any, are addressed individually.

In addition, the quarterly reports from the One Stop Operator are reviewed and any concerns are addressed from there as well.

END

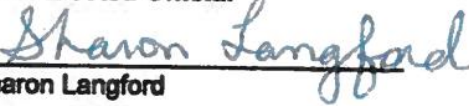
We will operate in accordance with this plan and applicable federal and state laws, rules and regulations.

**Workforce Development Board Chair**

  
\_\_\_\_\_  
Noah Walker

  
\_\_\_\_\_  
Date

**Chief Elected Official**

  
\_\_\_\_\_  
Sharon Langford

  
\_\_\_\_\_  
Date

## Attachments

[133\\_2022 Interlocal Agreement Signed\\_4444.pdf](#)

[2022 Interlocal Agreement Signed.pdf](#)

[129\\_Dec 2020 Final Approved Bylaws of CareerSource Florida Crown\\_7287.pdf](#)

[150\\_2022 Interlocal Agreement Signed\\_6646.pdf](#)

[Dec 2020 Final Approved Bylaws of CareerSource Florida Crown.pdf](#)

[2022 2023 Board Members.pdf](#)

[AGENDA 09 21 2022.pdf](#)

[September 21 22 Mtg DRAFT.pdf](#)

[Dr Natale 2022 2023 extension.pdf](#)

[Dr. Natale Amended Contract 2021.pdf](#)

[BOCC MOU IFA.pdf](#)

[Bridges MOU IFA.pdf](#)

[Central Florida College MOU IFA.pdf](#)

[Columbia Housing MOU IFA.pdf](#)

[Divison of Blind Services MOU IFA.pdf](#)

[FGC MOU IFA.pdf](#)

[NCBA MOU IFA.pdf](#)

[Pathway to Success Program MOA.pdf](#)

[Union County Schools MOU IFA.pdf](#)

[Vocational Rehab MOU IFA.pdf](#)

[Adult Education Columbia MOU IFA.pdf](#)

[111\\_BOCC MOU IFA\\_7983.pdf](#)

[111\\_Bridges MOU IFA\\_4484.pdf](#)

[111\\_Central Florida College MOU IFA\\_7662.pdf](#)

[111\\_Columbia Housing MOU IFA\\_2288.pdf](#)

[111\\_Divison of Blind Services MOU IFA\\_297.pdf](#)

[111\\_FGC MOU IFA\\_7101.pdf](#)

[111\\_NCBA MOU IFA\\_9011.pdf](#)

[111\\_Pathway to Success Program MOA\\_3519.pdf](#)

[111\\_Union County Schools MOU IFA\\_7474.pdf](#)

[111\\_Vocational Rehab MOU IFA\\_9221.pdf](#)

[156\\_Divison of Blind Services MOU IFA\\_3392.pdf](#)

[IFA for NCBA.pdf](#)

[156\\_NCBA MOU IFA\\_4760.pdf](#)

[Plan Comments and Public Response.pdf](#)