

CareerSource Escarosa

Workforce Innovation and Opportunity Act (WIOA) Two-Year Modification: Workforce Services Plan

January 1, 2027 – December 31, 2028

CareerSource Board / Planning Region	Submission Option	Date Submitted
CareerSource Escarosa	☒ Standard Local Plan + Regional Addendum ☐ Preferred Combined Regional Plan	October 6, 2026 by 4:00 p.m.CT/5:00 p.m. EDT
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Required Evidence and Certification Checklist

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

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed Interlocal Agreement	Yes, if applicable	https://careersourceescarosa.com/wp-content/uploads/2026/05/2026-Interlocal-Agreement-1.pdf	X Yes ☐ No	Expires: June 30, 2030
Executed CLEO–LWDB Agreement	Yes	https://careersourceescarosa.com/wp-content/uploads/2026/05/2026-Interlocal-Agreement-1.pdf	X Yes ☐ No	Expires: June 30, 2030
Fiscal Agent Designation	If other than CLEO	https://careersourceescarosa.com/wp-content/uploads/2026/02/Florida_Commerce_Agreement_Executed.pdf	X Yes ☐ No	
Current Bylaws	Yes	https://careersourceescarosa.com/wp-content/uploads/2026/07/Signed-07.22.2026-CSE-ByLaws.pdf	X Yes ☐ No	Last Review: July 22, 2026
Board Roster, Minutes, and Vote	Yes	https://careersourceescarosa.com/board-and-committee-meetings/	X Yes ☐ No	
Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator	Yes	 Organization Chart 08.20.2026.pdf	X Yes ☐ No	See Attached
One-Stop Partner MOUs and Infrastructure Funding Agreement	Yes	https://careersourceescarosa.com/wp-content/uploads/2026/05/Community-Action-Program-Committee.pdf https://careersourceescarosa.com/wp-content/uploads/2026/02/Signed-MOU-Between-Workforce-Escarosa-and-the-Florida-DOE-Division-of-Blind-Services.pdf https://careersourceescarosa.com/wp-content/uploads/2026/05/Division-of-Vocational-Rehabilitation.pdf	X Yes ☐ No	Pending full execution of updated MOU/IFA by Division of Blind Services

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
		https://careersourceescarosa.com/wp-content/uploads/2026/02/Signed-Memorandum-of-Understanding-Between-Workforce-Escarosa-Inc.-dba-CareerSource-Escarosa-and-The-National-Caucus-Center-on-Black-Aged-Inc_.pdf https://careersourceescarosa.com/wp-content/uploads/2026/05/Pensacola-State-College.pdf https://careersourceescarosa.com/wp-content/uploads/2026/02/2024-2027-SBEC.pdf https://careersourceescarosa.com/wp-content/uploads/2026/05/MOU-SRCSD-2.pdf https://careersourceescarosa.com/wp-content/uploads/2026/05/Tri-County-Community-Council.pdf		and NCBA
Firewalls / Conflict Mitigation Documentation	If applicable	 P97-WIOA-One-Stop-Operator-Procurement	X Yes ☐ No	N/A
Planning Region Agreements	For regional plan	 FINAL NW FL - RPA Designation Request  Fully Executed Resolution of Intent	X Yes ☐ No	
Public Comment Documentation	Yes	☐	X Yes ☐ No	Pending
Staff Training and Credentialing Evidence	Yes	☐	X Yes ☐ No	
Plan Review Checklist	Recommended	☐	X Yes ☐ No	

Regional Economy and Labor Market

Key Takeaways

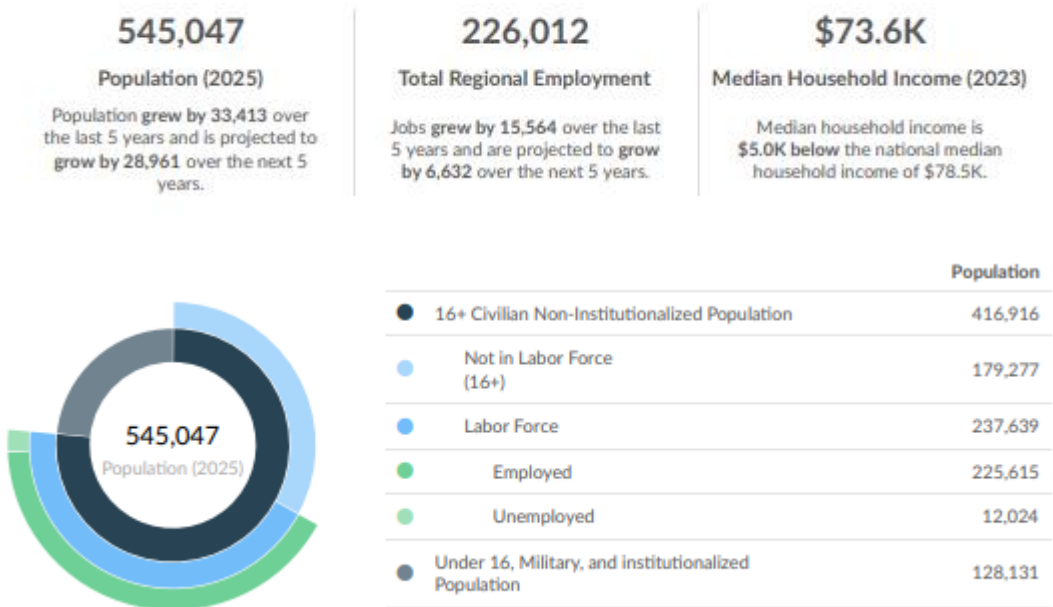
- Population continues to grow: The Pensacola-Ferry Pass-Brent region grew 6.5% since 2020, adding 33,413 residents, and is projected to grow another 5.3% by 2030. Santa Rosa County grew even faster at 12.0% since 2020 and is projected to increase another 8.9% by 2030.
- Employment is growing: The Pensacola-Ferry Pass-Brent region added 15,564 jobs (7.4%) from 2020–2025, while Santa Rosa County added 6,184 jobs (13.4%), exceeding national job growth.
- More jobs, but lower labor force participation: Labor force participation declined in both areas—from 58.6% to 57.0% in the Pensacola-Ferry Pass-Brent region and 58.5% to 56.3% in Santa Rosa County. This highlights an opportunity to reconnect individuals to the workforce.
- Additional job growth is expected: Through 2030, approximately 6,632 additional jobs are projected in the Pensacola-Ferry Pass-Brent region and 3,571 in Santa Rosa County.
- Education presents an opportunity: Bachelor's degree attainment remains below the national average, while associate degree attainment exceeds the national average in both areas. Expanding credential and skills-based training can help meet employer needs.
- Key industries: Leading industries include restaurants and food services, government/military, education and healthcare, grocery/retail, and financial services.
- Income varies across the region: Median household income is approximately \$73,600 in the Pensacola-Ferry Pass-Brent region, below the national median, while Santa Rosa County's median household income is approximately \$91,900, above the national median.

Workforce Development Implications

The region is growing, employers are adding jobs, and future job growth is expected. At the same time, declining labor force participation and educational attainment gaps create a need to connect more residents to training, credentials, and sustainable employment. Priorities should include increasing labor force participation, expanding career pathways and credentials, addressing barriers to employment, and strengthening employer partnerships and work-based training opportunities.

Figure 1: Escambia County Economy Overview
(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Economy Overview



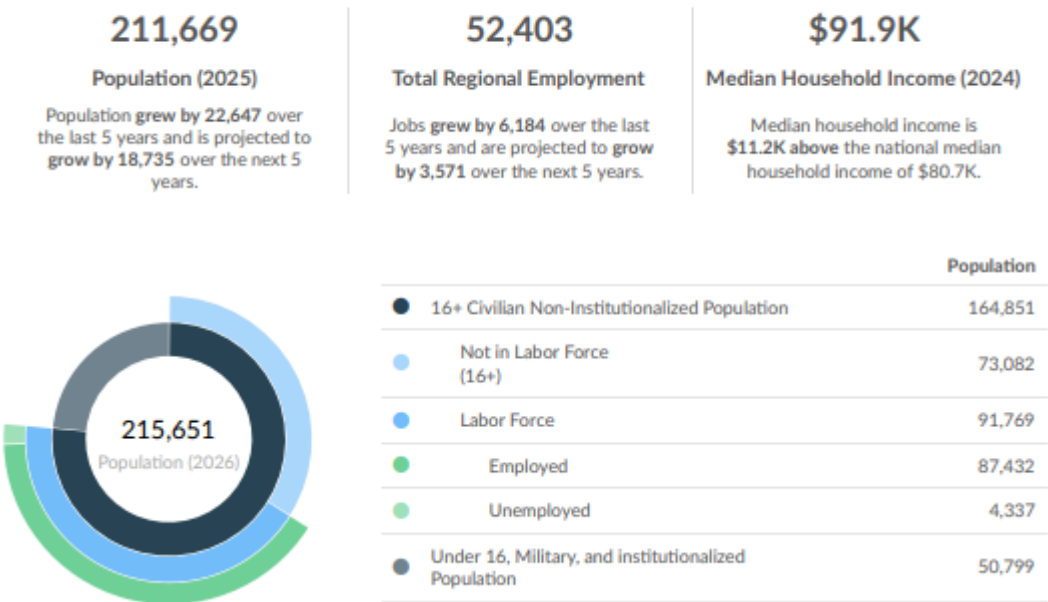
Educational Attainment

Concerning educational attainment, 19.7% of Pensacola-Ferry Pass-Brent, FL residents possess a Bachelor's Degree (2.1% below the national average), and 11.3% hold an Associate's Degree (2.4% above the national average).



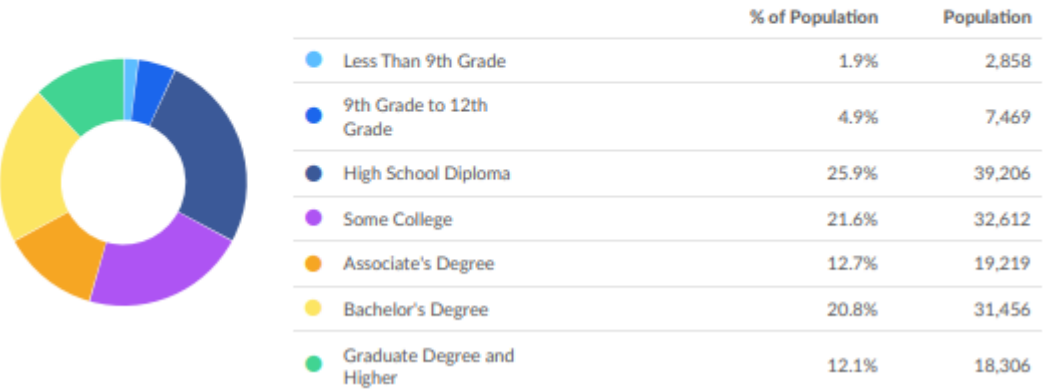
Figure 2: Santa Rosa County Economy Overview
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Economy Overview



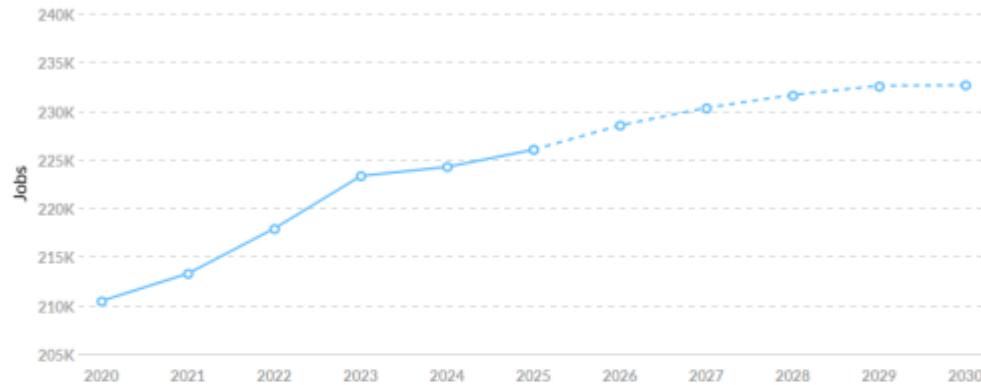
Educational Attainment

Concerning educational attainment, 20.8% of Santa Rosa County, FL residents possess a Bachelor's Degree (1.0% below the national average), and 12.7% hold an Associate's Degree (3.9% above the national average).



Job Trends

From 2020 to 2025, jobs increased by 7.4% in Pensacola-Ferry Pass-Brent, FL from 210,449 to 226,012. This change **fell short of** the national growth rate of 10.6% by 3.2%.



Timeframe	Jobs
2020	210,449
2021	213,269
2022	217,915
2023	223,305
2024	224,230
2025	226,012
2026	228,510
2027	230,316
2028	231,645
2029	232,585
2030	232,644

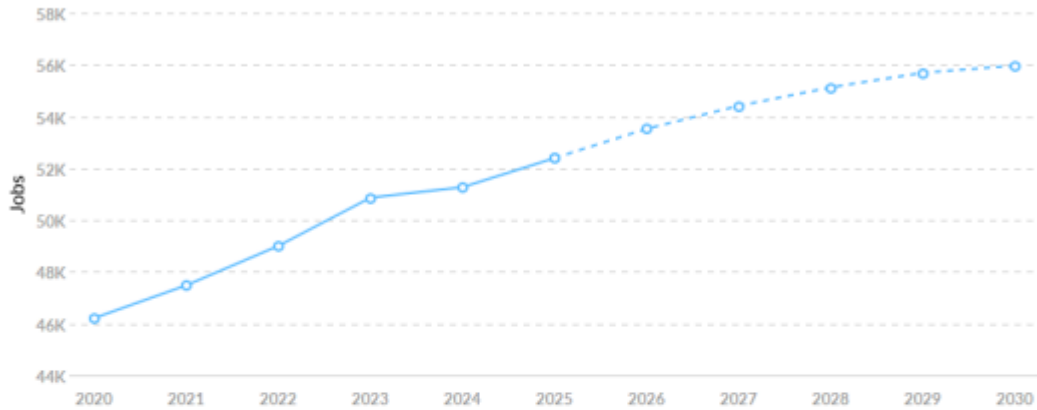
Lightcast Q1 2026 Data Set

Figure 3: Escambia County Job Trends

(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Job Trends

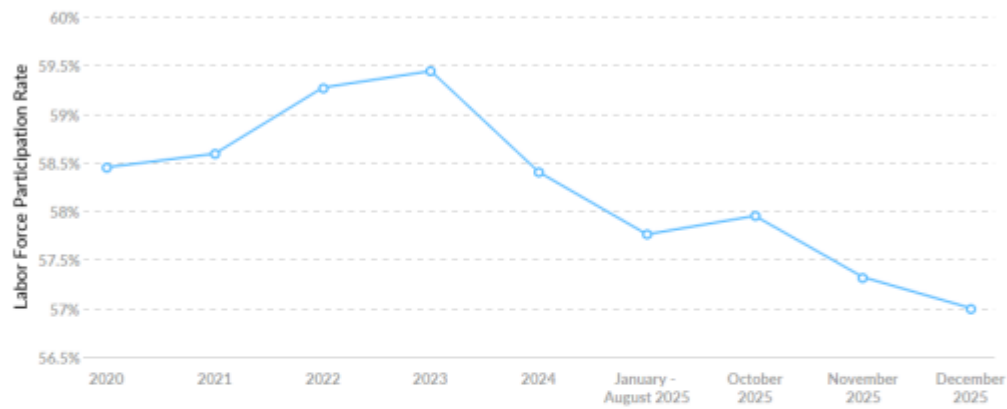
From 2020 to 2025, jobs increased by 13.4% in Santa Rosa County, FL from 46,219 to 52,403. This change outpaced the national growth rate of 10.7% by 2.7%.



Timeframe	Jobs
2020	46,219
2021	47,486
2022	49,011
2023	50,872
2024	51,277
2025	52,403
2026	53,534
2027	54,421
2028	55,136
2029	55,698
2030	55,974

Figure 4: Santa Rosa County Job Trends
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2020	58.45%
2021	58.59%
2022	59.27%
2023	59.44%
2024	58.40%
January - August 2025	57.76%
October 2025	57.95%
November 2025	57.32%
December 2025	57.00%

Lightcast Q1 2026 Data Set

Figure 5: Escambia County Labor Force Participation Rate Trends
 (Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Labor Force Participation Rate Trends

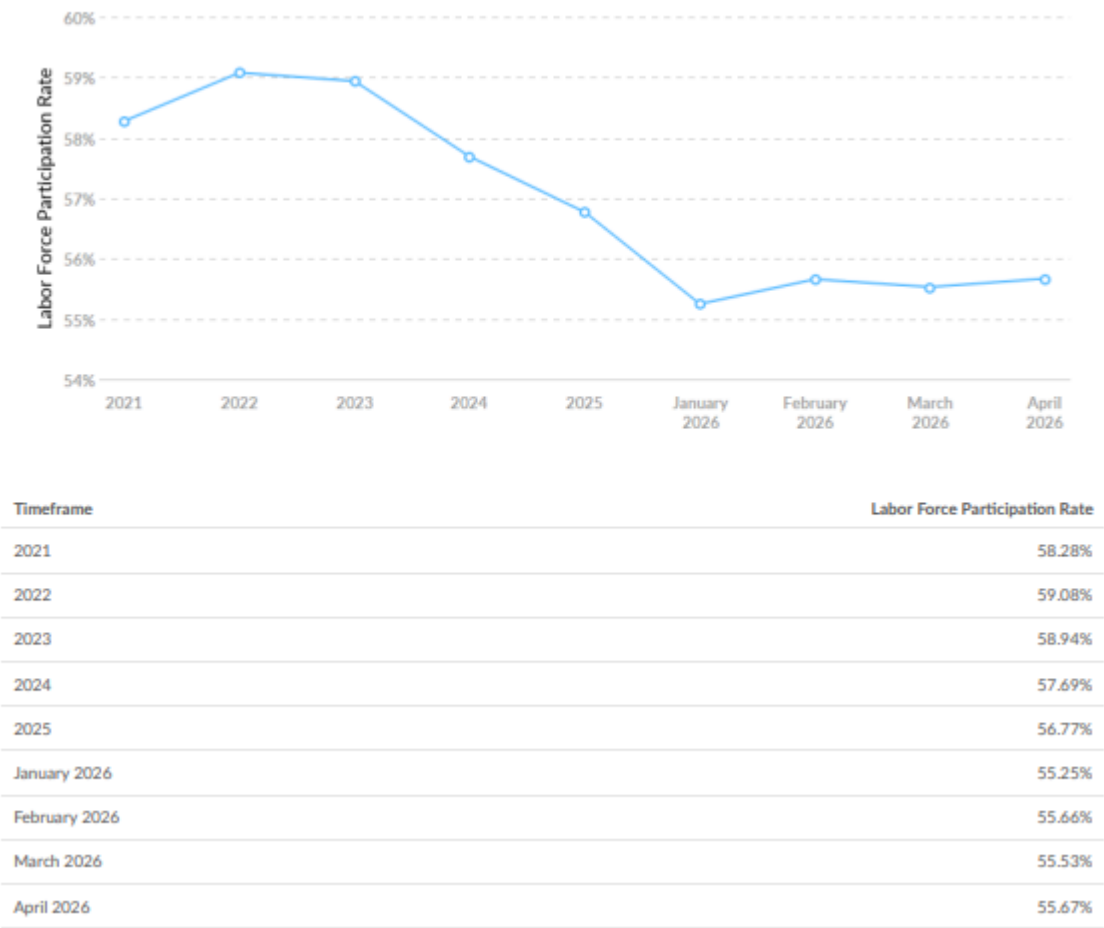
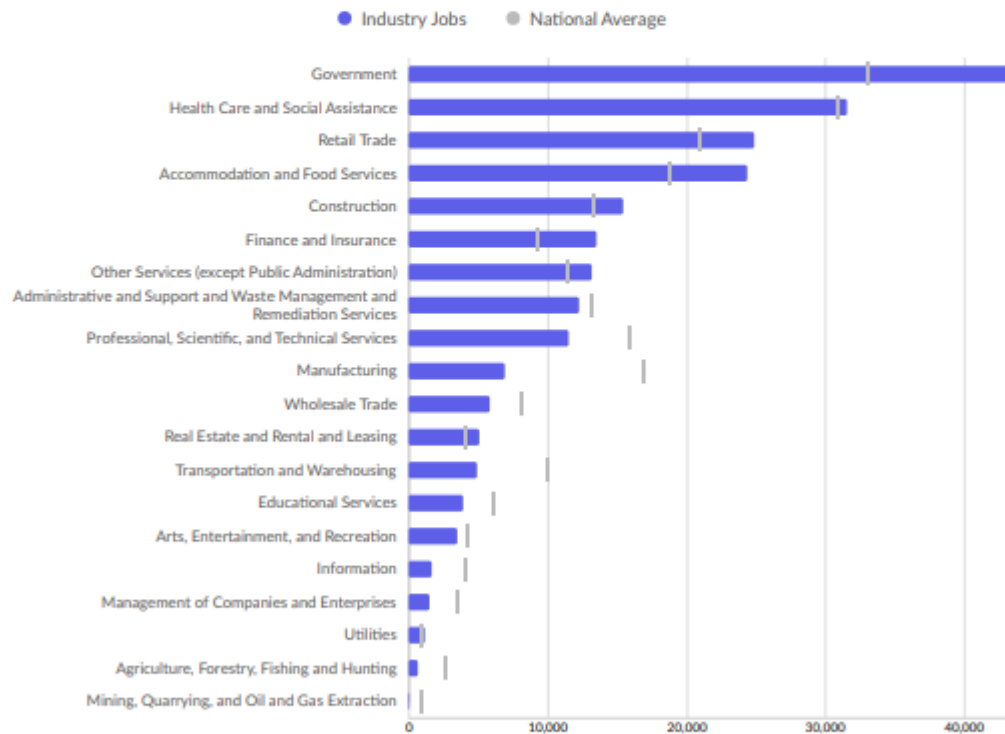


Figure 6: Santa Rosa County Labor Force Participation Rate Trends
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Industry Characteristics

Largest Industries



Lightcast Q1 2026 Data Set

Figure 7: Escambia County Largest Industries

(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Industry Characteristics

Largest Industries

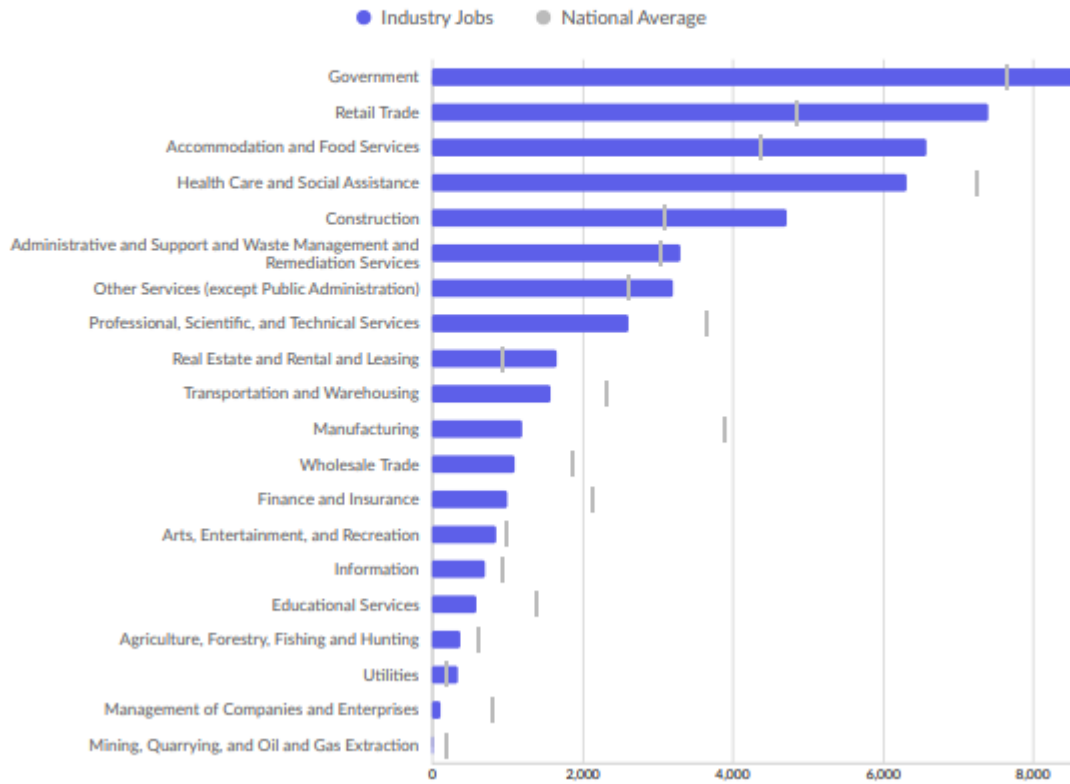
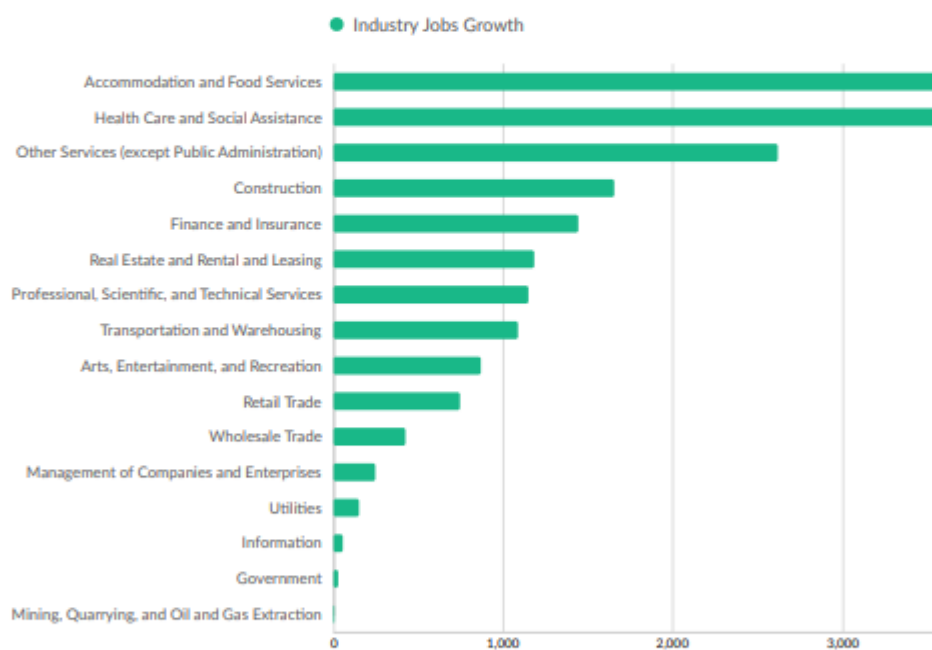


Figure 8: Santa Rosa County Largest Industries

(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Top Growing Industries



Lightcast Q1 2026 Data Set

Figure 9: Escambia County Top Growing Industries

(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Top Growing Industries

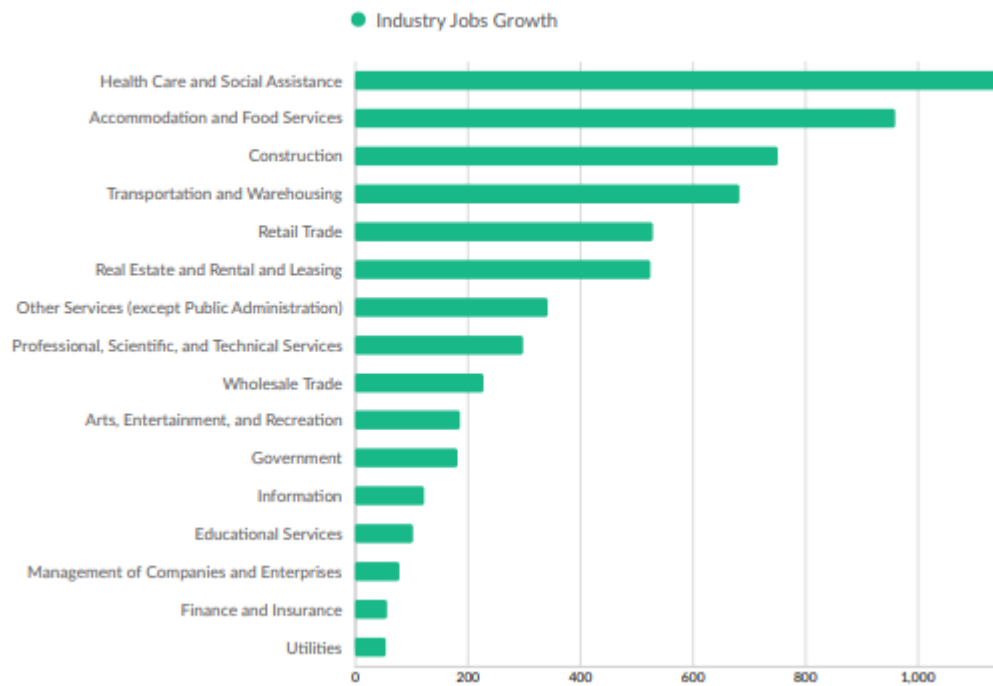
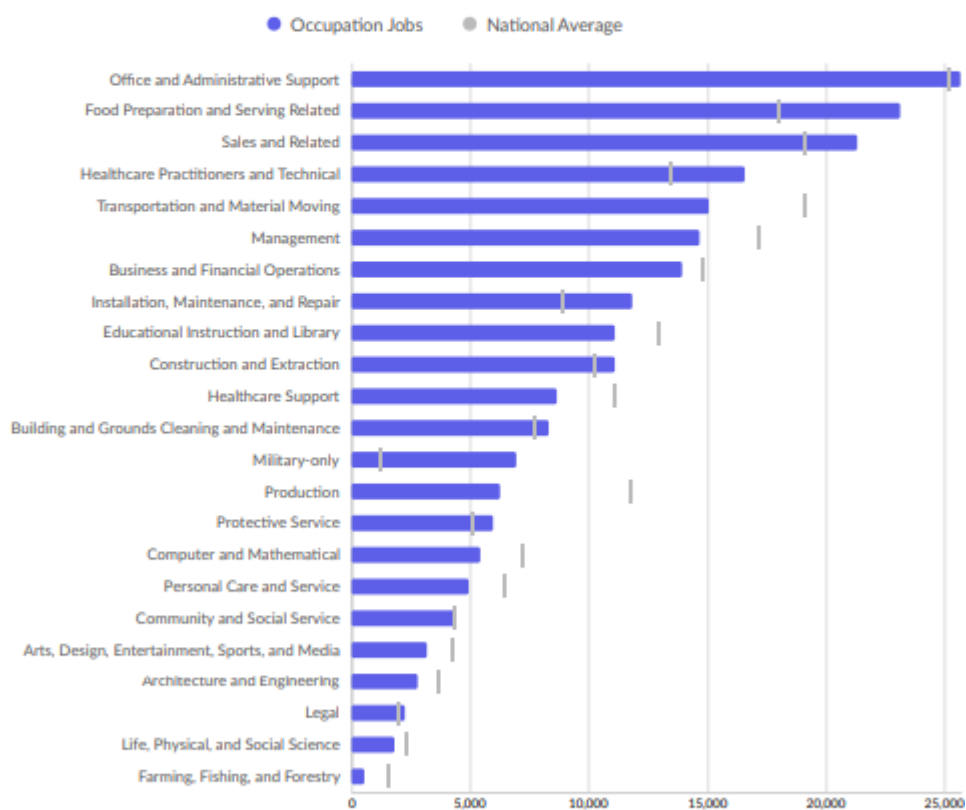


Figure 10: Santa Rosa County Top Growing Industries
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Workforce Characteristics

Largest Occupations



Lightcast Q1 2026 Data Set

Figure 11: Escambia County Largest Occupations

(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Workforce Characteristics

Largest Occupations

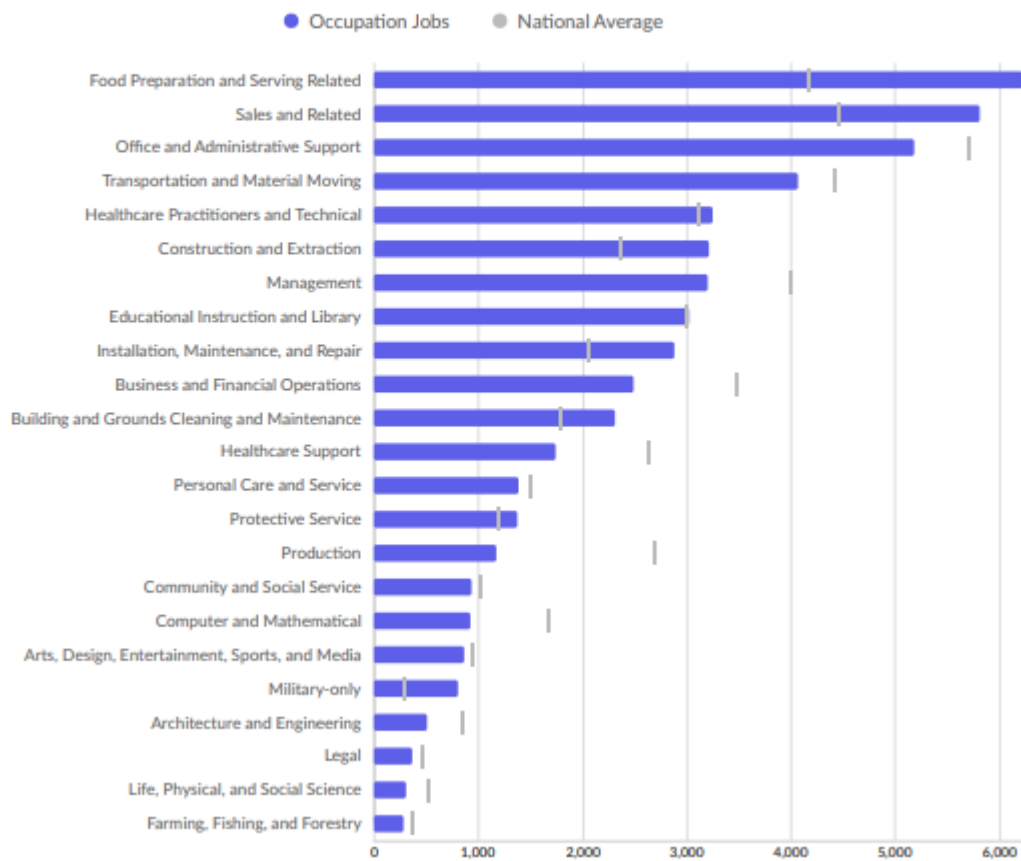


Figure 12: Santa Rosa County Largest Occupations

(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Top Growing Occupations



Lightcast Q1 2026 Data Set

Figure 13: Escambia County Top Growing Occupations

(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Top Growing Occupations

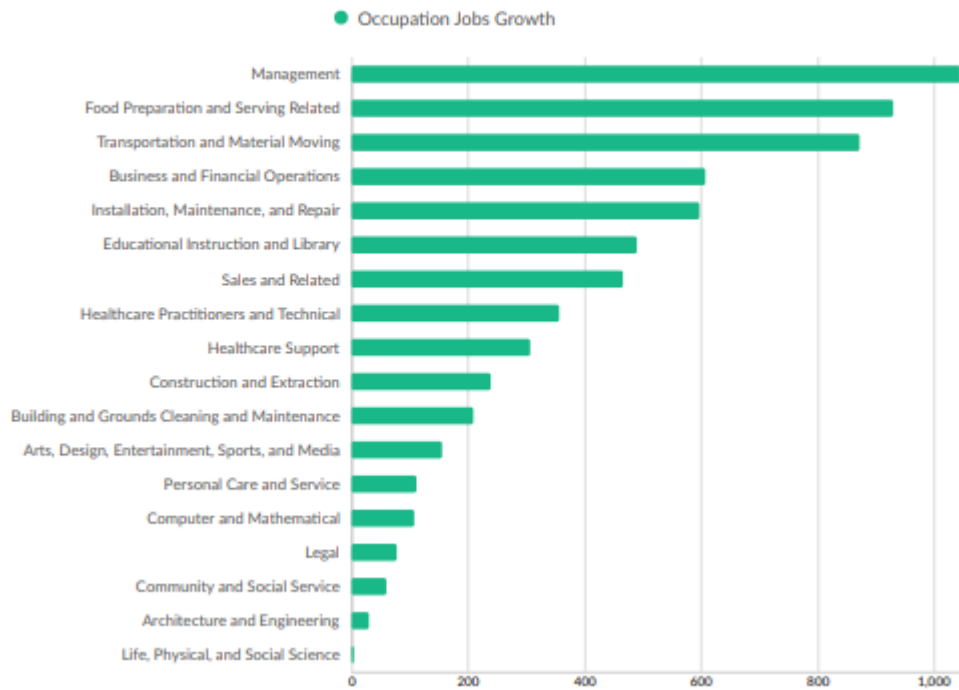


Figure 14: Santa Rosa County Top Growing Occupations
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Place of Work vs Place of Residence

Understanding where talent in Pensacola-Ferry Pass-Brent, FL currently works compared to where talent lives can help you optimize site decisions. For example, the #1 ranked ZIP for employment ranks #4 for resident workers. The top ZIP for resident workers is 32566.



Where Talent Works			Where Talent Lives		
ZIP	Name	2025 Employment	ZIP	Name	2025 Workers
32514	Pensacola, FL (in Escam...	22,603	32566	Navarre, FL (in Santa Ros...	20,036
32504	Pensacola, FL (in Escam...	21,750	32526	Pensacola, FL (in Escam...	19,500
32505	Pensacola, FL (in Escam...	18,184	32571	Milton, FL (in Santa Ros...	18,947
32503	Pensacola, FL (in Escam...	16,169	32514	Pensacola, FL (in Escam...	18,612
32502	Pensacola, FL (in Escam...	14,487	32570	Milton, FL (in Santa Ros...	15,999

Lightcast Q1 2026 Data Set

Figure 15: Escambia County Place of Work vs Place of Residence
(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Place of Work vs Place of Residence

Understanding where talent in Santa Rosa County, FL currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works			Where Talent Lives		
ZIP	Name	2025 Employment	ZIP	Name	2025 Workers
32566	Navarre, FL (in Santa Ros...	10,967	32566	Navarre, FL (in Santa Ros...	19,805
32571	Milton, FL (in Santa Ros...	9,502	32571	Milton, FL (in Santa Ros...	18,555
32570	Milton, FL (in Santa Ros...	9,281	32570	Milton, FL (in Santa Ros...	16,921
32563	Gulf Breeze, FL (in Sant...	7,612	32583	Milton, FL (in Santa Ros...	13,727
32561	Gulf Breeze, FL (in Sant...	7,008	32563	Gulf Breeze, FL (in Sant...	12,597

Figure 16: Santa Rosa County Place of Work vs Place of Residence
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Business Characteristics

38,812 Companies Employ Your Workers

Online profiles for your workers mention 38,812 companies as employers, with the top 10 appearing below. In the last 12 months 4,483 companies in Pensacola-Ferry Pass-Brent, FL posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Navy Federal Credit Union	7,035 	Ascension	1,444 
United States Navy	4,720 	Baptist Health Care Northwest L.	1,276 
United States Air Force	3,467 	Navy Federal Credit Union	963 
University of West Florida	2,781 	HCA Healthcare	803 
Escambia County Public Schools	2,116 	Walmart	436 
Baptist Health Care Northwest L.	1,708 	State of Florida	402 
Pensacola Christian College	1,191 	Dollar General	368 
HCA Healthcare	1,136 	Domino's Pizza	364 
Santa Rosa County Public Schools	1,122 	Lakeview Center	358 
Pensacola State College	1,052 	Community Health Systems Pro...	317 

Lightcast Q1 2026 Data Set

Figure 17: Escambia County Business Characteristics
(Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Business Characteristics

17,636 Companies Employ Your Workers

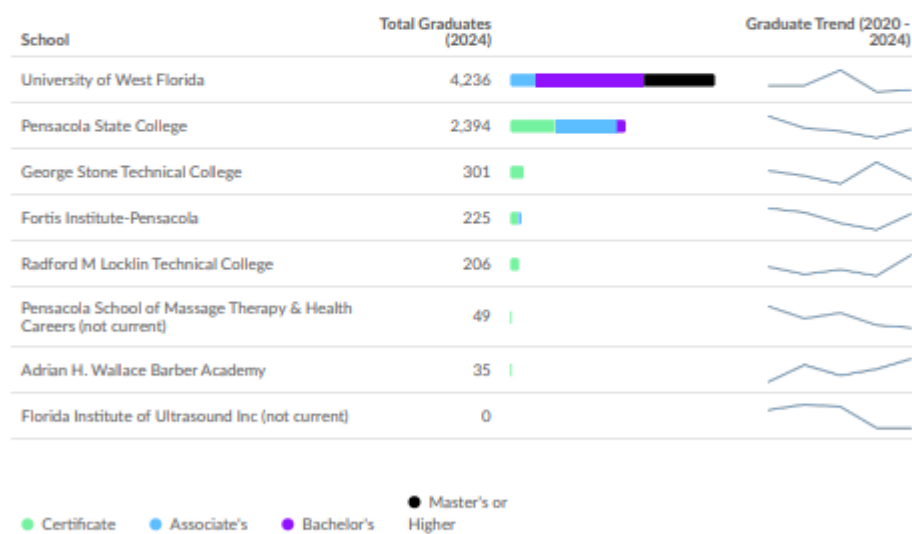
Online profiles for your workers mention 17,636 companies as employers, with the top 10 appearing below. In the last 12 months, 1,302 companies in Santa Rosa County, FL posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
United States Air Force	2,438	Baptist Health Care Northwest L.	352
Santa Rosa County Public Schools	928	Community Health Systems Pro...	242
Navy Federal Credit Union	924	Walmart	209
United States Navy	888	Santa Rosa County School Distr...	193
University of West Florida	409	Dollar General	162
Baptist Health Care Northwest L.	385	Soliant Health	115
HCA Healthcare	345	Ascension	113
State of Florida	308	GEO Group	95
United States Army	298	Winn-Dixie	95
Walmart	282	Lowe's	94

Figure 18: Santa Rosa County Business Characteristics
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Educational Pipeline

In 2024, there were 7,446 graduates in Pensacola-Ferry Pass-Brent, FL. This pipeline has shrunk by 6% over the last 5 years. The highest share of these graduates come from "Liberal Arts and Sciences/Liberal Studies" (Associate's), "Registered Nursing/Registered Nurse" (Bachelor's), and "Registered Nursing/Registered Nurse" (Associate's).



Lightcast Q1 2026 Data Set

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Figure 19: Escambia County Educational Pipeline
 (Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Educational Pipeline

In 2024, there were 206 graduates in Santa Rosa County, FL. This pipeline has grown by 30% over the last 5 years. The highest share of these graduates come from "Welding Technology/Welder" (Certificate), "Heating, Ventilation, Air Conditioning and Refrigeration Engineering Technology/Technician" (Certificate), and "Licensed Practical/Vocational Nurse Training" (Certificate).

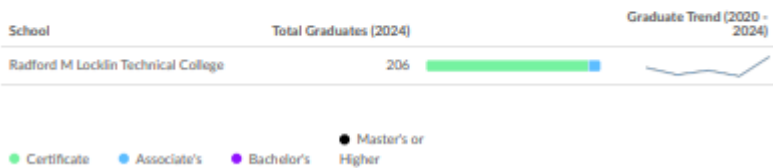
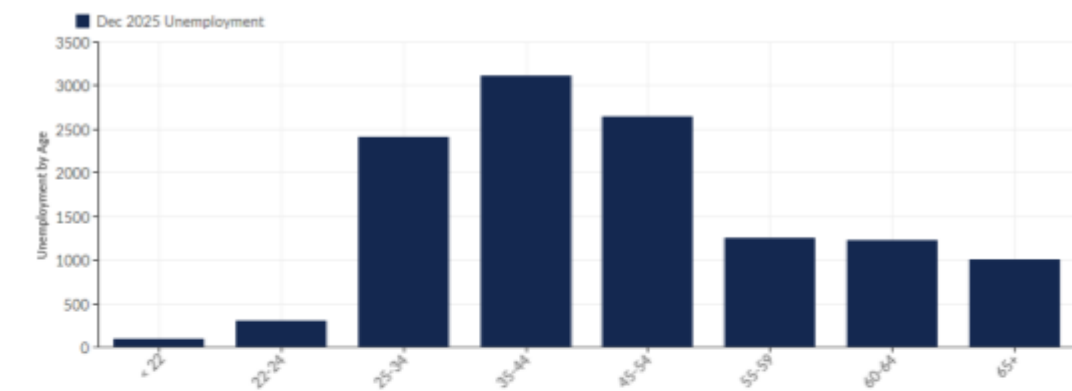


Figure 20: Santa Rosa County Educational Pipeline
(Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Unemployment by Age



Age	Unemployment (Dec 2025)	% of Unemployed
< 22	94	0.78%
22-24	300	2.50%
25-34	2,406	20.01%
35-44	3,113	25.89%
45-54	2,641	21.96%
55-59	1,243	10.34%
60-64	1,219	10.14%
65+	1,008	8.38%
Total	12,024	100.00%

Lightcast Q1 2026 Data Set

Figure 21: Escambia County Unemployment by Age
 (Source: UWF Haas Center, Lightcast Q1 2026 Data Set)

Unemployment by Demographics

Unemployment by Age

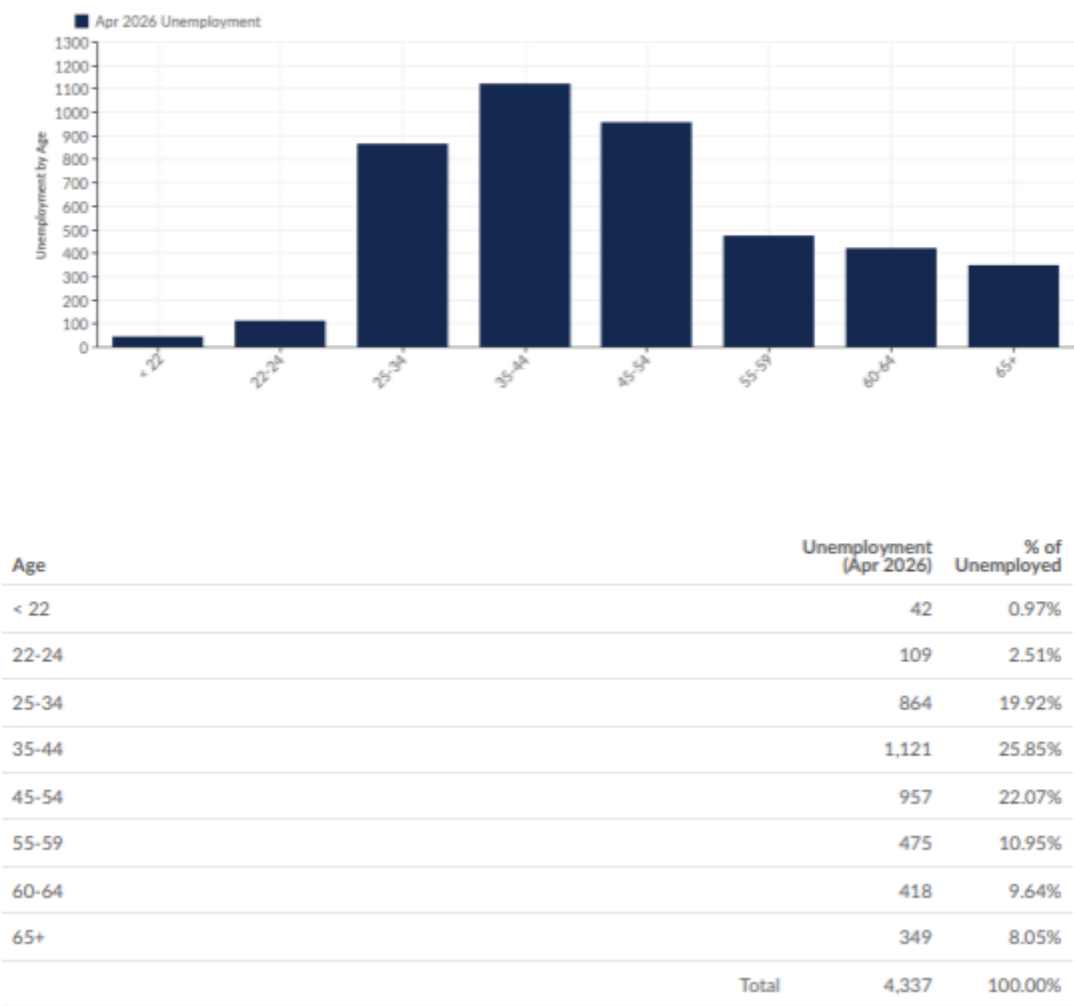


Figure 22: Santa Rosa County Unemployment by Age
 (Source: UWF Haas Center, Lightcast Q3 2026 Data Set)

Regional Service Delivery and Customer Experience

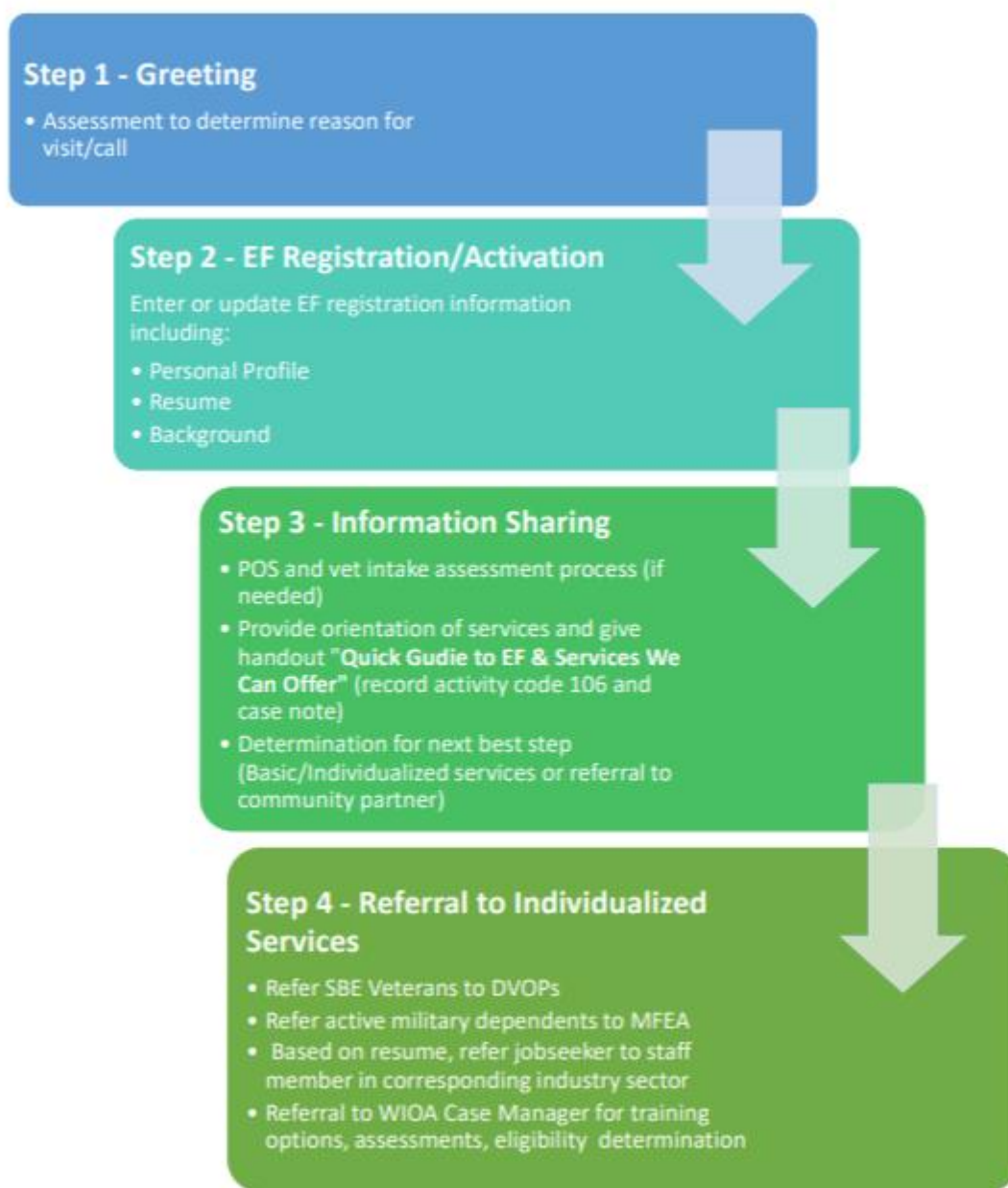
The NFWC utilizes common training providers and supports customer access to training opportunities across the Regional Planning Area when appropriate, including training delivered outside local workforce board boundaries. While each Local Workforce Development Board (LWDB) maintains responsibility for local approval of Eligible Training Providers through its ETPL application process, the NFWC encourages collaboration to expand access to high-quality training resources throughout the region. With the recent addition of the Capital Region as the fifth LWDB in the Regional Planning Area, the NFWC has expanded its efforts to evaluate and align training resources, service delivery strategies, and customer support across all participating regions.

As part of its ongoing regional alignment efforts, the NFWC has inventoried supportive service offerings across all participating LWDBs to establish a baseline for coordination and identify opportunities for greater consistency in service delivery. This assessment serves as a foundation for addressing service gaps, strengthening supportive service coordination, and improving the customer experience across the region. Currently, all five regions, including the Capital Region, offer transportation assistance, educational testing assistance, work-related uniforms and tools, and assistance with employment- and training-related applications, tests, and certifications. Four of the five regions also provide childcare assistance, housing assistance, needs-related payments, legal aid services, and healthcare referrals. The NFWC will continue working toward greater consistency in supportive service delivery whenever feasible while recognizing the varying needs, resources, and funding levels of each local workforce area.

The NFWC also promotes regional collaboration through shared staff training and professional development opportunities. Developing training curricula, delivering training, and maintaining policies and procedural guidance require significant staff resources. By coordinating these efforts across the Regional Planning Area, the NFWC seeks to maximize efficiency, reduce duplication of effort, and promote consistency in service delivery. Regional training initiatives provide opportunities to share best practices, strengthen staff knowledge and skills, enhance accessibility and service quality, and ultimately improve outcomes for both job seekers and businesses throughout Northwest Florida. The NFWC believes that a coordinated regional training approach will support a more consistent customer experience while fostering innovation and continuous improvement across all five workforce regions.

CareerSource Escarosa is the local workforce development organization serving Escambia and Santa Rosa Counties, Florida. CareerSource Escarosa provides a business-focused customer experience by connecting employers with workforce solutions such as recruitment, OJT, incumbent worker training, apprenticeships, and other hiring and training resources. For job seekers, CareerSource Escarosa provides personalized career guidance, job-matching, training opportunities, and support services designed to help individuals overcome barriers and move into sustainable employment.

Customer Flow and Enrollment – Regional Planning Area



Regional Operations and System Efficiencies

Currently, the five LWDBs do not pool or share administrative costs across the region. While previous regional arrangements included shared staff positions, those models were discontinued through attrition and were not sustained long-term. The boards continue to collaborate through regional agreements and planning efforts and have expressed interest in exploring future opportunities for administrative cost-sharing and resource pooling to improve efficiency. Areas under consideration include shared staffing models, coordinated procurement of goods and services, combined grant administration efforts, and alignment of indirect cost methodologies. Regional partners remain committed to identifying and implementing efficiencies where feasible as the Regional Planning Area (RPA) evolves.

System Efficiencies	Administrative Cost-Sharing Summary	Regional Agreements	Shared Tools/Resources
The five LWDBs currently collaborate through regional planning and coordination efforts but do not formally pool administrative costs. Regional partners are exploring future opportunities for shared staffing, coordinated procurement, combined grant administration, and other efficiency strategies as feasible.	No formal cost-sharing arrangement currently exists. Future opportunities are being evaluated.	Regional planning and coordination agreements support ongoing collaboration.	Shared planning processes, regional meetings, and collaborative grant development efforts.

Regional Performance, Employer Engagement, and Apprenticeship

Performance Negotiation Support

CareerSource Escarosa submitted a request for negotiated performance rates to Florida Commerce by August 10, 2026, based on the unique needs and barriers of the job seekers served in our region. Seven requested rates have been accepted, while the remaining 12 performance categories are still under review.

Negotiations will continue on Tuesday, August 25, 2026, with the goal of establishing performance rates that appropriately reflect the characteristics, needs, and barriers of the customers we serve that may not be accounted for in the current Statistical Adjustment Model (SAM).

Our goal is not to lower expectations, but to establish realistic and meaningful performance standards that allow us to demonstrate progress and continuous improvement. Taking into account the actual needs and barriers of the job seekers we serve will help ensure that our performance targets are both achievable and challenging, while providing a fair measure of our region's progress moving forward.

Letter Grade Improvement Strategies

CareerSource Escarosa's performance recovery strategy is structured around incremental but measurable quarterly improvements designed to restore all identified indicators to negotiated targets within the allowable two-year timeframe.

The organization anticipates measurable improvement in credential attainment and measurable skill gain indicators within the first six months of implementation due to enhanced enrollment activity, improved provider accountability, and strengthened documentation practices. Median earnings and entered employment indicators are Page 7 of 9 expected to improve over a longer period as employer engagement strategies, OJT expansion efforts, and placement alignment activities mature.

The Board will review all indicators monthly through newly established dashboards and executive oversight meetings to ensure continuous monitoring of progress and timely implementation of corrective actions

Apprenticeship and Pre-apprenticeship Expansion

CareerSource Escarosa will continue expanding registered apprenticeship opportunities by strengthening employer partnerships, increasing participant access to work-based learning, and aligning apprenticeship activities with Florida's targeted industry sectors. The Board is committed to supporting employer-driven workforce solutions that create sustainable career pathways and address regional workforce needs. CareerSource Escarosa plans to become a Registered Apprenticeship Sponsor during Program Years 2026-2027 to expand workforce development opportunities and address critical talent needs across the region.

Sector Partnerships and Talent Pipeline

Through strategic partnerships with organizations such as FloridaMakes, Ascend, Economy Appliance Heating & Air, local healthcare providers, and other industry partners, CareerSource Escarosa is working to develop and support Registered Apprenticeship programs in high-demand occupations, including HVAC, industrial maintenance, mechanical trades, and various healthcare professions. These efforts will create earn-and-learn career pathways, strengthen employer engagement, and provide participants with industry-recognized credentials and sustainable employment opportunities while helping local businesses build a skilled workforce pipeline.

Coordinated Business Services

CareerSource Escarosa's Business Services team partners with employers to address workforce challenges through recruitment, training, and retention strategies. Three key tools used to support local businesses are On-the-Job Training (OJT), job fairs, and employer retention services.

Board Performance

CareerSource Escarosa, PY2025 Q2

[Back to All Boards](#)

Adult

Measure	Performance Goal	Actual Performance	Percentage of Goal Met	Percentage to Goal
Employed 2nd Quarter After Exit	85.00	82.08	96.56%	3.44%
Employed 4th Quarter After Exit	85.00	78.86	92.78%	7.22%
Median Wages	\$9,500.00	\$8,431.00	88.75%	11.25%
Credential Attainment	84.00	67.80	80.71%	19.29%
Measurable Skill Gains	58.00	41.11	70.88%	29.12%

Dislocated Worker

Measure	Performance Goal	Actual Performance	Percentage of Goal Met	Percentage to Goal
Employed 2nd Quarter After Exit	81.30	80.00	98.40%	1.60%
Employed 4th Quarter After Exit	82.70	100.00	120.92%	Goal Met
Median Wages	\$8,158.00	\$5,829.00	71.45%	28.55%
Credential Attainment	80.50	20.00	24.97%	75.16%
Measurable Skill Gains	36.00	33.33	92.59%	7.41%

Youth

Measure	Performance Goal	Actual Performance	Percentage of Goal Met	Percentage to Goal
Employed 2nd Quarter After Exit	75.30	75.00	99.60%	0.40%
Employed 4th Quarter After Exit	68.40	79.69	116.50%	Goal Met
Median Wages	\$3,778.00	\$4,680.00	123.88%	Goal Met
Credential Attainment	67.80	56.82	83.80%	16.20%
Measurable Skill Gains	66.40	61.96	93.32%	6.68%

Wagner-Peyser

Measure	Performance Goal	Actual Performance	Percentage of Goal Met	Percentage to Goal
Employed 2nd Quarter After Exit	67.00	64.26	95.91%	4.09%
Employed 4th Quarter After Exit	65.30	64.43	98.67%	1.33%
Median Wages	\$6,453.00	\$6,881.50	106.64%	Goal Met

Business & Workforce

At its core, helping businesses find talent and talented Floridians find jobs is what the CareerSource Florida network does every day. This dashboard represents the evolution of how we track and improve workforce development performance. The metrics and components included in the dashboard are aligned with the federal Workforce Innovation and Opportunity Act, CareerSource Florida's corporate goals and the priorities and strategies of the State of Florida.

State Training Grants

Career Seeker

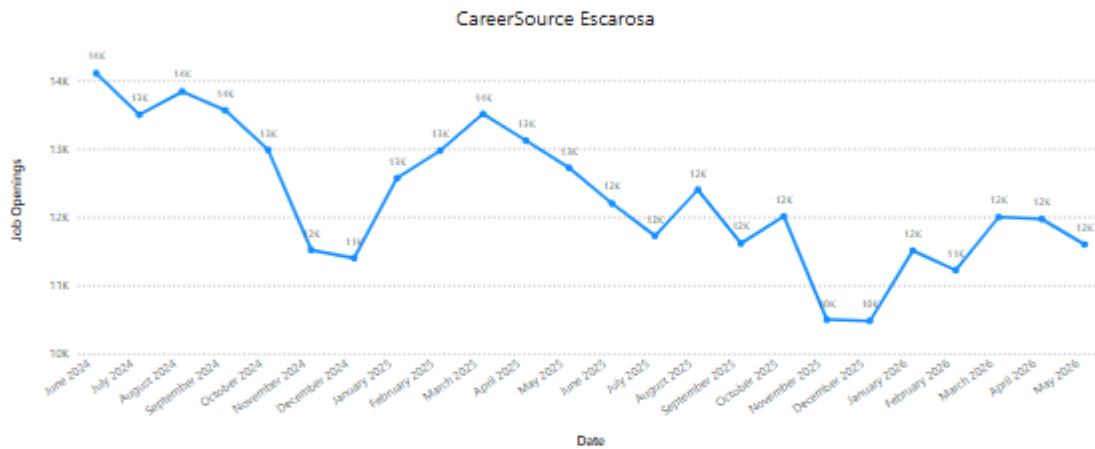
Career Seeker

The CareerSource Florida network helps Floridians find careers in every industry and specializes in helping people in their search for employment from entry level to senior professional. Whether you are looking for a job, making a strategic career move, or building your own business, CareerSource Florida can help you reach your goal at no cost to you. Our local career centers are here to support you online, on the phone or by appointment.

Open Job Positions

Select Local Workforce Development Board

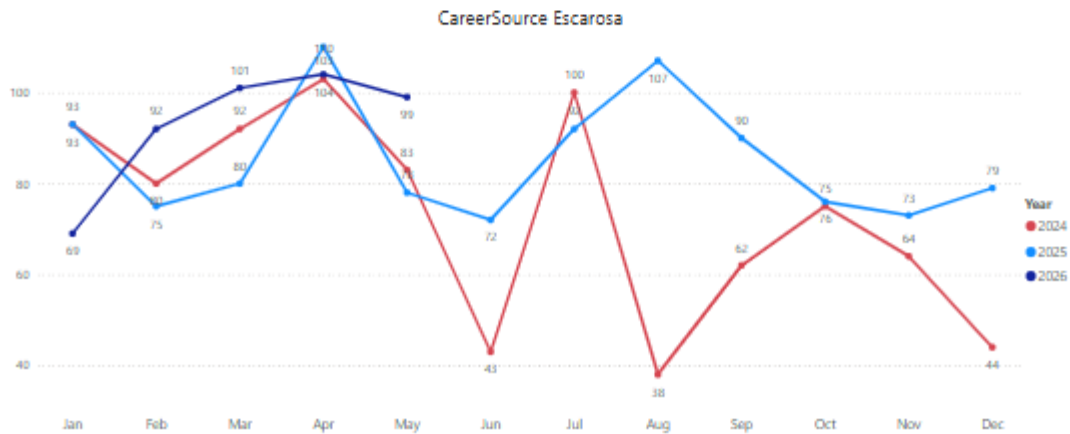
CareerSource Escarosa



Job Seekers Placed with CareerSource Florida Network Assistance

Select Local Workforce Development Board

CareerSource Escarosa



Regional Strategy Summary Table

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Targeted Industries / Sector Partnerships	Align industry sectors across the region based on labor market demand and employer needs; coordinate sector partnership efforts in high-growth industries.	CareerSource Escarosa, neighboring LWDBs, economic development organizations, chambers of commerce, industry associations, employers, education partners.	Number of sector partnerships established; employer engagement; industry-led workforce initiatives; job placements within targeted sectors.	Sector partnership agreements, meeting minutes, employer participation lists, labor market reports, MOUs.
Coordinated Service Delivery	Standardize service delivery approaches and referral processes to improve customer access and outcomes across the region.	LWDBs, One-Stop partners, community-based organizations, educational institutions.	Number of shared referrals; customer satisfaction; reduced service duplication; increased co-enrollments.	Referral protocols, customer flow charts, partner meeting notes, Crosswalk reports, shared outreach materials.
Supportive Services Coordination	Coordinate supportive service resources to reduce barriers to employment and training participation.	LWDBs, social service agencies, transportation providers, housing organizations, community partners.	Number of participants receiving supportive services; improved retention and completion rates.	Supportive service policies, referral logs, partner agreements, participant outcome reports.
Administrative Efficiencies	Identify opportunities to streamline administrative processes, reduce duplication, and share resources regionally.	LWDBs, fiscal staff, administrative staff, state partners.	Cost savings; reduced processing times; implementation of shared procedures.	Shared policies and procedures, cost analyses, regional planning meeting documentation.
Coordinated Performance Improvement	Collaboratively analyze performance outcomes and implement regional improvement strategies.	LWDBs, performance teams, program managers, state workforce representatives.	Achievement of negotiated performance measures; measurable improvement in key indicators.	Performance reports, corrective action plans, monitoring reports, regional performance dashboards.
Apprenticeship / Work-Based Learning	Expand apprenticeship, pre-apprenticeship, OJT, internships, and other work-based learning opportunities regionally.	LWDBs, employers, educational institutions, apprenticeship sponsors, workforce partners.	Number of apprenticeships and work-based learning placements; employer participation rates.	Apprenticeship agreements, OJT contracts, participant enrollment records, employer commitment letters.
MCL / Credential Alignment	Align training investments with the Master Credentials List (MCL) and regional workforce demands.	LWDBs, training providers, educational institutions, employers, state workforce partners.	Increase in participants earning credentials aligned with regional demand occupations.	MCL alignment documentation, ITA reports, credential attainment reports, training provider agreements.
Coordinated Business Services	Deliver consistent and collaborative business services to employers across the region through coordinated outreach and engagement.	LWDB Business Services Teams, employers, economic development organizations, chambers, educational partners.	Number of employers served; business service engagements; job orders; repeat employer utilization.	Business engagement logs, employer outreach plans, meeting records, regional business services strategy documents.

Local Plan Addendum Requirements — Streamlined Framework

Governance and Organizational Structure

Updated Changes:

CLEO

Escambia County Board of County Commissioners – Chair

Ashlee Hofberger

221 Palafox Place, Suite 400

Pensacola, FL 32502

850-595-4950

District4@myescambia.com

Santa Rosa County Board of County Commissioners – Chair

Colten Wright

6495 Caroline Street

Milton, FL 32570

850.983.1877

District5@santarosa.fl.gov

LWDB Membership

Rotated Off/Resigned

Jeffrey Hondorp – West Fraser

Michele Kelson – Pensacola Electrical Apprenticeship College

Fred Jenkins – Titan Sunrooms

Steven Harrell – Escambia County School District

Lani Burritt – Ex Officio (Santa Rosa County Board of Commissioners)

New Members

Jennifer Hines – Santa Rosa County School District

Justin Marcum – Association of Fire Fighters

Lisa Walsh – Navy Federal Credit Union

Brandi L. Boyd Rutherford – FLDOE/Division of Vocational Rehabilitation

Robert Christopher Plate – FloridaWest Economic Development Alliance

Leslie Moland – Florida Blue

James Howe – Landrum Workforce Solutions

Chase Horne – Police Benevolent Association

Darnell Powell – AHW Barber Academy

Dixie Bond – Ex Officio (Santa Rosa County Board of Commissioners)

One-Stop Operator

Luis Roman

Delegated Signatory Authority

Lloyd Reshard – CareerSource Escarosa Board Chair

Santa Rosa County Board of County Commissioners – Chief Local Elected Official, **Effective: July 1, 2026-June 30, 2027**

Analysis of Need and Available Resources (Labor Market Dashboard Above)

The Pensacola-Ferry Pass-Brent region and Santa Rosa County are experiencing continued population and employment growth, creating both opportunities and workforce challenges. Population growth, expanding industries, and projected job creation indicate sustained demand for workers, while declining labor force participation and educational attainment gaps point to the need for targeted workforce development strategies.

Current and Emerging Industry Needs

Employment increased by 7.4% in the Pensacola-Ferry Pass-Brent region between 2020 and 2025, adding 15,564 jobs. Santa Rosa County experienced even stronger growth, adding 6,184 jobs, or 13.4%, exceeding national job growth. An additional 6,632 jobs are projected in the Pensacola-Ferry Pass-Brent region and 3,571 jobs in Santa Rosa County through 2030.

The region's leading industries include restaurants and food services; government and military; education and healthcare; grocery and retail; and financial services. These industries provide a broad range of employment opportunities, from entry-level positions to occupations requiring advanced education, technical credentials, and specialized skills. Continued growth will increase demand for workers with skills in healthcare, education, customer service, management, skilled technical occupations, business operations, and other industry-specific fields.

The concentration of government and military employment also creates opportunities for career pathways connected to defense, public-sector operations, logistics, technology, and related contractors. At the same time, healthcare, education, hospitality, retail, and financial services will require a steady pipeline of qualified workers to support population growth and replacement needs.

Workforce Gaps and Population Barriers

Despite strong employment growth, labor force participation has declined. Participation fell from 58.6% to 57.0% in the Pensacola-Ferry Pass-Brent region and from 58.5% to 56.3% in Santa Rosa County. The decline suggests that population growth and job creation are not fully translating into increased workforce participation. Connecting individuals who are not currently working or seeking work to career services, training, supportive resources, and employers represents a significant opportunity.

Educational attainment is another workforce consideration. Bachelor's degree attainment remains below the national average in both areas, while associate degree attainment exceeds the national average. This indicates a strong foundation for skills-based and career-oriented training, but also highlights the need to expand pathways to bachelor's degrees where occupations require them. Short-term credentials, industry certifications, apprenticeships, and other work-based learning opportunities can provide additional routes into growing occupations without requiring a four-year degree.

Workforce participation may also be affected by barriers such as transportation, childcare, limited access to training, lack of industry-recognized credentials, and challenges transitioning from education or unemployment into sustainable employment. Addressing these barriers will be important to ensure that residents can access available jobs and that employers have access to qualified workers.

Income differences across the region further emphasize the need for accessible career pathways. Median household income is approximately \$73,600 in the Pensacola-Ferry Pass-Brent region, below the national median, while Santa Rosa County's median household income is approximately \$91,900, above the national median. Workforce investments should therefore prioritize pathways that lead to family-sustaining wages and opportunities for advancement, particularly for residents facing economic barriers.

Available Resources and Workforce Response

The region has several assets that can support workforce development, including a growing employer base, educational institutions, workforce development organizations, career services, and existing employer partnerships. The area's relatively strong associate degree attainment provides a foundation for expanding technical education, industry credentials, and career pathways aligned with employer demand.

Workforce resources should be coordinated around a sector-based, career-pathway approach. Career centers and workforce organizations can connect job seekers to career counseling, job placement, training assistance, and supportive services. Community and technical colleges can align programs and credentials with high-demand occupations, while employers can provide internships, apprenticeships, on-the-job training, and other work-based learning opportunities.

Employer engagement will be particularly important in identifying skill gaps and ensuring training remains responsive to changing industry needs. Partnerships among employers, education and training providers, workforce organizations, and community partners can create clearer pathways from recruitment and training to employment and advancement.

Strategic Alignment and Five Pillars

State Plan / Local Strategy Crosswalk

The Local Workforce Development Board will align its strategic priorities with Florida's workforce vision through five pillars: Industry-Driven Strategies, Worker Mobility, Integrated Systems, Accountability, and Flexibility & Innovation. Together, these pillars provide a framework for building a responsive, customer-centered, and performance-driven workforce system.

1. Industry-Driven Strategies

The Board will strengthen partnerships with employers and industry leaders to ensure workforce investments reflect current and emerging labor-market needs. Employer input and regional labor-market information will guide training priorities, sector strategies, and work-based learning opportunities. The Board will continue expanding OJT, IWT, EWT, apprenticeships, and other employer-driven strategies that connect customers directly to employment opportunities.

2. Worker Mobility

The Board will support individuals in gaining the skills, credentials, and experience necessary to obtain employment and advance along career pathways. Strategies will emphasize high-demand occupations, stackable credentials, career advancement, apprenticeships, supportive services, and transferable skills. Services will be designed to help individuals enter employment, remain employed, and move toward greater economic self-sufficiency.

3. Integrated Systems

The Board will promote a seamless workforce system by strengthening coordination among workforce programs, education and training providers, employers, community partners, and other agencies. Co-enrollment, coordinated referrals, shared processes, and improved case management will help reduce duplication and ensure customers are connected to the full range of available services.

4. Accountability

The Board will maintain a strong culture of performance, fiscal responsibility, data integrity, and continuous improvement. Leadership and program managers will routinely monitor WIOA performance indicators, negotiated performance rates, credential attainment, measurable skill gains, expenditures, employment outcomes, and other key measures. Performance gaps will be addressed through targeted action plans, technical assistance, staff development, and ongoing monitoring.

5. Flexibility & Innovation

The Board will remain responsive to changing economic conditions, employer needs, customer barriers, and emerging workforce opportunities. The local system will leverage labor-market intelligence, technology, virtual service delivery, innovative partnerships, and pilot strategies to improve access and outcomes. Successful approaches will be evaluated, refined, and scaled when supported by performance data.

Overall Strategic Alignment

The five pillars work together to create a workforce system that is employer-led, customer-focused, integrated, accountable, and adaptable. The Board's local strategy will align resources and partnerships around measurable outcomes while maintaining the flexibility necessary to respond to regional economic changes and the evolving needs of workers and employers.

Program Services and Partner Coordination

Partner Matrix

Partner / Program	Primary Services Provided	Coordination with CareerSource Escarosa	Evidence / Documentation
WIOA Adult	Career, training, supportive, and employment services	Shared case management, referrals, co-enrollment, career pathways	MOU, LOPs, case management records
WIOA Dislocated Worker	Reemployment, training, supportive services	Rapid reemployment, training referrals, supportive services coordination	MOU, training records, co-enrollment reports
WIOA Youth	Education, training, work experience, career exploration	Joint service delivery with schools and youth-serving organizations	MOU, work experience records, youth program reports
Temporary Assistance for Needy Families	Employment and self-sufficiency services	Joint case management, referrals, co-enrollment, supportive services	DCF agreements, referral data, co-enrollment reports
SNAP E&T	Employment and training services for SNAP recipients	Shared customer referrals, training coordination, employment services	SNAP E&T agreements, referral reports
Jobs for Veterans State Grant (JVSG)	Veteran-specific employment services	Referrals between Wagner-Peyser, WIOA, and JVSG staff	JVSG procedures, veteran service reports
Unemployment Insurance (UI)	Reemployment assistance, claims support	RESEA referrals, workforce service referrals, employment workshops	RESEA reports, referral documentation
Senior Community Service Employment Program (SCSEP)	Employment and training services for older workers	Referrals, employment support, training coordination	MOU or referral procedures
Community Services Block Grant (CSBG)	Supportive services, emergency assistance	Shared customers, referrals for housing, transportation, and support services	Partner agreements, referral reports
HUD/Housing Partners	Housing assistance, homelessness services	Referrals, supportive services coordination, employment support	MOU, referral tracking

Perkins V / Career and Technical Education (CTE)	Career and technical education pathways	Career pathway development, training referrals, employer engagement	School district agreements, partnership records
Pensacola State College	Postsecondary education and occupational training	Training provider coordination, credential attainment, career pathways	MOU, ETPL participation records
George Stone Technical College	Technical education and occupational skills training	Training referrals, credential attainment, workforce alignment	Training provider agreements
Escambia County School District	Adult education, CTE, career pathways	Youth services, dual enrollment, career awareness activities	MOU, joint initiatives
Santa Rosa County School District	Adult education, CTE, career pathways	Workforce preparation, youth and career pathway coordination	MOU, partnership activities
Vocational Rehabilitation (VR)	Employment services for individuals with disabilities	Co-enrollment, referrals, supportive service coordination	Executed MOU, referral reports
Division of Blind Services (DBS)	Employment and training services for individuals who are blind or visually impaired	Referrals, co-case management, training coordination	Executed MOU, referral documentation
Early Learning Coalition	Childcare assistance and early learning support	Childcare referrals supporting training and employment participation	Referral records, partner agreements
Children's Home Society of Florida	Youth and family support services	Referrals, supportive service coordination, youth service integration	MOU, referral reports
Crosswalk Agency Referral System Partners	Community-based support services	Electronic referrals, coordinated service delivery, warm handoffs	Crosswalk reports, referral data
Economic Development Organizations & Chambers	Business engagement and labor market alignment	Employer outreach, sector strategies, workforce solutions	Partnership agreements, meeting records
Employers and Apprenticeship Sponsors	Work-based learning, OJT, apprenticeships, employment opportunities	OJT, EWT, IWT, apprenticeships, hiring events	OJT agreements, apprenticeship records

Exceptions Narrative

CareerSource Escarosa coordinates service delivery through formal MOUs, referral processes, co-enrollment strategies, and Local Operating Procedures with core and combined partners. Partners collaborate to provide

workforce, education, training, employment, and supportive services through an integrated service delivery model. Referral and co-enrollment activities are supported through partner communication, case coordination, and the Crosswalk Agency Referral System when applicable. Certain partner services, such as housing assistance, childcare assistance, and specialized disability services, remain under the authority of the respective partner agency; however, CareerSource Escarosa coordinates access through referrals and collaborative case management to ensure customers are connected to the full range of available services. The Board continues to strengthen coordination among workforce, education, human-service, and economic-development partners to reduce duplication and improve customer outcomes.

One-Stop Delivery System

Addressed in the Plan, Organizational Structure Section, Pages 5-9

Access Point Table

Access Point	Services Available	Customer Access	Accessibility Features	Technology & Integration	Significant Changes Since Prior Plan
CareerSource Escarosa Pensacola Career Center (Comprehensive One-Stop)	WIOA Adult, DW, Youth, Wagner-Peyser, JVSG, RESEA, training services, business services, workshops, supportive-service referrals	In-person, phone, email, website	ADA-compliant facility, assistive technology, language assistance, accessible parking and entrances	Employ Florida, virtual workshops, electronic records, Crosswalk referrals, Teams and online meeting platforms	Expanded virtual services, increased referral coordination, enhanced technology utilization
CareerSource Escarosa Milton and Century Career Centers (Affiliate Sites)	Career services, job search assistance, employer recruitment, workshop access, referrals	In-person, phone, virtual appointments	ADA-compliant facility and accommodations	Shared case management systems, Employ Florida access, virtual services	Continued integration with regional and virtual service delivery
Virtual Service Delivery	Job search assistance, career coaching, workshops, orientations, employer interviews, training information	Website, email, telephone, virtual meeting platforms	Remote access for customers unable to travel; accessibility tools available through virtual platforms	Teams, webinar platforms, online forms, electronic document exchange	Expanded significantly to improve access and service flexibility
Partner Locations (VR, DBS, DCF, SNAP E&T, CHS, ELC, etc.)	Specialized employment, supportive, educational, and human services	Referral and co-location opportunities where available	Partner-specific accessibility accommodations	Crosswalk Agency Referral System, coordinated referrals, warm handoffs	Increased partner coordination and referral tracking
Educational Partners (Pensacola State College, George Stone Technical College, School District Programs)	Education, occupational training, credential attainment, career pathways	In-person and online training options	ADA accommodations and student support services	Shared training provider coordination, ETPL alignment	Expanded pathway and credential alignment efforts
Employer Sites / Work-Based Learning Locations	OJT, apprenticeships, pre-apprenticeships, work experience, incumbent worker training	Employer-based service delivery	Employer-specific accommodations as applicable	Employer engagement systems, apprenticeship coordination, electronic agreements	Expanded employer-driven training opportunities

Employer Engagement, Sector Strategies, and Apprenticeship

Performance and Continuous Improvement

Improvement Strategies

CareerSource Escarosa has developed a comprehensive improvement strategy designed to directly address each identified root cause area through coordinated operational, governance, and service delivery enhancements.

The organization will expand credential attainment efforts by strengthening enrollment pipelines into training programs, improving participant follow-up procedures, and standardizing credential reporting requirements across all providers. Increased utilization of the MyCSE Scholarship process and streamlined enrollment pathways will support greater participation in credential-bearing activities.

To address measurable skill gain deficiencies, CareerSource Escarosa has implemented weekly performance reviews focused specifically on MSG tracking and documentation accuracy. Staff training initiatives are being expanded to ensure all workforce personnel understand documentation requirements and performance expectations related to interim skill gains and participant progression milestones. Enhanced provider accountability measures are also being implemented for youth service providers. Monthly provider performance meetings are now being conducted to review outcomes, identify barriers, and implement corrective strategies where necessary. Provider scorecards and enhanced monitoring protocols will support ongoing accountability and continuous improvement.

Employer engagement efforts are also being significantly expanded. CareerSource Escarosa intends to aggressively promote OJT utilization through increased employer outreach, board member engagement, and strategic partnerships with high-growth industry sectors. The organization will leverage available state OJT reimbursement incentives to encourage greater employer participation and increase opportunities for higher-wage employment placements.

Co-Enrollment and System Integration Strategy

CareerSource Escarosa will implement a structured co-enrollment strategy to improve

participant outcomes by aligning individuals across multiple eligible workforce programs where appropriate. This approach is intended to reduce fragmented service delivery, improve training completion rates, and strengthen employment outcomes through coordinated service access. The organization will strengthen cross-program referral processes, increase collaboration between internal program teams, and utilize shared case management coordination to ensure participants receive comprehensive support services aligned with their individual employment and training needs.

Partnership Enhancement Strategy

The LWDB will continue strengthening collaboration with workforce system partners and expanding integrated service delivery models across the region. This includes enhancing coordination with workforce stakeholders, specifically Florida Division of Vocational Rehabilitation and Division of Blind Services, to improve referral alignment, reduce duplication of services, and increase participant access to high-quality training and employment pathways. Both partners are already in our Crosswalk Agency Referral System, which has streamlined the referral process for 2025 and 2026; however, we plan to further enhance our partnership for better outcomes. CareerSource Escarosa will also continue developing strategic partnerships with community-based organizations, education providers, economic development entities, and employer partners to improve participant access, support service coordination, and long-term employment success.

Operationally, CareerSource Escarosa has already implemented daily leadership huddles focused on key performance indicators and weekly management-by-exception reporting processes. Semi-monthly meetings with the WIOA Program Manager and monthly PIP Committee meetings have also been established to ensure continuous monitoring of performance recovery efforts.

Additionally, the organization is developing integrated performance dashboards and conducting routine case file audits to improve real-time visibility into participant outcomes, credential attainment, measurable skill gains, and wage progression trends.

Improvement Targets

CareerSource Escarosa's performance recovery strategy is structured around incremental but measurable quarterly improvements designed to restore all identified indicators to negotiated targets within the allowable two-year timeframe.

The organization anticipates measurable improvement in credential attainment and measurable skill gain indicators within the first six months of implementation due to enhanced enrollment activity, improved provider accountability, and strengthened documentation practices. Median earnings and entered employment indicators are expected to improve over a longer period as employer engagement strategies, OJT expansion efforts, and placement alignment activities mature.

The Board will review all indicators monthly through newly established dashboards and executive oversight meetings to ensure continuous monitoring of progress and timely implementation of corrective actions.

Strategic Alignment Framework

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Industry-Driven Strategies	Employer engagement, sector strategies, in-demand occupations, targeted industries, OJT, apprenticeship, preapprenticeship, MCL alignment	Align investments with employer demand and high-growth industries. Build a demand-driven workforce system. Expand employer partnerships; increase OJT/IWT/EWT; align training with labor-market data. Employer engagement; work-based training; placements; credentials; satisfaction.	Employers; Chambers of Commerce; Economic Development; community/technical colleges; CTE; apprenticeship sponsors.	Employer engagement; work-based training; placements; credentials; employer satisfaction.	• Employer Engagement Scorecard • Apprenticeship & Employer Engagement Scorecard • Business Services annual report • Labor Market Information dashboard • OJT/IWT/EWT performance reports • Sector partnership meeting minutes • Chamber and Economic Development partnership documentation • ETPL/MCL alignment reports • Credential attainment dashboard • Employer satisfaction survey results

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Worker Mobility	Credential attainment, career pathways, supportive services, reduced public assistance, wage progression	Support skills, credentials, employment, and career advancement. Create clear career pathways. Expand training/apprenticeships; strengthen coaching; supportive services; stackable credentials. Training completion; credentials; MSGs; employment; retention; wage progression.	Employers; colleges/technical schools; apprenticeship programs; Vocational Rehabilitation; Division of Blind Services; supportive-service partners.	Training completion; credentials; MSGs; employment; retention; wage progression.	- Credential attainment dashboard - Measurable Skill Gain (MSG) reports - Training completion reports - Employment and earnings performance reports - Supportive services utilization reports - Apprenticeship and pre-apprenticeship participation data - Co-enrollment and referral reports - Vocational Rehabilitation and Division of Blind Services partnership documentation - Employer retention and wage progression outcome
Integrated Systems	Core and combined partner coordination, regional service delivery, education/workforce/economic development alignment	Coordinate workforce, education, human services, and community partners. Deliver seamless, coordinated services. Strengthen referrals/co-enrollment; shared processes; case coordination; partner communication. Referrals; co-enrollment; customer flow; coordination; satisfaction; employment.	DCF/TANF; SNAP; Early Learning Coalition; Crosswalk Agency Referral System partners; Vocational Rehabilitation; Division of Blind Services; Children's Home Society; Escambia & Santa Rosa School Districts.	Referrals; co-enrollment; customer flow; coordination; satisfaction; employment.	- Crosswalk Agency Referral System reports - One-Stop Partner MOUs and IFAs - DCF/TANF and SNAP E&T referral and co-enrollment data - Vocational Rehabilitation and Division of Blind Services

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
					referral outcomes - Children's Home Society partnership documentation - Escambia and Santa Rosa School District collaborative initiatives - Partner coordination meeting minutes - Customer flow and service delivery process maps - Co-enrollment and case management reports - Customer and partner satisfaction survey
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	Promote performance, fiscal stewardship, and data integrity. Use data for continuous improvement. Monitor performance; improve data quality; track expenditures; implement corrective actions. WIOA indicators; negotiated rates; MSGs; expenditures; data accuracy; PIP progress.	FloridaCommerce; CareerSource Florida; LWDB leadership; One-Stop Operator; MIS/RSO; program managers; service providers.	WIOA indicators; negotiated rates; MSGs; expenditures; data accuracy; PIP progress.	- WIOA performance dashboards and scorecards - FloridaCommerce negotiated performance reports - Letter grade reports and improvement strategies - Internal monitoring results and corrective action plans - Data validation and case file review reports - Board and committee performance reports

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
					- Financial audits and expenditure reports - Staff training and technical assistance records - Performance Improvement Plan (PIP) documentation
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative training, customer access, continuous improvement	Adapt to changing labor-market and customer needs. Maintain a responsive workforce system. Pilot innovations; expand virtual services; use real-time data; develop new partnerships; adjust strategies. New initiatives; participation/outcomes; access; response time; partnerships; strategies sustained.	Employers; education/training providers; community organizations; economic development; technology partners; local government.	New initiatives; participation/outcomes; access; response time; partnerships; strategies sustained.	- Innovation project summaries - Customer access and utilization dashboards - Virtual service participation reports - Employer and customer satisfaction surveys - Regional collaboration agreements - Labor market intelligence reports - New partnership MOUs or agreements - Program evaluation reports - Continuous improvement action plans - Pilot project outcome reports

Performance Dashboard and Improvement Plan

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
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Employment Rate 2nd Quarter After Exit	82.10%/89.40%	82.10%	Needs Improvement	Skills gaps, transportation barriers, and housing instability limit employment attainment after program exit.	Conduct monthly participant follow-up to support retention, address barriers, and verify employment outcomes.
Employment Rate 4th Quarter After Exit	82.00%/88.30%	86.90%	Needs Improvement	Employment retention is affected by transportation challenges, housing costs, and concentration in high-turnover industries.	Maintain monthly follow-up and connect participants to supportive services that promote long-term employment stability.
Median Earnings 2nd Quarter After Exit	\$9000/ \$11,040	\$8,252	Needs Improvement	Many participants enter lower-wage occupations due to limited work experience, barriers to employment, or entry-level placement.	Provide ongoing career coaching, advancement planning, and training opportunities that support wage progression.
Credential Attainment Rate	75%/ 88.50%	81.90%	Needs Improvement	Training completion is impacted by academic, financial, transportation, and personal barriers.	Monitor training progress monthly and intervene early to support completion and credential documentation.
Measurable Skill Gains	50%/ \$54.40%	60.20%	Needs Improvement	Participant barriers and training interruptions can delay progress toward educational and occupational milestones.	Track progress through regular case management, document gains promptly, and provide timely support when issues arise.
State Accountability Letter Grade	Achieve A rating	C	Needs improvement	Performance across workforce, business, and self-sufficiency measures.	Monitor quarterly metrics; implement corrective action for any measure below target.
Return on Investment / Wage Growth	Unknown	N/A	Needs improvement	Low available wages based on the target markets. Many participants have targeted in demand	Increase training aligned with high-demand industries and strengthen employer partnerships.

				industries, but offer lower-wage occupations.	
Public Assistance Transition Outcomes	N/A	Need from SAM	Needs Improvement	Barriers to employment and self-sufficiency among participants.	Expand Co-enrollment in WIOA programs, supportive services, career coaching, and employment retention follow-up.
Business Services Outcomes	Increase employer engagement and repeat business customers.	Consistently meeting this goal	On Track	Employer outreach and responsiveness to workforce needs.	Conduct targeted business outreach and strengthen sector partnerships.
Apprenticeship/Preapprenticeship Outcomes	138	170 (regionally)	On Track	Availability of employer sponsors and participant awareness.	Expand apprenticeship promotion, employer recruitment, and education partnerships.

Performance Improvement Narrative

1. What is performing well? Identify the strongest results and the strategies driving those results.

Employer Partnerships Leading to Better Placement Outcomes	Active employer outreach and relationship management.
Expanded Participant Pipeline Through Online Orientation	Offering orientation virtually provides greater flexibility and accessibility.
Successful Launch of the New Workshop Model	Standardized workshop content ensures all participants receive core employability and career development services.
Improved Workforce Readiness and Career Preparation	Integration of job search, resume development, interviewing, and career exploration into workshops.

2. What is underperforming or at risk? Identify data points, root causes, populations, programs, or service gaps requiring improvement.

Underperforming or at risk areas	Data points	Root Causes	Populations	Strategies
All elements of Dislocated Workers	Based on the Monthly Management Report Dashboard, CSE Dislocated Worker Denominator varies from 3 to 6 depending on the Measure.	Small participant counts make performance outcomes highly sensitive to individual results.	Dislocated workers	Strengthen eligibility screening and enrollment processes to increase the number of qualified Dislocated Worker participants.
Employment rates at 2 nd and 4 th quarter	Based on 2024 Actual levels of Performance, CSE is 82.10% and 86.90% (respectively) which are below recent negotiated levels.	Skills gaps, transportation challenges, and housing instability affect employment attainment and retention.	WIOA Adult	Provide employment retention workshops, ongoing participant follow-up, and supportive service referrals to improve long-term employment outcomes.

WIOA Youth Credential Attainment	Based on the Monthly Management Report Dashboard, CSE Youth Credential Rate is currently at 20% which is significantly lower the negotiated rate in 2024 of 75%.	Educational barriers, transportation issues, family responsibilities, and housing instability hinder credential completion.	WIOA Youth	Increase provider collaboration, staff training, and participant monitoring to support credential completion and documentation.
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3. What actions will be taken? Identify no more than five priority actions, responsible parties, timelines, and expected outcomes.

Action	Responsible Party	Timeline	Expected Outcome
Increase MSG attainment	WIOA Program Manager	Quarterly	Increased MSG attainment
Increase employer outreach in target sectors	Business Services Manager	Q2-Q3	More job placements
Increase OJT opportunities	Business Services Manager	Q1-Q2	Increase MSG and credential attainment
Strengthen follow-up services	WIOA Program Manager	Ongoing	Higher retention rates
Increase WIOA Youth training and engagement	WIOA Program Manager	Ongoing	Improve credential attainment rates among WIOA Youth

9. Apprenticeship and Employer Engagement Scorecards

9A. Employer Engagement and Sector Strategy Scorecard

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Employers Served	4,714	5500	Healthcare, aviation/aerospace, manufacturing, construction, information technology	Expand employer outreach through the Greater Pensacola Chamber, Workforce Wednesdays, FloridaWest, and direct business engagement	Employ Florida business services reports; chamber activity reports
Repeat / Retained Business Customers	711	960	All targeted industries	Implement quarterly follow-up with	Employ Florida customer activity report

				employers and expand account management	
New Business Customers	98	118	Healthcare, construction, manufacturing, professional services	Increase outreach to employers not currently using workforce service	Employ Florida; CRM tracking
OJT Employers	3	7	Manufacturing, healthcare, construction, aerospace	Expand promotion of OJT reimbursement opportunities and conduct employer education campaigns	OJT contracts; program enrollment report
Sector Partnerships	3	6	Healthcare, manufacturing, aerospace, construction, maritime, information technology	Establish industry roundtables and strengthen education and economic development partnerships	Meeting records; memoranda of understanding; partnership agreement
Employer Referrals to Training	9	10	Healthcare, manufacturing, construction	Increase referrals to Incumbent Worker Training, OJT, and customized training programs	Training program records; Employ Florida
Market Penetration	11.26%	16%	Targeted industries identified in the local plan	Increase the percentage of employers receiving workforce	Employ Florida; labor market data; employer databases

				services within priority sectors	
Business Services to Targeted Industries	3349	4800	Healthcare, aerospace, manufacturing, construction, information technology	Align business services with high -demand industries and expand employer engagement	Align business services with high -demand industries and expand employer engagement

9B. Apprenticeship and Work-Based Learning Scorecard

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
New Registered Apprentices	4	138 cumulative apprentices by 2030 (30 annually during the 2027-2028 plan period)	Healthcare, aerospace, advanced manufacturing, construction	Recruit new employers and increase apprentice enrollment through coordinated outreach	Registered apprenticeship data; Florida Department of Education; Employ Florida
Registered Apprenticeship Programs	8	12	Healthcare, manufacturing, construction, aviation	Identify and recruit new apprenticeship sponsors	Apprenticeship sponsor agreements; program registrations
Registered Preapprenticeship Programs	0	0	Construction, healthcare, manufacturing	Develop preapprenticeship pathways with educational partners	School district agreements; Pensacola State College; training provider records
OJT Placements	5	25	Manufacturing, healthcare, construction, information technology	Expand OJT marketing and increase employer participation	OJT contracts; program reports
Work-Based Learning Opportunities	40	160	Healthcare, aerospace, manufacturing, skilled trades	Expand internships, job shadowing, incumbent worker training, and employer-based learning	Employer agreements; chamber partnerships

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
Apprenticeship Navigator Activities	120	480	All targeted industries	Conduct employer outreach, technical assistance, and apprenticeship promotion	Navigator activity logs; outreach reports
Career Center Staff Training on Apprenticeship	2	8	All sectors	Provide annual apprenticeship training to all career center staff	Staff training records; attendance logs
WIOA Supportive Services for Apprentices	4	16	Healthcare, construction, manufacturing	Expand supportive services to improve apprentice retention	Supportive services records; case management reports
Apprenticeship Sponsorship	0	4	Healthcare, construction, manufacturing	Expand supportive services to improve apprentice retention	Supportive services records; case management reports

Local Workforce Development Board	2030 Cumulative Expected Performance Apprentice Count
CareerSource Escarosa (LWDB1)	138
CareerSource Okaloosa Walton (LWDB 2)	47
CareerSource Chipola (LWDB 3)	19
CareerSource Gulf Coast (LWDB 4)	27
CareerSource Capital Region (LWDB 5)	47
CareerSource North Florida (LWDB 6)	77
CareerSource Northeast Florida (LWDB 8)	336
CareerSource Citrus Levy Marion (LWDB 10)	206
CareerSource Central Florida (LWDB 12)	676
CareerSource Pasco Hernando (LWDB16)	177
CareerSource Polk (LWDB 17)	174
CareerSource Suncoast (LWDB 18)	71
CareerSource Heartland (LWDB 19)	85
CareerSource Research Coast (LWDB 20)	125
CareerSource Palm Beach County (LWDB 21)	109
CareerSource Broward (LWDB 22)	445
CareerSource South Florida (LWDB 23)	1012
CareerSource Southwest Florida (LWDB 24)	439

CareerSource North Central Florida (LWDB 26)	73
CareerSource Brevard Flagler Volusia (LWDB 27)	226
CareerSource Tampa Bay (LWDB 28)	491

*As identified in Figure 2.45 of the State Plan.