CareerSource ESCAROSA

Workforce Innovation and Opportunity Act
Local and Regional Workforce Plan

January 1, 2025 – December 31, 2028

Primary Contact

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TABLE OF CONTENTS

ORGANIZATIONAL STUCTURE

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Santa Rosa Board of County Commissioners
Sam Parker - Chairman
6495 Caroline Street
Milton, FL 32570
850.983.1877
District1@santarosa.fl.gov

The Chief Local Elected Officials (or representatives) are notified of the plan requirements during the preparation process, invited to a presentation of the draft plan, and provided time to review and make comments on the plan (See Attachment E).

Local Workforce Development Board

Chairperson, Board of Directors
(12/06/2022 - 12/05/2024)
Lloyd Reshard, CEO
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Healthcare

Secretary/Treasurer
(02/16/2024 - 02/16/2028
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Member – (No Expiration)
Vocational Rehabilitation

Ex-Officio Member
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Santa Rosa County Board of County
Commissioners

Ex-Officio Member
Clara Long
Escambia County Board of County
Commissioners

Education

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The local plan was presented for discussion and approved by the Chief Executive Officer at the Executive and Special CareerSource Escarosa Board of Directors meeting on September 3, 2024. The presentation on the plan development and its contents was presented to the Board Members, which includes representatives of business and labor organizations.

Notices were sent to the media, regional businesses, industry, and educational partners, including disability populations and those with barriers to employment via email, public announcements, and the CareerSource Escarosa website.

Local workforce development stakeholders were notified of a public meeting on August 20, 2024. The public meeting was held virtually on August 26, 2024. While the public meeting was in session, all attendees were asked to carefully read over the draft plan they received and submit their comments no later than August 30, 2024, at 5 PM Central Time, to the Chief Executive Officer

and the Chief Operating Officer via email for review and consideration by the CareerSource Escarosa senior leadership. No comments were received during the public comment period.

Local Grant Subrecipient

The Chief Local Elected Officials are the recipients of WIOA grant funding which includes finances and fiscal integrity. CareerSource Escarosa is the sub-recipient of WIOA grant funds, certified July 1, 2023 – June 30, 2026.

As outlined in the current CareerSource Escarosa By-Laws, CareerSource Escarosa functions as the Workforce organization for Escambia and Santa Rosa counties. The organization's purpose is to design, establish, and oversee the Workforce Development System for residents and business communities of Escambia and Santa Rosa counties. CareerSource Escarosa is chartered and certified by the Florida State Governor for the specific responsibility as the governing board for carrying out all applicable federal and state employment and training programs in Escambia and Santa Rosa counties.

Reference – Attachment "A" (CareerSource Escarosa Interlocal Agreement).

CareerSource Escarosa serves as the administrative entity ensuring the administration of programs and success, certified July 1, 2024 – June 30, 2026.

One-Stop Operator and One-Stop Career Centers

CareerSource Escarosa provides a range of career services through various entities and those services are as follows:

- **Universal Career Services:** These are provided by staff leased through Landrum HR Professionals and state-merit employees of Florida Commerce. These services are general and applicable to a broad audience seeking career assistance.
- **Program-Specific Career Services:** These are tailored services designed for specific programs or groups. For example, the WIOA (Workforce Innovation and Opportunity Act) Youth Program services are provided under contracts with local school districts and community-based organizations, indicating a targeted approach for youth under the WIOA program.

This approach ensures that we can effectively meet the diverse needs of our clients.

The process for selecting the one-stop operator(s) is outlined in the TRAINING AND EMPLOYMENT GUIDANCE LETTER (TEGL) WIOA NO. 15-16. This document provides guidelines and procedures that states, and local areas must follow when competitively selecting entities to operate one-stop centers under the Workforce Innovation and Opportunity Act (WIOA), including:

- **Competitive Process:** States and local areas must conduct a competitive process to select the organization(s) that will serve as the one-stop operator(s). This process ensures fairness and transparency in the selection of entities that will provide comprehensive career services at the one-stop centers.
- **Criteria and Requirements:** TEGL WIOA NO. 15-16 specifies the criteria and requirements that applicants must meet to qualify as one-stop operators. These may include experience in workforce development, capacity to deliver comprehensive services, financial stability, and ability to serve the target population effectively.
- **Roles and Responsibilities:** The guidance letter outlines the roles and responsibilities of the one-stop operator(s), which typically include coordinating service delivery among

partners, managing the one-stop center(s), and ensuring seamless access to workforce development services for job seekers and employers.

CareerSource Escarosa has been designated as the One Stop Operator for Local Workforce Development Area (LWDA) 1. This designation was approved by CareerSource Florida (CSF) during a regular meeting of the CSF Board on December 12, 2023, for the period of July 1, 2023 – June 30, 2026.

By holding the role of One Stop Operator, CareerSource Escarosa plays a crucial role in facilitating access to employment and training services, promoting economic growth, and supporting workforce development initiatives within LWDA 1.

1. The role of Director of Career Services & One Stop Operations involves several critical responsibilities and functions within the organization:
2. **Oversight and Monitoring**: The director ensures compliance with the requirements of the Workforce Innovation and Opportunity Act (WIOA), the Statement of Work, and other contractual obligations with the one-stop operator.
3. **Coordination of Services**: Facilitates coordination among various partners to enhance service delivery and achieve CareerSource Escarosa' s performance goals.
4. **Memorandum of Understanding (MOU) Development**: Develops, reviews, and monitors MOUs between the local board and one-stop partners to govern the operation of the one-stop delivery system.
5. **Continuous Improvement**: Implements strategies to continually improve one-stop centers, aiming for better service coordination and operational efficiency.
6. **Reporting and Evaluation**: Develops quarterly reports to assess progress and performance of partnerships, ensuring transparency and accountability to the Workforce Development Board.
7. **Compliance Oversight**: Reviews, monitors, and evaluates programmatic activities to ensure adherence to regulations such as WIOA, TAA, SNAP, etc., and related state and local plans and policies.
8. **Data-Driven Decision Making**: Uses data from monitoring activities to drive improvements in program management, integrity, and quality.

CareerSource Escarosa is strategically located to serve both the densely populated areas like Pensacola and broader regions including Milton and Century, offering essential employment and support services to the community. CareerSource Escarosa provides a wide range of services at its three locations in Escambia and Santa Rosa counties.

1. Main Center in Pensacola

    Pensacola Location: 6913 North 9th Avenue, Pensacola, FL 32504
    Hours: Monday to Friday, 8:00 a.m. to 4:00 p.m.
    Services Offered: Comprehensive full-service center, offering a broad range of employment and career services.

2. Satellite Locations in Milton and Century:

    Milton Location: 5725 Highway 90 Milton, FL 32583
    Hours: Monday to Friday, 8:00 a.m. to 4:00 p.m.
    Services Offered: Core services including WIOA (Workforce Innovation and Opportunity Act), WT (Welfare Transition), Wagner Peyser (employment services),

SNAP (Supplemental Nutrition Assistance Program), RESEA (Reemployment Services and Eligibility Assessment), and JVSG (Jobs for Veterans State Grants) Veterans services.

Century Location: 7995 North Century Blvd, Century, FL 32535
Hours: Monday to Wednesday, 7:30 a.m. to 3:30 p.m.
Services Offered: Offering basic employment services and resources.

Website: www.careersourceescarosa.com

Information Availability: Comprehensive information about the services provided by CareerSource Escarosa is available on our website and through printed outreach materials.

CareerSource Escarosa provides customers with access to required and approved optional one-stop career center partners' programs, services, and activities in the following ways:

1. **Physical Co-location:**
   a. **Physical Presence:** This ensures that all required and approved optional partners have physical space within the one-stop career center. This allows customers easy access to partners' services during their visit to the center.
   b. **Integration:** Partners are integrated into the physical layout of the center and co-located in the same building or adjacent offices for seamless customer navigation. A couple examples include co-location of our on-site GED Lab, operated by our partners with the Escambia County School District / George Stone Technical Center as well as National Caucus on the Black Aged (NCBA).
2. **Electronic Methods:**
   a. **Online Portals:** CareerSource has developed and maintains online portals or websites where customers can access information about all partners' programs, services, and activities. This includes partner-specific sections with details on eligibility criteria, services offered and contact information. Examples include our website: www.careersourceescarosa.com as well as links to online portals such as Florida Ready to Work and Metrix/SkillUp America.
   b. **Digital Referrals:** CareerSource Escarosa has also implemented a digital referral system, Crosswalk Agency Referral System, where customers can be referred electronically to partner services based on their needs identified during initial assessments or consultations at the career center.
   c. **Virtual Services:** CareerSource Escarosa provides virtual services such as online workshops, webinars, and consultations offered by partners, ensuring accessibility for customers who may not visit the physical center. Examples of this include access to Microsoft Teams for virtual appointments and consultations, Florida Ready to Work, and Metrix / SkillUp America online portals, just to name a few.
3. **Referrals:**
   a. **Referral Networks:** CareerSource Escarosa has established formal referral networks among partners to ensure that customers are seamlessly referred to required and approved optional services not available at the career center.
   b. **Case Management:** CareerSource Escarosa utilizes case management systems that track customer needs and referrals, ensuring follow-up and continuity of service across partners.
   c. **Community Engagement:** CareerSource Escarosa engages with the local community and partners to increase awareness of services offered at the one-stop career center and by its partners, facilitating self-referral by customers.

4. **Additional Approaches:**
   a. **Collaborative Outreach**: CareerSource Escarosa conducts joint outreach activities with partners to promote awareness of services offered collectively, enhancing visibility and accessibility. Our partners are always among our vendors at our Career Fairs and other outreach activities.
   b. **Flexible Service Delivery:** CareerSource Escarosa offers flexibility in service delivery, such as satellite services or mobile units that bring partner services to underserved areas or populations.
5. **Feedback Mechanisms:** CareerSource Escarosa has established feedback mechanisms to continuously improve the integration and effectiveness of partner services within the one-stop career center. One example of this is our Quarterly Consortium Meetings, which allows all partners to gather, share feedback, collaborate, and strategize methods for continuous improvement of service delivery.

By employing these methods—physical co-location, electronic methods, and referrals— CareerSource Escarosa effectively ensures that customers have access to all required and approved optional one-stop career center partners' programs, services, and activities. This approach enhances service accessibility, coordination, and customer satisfaction within the one-stop system.

CareerSource Escarosa's Pensacola One-Stop Career Center demonstrates a commitment to accessibility, staff development, and continuous improvement. By meeting both physical and programmatic accessibility requirements and investing in staff training and professional development, our center aims to provide high-quality services to our customers effectively.

1. **Accessibility Features:**
   a. The Pensacola One Stop Career Center meets physical accessibility requirements, including wheelchair accessible computer desks and monitors designed for use by the visually impaired.
   b. Information about accessibility, including the availability of auxiliary aids and services, is posted on the center's website and outreach materials. This ensures that customers with disabilities are aware of the accommodations available.
2. **Staff Certification:**
   a. All staff at the Pensacola center meet both Tier I and Tier II certification requirements. This indicates they have received necessary training and certifications to effectively serve customers and manage the career center operations.
3. **Professional Development:**
   a. Staff members are provided with opportunities to attend the annual Florida Workforce Professional Development Summit, contingent upon funding availability. This professional development initiative helps staff stay updated on industry trends, best practices, and innovations in workforce development.
4. **Training and Cross-Training:**
   a. The center closes once per quarter to conduct cross-training and staff training sessions. This practice supports continuous improvement within the center, ensuring that staff members are equipped with diverse skills and knowledge to better serve customers.

CareerSource Escarosa places a strong emphasis on maintaining high standards and delivering excellent service to our clients. TEGL 04-15 and CSF Administrative Policy 093 provide frameworks and guidelines for ensuring that our career center operates efficiently and effectively. To that end, we strive for the following:

1. **Knowledgeable Staff:** Having staff who are well-trained and informed is crucial for providing quality service and guidance to job seekers and employers alike.

2. **Exemplary Customer Service:** Emphasizing exemplary customer service demonstrates our commitment to treating clients with respect, empathy, and professionalism throughout their interactions.
3. **Innovation:** Innovating in the field of workforce development can lead to new approaches and solutions that better serve our community's needs.
4. **Service Design:** How services are structured and delivered to ensure they meet the diverse needs of clients effectively.
5. **Systems Integration:** Integrating systems can streamline processes and improve efficiency, making it easier for both staff and clients to navigate services and resources.

These characteristics collectively contribute to a high-quality career center experience, ensuring that CareerSource Escarosa can effectively support individuals in their career development and assist employers in finding qualified candidates.

Provider of Workforce Services

CareerSource Escarosa serves as the primary provider of workforce services within our local one-stop delivery system. This means we are responsible for coordinating and offering a range of employment-related services to job seekers, employers, and other community members in our area. These services typically include job placement assistance, career counseling, training programs, and resources to support both job seekers and employers in the local labor market.

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

CareerSource Florida approved December 12, 2023, for the term of 7/1/2023 - 6/30/2026.

CareerSource Escarosa provides all workforce services, except training services directly. This means we handle all aspects such as job placement, career counseling, resume assistance, and other related services, with the exception of directly offering training programs. Training services are provided by other organizations and institutions partnered with CareerSource Escarosa, which will be detailed in subsequent responses.

CareerSource Escarosa offers a wide range of comprehensive career services through our physical locations in Pensacola and satellite offices in Milton and Century, FL. Here's an overview of the services we provide:

1. Determinations of Program Eligibility:
   a. We assess eligibility for various programs including WIOA (Workforce Innovation and Opportunity Act) for adults, dislocated workers, and youth.
2. Outreach, Intake, and Orientation:
   a. We provide outreach services to connect with potential clients, intake services to gather necessary information, and orientation to familiarize clients with available services.
3. Skill Assessment:
   a. Initial assessment of skill levels such as literacy, numeracy, and English language proficiency.
   b. Assessment of aptitudes, abilities (including skills gaps), and supportive service needs.
4. Labor Exchange Services:
   a. Assistance with job search and placement.

   b. Career counseling to help individuals understand in-demand industry sectors and occupations.

   c. Information on nontraditional employment opportunities.

  5. Business Services for Employers:

   a. Recruitment services on behalf of employers.

   b. Programs and services within the one-stop delivery system.

   c. Workforce and labor market employment statistics.

   d. Career Fairs and Hiring Events.

   e. Facilitation of workforce programs and funding such as On the Job Training (OJT) and Employed Worker Training (EWT).

  6. Information Provision:

   a. Providing accurate labor market information (local, regional, national).

   b. Job vacancy listings.

   c. Skills necessary for vacant jobs.

   d. Information on local occupations in demand, including earnings, skills requirements, and advancement opportunities.

  7. Performance and Cost Information:

   a. Providing performance information on eligible providers of education, training, and workforce services.

   b. Information on program costs.

  8. Supportive Services:

   a. Information on available supportive services such as childcare, medical assistance (Medicaid and CHIP), SNAP benefits, earned income tax credit, and TANF.

   b. Referrals to appropriate supportive services and assistance.

  9. Unemployment Compensation Assistance:

   a. Assistance to individuals seeking help in filing a claim for unemployment compensation/RESEA.

   b. CareerSource Escarosa aims to support individuals in their career development by providing access to these comprehensive services, ensuring they are well-prepared and supported in navigating the workforce and job market effectively.

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

CareerSource Florida approved December 12, 2023, for the term of 7/1/2023 - 6/30/2026.

Youth Service Provider

CareerSource Escarosa contracts with the Escambia School District, Santa Rosa School District, and the Children's Home Society, which was competitively procured and approved by the Local Workforce Development Board (LWDB). These agreements are set to be in effect from July 1, 2024, to June 30, 2025, spanning a period of one year. This means that these entities have been selected through a competitive bidding process to provide specific services or programs related to education or social services within their respective districts.

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

CareerSource Escarosa's process for selecting youth service providers through Request for Proposals (RFP) is as follows:

1. **Issuance of RFP**
   a. CareerSource Escarosa issues a Request for Proposals (RFP) outlining the requirements and criteria for WIOA youth services.
2. **Submission and Evaluation:**
   a. Organizations interested in providing services submit their proposals in response to the RFP.
   b. A committee, consisting of board members and board leadership, evaluates each proposal based on the prerequisites outlined in the RFP.
3. **Scoring and Ranking:**
   a. After evaluating all proposals, the committee rates each organization according to predefined criteria.
   b. These scores are then averaged and used to rank the proposals.
4. **Review and Final Assessment:**
   a. The rating committee meets again to review the cumulative scores and the rankings of the proposals.
5. **Executive Committee Review:**
   a. The CareerSource Escarosa Executive Committee reviews the ratings and rankings summary provided by the rating committee.
6. **Board Approval:**
   a. The selected youth service providers, as determined through the evaluation process, are presented to the CareerSource Board of Directors.
   b. At a board meeting, the CareerSource Board of Directors approves the selected providers.

This process ensures transparency and thorough evaluation of proposals, involving multiple stages of review by different committees and ultimately culminating in board approval.

CareerSource Escarosa has a comprehensive program aimed at supporting youth with various barriers in achieving their educational and career goals. Here's a summary of our key components and initiatives:

1. **Service Providers and Target Groups:**
   a. CareerSource Escarosa contracts services to the Escambia County School District, Santa Rosa County School District, and Children's Home Society of Florida.
   b. Target groups include youth facing barriers such as homelessness, involvement with the Department of Juvenile Justice (DJJ), pregnant/parenting youth, those with disabilities, youth in foster care or who have aged out, etc.
2. **Objective Assessments and Career Pathways:**
   a. Youth case managers conduct assessments to identify suitable services and career pathways.
   b. Emphasis on attaining secondary diplomas (high school diplomas or GEDs), entry into post-secondary education, and career/job readiness.
3. **Basic Skills Instruction:**
   a. For youth identified as basic skills deficient (below 9th grade level in reading, math, or language), basic skills instruction is a required component.
4. **Work-Based Learning Opportunities:**
   a. Both in-school and out-of-school youth participate in work-based learning opportunities.

     b. In-school youth engage in activities like subsidized work experience, job shadowing, and workplace tours to develop their career plans.
     c. Out-of-school youth are exposed to occupational skills training, two-year and four-year degree programs, and various work-based learning opportunities to explore career interests.

5. **Career Planning and Resources:**
     a. Youth create career plans aligned with their desired career pathways.
     b. They receive tools and resources necessary to achieve their career goals.

6. **Successful Workforce Investment Models:**
     a. Focus on pairing secondary education with work-based learning for out-of-school youth.
     b. Re-engaging disconnected youth through educational and career opportunities after dropping out of school or obtaining their high school diploma or equivalent.

This program is structured to provide a supportive framework for youth facing significant challenges, aiming to equip them with skills, education, and career readiness necessary for their future success.

In addition to standard criteria such as compliance with regulations and alignment with local workforce needs, CareerSource Escarosa considers additional criteria to ensure that providers are well-equipped to deliver required youth program elements effectively.

1. **Experience and Expertise:**
     a. CSE prioritizes providers with demonstrated experience and expertise in delivering youth programs. This includes a track record of successful outcomes, program innovations, and effective strategies for engaging and supporting youth.

2. **Capacity and Resources:**
     a. Providers should have the capacity and resources to deliver comprehensive youth services. This includes adequate staffing levels, facilities, technology infrastructure, and financial stability to sustain program operations.

3. **Partnerships and Collaborations:**
     a. CSE values providers who have established partnerships with key stakeholders such as schools, community organizations, employers, and other service providers. Strong partnerships can enhance program delivery, expand resources, and improve outcomes by leveraging collective expertise and resources.

By establishing and applying additional criteria beyond basic requirements, CareerSource Escarosa ensures that youth program providers are best positioned to deliver high-quality services that lead to strong outcomes for youth participants.

The roles and responsibilities assigned to our youth service providers cover a wide range of support mechanisms designed to help youth achieve educational success, enter the workforce, or pursue further education. Here's a summary of each element:

- **Tutoring, Study Skills Training, Instruction, and Dropout Prevention Strategies:** Focuses on academic support, identifying academic concerns, and overcoming learning obstacles to ensure completion of high school diplomas.
- **Alternative Secondary School Services and Dropout Recovery Services:** Aimed at youth who have struggled in traditional education or dropped out, providing individualized instruction and support to earn a high school equivalent.
- **Paid and Unpaid Work Experience:** Structured learning in workplaces to explore careers, develop skills, and gain practical experience in various sectors.
- **Occupational Skills Training**: Programs aimed at developing specific vocational skills that lead to recognized credentials, tailored to youth's occupational goals.

- **Concurrent Education and Workforce Preparation:** Integrates academic skills with occupational training within the same program, preparing youth for specific careers or career pathways.
- **Leadership Development Opportunities:** Promotes responsibility, confidence, employability, and civic engagement through various activities like mentoring, community projects, and decision-making training.
- **Supportive Services:** Essential support (transportation, childcare, etc.) to facilitate youth participation in education and workforce activities under WIOA.
- **Adult Mentoring:** Formal relationships between youth and adult mentors, focusing on personal and professional growth outside of the case management context.
- **Follow-up Services:** Ensures continued support for youth after program completion to enhance success in employment or further education.
- **Comprehensive Guidance and Counseling:** Provides individualized counseling, including substance abuse and mental health counseling, to address personal and educational challenges.
- **Financial Literacy Education:** Teaches youth skills for managing finances, including budgeting, banking, credit management, and financial planning.
- **Entrepreneurial Skills Training:** Equips youth with the skills needed to start and manage small businesses, including business planning, budgeting, and accessing capital.
- **Labor Market and Employment Information Services:** Provides information on local job market demands, career counseling, and exploration to help youth make informed career decisions.
- **Postsecondary Preparation and Transition Activities:** Assists youth in preparing for and transitioning to postsecondary education or training, including test preparation, college applications, and financial aid assistance.

Each of these elements plays a crucial role in supporting youth in their educational and career endeavors, addressing both academic and practical skills needed for success in today's workforce.

CAREER CENTER STAFF

Title	Number of Positions
Accounting Clerk	1
Business Services Representative (BSR)	5
Career Advisor (CA)	16
Career Assistance Navigator	2
Customer Service Representative	4
Eligibility Specialist	1
Program Monitor	1
Job Success Coach	2
Program Coordinator	5
Program Director	2
Program Manager	8
Senior Accountant	1
Universal Services Advisor	3
Workshop Advisor (WT)	1

Positions such as Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Director of Career Services & One Stop Operations, and Director of Workforce Services typically do not fall under typical local county or municipality employees due to their higher executive roles and often different hiring processes and responsibilities.

ANALYSIS OF NEED AND AVAILABLE RESOURCES

EXISTING IN-DEMAND INDUSTRY SECTORS

Figure 1, provided by the UWF Haas Center, shows the CareerSource Escarosa (CSE) region has nearly 45,000 jobs in the government sector, including jobs in K-12 school systems, Naval Air Station - military and civilian, county, and city government. Twenty-two thousand (22,000) of these jobs result from having a significant military presence in the two-county region. The second highest sector is healthcare and social assistance with just under 30,000 jobs, followed by an additional 50,000 jobs combined across the retail trade, accommodation and food services sectors.

Continued net migration to Florida from other states leads to a higher number of construction jobs (~15,000) compared to the rest of the country and the Navy Federal Credit Union campus drives the financial sector statistics, responsible for nearly 10,000 of the ~13,000 jobs (>75%) for that sector.

The region's beautiful beaches provide for a stable tourism industry, which drives a higher than national average retail and accommodation and food services sectors. One important consideration is that automation puts the accommodation and food services, and construction sectors at future risk. An ongoing risk to the government sector is the potential for base

realignment and closure (BRAC) at the federal level, and lack of employer diversity (one major employer) poses a risk to the financial and insurance sector.
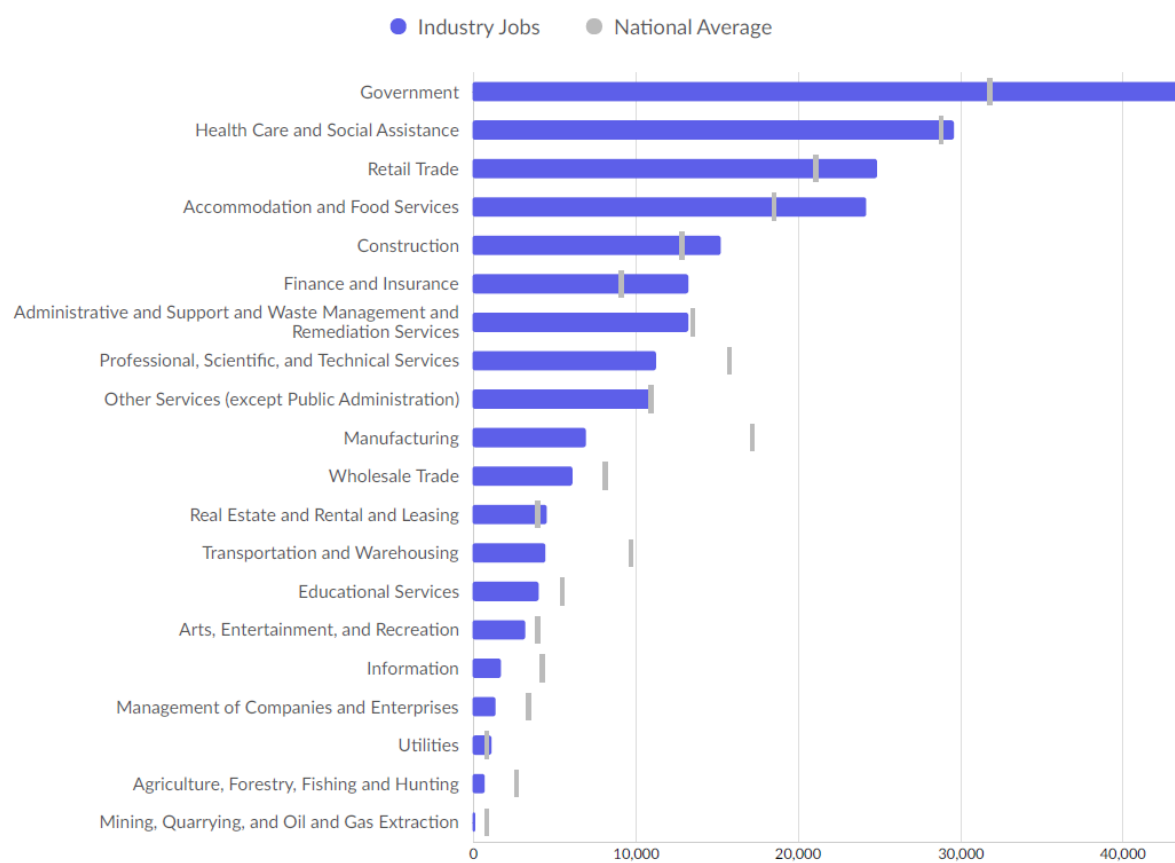

Figure 1: Top Existing Industry Sectors by Number of Employees

(Source: UWF Haas Center/Lightcast Q2 2024 Data Set)

EMERGING/GROWING INDUSTRY SECTORS

Net migration into Florida from other states drives the construction sector to lead the "Top Growing Industries" chart shown in Figure 3. This growth includes construction of new homes and remodel/repair of existing homes.

Second on the list, financial sector growth continues to be driven by Navy Federal Credit Union. The accommodation and food services sectors are predicted to experience growth due to a combination of tourism and continued population growth in the region. Population growth due to net migration to the state combined with a large population of baby boomers will continue to drive the health care and social services sectors.

Professional, scientific, and technical services include construction related services such as architecture, landscaping, engineering, surveying and mapping, interior design, environmental consulting, and building inspection services. This broadly defined sector also includes information technology (IT) services such as computer systems design, computer facilities management, and other computer related services to include managed IT services.
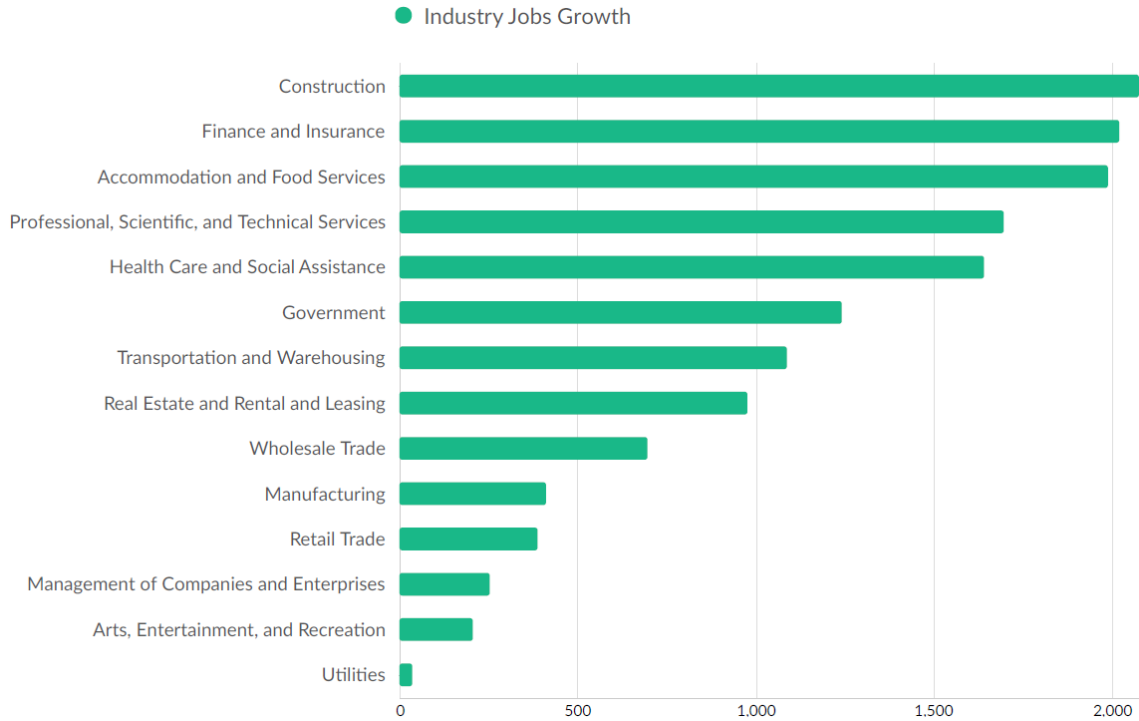
Figure 2: Top Growing Industries by Net New Jobs

(Source: UWF Haas Center/Lightcast Q2 2024 Data Set)

EXISTING/GROWING OCCUPATIONS

Figure 3 lists the largest occupations by number of jobs for the CSE service area compared to the national average. In Table 1, Florida Commerce data predicts these top occupations will retain their prominence through 2031, with a minor shuffle of the current top five. As mentioned earlier, food preparation and serving occupations, particularly in the fast-food industry, are at risk of job changes due to automation. In addition to self-service order kiosks in place at McDonalds and Panera Bread nationwide, restaurants are beginning to utilize robotics for both food preparation and serving, with fully automated hamburger restaurants operating in the Western U.S., and robotic servers currently in use in at least one Pensacola restaurant.
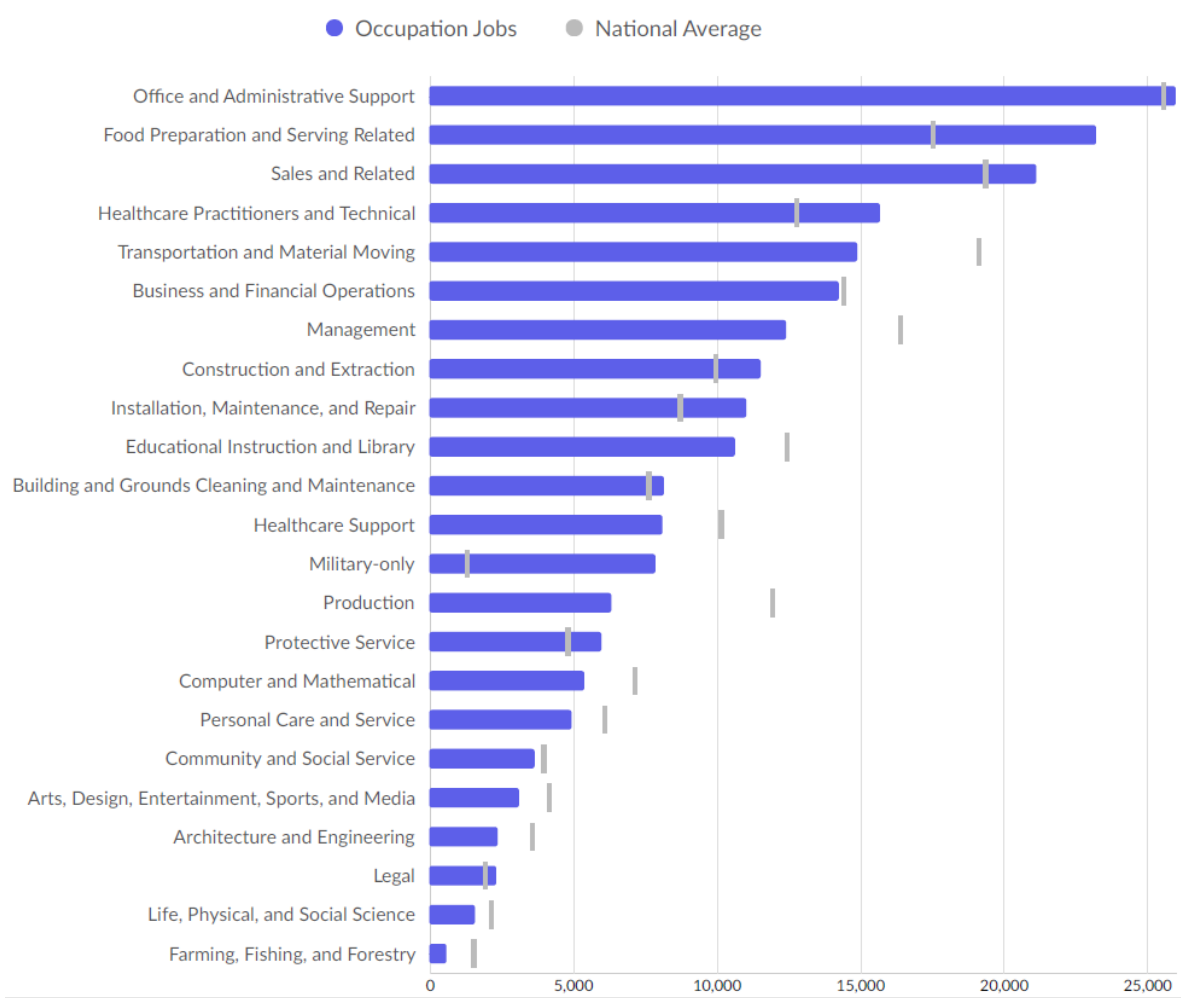
Figure 3: Largest Occupations by Number of Jobs

(Source: UWF Haas Center/Lightcast Q2 2024 Data Set)

Table 1: Projected Job Growth by Occupation 2023-2031

(Source: floridajobs.org Workforce Statistics)

Occupation Category	2023	2031	Growth
Food Preparation and Serving Related Occupations	23,290	25,271	1,981
Business and Financial Operations Occupations	13,848	15,651	1,803
Office and Administrative Support Occupations	30,530	32,309	1,779
Sales and Related Occupations	23,077	24,827	1,750
Healthcare Practitioners and Technical Occupations	15,070	16,640	1,570
Transportation and Material Moving Occupations	14,560	15,955	1,395
Management Occupations	13,058	14,296	1,238
Healthcare Support Occupations	7,254	8,182	928
Educational Instruction and Library Occupations	13,369	14,243	874
Installation, Maintenance, and Repair Occupations	9,959	10,775	816
Computer and Mathematical Occupations	4,498	5,224	726
Building and Grounds Cleaning and Maintenance Occupations	7,923	8,584	661
Construction and Extraction Occupations	11,338	11,859	521
Production Occupations	6,263	6,634	371
Personal Care and Service Occupations	4,277	4,609	332
Protective Service Occupations	5,309	5,640	331
Community and Social Service Occupations	3,550	3,842	292
Legal Occupations	1,903	2,176	273
Architecture and Engineering Occupations	2,108	2,302	194
Arts, Design, Entertainment, Sports, and Media Occupations	2,649	2,826	177
Life, Physical, and Social Science Occupations	1,482	1,590	108
Farming, Fishing, and Forestry Occupations	331	372	41

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Automation Index by Occupation
Index above 100 indicates high risk of automation

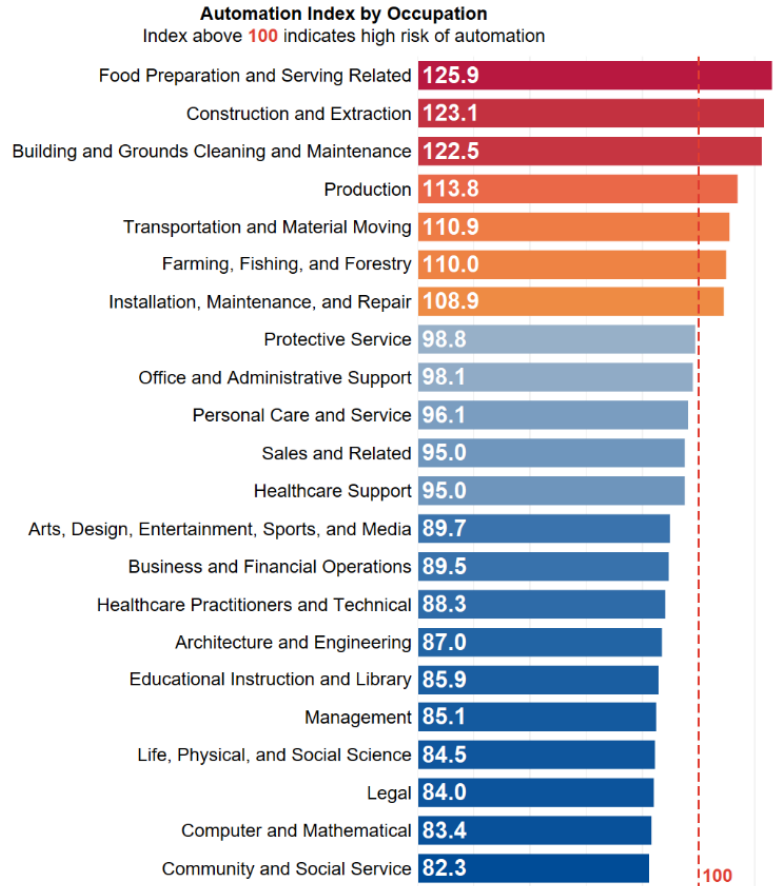| Occupation	Index
Food Preparation and Serving Related	125.9
Construction and Extraction	123.1
Building and Grounds Cleaning and Maintenance	122.5
Production	113.8
Transportation and Material Moving	110.9
Farming, Fishing, and Forestry	110.0
Installation, Maintenance, and Repair	108.9
Protective Service	98.8
Office and Administrative Support	98.1
Personal Care and Service	96.1
Sales and Related	95.0
Healthcare Support	95.0
Arts, Design, Entertainment, Sports, and Media	89.7
Business and Financial Operations	89.5
Healthcare Practitioners and Technical	88.3
Architecture and Engineering	87.0
Educational Instruction and Library	85.9
Management	85.1
Life, Physical, and Social Science	84.5
Legal	84.0
Computer and Mathematical	83.4
Community and Social Service	82.3

Figure 4: Jobs at Highest Risk due to Automation

(Source: UWF Haas Center)

Lastly, figure 5 depicts the fastest growing vs declining jobs globally. While this represents a global view, the CSE microcosm is currently experiencing this growth with Navy Federal's fintech, computer, and cybersecurity jobs and leading-edge robotics research and education at the Florida Institute for Human and Machine Cognition (IHMC) and the University of West Florida.

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Figure 5: WEF Fastest Growing vs Fastest Declining Jobs 2023-2027

THE FUTURE: ECONOMIC DEVELOPMENT TARGET INDUSTY SECTORS

While the sectors targeted by economic development organizations may not have immediate employment needs, CSE should collaborate with economic developers and educators to understand employer needs and develop a workforce pipeline with skills to fill these future jobs. A rising ninth grader will enter the workforce between 2028 and 2032, or sooner, depending on the level of education obtained. Successful regional economic development efforts driven by the reshoring of manufacturing and boosted by Gulf Coast Triumph could lead to significant shifts in employers' occupational needs. Furthermore, because manufacturing is not a major industry sector here today, facilities will be new and highly automated, requiring a different skillset from the manufacturing jobs of old.

Table 2: Economic Development Target Industries by Organization

Target Industry Sector	Economic Development Organization		
	Florida West EDA	Santa Rosa EDO	City of Pensacola
Aerospace, Aviation, & Defense	✓	✓	✓
Cybersecurity & IT	✓	✓	✓
Distribution		✓	
Experiential Economy		✓	
Heavy Manufacturing & Chemicals	✓		
Industry 4.0		✓	
Marine Technology			✓

An important consideration is the translation from an economic development organization's target industry sector to NAICS Sectors used by CSE. The table below offers that translation.

Table 3: NAICS for Economic Development Target Sectors

Target Industry Sector	Sample NAICS (not all inclusive)
Aerospace, Aviation, & Defense	3325 Hardware Mfg
	3327 Machine Shops
	3329 Other Fabricated Metal Product Mfg
	3342 Communications Equipment Manufacturing
	3344 Semiconductor & Other Electronic Component Mfg
	3345 Nav, Meas, Electromedical & Control Instruments Mfg
	3359 Other Electrical Equip & Comp Mfg
	3364 Aerospace Product & Parts Mfg
	481 Air Transportation
	4881 Support Activities for Air Transportation
	5417 Scientific Research & Development Services
Cybersecurity & IT	3342 Communications Equipment Mfg
	5182 Computing Infrastructure Providers
	5415 Computer Systems Design and Related Services
Distribution	445 Food & Beverage Retailers
	4841 General Freight Trucking
	4842 Specialized Freight Trucking
	4931 Warehousing and Storage
Experiential Economy	711 Performing Arts, Spectator Sports, and Related Industries
	33992 Sporting and Athletic Goods Manufacturing
	45911 Sporting Goods Retailers
Heavy Manufacturing & Chemicals	325 Chemical Manufacturing
	326 Plastics and Rubber Products Manufacturing
Industry 4.0	541330 Engineering Services
	541511 Custom Computer Programming Services
	5417 Scientific Research and Development Services
Marine Technology	3366 Ship and Boat Building
	4883 Support Activities for Water Transportation
	5417 Scientific Research & Development Services

ANALYSIS OF KNOWLEDGE, CREDENTIALS, AND SKILLS

Knowledge, credentials and skills for the current healthcare, retail, accommodation, food services, and construction occupations listed in table 4 are learned through established education and

training programs at local K-12, trade school, state college, and university providers in the two-county service area.

However, recent and emerging employers such as Navy Federal (finance), and manufacturers ST Engineering (airframe maintenance), GE Vernova (wind turbines), Blue Wind Technology (composites part fabrication), and Paradigm Parachute (military parachutes) require specialized training to support their operations. In addition, local manufacturers have industrial machinery maintenance and repair specialists (Millwrights) approaching retirement age without experienced workers to replace them. In these instances, CareerSource must collaborate proactively with employers and training program providers to develop customized training to meet their unique needs. Florida Makes can be of assistance in developing and supporting customized manufacturing training programs for employers, and programs such as Registered Apprenticeship, Employed Worker Training (EWT), and On the Job Training (OJT) at the local level and Incumbent Worker Training (IWT) and Quick Response Training (QRT) at the state level can provide supplemental funding for an employer's training program.

While these jobs are critical to regional prosperity and growth, today's workers do not seem interested in occupying these jobs. Forty five percent (45%) of respondents to a 2023 Greater Pensacola Chamber of Commerce employer survey indicated that the local workforce was lacking in "desirable characteristics for a positive work environment, i.e., attendance, dependability, work ethics, and safety" and thirty one percent (31%) responded job seekers lacked interpersonal skills. Per employer feedback, this issue is not limited to a specific demographic or region of the state or country, it is prevalent across the country, if not globe. In our state, the Florida Ready to Work program is a useful indicator of job seekers' soft and digital skills, and potential as a reliable employee.

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Table 4: Existing Industry Sector Occupation and Education Requirements

Sector	Education/Experience	# Jobs 2023	# Jobs 2033	Jobs 2023 by %	Median Hourly Pay Range	Dominant Occupation(s)
Healthcare (hospitals)	None, HS Diploma w/no or little exp	1494	1499	19%	$13.00 - $28.00	Medical Secretaries, Pharmacy Technicians
	Some College, no degree	34	34	0%	$21.00 - $22.00	Bookkeepers, Computer User Support
	Postsecondary nondegree award	1485	1551	19%	$16.00 - $32.50	Nursing Assistants
	Associates w/no or little exp	730	763	9%	$15.00 - $46.00	Medical Equipment Technologists/Technicians
	Bachelors w/no or little exp	3284	3398	41%	$22.00 - $46.50	Registered Nurses
	Bachelors w/<5 yrs exp	212	250	3%	$27.00 - $46.50	Managers
	Bachelors w/5+ yrs exp	10	10	0%	$40.00	General & Operations Managers, CEOs
	Master's Degree	269	318	3%	$39.00 - $60.00	Nurse Practitioners
	Doctoral/Professional	432	464	5%	$35.00 - $188.00	Pharmacists, Physicians, Physical Therapists
Healthcare (nursing homes)	None, HS Diploma w/no or little exp	586	646	24%	$13.00 - $30.00	Housekeeping Cleaners
	Postsecondary nondegree award	1287	1437	54%	$16.00 - $25.00	Nursing Assistants, LPNs
	Associates w/no or little exp	92	107	4%	$15.00 - $34.00	Dietetic Technicians(low end of wage)
	Bachelors w/no or little exp	304	337	13%	$30.00 - $46.00	Registered Nurses
	Bachelors w/<5 yrs exp	49	64	2%	$47.00	Managers
	Bachelors w/5+ yrs exp	10	11	0%	$40.00	General & Operations Managers, CEOs
	Master's Degree	51	58	2%	$28.00 - $41.00	Social Workers
	Doctoral/Professional	25	28	1%	$46.00	Phyiscal Therapist
Accommodation & Food Services (hotels)	No degree, little or no exp	1202	1281	58%	$12.00 - $15.00	Maids, Waiters & Waitresses
	High School diploma or equiv w/no exp	591	617	28%	$13.00 - $25.00	Front Desk Clerks
	High School diploma or equiv w/<5yrs exp	217	236	10%	$17.00 - $30.00	Managers
	High School diploma or equiv w/>5yrs exp	20	22	1%	$22.00	Chefs & Head Cooks
	Postsecondary nondegree award	9	11	0%	$22.00	Massage Therapists
	Some college, no degree	22	22	1%	$21.00	Bookkeepers
	Bachelors w/5+ yrs exp	29	32	1%	$40.00	General & Operations Managers
Accommodation & Food Services (restaurants)	No degree, little or no exp	16043	16884	85%	$12.00 - $15.00	Fast Food & Counter Workers, Waiters & Waitresses
	High School diploma or equiv w/no exp	469	517	2%	$12.50 - $19.00	Driver/Sales Workers
	High School diploma or equiv w/<5yrs exp	1887	2034	10%	$17.00 - $28.00	Supervisors
	High School diploma or equiv w/>5yrs exp	142	158	1%	$22.00	Chefs & Head Cooks
	Some college, no degree	29	30	0%	$21.00	Bookkeepers
	Bachelors w/<5 yrs exp	54	58	0%	$27.00	Training & Development Specialists
	Bachelors w/5+ yrs exp	192	211	1%	$40.00	General & Operations Managers
Construction (trades)	No formal credential	2556	2445	26%	$17.00 - $21.00	Laborers
	HS Diploma w/no exp (may req OJT)	4357	4478	44%	$23.00 - $44.00	Electricians, Carpenters, Plumbers
	HS Diploma w/<5 yrs exp	160	166	2%	$19.00 - $30.00	Supervisors
	HS Diploma w/5+ yrs exp	721	716	7%	$26.00 - $29.00	Supervisors
	Postsecondary nondegree	1039	1134	10%	$21.00 - $28.00	HVAC Installers
	Some College, no degree	138	129	1%	$21.00	Bookkeepers
	Associates w/no or little exp	12	12	0%	$25.00	Architectural & Civil Drafters
	Bachelors w/no or little exp	627	637	6%	$28.00 - $39.00	Construction Managers, Cost Estimators
	Bachelors w/<5 yrs exp	128	133	1%	$35.00	Other Managers
	Bachelors w/5+ yrs exp	237	243	2%	$40.00 - $70.00	General & Operations Managers, CEOs
Finance (banking)	No degree, little or no exp	22	30	0%	$12.00 - $15.00	Cashiers
	High School diploma or equiv w/no exp	3056	3690	30%	$15.00 - $25.00	Customer Service, Clerks, Tellers
	High School diploma or equiv w/<5yrs exp	702	830	7%	$24.00 - $37.00	Supervisors
	Associate's Degree	62	76	1%	$19.00 - $32.00	Computer Network Support
	Some college, no degree	308	371	3%	$21.00 - $22.00	Bookkeepers, Computer User Support
	Bachelors w/no exp	3147	4335	31%	$26.00 - $80.00	Financial Services Sales Agents, Examiners, Software Developers
	Bachelors w/<5 yrs exp	1916	2393	19%	$27.00 - $55.00	Financial Management Analysts
	Bachelors w/5+ yrs exp	896	1252	9%	$40.00 - $71.00	Financial, General & Operations, and Information Managers

Employers across all industries report that if a worker meets job requirements and is willing and able to learn, they can train them to do the job at hand. The top ten skills listed in figure 6, specifically curiosity and lifelong learning; resilience, flexibility, and agility; and motivation and self-awareness, are critical to employee success. While creative and analytical thinking skills make learning technological literacy, systems thinking, and AI and big data concepts easier, these more technical skills are not required for most jobs currently in the CSE service area. They will, however, become increasingly important in the future.
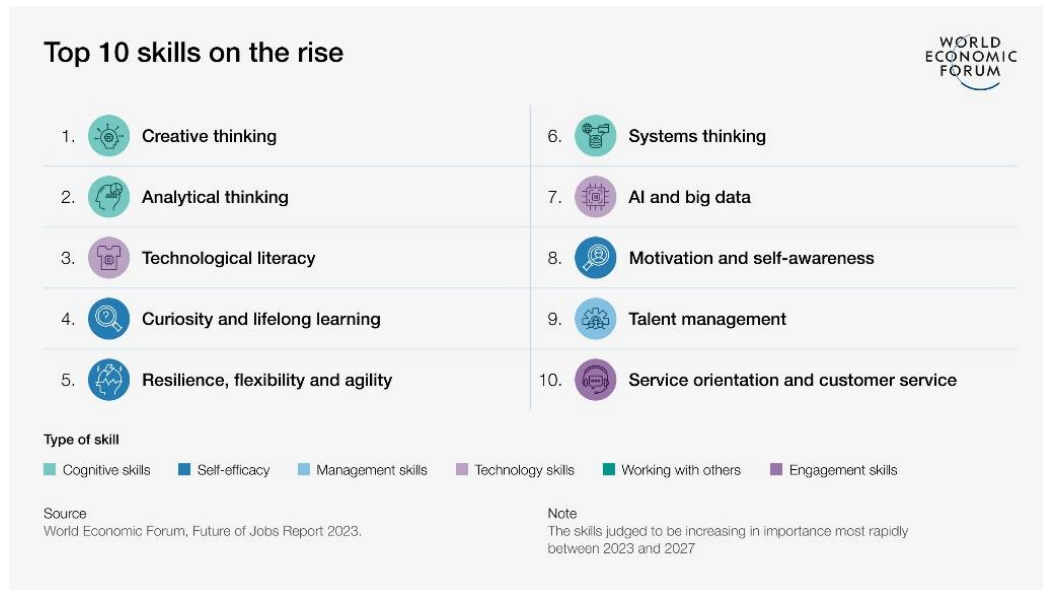
Figure 6: Skills on the Rise 2023-2027

ANALYSIS OF WORKFORCE

Unemployment, as shown in figures 7 and 8, in the CSE area remains low, at or near to 3%. In these times of low unemployment, individuals seeking jobs tend to be hard to place, whether having out-of-date skills, justice involvement, transportation or childcare issues, health conditions, or other barriers to employment. There is no easy solution to this complex issue, but CareerSource's re-entry programs, resume & interview workshops, transportation/childcare assistance, METRIX Learning platform, and access to computers can provide opportunities to upskill and apply for jobs at no cost.
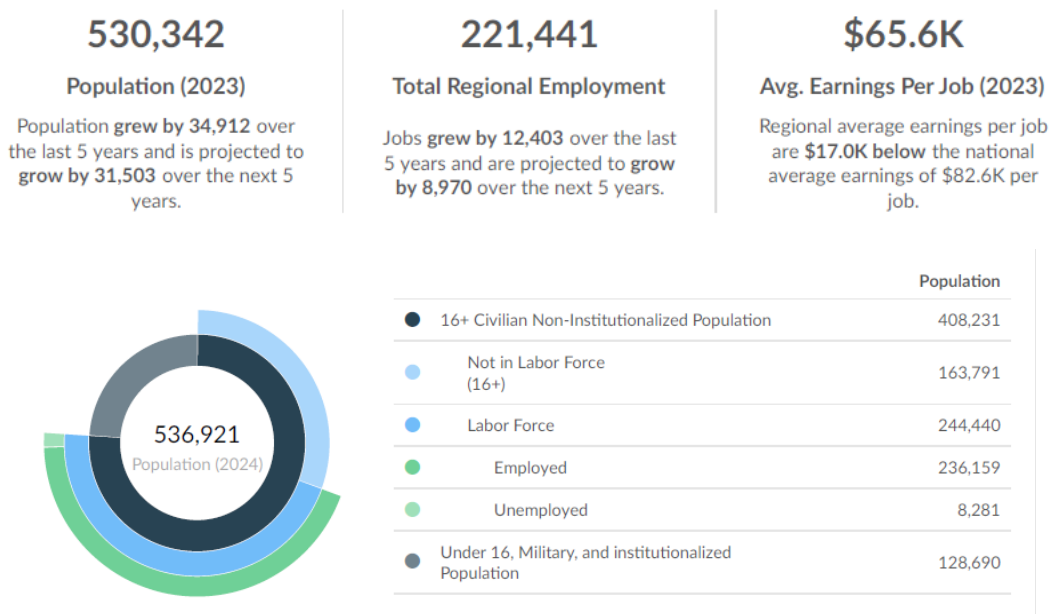

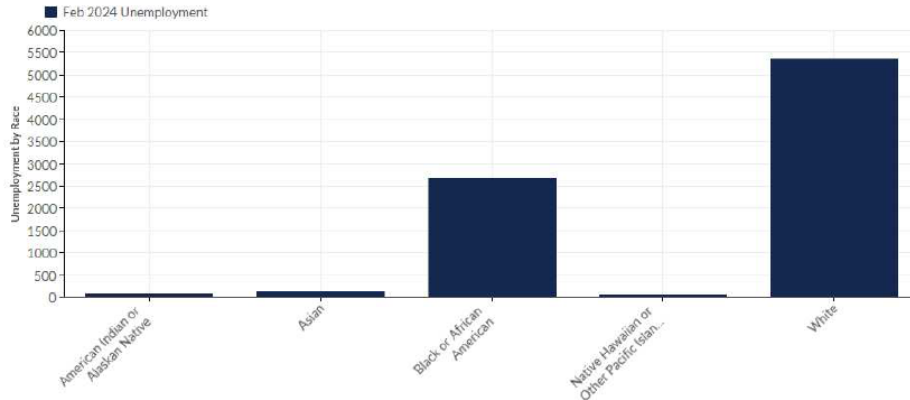|	Population
16+ Civilian Non-Institutionalized Population	408,231
Not in Labor Force (16+)	163,791
Labor Force	244,440
Employed	236,159
Unemployed	8,281
Under 16, Military, and institutionalized Population	128,690

Fig 7: Population & Labor Force Breakdown, February 2024

(Source: UWF Haas Center)

Unemployment by Race

Race	Unemployment (Feb 2024)	% of Unemployed
American Indian or Alaskan Native	75	0.91%
Asian	145	1.75%
Black or African American	2,665	32.18%
Native Hawaiian or Other Pacific Islander	34	0.41%
White	5,361	64.74%
Total	8,281	100.00%

Fig 8: Unemployment by Race, February 2024

(Source: UWF Haas Center)

Table 5 shows that individuals registered in Employ Florida (EF), while fewer in number, are in alignment with the general population with respect to educational attainment. CSE views its Business Services Team and Employ Florida as excellent resources to match local employers with local job seekers and year over year is working to expand the number of employers served as the economy grows.

Table 5: CSE Area Educational Attainment

Education	EF Registered		General Population	
	Total	% of Total	Population	% of Population
Less than high school diploma	230	7%	30341	8.3%
High school diploma or equivalent	1225	38%	100718	27.5%
Some college, no degree	678	21%	84879	23.2%
Associate's degree	253	8%	42928	11.7%
Bachelor's degree	606	19%	68113	18.6%
Graduate Degree or Higher	207	6%	39412	10.8%

Figure 6 indicates a mismatch between educational attainment and educational requirements for CSE area jobs. An excess of jobs requiring a high school diploma or less and a bachelor's degree either results in a shortage of workers or underemployment, where those with higher levels of education must occupy those jobs. Similarly, there is an overabundance of workers with some college, a non-degree award, or associates degree who are not yet qualified for jobs requiring a bachelor's degree, yet potentially overqualified for jobs requiring only a high school diploma. An

increase in manufacturing and construction jobs for local workers could help alleviate this situation.
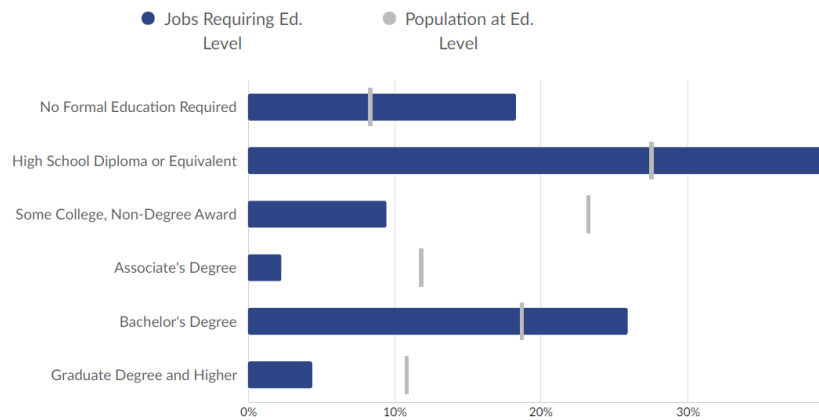
Underemployment

Figure 6: The Population Education Mismatch-Underemployment

WORKFORCE DEVELOPMENT ACTIVITIES

From certificates in cosmetology and skilled trades to a PhD in Intelligent Systems and Robotics, the CSE service area provides a robust offering of educational and training programs to support employer needs.

K-12 WORKFORCE EDUCATION

Escambia and Santa Rosa Counties' K-12 Workforce Education programs operate Career Academies at Middle and High schools to address employer needs for the two counties. Each county's Workforce Education team hosts industry sector advisory councils to share program updates and solicit feedback on program offerings from the employers they serve. The following programs exist at the high school level:

- Agriscience
- Aviation Maintenance
- Building Construction
- Criminal Justice
- Culinary Arts
- Cybersecurity/IT
- Early Childhood Education
- Engineering/Architecture
- Financial Services
- Game, Simulation & Animation
- Health Sciences/Critical Care/Nursing
- Marine Science
- Marketing and Entrepreneurship
- Media
- National Flight Academy
- Pharmacy Services
- Skilled Trades
- Sports Medicine
- Telecommunications
- Veterinary Science
- Welding

The counties' K-12 Workforce Education programs operate a technical college in each county, Locklin in Santa Rosa, and George Stone in Escambia. Programs offered at those schools are listed below.

K-12 TECHNICAL COLLEGES

Table 6: CSE Service Area Technical College Programs

George Stone Technical College

Accounting Operations

Administrative Office Specialist

Automotive Collision Technology Technician

Automotive Service Technology

Aviation Airframe Mechanics

Aviation Powerplant Mechanics

Baking & Pastry Arts

Combined Firefighter-EMT (P430217)

Computer Systems & Information Technology (CSIT)

Cooperative Education

Cosmetology

Criminal Justice

Cybersecurity, Applied

Electrical Apprenticeship Program

Electricity

Emergency Medical Technician

Firefighter P430211

Heating, Ventilation, Air-Conditioning/Refrigeration

Marine Service Technologies

Medical Administrative Specialist

Network Support Services

Network Systems Administration

Professional Culinary Arts & Hospitality

Programs

Welding Technology

Locklin Technical College

Air Conditioning, Refrigeration & Heating Technology

Applied Cybersecurity

Automotive Maintenance and Light Repair

Automotive Service Technology 1

Automotive Service Technology 2

Computer Systems & Information Technology

Diesel Mechanics

Electrician Apprenticeship

Electricity

Heating & Air Installer/Servicer

Heating, Ventilation, AC, Refrigeration 1

Heating, Ventilation, AC, Refrigeration 2

Nursing Assistant

Pharmacy Technician

Plumbing Apprenticeship

Practical Nursing (LPN)

Professional Culinary Arts and Hospitality

Welding Technology

Welding Technology Advanced

Welding Technology Fundamentals

FORTIS INSTITUTE

Fortis Institute offers programs in the following technical careers:

- Advanced Tractor Trailer Driving
- Associate Degree in Nursing
- Cardiovascular Technology
- Cosmetology
- Dental Assistant
- Dental Hygienist
- Electrical
- Electrical Systems Technician
- Esthetics Skincare
- Healthcare Management
- HVAC
- Massage Therapy
- Medical Assistant
- Medical Assistant w/Basic Xray
- Medical Billing & Coding
- Medical Lab Technician
- Medical Office Administration
- Pharmacy Technician
- Practical Nursing
- Radiologic Technology
- Sterile Processing Technician
- Surgical Technology
- Welding

PENSACOLA CHRISTIAN COLLEGE

Pensacola Christian College offers the following bachelor's programs in a faith-based environment:

SCHOOL	PROGRAM(S)
Seminary	
Business	accounting, advertising/PR, finance, management, marketing, medical and office admin, and sport management
Education	elementary, music, secondary, and special
Engineering & Computer Science	computer science, cybersecurity, IT, electrical engineering, and mechanical engineering
Humanities	
Liberal Arts	criminal justice, literary studies, professional writing, history, political science, humanities, pre-law
Natural Sciences	math, biology, cell and molecular biology, chemistry, pre-medicine, pre-pharmacy, and pre-physical therapy
Nursing	
Performing Arts	music, performance studies
Visual Arts	graphic design, studio art

UNIVERSITY OF WEST FLORIDA

In 2023, the University of West Florida formed a new office of workforce development aimed at aligning education with career success and economic growth. The program director is

collaborating with local employers to place students in part-time jobs during the school year to equip them with job-ready knowledge and skills that enable them to hit the ground running with the employer upon graduation. Each college within the university hosts advisory council meetings where employers share feedback, workforce needs, trends, and plans. The university offers bachelor's and select master's degrees in the following fields:

COLLEGE	PROGRAM(S)
Arts Social Sciences & Humanities	Anthropology, Art, Communication, Criminal Justice, English, Fine Arts, History, Interdisciplinary Humanities, Arts Admin, Interdisciplinary Humanities, Children and Society, Interdisciplinary Humanities, Women's, Gender & Sexuality Studies, International Studies, Legal Studies - Pre Law, Maritime Studies, Music, Music Education, Music Performance, Philosophy, Political Science, and Theatre
Business	Accounting, Business Economics, Finance, General Business, Global Hospitality & Tourism, Human Resource Management, Management, Management Information Systems, Marketing, Master of Business Administration, Public Administration, Sport Management, and Supply Chain Logistics Management
Education	Elementary Education, Exceptional Student Education, Instructional Design & Technology, and Interdisciplinary Social Sciences
Health	Clinical Lab Sciences, Exercise Science, Family Nurse Practitioner, Health & Physical Education, Health Promotion & Wellness, Health Sciences-Behavior Analysis, Health Sciences-General, Health Sciences-Healthcare Administration, Movement Sciences & Health, Nursing, Nursing Leadership, Psychology, Public Health, and Social Work
Science & Engineering	Biology, Biology Teaching, Biomedical Sciences, Chemistry, Chemistry Teaching, Computer Engineering, Computer Science, Construction Management, Cybersecurity, Data Science, Earth & Environmental Science Teaching, Electrical Engineering, Engineering, Environmental Science, GIS Administration, Information Technology, Intelligent Systems & Robotics, Interdisciplinary Sciences, Marine Biology, Mathematics, Mathematics Teaching, and Mechanical Engineering

VISION

The CareerSource Escarosa vision is for our region to be recognized for economic growth, driven by flourishing businesses and a skilled workforce.

MISSION

The CareerSource Escarosa mission is to be the central workforce development resource, linking business with the skilled and trained talent they need.

GOALS

Goal 1: Businesses have the right employee(s), with the right skills, at the right time.

(Lead Organization: CSE-Director of Workforce Development & Business Services Team)

1. Understand current and future employer workforce needs.
2. Foster alignment of business needs and educational curriculum and programming.
3. Simplify and streamline the process for regional business of all sizes to engage in talent development that meets their needs.
4. Offer, promote, and execute high quality services to recruit, evaluate, and refer qualified candidates to employers.
5. Cultivate employer (internal) workforce development programs for employee retention and growth of employees.
6. Offer and promote available funding and programs such as On-the-Job (OJT) training, Quick Response Training (QRT), and Registered Pre-Apprenticeship and Registered Apprenticeship that offset the cost of hiring and training new employees.
7. Offer and promote available funding and programs such as Employed Worker Training (EWT-CSE) and Incumbent Worker Training (IWT-Florida) for employers to upskill their workforce.
8. Offer, promote, develop, and deliver customized training solutions for employers with unique needs, at reduced or no cost to the employer.
9. Obtain advance notice, offer, and promote layoff aversion services and funding to employers.

Goal 2: High school students are enrolled, enlisted, or employed at time of graduation.

(Lead Organization: K-12 Education-Escambia and Santa Rosa Counties)

1. Assist students to understand their aptitudes, explore and expand their interests.
2. Provide vehicle for students to explore post-secondary education institutions and programs.
3. Increase student and parent awareness of and encourage applications to educational funding opportunities (FAFSA, Bright Futures, etc.)
4. Enhance student awareness of opportunities and benefits of military service.
5. Enhance student awareness of regional employers.
6. Enhance student awareness of career opportunities, demand, income potential, and pathways.
7. Curate and promote opportunities for students to obtain internships and part-time jobs.

8. Offer and promote high quality tools, training, and services for a student job seeker to search, apply, interview, and follow up for a job.

Goal 3: Post secondary students can obtain a job in their field of study at time of graduation.

(Lead Organization: Post Secondary Education-UWF, PSC, PCC)

1. Assist students to understand their aptitudes, explore and expand their interests.
2. Provide vehicle for students to explore post-secondary education institutions and programs.
3. Increase student and parent awareness of and encourage applications to educational funding opportunities (FAFSA, Bright Futures, etc.)
4. Enhance student awareness of opportunities and benefits of military service.
5. Enhance student awareness of regional employers.
6. Enhance student awareness of career opportunities, demand, income potential, and pathways.
7. Curate and promote opportunities for students to obtain internships and part-time jobs.
8. Offer and promote high quality tools, training, and services for a student job seeker to search, apply, interview, and follow up for a job.

Goal 4: Unemployed workers can get to work quickly.

(Lead Organization: CSE-One Stop)

1. Assist job seekers to understand their aptitudes, and to explore and expand their interests.
2. Offer and promote high quality tools, training, materials, and services for job seekers to search, apply, interview, and follow up for a job.
3. Offer and promote services and funding for displaced (laid off) workers to obtain training and education, ideally before a layoff occurs.
4. Provide vehicle for job seekers to explore and obtain training and education.
5. Increase job seeker awareness of and encourage applications to educational funding opportunities (e.g.: FAFSA).
6. Advocate for and foster availability and awareness of affordable childcare and transportation options.

Goal 5: Underemployed workers have a path to full-time work that aligns with their skills and abilities.

(Lead Organization: CSE-One Stop)

1. Assist workers to understand their aptitudes, and to explore and expand their interests.
2. Offer and promote high quality tools, training, materials, and services for job seekers to search, apply, interview, and follow up for a job.
3. Offer and promote services and funding for workers to obtain training and education.
4. Provide vehicle for workers to explore and obtain training and education outside of working hours.
5. Advocate for and foster availability and awareness of affordable childcare and transportation options.

Goal 6: Increase Local Labor Force Participation

As of February 2024, the local labor force participation rate was 59.9%. To increase labor force participation, CSE will work with core and combined partners to:

1. Increase awareness of childcare grants and early childhood education opportunities through social media marketing campaigns.

2. Continue to collaborate with the Greater Pensacola Chamber to promote business hiring and retention strategies through Workforce Wednesday lunch & learns and educational/informational posts on social media.
3. Connect potential job seekers with partner service providers who can help increase participation.
4. Ensure local jobseekers and employees aged 25-70 have a credential of value.

Goal 7: Ensure Jobseekers/Employees Have a Credential of Value

Data provided by the UWF Haas Center shows that 8.3% of the general population (all ages) in the CSE Region have less than a high school diploma, increasing the likelihood they do not have a credential of value. To ensure local jobseekers aged 25-70 have a credential of value, CSE will work with core and combined partners to:

1. Collaborate with employers and K-12 workforce educators in the two-county area to understand employer needs and offer programs to ensure students can earn a credential of value prior to their departure from secondary school.
2. Work with non-profits, such as Achieve Escambia, to promote programs that ensure high school students are aware of education grants and scholarship opportunities offered through FAFSA applications.
3. Support area non-profits, such as AMI Kids, by providing letters of support for workforce program grants to offer workforce training services in the CSE area.
4. Promote and administer the Florida Ready to Work program to provide job seekers with work-ready skills.
5. Promote and increase use of the free-to-users METRIX Learning platform, which offers 7,000+ courses, including training for industry certifications.
6. Collaborate with Florida Makes and qualified training providers to promote, administer, and execute employee training grants such as IWT, EWT, OJT, and QRT.
7. Collaborate with correctional institutions in Escambia and Santa Rosa counties to provide pre and post release training and education opportunities to incarcerated individuals.

Goal 8: Ensure Local Median Wage Remains at 75%+ of Florida's Median Wage

According to 2023 data provided by FloridaJobs.org, the median wage for all occupations in the CSE area was $20.14 per hour, which is 93% of the $21.67 statewide median wage. To ensure the local wage remains greater than 75% of Florida's median wage, CSE will work with core and combined partners to:

1. Collaborate with employers, educators, and economic development organizations to define and build a qualified workforce that meets the needs of target industry employers.
2. Collaborate with employers to provide employed worker training to upskill employees, increase efficiency, enhance productivity, and increase profitability to ensure continued economic viability.

Goal 9: Increase Second Quarter After Exit Employment Rate by 10% for individuals over 55 years of age, Youth, SNAP and TANF Recipients, Individuals without a High School Diploma or Speakers of another Language, and Individuals with Disabilities.

CareerSource Escarosa will work with core and combined partners to improve WIOA performance measures by:

1. Ensuring that data collected and reported is accurate, complete, and consistent. This includes proper documentation and verification processes.
2. Adhering to deadlines for reporting performance data to avoid penalties and ensure timely adjustments or corrections if needed.

3. Developing and implementing programs and services that are focused on achieving positive outcomes for participants, such as employment placement, retention, and earnings increases.
4. Increasing efforts to reach and engage eligible participants, especially those facing barriers to employment, to maximize enrollment and participation rates.
5. Analyzing performance data to identify trends, successes, and areas needing improvement.
6. Investing in training and development opportunities for staff to enhance their skills in data collection, performance measurement, and program evaluation.
7. Fostering collaborations with employers, educational institutions, community organizations, and other stakeholders to leverage resources and expertise in achieving performance goals.
8. Implementing a culture of continuous improvement where feedback loops are established, lessons learned are applied, and best practices are shared across the organization.
9. Encouraging innovation in service delivery and program design to test new approaches that can potentially improve performance outcomes.
10. Staying informed about updates and changes to WIOA regulations and guidelines to ensure compliance in reporting and implementation.

For specific types of individuals listed in the instructions, CareerSource will apply the programs and concepts listed below to improve performance.

Individuals Age 55+

- Develop training programs tailored to older adults, focusing on skills in demand in the local job market.
- Provide personalized career counseling and job placement services that consider the unique needs and experience of older individuals.
- Partner with employers to promote age-friendly workplaces and encourage hiring of older workers. An example of this would be our partnership with the National Coalition on the Aged (NCBA).

Youth:

- Offer career exploration workshops, internships, and mentorship programs to help youth identify career interests. This is currently part of the services provided via our youth providers in both Escambia and Santa Rosa Counties. We also refer youth to Job Corps as well.
- Provide training in soft skills, resume building, and interview preparation. In addition to services provided via our youth providers, our region also uses Florida Ready to Work for soft skills training and workshops offered directly by staff.
- Facilitate connections with employers who are willing to hire youth, possibly through subsidized employment initiatives.

SNAP and TANF Recipients:

- Coordinate with social service agencies to offer workforce training programs that align with the skills needed by local employers.
- Provide intensive case management to support these individuals in overcoming barriers to employment.
- Offer financial assistance for transportation, childcare, work-related expenses, and/or other support services to ensure participation in training and employment and successful outcomes.

Non-HS Graduates and ESOL:

- Expand adult education and literacy programs to help individuals obtain a high school diploma or equivalent. Our region currently offers an onsite GED Lab in partnership with the Escambia County Schools/George Stone Technical Center.
- Provide ESL classes and language support services to improve English proficiency. We generally refer clients in need of this service to our partners at Pensacola State College.

Disabled:

- Ensure that all career centers and training programs are accessible and inclusive for individuals with disabilities.
- Provide specialized job coaching and assistive technology support to facilitate successful employment outcomes.
- Collaborate with employers to create inclusive workplaces and promote hiring individuals with disabilities. We work closely with our partners at Vocational Rehabilitation Service and Division of Blind Services to accomplish this goal.

Goal 10: Increase the total newly registered apprentices annually; increase registered apprenticeship programs; increase registered pre-apprenticeship programs.

During the program year, CareerSource Escarosa will engage in the following activities and work with core and combined partners to increase the number of newly registered apprentices annually, increase registered apprenticeship programs, and increase registered pre-apprenticeship programs:

- Hire an Apprenticeship Coordinator. The previous coordinator was promoted to another position and the position was not advertised due to uncertainty regarding funding availability for the 2024-25 program year.
- Work with chambers of commerce, economic development organizations, and professional organizations (e.g.: Central Gulf Industrial Alliance, Society of Manufacturing Engineers, Home Builders Association, Associated Builders & Contractors of NW Florida) to identify local employers in industry sectors appropriate for apprenticeships.
- Develop and execute an outreach program to raise program awareness and understand employer needs.
- Work with Florida Makes, educational institutions, and training providers to identify and develop programs to meet employer needs.
- Develop and execute an outreach program to recruit apprentices.
- Apply for additional funding as necessary to build the program.

Goal 11: Increase percentage of 12th grade secondary career and technical education student enrollment.

CareerSource Escarosa will assist with increasing the percentage of 12th grade secondary career and technical education enrollment by continuing participation in CTE industry advisory councils and SAC meetings and promoting CTE programs to parents and youth program participants utilizing career center.

Goal 12: Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials of value that directly support the sector.

CareerSource Escarosa will play a role in building a talent pipeline for targeted new and emerging industries through credentialing by:

- Obtaining knowledge regarding credentials of value through regular Business Services Team employer interaction.
- Utilizing the Education and Industry Consortium to solicit information on credentials of value

- Disseminating that knowledge to educational institutions for new and improved credentialling programs.
- Promoting relevant credential training available on the METRIX Learning platform

DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

CareerSource Escarosa provides a range of workforce development services and educational opportunities in Escambia County and Santa Rosa County, including several core programs aimed at workforce development and employment services such as:

- WIOA Adult and Dislocated Workers: Workforce Innovation and Opportunity Act services for adults and workers who have been displaced from their jobs.
- Wagner Peyser: Employment services provided under this federal program, likely focusing on job placement and labor market information.
- Welfare Transition: Services aimed at transitioning individuals from welfare to work, often through training and employment support.
- SNAP Employment and Training (SNAP/ET): Services designed to help Supplemental Nutrition Assistance Program (SNAP) recipients gain skills and find employment.
- RESEA (Reemployment Services): Likely provides reemployment services to individuals who are unemployed or underemployed.
- Veterans and Veterans with Significant Barriers to Employment (SBE): Specific services tailored to veterans, especially those facing significant challenges in finding employment.
- Senior Community Service Employment Program (SCSEP): Provides job training and employment opportunities for low-income individuals aged 55 and older.
- Trade Adjustment Assistance (TAA): Services for workers who have lost their jobs or had their hours reduced as a result of foreign trade.

These programs collectively aim to support individuals in acquiring skills, finding employment opportunities, and improving their economic stability.

CareerSource Escarosa plays a pivotal role in coordinating educational referrals, providing workforce development services, and ensuring compliance with federal and state regulations concerning employment and training programs in our region.

To comply with WIOA requirements and ensure that individuals are equipped to make informed choices about the training options available to them, CareerSource Escarosa offers the following "customer choice" strategies:

- **Comprehensive Information on Training Providers and Programs:** We provide job seekers with access to detailed information on approved training providers, program offerings, performance outcomes, and the employment rates of graduates. This information is accessible through the **local Eligible Training Provider List (ETPL)**, which includes training providers that have met specific performance standards.
- **Individualized Career Counseling and Case Management:** All WIOA applicants are paired with a career counselor who works with them to assess their career goals, skill gaps, and training needs. Through this individualized process, customers are guided in exploring training options that are aligned with their interests, aptitudes, and labor market demand.

- **Skills and Interest Assessments:** To help customers identify the most suitable training programs, we offer a range of career assessment tools. These assessments assist individuals in understanding their strengths and identifying training pathways that are best suited to their abilities and interests.

Ongoing Monitoring and Feedback: Our approach includes regular follow-up with individuals throughout their training journey to assess progress and adjust the training plan as necessary.

CareerSource Escarosa works with entities carrying out core and combined programs and other workforce development programs, including programs of study authorized under The Strengthening Career and Technical Education for the 21st Century Act in the following ways.

- **Educational Partnerships:** CareerSource Escarosa collaborates closely with Pensacola State College (PSC), Escambia County School District, and Santa Rosa County School District. Specifically, we receive and review annual Carl Perkins plans from these entities, which outlines federal funding and strategies for career and technical education.
- **Services for Customers Without High School Diploma:** CareerSource Escarosa refers customers who lack a high school diploma to George Stone Technical College for GED preparation and testing. We also offer GED preparation classes on-site, presumably to help individuals obtain their high school equivalency.

Adult and Dislocated Worker Employment and Training Activities

Eligibility criteria and categories for adult and dislocated worker employment and training activities in the local area are as follows:

Eligibility Criteria for WIOA Training Services:

- Adult Program: Individuals aged 18-72 who do not qualify under the Dislocated Worker or WIOA Youth programs.
- Dislocated Worker Program: Individuals who are unemployed due to circumstances beyond their control (e.g., job loss, layoff) and unlikely to return to their previous occupation or industry.

Eligibility Categories for WIOA Training Services:

- Unemployed: Currently without a job.
- Underemployed: Employed but earning at or below 200% of the Lower Living Standard Income Level (LLSIL) based on family size.
- Needs assistance to retain employment: Employed individuals who require services or training to maintain self-sufficiency.

The following local policies and procedures exist for individualized career and training services in the Adult program give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Local Priority of Services Policy:

- CareerSource Escarosa follows a "most-in-need" policy when funding is limited.

- Priority is given to economically disadvantaged individuals who are "at-risk of public assistance."
- This is defined as household income at or below 200% of the federal poverty level (LLSIL) and having a child below 18 years old in the household.

Priority for Veterans:

- Veterans receive first service priority in accordance with federal requirements.

These policies outline the specific criteria and priorities CareerSource Escarosa adheres to when determining eligibility for and distribution of WIOA training services. We aim to support individuals who are unemployed, underemployed, or at risk of public assistance, with a special emphasis on veterans as mandated by federal guidelines.

Training Services

CareerSource Escarosa offers a range of training and career development services aimed at eligible individuals through various programs:

1. **Training Services:** Eligible individuals attending programs from approved training providers can receive training services using Individual Training Accounts (ITAs).
2. **Training Modalities:** On-the-Job Training (OJT) and Customized Training: These are tailored to meet employer needs, focusing on demand industries, occupations, and sector strategies.
3. **Information Access:** Training program and provider details are accessible at all CareerSource Escarosa centers and on our website.
4. **Career Counseling:** Counselors provide career assessment and counseling services to help customers develop their career pathways.
5. **Funding Assistance:** Customers ineligible for WIOA funding or choosing non-WIOA approved training can access the Federal Application for Student Aid (FAFSA). Information on other educational grants and scholarships is also provided.
6. **Online Tools:** Online career exploration tools aid customers in selecting WIOA and non-WIOA training options, as well as funding opportunities.
7. **Job Opportunities:** Opportunities such as OJT, customized training, apprenticeships, and internships are posted on the Employ Florida website for universal access.
8. **Priority of Service:** CareerSource Escarosa prioritizes individuals with barriers to employment and veterans for ITA assistance. This includes veterans and those facing barriers like TANF or SNAP recipients, homeless individuals, and those with basic skills deficiencies.
9. **Financial Assistance:** ITAs provide financial assistance up to a capped amount of $9,000 per program. Coordination with other funding sources is facilitated by WIOA staff to maximize financial support.
10. **Consistency in Policy:** The organization adheres strictly to ITA policies without exceptions.

These services ensure that CareerSource Escarosa effectively supports individuals in their career development and training needs, addressing both specific industry demands and individual barriers to employment.

Youth Workforce Investment Activities

CareerSource Escarosa offers a comprehensive youth development and career readiness program under the Workforce Innovation and Opportunity Act (WIOA), which includes the following:

- **Career Plan and Pathway Development:** Each youth participant will undergo intensive assessment, mentoring, and coaching to develop a personalized career plan aligned with their needs and aspirations.
- **Youth Program Elements:** There are 14 elements available to participants, which include various career-oriented activities such as attaining a high school diploma/GED, pursuing postsecondary education, entering military service, or finding unsubsidized employment. The utilization of these elements will be customized based on each youth's assessed needs and chosen career pathway.
- **Basic Skills Instruction:** Youth who are identified as basic skills deficient (reading, math, or language skills below the 9th grade level) will receive instruction to improve these foundational skills.
- **Procurement and Proposal Requirements:** During the competitive procurement process, proposals must address how all 14 program elements will be made available to youth participants. Letters of support are required from agencies providing specific elements.
- **Internal Monitoring:** Service provider contracts will be reviewed internally to ensure that all 14 elements are being adequately addressed and provided to youth participants.
- **Definition of Eligibility Criteria:**
  - CareerSource Escarosa defines eligible youth based on academic skills (TABE assessment), language proficiency (English communication ability), and status within educational programs like ESOL/ELL.
  - CareerSource Escarosa defines eligibility based on academic skills (TABE assessment), lack of work history (for those over 18), parental incarceration, domestic violence victimization, or receipt of public assistance.

These criteria outline the eligibility and service provision framework for youth participating in the program, ensuring that each participant receives tailored support to achieve their career goals. The program aims to address both educational and socio-economic barriers that youth may face in entering the workforce or pursuing further education.

Self-Sufficiency Definition

The definition of "self-sufficiency" used by CareerSource Escarosa varies based on the group being considered. For example:

Adult WIOA and Welfare Transition Participants:

Self-sufficiency is defined as income that exceeds 200% of the poverty level based on the Lower Living Standard Income Level (LLSIL) defined by the U.S. Department of Labor (USDOL). Once an individual's income surpasses this threshold for their household size, they are considered self-sufficient. This means they are deemed capable of supporting themselves financially without needing public or government assistance.

Dislocated Workers:

Self-sufficiency for dislocated workers is defined as income that is at least 80% of the income level the individual had at the time of their dislocation (job loss). This criterion aims to ensure that dislocated workers can regain financial stability and maintain a standard of living similar to what they had prior to their job loss.

In both cases, achieving self-sufficiency implies that the individual's income meets or exceeds the specified thresholds, indicating that they no longer require public or government assistance to meet their basic needs.

Supportive Services and Needs-Related Payments

CareerSource Escarosa has developed a comprehensive approach to supporting our program participants, particularly those in the Welfare Transition (WT) Program and veterans. The CEO, and the COO as an alternate, is a member of the Local Coordinating Council under the Transportation for the Disadvantaged Board for both Escambia and Santa Rosa Counties. A list of our support services and partnerships is as follows:

- **Transportation Support Services:**
    - Reloadable Visa Cards and Bus Tickets: These are provided to Welfare Transition program participants who fulfill their work participation requirements. This assistance helps participants cover transportation costs related to their employment activities, making it easier for them to attend work, job interviews, or other necessary appointments.
- **Other Support Services:**
    - These are provided to Welfare Transition program participants who fulfill their work participation requirements and based on funding availability. Other support services can include emergency rental assistance, emergency utilities assistance, interview and/or work clothing, equipment/tools for work, and assistance with application, registration, tuition, and books for post-secondary education. These support services are aimed at eliminating barriers to training and employment to assist Welfare Transition participants in becoming self-sufficient.
- **Support for Veterans:**
    - Bus Tickets: Occasionally provided to veterans to assist with job interviews and job search activities. This support acknowledges the unique needs of veterans transitioning into civilian employment and aims to facilitate their job search process.
- **Partnerships with Community Organizations:**
    - Community Action Program Committee: This local Community Action Agency likely offers various support services to individuals and families in need. CareerSource Escarosa collaborates closely with them to understand the services they provide and to refer participants who may benefit from those services.
    - Children's Home Society and Others: Similar partnerships exist with other community-based organizations. CareerSource Escarosa exchanges information with these organizations to ensure they are aware of the transportation assistance and other support services they offer. Referrals are made based on the specific needs of participants, ensuring they receive comprehensive support beyond just employment assistance.

Limits, Levels, and Duration of Services
Supportive services are provided based on the level of need as determined through the **needs-based assessment** documented in the **ISS/IEP/IRP or case plan**. The limits and duration of services are determined by the following factors:

- **Funding Availability:** Supportive services are contingent upon available funding, with each service having specific caps and limits based on available resources. For example, transportation assistance in the Welfare Transition Program is capped at $100 per participant per month, based on work activity completion. However, in other programs, the amount is based on funding availability, which varies from fiscal year to fiscal year.

- **Duration of Services:** The duration of services is tied to the participant's program duration or specific needs. For example, transportation assistance is typically provided for the duration of a participant's job search or training program and until case closure.

Needs-Based Assessment and Documentation in the ISS/IEP/IRP
All supportive services provided by CareerSource Escarosa are based on a **needs-based assessment**, which is documented in each participant's **Individual Service Strategy (ISS)**, **Individual Employment Plan (IEP), Individual Responsibility Plan (IRP), or case plan**. This assessment determines the type and level of supportive services that will help the participant achieve their career and training goals.

- **Documentation and Tracking:** The ISS/IEP/IRP or case plan outlines the services that will be provided, and this is updated as the participant's needs change. This ensures that support is aligned with their current circumstances and goals.

Supportive Services for Other Customer Groups
CareerSource Escarosa prioritizes support for participants across all programs, based on needs, including supportive services to **adults**, **dislocated workers**, and **youth**, all of whom may face barriers to employment and training. Services provided include:

- **Adults & Dislocated Workers:** These individuals may be eligible for supportive services such as tuition and books, uniforms/work clothing, supplies, tools, and reimbursement of professional license fees.
- **Youth:** Youth participants, particularly those facing economic disadvantages or who are out of school, are eligible for services that help them complete their education, training, or secure employment. This includes transportation, books, clothing for work experience or interviews, supplies, and reimbursement of GED fees, and fees related to obtaining a measurable skills gain or MSG.

Referral Process to Supportive Services
CareerSource Escarosa follows a structured referral process to ensure that all participants receive the necessary supportive services. The process includes:

- **Referral to Partners:** If participants need services that are not directly provided by CareerSource Escarosa, we refer them to our community partners such as local food banks, medical or mental health services, childcare resources, and housing assistance programs. This ensures that participants receive holistic support.
- **Referral Process Documentation:** All referrals are tracked in the participant's case file and/or via online referral system platform to ensure services are provided and that the participant receives the support they need. CareerSource Escarosa staff actively monitor the progress of referrals to ensure timely access to services. CareerSource Escarosa has implemented the use of the Crosswalk Agency Referral system, which connects people to services. It allows us to seamlessly send and/or receive referrals in a secured online platform. We are also exclusively using the Unite Us Referral System for the Hope Florida Initiative.

- **Funding Services Not Available Through Partners:** If the required services are not available through community partners or other sources, CareerSource Escarosa will use available WIOA funding to support participants for allowable costs. For example, when training-related or emergency assistance services are unavailable locally, CareerSource Escarosa will use internal funds to fill the gap, ensuring participants' needs are met without delays.

Controls   for   Accounting   and   Use   of   Federal   Funds
To ensure compliance with federal regulations and transparency in the use of funds, CareerSource Escarosa adheres to strict financial controls. This includes:

- **Tracking of Supportive Services:** All supportive services provided are entered into the participant's case management system, with detailed documentation of the service type, amount, and purpose. This ensures accountability and compliance with WIOA guidelines.
- **Periodic Audits and Monitoring:** CareerSource Escarosa undergoes regular audits and monitoring to ensure that all federal funds are being used appropriately and effectively. These audits and monitoring help identify any discrepancies and ensure that the services provided align with the needs of participants and funding guidelines.

Financial Reporting: Comprehensive financial reporting is maintained to track the use of supportive services funds. This ensures transparency and accountability in the administration of federal and state resources.

Overall, these partnerships and support services highlight CareerSource Escarosa's commitment to addressing the holistic needs of our program participants. By providing transportation support, other support services, and collaborating with community organizations, we enhance the effectiveness of our programs and help individuals achieve sustainable employment and self-sufficiency.

Individuals with Disabilities

CareerSource Escarosa's involvement in the Achieve Escambia initiative underscores our commitment to improving educational outcomes and addressing barriers to self-sufficiency in Escambia and Santa Rosa Counties. Here are the key aspects of their involvement and services provided:

- **Achieve Escambia Initiative:**
  - Cradle to Career Focus: This initiative targets high-poverty areas and aims to improve education and learning outcomes from early childhood through adulthood. By focusing on the entire educational journey, Achieve Escambia seeks to equip individuals with the skills and resources needed to achieve economic self-sufficiency.
  - Community Partnerships: Major employers like Gulf Power Company, Navy Federal Credit Union, Sacred Heart Healthcare System, and Baptist Healthcare, along with local governments, economic development agencies, schools, state colleges, early learning coalitions, juvenile justice departments, and nonprofit organizations, collaborate to create equity and address poverty in the county.
- **Services Provided by CareerSource Escarosa:**

- Target Population: CareerSource Escarosa continues to serve individuals who are low-skilled, low-wage, disconnected, disadvantaged, and at-risk. Many of these individuals face multiple employment challenges and may have hidden disabilities.
- Reciprocal Referral System: We have established a referral system with partners such as Vocational Rehabilitation, Division of Blind Services, and other community entities. This ensures that job seekers with specific challenges to employment receive specialized support and services tailored to their needs. We have also implemented the Crosswalk Agency Referral System, which will allow us to send referrals seamlessly between agencies.
- Accessibility: CareerSource Escarosa ensures that individuals with disabilities have access to all services available to other customers. We provide accommodations such as specially adapted workstations in resource rooms, enabling job seekers with hearing and visual impairments to conduct job searches effectively.

- **Employment Services for Individuals with Disabilities:**
  - Integration and Competitive Employment: We prioritize supporting individuals with significant disabilities and barriers to employment, aiming to place them in competitive, integrated jobs. This approach aligns with fostering inclusive economic opportunities for all community members.

By participating in initiatives like Achieve Escambia and maintaining robust partnerships with local stakeholders, CareerSource Escarosa plays a pivotal role in advancing economic equity and opportunity in Escambia and Santa Rosa Counties. Our commitment to inclusive services ensures that all individuals, including those with disabilities and diverse barriers to employment, receive the support needed to achieve sustainable employment and economic independence.

Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs:

CareerSource Escarosa (CSE) is prepared to assist customers with filing for Reemployment Assistance and providing comprehensive support in our Resource Rooms. The services we offer are as follows:

- Reemployment Assistance Services:
  - CSE assists all customers who need to file for Reemployment Assistance (commonly known as unemployment benefits). This service is crucial for individuals who are between jobs and need financial support during their job search.
  - The Resource Room at CSE is equipped with ample computers and tablets. This setup ensures that customers can complete the entire process of filing for Reemployment Assistance online. Having both computers and tablets caters to different customer preferences and needs.
- Staff Expertise and Support:
  - CSE's staff is well-trained and readily available to assist every customer. We are knowledgeable about the Reemployment Assistance process and can provide guidance and support as needed.
  - Our commitment to standing by and being ready to assist demonstrates our customer-centric approach, aiming to ensure that individuals receive prompt and effective assistance throughout the filing process.
- Scalability and Timeliness:
  - In cases where there is high demand or additional resources are required, CSE has an overflow computer room and additional staff available. This proactive

approach ensures that all customers are served professionally and in a timely manner, even during peak times or when there is increased demand for services.

Overall, CareerSource Escarosa's structure, trained staff, and contingency plans reflect our dedication to providing accessible and efficient services to customers filing for Reemployment Assistance. By maintaining readiness and adaptability, we strive to meet the needs of our community effectively, ensuring that individuals receive the support necessary during their employment transitions.

Highest Quality of Services to Veterans and Covered Persons:

CareerSource Escarosa has implemented a priority service policy aimed at ensuring individuals with barriers to employment, especially veterans, receive prompt and focused assistance. Here's a detailed overview of this policy:

- Priority Criteria:
  - Veterans: Veterans are identified as a top priority group for CareerSource Escarosa's services. This recognition acknowledges the unique challenges veterans may face in transitioning to civilian employment and aims to provide them with dedicated support.
  - Individuals with Barriers to Employment: Other groups identified include recipients of Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), homeless individuals, and those with basic skills deficiencies. These individuals often face significant barriers to securing employment and are prioritized to receive services that address their specific needs.
- Service Delivery Process:
  - Individual Training Accounts (ITAs): CareerSource Escarosa utilizes ITAs to provide training and employment services to individuals identified under the priority criteria. This ensures that these individuals receive targeted assistance tailored to their circumstances and goals.
  - Priority Service Queue: Individuals meeting the priority criteria are served first. This structured approach ensures that those with the greatest need for assistance receive timely support, enhancing their chances of achieving employment success.
- Fairness in Service Delivery:
  - After individuals with priority status have been served, CareerSource Escarosa adopts a first-come, first-served approach for other applicants seeking assistance. This method balances the urgency of addressing critical needs while maintaining fairness in service delivery for all applicants.
- Integration with WIOA Program:
  - The policy seamlessly integrates with the Workforce Innovation and Opportunity Act (WIOA) eligibility process. WIOA participants automatically benefit from the priority service structure, ensuring they receive the necessary support during their program participation.

By establishing and implementing this priority service policy, CareerSource Escarosa demonstrates our commitment to equitable service delivery and addressing the specific needs of veterans and individuals facing barriers to employment within our community. This approach not only prioritizes support for those most in need but also enhances the effectiveness of workforce development efforts in Escambia and Santa Rosa Counties.

Veterans and Veterans with Qualified Employment Barriers (QEB): Specific services tailored to veterans, especially those facing significant challenges in finding employment.

Entities Carrying Out Core Programs and Combined State Plan Partner Programs:

CareerSource Escarosa has established a robust outreach network and a range of specialized services to cater to diverse community needs.

- Outreach and Community Awareness:
    - CareerSource Escarosa actively promotes awareness of available employment and training services through extensive outreach efforts. This ensures that community members are informed about opportunities and events related to employment.
- Services for Individuals with Barriers to Employment:
    - The one-stop career centers provide access to individuals facing barriers to employment. Specialized services are offered to meet the unique needs of these customers, which may include assistance related to disabilities, socioeconomic challenges, or other barriers.
- Collaboration with Florida Commerce, WIOA, TANF, and SNAP:
    - Full-service centers collaborate with staff from Florida Commerce, Workforce Innovation and Opportunity Act (WIOA), Temporary Assistance for Needy Families (TANF), and Supplemental Nutrition Assistance Program (SNAP). This collaboration ensures integrated support for job seekers who require assistance beyond traditional employment services.
- Specialized Programs:
    - National Caucus on Black Aged: Staff from this organization provide employment and training services specifically tailored for job seekers aged 55 and older at the Pensacola center.
    - Military Family Employment Advocate: This role focuses on providing specialized employment and training services to spouses and dependents of active-duty military personnel, acknowledging the unique challenges faced by military families.
    - Disabled Veteran Opportunity Program (DVOP) Specialists: These specialists offer intensive case management, as well as employment and training services, to veterans with significant barriers to employment.
    - Career Advisor for Prior-Incarcerated/Returning Citizens/Re-Entry: A specially trained advisor offers employment counseling, mentoring, and placement assistance tailored to individuals who are returning to the workforce after incarceration.
    - Language Line Service: This service ensures accessibility for non-English speaking customers by providing interpretation services during interactions at the career centers.
    - Pockettalk Translation Device: We also have Pocketalk translation devices, which ensures accessibility for non-English speaking customers by providing translation services for both the customer and the staff during interactions at the career centers.

These initiatives demonstrate CareerSource Escarosa's commitment to inclusivity, accessibility, and tailored support for various demographic groups and individuals facing unique challenges in accessing employment opportunities. By offering specialized services and collaborating with diverse organizations, we aim to enhance employment outcomes and economic stability within our community.

Employer Engagement

CareerSource Escarosa has several individuals/teams that conduct employer engagement. The CEO regularly interacts with executives at local companies through participation on various boards and meetings.

The Director of Workforce Development reports to the CEO and has been tasked with creating and facilitating an employer-led, industry sector-focused workforce development system that attracts and develops talent needed to support the existing economy of the greater Pensacola MSA and to create the talent pool needed to advance economic development and diversification goals in the area. Like the CEO, the Director of Workforce Development interacts with senior leadership at companies, educational institutions, and economic development organizations across all industry sectors.

Business services representatives are assigned to industry sectors, ensuring a single point of contact for industry partners' immediate hiring and training needs. They interact regularly with employers regarding immediate hiring needs, upcoming career fairs, hiring events, veterans' programs, and training opportunities.

The communications coordinator develops and shares outreach materials such as social and digital media, flyers and conducts in person outreach, speaking at events in the area.

Engagement goals for this year include:

- Improving the reputation of CareerSource as a valued workforce development partner
- Identifying and engaging dormant employers in the Employ Florida system
- Identifying and engaging new employers
- Increasing awareness of the METRIX Learning platform
- Increasing awareness and participation in OJT, EWT, and registered apprenticeships
- Increasing the number and quality of referrals to employers

Enhancing Apprenticeships

During the program year, CareerSource Escarosa will engage in the following activities and work with core and combined partners to increase the number of newly registered apprentices annually, increase registered apprenticeship programs, and increase registered pre-apprenticeship programs:

- Hire an Apprenticeship Coordinator. The previous coordinator was promoted to another position and the position was not advertised due to uncertainty regarding funding availability for the 2024-25 program year.
- Work with chambers of commerce, economic development organizations, and professional organizations (e.g.: Central Gulf Industrial Alliance, Society of Manufacturing Engineers, Home Builders Association, Associated Builders & Contractors of NW Florida) to identify local employers in industry sectors appropriate for apprenticeships.
- Develop and execute an outreach program to raise program awareness and understand employer needs.
- Work with Florida Makes, educational institutions, and training providers to identify and develop programs to meet employer needs.
- Develop and execute an outreach program to recruit apprentices.
- Apply for additional funding as necessary to build the program.

DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

CareerSource Escarosa has established a comprehensive One Stop Delivery System that incorporates all required partners essential for providing holistic workforce development and employment services. Here's a breakdown of their partner network and collaboration efforts:

- **Required Partners in the One Stop Delivery System:**
    - Vocational Rehabilitation: Provides services to individuals with disabilities to prepare them for, obtain, and maintain employment.
    - Providers of Adult Education Services: Offer educational opportunities and skill development for adults seeking to improve their literacy, numeracy, and job readiness.
    - Community Colleges (State Colleges): Offer vocational training, associate degrees, and workforce development programs tailored to local labor market needs.
    - Representatives of Florida Commerce Wagner Peyser: Florida Commerce's Wagner-Peyser program focuses on job placement, job matching, and labor market information.
    - Veterans Services: Provide employment assistance and support specifically tailored to veterans transitioning to civilian employment.
    - WIOA (Workforce Innovation and Opportunity Act): Administered through CareerSource Florida, WIOA provides funding and guidelines for workforce development activities.
    - Private Colleges and Universities: Offer higher education opportunities and workforce development programs that complement community college offerings.
- **Inclusion of Partner Comments in Planning:**
    - CareerSource Escarosa actively solicited feedback and comments from our partners to inform the development of our service delivery plan. This collaborative approach ensures that the plan reflects the needs and priorities of all stakeholders involved.
- **Additional Partners:**
    - WIOA Youth Service Providers: Focus on youth workforce development, preparing young individuals for successful transitions into adulthood and the workforce.
    - Children's Home Society: Offers support services for children and families, likely including programs that enhance family stability and support workforce readiness.
    - School Districts of Escambia and Santa Rosa Counties: Collaborate to integrate education and workforce development initiatives, preparing students for post-secondary education and career opportunities.
    - Community Action Program Committee: Provides a range of services aimed at alleviating poverty and supporting economic self-sufficiency within the community.

By integrating these diverse partners into our One Stop Delivery System, CareerSource Escarosa ensures a comprehensive approach to addressing the workforce needs of the community. This collaborative framework not only enhances service effectiveness but also maximizes resources and opportunities for individuals seeking employment, education, and career advancement in Escambia and Santa Rosa Counties.

CareerSource Escarosa has taken significant steps to ensure accessibility and inclusivity in our services for individuals with disabilities. Here's a detailed overview of our efforts and provisions:

- Self-Paced Programs and Software:
    - We offer self-paced programs and software, allowing individuals to learn and progress at their own pace, accommodating different learning styles and preferences.
- Adaptive Equipment and Accessibility Features:

- o Integrated Adaptive Equipment: Resource Areas are equipped with adaptive technology to assist individuals with vision or hearing disabilities, ensuring they can fully utilize the services provided.
- o Accessibility for Mobility Devices: Adequate space is provided to accommodate individuals using wheelchairs, assistive devices, or service animals. This includes accessible pathways and designated areas.
- o ASL Interpretation Services: On-site instant access to American Sign Language (ASL) interpretation services via computer linkage supports communication for individuals who are deaf or hard of hearing.
- o Remote Job Interview Room: A specially equipped room enables job seekers with mobility issues or transportation challenges to participate in remote job interviews, facilitating their engagement in the employment process.

- Language Accessibility:
  - o Web access and vital program information are available in multiple languages, ensuring that language barriers do not hinder access to services.
- Collaboration with Division of Blind Services:
  - o The Division of Blind Services collaborates by auditing and inventorying ADA accessible equipment and technology, ensuring ongoing compliance and accessibility for individuals who are blind or visually impaired.
- Staff Training and Awareness:
  - o Staff receive periodic training on the Americans with Disabilities Act (ADA) and on serving customers with unique needs. This ensures that staff are knowledgeable and equipped to provide effective assistance and support.
- Accessible Career Centers:
  - o CareerSource Escarosa operates two accessible one-stop career centers in Region1 (Pensacola and Milton). These centers feature accessible computer workstations and adaptive equipment, designed to provide equitable access and usability for individuals with disabilities.
- Universal Design Principles:
  - o We incorporate the seven principles of universal design in our planning and services. These principles ensure that services are designed to be equitable, flexible, intuitive, perceivable, error-tolerant, requiring low physical effort, and providing sufficient size and space for approach and use by all individuals.

By implementing these accessibility measures and adhering to universal design principles, CareerSource Escarosa demonstrates a commitment to providing inclusive services that accommodate the diverse needs of our community members, including those with disabilities. These efforts contribute to fostering an accessible and supportive environment for all individuals seeking employment and career development opportunities.

CareerSource Escarosa is actively leveraging technology to streamline processes and enhance efficiency across our operations.

- Electronic Pre-Application for WIOA:
  - o The WIOA (Workforce Innovation and Opportunity Act) pre-application is available electronically on our website. This allows individuals interested in WIOA services to easily access and complete the application online, streamlining the initial intake process.
- Web-Based Electronic Sign-In and Demographic Collection:
  - o Escarosa utilizes a web-based electronic sign-in application for all customers visiting our centers. This not only simplifies the sign-in process but also enables the collection of demographic information seamlessly during the initial interaction with customers.

- Electronic Case Management:
  - All WIOA case management files and records are maintained electronically. This digital approach ensures that case managers have efficient access to client information, can track progress effectively, and provide timely support and services.
- Transition to Paperless Files:
  - The Welfare Transition and SNAP programs have both transitioned to an electronic file system. This move toward paperless operations aligns with Escarosa's goal of enhancing efficiency and reducing administrative burdens associated with paper-based documentation.
- Commitment to Efficiency:
  - Efficiency is a priority for both staff and leadership at CareerSource Escarosa. The ongoing transition to completely paperless files at all levels of operation underscores our dedication to optimizing processes and resources.

By embracing electronic systems for applications, sign-ins, case management, and file storage, CareerSource Escarosa has not only improved operational efficiency, but also enhanced service delivery to our clients. This technology integration supports our mission of providing effective workforce development services while adapting to modern standards of efficiency and accessibility.

CareerSource Escarosa adheres strictly to federal and state procurement guidelines to ensure transparency and fairness in acquiring services. Here's an overview of our procurement practices and compliance measures:

- Procurement Methods:
  - Request for Proposals (RFP): Used for soliciting competitive bids when the services or items being procured are complex or involve substantial costs. RFPs outline the project requirements, evaluation criteria, and terms under which proposals will be considered.
  - Invitation to Negotiate (ITN): Employed when negotiation with potential vendors is necessary to define the scope of work, terms, and pricing for specialized services or goods.
  - Written and Oral Quotes: Depending on the nature of the procurement, written or oral quotes may be solicited for services or items that do not require formal bidding but still necessitate competitive pricing and terms.
- Comprehensive Administrative Plan:
  - Escarosa maintains an Administrative Plan that details our procurement procedures and guidelines. This plan is reviewed annually to ensure alignment with current regulations and practices. Any updates or revisions are made as needed to reflect changes in requirements or best practices.
  - The Administrative Plan is submitted to the Florida Commerce for monitoring purposes, ensuring that CareerSource Escarosa's procurement practices comply with state regulations and guidelines.
- Compliance and Oversight:
  - By following these structured procurement methods and maintaining a comprehensive Administrative Plan, CareerSource Escarosa ensures accountability and compliance with all applicable federal and state regulations. This process safeguards the integrity of our procurement activities and promotes fair competition among vendors.

Overall, CareerSource Escarosa's commitment to transparent and compliant procurement practices underscores our dedication to efficient resource allocation and effective service delivery in support of our workforce development mission. Our adherence to established guidelines and ongoing review of our Administrative Plan demonstrate proactive efforts to maintain high standards of governance and operational integrity.

CareerSource Escarosa has implemented a structured internal monitoring system to ensure effective oversight and accountability across all of our programs and services.

- Internal Monitoring Responsibilities:
    - Integration into Job Duties: Internal monitoring responsibilities are integrated into the job duties of program managers. This ensures that monitoring activities are conducted systematically as part of daily operations.
    - Quarterly Reporting to COO: Monitoring reports are submitted to the Chief Operating Officer (COO) on a quarterly basis. These reports highlight program performance and identify any areas of concern that require attention.
    - Technical Assistance and Training: If issues are identified during monitoring, technical assistance and training are provided to front-line staff to clarify requirements and improve compliance.
    - Corrective Action Plans (CAP): Major issues trigger the development of Corrective Action Plans (CAP) to address deficiencies and ensure corrective measures are implemented effectively.
- Monitoring of Youth Services:
    - Contracted Youth Services: Youth services are contracted out, and a dedicated program assistant monitors these programs and expenditures.
    - Comprehensive Monitoring: The monitoring process ensures that all 14 program elements required for youth services are provided, with a focus on serving out-of-school youth.
    - Work Experience Supervision: Monitoring includes oversight of work experience job sites, agreements, safety protocols, and supervision to ensure quality and compliance.
    - CAP for Major Issues: Similar to other programs, Corrective Action Plans are required if significant issues are identified during monitoring.
- Monitoring of Eligible Training Providers (ETP):
    - Performance Monitoring: ETPs are monitored for various metrics including enrollment numbers, outcomes for both WIOA and non-WIOA participants, and placement rates.
    - Alignment with Local Needs: Escarosa reviews and approves individual training programs offered by ETPs to ensure they align with local employer demands and economic development initiatives.
    - Survey of Local Employers: For newly established schools, local employers are surveyed to assess the acceptance of degrees/certifications from these schools for local employment, ensuring relevance and credibility.
- Annual Review and Reporting:
    - Florida Commerce Monitoring: Florida Commerce conducts annual monitoring of all programs and services offered at One Stop Centers, including contracted youth services.
    - Board Review: Monitoring reports conducted by the state are provided to the Board of Directors for review, ensuring transparency and accountability.
    - Performance Data and Metrics: Performance data on common measures and Continuous Improvement Plan metrics are regularly provided to the Board. Annual reviews of program performance and youth providers are conducted with the Board to assess outcomes and effectiveness.

These monitoring practices at CareerSource Escarosa demonstrate a proactive approach to ensuring program integrity, compliance with regulations, and alignment with local workforce needs. By integrating oversight into daily operations and engaging stakeholders through regular reporting and reviews, we foster accountability and continuous improvement in our services. It's important to note that CareerSource Escarosa is enhancing our monitoring capabilities by implementing a Program Monitor to support the organization as a part of a new Monitoring Unit. This new role will play a crucial part in monitoring the various programs within the organization beginning this fiscal year.

COORDINATION OF SERVICES

Coordination of Programs/Partners

CareerSource Escarosa counselors, front line staff and career advisors receive cross training and on-going information regarding all partner services within the one-stop, and agency services within the local area that provide support to address the barriers of the local workforce. Customers receive referrals to community agencies as appropriate to address and assist them in overcoming barriers, and to assist customers in accessing needed services.

CareerSource Escarosa establishes and maintains communication and information exchange with community partners to include joint meetings, workshops, staff training, advisory councils, consortium meetings, etc. These joint communications maximize resources within the region and ensure that all programs are aware of each other's services and prevent duplication. CSE has long standing relationships with community partners such as Vocational Rehabilitation, DCF, LifeView Group (State mental health facility), and Adult Education and Literacy Services. Customers are asked to sign a "Release of Information" so that information can be exchanged between One-Stop Career Center staff and these agencies, to allow for coordination of efforts and prevent duplication of services.

Coordination with Economic Development Activities

Having a skilled and qualified workforce plays a key role in a region's ability to recruit, retain, and expand business in the local area. CSE has a finger on the pulse of economic development activity through active participation in the FloridaWest EDA and Santa Rosa EDOs, our local and regional economic development agencies. To accomplish this, the CSE CEO serves on the FloridaWest Board of Directors and the Santa Rosa EDO's Director is a CSE Board member. CSE has also developed a relationship with the new economic development department within the City of Pensacola. In addition, CareerSource Business Services Representatives meet regularly with area employers and CSE's Director of Workforce Development is integrated as part of the Greater Pensacola Chamber of Commerce team, providing direct access to and a platform to share information with chamber members. This active involvement offers CSE advance notice of workforce needs related to business recruitment and expansion while also raising awareness of workforce services offered that benefit economic development efforts.

The CareerSource Escarosa service area has an active entrepreneurial community including:

- CO:LAB Pensacola, a business incubator and growth accelerator;
- MIT's Venture Mentoring Service at the Studer Community Institute;
- Florida's Small Business Development Center HQ at the University of South Florida;
- One Million Cups Pensacola;

- The Greater Pensacola Chamber of Commerce Innovation & Entrepreneurship Committee;
- the Kukua Institute dba the Center for Innovation Workforce; and
- Entrepreneurship programs at Pensacola State College, University of West Florida, and area high schools

CareerSource Escarosa's Director of Workforce Development is a member of the Chamber's Innovation & Entrepreneurship Committee, attends One Million Cups, and works with CareerSource Escarosa staff to raise awareness about entrepreneurial programs as opportunities for customers to receive training to start their own business.

Through entrepreneurial ecosystem involvement and active participation in local chambers of commerce in the counties served, the CareerSource Escarosa Business Services team gains knowledge of and access to microenterprises to offer services and assist with their growth.

Coordination with Rapid Response

CareerSource Escarosa plays a crucial role in delivering the Rapid Response program to prevent layoffs and support workers affected by layoffs, business closures, and other significant employment disruptions. CSE's Director of Workforce Development serves as the Rapid Response Coordinator for the local area. By effectively coordinating with employers and affected workers, CSE helps to prevent and mitigate the impact of layoffs and closures, ensuring that workers receive the support they need to transition to new employment opportunities. Activities include the following:

- **Layoff Aversion & Prevention:** CSE's Rapid Response Coordinator, in collaboration with the Business Services Team, builds and maintains relationships with local employers, becoming a trusted advisor on workforce challenges. This trust enables CSE to receive advance notice of matters that affect business viability and longevity, providing opportunities for layoff aversion programs such as Employed Worker Training, Short Term Compensation, and referral to other business resources (grants, counselling, contract opportunities) provided by the Small Business Development Center at the University of West Florida and, for manufacturers, Florida Makes.
- **Notification and Coordination:** In the event CSE learns of a layoff or business closing notice under the Worker Adjustment and Retraining Notification (WARN) Act, the Rapid Response Coordinator works coordinates with the Rapid Response team at the state level to plan and deliver services to affected workers. Should the layoff or closure affect multiple LWDBs, the CSE Rapid Response Coordinator works to arrange a collaborative LWDB response to obtain employer details and provide services to affected workers in the most efficient manner possible.
- **Service Provision:** CSE provides many services to dislocated workers, including job training, resume preparation, job placement, career and skills assessment, and referrals to community programs. The organization also offers information on the impacts of layoffs on health coverage and other benefits.
- **Community Engagement:** CSE conducts job fairs, community resource workshops, and other dedicated events to connect dislocated workers with potential employers and support services.
- **Customized Support:** CSE collaborates closely with employers to understand specific workforce needs and tailors Rapid Response services accordingly. Services offered include on-site workshops and one-on-one support for affected employees.

Industry Partnerships

SELECTED TARGET INDUSTRIES

Tables 7 and 8 list the primary and secondary industry sectors of interest for the CSE service area. These industries are a combination of existing industry, emerging and/or growing industry, and industry targeted by economic development. Industry sectors, organized by NAICS code, for 2024-25 are listed below.

Table 7: Primary Industry Sectors

NAICS	Sector Name	Category(ies)	Representative Employers
23	Construction	Growing, Existing	CWR Contracting, RQ Construction LLC, Comfort Systems USA SE
31-33	Manufacturing	Targeted, Existing	Ascend Performance Materials, Blue Wind Technology, West Fraser
51, 54	IT & Cybersecurity	Targeted, Existing	Bit Wizards, Cox Communications, AT&T
52	Finance & Insurance	Existing, Growing	Navy Federal Credit Union, Regions Bank, Penn Air Credit Union
62	Healthcare & Social Assistance	Existing, Growing	Baptist Health Care, Ascension Sacred Heart, LifeView Group
72	Accommodation & Food Services	Existing, Growing	Innisfree, Waffle House, Pensacola Beach Resort

Table 8: Secondary Industry Sectors

NAICS	Sector Name	Category(ies)	Representative Employers
42	Wholesale Trade	Existing, Targeted	Buffalo Rock, Lewis Bear Company, Goldring Gulf Distribution
48-49	Transportation & Warehousing	Existing, Targeted	Vertex Aerospace, ST Engineering, PSA Airlines
54	Professional & Scientific Services	Emerging, Existing	Actigraph, App River, Booz Allen Hamilton, IHMC, LIFT

SOURCE AND QUALITY OF DATA

Primary and secondary industry sectors are based on a thorough review of existing sectors having the highest number of employees, emerging sectors experiencing organic growth, and industries targeted for recruitment and expansion by economic development organizations in the service area. Realizing no single data source is fully accurate, multiple data sources are reviewed, looking for similarities and trends. The CSE service area is fortunate to be home to the University of West Florida Haas Center, a highly respected organization that supports the region and state with workforce and survey research, economic impact modeling, and industrial innovation. In addition to Haas Center, other data sources include FloridaJobs.org, staff reviewed "Hot Jobs" data pulled from Employ Florida throughout the program year, target sector employer data provided by Florida West EDA and Santa Rosa EDO organizations, the Greater Pensacola Chamber of Commerce, and manufacturing employer data found at https://uwf.edu/centers/haas-center/explore-the-economy/manufacturing-employers.

INDUSTRY-DIRECTED SHARED REGIONAL VISION

This plan is built upon customer (employer/industry) data and information received throughout the program year from educators, economic development organizations, and employers. In addition, the WIOA local plan review process provides the opportunity for regional economic developers, educators, employers (aka industry), elected officials and the public to provide input and feedback, ensuring the strategies are founded on a shared, regional vision are industry-directed. In addition to posting the plan on the CSE website for public review, input and feedback will be directly requested from CSE Board members, Education and Industry Consortium members, employers currently using CSE services, economic development organizations, area Chambers of Commerce, and local elected officials.

STRATEGIC ALIGNMENT OF BUSINESS SERVICES

Strategic alignment of business services is a key factor to continued repeat business (i.e.: customer satisfaction) and year-over-year business penetration (i.e.: business services' growth).

To enhance alignment of services, CSE hired a new Director of Workforce Development in the fall of 2023. A collaborative effort with the Greater Pensacola Chamber of Commerce, this staff member is tasked with creating and facilitating an employer-led, industry sector-focused workforce development system that attracts and develops talent needed to support the existing economy of the greater Pensacola MSA and to create the talent pool needed to advance economic development and diversification goals in the area.

The CSE Director of Workforce Development conducts employer outreach at the executive and senior management level across all industry sectors to explore workforce trends and prepare for future needs. When possible, this outreach is conducted through collaboration with economic development organizations to provide services to employers efficiently and effectively.

The Business Services Representatives are assigned to industry sectors, ensuring a single point of contact for industry partners' immediate hiring and training needs. Bi-weekly meetings are held to discuss key employer interactions, reducing the potential for duplication of outreach and services. Year over year business penetration is achieved through a combination of research conducted by individual Business Services Representatives (e.g.: newspaper, radio, social media, Chamber newsletters) and referrals from the Director of Workforce Development.

SERVICE TRANSFORMATION AND MEASUREMENT

The two state-level metrics for Business Services defined by CareerSource Florida are Continued Repeat Business and Year Over Year Business Penetration. At the beginning of each program year, past year data is reviewed to determine the number of employers registered in Employ Florida and those receiving core business services. One point for consideration is the definition of "Core Business Services". It is one thing to stop by a business, share information about CSE services, and "check the box" as a core business service having been delivered. While the team will continue to conduct general employer outreach, the focus for the 2024-25 program year will be to increase the quality of core business services delivered to employers.

In alignment with Goal #1, the CSE Director of Workforce Development and Business Services Team will work to:

- Develop a process to track referral to hire conversion
- Improve the quality of job seeker referrals to employers to increase hiring based on CSE referrals
- Streamline the EWT and OJT application processes to increase employer participation in these programs

- Enhance the relationship with Florida Makes to increase WRT, IWT, and QRT participation by employers
- Develop metrics and measure the success of CSE Career Fairs
- Increase the number of employers registered in Employ Florida receiving services from CSE
- Develop a process to serve and track services to employers not registered in Employ Florida
- Promote and increase employer use of the METRIX Learning platform to train and upskill employees

Coordination with Relevant Secondary and Postsecondary Education

CSE is actively involved in relevant secondary and postsecondary education programs and activities, including the following:

CSE Education and Industry Consortium: In June 2024, CSE established the inaugural Education and Industry Consortium, comprised of educational and business leaders representing key area educational institutions and industry sectors. Consortium members for the 2024-25 program year include:

- Ms. Nicole Gislason, Executive Director, Haas Center University of West Florida; Consortium Chair (Post Secondary Education)
- Dr. Karen Barber, Superintendent, Santa Rosa County Schools (K-12 Education)
- Mr. Scott Berube, President, Florida Healthcare Association District XII (Healthcare & Social Assistance)
- Mr. Rusty Branch, VP of Community Engagement, HR, and IT, Innisfree Hotels (Accommodation & Food Services)
- Ms. Jordan Conti, Manager, External Affairs and Programs, Navy Federal Credit Union (Finance)
- Mr. Kelvin Enfinger Jr., Vice President, Greenhut Construction Company Inc.; Board Chair, Associated Builders & Contractors North Florida (Construction)
- Ms. Kristie Kelley, Executive Director, Central Gulf Industrial Alliance (Manufacturing)
- Mr. Keith Leonard, Superintendent, Escambia County Public Schools (K-12 Education)
- Dr. Edward Meadows, President, Pensacola State College (Post Secondary Education)
- Mr. Jim Rhodes, Community & Public Relations Director, UWF Center for Cybersecurity; Chair, IT Gulf Coast (IT & Cybersecurity)

K-12 Industry Advisory Councils: CSE team members regularly attend Workforce Education Industry Advisory Council meetings for Escambia and Santa Rosa County school districts. These meetings provide a setting for CSE to both share and receive employer workforce education and training needs and receive updates on educational programs offered.

Technical College SAC Membership: A CSE team member serves as a member of the School Advisory Council at Locklin Technical College in Santa Rosa County, providing a venue to provide input toward development and receive information about educational program offerings. In these roles, CareerSource staff can represent business needs in the community, allowing business leaders to focus on growing their business.

Collaboration on Career Fairs: Twice a year, CSE facilitates career fairs for Pensacola State College. CSE also invites educational institutions to exhibit and promote educational programs at CSE Career Fairs. Similarly, CSE exhibits at educational institution career fairs throughout the program year to recruit employees and educate students on CSE programs and services.

CSE Volunteer Efforts: CSE Team members serve in a volunteer capacity for events such as expert panels and capstone project fairs for K-12 schools in the two counties. These activities serve to strengthen the relationship between CSE and educational institutions.

Coordination of Transportation and Other Supportive Services

CareerSource Escarosa ensures the effectiveness of the Wagner-Peyser Act services within the local one-stop delivery system. These strategies will provide high-quality services that meet or exceed goals that address the diverse needs of job seekers and employers within the local One-Stop delivery system.

Maximizing Coordination:

Integrated Service Delivery Models:

- An integrated service delivery model that combines Wagner-Peyser Act services with other one-stop partner services. CareerSource Escarosa always prioritizes veterans as first service priority by federal requirements.
- Cross-functional teams to deliver coordinated services, ensuring that Wagner Peyser staff and local board staff are trained in multiple programs to provide comprehensive assistance.

Collaborative Planning:

- Engage in joint planning sessions with all one-stop programs and partners to align service strategies and identify opportunities for coordination.
- Develop a unified customer flow process that streamlines access to various services offered through the one-stop system.

Shared Technology Platforms:

- Utilize Employ Florida for all case management and data tracking to ensure seamless information sharing among programs within the local one-stop delivery system.

Regular Partner Meetings:

- Our quarterly Partner Consortium Meetings allows us to share services, upcoming events, discuss progress, address challenges, and refine coordination strategies with our community partners.
- Establish standing committees or workgroups focused on specific areas such as job placement, training, and employer engagement.

Improving Service Delivery:

Comprehensive Intake and Assessment:

- Utilize our Kiosk to assist with client data intake and then WP staff or local board staff assess clients to properly identify jobseeker or employer needs and refer them to the appropriate services.
- Use standardized assessment tools across all programs to ensure consistency in evaluating jobseeker needs.

Professional Development and Training:

- Provide ongoing training for all staff on new policies, programs, and best practices to ensure high-quality service delivery.
- Encourage cross-training among staff to build a versatile workforce capable of delivering multiple services.
- We have quarterly all-staff trainings where all staff receive professional development or gain information from community partners about programs and services available in our area.

Customer-Centric Approach:

- Use a customer-centric approach to assist and guide jobseekers and employers to the appropriate programs, ensuring they receive the necessary services promptly.
- Gather regular feedback from jobseekers or employers to continually improve service delivery and address any gaps.

Leveraging Technology:

- Use virtual platforms and online tools to expand access to services, especially for remote or underserved populations.
- Utilize different learning platforms and portals for job matching, training resources, and career planning such as Employ Florida, O*Net, Florida Ready to Work and METRIX Training and Job platforms.

Avoiding Duplication of Services:

- Hosts quarterly meetings with partners and agency representatives of the one-stop workforce system as a resource and referral guide for coordinating services to prevent duplication of efforts.
- Collaborations with other agencies that provide support or other resources in the local area will continue to be ongoing. In alliance with representatives from the one-stop workforce system, these agencies will be invited to take an active part in our quarterly meetings to enhance awareness of all partners and local agencies of local resources that may serve as referral tools to meet customer needs.

Service Mapping and Gap Analysis:

- Conduct regular service mapping and gap analysis to identify areas of overlap and under-served needs.
- Develop clear delineations of responsibilities among partners to avoid duplication and ensure all needs are met.

Centralized Information Sharing:

- Use unique identifiers for clients to track services across different programs and prevent duplication.

Referral Systems:

- Develop a robust referral system that directs job seekers to the appropriate services without duplication.
- Ensure that referrals are tracked and followed up to guarantee that clients receive the services they need.

Memoranda of Understanding (MOUs):

- Utilize MOUs among partners to outline specific roles, responsibilities, and commitments to avoid service duplication.

- Include clear protocols for communication and coordination in the MOUs to ensure smooth operation.

Monitoring and Evaluation:

- We have a robust monitoring and evaluation system to track service delivery and identify any instances of duplication.
- Use performance metrics and customer satisfaction surveys to assess the effectiveness of coordination efforts and make improvements as needed.

Coordination of Adult Education and Literacy

Career Services are available to all customers. To register a customer in WIOA for Training Services, the customer must fall into one of two categories: 1. Adult Program – Individuals between 18–72 years of age who do not meet criteria for the Dislocated Worker program or WIOA Youth program. 2. Dislocated Worker – Unemployed and have lost their job through no fault of their own, or who have received a layoff notice and are unlikely to return to their previous occupation or industry.

Adults and Dislocated Workers who have received at least one Career service and who fall into one of the following categories may be eligible for WIOA training services: a. Unemployed – currently without employment b. Underemployed – employed at or below 200% of the Lower Living Standard Income Level (LLSIL), according to family size. c. Needs assistance to retain employment – employed workers who are not economically self-sufficient or need services/training to retain their self-sufficient employment. d. Employed but not economically self-sufficient- includes the following: Adults that are at or below 200% of LLSIL, according to family size. Employed workers, as are defined as learning at or below 200% of family of three (3) LLSIL.

Priority of Services Policy - CareerSource Escarosa will apply a "most-in-need" policy when funding is determined to be limited. Priority will be given to those who are economically disadvantaged and are "at-risk of public assistance". This shall be defined as family income, as determined by the household size, must be 200% or less of the federal poverty level as noted on the LLSIL and must have a child below 18 years of age in the home. CareerSource Escarosa always prioritizes veterans as first service priority in accordance with federal requirements.

CareerSource Escarosa customers who show interest in receiving educational services using WIOA title II funding are directed to an online form on the CareerSource Escarosa website.

Once staff has received the information from the form, the CareerSource Escarosa Intake Specialist then processes the request to determine program eligibility.

The Intake Specialist will ensure that all general and program specific eligibility/suitability requirements are met, documented in Employ Florida (EF) and that all supporting documentation is in the individual's file.

The Intake Specialist will review or complete the following forms with the customer:

a. CareerSource Escarosa Interest Application
b. Suitability Screening/Assessment for Training Services
c. Verification of Educational Background Form
d. Verification of Household size
e. Financial Statement Form
f. Suitability Screening/Assessment for Services Form
g. Statement of Purpose for Collecting Social Security Numbers
h. WIOA Applicant Authorization to Request and/or Release Information
i. Equal Employment is the Law

     j.   CareerSource Escarosa, Inc. Grievance/Complaint Hearing/Appeal Procedures

     k.   Policy Statement on Sexual Harassment.

Once eligibility has been determined the customer is then scheduled for an orientation with staff to assess the customer's needs and suitability for WIOA training services, and to finalize the processing of all documentation and enters it into the Employ Florida Management Information System for ongoing case management.

If training services are appropriate for the individual, a WIOA application is completed in EF and the appropriate recordable training service(s) are input in EF. The Career Center staff may also refer the individual to other community services as appropriate.

Reduction of Welfare Dependency

CareerSource Escarosa utilizes a multi-pronged approach to coordinate workforce investment activities and reduce welfare dependency.

Here's a breakdown of the efforts:

CLIFF Suite and Case Management

CLIFF (Client Level Information and Feedback Framework): This online platform is used to streamline case management for TANF/Welfare Transition and SNAP E&T participants, aligning with CareerSource Florida Strategic Policy 2023.06.07.A.5.

Functionalities

Assessment: CLIFF helps assess participant skills, education, and barriers to employment.

Goal Setting & Planning: Participants and case managers collaborate to establish clear goals and develop individualized employment plans.

Progress Tracking: Monitors progress towards goals and identifies areas needing additional support.

Service Delivery: Facilitates the referral and enrollment of participants in relevant workforce development programs, training, and support services.

Reporting & Data Analysis: Generates reports to track participant outcomes and program effectiveness.

Initiatives for Self-Sufficiency

Hope Florida: This initiative, available locally, provides additional support to public benefit recipients seeking employment. Services might include:

Financial Literacy Training: Learn to budget, manage debt, and save for the future.

Job Search Skills Training: Develop effective resume writing, interviewing, and networking skills.

Transportation Assistance: Help overcoming transportation barriers to job opportunities.

Childcare Assistance: Facilitate access to childcare to enable participation in training or employment.

Collaboration with Community Organizations: Partnering with non-profits and social service agencies to provide comprehensive support services for participants, such as housing assistance, mental health services, or addiction treatment.

Co-Enrollment Strategies:

CareerSource Escarosa utilizes the following strategies to encourage co-enrollment in other programs (20 CFR 675.100(h) and 20 CFR 680.620):

Comprehensive Assessments: During CLIFF-based assessments, explore participants' needs and identify opportunities for co-enrollment in relevant programs.

Collaboration with Training Providers: Develop partnerships with educational institutions and training providers offering programs aligned with in-demand skills.

Streamlined Enrollment Process: Facilitate a smooth transition between TANF/SNAP E&T and co-enrolled programs, minimizing administrative burdens for participants.

Incentives and Support Services: Offer incentives like transportation assistance, childcare support, or completion bonuses to encourage co-enrollment and program completion.

Success Stories: Share success stories of participants who achieved self-sufficiency through co-enrollment, inspiring others to follow suit.

By leveraging the CLIFF suite, supporting self-sufficiency initiatives, and promoting co-enrollment, the local workforce board empowers TANF/SNAP E&T participants with the tools and resources they need to overcome barriers and achieve self-sufficiency. This collaborative approach strengthens the community by reducing welfare dependency and fostering a skilled and competitive workforce.

PERFORMANCE AND EFFECTIVENESS

The local workforce plan must include:

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

The 2022-2023 negotiated performance measures for the CareerSource Escarosa local area:

LWDB 01 CareerSource Escarosa WIOA Performance Measures	PY 2022 Negotiated Performance Levels	PY2023 Negotiated Performance Levels
Adults:		
Employed 2nd Qtr. After Exit	92.2%	92.2%
Employed 4th Qtr. After Exit	91.5%	91.5%
Median Wage 2nd Quarter After Exit	$8,868	$8,868
Credential Attainment Rate	89.6%	89.6%

Measurable Skill Gains	58.0%	60.0%
Dislocated Workers:		
Employed 2nd Qtr. After Exit	80.0%	80.0%
Employed 4th Qtr. After Exit	80.0%	80.0%
Median Wage 2nd Quarter After Exit	$7,000	$7,000
Credential Attainment Rate	95.8%	95.8%
Measurable Skill Gains	60.0%	60.0%
Youth:		
Employed 2nd Qtr. After Exit	74.0%	74.0%
Employed 4th Qtr. After Exit	74.9%	74.9%
Median Wage 2nd Quarter After Exit	$3,654	$3,654
Credential Attainment Rate	80.0%	75.0%
Measurable Skill Gains	69.6%	69.6%
Wagner-Peyser:		
Employed 2nd Qtr. After Exit	66.9%	66.9%
Employed 4th Qtr. After Exit	65.9%	65.9%
Median Wage 2nd Quarter After Exit	$5,597	$5,597

Primary Indicators of Performance. Under section 116(b)(2)(A) of WIOA, there are six primary indicators of performance:

A. **Employment Rate – 2nd Quarter After Exit:** The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit).

B. **Employment Rate – 4th Quarter After Exit:** The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit);

C. **Median Earnings – 2nd Quarter After Exit:** The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;

D. **Credential Attainment:** The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program.

A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program;

Measurable Skill Gains: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic,

technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:

Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level;

Documented attainment of a secondary school diploma or its recognized equivalent;

Secondary or postsecondary transcript or report card for enough credit hours that shows a participant is meeting the State unit's academic standards;

The State Educational Agency in Florida, the Florida Department of Education (FLDOE) provides authorization to postsecondary institutions within Florida. Progress for WIOA purposes must comply with any applicable State standards. Likewise, FLDOE establishes education standards for secondary education within the State, which would apply for purposes of determining if a participant is meeting the State's academic standards.

Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training; or

Successful passage of an exam required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

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

The Workforce Innovation and Opportunity Act (WIOA) emphasizes the importance of high-performing local workforce boards. Here's how CareerSource Escarosa strives to maintain this designation:

1. **System Leadership:**

Develop and Communicate a Clear Vision: Articulate a clear vision for the local workforce development system, aligned with the state board's goals and priorities.

Strategic Partnerships: Forge strong partnerships with businesses, educational institutions, community organizations, and other stakeholders to ensure a coordinated approach to workforce development.

Data-Driven Decision Making: Collect and analyze labor market data, program performance metrics, and participant outcomes to inform strategic planning and resource allocation.

2. **Results-Based Accountability:**

Performance Measurement: Establish a system to track key performance indicators (KPIs) aligned with the local board's strategic plan. Examples include job placement rates, wage gains for participants, and employer satisfaction.

Continuous Improvement: Regularly assess program effectiveness and identify areas for improvement.

Transparency and Reporting: Publicly report performance data and program outcomes to stakeholders, demonstrating accountability and program value.

3. **Aligning WIOA Investments:**

Strategic Planning: Develop a comprehensive local workforce development plan that aligns with the state plan and addresses the local labor market needs.

Targeted Investments: Allocate resources strategically to support programs with proven effectiveness in achieving desired outcomes.

Program Monitoring and Oversight: Monitor programs for compliance with WIOA regulations and ensure efficient use of resources.

4. **Building Capacity:**

Board Member Development: Provide training and development opportunities for board members on WIOA requirements, best practices in workforce development, and local labor market data.

Staff Training: Invest in ongoing training for staff to enhance their knowledge and skills in areas like program management, case management, and data analysis.

Collaboration with Stakeholders: Develop strong working relationships with various partners to leverage their resources and expertise for capacity building.

5. **Employer Engagement:**

Labor Market Information Sharing: Regularly communicate labor market trends and skills gaps to employers.

Workforce Development Partnerships: Collaborate with businesses to co-design training programs and develop work-based learning opportunities.

Employer Feedback and Input: Seek feedback from employers on program effectiveness and identify areas for improvement to better serve their needs.

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

CareerSource Escarosa plays a crucial role in ensuring the effectiveness of its one-stop career centers. Here are several ways we consider customer feedback when evaluating the effectiveness of our one-stop centers:

(1) Formal Feedback Mechanisms:

Customer Satisfaction Surveys: Develop and distribute surveys to one-stop center customers (both online and paper-based) to gather feedback on various aspects like wait times, staff courtesy, program helpfulness, and overall satisfaction.

Exit Interviews: Conduct exit interviews with customers who are leaving the one-stop center after using its services. This allows gathering specific feedback on their experience.

Focus Groups: Organize focus groups with diverse groups of customers to gain deeper insights into their needs, challenges, and suggestions for improvement.

(2) Informal Feedback Channels:

Comment Boxes: Place comment boxes strategically in one-stop centers for customers to leave anonymous feedback or suggestions.

Staff Feedback: Encourage staff to actively solicit feedback from customers during interactions and report these comments to the LWDB.

Social Media Monitoring: Monitor social media platforms for mentions of the one-stop center, including reviews and feedback.

(3) Analyzing and Utilizing Feedback:

Data Analysis: Compile and analyze data collected through surveys, interviews, and other channels to identify trends and common themes in customer feedback.

Action Planning: Based on the data analysis, develop action plans to address recurring issues and implement improvements suggested by customers.

Communication and Transparency: Communicate the feedback received and the actions planned to address it, demonstrating to customers that their input is valued.

Additional Considerations:

Accessibility: Ensure feedback mechanisms are accessible to customers with disabilities and available in multiple languages to reach diverse populations.

Confidentiality: Guarantee anonymity for customers who provide feedback to encourage honest and open communication.

Regular Evaluation: Integrate customer feedback into the regular evaluation process of one-stop centers to ensure continuous improvement.

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

(a) Waiver associated with the requirement at WIOA § 129(a)(4)(A) and 20 CFR 681.410 that State and local areas expend 75 percent of local formula youth funds on out-of-school youth. The response should include programmatic outcomes including the increase of:

a. Youth that attained a measurable skill gain;

b. Youth that attended post-secondary education;

c. Youth that participated in occupational skills training;

d. ISY who participated in work experience opportunities; and

e. Youth that earned an industry-recognized credential.

WIOA outlines a clear vision for supporting youth and young adults through an integrated service delivery system. CareerSource Escarosa supports this vision including, performing high-quality services for in-school and out-of-school youth beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training, and culminating with a good job along a career pathway or enrollment in post-secondary education.

Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent.

Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school.

Paid and Unpaid Work Experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development.

Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field.

Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills.

Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.

Supportive Services enable an individual to participate in WIOA activities.

Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement.

Follow-up Services are provided following program exit to help ensure youth succeed in employment or education.

Comprehensive Guidance and Counseling provides individualized counseling to participants, including drug/alcohol and mental health counseling.

Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability.

Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills.

Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations.

Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training.

The following table shows the performance of the WIOA youth program at CareerSource Escarosa. Here's a breakdown of the current year programmatic outcomes:

Focus on Out-of-School Youth: The program primarily served Out-of-School Youth (OSY), with 83% of participants falling into this category.

Measurable Skills Gains: Despite not having participants attend post-secondary education, the program achieved a high rate of measurable skills gains for 168 youth.

Participation in Other Activities: 10 youth participated in occupational skills training, and 38 earned industry-recognized credentials. The table also shows 42 In-School Youth (ISY) participated in work experience opportunities, but the data doesn't reveal if any Out-of-School Youth participated.

Total number of In-School-Youth (ISY) Served:	41
Total number of Out-of-School-Youth (OSY) Served:	196
Total percentage of Out-of-School-Youth (OSY) Served:	83%
Total number of Youth that attained a Measurable Skills Gain (MSG):	168
Total number of Youth that attended post-secondary education:	5
Total number of Youth who participated in occupational skills training:	10
Total number of In-School-Youth (ISY) who participated in work experience opportunities:	42
Total number of Youth who earned an industry-recognized credential:	38

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

a. Improved response of the LWDB and youth providers to the workforce needs of

ISY;

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

c. Increased access to and engagement of ISY in need of post-secondary education,

training and support to succeed in the labor market; and

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

20 CFR 681.550 is a regulation in the Code of Federal Regulations (CFR) that deals with the Workforce Innovation and Opportunity Act (WIOA) and specifically addresses youth programs under Title I.

The key takeaway of this regulation is that it allows for Individual Training Accounts (ITAs) to be used for WIOA-eligible out-of-school youth (OSY) between the ages of 16 and 24.

The following is a breakdown of the regulation:

Purpose: The purpose of allowing ITAs is to give OSY participants more control over their education and training plans (https://workforce-central.org/about/policies/). ITAs also provide flexibility for service providers who are assisting these youths.

Who is Eligible: WIOA-eligible out-of-school youth between 16 and 24 years old can use ITAs with WIOA youth funds, but only if it's considered appropriate for their situation.

Overall, 20 CFR 681.550 promotes participant choice and flexibility in WIOA youth programs by allowing for ITAs.

Traditional WIOA youth programs might have a set curriculum or training path for participants. ITAs, as allowed by 20 CFR 681.550, inject more control and customization into the experience for out-of-school youth (OSY) by:

Empowering Choice: With an ITA, a WIOA youth participant has funds allocated to their specific needs and goals. This allows them, with guidance from a service provider, to choose the training or education options that best suit their career aspirations. They can pick specific programs, certifications, or even class materials relevant to their desired field.

 Flexibility in Training Options: ITAs aren't restricted to traditional classroom settings. Youths can use the funds for online courses, workshops, or even apprenticeships that align with their chosen path. This opens doors to a wider range of training possibilities that might better fit their learning style or schedule.

Individualized Learning Pace: ITAs allow for a more personalized learning pace. Participants aren't confined to a program's set timeframe. They can use the allocated funds at their own speed, allowing them to potentially complete training faster or take more time to grasp certain skills.

REGIONAL PLAN

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

(1) Names of the LWDAs that comprise the planning area. (Administrative Policy 123: Regional Planning Area Identification and Requirements)

> The Local Workforce Development Areas that comprise the Northwest Florida Workforce Collective (WIOA Regional Planning Area) include:
> - Region 1- CareerSource Escarosa (Escambia and Santa Rosa Counties),
> - Region 2-CareerSource Okaloosa Walton (Okaloosa and Walton Counties),
> - Region 3- CareerSource Chipola (Washington, Holmes, Liberty, Jackson, and Calhoun Counties), and
> - Region 4-CareerSource Gulf Coast (Bay, Gulf, Franklin Counties).

(2) Description of how the planning region shares a single labor market, shares a common economic development area, and possesses federal and non-federal resources, including appropriate education and training institutions, to administer activities under WIOA, subtitle B. (Administrative Policy 123: Regional Planning Area Identification and Requirements)

> The area that comprises the Northwest Florida Workforce Collective (or RPA) share industries from aerospace to logistics to advanced manufacturing. The western communities have more concentrated industries in financial services, information technology, and advanced manufacturing, such as chemicals, medical technology, and turbine manufacturing. Eastern communities in the Florida Panhandle have a higher concentration in logistics, textile manufacturing, forest products manufacturing, and ship and boat building. The LWDAs that make up the twelve-county planning region share a regional economic development area supported by Florida's Great Northwest, a regional economic development organization, and work closely with county economic development organizations as well as Opportunity Florida, a multi-county economic development organization that serves rural counties throughout Northwest Florida. Please see the list below:
>
> NORTHWEST FLORIDA ECONOMIC DEVELOPMENT ORGANIZATIONS
> - Bay Economic Development Alliance
> - Calhoun County Chamber of Commerce
> - One Okaloosa EDC
> - Franklin County
> - FloridaWest (Escambia County)
> - Gulf County Economic Development Coalition
> - Holmes County Development Commission
> - Jackson County Economic Development Committee
> - Liberty County Chamber of Commerce
> - Opportunity Florida
> - Santa Rosa Economic Development Office
> - Walton County EDA
> - Washington County EDC
>
> The Northwest Florida Workforce Collective is made up of local workforce development boards, each of which possesses federal and non-federal resources and works closely with several education and training institutions that provide training for WIOA-sponsored participants.

Additionally, each local board within the planning region ensures that all funding used for training purposes complies with WIOA, subtitle B. Training providers utilized by the RPA currently are listed below:

NFWC Training Providers

Escarosa	Applied Technology Academy
Escarosa	CDL of AL
Escarosa	Coastal Alabama Community College
Escarosa	Fortis Institute
Escarosa	George Stone Technical College
Escarosa	Innovak of Florida, Inc. Dba My IT Future Institute
Escarosa	Locklin Technical College
Escarosa	Pensacola State College
Escarosa	Reid State Technical College
Escarosa	Security Services Training Institute
Escarosa	Sky Warrior
Escarosa	Truck Driver Institute
Escarosa	University of West Florida
Okaloosa Walton	Applied Technology Academy
Okaloosa Walton	Emerald Coast Technical College
Okaloosa Walton	Fleet Force Truck Driving School at N/W Florida State College
Okaloosa Walton	Fortis Institute (Fortis-Pensacola)
Okaloosa Walton	My IT Future Institute
Okaloosa Walton	Northwest Florida State College
Okaloosa Walton	Okaloosa Technical College
Okaloosa Walton	Truck Driving Institute (TDI-Milton, FL)
Okaloosa Walton	Tampa Truck Driving School (TTDS- Tampa, FL)
Okaloosa Walton	University of West Florida
Okaloosa Walton	LT3 Academy Apprenticeship
Okaloosa Walton	Fleet Force Truck Driver Training Apprenticeship
Okaloosa Walton	Reliance Test & Technology Apprenticeship
Chipola	Chipola College
Chipola	Fleet Force
Chipola	Florida Panhandle Technical College
Chipola	Gulf Coast State College
Chipola	Lively Technical College
Chipola	Wallace College
Gulf Coast	Gulf Coast State College
Gulf Coast	Tom P. Haney Technical College
Gulf Coast	Florida Panhandle Technical College
Gulf Coast	Tallahassee State College
Gulf Coast	SkillStorm
Gulf Coast	Fleet Force Truck Driving School at NWFL State College

For further labor market information please click on the link for NFWC Data Book.

(3) Analysis of regional and local population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. (Administrative Policy 123: Regional Planning Area Identification and Requirements)

Data was compiled and analyzed by Ernst and Young and provided to early implementer regional planning areas. Please visit the link to the NFWC Data Book.

(4) Description of the established regional service strategies using cooperative service delivery agreements that include but are not limited to:

As a newly formed RPA, staff for the NFWC have been working to assess and align processes, standards, and service strategies. At this date we have inventoried the income eligibility for WIOA adults, ITA caps, Key Industry Sectors, Supportive Services Offerings, Technology Tools, WIOA Youth Incentives and Additional Barriers Definitions, Self Sufficiency Definitions, and Underemployment Definitions for Dislocated Workers. While we have worked diligently to inventory and begin to analyze regional data, we have not yet established strategies for how to combine and streamline our processes.

**(a) Consistent eligibility standards and enrollment processes.**
While our eligibility standards vary at this time, the variances are allowed by WIOA law and are determined by each LWDB based on factors such as funding, the local economy, and employment data; it is the goal of the NFWC to adopt the same eligibility standards as possible whenever feasible. Our enrollment processes currently are aligned and follow the same flow. It is important to note that our processes are driven by a goal to assist as many individuals with WIOA and other workforce services as funding will allow (in terms of training programs). Please click on the link for customer flow/enrollment.

(b) Common training and coordination of supportive service offerings, as appropriate.

The NFWC utilizes common training providers and supports the use of training providers across the regional planning area when appropriate (outside of local workforce board boundaries). NFWC boards utilize the ETPL applications of each board for local approval of the ETPL. In terms of supportive services, we have inventoried the following supportive services by LWDB as a starting point to align these services more closely. Our next step is to establish consistency wherever possible. Additionally, the NFWC has already begun sharing staff training with the RPA. Developing training, providing training, and developing policies and procedural instructions are all time-consuming and staff heavy. We plan to coordinate as much of this work as possible for efficient use of our limited staff time. We believe that RPA-wide training will promote more sharing of best practices and provide not only better-trained staff but also better customer outcomes.

All four regions offer the following supportive services: transportation; assistance with educational testing; Payments and fees for employment and training-related applications, tests, and certifications; Assistance with uniforms or other appropriate work attire and work-related tools, and payments and fees for employment and training related application, tests, and certifications.

Three of the four regions also offer the following supportive services: Childcare, Housing assistance, Needs Related Payments, Legal Aid Services, and Referrals to Healthcare. Please note that CareerSource Chipola does not offer these supportive services.
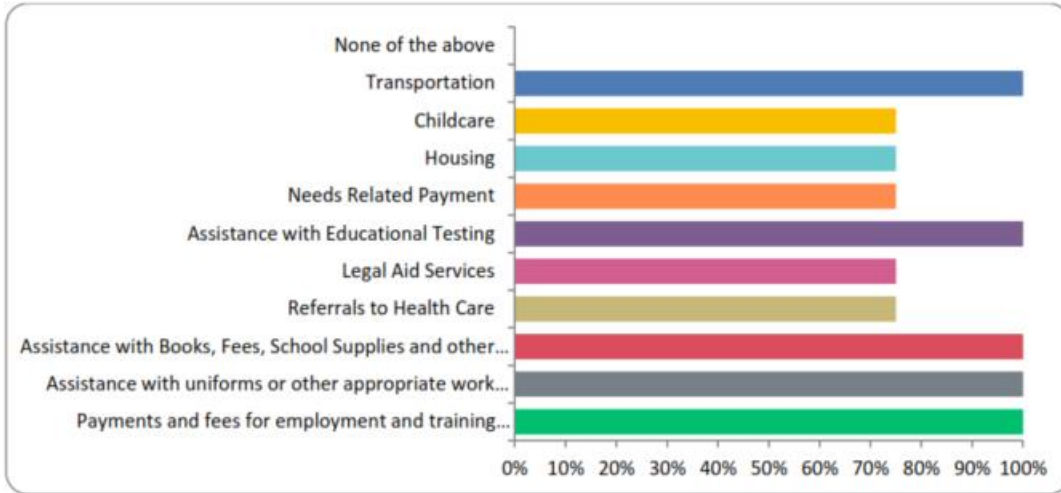
As a newly formed RPA, we are working to align our supportive services offerings more closely, by information sharing regarding the utilization of common community resources such as United Way partner agencies, churches, homeless organizations, shelters, substance disorder rehabilitation facilities, transportation disadvantaged agencies, and other partners. In the rural counties of our RPA, supportive services, and the availability of services through other partners. The availability of both transportation and childcare is challenging across the entire RPA, more so in workforce regions 2-4.

(c) Common technology tools and sharing of data within tools outside of Employ Florida.

Across the planning area, LWDBs use a variety of data tools and technology platforms to support both staff and customers. As an RPA we have completed an inventory of the current technology tools/platforms that each LWDB utilizes to prioritize programs where consolidating to one contract as an RPA might have value. We are also aware that the state is working toward this effort and last December passed the Statewide Standardization of Tools and Services policy. The NFWC will continue to review subscriptions and vendor contracts to look for efficiencies, while CareerSource Florida also analyzes this information to do the same on a statewide level. Data sharing is already common in our RPA, as we share reporting formats, performance data, and tools where possible.

Technology and Service Platforms by LWDB

	CareerSource Escarosa	CareerSource Okaloosa Walton	CareerSource Chipola	CareerSource Gulf Coast
Document Storage	EF, OneDrive, SharePoint	Atlas	Atlas	EF, One Drive, Sharepoint
Forms	Microsoft Forms, Formstack, NITRO Sign	Atlas, Right Signature	Docu-sign Atlas Adobe	Adobe Professional

LMI	EF, Plans for Lightcast	Jobs EQ via Opportunity Florida and EF	Jobs EQ via Opportunity Florida and EF	FloridaJobs.org, Opportunity Florida, FGNW
Accounting	MIP	MIP and Gazelle for client services	MIP	MIP
Marketing	Constant Contact, Canva free version	Canva, Constant Contact and free Social Media platforms	Canva	Canva, Survey Monkey, Mail Chimp, Adobe Creative Suite
IT Software	Trend Micro Antivirus	Microsoft 365, Adobe, and Barracuda	Citrix, Office 365, Barracuda, CarbonBlack (protection, KnowBe4, Docusi	MS Office 365, Deep Freeze, Barracuda Firewall, Absolute Resiliency, Symantec Antivirus, Freshdesk
Programmatic Tools	Work Number, Salesforce	Pathful Explorer, Traitify, Fast Forward, IBM Talent Management System, Skills First Optimal Resume, Career Edge(Youth), Virtual Job Shadowing	Employ Florida, OSST, FL COMM tools Aspiring Minds	Acuity Scheduling, IXL Learning, Talevation, Udemy, WorkNumber, Pathful Explorer, Zoom, Indeed Resume Subscription, Unite Us

(5) Description of sector strategies for existing and emerging in-demand sectors or occupations. (20 CFR 679.560(a)(1)(ii)

The planning region will support the convening of regional employers through our close Economic Development partners.

(a) How will the planning region convene or support the convening of regional employers, foundations, institutions, and other stakeholders to create or maintain sector partnerships?

The NFWC will support Florida's Great Northwest's strategic initiative Northwest Florida FORWARD 2.0 which will include business and industry, education, economic development and chamber organizations, infrastructure officials, and government and elected officials. These regional stakeholders will come together to:
- Revisit the strategies and tactics from FORWARD 1.0 in 2017; create a new clear plan for a path to greater success for each of the five areas of focus:
- Complete a SWOT for the region's current economic landscape using similar regional and local (including similar MSA sizes and rural counties) comparisons to conduct a gap analysis and to identify opportunities for increased competitiveness.
- Conduct a SWOT based on a review of relevant cluster initiatives already in progress locally and at the state level and an understanding of state, national, and global trends.
- Gather new data related to Northwest Florida's target industry sectors and identify gaps in areas such as talent, site size/acreage, building square footage needs, logistics, etc. needed in those sectors.
- FGNW will serve in the role of regional convener for the plan, not full implementor.

- Assist in a workshop to pull regional players together in the five focus areas to gain buy-in and chart the path forward.

(b) Identify and describe the established and active sector partnerships in the planning region.

Current sector partnerships are not well defined but operate informally with support from local and regional economic development and chamber organizations. Connections made between like industries have been, in large part, made by local and regional economic development organizations or education-related advisory councils. There have been past attempts to build industry sector partnerships around apprenticeship/training programs within each LWDA, but those have not been sustainable. It is anticipated that the Florida Forward 2.0 will help revive and create stronger industry sector partnerships.

(6) Description of the collection and analysis of regional labor market data (in conjunction with the state).

Labor market and industry data were compiled and provided by Ernst and Young as well as Florida's Great Northwest. The NFWC is comprised of three Core-Based Metro statistical areas which are Panama City, Pensacola-Ferry Pass-Brent, and Crestview-Fort Walton Beach-Destin across a twelve-county geography. The RPA boasts a labor force of approximately 530,000 individuals, with an average unemployment rate of 3.5 percent (June 2024 LAUS data). Commuting patterns indicate a fluid workforce that commutes between the twelve counties of the RPA and beyond. Targeted Sector industries that LWDA 1 and 2 share are engineering, information technology, and logistics. LWDA 1 has more financial services than LWDA 2, which is predominantly due to the Navy Federal's operations campus in Pensacola. Secondly, LWDAs 3 and 4 have more ship and boat building than LWDA 2 from manufacturers such as Eastern Shipbuilding, in Panama City, and Xtreme Boats, in Bonifay.
Florida's targeted sectors shared by LWDAs 2 and 4 are logistics, ship and boat manufacturing, and professional services. The Florida target sector industries that LWDAs 2 and 3 share are scientific research, professional services, financial services, and logistics. Region 3's target industry sector industries have more manufacturing and logistics, while LWDA 4 has more professional services and chemical manufacturing. For example, LWDA 1 has more metropolitan statical areas that have a higher concentration of corporate headquarters, such as LandrumHR and AppRiver, than traditional rural communities.

For more information regarding labor market data, please click on the link for Employment and Unemployment Data/Map and/or the NFWC Data Book.

(7) Description of the planning region's coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.

Currently, the four LWDB's do not coordinate or pool administrative resources. In the past, there have been shared positions within the RPA, but through attrition, those arrangements were not sustainable.   While cost pooling is not currently being coordinated, it is something that regional partners are interested in for efficiency where possible in the future. There is still much to work out for these situations to come to

fruition, including indirect cost rates and how those factors into operations and combined grant submission efforts and even for "group" procurement of needed services/goods. The NFWC believes that coordinating administrative cost arrangements is important for the future of the RPA and continues to work toward this goal.

(8) Description of the planning region's coordination of transportation and other supportive services, as appropriate.

All LWDAs in the RPA provide financial for transportation as a supportive service if there is no other agency that can assist, although public transportation options are extremely limited within the RPA area. There are no common transportation vendors throughout the RPA, and all LWDAs in the RPA provide gas cards, reimburse for mileage, or by public transportation passes in order to ensure that customers have a way to get to critical workforce-related appointments, training, or their work-based training site. Some regions have also invested in electric scooters or bicycles as a source of transportation for customers.

(a) What regional organizations currently provide or could provide supportive services?

The only RPA wide transportation service is the transportation disadvantaged program.

(b) What policies and procedures will be established to promote coordination of supportive services delivery?

The NFWC has already begun to compare and inventory policies and procedures in order to coordinate a variety of functions including the provision of supportive services. Our goal is to offer the same types of services that are procedurally aligned, funds permitting. Our supportive service policies are already similar, and staff are working to align them even further.

(9) Description of the planning region's coordination of services with regional economic development services and providers.

All the counties within the Northwest Florida Workforce Collective are also represented by the regional economic development organization Florida's Great Northwest (FGNW). In addition, all four local areas within the NFWC are members of FGNW. One representative from LWDBs also serves as a member of the FGNW executive committee per the organization's by-laws.

Eight of the twelve counties represented in the NFWC are part of Florida's first Governor designated Rural Area of Opportunity. These eight counties are also represented by the rural development organization Opportunity Florida. Three of the four local areas are members of Opportunity Florida and participate in the organization. Opportunity Florida and FGWN work together, and share resources, leads, and strategic initiatives.
Both FGNW and Opportunity Florida have public and private membership and welcome active participation from the local boards. The NFWC and the two economic development organizations have strong connections. The Executive Director for FGNW is housed in the same office space as CareerSource Gulf Coast. CareerSource Chipola serves as the management
staff for Opportunity Florida.

(10) Description of the planning region's establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with FloridaCommerce on local levels of performance for, and report on, the performance accountability measures described in WIOA Sec. 116(c) for local areas or the planning region.

The four local areas within the NFWC all have an extensive history of positive performance. Upon release of the Statistical Adjustment by FloridaCommerce, each of the local areas have agreed to have selected management-level staff work together to evaluate regional performance levels and develop a counterproposal, if deemed necessary, to performance levels proposed by FloridaCommerce. Any proposal from the Consortium will take into consideration changes in both local and regional economies that may impact future performance.

(11) Description of the planning region's strategy to prepare an educated and skilled workforce (including youth and individuals with barriers to employment) to meet the needs of the employers.

The Northwest Florida Workforce Collective (NFWC) will employ an objective and coherent strategy to prepare an educated and skilled workforce to meet the needs of employers located in its planning regions.

NFWC recognizes that the major need of regional businesses is to more readily find available qualified, educated, and skilled individuals who are equipped with the worker readiness skills necessary to meet their business needs. NFWC with the help of the partner Florida's Great Northwest (FGNW) is adopting eight guideposts to support the goal of a vibrant talent pipeline that includes all types of workers.

Education, nor any other single organization can address the talent pipeline as a single entity. On the contrary, to move the needle in a positive direction to solving the education and skills gaps concerns, NFWC considers in its strategy some of the peripheral elements that may negatively impact a jobseeker, worker, and a youth or young adults' ability to attain the education or training they need. When planning for education or training to fill workforce vacancies, NFWC will include the guideposts as a reference when making decisions on the allocation of limited resources.

Peripheral elements considered in the guideposts include transportation, housing, childcare, etc.
These elements can directly impact an individual's ability to attain their education or training goal and must be considered. Job seekers continue to be challenged by a lack of affordable housing, transportation, and childcare. Despite notable improvements over time, access to affordable and responsive transportation remains an obstacle for many who are transitioning into or reentering the workforce. NFWC will continue to advocate for and expand its partnership with applicable local community entities to move forward with solutions to these barriers to employment. The development of the guideposts takes all of these issues into consideration as part of developing and sustaining a talent pipeline.

GUIDEPOST 1: Early Work Experience

Early exposure to the world of work through summer and year-round employment, internships, and service opportunities is a key predictor of consistent employment in adulthood. Programs that provide these opportunities can help prepare youth and young adults for the workforce. Benefits include long-lasting career benefits, development of soft skills, exploration of career interests, improved financial literacy, and personal growth. The importance of early work experience in shaping a youth's career trajectory and personal development should not be discounted.

GUIDEPOST 2: Education and Training
Access to educational and career pathways and jobs that allow youth and young adults to earn an income while they learn and build careers is crucial. Education and training are essential tools for closing occupational gaps. They provide individuals with the skills and knowledge necessary to succeed in their roles, foster loyalty and retention, and contribute to economic
growth and equality.

GUIDEPOST 3: Address Systemic Barriers
It's important to address systemic barriers that hinder an individual's employment, such as lack of access to transportation, affordable childcare and gender inequality. Advocating for policies to provide support for job seekers/workers entering non-traditional occupations via training can be beneficial. Addressing systemic barriers is crucial for creating a stronger talent pipeline and involves a multi-faceted approach that includes policy changes, data-driven decision-making, and targeted support for marginalized groups.

GUIDEPOST 4: Support for Disconnected Youth
Disconnection from school and work increases after high school. Therefore, targeted support for disconnected youth, including those not in school and without a post-secondary degree, can help improve their job prospects. These initiatives are designed to help disconnected youth overcome barriers and acquire the skills necessary to secure and maintain employment, thereby positively contributing to the labor market.

GUIDEPOST 5: Local Labor Market Trends
Understanding local labor market trends in the RPA is key. For instance, working closely with economic development partners to recognize emerging and growing industry sectors and the work-based, on-the-job, and training-based opportunities is key to providing awareness of these growing industries across the RPA.

GUIDEPOST 6: Workforce Development:
Workforce development is a key component of any successful strategy. Workforce development programs increase job satisfaction, operational efficiency, and innovative thinking. These programs also reduce turnover rates, improve productivity, and proactively solve problems as they arise. Workforce, education, and economic development partners should help the industry understand these types of programs and the results they yield. These programs may include job development or understanding accommodations for those with differing abilities.

GUIDEPOST 7: Collaboration with Local Employers
Collaborating with local employers to develop a business-focused talent pipeline is critical in order to ensure that the needs of businesses are understood. Aligning education and training programs according to employer needs is key to ensuring that education/training completers emerge ready to work.

GUIDEPOST 8: Support Services
Support services play a crucial role in workforce development providing comprehensive support services, such as career counseling, job placement assistance, transportation, and post-placement support, can help youth, young adults, the disabled and other job seekers overcome barriers to employment and succeed in the workforce. Support services in the workforce can lead to a more productive, diverse, and stable workforce, benefiting both the employees and the organization.

(12) Description of the local strategies, policies, and improvements to enhance consistency and coordination within the planning region and help streamline experiences for job seekers, workers, and businesses, allowing a more agile workforce system to better adapt to changing marketplace and consumer expectations.

The NFWC will meet at least four times a year to review local strategies, policies and identify improvements that will enhance consistency and coordination within the planning region to help streamline experiences for job seekers, workers, and businesses, allowing a more agile workforce system to better adapt to changing marketplace and consumer expectations. All meetings will focus on information sharing, reduction of duplication of services, and the cultivation of additional resources needed to facilitate a seamless service delivery system rather than an array of separate programs with separate processes. Additionally, board staff from the

LWDBs that make up the planning area have already begun meeting to implement a number of strategies and plan to bring teams together such as business services staff and JVSG staff to share best practices and for the development of new strategies such as a regional employer engagement plan.

The following initiatives and programs assist the NFWC in its ongoing plan for continuous improvement to provide workforce services in the best manner possible for those served throughout the NFWC region.

A. Florida's Great Northwest—A regional economic development organization led by professional staff and visionary leaders focusing on enhancing the region's competitive position through industry diversification and job growth. All LWDBs of the NFWC planning region are members and rotate serving on the executive committee of the Board of Directors for Florida's Great Northwest.

B. Education and Industry Consortium Strategic Policy—Requires each LWDB to create consortiums to ensure education and industry partners are discussing talent needs and education offerings as well as sharing information with the local workforce development board of directors.

C. Business Services—Program established in the daily operations of each LWDB led by business and economic development professionals. Each LWDB has dedicated professionals to help businesses recruit, hire, train, and/or retrain individuals to meet their workforce needs.

D. WIOA Core Partner's Meetings—Each LWDB meets with partners and agency representatives of the one-stop workforce system as a resource and referral guide for

coordinating services. Collaboration with other agencies that provide support or other resources in the local area will continue to be ongoing. In alliance with representatives from the one-stop workforce system, these agencies will be invited to take an active part in our quarterly meetings to enhance awareness of all partners and local agencies of local resources that may serve as referral tools to meet customer needs.

Each local area has strong alliances with its WIOA partners, and those partnerships help guide discussions regarding services needed for jobseekers and other customers accessing services at the LWDB. Each WIOA core partner has a role in ensuring that the local area's workforce continues to meet the needs of the jobseekers and employers. One goal of WIOA is that the workforce system should continue to find ways to bridge the gap between education and employment. The NFWC periodically reviews each local area's outreach activities in employer/business services, work-based learning and customized training offerings to further increase collaboration across the regional area.

Key stakeholders in economic development connect employers, educators, and workforce representatives frequently. The NFWC will continue to rely on our shared regional economic development group, Florida's Great Northwest, and utilize labor market and educational data in coordination with local data to inform and guide strategic workforce development decisions. Further, the working regional collaborative group, NFWC, will facilitate unprecedented interagency cooperation and coordination in designing the agility needed to promote the best future for the NFWC's regional area and workforce development system.

(13) Description of the steps that will be taken to support the state's efforts to align and integrate education, workforce, and economic development, including:

    (a) Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its planning region.

LWDAs are uniquely positioned to support and implement targeted industry sectors with our partners in education and economic development. The NFWC has a vast array of state, regional, and local partners to assist the RPA in determining which sectors are the most viable and to review and provide input into sector-based initiatives, and the best mix of services including recruitment, hiring, training, work-based training and the use of registered apprenticeships. Our partners in regional and local economic development programs also provide opportunities to work with prospective employers who are seeking to locate in the region as well as existing employers who may be expanding or struggling.

    (b) Expanding career pathway opportunities through more accelerated and work-based training and aligning and integrating programs of study leading to industry- recognized credentials and improved employment and earnings.

The deep and long-serving connections between the local area members of the Northwest Florida Workforce Collective (the Collective) and two regional private sector-driven economic development organizations combined with strong local ties to private

sector employers place the NFWC in an excellent position to forecast employer needs well into the future. Appropriate management-level staff will share efforts within the NFWC and then share lessons learned with their local staff and board of directors.

When appropriate, representatives from members of the NFWC will work together in seeking funding to expand opportunities for work-based training aligned with industry needs. A key focus of regional training initiatives will be to develop opportunities providing those trained with industry-recognized credentials that provide the individual with additional employment options with their current employer, or within targeted industry sectors.

(c) Expanding career services and opportunities for populations facing multiple barriers to educational attainment and economic advancement.

The NFWC member regions have a long-standing history of serving populations facing multiple barriers to both educational attainment and economic advancement. Geographically, the NFWC is made up of roughly two thirds of RPA consisting of rural communities. There are limited services and many extraordinary barriers to employment; the two largest barriers being transportation and childcare. Furthermore, rural communities have fewer service agencies overall. Often LWDBs are the one-stop shop for all services with the exception of the health department. Our offices are located in the majority of the counties we serve, and if not with full- time office hours with staff that are on site at least one or two days per week. Our locations are often located in the heart of or near underserved communities and we partner with the few local organizations which can support those in need in order to help them become job or training ready. In our larger metro areas, we have comprehensive centers and staff equipped to assist those with an interest in training on site at the training location, at our office and/or virtually. As an RPA our Chief Operating Officers are meeting to review and share best practices on many workforce topics such as this one. While we believe we have fully expanded services and opportunities to populations with multiple barriers, we will continue to explore better ways to serve our most vulnerable populations.

ATTACHMENTS

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

Links to the CSE website are provided below for attachments required for the WIOA Local and Regional Plan.

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

INTERLOCAL AGREEMENT BETWEEN ESCAMBIA COUNTY, FLORIDA AND SANTA ROSA COUNTY, FLORDIA AND WORKFORCE ESCAROSA, INC., dbaCAREERSOURCE ESCAROSA

B. Executed agreement between the chief local elected official(s) and the LWDB.

   SEE ATTACHMENT "A"

C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official(s).

   DESIGNATION OF LOCAL AREA

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

D. Current by-laws established by the chief local elected official(s) to address criteria contained in 20 CFR 679.310(g) and Administrative Policy 110 –Local Workforce Development Area and Board Governance.

CAREERSOURCE ESCAROSA BY-LAWS

E. Current board member roster, meeting minutes for the local plan agenda item,

discussions about the plan, and the board's vote on the local plan.

CAREERSOURCE ESCAROSA BOARD MEMBER ROSTER

NEWS MEDIA LEGAL NOTICE

WIOA LOCAL AND REGIONAL PLAN PRESENTATION

LETTER TO ESCAMBIA BOARD OF COUNTY COMMISSIONERS

LETTER TO SANTA ROSA BOARD OF COUNTY COMMISSIONERS

LETTER TO CAREERSOURCE ESCAROSA BOARD OF DIRECTORS

BOARD OF DIRECTORS MEETING MINUTES (MINUTES AVAILABLE UPON APPROVAL)

F. Organizational chart that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:

(a) Regional Security Officer.

(b) Chief Ethics Officer.

(c) Custodian for purchased property and equipment.

(d) Personnel Liaison.

(e) Public Records Coordinator.

(f) Equal Opportunity Officer.

(g) Person who promotes opportunities for persons with disabilities.

CAREERSOURCE ESCAROSA ORGANIZATIONAL CHART

G. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

CAREERSOURCEESCAROSA ADMINISTRATIVE PLAN

H. Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).

THE SCHOOL BOARD OF ESCAMBIA COUNTY, FLORIDA

PENSACOLA STATE COLLEGE

THE NATIONAL BLACK CAUCUS CENTER ON BLACK AGED, INC.

COMMUNITY ACTION PROGRAM COMMITTEE, INC.

THE SCHOOL DISTRICT OF SANTA ROSA COUNTY

FLORIDA DEPARTMENT OF EDUCATION, DIVISION OF BLIND SERVICES

DIVISION OF VOCATIONAL REHABILITATION

TRI-COUNTY COMMUNITY COUNCIL, INC.

I. Executed Infrastructure Funding Agreement with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

CAREERSOURCE ESCAROSA IFA INFORMATION IS EMBEDDED WITHIN THE MOU'S IN ATTACHMENT "H"

J. Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

SEE ATTACHMENT "H"

K. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

CareerSource Escarosa is committed to creating a workforce development plan that reflects the needs of both businesses and workers in our community. To achieve this, we utilize a multi-faceted approach to gather input and comments from representatives of business and labor organizations.

Obtaining Input:

• Board Composition: The LWDB board itself includes representatives from both business and labor organizations, ensuring their perspectives are directly incorporated throughout the planning process.

• Committee Structure: We establish dedicated committees focused on specific workforce development areas. These committees include business and labor representatives who provide insights and recommendations for the plan.

• Public Forums and Meetings: We hold regular public forums and meetings, advertised electronically and through open meeting announcements. These sessions allow business and labor representatives, alongside the general public, to offer comments and suggestions on the plan's development.

• Targeted Outreach: We proactively reach out to key business and labor associations to gather their input through surveys, focus groups, or individual meetings.

Accessibility and Transparency:

• Electronic Dissemination: LWDB plan documents, meeting agendas, minutes, and public comment opportunities will be readily available on our website.

• Open Meetings: All LWDB meetings adhere to open meeting laws, allowing for public attendance and participation.

We believe in an inclusive planning process and encourage ongoing dialogue with business and labor communities. By incorporating a variety of input mechanisms and ensuring transparent access to information, we aim to develop a comprehensive workforce development plan that benefits our entire community.

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

REGIONAL PLANNING AREA DESIGNATION

CSE APPROVAL

CSOW APPROVAL

CSGC APPROVAL

CSC APPROVAL

BOARD OF COUNTY COMMISSIONERS' APPROVAL OF THE WIOA LOCAL AND REGIONAL 4-YEAR PLAN

END OF LOCAL AND REGIONAL PLAN