FloridaCommerce & CareerSource Florida

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

January 1, 2027 – December 31, 2028

CareerSource Board / Planning Region	Submission Option	Date Submitted
CareerSource Heartland Heartland Southwest Florida Planning Region	X Standard Local Plan + Regional Addendum ☐ Preferred Combined Regional Plan	October 5, 2025
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Revision Intent

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

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Attachments

3.a. - Public Notice Documentation
3.b. - Public Comment Documentation – See Section 4, page 5. Public Comment Documentation
4.a. - CSH CLEO-LWDB Agreement
4.b. - Board Roster (See link), Board Minutes and Vote
4.c. - Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator
4.d. - One-Stop Partner MOUs and Infrastructure Funding Agreements
4.e. - Firewalls / Conflict Mitigation Documentation
4.f. - Planning Region Agreements
4.g. - Staff Training and Credentialing Evidence
6.a. - Updated CSH Center Partners Table

1. Introduction and Planning Approach

Following the instructions provided by CareerSource Florida (CSF), Local Workforce Development Board (LWDB) 19 dba CareerSource Heartland (CSH) hereby submits its PY 2027 workforce services plan two-year modification, pursuant to the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, section 445.003, Florida Statutes, and Chapter 73B-7, Florida Administrative Code. This plan aligns with the State WIOA Combined Plan, applicable federal regulations, state law, Florida Administrative Code, and CSF workforce policies.

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

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

2. Key Dates

Description	Due Date
CareerSource Heartland WIOA Plan Modification w/Regional Addendum Review and Approval of Local Board and Chief Elected Officials	October 21, 2026
CareerSource Heartland WIOA Plan Modification w/Regional Addendum Public Comment.	October 29, 2026
CareerSource Heartland WIOA Plan Modification w/Regional Addendum Final Revisions	As needed
Submittal of CareerSource Heartland WIOA Plan Modification with Regional Plan Addendum	October 6, 2026
Plan Approval by CareerSource Florida	March 24, 2027

3. Public Comment, Submission, and Attachments

Public Comment Process

In compliance with WIOA §108(d), 20 CFR 679.550(b), and applicable state requirements, this Plan and Regional Addendum are made available electronically and through open meetings, advertised to the public through the local newspapers and placed on the CSH website www.careersourceheartland.com for a thirty-day public comment period beginning September 30, 2026. The Plan and Addendum are formatted to ensure accessibility to individuals with disabilities.

All comments and suggestions are reviewed and integrated into the plan as deemed appropriate. Public comments expressing disagreement will be submitted to FloridaCommerce.

4. Required Evidence and Certification Checklist

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

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Executed Interlocal Agreement	Yes, if applicable	https://careersourceheartland.com/about/public-documents/public-documents-overview/heartland-workforce-investment-consortium-inter-local-agreement-2015/	☐ Yes X No	No expiration
Executed CLEO–LWDB Agreement	Yes	Attachment 4.a. CSH CLEO-LWDB Agreement https://careersourceheartland.com/about/public-documents/public-records/	X Yes ☐No	No expiration
Fiscal Agent Designation	If other than CLEO	https://careersourceheartland.com/about/public-documents/public-documents-overview/heartland-workforce-investment-consortium-inter-local-agreement-2015/	☐ Yes X No	No expiration
Current Bylaws	Yes	https://careersourceheartland.com/about/boardroom/resources/ Section 10	X Yes ☐ No	No expiration
Board Roster, Minutes, and Vote	Yes	https://careersourceheartland.com/about/boardroom/board-members-roster/ Attachment 4.b.– CSH BOD 2027 2-Yr. Mod. Plan Vote and Minutes	X Yes ☐ No	Roster is updated as BOD members change
Organizational Chart with Required Roles, Apprenticeship Navigator, and Hope Navigator	Yes	Attachment 4.c. - CSH Organizational Chart	X Yes ☐ No	Org chart is updated as staff changes
One-Stop Partner MOUs and Infrastructure Funding Agreement	Yes	Attachment 4.d. - OS Partner MOUs/IFAs Multiple Combined	X Yes ☐ No	Expiration dates vary
Firewalls / Conflict Mitigation Documentation	If applicable	Attachment 4.e.- One-Stop Operator Firewall and Conflict Mitigation	☐ Yes X No	No expiration

Evidence Item	Required?	Submitted / Linked	Change Since Prior Plan?	Notes / Expiration Date
Planning Region Agreements	For regional plan	Attachment 4.f.- Request for Approval and Heartland Southwest Florida Planning Region Agreement	X Yes ☐ No	No expiration
Public Comment Documentation	Yes	Attachments 3.a. Public Notice Documents & 3b. - Public Comment Documentation	X Yes ☐ No	10/30/26
Staff Training and Credentialing Evidence	Yes	Attachment 4 g. – Local Staff Training and Credentialing Procedure	X Yes ☐ No	
Plan Review Checklist	Recommended	Evidence Checklist Included Herein	☐ Yes ☐ No	N/A

5. Regional Plan Addendum

Regional Section	Covers	Required Evidence / Response Format
A. Regional Economy and Labor Market	Shared labor market, common economic development area, commuting patterns, population centers, targeted industries, in-demand sectors and occupations, regional assets, and education/training resources.	General Summary; Regional Economy and Labor Market labor market table; industry/occupation dashboard; list of data sources; one-page summary of major changes.
B. Regional Service Delivery and Customer Experience	Regional service strategies, consistent eligibility/enrollment processes, supportive services coordination, universal services, accessibility, and business/job seeker customer experience.	Regional Service Delivery and Customer Experience Service Delivery Matrix; regional customer experience baseline; shared agreements; service gaps and actions.
C. Regional Operations and System Efficiencies	Administrative cost arrangements, shared services, technology/data-sharing practices, procurement coordination, regional agreements, and reduced duplication.	Regional Operations and System Efficiencies System efficiencies table; administrative cost-sharing summary; regional agreements; shared tools list.
D. Regional Performance, Employer Engagement, and Apprenticeship	Performance negotiation support, letter grade improvement strategies, sector partnerships, coordinated business services, employer retention/market penetration, apprenticeship and pre-apprenticeship expansion, MCL alignment, and talent pipeline actions.	Regional Performance, Employer Engagement, and Apprenticeship Regional scorecards for performance, employer engagement, apprenticeship, credentials, and sector partnerships.

A. Regional Economy and Labor Market

Shared labor market	The ten-county area includes four named MSAs (Punta Gorda, Naples-Marco Island, Sebring-Avon Park, and Cape Coral-Fort Myers) plus rural and micropolitan labor sheds. Regional integration is demonstrated through cross-county commuting, common industry clusters and shared education, infrastructure and workforce-service relationships. The regional economy is an interconnected network of coastal employment centers, inland communities, agricultural production areas, and rural labor sheds. Lee and Collier counties contain the largest concentrations of covered employment. The Heartland counties and the inland portions of Southwest Florida contribute to agricultural, manufacturing, logistics, skilled-trades, and essential-service capacity. Monroe County represents a geographically distinct island labor market with specialized transportation, housing, and workforce-access considerations.
Common economic development area	The planning region spans SelectFlorida South Central, Southwest and Southeast regions and three regional planning councils. FHERO and rural-development relationships connect the Heartland counties with Glades and Hendry; coastal counties connect through Southwest and South Florida regional planning structures. (See Chart)
Population centers	Major population and employment concentrations are centered in Lee, Collier, Charlotte and Highlands counties, with smaller rural population centers across DeSoto, Glades, Hardee, Hendry and Okeechobee and the geographically distinct Monroe County island chain.
Commuting pattern evidence and Transportation implications	Distance limited rural transit, coastal congestion and the geography of Monroe County affect access to work and training. Regional strategies should coordinate virtual access, supportive services, mobile delivery, employer-based training and referrals across county boundaries. (See commuting map and chart following tables).
Regional Assets	A list of Post-Secondary Public Education Entities and Economic Development and Planning Organizations is in the table below. The Heartland Southwest Florida Regional Planning Area benefits from an extensive network of transportation, logistics, utility, and community infrastructure assets that support economic growth, labor force mobility, and business competitiveness across the ten-county region. Interstate 75 serves as the region's primary north-south transportation corridor, linking major employment centers in Lee, Collier, and Charlotte Counties with inland production, manufacturing, agricultural, and distribution activities located throughout the Heartland counties. Additional major transportation routes, including U.S. Highways 27, 41, 98, and 301, as well as State Roads 17 and 70, facilitate the movement of workers, goods, and services between rural and urban labor markets. These corridors support commuting patterns, regional supply chains, and access to workforce and training resources throughout the planning area. The region's transportation network directly contributes to the growth of transportation and logistics, manufacturing, construction, healthcare, tourism, and agricultural industries The planning area is also served by a diverse aviation system that includes Southwest Florida International Airport (RSW), Punta Gorda Airport (PGD), Naples Airport, Florida Keys Marathon International Airport, Key West International Airport, Sebring Regional Airport, Okeechobee County Airport, Arcadia Municipal Airport, Wauchula Municipal Airport, Avon Park Executive Airport and Airglades Airport. These facilities support commercial passenger

	traffic, tourism, business development, air cargo operations, workforce mobility, emergency response functions, and aviation-related employment opportunities. Several airports possess industrial and commercial development capacity that supports advanced manufacturing, logistics, distribution, aviation maintenance, and aerospace-related activities. Maritime infrastructure represents another significant regional asset. Deep-water and commercial marine facilities in Lee, Collier, and Monroe Counties support tourism, commercial fishing, marine industries, freight movement, recreational boating, and international trade activities. Coastal and inland waterways provide important economic connections while creating demand for occupations in transportation, logistics, construction, engineering, hospitality, marine technology, and environmental management. Broadband expansion, utility investments, and resiliency initiatives continue to strengthen the region's economic competitiveness and capacity to support remote work, technology-enabled services, advanced manufacturing, precision agriculture, and digital learning opportunities. Regional planning councils and economic development organizations actively support infrastructure planning, disaster recovery coordination, and resiliency projects that help businesses and communities adapt to population growth, workforce demands, and environmental challenges. These investments are particularly important for improving service delivery and economic opportunities in rural communities throughout DeSoto, Glades, Hardee, Hendry, Highlands, and Okeechobee Counties. In addition, the region’s assets include commerce, business and industrial parks too numerous to list. Collectively, the region's transportation corridors, airports, ports, industrial sites, utility systems, broadband networks, and resiliency infrastructure create a foundation for economic diversification and workforce development. These assets enhance regional connectivity, support employer expansion and recruitment efforts, improve access to education and training opportunities, and strengthen the ability of businesses and workers to participate in a shared regional labor market.

Targeted Industries/Occupations		
Industry / Sector	**In-Demand Occupations**	**Evidence / Rationale**
Healthcare & Social Assistance	RNs; LPNs; medical assistants; CNAs; respiratory therapists; diagnostic technologists; health services managers	Aging population, large population centers, rural access needs
Manufacturing / Advanced Manufacturing	Machinists; CNC operators; industrial maintenance; welders; production supervisors; quality technicians	Heartland advanced manufacturing focus; SWFL diversification; state target industry
Transportation, Distribution & Logistics	CDL drivers; logisticians; dispatchers; diesel technicians; material moving supervisors	I-75, US 27, ports/airports, inland-coastal freight connections

Construction & Skilled Trades	Electricians; HVAC technicians; plumbers; carpenters; construction managers; heavy equipment operators	Population growth, infrastructure, housing, storm recovery and resilience
Agriculture, Agribusiness & AgTech	Agricultural equipment technicians; farm/ranch managers; food processing; precision agriculture technicians	Natural-resource base and food production; emerging precision agriculture and value-added processing

Post-Secondary Public Education Entities			
Asset Type	**Institution / Network**	**Coverage**	**Regional Contribution**
Higher education	Florida Gulf Coast University	Lee / regional	Bachelor and graduate pathways; research; employer partnerships
Higher education	Florida Southwestern State College	Charlotte, Collier, Hendry, Lee / regional	Associate degrees, workforce credentials, continuing education
Higher education	South Florida State College	DeSoto, Hardee, Highlands / Heartland	Academic and workforce programs; health sciences; mechatronics and technical pathways
Higher education	Indian River State College - Okeechobee campus	Okeechobee	Academic and workforce pathways
Higher education	College of the Florida Keys	Monroe	Academic, marine, public safety and workforce pathways
Technical college	Cape Coral Technical College	Lee	Career and technical education
Technical college	Fort Myers Technical College	Lee	Career and technical education
Technical college	Charlotte Technical College	Charlotte	Career and technical education
Technical college	Lorenzo Walker Technical College	Collier	Career and technical education
Technical college	Immokalee Technical College / Moore Haven campus	Collier / Glades	Career and technical education serving inland communities

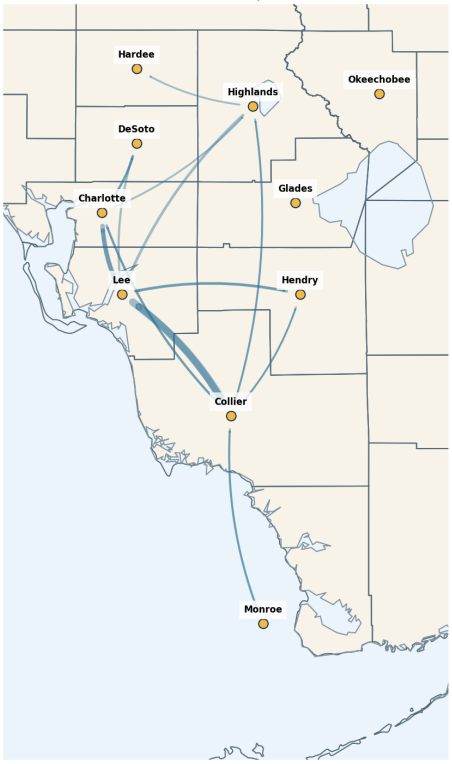
Economic Development/Planning Organizations						
County	LWDB	Select Florida Regions	EDA EDDs	Additional EDO	Second Additional EDO	Third Additional EDO
Charlotte	24	Southwest	SWFL Regional Planning Council	Florida Rural Economic Development Association		
Collier	24	Southwest	SWFL Regional Planning Council			

DeSoto	19	South Central	Central Florida Regional Planning Council	Florida Rural Economic Development Association	Florida Heartland Economic Region of Opportunity	DeSoto County Economic Development
Glades	24	Southwest	SWFL Regional Planning Council	Florida Rural Economic Development Association	Florida Heartland Economic Region of Opportunity	
Hardee	19	South Central	Central Florida Regional Planning Council	Florida Rural Economic Development Association	Florida Heartland Economic Region of Opportunity	The Development Group
Hendry	24	Southwest	SWFL Regional Planning Council	Florida Rural Economic Development Association	Florida Heartland Economic Region of Opportunity	
Highlands	19	South Central	Central Florida Regional Planning Council	Florida Rural Economic Development Association	Florida Heartland Economic Region of Opportunity	Highlands County Economic Development
Lee	24	Southwest	SWFL Regional Planning Council			
Monroe	24	Southeast	South Florida Regional Planning Council			
Okeechobee	19	South Central	Central Florida Regional Planning Council		Florida Heartland Economic Region of Opportunity	Okeechobee County Economic Development Corporation

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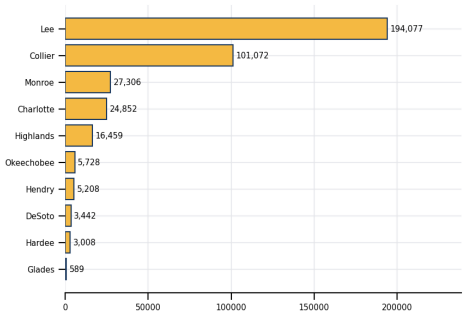
Heartland-Southwest Florida Commuting Patterns

Top 20 residence-to-workplace flows | 2023, All Jobs



Largest commuting corridors	Workers
Lee -> Collier	30,836
Collier -> Lee	21,396
Charlotte -> Lee	10,191
Lee -> Charlotte	5,816
Hendry -> Lee	2,859
Highlands -> Lee	2,404
DeSoto -> Charlotte	1,609
Charlotte -> Collier	1,553
Lee -> Hendry	1,444
DeSoto -> Lee	1,249
Collier -> Charlotte	1,247
Charlotte -> DeSoto	1,089
Monroe -> Collier	986
Collier -> Monroe	986
Collier -> Highlands	841
Highlands -> Collier	841
Charlotte -> Highlands	778
Highlands -> Hardee	718
Hendry -> Collier	707
Collier -> Hendry	696

Workers Living and Working in the Same County



Source: U.S. Census Bureau OnTheMap / LEHD, 2023. County boundaries are geographic; arrows are flows, not travel routes. Monroe outbound flows are included.

Summary of Changes in the Regional Economy and Labor Market

The Heartland Southwest Florida Regional Planning Area, consisting of CareerSource Heartland and CareerSource Southwest Florida and encompassing ten counties (Charlotte, Collier, DeSoto, Glades, Hardee, Hendry, Highlands, Lee, Monroe, and Okeechobee), represents a significant evolution in regional workforce planning. The most notable change since the previous planning cycle is the formal designation of a combined regional planning area, requiring a unified approach to labor market analysis, sector strategies, workforce investments, and service delivery across both Local Workforce Development Boards.

Recent labor market data indicate that the regional economy continues to expand, supporting approximately 654,000 covered jobs across the ten-county area. Employment remains concentrated in Lee and Collier Counties, which serve as the region's primary economic engines and employment centers. At the same time, rural counties within the Heartland area continue to play a critical role in agriculture, food production, logistics, and manufacturing supply chains. The regional average weekly wage has increased to approximately $1,299, although wage levels vary considerably among counties and industries.

The region's industry focus has also evolved. While Healthcare, Manufacturing, Transportation and Warehousing, Construction, and Agriculture/Agribusiness remain foundational sectors, Florida's updated 2026-2028 target industry framework introduces greater emphasis on AgTech, Energy Security, Maritime industries, life sciences, medical device manufacturing, aviation, and resiliency-related industries. These emerging sectors reflect the region's growing need for technologically skilled workers and its strategic position in transportation, logistics, agriculture, and disaster resilience.

Population growth patterns continue to reshape workforce demand. Growth remains strongest in Lee, Charlotte, and Collier Counties, driving increased demand for healthcare services, housing, transportation infrastructure, skilled trades, and public services. In contrast, several rural counties face slower growth and workforce availability challenges, creating a greater need for regional talent-sharing strategies, workforce mobility solutions, and expanded access to training opportunities.

Employers throughout the region continue to report demand for workers in health care occupations, construction trades, transportation and logistics, advanced manufacturing, and professional and technical fields. Workforce shortages remain particularly evident in nursing and allied health occupations, skilled trades, commercial driving, industrial maintenance, and technical occupations requiring specialized credentials.

In response to these changes, the regional workforce strategy is shifting toward stronger sector partnerships, expanded work-based learning opportunities, apprenticeship growth, coordinated regional planning, and enhanced collaboration with economic development organizations, educational institutions, and employers. The combined planning area creates new opportunities to align training investments, improve service delivery efficiencies, and develop a more integrated talent pipeline that supports both rural and metropolitan economies across the ten-county region

Sources: U.S. Census Bureau, American Community Survey, 2022 population baseline; U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, December and fourth quarter 2025.

B. Regional Service Delivery and Customer Experience

Regional Service Delivery Matrix

Service Area	Current Regional Approach	Participating Partners	Customer Benefit	Improvement Action
Initial Intake	Workforce services available through career centers and virtual access points across the region	CareerSource Heartland, CareerSource SWFL	Consistent entry into workforce system	Review intake processes for further alignment
Eligibility Determination	WIOA eligibility determined according to state and federal guidance	LWDB staff	Consistent eligibility standards	Develop regional eligibility reference guide
Co-Enrollment	Promote co-enrollment among WIOA, Wagner-Peyser, TANF, SNAP, Veterans, and VR programs	One-Stop Partners	Increased access to services and funding	Expand referral tracking
Supportive Services	Transportation, childcare, work-related assistance, and referrals available through multiple funding streams	Workforce Boards, Community Organizations	Reduced barriers to employment and training	Create regional supportive services resource directory
Accessibility	ADA-compliant career centers, assistive technology, and virtual services	Career Centers, VR, Blind Services	Improved access for individuals with disabilities	Conduct regional accessibility review
Training Services	ITAs, OJT, Apprenticeship, Pre-Apprenticeship, Incumbent Worker Training	LWDBs, Training Providers, Employers	Greater access to career pathways	Increase regional apprenticeship participation
Employer Services	Business recruitment, OJT, Incumbent Worker Training, Rapid Response, Layoff Aversion	Business Services Teams, Economic Development Partners	Consistent employer experience	Coordinate regional business outreach strategy
Customer Referrals	Referral processes among workforce, education, and community partners	One-Stop Partners, CBOs, Education Providers	Faster access to services	Standardize referral documentation
Technology Access	Employ Florida, FL WINS, WITS, virtual workshops and online services	LWDBs, FloridaCommerce	Enhanced customer access	Support implementation of statewide systems

Follow-Up & Retention	Post-employment follow-up and retention services	Workforce Staff, Employers	Improved employment outcomes	Establish regional best-practice sharing process

Regional Customer Experience Baseline

The Heartland-Southwest Florida Planning Region is committed to providing a customer-centered workforce system that delivers consistent, accessible, and high-quality services regardless of where an individual enters the workforce network. Regional partners coordinate intake, eligibility determination, referrals, supportive services, training opportunities, employer engagement activities, and technology solutions to promote a "no wrong door" customer experience consistent with Florida's workforce vision. Career centers throughout the region utilize common state systems and collaborate with education, economic development, vocational rehabilitation, and community-based partners to support job seekers and employers.

Service Gaps and Actions Table

Identified Gap	Regional Impact	Planned Action
Transportation barriers	Limits access to training and employment	Expand community resource referrals and supportive services coordination
Childcare availability	Reduces workforce participation	Strengthen partnerships with Early Learning Coalitions and community providers
Broadband access in rural areas	Limits virtual service delivery	Promote digital literacy and leverage expanding broadband initiatives
Apprenticeship awareness	Underutilization of work-based learning	Joint promotion through employers, schools, and workforce partners
Credential attainment in priority sectors	Talent shortages persist	Align training investments with MCL and regional employer demand
Employer awareness of workforce programs	Reduced utilization of services	Implement coordinated regional business services strategy

C. Regional Operations and System Efficiencies

System Efficiencies Table

Operational Area	Current Regional Coordination	Benefit Achieved
Regional Planning	Joint regional planning meetings and coordinated plan development	Reduces duplication and creates unified regional strategies
Labor Market Analysis	Sharing labor market and economic data resources	Consistent regional decision-making
Performance Management	Collaborative discussions on performance trends and negotiations	Improved accountability and shared learning
Staff Development	Sharing training opportunities, policy discussions, and best practices	More consistent workforce knowledge
Technology Initiatives	Support implementation of FL WINS, WITS, Employ Florida, and other state systems	Standardized customer experience

Apprenticeship Development	Coordinated promotion of apprenticeship and work-based learning	Expanded employer participation
Business Services	Shared employer engagement strategies and sector partnership discussions	Consistent employer experience
Policy Development	Sharing policies, procedures, and implementation strategies	Reduced administrative burden
Economic Development Coordination	Joint engagement with regional economic development partners	Stronger alignment between workforce and economic development

Administrative Cost-Sharing Summary

Shared Resource	Cost Saving / Efficiency Impact
Joint regional planning activities	Eliminates duplicate planning efforts
Shared labor market research	Avoids separate purchases and analysis
Shared policy and procedure development	Reduces staff time
Shared staff learning opportunities	Maximizes training resources
State-procured systems and technology	Avoids local procurement of duplicate solutions
Shared best-practice exchanges	Improves consistency and reduces reinvention of processes

Shared Tools List

Tool/System	Purpose
Employ Florida	Labor exchange and case management
FL WINS	Common customer intake
WITS	Workforce case management and reporting
Florida CLIFF Dashboard	Benefits cliff analysis
FloridaCommerce Labor Market Information	Economic and workforce analysis
CareerSource Florida Analytics	Performance and letter grade monitoring
Apprenticeship Florida Resources	Apprenticeship development

Regional Agreements Table

Regional Agreements Table	
Agreement Type	**Purpose**
Request for Planning Area Identification	Attached and titled Request for Regional Planning Area Designation
Regional Planning Area Addendum	Prepared in December 2025 in anticipation of local plan update.

Regional Efficiencies Narrative

The Heartland-Southwest Florida Regional Planning Area leverages collaborative planning, shared labor market intelligence, coordinated performance management activities, regional employer engagement efforts, and state-provided workforce technology solutions to improve operational effectiveness and reduce duplication. By utilizing common workforce systems, participating in joint planning activities, exchanging best practices, and coordinating workforce strategies, the region strengthens accountability while maximizing the impact of workforce investments. Future efforts will continue to focus on technology integration, process standardization, workforce system alignment, and the expansion of shared regional initiatives that improve both customer service and operational efficiency.

D. Regional Performance, Employer Engagement, and Apprenticeship

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
Targeted Industries / Sector Partnerships	Align workforce investments, sector partnerships, training strategies, and employer engagement efforts around Healthcare, Manufacturing, Transportation & Logistics, Construction, Agriculture/Agribusiness, AgTech, Professional & Technical Services, and emerging Renewable Energy sectors. Utilize labor market intelligence and Education and Industry Consortium activities to identify regional workforce needs and talent pipeline opportunities.	CareerSource Heartland, CareerSource Southwest Florida, Economic Development Organizations, Chambers of Commerce, School Districts, State Colleges, Technical Colleges, Employers	Active sector partnerships; employer participation; training initiatives aligned with targeted sectors; increased credential attainment in priority industries	Regional Labor Market Dashboard; Industry Sector Reports; Education and Industry Consortium Reports; Employer Engagement Reports
Coordinated Service Delivery	Promote consistent customer experiences through aligned intake, eligibility determination, referral processes, accessibility practices, and workforce service delivery standards. Support a "no wrong door" approach consistent with Florida's workforce vision.	CareerSource Heartland, CareerSource Southwest Florida, One-Stop Partners, FloridaCommerce	Improved customer access; increased co-enrollment; enhanced customer satisfaction; reduced service duplication	Regional Service Delivery Matrix; Partner MOUs; Referral Procedures; One-Stop Certification Documentation
Supportive Services Coordination	Strengthen coordination among workforce, education, and community partners to	Workforce Boards, Community-Based Organizations, Vocational Rehabilitation,	Increased utilization of supportive services; reduced barriers to participation; improved	Supportive Services Resource Inventory; Partner Agreements;

Priority Area	Shared Regional Strategy	Participating LWDBs / Partners	Measure of Success	Evidence / Attachment
	address transportation, childcare, housing, digital access, and other barriers to employment and training participation.	Department of Children and Families, Early Learning Coalitions, Education Providers	program completion and employment outcomes	Referral Network Documentation
Administrative Efficiencies	Reduce duplication and increase operational effectiveness through shared planning activities, labor market analysis, policy development, technology implementation, staff development, and regional collaboration.	CareerSource Heartland, CareerSource Southwest Florida, FloridaCommerce, CareerSource Florida	Reduced duplication of effort; increased use of shared resources; successful implementation of statewide systems and tools	Regional Planning Meeting Documentation; Shared Tools Inventory; Administrative Cost-Sharing Summary; Regional Agreements
Coordinated Performance Improvement	Collaborate on performance management strategies, performance negotiations, letter grade improvement efforts, and continuous improvement initiatives through regular sharing of best practices and performance data.	CareerSource Heartland, CareerSource Southwest Florida, FloridaCommerce	Improved WIOA performance outcomes; improved letter grades; successful performance negotiations; achievement of negotiated goals	Regional Performance Dashboard; Letter Grade Reports; Performance Review Summaries
Apprenticeship / Work-Based Learning	Expand Registered Apprenticeships, Pre-Apprenticeships, On-the-Job Training, Incumbent Worker Training, internships, and other work-based learning strategies supporting regional employer demand.	Workforce Boards, Employers, Apprenticeship Florida, FloridaMakes, Education Providers	Increased apprenticeship sponsors; increased apprentice participation; expanded work-based learning opportunities	Apprenticeship Scorecard; Work-Based Learning Reports; Employer Partnership Documentation
MCL / Credential Alignment	Align training investments and career pathways with Florida's Master Credentials List, Demand Occupations List, and employer-identified workforce needs to promote attainment of industry-recognized credentials.	Workforce Boards, School Districts, State Colleges, Technical Colleges, Employers	Increased credential attainment; increased MCL-aligned training participation; improved employment outcomes	MCL Alignment Review; ETPL Documentation; Credential Attainment Dashboard
Coordinated Business Services	Implement coordinated business engagement strategies focused on talent pipeline development, recruitment assistance, incumbent worker training, layoff aversion, rapid response activities, and employer retention.	Regional Business Services Teams, Economic Development Organizations, Chambers, Employers	Employer penetration rate; repeat business utilization; layoff aversion outcomes; expanded employer partnerships	Business Services Dashboard; Employer Engagement Reports; Rapid Response and Layoff Aversion Documentation

6. Local Plan Requirements — Streamlined Framework

Local Section	Required Response	Narrative Limit	Evidence / Attachment
Governance and Organizational Structure	Update only changes to CLEO, LWDB membership, fiscal agent, one-stop operator, providers, youth provider, organizational chart, required roles, or delegated signatory authority.	Change-only narrative; 1 page max-	See below; also Roster, bylaws, organizational chart, agreements- See Required Evidence and Certification Checklist
Analysis of Need and Available Resources	Use current labor market and service data to identify top industry needs, workforce gaps, population barriers, and available resources.	2 pages max plus dashboard	Labor market dashboard & narrative; data source list
Strategic Alignment and Five Pillars	Complete the Strategic Alignment Framework in Section 7.	Table only plus 1-page summary	Narrative and Table
Program Services and Partner Coordination	Summarize program/service delivery across core and combined partners, including Adult, Dislocated Worker, Youth, TANF, SNAP, JVSG, UI, SCSEP, CSBG, HUD where available, Perkins V, and other partners.	Table plus exceptions narrative	Partner matrix, MOUs, LOPs, Attachment 6.a. Updated CSH Center Partners
One-Stop Delivery System	Summarize access points, customer access, accessibility, technology, integration, and significant changes since prior plan.	Change-only narrative; 2 pages max	One-Stop Delivery System table and Narrative
Employer Engagement, Sector Strategies, and Apprenticeship	Complete the scorecards in Sections 9A and 9B and explain major actions to strengthen employer-driven strategies and apprenticeship expansion.	Scorecards plus 1-page action summary	Employer Engagement, Sector Strategies, and Apprenticeship Scorecards and Narrative
Performance and Continuous Improvement	Complete the Performance Dashboard and Improvement Plan in Section 8.	Dashboard plus 2 pages max	Performance Dashboard and Narrative

Governance and Organization Structure

The Executive Board and Board of Directors Roster, Bylaws, Organizational Chart, and applicable agreements are included in the checklist as website links or attached documents.

The Heartland Workforce Investment Consortium consists of the Boards of County Commissioners of DeSoto, Hardee, Highlands, and Okeechobee Counties. The Consortium is operated and managed by a four-member Executive Board made up of one Local Elected Official (LEO) from each of the respective four counties. The Interlocal Agreement and Article 1, Section 3 of the CSH by-laws designate the Executive Board Chair as the workforce Local Area's Chief Local Elected Official (CLEO), for authentication purposes.

CSH's Board officers are elected every two years. Board membership changes due to resignations or the expiration of staggered member terms. All appointments and removals are conducted in accordance with applicable federal and state laws, regulations, and policies.

At its May 2025 Board meeting, the CareerSource Florida Board of Directors approved CareerSource Heartland as this area's One-Stop Operator.

CSH updates its organizational charts on an ongoing basis to reflect staff changes, ensuring that organizational information remains current.

CSH provided an update to the 2024 WIOA Local Plan in July 2025. Since that submittal, no changes have occurred regarding the fiscal agent, youth provider (CSH), delegated signatory authority, or other required roles unless otherwise identified above or in the attached documents.

Analysis of Need and Available Resources

Labor Market Dashboard

Based on CareerSource Heartland's (CSH) Targeted and Sector Strategies Industries

Industry	Employment by Industry	Current Job Vacancies	Projected Annual Openings	Representative Demand Occupations
Agriculture	5,233	52	652	Farmers, Ranchers & Agricultural Managers; Agriculture Equipment Operators; Agriculture Equipment Mechanics; Drone Pilots; Industrial Electrical Instrumentation Technicians; Agricultural Workers/Laborers;
Biofuels and Renewable Energy	230* estimated *Calculated via FLCommerce Projections - SOC 51-80, 11-30, 47-22, 47-21, 47-40, 11-90	1	24* *Calculated via FLCommerce Projections for SOC 51-80, 11-30, 47-22, 47-21, 47-40, 11-90 divided by 8 (years)	Managers & Equipment Operators; Logistics & Procurement Specialists; Plant Technicians; Solar Laborers & Operators; Industrial Electricians; Field Engineers; Maintenance Technicians;
Healthcare and Social Assistance (Life Sciences)	10,445	546	1,137	Registered Nurses; Medical & Health Services Managers; Medical Secretaries & Administrative Assistants; Personal Care Aides; Medical Assistants; Nursing Assistants & Home Health Aides; Licensed Practical Nurses; Phlebotomists; Social & Human Service Assistants
Information Technology	314	32	27	Telecommunications Equipment Installers & Repairers; Maintenance & Repair Workers; Retail Salespersons; General & Operations Managers; Software Developers;
Logistics and Distribution (Transportation & Warehousing)	2,604	98	299	Heavy Tractor-Trailer Truck Drivers; Drivers/Sales Workers; Light Truck Drivers; Laborers & Freight, Stock, & Material Movers; Stockers & Order Fillers Cargo & Freight Agents;

Advanced (Niche) Manufacturing	2,054	87	219	Assemblers & Fabricators; Service Technicians & Mechanics; Merchandise Displayers; Industrial Truck & Tractor Operators; Drivers/Sales Workers; Stockers & Order Fillers;

Sources: CSH Board and Local Economic Development Organizations; JobsEQ Industry Snapshot (CareerSource Heartland, 2026 Q1); CareerSource Heartland Current Job Openings (Employ Florida and JobsEQ RTI, Sept 7, 2026); FloridaCommerce Regional Demand Occupations List 2026-2027, Workforce Development Area 19; FloridaCommerce Florida Insight Employment Projections 2026-2034 LWDA 19

CSH's targeted industries (listed above) are established by local economic development entities and stakeholders, based on the priorities to attract, grow, and retain these industries. The Sector Strategies industries (Healthcare & Life Sciences and Advanced Manufacturing) are jointly set by local leadership, community stakeholders, and CSH's Board. Priority sectors are important both in terms of the number of people employed and their role as an essential part of the region's economic infrastructure. Agriculture, supporting over 5,000 jobs, is the economic backbone of this area's four counties, generating nearly $1 billion in annual market value, and producing over 20% of Florida's total agricultural commodities, primarily driven by citrus and vegetable production, cattle ranches, dairy farms, and sod production. This area is emerging into a major hub for Ag Tech and precision agriculture. Healthcare and Social Assistance supports 10,445 jobs with over 1,100 estimated annual openings. Transportation and Warehousing (Logistics and Distribution) supports 2,604 jobs with approximately 300 projected annual openings. Advanced Manufacturing employs 2,054 and is expected to add over 200 jobs in the next year. Locally, Biofuels and Renewable Energy is dominated by solar power generation, along with the production of biochar and bioplastics. The local Information Technology jobs are primarily found in municipal governments, school boards, public sector organizations, and agricultural businesses, with the possibility of data centers being investigated by all four local governments.

The top 10 industries for this area are Trade, Transportation and Utilities with 12 423 employees; Government with 10,465 employees; Education and Healthcare with 10,508 employees; Retail trade employing 8,753; Leisure and Hospitality with 6,700 employees; Professional and Business Services employing 5,119; Construction employing 3,865; Natural Resources and Mining with 3,713 employees; Transportation, Warehousing, and Utilities employing 2,395; and Manufacturing with 1,857 employees. (source: Overview of CSH Region, Sept 18, 2026, FLCommerce, Bureau of Workforce Statistics and Economic Research, not seasonally adjusted)

To respond to the workforce demands of these industries, CSH works closely with business and education stakeholders to participate in and support the development of solutions that result in a workforce trained to meet the needs of these local businesses. Such solutions may include work-based learning and training, apprenticeships and pre-apprenticeships, or traditional training options available through school districts, state colleges, and approved training providers. Numerous training opportunities are available locally in agriculture, healthcare, information technology, manufacturing, and logistics and transportation through Indian River and South Florida State Colleges, Galen College of Nursing, and Southern Technical College, and through career and technical education courses available in each of the area's school districts.

Together, these sectors provide entry points at multiple education levels and pathways to credentials, advancement, and family-sustaining wages.

Demographics, Workforce Gaps, Population Barriers

Unless otherwise noted, the sources of data in this section are the US Census Bureau American Community Survey and/or Quick Facts. Serving DeSoto, Hardee, Highlands, and Okeechobee, these four rural counties share agricultural economies, relatively low educational attainment, elevated poverty, significant Hispanic populations, and

important differences in age structure. Total population is 216,740. Per Florida Health Charts, the median ages vary per county, from 35.8 years in Hardee County, to 40.8 in Okeechobee, 43.5 in DeSoto, and 54.4 in Highlands. While residents age 55+ make up 41.2% of the area's total population, in Highlands (the most densely populated with 111,122 residents) this number is 49.2%. Just under 15% (14.7%) of individuals under 65 report a having a disability, and 29.5% of residents are Hispanic or Latino. Labor Force Participation rates also vary per county, with DeSoto at 49.5%, Hardee at 52.5%, Highlands at 43.5%, and Okeechobee at 50.1%. Labor force participation and employment-to-population ratios are lower than state/national averages, partly due to age structure (Highlands), disability rates, and outmigration of younger/educated workers. Lower rates of bachelor's degrees (11–20%) limit local capacity for professional, technical, management, or advanced manufacturing jobs. There is a need for vocational/technical training, certifications, and associate-level pathways in trades, healthcare, agribusiness, manufacturing, and logistics. While reports show modest recent employment growth in some areas, the base remains concentrated in lower-wage, seasonal, or service roles.

Key barriers include: Higher percentages with less than high school and lower bachelor's attainment restrict access to better-paying jobs; Poverty rates (15.5%-21.8%) substantially above state and national levels, combined with median household incomes well below Florida and U.S. averages, constrain household resources for transportation, childcare, education/job training, and housing stability; Large Hispanic populations and limited English proficiency create barriers in job access, training participation, and workplace communication; Highlands' large senior population reduces the working-age pool and increases demand for care services while lowering overall labor force participation; Across counties, potential outmigration of working-age adults seek better opportunities elsewhere; Elevated rates of disability (under 65) limit workforce participation; Rural geography compounds transportation, broadband, and service access challenges; Rural character means longer commute times, no public transportation, fewer large employers, and housing constraints. Broadband access has improved but remains spotty and limited. Other barriers include childcare availability and cost, disability-related access needs, digital literacy, justice involvement, basic-skills gaps, and the cost or time required to obtain licenses and industry credentials.

Local workforce strategies include emphasis on foundational skills, adult education/GED, English language programs, expansion of vocational/occupational skills training, work-based learning and training and apprenticeship opportunities, job training pipelines in the area's targeted industries, and skills upgrading and worker supports. Addressing poverty and health barriers is foundational, as is retaining younger workers through local opportunity creation.

Available Workforce and Partner Resources

CSH delivers WIOA Adult, Dislocated Worker, and Youth services, Wagner-Peyser employment/labor exchange services, Veterans services, TANF, SNAP, and partner referrals through the one-stop system. The comprehensive center is the Highlands Career Center in Sebring, with affiliate locations in Arcadia, Wauchula, and Okeechobee, ensuring access throughout the four counties. Customers access services in-person, virtually, or electronically. Cross-referrals and/or co-enrollment occur based on customer interest and need. CSH collaborates with a network of mandated federal, state, and local partners to deliver integrated services through its One-Stop system. Please see the Program Services and Partner Coordination and One-Stop Delivery System sections of this Plan for more detail on services, resources and partners.

7. Strategic Alignment and Five Pillars

CareerSource Heartland's (CSH) strategic approach aligns with the State of Florida's Five Pillars workforce vision while addressing the unique workforce and economic development needs of the region's four counties: DeSoto, Hardee, Highlands, and Okeechobee. The framework emphasizes employer-led solutions, workforce mobility, integrated systems, accountability, and flexibility and innovation to strengthen talent pipelines and support regional economic growth. CSH's imperatives are broadly aligned with the Florida Chamber Foundation's 6-Pillar concept, designed to diversify the economy and create high-paying jobs through innovation, enhancing talent supply and education, and development of infrastructure and growth leadership.

Pillar I: Industry-Driven Strategies: CSH reinforces the development and maintenance of a regional talent development strategy through diversified public and private-sector partnerships, with laser-focus on the needs of business. Along with traditional training opportunities, this includes the expansion of apprenticeships, pre-apprenticeships, and work-based learning and training opportunities. CSH's Education and Industry Consortium, partnerships with business and industry, and a focus on targeted-industry clusters/sectors will help ensure that local workforce investments respond to current and emerging business needs.

Pillar II: Worker Mobility: CSH's will increase the local labor force participation rate by bringing more area residents into the labor force and helping them advance, leveraging technology and labor market data. This includes outreaching to disconnected populations through community partnerships, social media, and word of mouth, as well as addressing systemic barriers such as limited broadband, lack of transportation, lack of childcare, and a high retirement demographic. Collaboration and coordinated service delivery among CSH, education, businesses, and community partners will enhance participant success, promote self-sustaining wages, and support long-term career advancement through training, work-based learning, and creative solutions.

Pillar III: Integrated Systems: To replace fragmented systems with a streamlined, coordinated system delivering unified workforce services, CSH strengthens alignment among workforce, education, economic development, and community partners to create a more coordinated and efficient workforce system. Stakeholder input received through participation in strategic planning meetings of community organizations and partners, and during focus groups and advisory committee meetings, is regularly incorporated into local planning efforts. Regional collaboration, shared planning, cross-referrals, and joint workforce initiatives help maximize resources, reduce duplication, and support consistent service delivery across the region.

Pillar IV: Accountability: To reinforce a culture of continuous improvement, CSH ensures workforce programs deliver measurable results by linking investments to outcomes and enforcing performance discipline. Building from the State's strategies and policies, CSH's Executive Board and Board of Directors develop strategies and policies that align with local workforce development needs. Aligning educational programs with local labor market demands, identifying credentials of value, monitoring performance outcomes for continuous improvement, reviewing training provider and program performance for ETPL inclusion, coordinated planning activities, and focusing on targeted high-skill high-wage occupations and industries enhance accountability and guide future workforce priorities and resource allocations.

Pillar V: Flexibility and Innovation: To deliver workforce outcomes at a pace that exceeds industry demands and creates a system that is agile, transparent, and focused on results, CSH's strategies include making use of available State waivers, enhancing customized, incumbent worker, and work-based training opportunities, encouraging businesses to apply for state administered business grants, providing rapid-response and layoff aversion activities, and supporting a consumer-first workforce system. CSH will continue to evaluate emerging workforce trends, leverage technology, and pilot innovative approaches that improve customer outcomes, strengthen employer engagement, and increase service accessibility throughout this local workforce development area.

Collectively, these strategies position CSH to support employers, job seekers, and workforce partners while advancing Florida's statewide workforce priorities. Through alignment of workforce development, education, and

economic development efforts, CSH seeks to create a responsive, accountable, and innovative workforce system that promotes economic prosperity and opportunity for all residents and businesses.

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	Build reliable talent pipelines through a workforce system led by industry and aligned with CareerSource Heartland's and Florida's economic priorities Develop and maintain a regional talent development strategy through diversified public and private-sector partnerships Develop and recruit talent to support economic development priorities in the local area's targeted and emerging industries. Support and encourage technological enhancements and innovation in industry. Support local strategies that enhance business development and value-added job creation. Identify occupational talent shortages and related skill gaps within each targeted industry cluster/sector. Align training to address occupational talent shortages and related skill gaps within each targeted industry cluster/sector.	CareerSource Heartland Board members, Business Enhancement Committee (BEC) and Education & Industry Consortium (E&I); businesses, all four county economic development organizations, training and education providers (all four school districts, Indian River and South Florida State Colleges, Chambers of Commerce, community partners and stakeholders.	Continued coordination and communication through CSH's Education and Industry Consortium/Sector Strategies meetings. Strategy recommendations of CSH's Business Enhancement Committee (BEC). Participate in business-focused advisory committees and roundtable discussions. Reaffirm area targeted industry clusters/sectors through communication with Economic Development partners. Ongoing communication with economic development partners and prospects to discern talent and training needs for recruitment and training activities to support targeted and emerging industries As needed by local businesses support upskilling and reskilling in emerging and innovative technologies Build shared goals and structured action plans with businesses and community partners to enhance local talent development Use employer-validated labor market information to identify talent shortages and skill gaps and promote training opportunities. Support training in local targeted industry cluster/sector occupations.	CSH Education & Industry Consortium quarterly reports. https://careersourceheartland.com/about/boardroom/education-industry-consortium/ CSH BEC Committee meeting minutes. https://careersourceheartland.com/about/boardroom/board-meeting-minutes Verification of participation in business-focused discussions and recommendations. Updated Targeted Industry Cluster List (Section 5 of CSH Board Resource Guide) https://careersourceheartland.com/about/boardroom/resources/ MOUs, meetings, prospect introductions and follow-up Verification of training in emerging and innovative technologies Presentation of discussions/action plans Apprenticeship, pre-apprenticeship, OJT, and work-based learning and training activity reports. Report indicating critical shortage occupations and skill gaps in local targeted industry clusters/sectors. Refined local ETPL, verification of ITA alignment with local employer needs, work-based training opportunities, placement reports.

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	Increase the local labor force participation(LFP) rate by bringing more area residents into the labor force and helping them advance, leveraging technology and labor market data. Expand access to disconnected populations Address systemic barriers such as limited broadband, lack of transportation, lack of childcare, and a high retirement demographic Expand apprenticeships Promote and support training opportunities Address barriers to employment	Hope Florida, DCF, DOR, area school districts, community partners, Indian River and South Florida State Colleges, faith-based entities, Veterans services organizations, social service entities	Review baseline data for current labor force participation Outreach to disconnected populations (e.g., Veterans, individuals with disabilities, and SNAP/TANF recipients, non-custodial parents) through community partnerships, social media, and word of mouth. Utilize the CLIFF tool to help inform individuals of the benefits of skills training; Share LFP with CSH E&I Consortium to discern issues and potential solutions. Review and update supportive services available throughout the 4-county area Offer targeted vocational and work-based learning and training opportunities, apprenticeships, and upskilling opportunities with a priority to support high-demand, high-skill jobs in healthcare, manufacturing, and transportation and logistics. Identify reasons for lack of participation, develop strategies and action plans to address issues and support engagement in the workforce	Presentation of data Verification of outreach efforts, flyers, social media EF CLIFF activity reports CSH E&I reports https://careersourceheartland.com/about/boardroom/education-industry-consortium/ Updated supportive services lists for the area Training activity reports Documentation verifying discussions, strategies, action plans
Integrated Systems	Core and combined partner coordination, regional service delivery, education/workforce/economic development alignment	Replace fragmented systems with a streamlined, coordinated system delivering unified workforce services. Coordinated Planning – enhance coordination among workforce, education, economic development, vocational rehabilitation, adult education, community-based organizations, and other required partners to align services, resources, and workforce	Adult Education and Literacy, DVR, DBS, Welfare Transition, Veterans Services, Carl Perkins, Migrant Seasonal Farmworker, and Agricultural Programs including the Farmworker Career Development Programs, DJJ, ELCs, HRTPO, AARP, Indian River and South Florida State Colleges	Participate in strategic planning meetings of community organizations and partners and incorporate strategies into local workforce plans. Utilize the Education & Industry (E&I) Consortium and Business Enhancement Committee to facilitate communication, information sharing, and collaborative planning between employers, educational institutions, and workforce partners. Strengthen planning and alignment among mandatory workforce partners through information and strategy sharing communications.	Incorporation of community strategies into local workforce plans CSH E&I reports https://careersourceheartland.com/about/boardroom/education-industry-consortium/ CSH BEC meeting minutes https://careersourceheartland.com/about/boardroom/board-meeting-minutes Documentation of shared communications and resulting actions

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
		development initiatives. Regional Planning- Develop a regional approach to identifying workforce needs, talent pipeline challenges, and training priorities to ensure consistent service delivery across the Heartland Southwest Florida Planning Region. Identify Credentials of Value and submit for inclusion on the Master Credentials List (MCL) if needed. Periodically update the local Eligible Training Providers List to ensure quality, consumer choice, and job-driven training opportunities. Align educational offerings with local community labor market needs. Support Workforce Pell training opportunities .	Central Florida Regional Planning Council (CFRPC), local airport authorities, businesses, Chambers of Commerce, and other community partners. CareerSource Southwest Florida	Promote cross-referrals, co-enrollment opportunities, and collaborative case management strategies to improve customer access to services and support successful outcomes. Align and integrate strategies and resources to support regional economic growth. Review and validate with businesses and partners key criteria such as labor market demand, projected job growth, industry endorsement, career mobility and stack-ability, and wage premiums. Coordinate with educational entities to gather required documentation if MCL application is desired. Encourage new ETPL applications and review approved training providers and programs Collaborate with local school districts on Perkins Grant applications to ensure alignment with state curriculum frameworks, local workforce needs, and required performance accountability targets Participate in local education providers' development of Comprehensive Local Needs Assessments to enhance alignment with state curriculum frameworks and local workforce needs. Identify and promote Training Provider Workforce Pell opportunities	Documentation of joint initiatives and braided funding Regional Plan and related matrix CSH E&I, CTE and other advisory committee reports Submission of MCL applications as deemed appropriate Process new training provider applications timely, Review performance annually Perkins Grant applications CSH E&I reports, employer survey responses Training Provider Workforce Pell lists

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
Accountability	Federal performance indicators, letter grades, ROI, performance improvement actions, data quality	Ensure workforce programs deliver measurable results by linking investments to outcomes and enforcing performance discipline through Policy Development, Performance Measurement/Continuous Improvement, Enhanced Accountability for Measurable Outcomes, and Alignment with Perkins V	CSH Board of Directors & Executive Board, and staff, CSH Business Enhancement Committee, CSH Education & Industry Consortium, FloridaCommerce, CareerSource Florida, education partners, workforce system partners, and employers.	Review/develop policies to ensure alignment with local workforce development needs and State directives. Monitor performance outcomes on a regular basis and implement corrective actions when performance indicators do not meet established benchmarks. Align educational programs with local labor market demands, identify credentials of value, monitor performance outcomes for continuous improvement, review training provider and program performance for ETPL inclusion, coordinate planning activities focusing on targeted high-skill high-wage occupations and industries.	Policies/procedures https://careersourceheartland.com/about/public-documents/public-documents-overview/ Performance Indicators Report, Quarterly Grades Included in Pillar III, Integrated Systems
Flexibility and Innovation	Regional efficiencies, shared services, technology, innovative training, customer access, continuous improvement	To deliver workforce outcomes at a pace that exceeds industry demands and creates a system that is agile, transparent, and focused on results. Accomplished via: State waivers Work-based learning and training options, Customized Training (CT), Incumbent Worker Training (IWT), On-the-job Training (OJT), Apprenticeships State Administered Business Grants Rapid Response and Layoff Aversion Consumer First Workforce System Note: Please also see Pillar 3 Integrated Systems	CSH, FloridaCommerce, CareerSource Florida, one-stop partners, education and training providers, economic development organizations, businesses, Education & Industry Consortium members, and community partners.	State Waivers- review the guidance, evaluate local impact, implement waivers that will enhance local service delivery and result in strong return on investment toward the waiver's intent. Utilize work-based learning and training options, CT, IWT, OJT, and Apprenticeship opportunities to quickly respond to industry training needs. Promote State Administered Business Grants to meet industry training needs. Through Rapid Response and Layoff Aversion activities, promote economic vitality by identifying, planning for, and responding to layoffs and dislocations, thus minimizing the impacts on workers, businesses, and communities. Support the State's Consumer First Workforce System Evaluate innovative training strategies that respond to changing workforce needs	CSH Board approval of waivers to be implemented locally Work-based learning/training and apprenticeship agreements Local businesses approved for State-Administered Quick Response and Incumbent Worker Training grants Rapid Response and layoff aversion activity reports Customer and staff use of FL WINS and WITS Documentation of strategies considered and

Five Pillar	Statewide Priority / Requirement	Local or Regional Strategy	Key Partners	Measure / Target	Evidence / Attachment
				and support employer demand within targeted industry sectors- implement and review success as appropriate.	implemented, documentation of outcomes

Program Services and Partner Coordination

Program / Partner	Responsible Entity or Local Provider	Summary of Program and Service Delivery	Coordination Through the One-Stop Delivery System	MOU / IFA Status
WIOA Adult	CareerSource Heartland	Provides employment and training services to individuals aged 18 and older, with priority applied in accordance with WIOA. Services can include eligibility determination, assessment, career planning, labor-market information, job-search assistance, vocational/occupational skills training, work-based learning or training, supportive services, and follow-up.	Provision of and/or referral to career and training services, coordination of referrals and collaboration with workforce partners for education, rehabilitation, job training, braided services, supportive services. Services are coordinated with approved training providers, employers, education providers, economic-development organizations, and mandatory and community partners.	MOUs and IFAs are maintained as part of the local one-stop delivery system. MOU/IFAs Agricultural and Labor Program, Inc. and the Divisions of Blind Services and Vocational Rehabilitation Exp 6/30/2027 AARP Foundation Exp 9/30/2026, awaiting signature on MOU/IFA beginning 10/1/2026 South Florida State College (Adult Ed/Literacy & CTE) Exp 6/30/2029 Grantee/Subgrantee agreement with FloridaCommerce. Exp 6/30/2027 Others DeSoto and Hardee School Districts Exp 6/30/2029

WIOA Dislocated Worker	CareerSource Heartland	Assists eligible individuals who have been terminated or laid off, received notice of termination or layoff and cannot return to same or similar employment, are displaced homemakers, meet plant closure requirements, or otherwise meet WIOA DW eligibility. Services may include eligibility determination, assessment, job-search assistance, career planning, vocational/occupational training, work-based learning or training, supportive services, and Rapid Response-related assistance.	Provision of and/or referral to career and training services, coordination of referrals and collaboration with workforce partners for education, rehabilitation, job training, braided services, supportive services. Services are coordinated with FloridaCommerce, approved training providers, employers, education providers, economic-development organizations, and mandatory and community partners.	Exp dates vary for training providers & community partners. Florida Commerce and CSH collaborate to provide Wagner-Peyser Employment Services. Executed MOU is the Grantee/Subgrantee Agreement. Exp 6/30/2027
WIOA Youth	CareerSource Heartland	Primarily serving eligible out-of-school youth ages 16 through 24 who face barriers to education and employment. Services include assessment, individual service strategies, tutoring, alternative education, occupational training, work experience, leadership development, mentoring, supportive services, financial literacy, labor-market information, postsecondary preparation, and follow-up.	Provision of and/or referral to career and training services, coordination of referrals and collaboration with workforce partners for education, rehabilitation, job training, braided services, supportive services. Services are coordinated with adult education, post-secondary education, vocational/occupational training providers, employers, rehabilitation services, and community organizations.	
Wagner Peyser Employment Services	CareerSource Heartland, FloridaCommerce	Wagner-Peyser Employment Services provide universal access to workforce/labor exchange services for job seekers and employers. Services include job search assistance, career counseling, labor market information, workforce assessments, reemployment assistance, resume development, interview preparation, workshops, job referrals, recruitment assistance, hiring events, and connections to employment opportunities through Employ Florida. Services are available to all job seekers regardless of income or eligibility for other workforce programs. Employer services include candidate recruitment, job order placement, labor market information, workforce consultations, hiring events, and assistance meeting workforce needs.	The initial point of customer engagement. CSH coordinates referrals among Wagner-Peyser and WIOA Adult, Dislocated Worker, Youth, TANF, SNAP Employment and Training, RESEA, JVSG, Vocational Rehabilitation, Adult Education, ALPI, AARP, Job Corps, and other partner programs. Co-enrollment may occur to enhance employment and training outcomes while avoiding duplication of services. Close coordination with Reemployment Assistance, employers, educational institutions, economic development organizations, and community partners to support regional workforce needs. Jointly managed staff	Executed MOU is the Grantee/Subgrantee Agreement. Exp 6/30/2027 Executed MOU is the Grantee/Subgrantee Agreement. Exp 6/30/2027 Executed MOU is the Grantee/Subgrantee Agreement. Exp 6/30/2027
Temporary Assistance for Needy Families (TANF), including Welfare Transition	CareerSource Heartland, Florida Department of Children and Families, FloridaCommerce	Provides employment-related services to eligible individuals receiving Temporary Cash Assistance. Services may include employability assessment, work-activity assignments, job-search and job readiness assistance, education and training, work experience, supportive services, case management, participation tracking, and retention assistance.	Coordination, collaboration, referrals to WIOA, Wagner-Peyser, employers, adult education, training providers for vocational/ occupational training, Early Learning Coalitions for childcare assistance, community partners for rehabilitation and various support services. Hope Florida referrals. Co-enrollment and braided funding as appropriate.	Executed MOU is the Grantee/Subgrantee Agreement. Exp 6/30/2027
Supplemental Nutrition Assistance Program (SNAP)	CareerSource Heartland, Florida Department of Children and	Provides employment and training activities for eligible SNAP recipients. Services may include orientation, assessment, job-search assistance, employment planning, education and	Coordination, collaboration, referrals to WIOA, Wagner-Peyser, employers, and community partners for services. Hope Florida referrals..	MOU/IFA expires 9/30/2026- New agreement 10/1/2026-9/30/2027 awaiting signature

Employment and Training	Families, FloridaCommerce	training referrals, work activities, case management, participation tracking, supportive services when available, and employment assistance.		
Jobs for Veterans State Grants (JVSG)	CareerSource Heartland, FloridaCommerce	Provides individualized career services to eligible veterans and eligible spouses with significant barriers to employment and conducts employer outreach and promotion of Veteran hiring through Consolidated Disabled Veterans Outreach Program/ Local Veterans Employment Representative.	Veterans receive priority of service. Career center staff conduct initial intake, identify individuals who may qualify for specialized services, and coordinate Veteran services staff and business-services team members. Coordination with employers, Veterans organizations, local Veterans Services Officers. Jointly managed staff	
Reemployment Assistance / Unemployment Compensation	FloridaCommerce	Provides temporary wage-replacement benefits to eligible individuals who are unemployed through no fault of their own and meet state requirements. Services include online claim access, information about eligibility and continued-claim requirements, and assistance navigating the Reemployment Assistance system.	Career centers provide access to computers, internet, telephones, and general system assistance. Customers are connected to Employ Florida, Wagner-Peyser, RESEA, WIOA, job training, and job-search services to support rapid return to work.	
Title V- Older Americans Act-Senior Community Service Employment Program (Title V- Older Americans Act	The AARP Foundation	Provides part-time community-service assignments and employment assistance to eligible unemployed, low-income individuals age 55 and older. Services may include assessment, employment plan, community-service training, job-search assistance, supportive services, placement assistance, and follow-up. CSH also serves as a host agency for trainees.	Career center staff refer potentially eligible older workers to the AARP Foundation (current SCSEP provider). The provider may refer participants for Wagner-Peyser, WIOA, workshops, labor-market information, employer connections, and other services supporting unsubsidized employment.	
Community Services Block Grant (CBSG)	Agricultural Labor Program, Inc. (ALPI)	Provides human service delivery programs for the socially and economically disadvantaged; children and families; and farmworkers; financial support for educational/job training costs and related support services, case management and budget workshops to support self-sufficiency and employment.	Mutual referrals, collaboration and coordination of service delivery, resource sharing	MOU/IFA Exp 6/30/2027
Title I of Rehabilitation Act	Divisions of Blind Services and Vocational Rehabilitation	Provides services that help individuals with disabilities obtain, retain, or return to employment. Services could include evaluations, job coaches, payment for education, job training, supportive services, accessibility devices or equipment, case management	Mutual referrals, collaboration and coordination of service delivery, employer connections, braided funding	MOU/IFAs Exp 6/30/2027
Carl D. Perkins & Career & Technical Education **South Florida State College Adult Education and Literacy** **School District of DeSoto County Adult Education and Literacy** **Hardee County School District Adult Education and Literacy**		Provides adult basic and secondary education, high school equivalency preparation, English-language acquisition, literacy instruction, and other allowable AEFLA services supporting employment, occupational training, postsecondary education, and advancement.	Coordination with Providers via mutual referrals, information sharing, Perkins Grant applications, participation in Comprehensive Learning Needs Assessments. Collaboration on educational programs and occupational pathways. Coordination with employers and through CSH Education and Industry Consortium involvement.	MOU/IFA with South Florida State College Exp 6/30/2029 MOUs with School District of DeSoto County, Hardee County School District, and Indian River State College Exp 6/30/2029

Indian River State College **Adult Education and Literacy**			

Section 212 – Second Chance and Employment and Training and HUD are not locally available. HUD sends people to CSH for employment and training services. CSH works with the Department of Juvenile Justice and local FDLE programs to serve justice-involved individuals. Information on Job Corps, YouthBuild, and Indians and Native American programs is available electronically. Please see attachment 4.d. for MOUs and IFAs, and attachment 6.a. for an updated CSH Center Partners table. Please see CSH website for local operating procedures. https://careersourceheartland.com/about/public-documents/public-documents-overview/ CSH Policies and Procedures.

One-Stop Delivery System

Comprehensive Center-Highlands County	5901 US Highway 27 S, Suite 1 Sebring, FL 33870
Affiliate Center-DeSoto County	2160 NE Roan Street Arcadia, FL 34266
Affiliate Center-Hardee County	107 E. Main Street Wauchula, FL 33873
Affiliate Center-Okeechobee County	207 SW Park Street Okeechobee, FL 34972

CSH's Comprehensive Center hours are Monday – Friday, 8 am – 5 pm.

CSH's Affiliate Centers hours are Monday – Friday, 8 am – 12:30 pm and 1:30 pm to 5 pm.

One Stop Delivery System Changes Since Most Recent Four-Year Plan Submittal

1. General System Description: On 7/1/2025 CSH added the direct provision of Youth Services. Details were outlined in the 7/1/2025 Plan update.

2. 10/1/2025, CSH's Hardee Center was downsized and relocated to 107 E Main Street, Wauchula, FL 33873.

3. Please see attachment 6.a. for updates to CSH Center Partner table (page 69 of the Four-Year Plan): Title I of the Rehabilitation Act – the Division of Vocational Rehabilitation is no longer co-located in Hardee/Desoto due to space limitations. Access is now electronic.

4. CSH has expanded electronic and virtual customer access to bridge the geographical gap between isolated communities and essential services. Reducing/eliminating travel and child-care barriers and leveraging technology has allowed CSH to enhance accessibility and service delivery.

5. CSH continues to develop and expand partnerships, strengthening communication and collaboration among workforce system partners and adding referral/service opportunities for customers.

8. Performance Dashboard and Improvement Plan

PY 2026-27 Negotiated Targets are shown below. Actual performance reflects PY2025-26 data for performance indicators; and PY 2025 Quarter 2 for State Accountability Letter Grade, Return on Investment/Wage Growth, Public Assistance Transition Outcomes, and Business Services Outcomes. Performance Negotiation Data PY 2024

Actual Levels of Performance for Retention with the Same Employer (Effectiveness in Serving Employers) data was also included as baseline for Business Services Outcomes. Apprenticeship/Pre-apprenticeship outcomes are new.

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
Employment Rate 2nd Quarter After Exit	Adult 85.0% DW 67.8% Youth 82.0% WP 68.0%	Adult 95.2% DW 100% Youth 97.8% WP 64.9%	All negotiated targets were met for PY 2025-26. DW enrollment is problematic due to the area's older population combined with local labor market conditions.	Quality customer service and case management help drive performance along with regular performance monitoring. DW enrollment has been problematic. No new DW enrollments for PY2025-26. In this area, laid off individuals either have a return-to-work date, or are only interested in returning to work with no interest in training opportunities, or are able to return to same or similar employment due to the nature of the economy, making them ineligible for DW. Re Plan Closures, LWDB 19 receives very few WARN notices, and those received generally have a corporate location elsewhere, while locally impacted individuals are minimal. These individuals are typically interested in returning to work, and often have another job offer before their layoff date.	Continue to deliver quality customer service and case management; ongoing performance monitoring. DW- For all WIOA applicants, continue to assess eligibility for all WIOA programs. Continue to use CLIFF dashboard to encourage training and upskilling. Continue to provide Rapid Response activities and encourage job training. Provide periodic staff training on DW eligibility. Periodic performance review to promote continuous improvement Expand outreach Expand Apprenticeship opportunities
Employment Rate 4th Quarter After Exit	Adult 84.5% DW 00.0% Youth 80.4% WP 66.8%	Adult 92.9% DW 100% Youth 86.8% WP 64.1%	All negotiated targets were met for PY 2025-26. No new DW enrollments for PY2025-26, no DW closures for PY 2025-26, making this an unattainable measure for PY2026-27. DW enrollment is problematic due to	Quality customer service and case management help drive performance along with regular performance monitoring. DW enrollment has been problematic. No new DW enrollments for PY2025-26. In this area, laid off individuals either	Continue to deliver quality customer service and case management; ongoing performance monitoring. DW- For all WIOA applicants, continue to assess eligibility for all WIOA programs. Continue to use CLIFF dashboard to

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
			the area's older population combined with local labor market conditions	have a return-to-work date, or are only interested in returning to work with no interest in training opportunities, or are able to return to same or similar employment due to the nature of the economy, making them ineligible for DW. Re Plan Closures, LWDB 19 receives very few WARN notices, and those received generally have a corporate location elsewhere, while locally impacted individuals are minimal. These individuals are typically interested in returning to work, and often have another job offer before their layoff date.	encourage training and upskilling. Continue to provide Rapid Response activities and encourage job training. Provide periodic staff training on DW eligibility. Periodic performance review to promote continuous improvement Expand outreach Expand Apprenticeship opportunities
Median Earnings 2nd Quarter After Exit	Adult $10,183 DW $7,296 Youth $4,828 WP $6,761	Adult $11,213 DW $20,390 Youth $4,794 WP $6,732	All negotiated targets were met for PY 2025-26. DW enrollment is problematic due to the area's older population combined with local labor market conditions.	Quality customer service and case management help drive performance along with regular performance monitoring. DW enrollment has been problematic. No new DW enrollments for PY2025-26. In this area, laid off individuals either have a return-to-work date, or are only interested in returning to work with no interest in training opportunities, or are able to return to same or similar employment due to the nature of the economy, making them ineligible for DW. Re Plan Closures, LWDB 19 receives very few WARN notices, and those received generally	Continue to deliver quality customer service and case management; ongoing performance monitoring. DW- For all WIOA applicants, continue to assess eligibility for all WIOA programs. Continue to use CLIFF dashboard to encourage training and upskilling. Continue to provide Rapid Response activities and encourage job training. Provide periodic staff training on DW eligibility. Periodic performance review to promote continuous improvement Expand outreach

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
				have a corporate location elsewhere, while locally impacted individuals are minimal. These individuals are typically interested in returning to work, and often have another job offer before their layoff date.	Expand Apprenticeship opportunities
Credential Attainment Rate	Adult 84.4% DW 67.8% Youth 86.5%	Adult 92.3% DW 100% Youth 96.2%	All negotiated targets were met for PY 2025-26. Changes in local Adult Education Program and Training Provider programs may impact PY 2026-27 performance. Increased online training provider program requirements project decreased program completions per data (complicated by broadband limitations).	Decreased hours in provider Adult Education programs combined with increased on-line program requirements pose a threat to participation and completion rates of rural WIOA Youth participants Data suggests Increased online training provider program requirements, with decreased in-person training options pose a threat to completion rates of rural WIOA participants Limited short term training options limit training choices for potentially eligible WIOA individuals who need rapid attachment or re-attachment to work The work-based training opportunities needed by local employers for necessary upskilling often do not result in credentials	Continue to deliver quality customer service and case management; ongoing performance monitoring. DW- For all WIOA applicants, continue to assess eligibility for all WIOA programs. Continue to use CLIFF dashboard to encourage training and upskilling. Expand outreach. Ongoing performance monitoring Continue to collaborate with training providers to expand short-term training options that lead to local high skill, high-wage employment opportunities Continue to collaborate with employers to identify industry-specific training opportunities that meet employers upskilling needs and result in credentials Expand Apprenticeship opportunities
Measurable Skill Gains	Adult 80.7% DW 84.4% Youth 85.3%	Adult 94.2% DW 00.0%* Youth 93.1%	All negotiated targets were met for PY 2025-26.	Although currently performing well, this measure could be impacted by the same issues identified above, in the Credential	Continue to deliver quality customer service and case management; ongoing performance monitoring.

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
				Attainment Rate measure	DW- For all WIOA applicants, continue to assess eligibility for all WIOA programs. Continue to use CLIFF dashboard to encourage training and upskilling. Expand outreach. Ongoing performance monitoring Continue to collaborate with training providers to expand short-term training options that lead to local high skill, high-wage employment opportunities Continue to collaborate with employers to identify industry-specific training opportunities that meet employers upskilling needs and result in credentials Expand Apprenticeship opportunities
State Accountability Letter Grade	NA	B- 82.53	Areas for improvement Participants with increased earnings Participants in training Year over Year business penetration	Increased earnings includes all programs- Lower wage rates impact Individuals moving into the area as well as RA recipients accepting jobs at lower rates than their previous job due to available jobs and their need to return to work Reduction in Public Assistance- With the lower wage rates in this LWDA, even with training, many TANF and SNAP recipients exiting the system with employment are still not earning enough to no longer qualify for SNAP benefits	Continue to provide LMI to employers Continue to conduct CLIFF Dashboard and encourage job training opportunities with job seekers Continue to guide job seekers on transferrable skills and job opportunities Continue to promote traditional, work-based learning, and work-based job training in high-skill, high-wage opportunities Market apprenticeships with employers and job seekers Expand local partnerships to

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
				Employment and Training Outcomes- Timing of the data- CSH meets this measure by the end of the year Participants in training- impacted by high number of medically deferred cases, no public transportation, and daycare limitations Year over Year Business Penetration- denominator impacted by closed businesses Two changes occurred – one in weight and one actual measure Time is needed to see results of related strategies	enhance supportive services The change in the grading system for participants in training and year-over-year business penetration should help local scoring in these measures System cleanup of closed businesses will help in the long run. Business reps to continue to contact existing and new businesses for service provision. Expand outreach to new businesses in the area.
Return on Investment / Wage Growth	100% Completion to Funding Ratio 50% Participants with Increased Earnings	100% Completion to Funding Ratio 43.74% Participants with Increased Earnings	Goal met for Completion to Funding Ratio Improvement needed for Wage Growth	A significant number of participants are experiencing multiple barriers to employment which, even with job training, limit employment options and impact self-sufficiency. Some individuals receiving RA benefits accept employment at lower wage rates than they were earning due to available job options and their need to return to work. Most are not interested in job training.	Continue to provide LMI to employers Continue to conduct CLIFF Dashboard and encourage job training opportunities with job seekers Continue to guide job seekers on transferrable skills and job opportunities Continue to promote traditional, work-based learning, and work-based job training in high-skill, high-wage opportunities Market apprenticeships with employers and job seekers
Public Assistance Transition Outcomes	50% Reduction in Public Assistance	40.75%	Improvement needed- Impacted by participant barriers combined with the local economy	A significant number of participants are experiencing multiple barriers to employment which delay employment and self-sufficiency	Continue to conduct CLIFF Dashboard and encourage job training opportunities with job seekers Increase case management

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
				Lack of transportation limits participants' employment options With the lower wage rates in this LWDA, even with training, many TANF and SNAP recipients exiting the system with employment are still not earning enough to no longer qualify for SNAP benefits	services, expand access to supportive services Continue to promote traditional, work-based learning, and work-based job training in high-skill, high-wage opportunities Market apprenticeships with employers and job seekers Continue to provide LMI information to employers
Business Services Outcomes	35% Continued Repeat Business 100% Year over Year Business Penetration Employer Engagement Target 71.5%	44.51% Continued Repeat Business 90% Year over Year Business Penetration Retention with Same Employer Adult 81.4% DW 100% Youth 77.3%	Exceeding target Denominator included several closed businesses	Staffing shortages during the first quarter Closed businesses in this area impacted this measure since they were counting in the denominator	Make every effort to quickly fill open positions The change in the grading system for participants in training and year-over-year business penetration should help local scoring in these measures System cleanup of closed businesses will help in the long run. Business reps to continue to contact existing businesses for service provision.
Apprenticeship / Preapprenticeship Outcomes	62 *(through 2030)	0	Improvement is needed	Limited opportunities available; Minimal associations available for sponsorship options; administrative burden on small businesses and this workforce board; Limited awareness among employers and job seekers regarding the opportunities, benefits, expectations, and requirements of these options Three opportunities were halted in	Continue to expand employer and job seeker awareness through direct contact Become a sponsor, increase communication with career services staff to ensure understanding of apprenticeship benefits and opportunities. Review and update data collection requirements where possible to reduce burden on businesses and apprentices

Measure	Negotiated Level / Target	Actual Performance	Status	Primary Cause / Driver	Improvement Action
				PY2025-26. One halted by an employer and two by potential apprentices, all due to data requirements.	See Table 9B, Apprenticeship and Work-Based Learning Scorecard for more details

Performance Improvement Narrative

For PY 2025-26, LWDB 19 met or exceeded the 18 federal Indicators of Performance. The strongest results are found in completion of job training, measurable skills gains, and entered employment. The delivery of quality customer service combined with case management help drive successful performance in these measures. Building strong relationships with both job seeking and employer customers, as well as community partners, is key. Regular performance monitoring combined with related strategic action has been imperative. More timely access to Indicators of Performance and letter grade data would allow for more rapid adjustments to the local service delivery model.

For the past few years, services to WIOA Dislocated Workers has drastically declined, except where the local area has been impacted by disaster events. This impacts DW Employment Rates for 2nd and 4th Quarters after Exit, DW Median Wage Rates, DW Measurable Skills Gains, and DW Credential Attainment. Locally, DW eligibility is challenging due to the local economy (the jobs of dislocation and similar job openings available), few to no WARN events, RA recipients needing to return to work to support their households, RA recipients not interested in training opportunities, few available short-term training options, and RA recipients who can return to same or similar occupations.

Potential risks surround Credential Attainment as training providers increase on-line requirements for training participation. Data suggests that completion rates in rural areas decrease when online program requirements increase and in-person training hours decrease. Also, the hours available for participation in this area's main provider of Adult Education classes have decreased, also posing a threat to completion and credential rates.
Credential rates are further impacted by few short-term training options, limiting training choices for eligible WIOA individuals who need rapid attachment or re-attachment to work. Additionally, the work-based training opportunities needed by local employers for necessary upskilling often do not result in credentials.

Expansion of apprenticeship opportunities has been challenging. Indian River and South Florida State Colleges serve as the sponsors for most available apprenticeship opportunities in this LWDB. Entry into those programs is limited and occurs annually. Finding instructors for some of those programs has been problematic. Most of LWDB 19's employers are small businesses, not interested in serving as their own sponsor. CSH's ability to serve as a sponsor is limited by funding and staffing.

In the grading system, CSH typically faces challenges with wage growth and public assistance transitions. Participants with Increased Earnings is impacted by the lower wage rates in this LWDA, combined with RA recipients accepting jobs paying lower wages than they were earning due to their personal needs. Reduction in Public Assistance is impacted by several factors, which include the significant number of participants experiencing multiple barriers to employment which delays employment growth, lack of public transportation which limits participants' employment options, and the fact that even with training, given the lower wage rates in this LWDA, many TANF and SNAP recipients exiting the system with employment are still not earning enough to no longer qualify for SNAP benefits four quarters after exit. Meeting the targets for Participants in Work-Related Training has historically been an issue, however, the State's removal of Wagner-Peyser from that measure's denominator may resolve this challenge. CSH will monitor that measure carefully.

To combat the above-noted challenges, CSH will take the following actions.

Priority Action 1: Improve Identification and Enrollment of Dislocated Workers

- Responsible Parties: WIOA Career Specialists, Career Center Manager/Coordinators, Quality Assurance/Compliance Coordinator, Business Representatives, Frontline Staff, Rapid Response Coordinator and Team, Chief Programs Officer, Apprenticeship Navigator
- Timeline: Monthly reviews beginning October 2026
- Expected Outcome: Increase identification, enrollment, and service delivery of eligible dislocated workers, resulting in stronger performance outcomes
- Tasks:
  - For each WIOA applicant, assess eligibility for all WIOA programs (WIOA Career Specialists)
  - Continue to use CLIFF dashboard to encourage training and upskilling (all Frontline Staff)
  - Continue to provide Rapid Response activities and encourage job training (Rapid Response Coordinator and Team, Business Representatives
  - Provide staff training with periodic refreshers on DW eligibility (Quality Assurance/Compliance Coordinator)
  - Conduct periodic performance reviews to promote continuous improvement (Chief Programs Officer, Quality Assurance/Compliance Coordinator
  - Expand outreach (Center Manager/Coordinators, Business Representatives)
  - Expand Apprenticeship opportunities (Apprenticeship Navigator, Business Representatives, Center Manager/Coordinators, WIOA Career Specialists, Frontline Staff)
  - Expand work-based training opportunities (Business Representatives, WIOA Career Specialists, Center Manager/Coordinators, Frontline Staff)

Priority Action 2: Closely Monitor Credential Rates for each WIOA Program

- Responsible Parties: WIOA Career Specialists, Career Center Manager/Coordinators, Youth Project Coordinator, Quality Assurance/Compliance Coordinator, Chief Programs Officer, Chief Executive Officer
- Timeline: Monthly reviews beginning October 2026
- Expected Outcome: Ensure continued strong performance for Credential Rates in each WIOA program
- Tasks:
  - Continue to deliver quality customer service and case management (WIOA Career Specialists, Frontline Staff, Center Manager/Coordinators, Youth Project Coordinator)
  - Ongoing performance monitoring (Quality Assurance/Compliance Coordinator, Center Manager/Coordinators, Youth Project Coordinator, Chief Programs Officer)
  - Continue to use CLIFF dashboard to encourage training and upskilling (all Frontline Staff)
  - Continue to collaborate with training providers to expand short-term training options that lead to local high-skill, high-wage employment opportunities (Chief Executive Officer, Chief Programs Officer)
  - Strengthen collaboration with employers to identify industry-specific training opportunities that meet employers upskilling needs and result in credentials (Chief Executive Officer, Chief Programs Officer, Business Representatives, Center Manager/Coordinators)
  - Expand Apprenticeship opportunities (Apprenticeship Navigator, Business Representatives, Center Manager/Coordinators, WIOA Career Specialists, Frontline Staff)

Priority Action 3: Closely monitor LWDB 19's Letter Grades with special attention given to Wage Growth and Public Assistance Transitions

- Responsible Parties: Chief Executive Officer, Chief Programs Officer, Quality Assurance/Compliance Coordinator, Career Specialists, Career Center Manager/Coordinators, Youth Project Coordinator, Business Representatives, Frontline Staff
- Timeline: Monthly reviews beginning October 2026
- Expected Outcome: Improved performance for Participants with Increased Earnings and Reduction in Public Assistance measures
- Tasks:
  - Continue to provide LMI to employers (Business Representatives
  - Continue to conduct CLIFF Dashboard and encourage job training opportunities with job seekers (all Frontline Staff)
  - Continue to guide job seekers on transferrable skills and job opportunities (all Frontline Staff)
  - Enhance promotion of traditional, work-based learning, and work-based job training in high-skill, high-wage opportunities (Career Specialists, Frontline Staff, Business Representatives, Center Manager/Coordinators
  - Market apprenticeships with employers and job seekers (Apprenticeship Navigator, Business Representatives, Center Manager/Coordinators, WIOA Career Specialists, Frontline Staff)
  - Expand local partnerships to enhance supportive services (Chief Executive Officer, Chief Programs Officer, Center Manager/Coordinators, Business Representatives)

CSH believes in continuous improvement as the means to enhance the quality of our service delivery, improve outcomes, drive efficiency, ensure customer satisfaction, and foster innovation. It is critical to the long-term success of this organization and more importantly, to our customers. Job training, credential attainment, job placement, and job retention should be our highest yielding investments. The Priority Actions identified above will drive our efforts toward maximum performance and maximum return on investment.

9. Apprenticeship and Employer Engagement Scorecards

The source of the data reported below is Employ Florida except for Market Penetration and Career Center Staff Training on Apprenticeship. The Market Penetration source is PY 2025 Quarter 2 for State Accountability Letter Grade. The Career Center Staff Training on Apprenticeship source is an internal data base.

9A. Employer Engagement and Sector Strategy Scorecard

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Employers Served	1,708	1,825	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses. Identify new business customers Promote the business services toolkit Continue to promote the benefits of work-based learning/training	Employ Florida reports State Accountability Grade Data

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Repeat / Retained Business Customers	1,342	1,410	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses. Identify new business customers Promote the business services toolkit Continue to promote the benefits of work-based learning/training	Employ Florida reports State Accountability Grade Data
New Business Customers	288	300	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses. Identify new business customers Promote the business services toolkit Continue to promote the benefits of work-based learning/training	Employ Florida Reports
OJT Employers	2	6	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses. Identify new business customers Promote the business services toolkit Continue to promote the benefits of work-based learning/training	Employ Florida Reports Internal Tracking
Sector Partnerships	No baseline	25	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses. Identify new business customers Promote the business services toolkit Continue to promote the benefits of work-based learning/training	Employ Florida Reports CSH Education and Industry Reports Partnership meetings
Employer Referrals to Training	12	20	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Encourage employer referrals to training programs through reverse referral strategies and industry partnerships	Employ Florida Reports

Measure	Current Baseline	Target	Priority Sector(s)	Key Actions	Evidence / Data Source
Market Penetration	1,738	1,825	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Establish data-driven employer partnerships focusing on talent development and business outcomes Continue to focus on targeted industries Engage Construction to drive additional market penetration and promote related apprenticeship programs	Employ Florida Reports State Accountability Grade Data
Business Services to Targeted Industries	95	150	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Establish data-driven employer partnerships focusing on talent development and business outcomes Continue to focus on targeted industries Engage Construction to drive additional market penetration and promote related apprenticeship programs	Employ Florida Reports State Accountability Grade Data CSH Education and Industry Reports

9B. Apprenticeship and Work-Based Learning Scorecard

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
New Registered Apprentices	0	62	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses Identify new business customers Continue to promote/market the benefits of Apprenticeships Continue to expand employer and job seeker awareness through direct contact Contingent on funding, become a sponsor Increase communication/training with career services staff to ensure understanding of	Employ Florida Marketing and Social Media documentation Internal Staff Training Database Updated Policies/Procedures

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				apprenticeship benefits and opportunities Review and update data collection requirements where possible to reduce burden on businesses and apprentices	
Registered Apprenticeship Programs	0	25	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses Identify new business customers Continue to promote/market the benefits of Apprenticeships Continue to expand employer and job seeker awareness through direct contact Contingent on funding, become a sponsor Increase communication/training with career services staff to ensure understanding of apprenticeship benefits and opportunities Review and update data collection requirements where possible to reduce burden on businesses and apprentices	Employ Florida reports Marketing and Social Media documentation Internal Staff Training Database Updated Policies/Procedures
Registered Preapprenticeship Programs	0	3	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Increase available local Registered Apprenticeship Programs (RAP) for pre-apprentices to enter Outreach to employers, educators and community organizations to develop pre-apprenticeship programs Contingent upon available funding, consider sponsorship of pre-apprenticeship programs	Employ Florida reports Documentation of Outreach Efforts Verification of increased locally available RAPs Documentation of FLDOE approved local pre-apprenticeship programs Sponsorship listing

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
OJT Placements	0	50	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses Identify new business customers Continue to promote/market the benefits of Apprenticeships Continue to expand employer and job seeker awareness through direct contact Contingent on funding, become a sponsor Increase communication/training with career services staff to ensure understanding of apprenticeship benefits and opportunities Review and update data collection requirements where possible to reduce burden on businesses and apprentices	Employ Florida reports Marketing and Social Media documentation Internal Staff Training Database Updated Policies/Procedures
Work-Based Learning Opportunities	11 employers (25 participants)	50	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses Identify new business customers Continue to promote/market the benefits of Apprenticeships Continue to expand employer and job seeker awareness through direct contact Contingent on funding, become a sponsor Increase communication/training with career services staff to ensure understanding of apprenticeship benefits and opportunities Review and update data collection requirements where possible to reduce burden on businesses and apprentices	Employ Florida reports Marketing and Social Media documentation Internal Staff Training Database Updated Policies/Procedures

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
Apprenticeship Navigator Activities	652 (E57)	1200	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Maintain contact with repeat businesses Identify new business customers Continue to promote/market the benefits of Apprenticeships Continue to expand employer and job seeker awareness through direct contact Contingent on funding, become a sponsor Increase communication/training with career services staff to ensure understanding of apprenticeship benefits and opportunities Review and update data collection requirements where possible to reduce burden on businesses and apprentices	Employ Florida reports Marketing and Social Media documentation Internal Staff Training Database Updated Policies/Procedures
Career Center Staff Training on Apprenticeship	2 sessions	15 sessions	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Provide/coordinate staff training to increase outreach and marketing of apprenticeships to job seeker and employer customers	Documentation of training Employ Florida reports specifying apprenticeship services
WIOA Supportive Services for Apprentices	0	25	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Increase enrolled apprentices Increase wrap-around resources Periodic review and strategic update of local WIOA supportive services procedures	Employ Florida reports Lists of Community Resources Updated procedures
Apprenticeship Sponsorship	0	2	Agriculture Biofuels & Renewable Energy Healthcare and Life Sciences Information Technology Logistics & Distribution Niche (Advanced) Manufacturing	Increase local RAP sponsors by: a. Contingent upon available funding, become a sponsor b. Demonstrate return on investment for	FLDOE list of RAP Sponsors Apprenticeship ROI materials Updated local procedures

Measure	Current Baseline	2030 / Plan Target	Targeted Industry or Occupation	Annual Action	Partner / Evidence
				potential employer sponsors c. Within the realm of LWDA authority, reduce the administrative burden on Sponsors through review and revision of documentation / compliance requirements	

CSH will expand work-based learning and strengthen employer engagement across six priority sectors: Agriculture, Biofuels and Renewable Energy, Healthcare and Life Sciences, Information Technology, Logistics and Distribution, and Niche (Advanced) Manufacturing, with additional expansion into Construction. To align training investments with regional workforce demands, CSH will enhance business outreach, maintain existing employer relationships, expand apprenticeship and training opportunities, and source new partners using CareerSource Florida's (CSF) Business Services Toolkit.

Key strategic initiatives include:

- Promote Work-Based Learning/Training: Educate employers on the recruitment and retention benefits of On-the-Job Training (OJT), Customized and Incumbent Worker Training, Registered Apprenticeships, and Pre-Apprenticeships. Encourage employer referrals to training programs through reverse referral strategies and industry partnerships.
- Expand Apprenticeship Infrastructure: Contingent upon available funding, pursue status as a Registered Apprenticeship sponsor, recruit interested employers, and establish robust tracking systems for participant outcomes.
- Enhance Staff Capacity: Invest in comprehensive staff development to improve employer and participant outreach and referral pipelines.
- Support Employer Driven Sector Partnerships: Strengthen collaboration with businesses, economic development groups, and education providers to validate workforce needs, identify critical occupations and skill gaps, and ensure that training investments align with employer demand.
- Increase Participant Support: Increase supportive services and network of community partners available to provide wrap-around services to reduce barriers, boost retention, and maximize program completion rates.
- Increase Market Penetration: Establish data-driven employer partnerships focusing on talent development and business outcomes.

These strategies are intended to ensure stronger talent pipelines, increase employer participation, expand apprenticeship opportunities, and improve workforce outcomes across LWDA 19. Progress will be monitored through Employ Florida, internal dashboards, and employer engagement reports.

10. Plan Review and Approval

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

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

Approval Standard

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

Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24
Local Workforce Plan – Two-Year Modification
With Heartland Southwest Florida Regional Plan Addendum
January 1, 2027 – December 31, 2028

This Local Workforce Plan represents the efforts of CareerSource Heartland to implement the Workforce Innovation and Opportunity Act (WIOA) in the following counties: DeSoto, Hardee, Highlands, and Okeechobee.

This Plan also includes an Addendum with CareerSource Southwest Florida for the Heartland Southwest Florida Regional Planning Area encompassing Charlotte, Collier, DeSoto, Glades, Hardee, Hendry, Highlands, Lee, Monroe and Okeechobee counties.

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

David Royal, Board Chair

Commissioner Kevin Roberts, Executive Board Chair
and Chief Local Elected Official

Attachments