



CareerSource Northeast Florida

2-Year Modification to the 4-Year Plan

WIOA Workforce Services Plan • Plan Period: January 1, 2027 – December 31, 2028
Local Workforce Development Board 8 • Baker, Clay, Duval, Nassau, Putnam, and St. Johns Counties

Submission Option

CareerSource Board / Planning Region	Submission Option	Date Submitted
CareerSource NEFL (Region 8)	☒ Standard Local Plan + Regional Addendum Preferred Combined Regional Plan	10/6/2026
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1. Executive Summary

CareerSource Northeast Florida (CSNEFL) is the workforce development organization for Northeast Florida, serving Baker, Clay, Duval, Nassau, Putnam, and St. Johns counties through partnerships with local communities, elected officials, businesses, labor, and education leaders. This 2-Year Modification to the 4-Year Local Plan, covering January 1, 2027, through December 31, 2028, updates the 2025–2028 Local Plan in accordance with federal and state law. CSNEFL is submitting the Standard Local Plan Modification with a Regional Addendum. The modification reaffirms CSNEFL's core mission — connecting workers to careers and businesses to the talent they need to thrive — while sharpening the strategies that make the best use of every resource entrusted to the organization.

In 2025, CSNEFL's board completed a strategic visioning process that identified priority workforce areas and aligned them with the State's Strategic Alignment Framework. That framework organizes CSNEFL's strategy around the State's Five Strategic Pillars:

I. Industry-Driven Strategies

CSNEFL is shifting from transactional job postings to sustained, sector-driven employer relationships — sustaining the Talent Advancement Network with JAXUSA Partnership, expanding apprenticeship as a primary pipeline tool, and positioning the region's workforce for emerging sectors such as clean energy, automation, and biotechnology.

II. Worker Mobility

CSNEFL funds Individual Training Accounts tied to industry-recognized credentials, with a strong emphasis on healthcare, and delivers TANF/SNAP Employment & Training case management with supportive services. Hope and Apprenticeship Navigators, deployed regionally, help ensure services follow the customer rather than the county line. Expand services for youth, veterans and justice involved populations to meet existing gaps in services.

III. Integrated Systems

Service delivery is centered on the Gateway Career Center, the region's American Job Center, which co-locates core and combined partners on-site. CSNEFL actively manages the Eligible Training Provider List for strong return on investment and works with the state college system to leverage Perkins V funding.

IV. Accountability

CSNEFL maintains performance under the REACH Act letter-grade system and translates strategic objectives into actionable metrics through quarterly dashboards, including the new Regional Talent and Labor Market Dashboard, alongside an automated monitoring tool now entering use.

V. Flexibility & Innovation

CSNEFL is expanding Mobile Access Points into community sites and correctional facilities, deploying AI-driven labor market analytics, dashboards and tools, piloting virtual reality career exploration for youth, and investing in succession planning to protect institutional knowledge.

This work builds on the collaborative foundation of the original plan — the Talent Advancement Network, the partnership with JAXUSA, and alignment with the region's "The Future Is Now" economic development strategy — and on direct action already taken to strengthen the organization, including a 2025–2026 strategic reorganization that reduced administrative costs and expanded CSNEFL's reach through new technology. Apprenticeship remains one of CSNEFL's most effective tools for turning employer demand into a trained, retained workforce, and the organization is expanding registered apprenticeship and pre-apprenticeship opportunities across the region's target industries.

This is the first year a Regional Plan Addendum is included with the Local Plan. The Nature Coast Regional Planning Area (RPA) Addendum is the inaugural Regional Plan for this newly established four-board partnership — CareerSource Citrus Levy Marion, North Florida, North Central Florida, and Northeast Florida — spanning 20 counties across north, north-central, and northeast Florida. It establishes a unified strategy across four operational areas: regional service delivery and customer experience, system efficiencies, performance outcomes and apprenticeship pipelines, and alignment with Florida's Five Pillars workforce policy framework. Together, these strategies position the Nature Coast RPA to deliver a more seamless, accountable, and employer-responsive workforce system that transcends individual county and board boundaries.

The 2-Year Modification and new Regional Plan Addendum carry forward the themes that have always driven CSNEFL: strong partnerships that leverage every funding source, intensive support for those with the greatest barriers, career pathways that expand the talent pipeline, and accessible services for every customer. Implementation keeps Northeast Florida on track toward a transparent, accountable, world-class workforce development system that meets the needs of individuals and businesses across the region.

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2. Required Evidence and Certification Checklist

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed Interlocal Agreement	Yes, if applicable	FCWD Interlocal Agreement	☐ Yes ☒ No	
Executed CLEO–LWDB Agreement	Yes	FCWD Interlocal Agreement	☐ Yes ☒ No	
Fiscal Agent Designation	If other than CLEO	N/A	☐ Yes ☒ No	
Current Bylaws	Yes	CSNEFL Bylaws	☒ Yes ☐ No	Updated to reflect Board Chair's approved years of service.
Board Roster, Minutes, and Vote	Yes	TBD	☒ Yes ☐ No	Board Roster and Minutes.
Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator	Yes	CareerSource Org Chart 08 24 2026	☒ Yes ☐ No	
One-Stop Partner MOUs and Infrastructure Funding Agreement	Yes	MOUs-IFAS 2026-2029	☒ Yes ☐ No	One MOU-IFA pending signature, Division of Blind Services.
Firewalls / Conflict Mitigation Documentation	If applicable	Local Administrative Plan Governance Policies 2023.02.07	☒ Yes ☐ No	Updated to align to revised State policies
Planning Region Agreements	For regional plan	TBD	☒ Yes ☐ No	Pending signatures
Public Comment Documentation	Yes	TBD	☒ Yes ☐ No	Pending Public Comment Period
Staff Training and Credentialing Evidence	Yes	Staff Training and Credentialing LOP rev. 02.2026 O92-Staff-Training-and-Credentialing-Policy	☒ Yes ☐ No	Updated to align with revised State Policy
Plan Review Checklist	Recommended	TBD	☒ Yes ☐ No	Checklist will be created prior to submittal.

3. Local Plan

A. Governance and Organizational Structure

The updates to the 4-Year Plan include the following:

1. **Chief Local Elected Officials – First Coast Workforce consortium** (Updated Membership):

Duval: Councilman Ken Amaro – kamaro@coj.net District 1 Office of the City Council 117 W. Duval St. Suite 425 Jacksonville, FL 32202 (904) 255-5201 (phone)	Nassau: Commissioner Alyson R. McCullough – amccullough@nassaucountyfl.com District 4 – Nassau County Commissioner 96135 Nassau Place Yulee, FL 32097 (904) 319.0689 (Direct office line)	St. Johns: Sarah Arnold – bcc2sarnold@sjcfl.us St. Johns County Commissioner 500 San Sebastian View St. Augustine, FL 32084 (904) 209-0302
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2. **The Local Workforce Development Board is FCWD** (Updated membership and leadership)

https://careersourcenortheastflorida.com/board_of_directors/

3. **Local Grant Subrecipient:** First Coast Development Inc., (FCWD) DBA CareerSource Northeast Florida (NEFL) continues to be the designated fiscal agent by the First Coast Workforce Development Consortium.

4. **One-Stop Operator and One-Stop Career Centers:** LDW Group, LLC, was selected via a competitive process to provide services as the local One-Stop Operator. Our current agreement with LDW Group, LLC became effective July 1, 2026, with annual options for renewal through June 30, 2029.

5. **Career Centers**

New Location: Clay County

CareerSource NEFL Career Center
2141 Loch Rane Blvd., Suite 107
Orange Park, FL 32073
Phone: (904) 213-3888

Locations and hours are posted on CareerSource NEFL website.

AJC: CareerSource NEFL continues to designate its Gateway Career Center located at 5000 Norwood Avenue, Suite 2, Jacksonville, FL 32208 as the comprehensive American Job Center for LWDA 8. One-Stop partners work together to provide access to services.

6. **Service Delivery:** During the June 3, 2026 CareerSource Florida Board meeting, the CareerSource Florida Board of Directors granted approval for the LWDA 8, CareerSource NEFL, to provide direct services starting July 1, 2026, and ending June 30, 2029

7. **Youth Service Provider**

CSNEFL has contracted with the same three providers and are in the 3rd contract year (July 1, 2026-June 30,2027). The providers have performed successfully in the first two years of the current Intent to Negotiate (ITN) competitive process.

- Eckerd Youth Alternatives, Inc.
- St. Johns County School District designated for First Coast Technical College (FCTC)
- Wealth Watchers, Inc.

Evidence / Attachment

- [4-Year Plan, pp. 6-21](#)
- FCWD Consortium Members List– see Required Evidence and Certification Checklist.
- Board Of Directors List– see Required Evidence and Certification Checklist.
- [CareerSource NEFL Locations](#)
- For Bylaws and Organization Chart – see Required Evidence and Certification Checklist.

B. Analysis of Need and Available Resources

Top Industry Needs

Regional employment continues to grow, adding roughly 15,150 jobs (+1.7%) between 2024 and 2026 to reach about 882,500. Health Care and Social Assistance is the clear engine — up 7,691 jobs (+6.3%) and now 14.4% of all regional employment, both the largest sector and the largest gainer. Construction (+2,657), Transportation & Warehousing (+1,615), and Manufacturing (+1,095) also added jobs, keeping the board's target sectors — life sciences/health care, transportation & logistics, advanced manufacturing, and construction — at the center of demand. Occupation data reinforce this: registered nurses (now averaging about \$92,000), truck and delivery drivers, and material movers show the deepest openings, while software developers remain the fastest-growing high-wage occupation. These needs continue to guide the board's training investments.

Workforce Gaps

The binding constraint is labor supply, not job creation. Even as jobs grew, the resident labor force held essentially flat and the annual unemployment rate rose to about 4.1% in 2025 (from 3.5% in 2024), with early-2026 monthly readings climbing further into the 4.7–5.2% range. Labor force participation has slipped to roughly 57.8% from 61.1% in 2024 — the single largest gap the board must close. Employers continue to report difficulty finding qualified, work-ready candidates, and coming Baby Boomer and Gen X retirements will deepen skills gaps in manufacturing and the trades. Most notably, Finance and Insurance — a target sector — lost 2,790 jobs (–4.9%) between 2024 and 2026, falling from 57,336 to 54,546; paired with a decline in Administrative and Support services (–2,363), this creates a dislocated-worker pool well suited to reskilling into health care and technology roles.

Population Barriers

Barriers remain concentrated among specific populations and geographies. Residents with disabilities, justice-involved individuals, and those without reliable transportation remain under-represented in the region's highest-paying, fastest-growing jobs. Rural Putnam County again carries the region's highest unemployment (4.9% in 2025, versus 3.9% in Nassau), alongside the lowest wages and a poverty rate above 20% — compounded by limited transit and access to childcare and health services. Sector wages vary widely — from about \$65,500 in transportation and \$73,600 in health care and construction to over \$109,000 in finance — reinforcing the need for targeted, place-based services and clear career pathways. The region's veteran population (about 9%) remains an asset the board actively connects to employers.

Available Resources

The board deploys WIOA Adult, Dislocated Worker, and Youth funds alongside Wagner-Peyser labor exchange, RESEA, and business services through the Gateway comprehensive center and county career centers. Work-based learning is expanding through registered apprenticeship and Apprentice Florida, and the board's State Set-Aside Grant Plan adds targeted capacity via Sectors Apprenticeship Expansion and WIOA Rural Initiatives — directly addressing the rural and skills gaps above. State tools include Employ Florida and the Regional Demand Occupations List, and regional partners — JAXUSA,

the Talent Advancement Network, FSCJ, SJRSC, FCTC, and community-based organizations — extend reach and training pathways across all six counties.

PY 2025-2026 Services

CSNEFL served a vast array of customers during the program year. The chart below summarizes the number of customers served and related services. CSNEFL anticipates an increase in customers being served in the upcoming year as we focus on increasing the reach of the Mobile Access Points and Veterans teams and conducting targeted business services.

PY 2025-2026 Program Year Snapshot

Job Seeker Services		PY 2025-2026
Job Seekers Services		127,685
Job Seekers Served		21,376
Veteran Services		PY 2025-2026
Veterans Served		2,477
Mobile Access Points		PY 2025-2026
Job Seekers Services		920
Training Scholarships (ITAs)		PY 2025-2026
New Training Scholarships		217
Credential Attained		118
Average Training Scholarship Cost		\$4,320
Customized Training		PY 2025-2026
Employees Trained in 2024-2025		280
Certificates of Completion		280
Average Cost Per Trainee		\$1905
Business Services		PY 2025-2026
Businesses Served		1,558
Job Orders		6,799
Referrals		25,199
Job Fairs/Recruitments		142

Labor Market Dashboard

Sources: Lightcast 2026.3 (employment & change); JobsEQ 2026Q1 (wages, industry components); FloridaCommerce LAUS 2025 annual averages (unemployment).

Northeast Florida Labor Market Dashboard Local Workforce Development Area 8 • Baker, Clay, Duval, Nassau, Putnam, St. Johns		
Indicator	Current	Context / trend
Labor Force Snapshot		
Total jobs, all industries	882,509	+1.7% (+15,150) since 2024
Civilian labor force	877,054	2025 annual average
Unemployment rate	4.1%	up from 3.5% in 2024
Early-2026 monthly range	4.7% – 5.2%	continued softening
Labor force participation	57.8%	down from 61.1% (2024)

Northeast Florida Labor Market Dashboard

Local Workforce Development Area 8 • Baker, Clay, Duval, Nassau, Putnam, St. Johns

Earnings (JobsEQ 2026Q1)

Avg. annual wage (region)	\$69,761	FL \$70,859 • US \$77,110
Health Care / Manufacturing	\$73,561 / \$92,210	target sectors
Finance & Ins. / Transp. & Ware.	\$109,816 / \$65,543	target sectors

Industry Momentum (2024→2026)

Largest gainer	Health Care & Social Assistance	+7,691 jobs; now 14.4% of jobs
Also gaining	Construction / Transp. / Mfg.	+2,657 / +1,615 / +1,095
Contracting	Finance & Ins. / Admin & Support	-2,790 (-4.9%) / -2,363

County Unemployment — 2025 annual avg.

Lowest → highest	Nassau 3.9% • St. Johns 4.0% • Clay 4.1%	Duval 4.1% • Baker 4.2% • Putnam 4.9%
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Board Target Industries

Aligned with JAXUSA "The Future is Now"	Transportation & Logistics • Advanced Manufacturing • Life Sciences	Second tier are: Financial Services, Technology Services & Construction
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Evidence / Data Sources

- Lightcast (Datarun 2026.3) - regional employment by industry & change in employment, 2024–26.
- JobsEQ (Data as of 2026 Q1) average annual wage by sector; patterns for Health Care, Manufacturing, and Transportation & Warehousing.
- FloridaCommerce, Bureau of Workforce Statistics and Economic Research — Local Area Unemployment Statistics (2025 annual averages, revised) and Region 8 / Jacksonville MSA monthly employment releases.
- U.S. Census Bureau — American Community Survey 5-Year Estimates (population, educational attainment, disability, poverty).
- JAXUSA Partnership — “The Future is Now” regional economic development plan and major-employer data.
- CSNEFL — Regional Demand Occupations List; internal service and performance reporting (Employ Florida Marketplace).
- 4-Year Plan, pp. 21-82

C. Strategic Alignment and Five Pillars

In 2025, CSNEFL's board completed a strategic visioning process which identified key workforce areas to move the organization forward to best meet the changing needs of the region. The pillars below align to the outcomes of the strategic vision process and align to the goals of the State's Strategic Alignment Framework.

I. Industry-Driven Strategies

The state's focus on building reliable talent pipelines through an industry-led workforce system is carried out locally through CSNEFL's continued investment in the Talent Advancement Network (TAN), the Education & Industry Consortium (EIC), co-managed with the JAXUSA Partnership. The region sustains sector-focused recruitments and expands registered apprenticeships across core industries — healthcare, technology, construction, hospitality, retail, and infrastructure — while positioning the workforce for emerging sectors such as clean energy, automation, and biotechnology. CSNEFL has set a target of increasing active employer partnerships and establishing three new emerging-industry sector partnerships by 2029.

II. Worker Mobility

To advance the state's goal of bringing more Floridians into the labor force and helping them advance, CSNEFL funds Individual Training Accounts (ITAs) with dozens of industry-recognized credentials, with a strong emphasis on healthcare. The region delivers TANF/SNAP Employment & Training case management with supportive services, Out-of-School Youth credentialing, and expanded services for veterans, reentry populations, and seniors. CSNEFL aims to increase service participation among underserved populations by 15% by 2028.

III. Integrated Systems

CSNEFL's approach to replacing fragmented service delivery with a streamlined, coordinated system centers on the Gateway Career Center, which operates as the region's American Job Center and co-locates core and combined partners on-site, including consolidated TANF/SNAP Employment & Training operations. The region actively manages its Eligible Training Provider List (ETPL) vendor list to ensure strong return on investment and alignment with the Master Credential List. CSNEFL has set targets to align regional dashboards and KPIs with statewide goals by the end of 2026.

IV. Accountability

In support of the state's emphasis on linking investment to measurable outcomes, CSNEFL maintains performance under the REACH Act letter-grade system and translates strategic objectives into actionable metrics through quarterly performance dashboards, including the new Regional Talent and Labor Market Dashboard. The region's goal is to meet or exceed all performance measures and continue to obtain a solid letter grade under REACH requirements, while institutionalizing accountability for leadership, staff, and partners.

V. Flexibility & Innovation

CSNEFL advances the state's call for an agile, results-focused system by expanding Mobile Access Points into community sites and correctional facilities, deploying AI-driven labor market analytics, dashboards, and tools, and piloting Virtual Reality career exploration for youth. The region is also investing in succession planning and cross-training to protect institutional knowledge and prepare the next generation of workforce leaders. CSNEFL targets integrating AI analytics tools into at least three core service areas by the end of 2026 and reducing administrative processing time through technology automation.

Evidence / Data Sources

4-Year Plan

D. Program Services and Partner Coordination

Program Services and Partner Coordination	Evidence / Attachment
Program Services CareerSource NEFL focuses on strengthening access, alignment, and collaboration across the Northeast Florida region by partnering with core and combined partners, to prepare an educated and skilled workforce that meets the needs of local businesses and the global economy. Programs included in the system are basic career services, intensive services, and follow-up services, integrated through WIOA (Adult, Dislocated Worker, and Youth formula grants), TANF, SNAP, SCSEP, Job Corps, Adult Education and Family Literacy, Wagner-Peyser, Vocational Rehabilitation, Jobs for Veterans, Division of Blind Services, Community Action Agency, UI Reemployment, and Jacksonville Housing Authority. CareerSource NEFL is also working in partnership the State College system to leverage Perkins V funding — strengthening collaboration between education and workforce partners, coordinating the Comprehensive Local Needs Assessment (CLNA) with WIOA performance expectations, and integrating Perkins V with WIOA to support apprenticeships and competency-based education. CSNEFL is focused on providing more robust services and resources to our rural counties, Putnam, Nassau, and Baker counties. In PY 2025-2026, the State of Florida awarded CSNEFL two grants focused on providing workforce solutions for the three rural counties. Under this grant, CSNEFL provided customized training for numerous rural businesses, ITAs in high-demand occupations for individuals living in rural counties, business training for early learning childcare providers, work experience opportunities for Housing Authority customers, and held industry focused roundtables in each county. Over the next two years, CSNEFL will utilize learning from the roundtables and related programming to expand the services provided to the rural counties. In 2025-2026, CSNEFL experienced a significant increase in SNAP E&T customers. To meet the needs of these customers, CSNEFL has focused on: cross-training staff so that our organization, as a whole, can be flexible based on changes in customer/regional demand for services; utilizing AI and other technology to decrease the staff time required for administrative tasks so that staff can focus their time on supporting customers in reaching employment goals; and leveraging partner resources to best serve more customers.	• 4-Year Plan, pp. 95–96 • List of AJC Partners • WIOA LOP 2018 rev 3.2026
Adult / Dislocated Worker CareerSource NEFL provides a comprehensive list of services, including One-Stop delivery services such as eligibility determination, outreach, skills assessment, Individual Employment Plans, labor exchange, industry information, and financial aid assistance. Veterans and eligible spouses continue to receive priority of service. Individual Training Accounts (ITA) provide vocational skills training to adults and dislocated workers through the ITA process. In PY 25-26, CSNEFL's WIOA Adult and Dislocated program funded 217 ITAs with 164 related to healthcare. CSNEFL continues to review the ETPL list to ensure it aligns to the needs of the region and training investment leads to positive outcomes.	• 4-Year Plan, pp. 98–105 • ETPL Partner List • WIOA LOP 2018 rev 3.2026
Youth Services CareerSource NEFL is committed to a service delivery system that sets a national standard for workforce development, ensuring youth receive the same comprehensive opportunities available to all job seekers. Through strategic partnerships and contractual agreements, the agency helps young adults attain a high school diploma or equivalent, transition to postsecondary education, and develop career-ready skills through delivery of all fourteen (14) WIOA-designated youth program elements, offered directly and through local and contracted partners across all six counties served.	• 4-Year Plan, pp. 105–120 • 14 WIOA Youth Elements, 4-Year Plan pp. 106–109 • Basic Skills Definition, p. 109 • WIOA LOP 2018 rev 3.2026

Program Services and Partner Coordination	Evidence / Attachment
For Program Year 2025-2026, one hundred and fifty-one (151) out-of-school youth were served through our contracted partners. The performance outcomes exceeded the goals set for the Program Year: • 147 youth obtained measurable skills gain. • 39 youth entered post-secondary education, employment, and/or military. • 137 youth earned a nationally recognized credential. • 86 youth entered work experience. • 145 youth had a positive outcome. In 2026, CSNEFL began utilizing virtual reality career exploration technology with youth customers and youth partner organizations. Career exploration technology is focused on growing industries and in-demand occupations within NEFL. The use of this innovative tool has increased CSNEFL's visibility in working with the youth population in the region and has resulted in youth demonstrating more interest in career opportunities in NEFL.	• Youth Partner List, 4 Year Plan pp. 18-29
Self-Sufficiency – Definitions CareerSource NEFL defines self-sufficiency as the ability to earn enough income to cover all basic living expenses without relying on external assistance. Self-sufficiency is separately defined for job seekers applying through Adult Services, Dislocated Worker Services, and Welfare-Transition, each addressed in detail in the 4-Year Plan.	• 4-Year Plan, pp. 110–111
Supportive Services Supportive services are necessary to enable a customer to successfully participate in WIOA-authorized activities, and to secure and retain employment. Services are provided based on need as determined by CareerSource NEFL staff and may include transportation assistance, interview clothing, uniforms, certification and other fees, books/tools/supplies for training, and assistance with education-related testing, background checks, fingerprinting, and licensing. Through the RPA, CSNEFL is working with the three other LWDBs to create an asset map/list of shared community partners that cross county lines so that we can best leverage services across the RPA.	• 4-Year Plan, pp. 111–112
Services to Individuals with Disabilities CareerSource NEFL provides a comprehensive range of services and ensures accessibility to all customers through language assistance, video relay equipment, alternative document formats, and other accommodations.	• 4-Year Plan, pp. 113–115 (services) • 4-Year Plan, pp. 114–115 (partners) • ADA SOP
Linkage with Unemployment Insurance The UI Reemployment Assistance program, as a required partner, is not physically located in the One-Stop Career Center but is a direct-linkage partner. Cross-trained AJC and one-stop staff help claimants navigate the Reemployment Assistance program. Strategies to strengthen this linkage include Integrated Case Management, Staff Cross-Training, Reemployment Services Eligibility Assessment (RESEA), and a Coordinated Referral System.	• 4-Year Plan, pp. 115–116
Veteran Services CareerSource NEFL continues to serve Veterans through the Disabled Veteran's Outreach Program (DVOP) — intensive services and placement assistance prioritizing disabled veterans — and Local Veterans' Employment Representatives (LVER), who conduct employer outreach. The agency also continues the Military Family Employment Advocacy Program, delivering priority workforce services to active-duty military spouses and family members. During FY 2025-2026, the Veteran Services team managed 345 veterans through case management, with 122 veterans obtaining employment. Outreach efforts were a critical component of service delivery, with 107 veterans (31% of all veterans served) receiving assistance through community-based partnerships such as the Homeless Veterans	• 4-Year Plan, pp. 117–120 • Veterans Services LOP

Program Services and Partner Coordination	Evidence / Attachment
Reintegration Program (HVRP), Veterans Treatment Court, and other veteran-focused organizations. As stated in the Regional Addendum, CSNEFL is working with the RPA to identify opportunities to best connect and serve the Veterans' talent pipeline across the 20 counties of the RPA.	
One-Stop Operator CareerSource NEFL brings together required partners in a seamless, customer-focused service delivery network. The agency has designated its Gateway Career Center, located at 5000 Norwood Avenue, Suite 2, Jacksonville, FL 32208, as the comprehensive American Job Center (AJC) for LWDA 8. One-Stop partners are co-located at the Gateway Career Center to administer their separately funded programs in an integrated, streamlined manner.	• 4-Year Plan, pp. 132–137 • MOU & IFA: Required Evidence & Cert. Checklist • List of AJC Partners
Partner Access CareerSource NEFL is committed to reaching its most vulnerable and marginalized communities by offering multiple points of access, with a “no wrong door” approach. Partners include, but are not limited to, Operation New Hope, Vocational Rehabilitation, Jacksonville Housing Authority, Jacksonville Area Legal Aid, Division of Blind Services, and Hope Florida.	• 4-Year Plan, pp. 120–124
Coordination of Services CareerSource NEFL's strategy blends and braids separate programs and funding streams, providing single points of access to workforce services for employers and job seekers. Through its One-Stop provider, the agency regularly meets with core, mandatory, and local partners to develop the framework for services and outcomes, integrating funding streams through signed MOUs and Infrastructure Funding Agreements (IFAs). Areas of coordination include economic development, rapid response, supportive services, Wagner-Peyser, Adult Education and Literacy, and strategies to decrease welfare dependency.	• 4-Year Plan, pp. 137–168 • MOU & IFA: Required Evidence & Cert. Checklist
Waivers CareerSource NEFL has designed a WIOA service model that places a priority on out-of-school youth, with seventy-five percent (75%) of funding at the State and Local level required to be spent on this population. To ensure youth receive the support needed to move toward economic self-sufficiency, the agency has assembled a robust list of partners to meet performance and regional goals.	• 4-Year Plan, pp. 164–165

E. One-Stop Delivery System

(1) General System Description & Access Points

CareerSource NEFL delivers a seamless, partner-integrated One-Stop system anchored by the Gateway Career Center (5000 Norwood Avenue, Suite 2, Jacksonville), designated as the comprehensive American Job Center (AJC) for LWDA 8. Customers can also reach the system through five CareerSource NEFL Career Development Centers (Deerwood, Downtown, Kent, North, and South campuses) and six additional county career centers (Baker, Clay, Duval-Southside, Nassau, Putnam, and St. Johns). Mobile Access Point vehicles, each equipped with wireless laptops, extend services into underserved communities, prisons, employer sites, and disaster-response settings. All centers and affiliates operate Monday–Friday, 8:30 a.m.–4:30 p.m.

(2) Customer Access & Accessibility

CareerSource NEFL was the first workforce board in the nation designated an Employment Network under the Ticket to Work program, and every center follows universal-design principles so services meet the needs of all customers, including those with disabilities. Physical accommodations include

wheelchair-accessible workstations, large-font computers, and access to the Florida Relay and Virtual Relay systems. Information is delivered in multiple languages and formats (verbal, written, and graphic) to serve varying literacy and language needs, and customers can register for orientation and workshops online or by phone ahead of their first visit.

(3) Technology & Integration of Service

The system runs on state-provided platforms — Employ Florida, the One-Stop Tracking System (My Florida), the SUNTAX Portal, and the Department of Commerce Data Store — with ongoing collaboration to identify duplicative efforts across systems. The public-facing website is fully ADA-compliant and WCAG 2.0 AA certified, offering a virtual career center for customers who cannot visit in person. Internally, a SharePoint site and an Internal Self-Referral Form let partners share case notes and referrals; the few partners not physically co-located at Gateway (Unemployment Compensation, Job Corps, and Jacksonville Housing Authority) are reachable by phone or a direct Teams linkage. All partners operate under signed MOUs and Infrastructure Funding Agreements, meet monthly, and use subcommittees (data-sharing/reporting, internal referral, and customer-service survey) to drive continuous, consensus-based process improvement.

(4) Sub-Grants, Contracts & Continuous Improvement

Sub-grants and service-provider contracts are awarded through a competitive, cost-principled procurement process that ensures financial accountability and prevents waste, fraud, duplication, or abuse. Program oversight includes periodic on-site monitoring visits, ongoing performance assessments, independent programmatic/fiscal audits by a qualified CPA firm, and continuous review of labor-market and economic trends — feeding findings and recommendations back to management, the Board, and Chief Elected Officials so corrective action can be taken in a timely manner.

(5) Strategic Reorganization

In 2025-2026, CSNEFL completed a strategic reorganization focusing on how to best utilize resources to meet the needs of customers. Through this process, CSNEFL decreased its administrative costs through reducing the physical brick and mortar footprint and eliminating positions which were not mission critical to meeting the needs of customers. As a result, CSNEFL has substantially decreased its administrative costs while continuing to meet the needs of the customers. In addition to the strategic reorganization, CSNEFL has implemented the following processes and technologies to ensure that our staff continue to effectively meet the needs of customers. First, CSNEFL has implemented and continues to research technology solutions to provide customers greater access to services. This includes providing customers access to virtual RESEA appointments and technology to self-schedule Welfare Transition appointments. Second, staff are being cross-trained across programs to support a variety of programs and customer needs — this includes WIOA, RESEA, Hope Navigator, Reemployment Navigation and resource room assistance. This allows our organization to be more flexible based on the changes of the NEFL labor market.

Evidence / Related Material

- 4-Year Plan, pp. 132–137
- MOU & IFA: Required Evidence & Cert. Checklist
- [List of AJC Partners](#)

F. Employer Engagement, Sector Strategies, and Apprenticeship

Each action below is designed to lift the productivity that the scorecards track — more employers engaged, more job orders filled, and more registered apprentices reaching completion. Evidence is drawn from business services data, sector reports, and apprenticeship registrations.

Employer Engagement & Sector Strategies (Section 7 Scorecard)

The board is shifting from transactional job postings to sustained, sector-driven employer relationships.

- **Career Connect.** Recruitment Wednesday has been relaunched as Career Connect, a monthly hiring-event series that now requires full Employ Florida registration — producing better-matched candidates and cleaner engagement data for the scorecard.
- **Sector-driven business services.** A dedicated business services and industry team — including our veteran services team — concentrates outreach on the board’s target sectors — health care/life sciences, transportation & logistics, advanced manufacturing, construction, and financial/business services — informed by JobsEQ and Lightcast sector reports.
- **Executive employer visits.** In development: employer site visits for the CSNEFL board and community/partner guests, designed to deepen high-value relationships and surface hiring and training needs directly.
- **Rural reach & employer voice.** Continued convenings with rural-county chambers and economic development partners extend employer reach into underserved counties, and the emerging Workforce Solutions Roundtable will institutionalize employer voice in service design.

Apprenticeship Expansion (Section 8 Scorecard)

Apprenticeship is the board’s primary tool for converting employer demand into a trained, retained pipeline.

- **Set-aside apprenticeship funding.** The PY2026–2027 Sectors of Strategic Focus grant directs funds exclusively to Customized Training that builds registered apprenticeship and pre-apprenticeship pathways with target-sector employers.
- **Dedicated management & navigation.** An Apprenticeship Manager and support staff recruit sponsors and guide apprentices through completion — the retention and progression milestones the scorecard measures.
- **Leverage new state & federal capacity.** The board is positioning regional employers to tap the USDOL Pay-for-Performance Apprenticeship Grant (a \$40M FloridaCommerce-led award targeting maritime/shipbuilding, defense, advanced manufacturing, and construction trades) and Apprentice Florida — both of which reward verified apprentice outcomes.
- **Customized Training.** Set-aside Customized Training funding is being leveraged to support this work, building capacity with employers and sponsors across the region.

G. Performance and Continuous Improvement

Local Performance Levels

LWDB Region 8 negotiates performance targets annually with the Governor and Chief Elected Officials. The board has consistently exceeded 100% of negotiated goals on most measures, earning top state letter grades: A+ (103.36) for 2022–2023, A- (91.26) for 2023–2024, and A (93.03) for 2024-2025 — placing CareerSource NEFL among the state's leading regions.

Reference Section 5. Performance Dashboard and Improvement plan below.

Oversight & Monitoring Process

To sustain high performance, CareerSource NEFL runs a continuous oversight system combining:

- Periodic on-site monitoring for programmatic/statutory compliance
- Ongoing service-provider performance reviews
- Independent fiscal/programmatic audits by a certified public accounting firm (at least annually per sub-recipient)
- Internal compliance monitoring by in-house staff, who troubleshoot issues, provide technical assistance, and follow up on corrective actions
- Ongoing analysis of labor market and economic trends

Monitoring reports (issued within 20 days of a visit) document findings, prior follow-ups, and any needed corrective actions with timelines. The CSNEFL President reviews corrective action plans; unresolved disputes can escalate to a board hearing.

Continuous Improvement Model

Centers and systems are recertified every three years based on criteria such as service integration, cost-efficiency, accessibility (including outside business hours and for individuals with disabilities), partner coordination, job-seeker feedback, and progress toward performance targets.

Evidence / Related Documents

- *4-Year Plan, pp. 159–162*
- Letter Grade
- Performance Measures

4. Strategic Alignment Framework

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Industry-Driven Strategies	Employer engagement, sector strategies, in-demand occupations, targeted industries, OJT, apprenticeship, preapprenticeship, MCL alignment	- Sustain the Talent Advancement Network (TAN) - Education & Industry Consortium, co-managed with JAXUSA Partnership - meeting quarterly to align training with employer needs. - Continue sector-focused recruitments (manufacturing, healthcare, finance/IT, transportation/logistics, food service) and expand registered apprenticeships and the Customized Training (CT) Program for incumbent-worker upskilling. - Align training with real-time market demand through co-designed apprenticeships while strategically investing in core sectors (healthcare, technology, construction, hospitality, retail, infrastructure) and positioning the region for emerging industries such as clean energy, automation, and biotechnology.	JAXUSA Partnership; county chambers and economic development organizations, Colleges including FSCJ and SJRSC; employer partners; regional school districts/colleges; industry associations; apprenticeship programs and sponsors	- Increase the number of active employer partnerships with documented co-investment in training design. - Establish formal sector partnerships in at least three emerging industries (clean energy, automation, biotechnology) by 2029. - Achieve an employer satisfaction rating of 85% or higher on annual surveys by 2027. - Increase employer participation in co-designed programs.	4-Year Plan, pp. 3, 84-85, 93-95, 124-131, 135, 139, 144-148 Talent Advancement Network
Worker Mobility	Credential attainment, career pathways, supportive services, reduced public assistance, wage progression	- Fund Individual Training Accounts (ITAs) toward industry-recognized credentials in high growth occupations, prioritizing healthcare. - Deliver Welfare Transition (TANF)/SNAP E&T case management with supportive services (childcare, transportation, uniforms, certifications) and Second Chance programming for justice-involved job seekers. - Continue Out-of-School Youth (OSY) program to attain industry recognized credentials in 13 qualifying occupations with a high focus on healthcare.	FSCJ; SJRSC; Fortis College; St. Augustine Technical College; Flagler College; DCF; Operation New Hope; Jacksonville Sheriff's Office; Job Corps; OSY – Eckerd Youth Alternatives, Inc., St. Johns County School District Designated for First Coast Technical College (FCTC), Wealth Watchers.	- Disaggregate and report service and outcome data by population group (reentry, veterans, seniors, rural residents) in all quarterly dashboard cycles. - Increase service participation among underserved populations by 15% by 2028. - Reduce identified service gaps for targeted populations as measured through the Access and Opportunity Dashboard. - Ensure wraparound support referral rates	4-Year Plan, pp. 4, 87-88, 97, 100-102, 108, 110, 112-123, 150, 157, 164

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		- Disaggregate data for key population groups - individuals reentering the workforce, veterans, and seniors - to identify service gaps and tailor outreach, ensuring historically underserved populations receive equitable training, wraparound supports, and clear advancement pathways. - Expand dual-enrollment, paid apprenticeships, and mentorship so youth ages 16-24 enter viable career pathways; targeted digital-literacy and wraparound support reduce disengagement and promote equitable participation. - Expand veteran-specific services through Local Veterans' Employment Representatives, Disabled Veterans' Outreach Program specialists, and the Military Family Employment Advocacy Program - Leverage Hope and Apprenticeship Navigators across the RPA to best meet the needs of individuals across counties.		(childcare, transportation, digital access) are documented for all eligible participants by 2027. - Achieve a 75% career pathway entry rate among youth program completers by 2029. - Establish/expand digital literacy programming in all six counties. - Maintain a job-seeker satisfaction rating of 80% or higher annually, consistent with current baseline.	
Integrated Systems	Core and combined partner coordination, regional service delivery, education/workforce/economic development alignment	- Operate the Gateway Career Center as the region's American Job Center (AJC), co-locating core and combined partners on-site. Consolidated TANF/SNAP E&T operations at Gateway to streamline case management across programs. - In coordination with JAXUSA, focus on integrating education, economic development, and community initiatives into a coordinated ecosystem to reduce duplication, improve service alignment, and amplify collective impact.	Division of Blind Services; Vocational Rehabilitation; AARP Foundation SCSEP; NCBA SCSEP; Jacksonville Housing Authority; FSCJ Adult Education, Literacy Alliance of Northeast Florida, FSCJ, SJRSC	- Reduce service duplication in at least three identified program areas through coordinated regional planning by 2028. - Align CSNEFL dashboards and KPIs with regional and statewide workforce goals. - Achieve documented service reach across all six counties in Workforce Region 8 by 2028, with annual geographic reporting. - ETPL provider compliance and alignment with MCL.	4-Year Plan, pp. 12, 132-135, 137, 144

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		- Collaborate with state college system to best leverage Perkins V funding. - Continue to manage ETPL vendor list to ensure high Return on Investment for job placement and retention.			
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	- Maintain performance under the REACH Act letter-grade system. - Use the new Regional Talent and Labor Market Dashboard to support data-driven decisions. - Quarterly performance dashboards translate strategic objectives into actionable metrics, institutionalizing accountability and enabling leadership, staff, and partners to monitor progress in real time. - Continue proven monitoring process which includes desk reviews, on-site visits, monthly progress reports, and corrective-action. - Launch the use of the automated monitoring tool across programs.	FloridaCommerce; CareerSource Florida	- Meet or exceed all performance measures. - Continue to obtain a solid letter grade under the REACH requirements. - Launch and maintain quarterly performance dashboards. - Secure at least two statewide or national recognitions for workforce innovation by 2030.	4-Year Plan, p. 159-164
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative training, customer access, continuous improvement	- Expand the Mobile Access Points (MAP) team to bring services directly to community sites, correctional facilities and areas where customers with the greatest barriers to employment are located. - Launch new digital tools - the regional labor market dashboard. Publish the Workforce Wire e-newsletter - to widen customer access and outreach. - Youth Services deployment of Career Exploration through Virtual Reality (VR) Technology Headsets and piloting with youth community- based organizations and public schools.	Community sites (libraries, churches, correctional facilities); Community based organizations serving youth, justice involved and individuals with substantial barriers to employment, Public School System	- Deploy AI-driven labor analytics tools, with adoption integrated into at least three core service areas. - Reduce administrative processing time by 15% through technology automation by 2028. - Reduce staff turnover rate through targeted retention initiatives. - Establish a formal succession planning process with identified leadership development candidates in all key roles.	4-Year Plan, pp. 84, 116, 121

Five Pillars	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		- Implement AI tools and analytics, mobile platforms, and expanded IT dashboards to expand access, streamline processes, personalize engagement, and reduce administrative burden. - Robust succession planning, cross-training, and competitive retention strategies to maintain institutional knowledge and prepare the next generation of workforce leaders. - Continue to utilize EF's, and other platform's, virtual capabilities so as to provide services to all customers regardless of county location. - Cross-training between WIOA and Wagner-Peyser/Reemployment Assistance program staff to ensure full-scope service delivery.		- Provide cross-training opportunities for a minimum of 75% of front-line staff by 2028. - Conduct annual staff satisfaction surveys, maintaining a satisfaction score of 80% or higher across the plan period.	

5. Performance Dashboard and Improvement Plan

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
Employment Rate 2nd Quarter After Exit	93.1%	TBD**	TBD**	TBD**	TBD**
Employment Rate 4th Quarter After Exit	93.0%	TBD**	TBD**	TBD**	TBD**
Median Earnings 2nd Quarter After Exit	\$11,694.00	TBD**	TBD**	TBD**	TBD**
Credential Attainment Rate	87.8%	TBD**	TBD**	TBD**	TBD**
Measurable Skill Gains	73%	TBD**	TBD**	TBD**	TBD**
State Accountability Letter Grade	B-	TBD**	TBD**	TBD**	TBD**
Return on Investment / Wage Growth	TBD	TBD**	TBD**	TBD**	TBD**
Public Assistance Transition Outcomes	50%	TBD**	TBD**	TBD**	TBD**
Business Services Outcomes	76%	TBD**	TBD**	TBD**	TBD**
Apprenticeship / Preapprenticeship Outcomes	336 (2030)	TBD**	TBD**	TBD**	TBD**

***Negotiated Level/Target for performance are draft negotiated measures; therefore, actual performance has not yet been determined. As each quarter of performance is reported, CSNEFL will update the attached chart.*

Performance Improvement Narrative

1. What is performing well?

CSNEFL's strongest-performing indicators is Adult Median Earnings and reflects an intentional strategy to connect participants with training and employment opportunities in high-growth, high-demand, and higher-wage occupations that align with the needs of the regional labor market.

Staff utilize labor market information and employer demand to guide career planning and training decisions, with an emphasis on career pathways that provide participants with opportunities for sustainable employment, competitive wages, and long-term career advancement.

2. What is underperforming or at risk?

The **Dislocated Worker program** has been identified as an area of potential performance risk. A primary contributing factor is the relatively small number of eligible Dislocated Worker participants entering training. Current labor market conditions, including relatively low unemployment and continued employer demand for workers, have resulted in fewer dislocated workers seeking workforce services and occupational training. Many individuals who experience job displacement are able to return to employment relatively quickly and may not require or elect to participate in training services.

The smaller participant population can also create greater variability in performance outcomes, as the results of a relatively small number of participants can have a disproportionate impact on overall program performance.

3. What actions will be taken?

To mitigate performance risk within the Dislocated Worker program, the region will implement targeted strategies to increase the identification, engagement, and appropriate enrollment of eligible Dislocated Workers, particularly those who may benefit from occupational skills training within the next six months.

Priority actions will include:

1. **Staff Training and Participant Identification:** Provide targeted training to frontline and program staff on identifying potentially eligible Dislocated Workers and effectively communicating available training and career advancement opportunities.
2. **Enhanced Participant Engagement:** Strengthen engagement with Dislocated Worker participants to ensure training opportunities are discussed as part of the individualized career planning process when training is appropriate and aligned with the participant's employment goals.
3. **Employer and Rapid Response Coordination:** Utilize employer engagement and Rapid Response activities to identify affected workers earlier and connect them with workforce services and training opportunities prior to or immediately following displacement.
4. **Ongoing Performance Monitoring:** Regularly monitor Dislocated Worker enrollment, training participation, and performance outcomes to identify trends and determine whether additional intervention is necessary.
5. **Technical Assistance:** If these strategies do not result in a sufficient increase in the eligible participant and training population, the region will request technical assistance from FloridaCommerce and CareerSource Florida to identify additional strategies and determine whether external labor market or programmatic factors are contributing to the performance risk.

Expected Outcome: These actions are intended to increase appropriate Dislocated Worker participation in training, strengthen participant outcomes, and reduce performance risk while ensuring that enrollment and service decisions remain driven by individual customer needs and local labor market conditions.

6. Employer Engagement and Sector Strategy Scorecard

Measure	Current Baseline (2025-2026)	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Employers Served	1,558*	Baseline +15%	Adv. Manufacturing, Healthcare, Logistics/Transportation	Monthly Career Connect events; sector business-services team; CEO site visits	Employ Florida (EFM) Business Services / Manage Employers report
Repeat / Retained Business Customers	871**	Baseline + 15%	Adv. Manufacturing, Healthcare, Logistics/Transportation	Account management; post–Career Connect follow-up; retention outreach	EFM repeat-employer report
New Business Customers	305*	Baseline +10%	Target NAICS (see note)	Chamber/EDC outreach; Workforce Solutions Roundtable; onboarding	EFM new-registration report
OJT Employers	0	0	N/A	N/A	N/A
Sector Partnerships	80 sector partnerships	Baseline + 3-4	Healthcare, Adv. Mfg./Maritime, Logistics, Construction	Formalize sector partnerships; stand up the Roundtable	Partnership rosters, MOUs, minutes
Employer Referrals to Training	35 employers (contracts)	Baseline +15%	Target NAICS	Link business services to set aside Customized Training; apprenticeship referrals	EFM training/ITA + Customized Training records
Market Penetration	5.4%* (1,558/28,587)	Baseline + 15%	Region-wide + target NAICS	Expand rural reach; sector campaigns	EFM served + JobsEQ establishments (28,587, 2025Q4 – file 7)
Business Services to Targeted Industries	8300*	Baseline +15%	See NAICS note	Sector-focused business services; JobsEQ/Lightcast targeting	EFM filtered by target NAICS

Target NAICS (sector rows): Healthcare 62 · Manufacturing 31–33 · Transportation & Warehousing 48–49 · Construction 23 · Finance & Insurance 52.

*Employ Florida

**Data Store

7. Apprenticeship and Work-Based Learning Scorecard

Measure	Current Baseline	2030 / Plan Target	Targeted Industry / Occupation	Annual Action	Partner / Evidence
New Registered Apprentices	711	Baseline + 340	Adv. Manufacturing, maritime/shipbuilding, construction trades, healthcare, IT, CDL, all others	Employer sponsor recruitment; set-aside Customized Training; Navigator support and recruitment activities	Apprentice Florida; USDOL Pay-for-Performance; DOL RAPIDS, EF code input
Registered Apprenticeship Programs	35 current programs	Baseline + 15	Electrical, plumbing/pipefitting, welding, CNC, industrial maintenance, RN/allied health, HVAC, all others	Charter new programs with employers/sponsors. Hold employer / sponsor educational events and meetings to educate	Florida Department of Education
Registered Pre-apprenticeship Programs	6 pre-apprenticeships	Baseline + 4	Construction, manufacturing, healthcare feeders, all others	Education and encouragement of current sponsors	Current RAP sponsors, Florida Department of Education
OJT Placements	0	0	N/A	N/A	N/A
Work-Based Learning Opportunities (Customized Training)	18	60	Target sectors, all others	Expand WBL via employers + youth programs, increase EF indicator of apprentices supported	EFM work-based-learning records
Apprenticeship Navigator Activities	Services to employers – 219 Services to job seekers – 30	10% increase in services to employers, 1000% increase in services to job seekers	Cross-sector	Sponsor development; apprentice supports; outreach	Wagner-Peyser Network Navigator reporting, additional information on Excel docs for numbers of outreach, and presentations / events to talk about apprenticeships
Career Center Staff Training on Apprenticeship	100% of business services and career center staff	100% of business services + career staff / yr	N/A	Tier I/II + “Apprenticeship 101” staff training	Training rosters (ties to §4 Evidence Checklist)
WIOA Supportive Services for Apprentices	0	0	Target sectors		
Apprenticeship Sponsorship	0	0	—	—	

Nature Coast Regional Planning Area Addendum



Nature Coast Regional Planning Area Regional Plan Addendum

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

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

Regional Plan Addendum: Nature Coast Regional Planning Area

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

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

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

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

A. Regional Economy and Labor Market

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

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

Single Labor Market

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

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

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

Industry Alignment and Targeted Industries

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

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

Labor Force Conditions

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

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

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

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

Education & Training Infrastructure

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

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

Commuting Patterns

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

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

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

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

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

Industrial Composition & Location Quotients

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

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

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

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

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

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

Skills and Industry Needs

1. Knowledge and Skills Needed

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

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

2. Emerging Sectors and Occupations

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

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

3. Targeted Industries

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

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

4. Workforce Trends

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

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

5. Regional Strengths and Weaknesses

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

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

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

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

B. Regional Service Delivery and Customer Experience

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

Service Delivery Matrix

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

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

C. Regional Operations and System Efficiencies

System Efficiencies Table

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

D. Regional Performance, Employer Engagement, and Apprenticeship

Performance and Talent Pipeline Matrix

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

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

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

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

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

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

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

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

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

Regional Strategy Summary Table

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

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

**CareerSource Northeast Florida
WIOA 2-Year Modification
Standard Local Plan and Regional Addendum**

Signature Page

Commissioner Jim Renninger, Chair
First Coast Workforce Development Consortium

Date

Kevin Doyle, Chair
CareerSource Northeast Florida Board

Date