



Organizational and Operational Research Report

Prepared for CareerSource Florida as a part of Phase 2 of the Local Workforce Development Board Alignment Evaluation

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Background

Organizational and Operational Research Report
Phase 2 of the Local Workforce Development Board Alignment Evaluation

Background

In 2021, the Florida Legislature passed the Reimagining Education and Career Help (REACH) Act as a “comprehensive blueprint for enhancing access, alignment, and accountability across the state’s workforce development system.” The Act charges organizations throughout the workforce development system to create a “no-wrong-door-entry” approach to workforce development services, improve coordination among one-stop center partners, and prepare a federal waiver allowing CareerSource Florida to fulfill the roles and responsibilities of local workforce development boards or reduce the number of local workforce development boards.

Under the REACH Act, this ecosystem for talent pipeline development includes: CareerSource Florida, the state workforce development board; Florida’s 24 local workforce development boards and the 100 career centers they oversee; the Department of Economic Opportunity; the Department of Education; the State College System; the State University System; and the Department of Children and Families. CareerSource Florida, in collaboration with the Governor’s REACH Office, is leading the process to address implementation of the board reduction charge in a manner consistent with the law and through an inclusive stakeholder engagement process.

About this report

In April 2022, CareerSource Florida launched a research effort to support the REACH Act’s directive of reducing the number of local workforce development boards throughout the state. CareerSource Florida engaged Ernst & Young LLP to conduct independent research activities on its behalf.

Phase 1 of this effort, completed in July 2022, included research on the alignment processes of three other comparative states, a review of the websites of the twenty-four (24) local workforce development boards, federal Workforce Innovation and Opportunity Act (WIOA) 2020-2024 local plans for each local workforce development board, and other publicly accessible documents. Phase 1 also included an initial state-wide engagement effort with state leader interviews, Future State sessions, and listening sessions with stakeholders across the state workforce development ecosystem. Reports from Phase 1 are available through CareerSource Florida and should be considered prior to reading this report.

Phase 2, initiated in September 2022, includes additional review and analysis of the state-wide data and the organizational information of each of the 24 local workforce development boards. It also includes more extensive state-wide stakeholder engagement, with an additional 700+ stakeholders reached through in-person and virtual sessions conducted from September 2022 to January 2023. These efforts culminated in the creation of potential options for realignment and reduction of local workforce development boards for consideration by the CareerSource Florida Board of Directors.

This report, *Organizational and Operational Research Report*, is one of four reports of Phase 2 of this data-backed approach to guide the reduction and alignment of local workforce development boards, which supports REACH Act implementation and continued compliance with federal WIOA requirements. The purpose of this report is to present data and information pertinent to the federal WIOA, the REACH Act, and the operations of local workforce development boards. It includes narratives, a summary of findings, data tables, and an appendix.

As part of this research, relevant reports were reviewed and compiled to understand and build on recent and current work by CareerSource Florida and the local workforce development boards. These reports included, but were not limited to:

- Federal Workforce Innovation and Opportunity Act Report, two-year updates
- Federal Workforce Innovation and Opportunity Act Report, two-year updates (revised)
- ICRP - Indirect Cost Rate Proposal Reports, Provisional for fiscal year ending June 30, 2023

Organizational and operational factors examined in this report include:

- Administrative and fiscal entities
- Third-party providers of one-stop centers
- Board composition of local workforce development boards
- Executive Leadership Teams (ELT)
- Managerial and staff positions by function
- Sites: comprehensive service centers, satellite, affiliate, and specialized centers
- Case management tools and software
- Partners and programs

A side-by-side view of factors across all local workforce development boards is included in tables throughout this report. This layout shows what functions and resources local workforce development boards have in common, as well as variations between them.



Summary of Findings

Organizational and Operational Research Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Methodology

At the start of this organizational and operational research process, CareerSource Florida shared recent reports and studies, including the 2022 federal WIOA plans developed by the local workforce development boards. The background information provided valuable context regarding each local workforce development board's organizational structure, staffing, third-party relationships, technology usage, and physical locations. These findings are shared in this report and will help inform option design.

The federal WIOA local workforce plans, and the two-year modification federal WIOA reports, include entity information, program information, and narrative from which information in this report was drawn. Most ICRP reports provided information on the leases, software tools, and systems across the CareerSource Florida network. The organization website for each local workforce development board includes board member rosters and organization charts, which are referenced by inclusion in federal WIOA reports. Websites were used to corroborate information in federal WIOA reports and complete this research. While not exhaustive of all organizational and operational aspects within each local workforce development board, this analysis provides an overview of the landscape of the CareerSource Florida network.

The county listing in this report varies slightly from the listing in the accompanying *Statewide Data Collection and Analysis* report. Counties in this report are grouped by the current local workforce development boards.

Summary of findings

The research in this report highlights several factors that may be useful in determining future options, including commonalities and differences in leadership composition, functional roles in organizational structure, administrative and programmatic use of third-party organizations, and differences in technologies utilized. The primary findings across those categories include:

- ▶ **Executive structure:** The executive leadership teams vary by size across the 24 local workforce development boards. However, there is no observed correlation between leadership team size and the size of the area served. There is also no observed correlation between leadership team structure and the population density of the area served. For example, the smallest executive leadership team (1 member) and largest two executive leadership teams (12 and 18 members, respectively) are each found in areas of high population density. A small executive leadership team is also serving a multi-county area, with many leadership members serving in dual roles. Multiple structural leadership models clearly exist in the CareerSource Florida network.
- ▶ **Talent alignment:** The functions and responsibilities for managerial staff positions vary across local workforce development boards. Additionally, not all local workforce development boards have employees serving in each functional area (facilities, information technology, quality assurance, communications, accounting, and human resources). This may

impact the capacity of local workforce development boards and their priorities. Many local workforce development boards use dual-role employees at the executive and managerial level to address the various functional areas.

- ▶ **Third-party entities:** Several local workforce development boards use third-party operators for the one-stop centers, a primary part of the local workforce development board operating models. Local workforce development boards also collaborate with third-party entities from industry, education, and nonprofit sectors. The types and mix of third-party collaborations vary across local workforce development boards.
- ▶ **Technology:** While there are some common technologies and tools in use across local workforce development boards, there is also a high degree of variation of the same. Without a system-wide approach, local workforce development boards serving low density populations must still obtain software licensing despite having smaller budgets. The high variation for tools raises change management considerations for Future State standardization using a system-wide approach.
- ▶ **Physical environment:** The ambition to provide a comprehensive one-stop center within reasonable distance to customers in each county requires addressing physical space and mobility considerations. Each local workforce development board serves a different size population, population density, and number of counties. Access to services for each county is provided through a mix of comprehensive one-stop centers, satellite centers, affiliate centers, and specialized centers, such as business centers and tech centers, in addition to mobile units and kiosks in libraries and community centers.

In conclusion, the past, current, and future organizational and operational models will inform the decisions around alignment and consolidation of local workforce development boards. This report highlights some of the current parameters. Other key considerations in local workforce development board dynamics might include:

- ▶ The human capital resource needs and availability required to serve both low-density population counties and high-density counties must be addressed to ensure services are enhanced and not diminished as a result of the REACH Act.
- ▶ The possibility of using technology to provide no-wrong-door access to workforce services could increase when broadband technologies are more consistently available across all areas of the state.
- ▶ Transportation challenges exist for unemployed and underemployed individuals accessing one-stop centers. Particularly, this is an issue where local workforce development boards serve career seekers in both high and low-density counties.

Sources: ICRP, federal WIOA two-year update reports as of January 2023



Local Leadership Boards and Positions

Organizational and Operational Research Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

This section presents information on three organizational aspects of local workforce development boards, including: 1) board composition; 2) leadership and executive roles; and 3) managerial and staff functional areas. The presentation of data begins with the local workforce development board composition and private sector representation. This is followed by the local workforce development board executive structure, defined as C-suite or as Executive Directors and Directors. The final section provides an overview of the variety of managerial and staff functions in six (6) functional areas: facilities; management information systems (MIS), analytics, and information technology (IT); quality assurance, monitoring, and compliance; communications, including outreach and marketing; accounting; and human resources.

Local workforce development board: Board member composition

The material below is designed to be read in conjunction with Table 5.1 (Local Workforce Development Board Partners and Programs), found later in the report. In both cases, the private sector representation and nonprofit representation demonstrates an opportunity for increased reach and variety.

Table 1.1 (starting on the next page) contains the board roster information as listed in the federal WIOA two-year update reports. The size of the board is indicated by the number of representatives, including both filled and unfilled positions. An additional data point of how many seats are currently vacant is provided separately. The private sector representatives' businesses have been recorded to show what companies are currently represented in the board member composition.

Additional information was sourced from the website of each local workforce development board. As board service changes, this private sector detail also changes. The table presented below serves as a snapshot for broad leading practices and collaborative sharing.

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Table 1.1 Local Workforce Development Board: Board Member Composition

For an analysis of industry composition for each county, please refer to the *Statewide Data Collection and Analysis Report*.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
1 CareerSource Escarosa	Escambia Santa Rosa	17	1	Florida West Fortis Institute Cognitive Big Data Systems Primal Nosh West Fraser Hampton Inn - Pensacola Beach HCA Florida West Hospital Gulf Cable Titan Sunrooms Xerox Company
2 CareerSource Okaloosa Walton	Okaloosa Walton	27	1	Bit-Wizards Choctawhatchee Electric Cooperative, Inc. (CHELCO) Deep Gulf, Inc. First Nation Group Florida Firefighters Florida Power & Light Goodwill Gulf Coast Hand Arendall Harrison Sale, LLC. Keller Williams (realty) Precision Measurement, Inc. St. Joe Hospitality The Arland Affiliation Torch Technologies Waste Management

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
3 CareerSource Chipola	Holmes Washington Jackson Calhoun Liberty	21	2	United Country Realty Panhandle Realty Twin Oaks Juvenile Development Obar Insurance Chiplely Gun & Pawn Calhoun-Liberty Journal Oglesby Plants International Whitfield Stakes Florida Farm Bureau First Federal Bank of Florida Gulf Power Brightway Insurance
4 CareerSource Gulf Coast	Bay Gulf Franklin	20	2	Apalachee Electronics Capital City Bank Centennial Bank Century 21 Collins Realty/Collins Vacation Rentals Gulf 2 Bay Construction & Development Gulf Power Hancock Whitney Bank IAMAW District Lodge Np. 75 Mount-Up Consulting PanCare of Florida Uptown Raw Bar & Grill
5 CareerSource Capital Region	Gadsden Leon Wakulla	22	1	CSI Contacting Inc. Rogers, Gunter, Vaughn, Inc. Beth Kirkland Consulting, LLC. Danfoss Interim Healthcare of Northwest Florida Madison Street Strategies Manpower Keiser University St. Marks Powder Talquin Electric Elite Business Strategies Clariant

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
6 CareerSource North Florida	Jefferson Madison Taylor Lafayette Hamilton Suwannee	17	1	Duke Energy Blue Bird Homes & Lands Blue Triton Morgan's Garage Nutrien SREC Staunton & Faglie, PL Walt's Live Oak
7 CareerSource Florida Crown	Dixie Columbia Union Gilchrist	20	0	ForVets Cooper Funeral Home Re/Max The Greater Lake City CDC Renasant Bank Community State Bank Syn Aire technologies HT Lending Natures Source Products, Inc. Lake City Advertiser
8 CareerSource Northeast Florida	Baker Clay Duval Nassau Putnam St. Johns	19	1	Beck Automotive Group Black Knight Financial Services Coker, Schickel, Sorenson, & Posgay DuVal Fields Consulting Excelan Advisors, LLC. Human Resources for Science Interactive Lyons & Lyons Miller Electric Plumbers & Pipefitters Local 234 Sy-Klone International Templeton Manufacturing Solutions Wexford Strategies
9 CareerSource North Central Florida	Bradford Alachua	21	3	Coldwell Banker Smith & Smith Realty CTD Holdings Duke Energy Exactech HCA/Healthcare Manufacturing Sciences & Technology NG Wade Investments WACO Properties Study Edge

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
10 CareerSource Citrus Levy Marion	Levy Marion Citrus	27	0	A&M Manufacturing ANCORP AutoZone, Inc. Central Florida Community Action Agency, Inc. Central Florida Electric Cooperative Citrus County Chronicle Consulting Flanagan Business Consulting IBEW Local Union 1205 IBEW Local Union 222 Lockheed Martin RE/Max Realty One SECO Suncoast Credit Union TransformCo Two Twelve Benefits
11 CareerSource Flagler Volusia	Flagler Volusia	17	0	Business alliance Coldwell Banker Dynamic Engineering Innovations, Inc. Halifax Health Hospitality Association of Volusia County IBEW 756 Long's Global Business Enterprises, LLC. NorthEast Region Special Olympics Florida Peerbridge Health Valderrama Partners, LLC. Walgreens

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
12 CareerSource Central Florida	Seminole Orange Osceola Lake Sumter	32	0	Disney Parks .decimal Albu & Associates, Inc. UCF Lake Nona Medical Center Duke Energy Central Florida Electrical J.A.T.C. Quest, Inc. Hyatt Regency Orlando Hanson, Walter & Associates, Inc. Omega Group Nemours Children's Hospital South Lake Hospital Kalos Services, Inc. AdventHealth Tomato Express, Inc. Veritas Recruiting Group, LLC. MiGre Engineers, LLC.
13 CareerSource Brevard	Brevard	24	0	AARP SCSEP Acadian Contractors, Inc. ASRC Federal Embraer Health First IBEW 2088 Knight's Armament L.H. Tanner Construction Migrandy Corporation Rolle IT, LLC. Saalex Southeast Petro Space Coast Intelligent Solutions, Inc.

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
14 CareerSource Pinellas	Pinellas	26	0	RealNet Brokerage Aeromatrix Composites H&T Global Circuits Crown Automotive Group Bank OZK Plumbers and Pipefitters People Empowering & Restoring Communities (PERC) All Small Business Solutions (doing business as All Enterprise Solutions) Bayfront Hospital Ultimate Medical Academy Promedica Senior Care Empact Solutions Innisbrook Golf Resort
15 CareerSource Tampa Bay	Hillsborough	27	0	Bach & Partners, LLC. Abe Brown Ministries Titan Technologies Tampa General Hospital Enterprising Latinas, Inc. Serenity Village, Inc. McKibbin Hospitality Ultimate Medical Academy Accelebron, Inc. Suncoast Credit Union Swenson Construction Maincorp/Revive Church Southern Manufacturing Technologies, Inc. CS West & Associates, PA Vivid Consulting Group LLC

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
16 CareerSource Pasco Hernando	Pasco Hernando	18	0	Keiser University The Angelus, Inc. The ARC Nature Coast Accuform Manufacturing Pasco Hernando State College Cutlip Financial Insurance Services Wal-Mart B&N Lenz Enterprises Plumbers, Pipefitters, & HVAC Truist Wealth AmSkills, Inc. Alumni-Guard
16 CareerSource Pasco Hernando	Pasco Hernando	18	0	Keiser University The Angelus, Inc. The ARC Nature Coast Accuform Manufacturing Pasco Hernando State College Cutlip Financial Insurance Services Wal-Mart B&N Lenz Enterprises Plumbers, Pipefitters, & HVAC Truist Wealth AmSkills, Inc. Alumni-Guard
17 CareerSource Polk	Polk	18	0	Booz Allen Hamilton CPS Investment Advisors Createch Machine & Design Cutrale Citrus Juices USA, Inc. Electrical JATC Fifth Third Bank Lakeland Regional Health Lakeland Surgical & Diagnostic Center, LLP LEGOLAND Florida Resort Manufacturing and Supply Chain Alliance of Mid Florida Sapp CDL Training Consulting, Inc. Sofidel America Walmart Fulfillment Center

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
18 CareerSource Suncoast	Sarasota Manatee	27	0	Kerkering Barberio & Company Teakdecking Systems Vision Consulting Group Carr, Riggs & Ingram, LLC. Tandem Construction MBJ Group Women's Resource Center Lifestar Living, LLC. LUINA CAN Community Health Plumbers & Pipefitters Local 123 Grapevine Communications Bank of America LECOM Helios Technology Vocational Rehabilitation Coldwell Banker Realty
19 CareerSource Heartland	Hardee DeSoto Highlands Okeechobee	26	0	AdventHealth AdventHealth Wauchula American Legion Post 2 DeSoto Memorial Hospital Dow Realty, Inc. Hardee County Professional Firefighters Union, Local 3471 HCA Florida Raulerson Hospital Highlands County Citrus Growers Association MIDFLORIDA Credit Union Profile Products Royal Care of Avon Park Source-One Solutions South Beach Beauty Academy Sunshine Staffing of Highlands County, Inc The AARP Foundation The Nature Conservancy UR Beauty & Barber Academy

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
20 CareerSource Research Coast	Martin St. Lucie Indian River	26	1	Treasure Coast Builders Association Treasure Health Ironworkers Local Union Moore Solutions, Inc. Sandhill Cove Retirement Living AirBurners, Inc Houghten Biomedical Sciences, LLC. St. Lucie County CTA/CU Homecrete Homes, Inc. The Porch Factory Bols Construction
21 CareerSource Palm Beach County	Palm Beach	22	0	NextEra Energy Resources Hardrives, Inc. The Markarian Group Florida Crystals Marine Industries Association of Palm Beach County, Inc. Palm Beach County League of Cities, Inc. Amalgamated Transit Union, Local 1577 FordHarrison, LLP. NextEra Energy, Inc. Plastridge Agency, Inc. Dawson-Williams, Inc. McDonald's Restaurants
22 CareerSource Broward	Broward	27	0	Riverside Hotel OutPLEX Chen Moore and Associates Horkey & Associates Locality Bank The Energy Store Lan Infotech Fort Lauderdale Executive Airport Advanced Roofing Paramount Broadcasting Communications, LLC. Kelly Services Precious Kidz Pre-School and Day Care Broward Health Arts Office Network, Inc. MIASF

Table continues on the page below.

CareerSource Florida local workforce development board	Counties	Size of board of directors	Vacancies	Private sector organizations represented on current board
23 CareerSource South Florida	Monroe Miami-Dade	23	0	Air Conditioning and Refrigeration Pipefitters Local Union 725 Broward Health Foundation City National Bank Community Corporation Solutions, Inc. EB5Visa Fund, Inc. Gazitua Letelier PA, Public Private Partners Gibson Law Offices, P.A. International Finance Bank J.C. Associates LT Clayton & Brothers Enterprises, Inc. Roth Advisory Real Estate Development & Consulting Services Seaboard Marine Service Employees International Union (SEIU)/1199 The Beacon Council
24 CareerSource Southwest Florida	Glades Hendry Charlotte Lee Collier	24	4	Deangelis Diamond Construction The Carlisle Naples Ensite, Inc. US Sugar Ace Hardware Corporation Lee FP, Inc. c/o Cypress Cove Summit Broadband B&I Contractors Lee Health

SOURCE: Federal WIOA updated two-year reports, websites of local workforce development boards as of December 2022, federal WIOA updated two-year reports, and website information as of January 2023.

Local workforce development boards: Executive structure

The following summarizes the structure of executive positions across the current 24 local workforce development boards. For this report, two levels of positions (Level 0 and Level 1) are used to account for and normalize the variations seen in executive structures across all the local workforce development boards. Those two levels include:

- ▶ Level 0 (L0); including Presidents, Chief Executive Officers (CEO), and Executive Directors
- ▶ Level 1 (L1); including Vice Presidents, Chief Officers in other functions (e.g., Chief Financial Officer, Chief Operating Officer), Directors, and Deputy Directors

Where indicated, a *DUAL ROLE in the executive structure is a leadership role with responsibilities in more than one functional area. This information provides a comparable view of the leadership structure across the local workforce development board landscape.

Some high-level observations include:

- ▶ In many instances, executives serve in dual roles.
 - In certain instances, executives serve in two executive level positions (e.g., Vice President and Chief Finance and Administration Officer) or in a combined executive position (e.g., Director of Workforce Services and Communications).
 - In other instances, executives serve in dual roles with managerial or service delivery functions (e.g., Director of Communications and Program Coordinator).
 - The most common dual roles are found in Finance, followed by Vice President (or Director) of Workforce Services and Vice President (or Director) of Communications.
- ▶ There are multiple instances where a leadership team does not have executive level personnel or directors in any of the following five functional areas: human resources, information technology, workforce services, industry relations, or communications.
- ▶ Also observed are teams with an executive leader in each of these functional areas.
- ▶ The prevalence of dual roles demonstrates the variety of leadership structures throughout the workforce development board network.

The organizational information includes the following associated executive roles:

Level 0 (L0)

- ▶ President and Chief Executive Officer, Chief Executive Officer, President, Executive Director

The Level 1 executive positions have been grouped into eight functional areas. The variety of titles appearing in each group reflects the differences among local development workforce boards, not only in the naming of roles, but also in the organizational

structure to address functional areas. Each grouping is followed by dual roles, contracted roles, or part-time roles associated with the functional area.

Level 1 (L1)

- ▶ Chief Administration Officer; Executive Vice President; Deputy Director; Vice President of Administration; Director of Administration; Fiscal Director; Senior Vice President - Policy; Director of Planning, Grants, and Policies; Planning Grants and RFP Policies Director; Senior Vice President and Chief Impact Officer; Development Director; and General Counsel
- ▶ Chief Financial Officer; Senior Vice President Finance; Senior Vice President and Chief Financial Officer; Finance Director; Vice President Finance; Vice President of Accounting; Fiscal Director
 - Vice President of Administration and Accounting *DUAL ROLE
 - Director of Finance Administrative and Universal Services *DUAL ROLE
 - Vice President and Chief Finance and Administration Officer *DUAL ROLE
- ▶ Chief Operating Officer; Senior Vice President - Operations; Chief Operations Officer - Business Services; Vice President of Operations; Chief Operations Officer; Director of Operations; Vice President Compliance; Vice President of Fiscal and Administrative Compliance; Vice President Quality Assurance; Chief Operations Officer -Workforce Services
 - Director of Business Ops and Communications Director of Operations *DUAL ROLE
 - Senior Director (Regional Oversight, Performance & Compliance) *DUAL ROLE
- ▶ Senior Vice President Talent; Vice President Human Resources; Vice President Compensation and Benefits; Director of Human Resources; Executive Office Manager and HR; Vice President of HR and Professional Development
- ▶ Chief Information Officer; Vice President and Chief Technology Officer; Vice President of Innovation and Technology; Director of Data; Director of Information Technology; Director of Business Intelligence; Business Development Director; Technology Director; Vice President of MIS and Data Services
 - Director of IT and Business Services *DUAL ROLE
 - Vice President of Economic Development and Business Services, IT and Facilities Director *DUAL ROLE
- ▶ Chief Programs Officer; Vice President Director of Workforce Services; Senior Vice President of Impact; Senior Director of Programs; Regional Director; Director of DEO; Vice President of Policy and Programs; Senior Director Special Projects; Director of Programs; Services Director; Vice President Service Delivery; Programs Division Director
 - Program Director - Center Manager *DUAL ROLE
 - Director of Workforce Services and Communications *DUAL ROLE
 - General Contractor Managing Director *Contracted
 - Disaster Recovery Director (part time)

- ▶ Vice President Industry Relations; Director of Business Development; Director of Business Services; Vice President Strategic Initiatives; Vice President strategic partnerships; Senior Director Business Intelligence; Senior Vice President and Chief of Sector Partnerships; Vice President of Business and Community Development
 - Senior Director (Business and Employer Solutions and Special projects) * DUAL ROLE
- ▶ Vice President Communications; Vice President Strategic Communications; Director of Communications; Director of Outreach; Director of Marketing; Director of Digital Marketing
 - Vice President of Public Relations and Marketing and Equal Opportunity Officer * DUAL ROLE
 - Director of Communications and Program Coordinator* DUAL ROLE
 - Vice President of Communications and Business Relations *DUAL ROLE

In a future phase, additional research could help illuminate functional roles, support structures, and ways of working within the leadership structures in place. Findings could be used in Future State organization design, where applicable.

Source: CareerSource Florida website research, online provided organizational charts

Local workforce development boards: Manager and staff positions by function

The following summarizes the structure and function of management and staff positions across the current 24 local workforce development boards. The aim of this is to recognize the common functions and associated positions across these local workforce development boards, rather than unique models within particular local workforce development boards.

The specific functions at each local workforce development board are carried out by individuals serving in a variety of named positions. In many cases, individuals serve in dual positions and/or across multiple functions. While the job titles and specific duties of these positions vary, they can be grouped into six (6) primary functions, including:

- ▶ Facilities and access control
- ▶ Management information systems (MIS), analytics, and information technology
- ▶ Quality assurance, equal employment opportunity, compliance, monitoring, and policy
- ▶ Communications, outreach, marketing, and digital marketing
- ▶ Accounting
- ▶ Human resources

Staffing in the one-stop centers also includes a variety of named positions and roles, including positions for federal WIOA related programs, general business services, business services by sector, and shared staffing with the Department of Economic Opportunity (DEO). Such functions provided through direct services at one-stop centers include:

- ▶ Career services and job coaching
- ▶ Federal WIOA programs, including youth programs and eligibility specialists
- ▶ Business services, business development, and industry specific positions
- ▶ Special projects, which includes disaster recovery

Some key observations on the composition of management and staff positions include:

- ▶ Local workforce development boards use a variety of dual roles, part-time roles, temporary staffing roles, and contracted service roles to address their six (6) primary functions.
- ▶ While some local workforce development boards have either executive positions or managers corresponding to each of the six (6) functions, the majority do not. Most local workforce development boards address four (4) out of the six (6).
- ▶ Small population service areas correlate to smaller teams. Areas serving small populations face budget and resource constraints, reflected in smaller leadership teams and smaller staff numbers overall.

There may be opportunity to address all six (6) functions, special projects, and support specialization in a function, where needed, if local workforce areas are consolidated and staffing is combined.

This report does not suggest any consolidation or realignment actions. Instead, this information illustrates the benefits of a potential Future State where the CareerSource Florida network addresses organizational and operational functions without the disparities apparent in the current state. In a future phase, additional inquiry with each local workforce development board could be used for Future State organization design and staffing models across the six (6) primary functions, where applicable.

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Related Entities

Organizational and Operational Research Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Related Entities

This research entailed review of DEO and federal WIOA documentation to highlight details on each local workforce development board's structure, administrative and financial entities, and associated one-stop centers.

The table below provides details on each local workforce development board's entity classification, including their administrative entity, fiscal agent, the entity managing their one-stop centers, the direct provider of workforce development services, the provider of youth services, and the county consortium where this structure is in place. Of note:

- ▶ The administrative entity represents the designated organization or agency which has been certified by the state of Florida outlined in the federal WIOA agreement.
- ▶ The fiscal agent represents the organization that is responsible for performing the financial duties.
- ▶ The one-stop center operator is the entity managing the comprehensive career center providing multiple streams of services.
- ▶ The direct provider of workforce development services includes, but is not limited to, federal WIOA services.
- ▶ Providers of youth services are listed separately, and may be year-round, school year associated or summer services.
- ▶ The county consortium name is listed only where this structure was listed in the provided documentation.

Additional detail on locations is provided in the following section, *Leased and Associated Properties*.

Table 2.1 Local Workforce Development Board, Related Entities

CareerSource Florida local workforce development board	County	Administrative entity	Entity that is the fiscal agent	Entity that is the one-stop center operator	Direct provider of workforce development services	Provider of youth services	County Consortium
1 CareerSource Escarosa	Escambia Santa Rosa	CareerSource Escarosa	CareerSource Escarosa	CareerSource Escarosa	CareerSource Escarosa	Escambia County Public Schools, Santa Rosa County School District, Children's Home Society	
2 CareerSource Okaloosa Walton	Okaloosa Walton	CareerSource Okaloosa Walton	CareerSource Okaloosa Walton	CareerSource Okaloosa Walton	CareerSource Okaloosa Walton	CareerSource Okaloosa Walton	
3 CareerSource Chipola	Holmes Washington Jackson Calhoun Liberty	CareerSource Chipola	CareerSource Chipola	Linda Sumblin, contractor	CareerSource Chipola	CareerSource Chipola	Chipola Regional Workforce Development Consortium
4 CareerSource Gulf Coast	Bay Gulf Franklin	CareerSource Gulf Coast	CareerSource Gulf Coast	Gulf Coast State College	Gulf Coast State College	Gulf Coast State College	

CareerSource Florida local workforce development board	County	Administrative entity	Entity that is the fiscal agent	Entity that is the one-stop center operator	Direct provider of workforce development services	Provider of youth services	County Consortium
5 CareerSource Capital Region	Gadsden Leon Wakulla	CareerSource Capital Region	CareerSource Capital Region	Educational Data Systems, Inc. (EDSI)	C2 Global Professional Services, LLC.	C2 Global Professional Services, LLC.	Gadsden, Leon, and Wakulla Workforce Development Consortium
6 CareerSource North Florida	Jefferson Madison Taylor Lafayette Hamilton Suwannee	CareerSource North Florida	CareerSource North Florida	Educational Management and Services (EMS)	CareerSource North Florida	CareerSource North Florida	North Florida Workforce Consortium
7 CareerSource Florida Crown	Dixie Columbia Union Gilchrist Marion Citrus	CareerSource Florida Crown	CareerSource Florida Crown	Dr. Ron Natale-Educational Management and Services FL, LLC.	CareerSource Florida Crown	CareerSource Florida Crown	consortium
8 CareerSource Northeast Florida	Baker Nassau Duval Clay St. Johns Putnam	CareerSource Northeast Florida	CareerSource Northeast Florida	LDW Group, LLC.	CareerSource Northeast Florida	Eckerd Youth Alternatives, Inc., Generation USA, St. Johns County School District, First Coast Technical College The Arc of Putnam County, Wealth Watchers, Inc.	First Coast Workforce Development Consortium
9 CareerSource North Central Florida	Bradford	CareerSource North Central Florida	Alachua County Clerk of Court	SCAD Media	CareerSource North Central Florida	CareerSource North Central Florida	Dual County Workforce Development Council (DCWDC)
10 CareerSource Citrus Levy Marion	Levy	CareerSource Citrus Levy Marion	CareerSource Citrus Levy Marion	Thomas P. Miller & Associates	CareerSource Citrus Levy Marion	Eckerd Connects (Youth)	consortium
11 CareerSource Flagler Volusia	Flagler Volusia	CareerSource Flagler Volusia	CareerSource Flagler Volusia	Career Steps Inc.	Case Management, Inc. (CMI)	Eckerd Connects, Flagler County Schools, George Washington Carver Foundation	

CareerSource Florida local workforce development board	County	Administrative entity	Entity that is the fiscal agent	Entity that is the one-stop center operator	Direct provider of workforce development services	Direct provider of Youth services	County Consortium
12 CareerSource Central Florida	Seminole Orange Osceola Lake Sumter	CareerSource Central Florida	CareerSource Central Florida	TEAM, LLC.	CareerSource Central Florida	CareerSource Central Florida	Joint Consortium
13 CareerSource Brevard	Brevard	CareerSource Brevard	CareerSource Brevard	C2 Global professional Services, LLC.	C2 Global Professional Services, LLC.	C2 Global Professional Services, LLC.	
14 CareerSource Pinellas	Pinellas	CareerSource Pinellas	CareerSource Pinellas	Kaiser Group, Inc., doing business as Dynamic Workforce Solutions	CareerSource Pinellas	Pinellas Education Foundation (PEF)	
15 CareerSource Tampa Bay	Hillsborough	CareerSource Tampa Bay	CareerSource Tampa Bay	Educational Data Systems, Inc.	Educational Data Systems, Inc.	CareerSource Tampa Bay	
16 CareerSource Pasco Hernando	Hernando Pasco	CareerSource Pasco Hernando	CareerSource Pasco Hernando	Gulf Coast Jewish Family Community Services	CareerSource Pasco Hernando, Goodwill-Suncoast Industries, Gulf Coast Jewish Family Services, Pinellas County Urban League	Eckerd Connects/Workforce Development.	
17 CareerSource Polk	Polk	CareerSource Polk	CareerSource Polk	CareerSource Polk	CareerSource Polk	CareerSource Polk	
18 CareerSource Suncoast	Sarasota Manatee	CareerSource Suncoast	CareerSource Suncoast	Education Management and Services, LLC.	CareerSource Suncoast, Goodwill Manasota, Gulf Coast Legal Services	CareerSource Suncoast	
19 CareerSource Heartland	Hardee DeSoto Highlands Okeechobee	CareerSource Heartland	CareerSource Heartland	CareerSource Heartland	CareerSource Heartland	South Florida State College	Heartland Workforce Investment Consortium
20 CareerSource Research Coast	Martin St. Lucie Indian River	CareerSource Research Coast	CareerSource Research Coast	CareerSource Research Coast	CareerSource Research Coast	Eckerd Youth Alternatives	Treasure Coast Workforce Consortium

CareerSource Florida local workforce development board	County	Administrative entity	Entity that is the fiscal agent	Entity that is the one-stop center operator	Direct provider of workforce development services	Direct provider of Youth services	County Consortium
21 CareerSource Palm Beach County	Palm Beach	CareerSource Palm Beach County	CareerSource Palm Beach County	CareerSource Palm Beach County	CareerSource Palm Beach County	CareerSource Palm Beach County	Palm Beach Workforce Development Consortium
22 CareerSource Broward	Broward	CareerSource Broward	CareerSource Broward	Workforce Guidance Associates, LLC.	Integrated Staffing Group, LLC.	Broward County Public Schools (BCPS), Fort Lauderdale Independence Training & Education (FLITE), HANDY, Center for Independent Living (CIL), SBBC tutoring, CSBD summer youth employment program	consortium
23 CareerSource South Florida	Monroe Miami-Dade	CareerSource South Florida	CareerSource South Florida	CareerSource South Florida in process, previously Arbor E&T, LLC.	Arbor E&T, LLC. Youth Co-Op Miami Dade College, College of the Florida Keys	Youth Co-Op, Adult Mankind Organization, Inc. (AMO), Cuban American National Council, Inc. (CNC), Community Coalition, Inc.	
24 CareerSource Southwest Florida	Glades Hendry Charlotte Lee Collier	CareerSource Southwest Florida	CareerSource Southwest Florida	Thomas P. Miller & Associates	CareerSource Southwest Florida	CareerSource Southwest Florida	Southwest Florida Job Training Consortium

Source: Federal WIOA two-year update reports as of January 2023



Leased and Associated Properties

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Phase 2 of the Local Workforce Development Board Alignment Evaluation

The table starting below provides an overview of the sites, access points, and notes on property information across the current 24 local workforce development boards. The table is organized by current CareerSource Florida local workforce development board, and then by county. For each county, sites are indicated as to whether a comprehensive one-stop center and/or satellite sites, affiliate sites, or service locations are present in the county. As shown, local workforce development areas may have multiple access points in one county, as well as multiple satellite sites, affiliate sites, and specialized sites.

Where mobile units are mentioned in the local workforce development board federal WIOA reports, this is indicated with an “x.” In some areas, mobile units specifically provide services in counties and areas without satellite offices. Mobile units also are used in areas alongside comprehensive and satellite, affiliate, and specialized sites, serving as additional points of access. Some areas also mention using the mobile unit to conduct workshops as well as to provide access to core services.

The Kiosk column refers to Virtual One-stop Service greeter kiosks, or VOS. Where kiosks are mentioned in reports, this is indicated with an “x.” Kiosks may be in use at any site, including providing additional access points in libraries and community centers. This information may have changed since the time when this research was conducted and may not be comprehensive.

Lease notes are organized by local workforce development board, rather than by specific county or address. Rather than providing comprehensive information on leases, many ICRP reports indicate leases in financial statements as combined line items. Of note:

- ▶ Lease information appears on some CareerSource Florida local workforce development board websites with reporting documents and procurement contracts.
- ▶ Six local workforce development boards mention leases as a part of the two-year update federal WIOA report.
- ▶ Additional lease information is indicated in ICRP reports, based on line items in financial reports.
- ▶ Local workforce development boards provide co-located on-site workspace to providers and partners in Infrastructure Agreements (IFA), and Memorandum of Understanding (MOU).

Lease information varies and may include information on utilities and/ or special terms concerning non-equal monthly payments.

CareerSource Florida local workforce development board	County	Comprehensive one-stop Centers	Satellite/affiliate /specialized centers**	Mobile	Kiosks (VOS)	Lease indicated
1 CareerSource Escarosa	Escambia	x	x			Lease and utilities allocated to cost pool.
	Santa Rosa		x			
2 CareerSource Okaloosa Walton	Okaloosa	x	x	x		Lease and utilities, allocated to cost pool.
	Walton		x			
3 CareerSource Chipola	Holmes					Lease, separate utilities, allocated to cost pool.
	Washington		x			
	Jackson	x				
	Calhoun		x			
	Liberty					

CareerSource local workforce development board	County	Comprehensive one-stop Centers	Satellite/affiliate /specialized centers**	Mobile	Kiosks (VOS)	Lease indicated
4 CareerSource Gulf Coast	Bay	x	x	x		Lease includes utilities, allocated to cost pool, noted payments not charged in equally monthly payments.
	Gulf		x			
	Franklin		x			
5 CareerSource Capital Region	Gadsden	x		x		Lease separate from utilities, allocated to cost pool.
	Leon	x	x			
	Wakulla	x				
6 CareerSource North Florida	Jefferson		x	x		Leases, various included or separate utilities, allocated to cost pool.
	Madison	x				
	Taylor		x			
	Lafayette		x			
	Hamilton		x			
	Suwannee		x			
7 CareerSource Florida Crown	Dixie		x			Lease includes utilities, partially allocated to cost pool.
	Columbia	x				
	Union					
	Gilchrist					
8 CareerSource Northeast Florida	Baker		x	x		Leases, variously include utilities, allocated to cost pool, noted equal monthly terms.
	Nassau	x				
	Duval	x	x			
	Clay	x				
	St. Johns	x				
	Putnam	x				
9 CareerSource North Central Florida	Bradford			x		Leases separate from utilities, allocated to cost pool.
	Alachua	x				
10 CareerSource Citrus Levy Marion	Levy		x	x	x	Lease allocated to cost pool.
	Marion	x	x			
	Citrus		x			
11 CareerSource Flagler Volusia	Flagler		x			Leases variously included utilities, allocated to coast pool.
	Volusia	x	x			
12 CareerSource Central Florida	Seminole	x	x	x	x	Leases and utilities allocated to cost pool.
	Orange		x			
	Osceola		x			
	Lake		x			
	Sumter		x			
13 CareerSource Brevard	Brevard	x	x			Leases separate from utilities, allocated to cost pool.

CareerSource Florida local workforce development board	County	Comprehensive one-stop Centers	Satellite/affiliate /specialized centers**	Mobile	Kiosks (VOS)	Lease indicated
14 CareerSource Pinellas	Pinellas	x	x			Lease costs allocated.
15 CareerSource Tampa Bay	Hillsborough	x	x			Leases, variously including utilities, allocated to cost pool.
16 CareerSource Pasco Hernando	Hernando	x		x	x	Leases and utilities, allocated to cost pool.
	Pasco	x				
17 CareerSource Polk	Polk	x				Leases include utilities, allocated to cost pool.
18 CareerSource Suncoast	Sarasota	x	x			Leases separate from utilities allocated to cost pool.
	Manatee		x			
19 CareerSource Heartland	Hardee		x			Leases and utilities allocated to cost pool.
	DeSoto		x			
	Highlands	x				
	Okeechobee		x			
20 CareerSource Research Coast	Martin		x	x		Leases allocated to cost pool.
	St. Lucie	x	x			
	Indian River		x			
21 CareerSource Palm Beach County	Palm Beach	x	x		x	Lease separate from utilities, allocated to cost pool.
22 CareerSource Broward	Broward	x				Leases separate from utilities, allocated to cost pool.
23 CareerSource South Florida	Monroe	x		x	x	Leases separate from utilities, allocated to cost pool.
	Miami-Dade	x	x			
24 CareerSource Southwest Florida	Glades		x			Leases variously include utilities, allocated to cost pool.
	Hendry	x	x			
	Charlotte	x				
	Lee	x	x			
	Collier	x				

** Category includes satellites centers, affiliate centers, specialized centers, business centers, and tech centers. Additional access points are included under kiosks.

Sources: Federal WIOA two-year update reports as of January 2023, Kiosk information reported Phase 1, ICRP reports as of December 2022, CareerSource local workforce development board websites, as of December 2022.



Case Management Tools and Software Vendors

Organizational and Operational Research Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

CRM and software

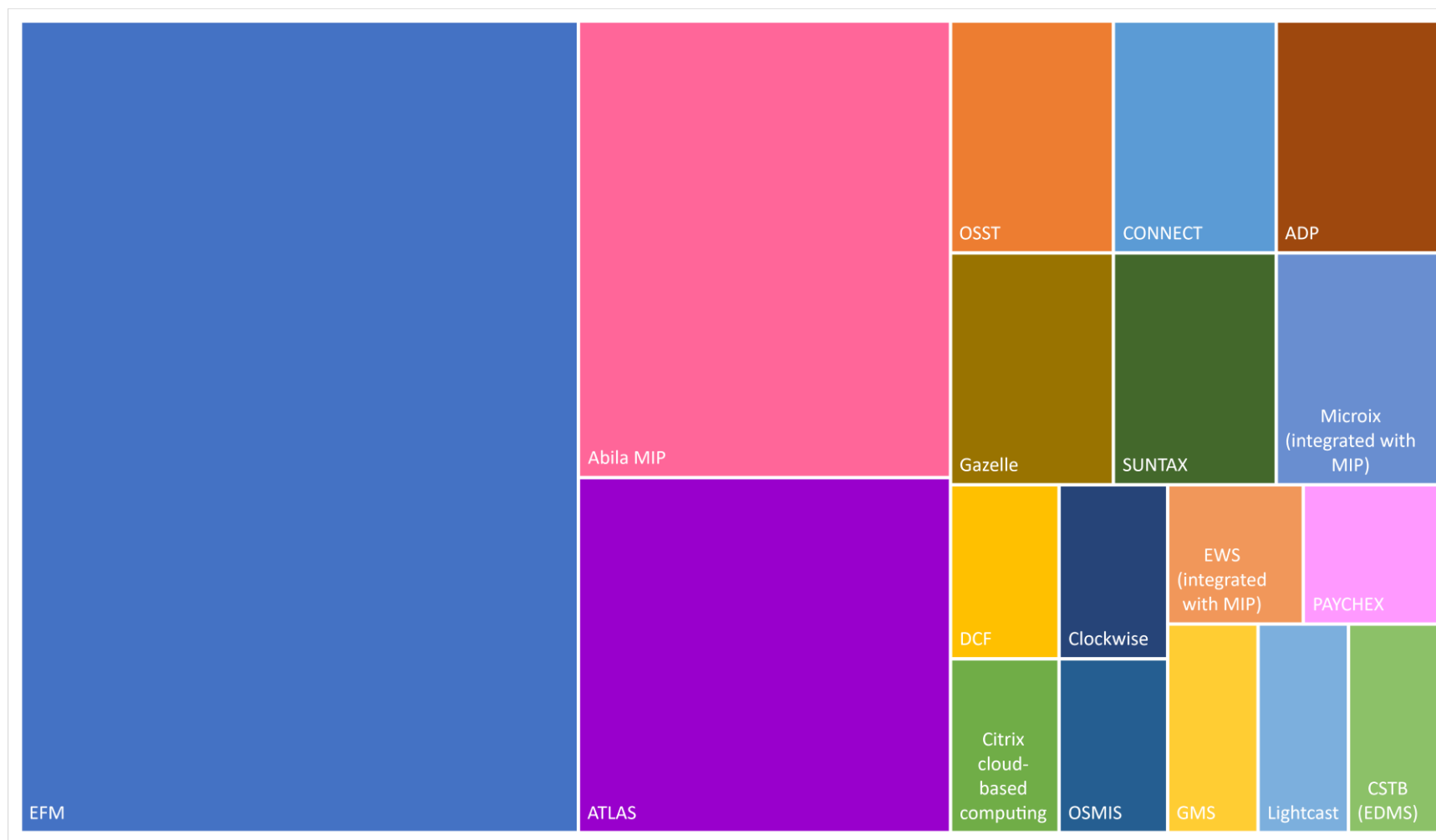
This section provides an overview of the landscape of customer relationship management (CRM), financial and payroll management, and other key administrative software applications in use across the CareerSource Florida network. This listing is not intended to be exhaustive of all software applications in use and relies on information provided in ICRP reports from 2022. Other purpose-specific applications may certainly exist in the environment.

The landscape of unique CRM, financial and payroll management, and other key administrative software applications found among the 24 local workforce development boards includes, but is not limited to:

- ▶ Employ Florida Marketplace (EFM)
- ▶ One-Stop Service Tracking (OSST)
- ▶ Automated Tracking, Linking, and Archiving Solution (ATLAS)
- ▶ Document Composition Facility (DCF)
- ▶ Healthcare Tracking Software (CONNECT)
- ▶ Citrix cloud-based computing
- ▶ Clockwise time and attendance
- ▶ ADP timekeeping
- ▶ Abila MIP fund accounting software
- ▶ Gazelle (career service payments system)
- ▶ Operating and Support Management Information System (OSMIS)
- ▶ Portal Production System and Digital asset management (SUNTAX)
- ▶ Microix timekeeping, integrated with Abila MIP
- ▶ Employee web services (EWS) timekeeping (integrated with MIP)
- ▶ PAYCHEX payroll
- ▶ GMS Accounting and Financial Management/Reporting System
- ▶ Lightcast
- ▶ CSTB's Electronic Document Management System (EDMS)
- ▶ GHG Corporation online timesheet

A relative frequency table is provided on the next page, depicting the breadth of use of those applications among the local workforce development boards. The size of each box correlates to the frequency of which each software was mentioned in reports. As such, Employ Florida Marketplace (EFM) is shown to be used by all 24 local workforce development boards, and the CSTB Electronic Document Management System (EDMS), while used by at least one of the local workforce development boards, is shown to be the least commonly mentioned software of all analyzed.

Table 4.1 Local Workforce Development Board CRM and Other Software



Financial software including accounting, payroll, and timekeeping software

Financial software was mentioned in the narrative of some ICRP reports and some federal WIOA reports. However, some software may be used more broadly than the local workforce development boards indicated.

In local workforce development areas with lower population densities, the following tools were mentioned for financial accounting, payroll, and grants management:

- Gazelle (payments)
- Microix (timekeeping)
- MIP Financial accounting system
- Paychex (payroll)

In local workforce development areas with higher population densities¹, the following tools were mentioned for financial accounting payroll and grants management:

- ADP timekeeping
- Clockwise
- GMS Accounting and Financial Management/Reporting System
- MIP fund accounting
- Some simply indicated “payroll company” for CSS staff

Micro Information Product (MIP) Nonprofit Series Pro for fund accounting was mentioned most often. This software, specifically developed for nonprofit entities, can be integrated with various payment and timekeeping modules. Integrations with MIP are in varying use in the CareerSource Florida network. At least one local workforce development board is using a web based online timesheet developed by GHG Corporation.

Standardization of financial software could bring potential benefits to the CareerSource Florida network, however, there are many other factors to consider, including:

- Cost of the software
- Local or state level ownership of the software license
- Differences in staffing models
- Degree of staff specialization
- Local budget

Additional considerations include, but are not limited to, implementation processes where a software is not already in use, change management for employees and impacted users, and ongoing training.

¹ Population density is calculated using Residents ages 16-64 per square mile. Full data table in Appendix. Higher density >400.

Administrative software, CRM, and digital asset management tools

Administrative software, in addition to Employ Florida Marketplace (EFM), was mentioned in the narrative of some ICRP reports and some federal WIOA reports and may be used more broadly.

In local workforce development areas with lower population densities, the following administrative tools were mentioned:

- One-Stop Service Tracking (OSST)
- Automated Tracking, Linking, and Archiving Solution (ATLAS)
- Citrix cloud-based computing

In local workforce development areas with higher population densities,² the following administrative tools were mentioned:

- SUNTAX - Digital Asset Management
- Automated Tracking, Linking, and Archiving Solution (ATLAS)
- CSTB's Electronic Document Management System (EDMS)
- Operating and Support Management Information System (OSMIS) - reporting

Overall, ATLAS software appears to be in use at the same time as EFM in at least 25 percent of all boards. There did not appear to be a connection between third-party operation of one-stop centers and choice of software. However, this should be confirmed prior to any effort towards standardization and process improvement.

Data service subscriptions and software used for programs and online learning

Noted in the stakeholder engagement exercises, local workforce development boards make use of important data service subscriptions. These subscriptions, and additional software prevalent among local workforce development boards, include, but are not limited to, labor market information services, such as Work Number.

From federal WIOA reports and ICRP, the following are also used as sources of information or services by at least one local area workforce development board:

- 2016-2020 American Community Survey 5-Year
- ACS 5-Year Estimates
- Bureau of Workforce
- Civilian Labor Force Level (FRED)
- Florida Department of Economic Opportunity Labor Market Information
- Google Maps
- Infogroup, Omaha, NE
- Internal Revenue Service, Statistics of Income
- Labor Estimating Conference (LEC)

² Population density is calculated using Residents ages 16-64 per square mile. Full data table in Appendix. Higher density >400.

(continued from above)

- ▶ LinkedIn
- ▶ National Skills Coalition's Florida's Forgotten Middle
- ▶ Statistics and Economic Research
- ▶ US Bureau of Economic Analysis
- ▶ US Census Bureau
- ▶ [www.infoplease.com \(census/Florida\)](http://www.infoplease.com/census/Florida)

Several local workforce development boards also mentioned using specific software or technology related programs, such as web-based portal systems, for customer intake.

At least one local area workforce development board also mentioned online skills programs and e-courses such as:

- ▶ Alison
- ▶ GCF Global Learn free
- ▶ Learn Key - an authoring tool for the creation and customization of interactive online and mobile courses
- ▶ Connect - a learning software

Organizational structures to enable sharing these innovative practices would bring benefits to the CareerSource Florida network more broadly. In a future phase, inquiry with each local workforce development board could be used to understand the complete landscape of software applications in use across the local workforce development boards. Findings from such efforts could: support efforts to promote best practices in software application use for similar purposes; reduce software purchase and licensing costs overall through joint purchasing; and provide access to software capabilities and subscriptions heretofore unavailable to low density population areas.

Sources: ICRP reports as of December 2022.



Partners and Programs
Organizational and Operational Research Report
Phase 2 of the Local Workforce Development Board Alignment Evaluation

This section presents information on CareerSource Florida partners and programs, drawing from federal WIOA two-year update reports from 2022 to provide additional information to the Phase 1 Report (Findings Report: Phase One Local Workforce Development Board Alignment Evaluation), available through CareerSource Florida. As the local workforce development boards comply with federal WIOA requirements, many programs are common across the 24 local workforce development boards. Services are also provided through DEO positions. Programs that were highlighted in the federal WIOA reports are recorded below. This is not an exhaustive list of all partners and programs, but instead provides an overview of the landscape of programs in the CareerSource Florida network.

Some local workforce development boards list federal WIOA and federal WIOA Youth without additional detail. Within the highlighted federal WIOA programs, some local workforce development boards included Wagner-Peyser program services, Vocational Rehabilitation, and other specific services. The term federal WIOA, as well as the component parts, are included below, as this appears both in Phase 1 research and in this Phase 2 research, which was conducted using the federal WIOA updated two-year reports.

All local workforce development boards identified partners and programs from the community, in addition to those listed with abbreviations. These organizations are found in the column “Additional partners from the community.” Some local workforce development boards included grant programs in the reporting, and these are listed where known. However, if grant information is not listed, this does definitively indicate that grants are not in use. Many reports reviewed in this research did not include this level of grant detail.

Key to Partners and Programs abbreviations:

- ▶ DBS - Division of Blind Services (Department of Education)
- ▶ DVOP - Disabled Veteran Outreach Program
- ▶ JVSG - Jobs for Veterans State Grants
- ▶ LVER - Local Veterans Employment Representatives
- ▶ RESEA - Reemployment Services and Eligibility Assessment
- ▶ SCSEP (NCBA) - US Department of Labor Senior Community Service Employment Program (National Caucus & Center on Black Aging)
- ▶ SCSEP (AARP) - US Department of Labor Senior Community Service Employment Program (American Association of Retired Persons Foundation)
- ▶ SNAP - Supplemental Nutrition Assistance Program
- ▶ SNAP E&T - Supplemental Nutrition Assistance Program Employment and Training
- ▶ TAA - Trade Adjustment Assistance
- ▶ TANF- Temporary Assistance to Needy Families
- ▶ VOC - Division of Vocational Rehabilitation (Department of Education) (federal WIOA Title IV)
- ▶ WIOA - Workforce Innovation and Opportunity Act
- ▶ W-P - Wagner-Peyser Program Services (federal WIOA Title III)
- ▶ WTP - Welfare Transition Program

In the table below, information that has been updated since the Phase 1 report is indicated with an asterisk (*). Information on the number of job seekers served and the eligibility requirements for the major programs was not available. Major partners, including business partners in the economic community and nonprofit partners, are drawn from provided sources. This information was used to develop table 1.1 *Local Workforce Development Boards: Board Member Composition* above. Together this provides an overview of the partner, program, and private sector landscape in the CareerSource Florida network.

Table 5.1 Local Workforce Development Board Partners and Programs

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
1 CareerSource Escarosa	Escambia Santa Rosa	CareerSource Escarosa	RESEA* SNAP* TAA* Veterans Services (general) VOC federal WIOA federal WIOA Youth Program W-P WTP	Children's Home Society Community Action Program Committee Escambia County School District Private Colleges/Universities Providers of Adult Education services Santa Rosa County School District State College System
2 CareerSource Okaloosa Walton	Okaloosa Walton	CareerSource Okaloosa Walton	JVSG RESEA SCSEP SNAP E&T TAA TANF federal WIOA W-P	Career and Technical Education (Perkins IV) Community Services Block Grant (Tri-County Community Council) Disability Program Navigator Florida Division of Blind Services IT consulting Military Family Employment Advocacy Program US Social Security Administration (Ticket to Work program) Unemployment Programs (RA)
3 CareerSource Chipola	Holmes Washington Jackson Calhoun Liberty	Linda Sumblin, contractor	SCSEP SNAP TAA VOC federal WIOA WTP	Chambers of Commerce County School Boards Early Learning Coalition of NW Florida Florida Panhandle Technical College Florida's Great Northwest FPTC advisory Juvenile Justice Advisory Councils Local Veterans Employment Representative Disabled Veterans Outreach Program Opportunity Florida (Ec. Dev.) US Social Security Administration (Ticket to Work program) Tobacco Free Florida Transportation Disadvantaged Coordinating Boards, Chipola College

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
4 CareerSource Gulf Coast	Bay Gulf Franklin	Gulf Coast State College	DBS* DVOP SCSEP TAA TANF Veterans Services (general) VOC federal WIOA W-P	Adecco* Bay District Schools* Career and Technical Education (Perkins) Christian Community Development Fund Goodwill Industries Gulf Coast State College Hurricane Michael Dislocated Worker Grant Military Family Employment Advocate Program QLM & Butterfly training* Royal American Management* US Social Security Administration (Ticket to Work program) Summer Youth Leadership Program Tri-county Community Council* Unemployment Compensation Programs U.S. Department of Commerce Apalachicola Bay Fishery Disaster Recovery Project
5 CareerSource Capital Region	Gadsden Leon Wakulla	Educational Data Systems, Inc	RESEA SCSEP (NCBA) SNAP SNAP E&T TANF Veterans Services (general) VOC federal WIOA federal WIOA Youth W-P	AARP Adult Basic Education (Leon County School System) Capital Area Community Action Agency Dynamic Educational Systems Inc.* Early learning Coalition of the Big Bend Region Emergency Care Health Org.* Heritage services Corporation*
6 CareerSource North Florida	Jefferson Madison Taylor Lafayette Hamilton Suwannee	Educational Management and Services, (EMS)	SCSEP (NCBA) VOC federal WIOA	ARC of the Big Bend Big Bend Technical College Blind Services Community Service Block Grant (provided through SREC and CACAA) Community Action Agency (Suwannee River Economic Council Department of Children and Families Department of Corrections Probation and Parole Department of Economic Opportunity Madison County School District Adult Education North Florida College River Oak Technical College

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
7 CareerSource Florida Crown	Dixie Columbia Union Gilchrist	Dr. Ron Natale-Educational Management and Services FL, LLC.	SCSEP (NCBA) SNAP TAA TANF VOC federal WIOA	Able Trust Bridges of America Department of Children and Families Department of Juvenile Justice Florida Gateway College Jobs for Veterans State Grants School Boards of Columbia and Union Counties Second Chance Act Suwannee River Economic Council Unemployment Programs
8 CareerSource Northeast Florida	Baker Nassau Duval Clay St. Johns Putnam	LDW Group, LLC.	DBS SCSEP (AARP)* SCSEP (NCBA) SNAP TAA VOC federal WIOA W-P	Florida State College at Jacksonville - Adult Education and Family Literacy Jacksonville Housing Authority Jacksonville Job Corps Jobs for Veterans Northeast Florida Community Action Agency Operation New Hope (Second Chance Grant) Unemployment Compensation
9 CareerSource North Central Florida	Bradford Alachua	SCAD media	RESEA SCSEP SNAP TAA TANF Veterans Services VOC federal WIOA W-P WTP	AARP Community Development Block Grants Department of Children and Families Federal H-1B grant programming Housing and Urban Development employment and assistance programs Institute for Workforce Innovation Youth build North Florida Tech College Santa Fe College School Board of Alachua County School Board of Bradford County
10 CareerSource Citrus Levy Marion	Levy Marion Citrus	Thomas P. Miller & Associates	SNAP TAA VOC federal WIOA W-P Veteran services	(CEP) Citrus County Chamber of Commerce* Center for Independent Living* College of Central Florida College of Central Florida - Levy Campus Community Action Job Corps referrals Marion County Homeless Council* Marion Technical College (Marion SB)* Mid Florida Community Services* Mid Florida Homeless Coalition, Inc.* Nature Coast Business Development Council* North Central Florida Regional Housing Authority* North Central Tier Workforce Coalition* Ocala/Marion County Chamber and Economic Partnership* Pace Center for Girls* Pinellas County Urban League* US Social Security Administration (Ticket to Work program)

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
11 CareerSource Flagler Volusia	Flagler Volusia	Career Steps, Inc.	SCSEP* SNAP TAA TANF VOC federal WIOA W-P	Agricultural and Labor Program Bethel African Methodist Episcopal Church Career and Technical Education Case Management Inc, Community Resource Center - DeLand Community Services Block Grant Emmanuel Church Flagler Technical Institute Henkels & McCoy Job Corp Jobs for Veterans State Grants Northeast Florida Community Action Agency Northwood Village Neighborhood Network Center Oak Hill Community Resources Center Palmetto Park Neighborhood Network Center Pine Haven Neighborhood Network Center Road to Success SaSO Training Initiatives, Inc Volusia County Community Assistance Division
12 CareerSource Central Florida	Seminole Orange Osceola Lake Sumter	TEAN, LLC.	SCSEP* TAA TANF VOC federal WIOA W-P	Career and Technical Education Community Services Block Grant Jobs for Veterans State Grants Migrant and Seasonal Farmworker US Social Security Administration (Ticket to Work program) YouthBuild
13 CareerSource Brevard	Brevard	C2 Global professional Services, LLC.	SCSEP (AARP) TAA TANF VOC federal WIOA W-P	BCSB Brevard Achievement Center* Career and Technical Education (Perkins V) Childcare Community Services Block Grant Disabled Veterans' Outreach Program HUD Employment and training programs Job Corp Local Veterans' Employment Representatives US Social Security Administration (Ticket to Work program) Unemployment Compensation Programs
14 CareerSource Pinellas	Pinellas	Kaiser Group, Inc., doing business as Dynamic Workforce Solutions	DVOP LVER SCSEP TAA TANF VOC federal WIOA W-P	Career and Technical Education (Perkins) Community Services Block Grant HUD Employment and training programs Job Corps National Farmworker Jobs Program Unemployment (UI) Compensation Programs YouthBuild US Social Security Administration (Ticket to Work program)

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
15 CareerSource Tampa Bay	Hillsborough	Educational Data Systems, Inc.	AARP DVOP LVER SCSEP* TAA VOC federal WIOA W-P	Division of Blind Services Gulf Coast Jewish Community Care Housing And Education Alliance Job Corps Odle Management Group, Early Learning Coalition Dress for Success School Board of Hillsborough County (Carl Perkins and Adult Education) School Board of Hillsborough County (Farmworkers) Tampa Bay Academy of Hope (Re-Entry & YouthBuild) Tampa Housing Authority (HUD) Tampa Housing Authority (YouthBuild) Unemployment Compensation Programs
16 CareerSource Pasco Hernando	Hernando Pasco	Gulf Coast Jewish Family Community Services	DVOP LVER RESEA SCSEP SNAP TAA TANF VOC federal WIOA W-P WTP	AmSkills (American Manufacturing Skills) Initiative* Career Academies* Community Services Block Grant (CSBG)* Disabled Veterans' Outreach Program Gulf Coast Jewish Family and Community Services Iron Workers Union* Job Corps* Local Veterans' Employment Representative Lutheran Services Mid-Florida Community Services Opioid Recovery Program, funded by USDOL* Pinellas County Urban League* Tampa Bay Partnership (TBP) Education Committee* The Noncustodial Parent (NCP) Choices* The Arc Nature Coast* US Social Security Administration (Ticket to Work program)* Title I/Career and Technical Education (CTE)* Tobacco Free Florida Unemployment Compensation Programs VR Transition Youth Services* Withlacoochee River Electric Cooperative (WREC) * Workforce Re-Entry Program, funded by Pasco County WREC is a Registered Apprenticeships Program*

Table continues on the page below.

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
17 CareerSource Polk	Polk	CareerSource Polk	RESEA SNAP E&T TAA TANF VOC VR* federal WIOA W-P WTP SCSEP (AARP) JVSG	Adult Education & Family Literacy* Agricultural and Labor Program ALPI CareerSource Polk TABE Testing Lab, and CareerSource Polk Business Services Community Services Block Grant (CSBG)* HHS* HUD* Job Corps Migrant Seasonal Farmworker Polk County Public Schools Rebuild Florida Veterans program Youth Build
18 CareerSource Suncoast	Sarasota Manatee	Education Management and Services, LLC.	DVOP LVER SCSEP (AARP) SNAP TAA TANF VOC federal WIOA W-P	Career and Technical Education (CTE) Community Action Agency for Manatee and Sarasota Counties Dept Business and Professional Regulation Farm & Child Labor Division of Blind Services Goodwill Manasota Gulf Coast Legal Services Job Corp of Pinellas Local Veterans Employment Representatives Manatee and Sarasota Counties HUD Manatee Co School District Manatee Community Action Agency Manatee Community Action Agency Migrant Seasonal Farm Worker services Sarasota Co School District Sarasota County Health and Human Services State of Talent Conference* THRIVE*
19 CareerSource Heartland	Hardee DeSoto Highlands Okeechobee	CareerSource Heartland	AARP DVOP LVER RESEA SCSEP SNAP TAA TANF VOC federal WIOA W-P	Agricultural and Labor Program (Community Services Block Grant) DeSoto and Hardee County School Districts with Indian River and South Florida State Colleges Delivery Adult Education and Literacy Program services Division of Blind Services Jobs for Veterans Grants, Local Veterans Highway Park Neighborhood Council

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
20 CareerSource Research Coast	Martin St. Lucie Indian River	CareerSource Research Coast	DVOP LVER RESEA SCSEP (AARP) SNAP TAA TANF Veterans Services VOC federal WIOA W-P	Boys and Girls Club Business Development Board of Martin County* Children's Services Councils, Early Learning Coalitions* City of Fellsmere, City of Fort Pierce, City of Sebastian, City of Stuart Police Department, Department of Juvenile Justice Community Service Block Grant, Department of Juvenile Justice, Deveraux Do You Give A Ruck, Inc.* Economic Development Organizations* Economic Opportunities Council* Green Collar Task Force* IGNITE Youth Alliance* Incubate Neighborhood Center* Indian River County Sheriff's Department* local chambers of commerce* Migrant and Seasonal Farmworker services Mustard Seed* Project Lift* Restoring the Village Gang Initiative* Treasure Coast Builders Association* Treasure Coast Homeless Service Council* Treasure Coast Manufacturer's Association* United Against Poverty* Workforce Readiness Taskforce* YouthBuild

Table continues on the page below.

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
21 CareerSource Palm Beach County	Palm Beach	CareerSource Palm Beach County	DBS SCSEP (AARP) TAA Veterans Affairs VOC federal WIOA W-P	Agency for Persons with Disabilities* Community Services Block Grant - Community Action Program* Delray Beach Housing Authority Easter Seals Farmworker Coordinating Council of Palm Beach County, Inc. Greenacres Vet Center for Disabled Veterans Outreach Program* Gulfstream Goodwill Industries Hands Together of the Palm Beaches, Inc.* HUD Employment and training Program - Palm Beach County Housing Authority* Jupiter Vet Center for Disabled Veterans Outreach Program Palm Beach County Public Safety Department* Palm Beach County's Hospitality Training Program Palm Beach Medical Center* Palm Beach State College School Board of Palm Beach County* SouthTech Academy The Lord's Place, Inc. * Urban League of Palm Beach County Wounded Veterans Relief Fund (Wounded Warriors of South Florida)
22 CareerSource Broward	Broward	Workforce Guidance Associates, LLC.	SCSEP SNAP TAA TANF VOC federal WIOA W-P	Adult Education and Family Literacy Act Programs Career and Technical Education Community Service Block Grant Jobs for Veterans Grant Reemployment Assistance Second Chance Act YouthBuild
23 CareerSource South Florida	Monroe Miami-Dade	CareerSource South Florida in process, previously Arbor E&T, LLC.	DVOP LVER RESEA SCSEP SNAP E&T TAA VOC federal WIOA W-P WTP	Career Technical Education (Perkins) Early Learning Coalition Jobs for Veterans Grants, Local Veterans United Way Miami U.S. Department of Labor Senior Service Veterans Program

CareerSource Florida local workforce development board	County	One-stop center operator	Partner and Program Highlights	Additional partners from the community (*updated from federal WIOA two-year reports)
24 CareerSource Southwest Florida	Glades Hendry Charlotte Lee Collier	Thomas P. Miller & Associates	DBS* DVOP RESEA SCSEP (AARP) SNAP* TAA TANF* Veterans (general) VOC federal WIOA W-P	Adult education and literacy Avow Hospice* Career and Technical Education (Perkins) Community Services Block Grant * Dept. of Business and Prof. Regulations - Farm Labor Contractor Registr.* Dept. of Children and Families* Farmworker Career Development Program (FCDP) - Collier County Florida Department of Corrections* HUD employment and training Immokalee Community Redevelopment Agency* Job Corps (Adams and Associates) Migrant and Seasonal Farmworker services Rural Neighborhoods * Small Business Development Center* US Social Security Administration (Ticket to Work program)

Source: ICRP as of December 2022, federal WIOA two-year update reports as of December 2022



Data Appendix

Organizational and Operational Research Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

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Population Density, Residents ages 16–64 per square mile, 2020	51–53
Comprehensive Data table for local workforce development board	54–67

Population Density, Residents ages 16-64 per square mile, 2020

CareerSource Florida local workforce development board	County	County FIPS	CBSA	Population density (residents per sq mi)	Population age 16-64 density (residents per sq mi)
1 CareerSource Escarosa	Escambia	033	Metropolitan Statistical Area	491	314
	Santa Rosa	113	Metropolitan Statistical Area	192	123
2 CareerSource Okaloosa Walton	Okaloosa	091	Metropolitan Statistical Area	229	146
	Walton	131	Metropolitan Statistical Area	77	48
3 CareerSource Chipola	Holmes	059	No CBSA	41	26
	Washington	133	No CBSA	44	28
	Liberty	077	No CBSA	9	7
	Jackson	063	No CBSA	52	33
	Calhoun	013	No CBSA	24	15
4 CareerSource Gulf Coast	Gulf	045	No CBSA	26	15
	Bay	005	Metropolitan Statistical Area	236	149
	Franklin	037	No CBSA	23	14
5 CareerSource Capital Region	Gadsden	039	Metropolitan Statistical Area	85	52
	Leon	073	Metropolitan Statistical Area	439	303
	Wakulla	129	Metropolitan Statistical Area	57	38
6 CareerSource North Florida	Jefferson	065	Metropolitan Statistical Area	24	15
	Madison	079	No CBSA	26	16
	Taylor	123	No CBSA	21	13
	Lafayette	067	No CBSA	15	10
	Hamilton	047	No CBSA	27	18
	Suwannee	121	No CBSA	65	38
7 CareerSource Florida Crown	Dixie	029	No CBSA	24	14
	Columbia	023	Micropolitan Statistical Area	88	54
	Union	125	No CBSA	67	45
	Gilchrist	041	Metropolitan Statistical Area	53	32

CareerSource Florida local workforce development board	County	County FIPS	CBSA	Population density (residents per sq mi)	Population age 16-64 density (residents per sq mi)
8 CareerSource Northeast Florida	Baker	003	Metropolitan Statistical Area	49	32
	Nassau	089	Metropolitan Statistical Area	145	86
	Duval	031	Metropolitan Statistical Area	1,311	850
	Clay	019	Metropolitan Statistical Area	368	233
	St. Johns	109	Metropolitan Statistical Area	487	295
	Putnam	107	Micropolitan Statistical Area	102	58
9 CareerSource North Central Florida	Bradford	007	No CBSA	97	63
	Alachua	001	Metropolitan Statistical Area	319	219
10 CareerSource Citrus Levy Marion	Levy	075	Metropolitan Statistical Area	39	23
	Marion	083	Metropolitan Statistical Area	243	133
	Citrus	017	Metropolitan Statistical Area	272	138
11 CareerSource Flagler Volusia	Flagler	035	Metropolitan Statistical Area	249	136
	Volusia	127	Metropolitan Statistical Area	513	305
12 CareerSource Central Florida	Seminole	117	Metropolitan Statistical Area	1,520	993
	Orange	095	Metropolitan Statistical Area	1,578	1,074
	Osceola	097	Metropolitan Statistical Area	304	199
	Lake	069	Metropolitan Statistical Area	416	236
	Sumter	119	Metropolitan Statistical Area	243	87
13 CareerSource Brevard	Brevard	009	Metropolitan Statistical Area	608	364
14 CareerSource Pinellas	Pinellas	103	Metropolitan Statistical Area	3,494	2,108
15 CareerSource Tampa Bay	Hillsborough	057	Metropolitan Statistical Area	1,446	949
16 CareerSource Pasco Hernando	Hernando	053	Metropolitan Statistical Area	424	242
	Pasco	101	Metropolitan Statistical Area	782	469
17 CareerSource Polk	Polk	105	Metropolitan Statistical Area	419	254
18 CareerSource Suncoast	Sarasota	115	Metropolitan Statistical Area	804	407
	Manatee	081	Metropolitan Statistical Area	555	311
19 CareerSource Heartland	Hardee	049	Micropolitan Statistical Area	40	24
	DeSoto	027	Micropolitan Statistical Area	54	33
	Highlands	055	Metropolitan Statistical Area	102	50
	Okeechobee	093	Micropolitan Statistical Area	52	32

CareerSource Florida local workforce development board	County	County FIPS	CBSA	Population density (residents per sq mi)	Population age 16-64 density (residents per sq mi)
20 CareerSource Research Coast	Martin	085	Metropolitan Statistical Area	294	159
	St. Lucie	111	Metropolitan Statistical Area	601	350
	Indian River	061	Metropolitan Statistical Area	326	170
21 CareerSource Palm Beach County	Palm Beach	099	Metropolitan Statistical Area	763	448
22 CareerSource Broward	Broward	011	Metropolitan Statistical Area	1,605	1,027
23 CareerSource South Florida	Monroe	087	Micropolitan Statistical Area	84	52
	Miami-Dade	086	Metropolitan Statistical Area	1,402	915
24 CareerSource Southwest Florida	Glades	043	No CBSA	15	9
	Hendry	051	Micropolitan Statistical Area	35	22
	Charlotte	015	Metropolitan Statistical Area	286	141
	Lee	071	Metropolitan Statistical Area	1,008	562
	Collier	021	Metropolitan Statistical Area	193	101

Source: Census Bureau, Population Estimates information accessed as of November 2022

Data panel for each local workforce development board:

Organizational Structure Overview						
CS Board	Local workforce development board name	Description	Administration		One stop Service offices	Counties
#	SAMPLE	Description text	Consortium	Administrative entity	One-stop center operator	County with primary office doing business as name where applicable
#		Board roster	Direct service Provider	Financial entity	Youth provider	
#		Summary of lease status	Lease detail			
#		Total locations			# locations	
#		Counties included	Software tools		sq mi. area	# of Counties

Organizational Structure Overview						
CS Board	Local workforce development board	Description	Administration		One stop Service offices	Counties
1	CareerSource Escarosa	Mission: "CareerSource Escarosa is committed to providing valuable job seeker and employer services to meet your needs." "Vision is that our region is recognized for its economic growth, driven by flourishing businesses and a skilled workforce." The Region 1 population is served through two comprehensive Career Centers. . Uses Professional Employer Organization (PEO) Model.	No Consortium	CareerSource Escarosa	CareerSource Escarosa	Escambia
1		Board roster	CareerSource Escarosa	CareerSource Escarosa	Escambia County Public Schools Santa Rosa County School District Children's Home Society	
1		Summary of lease status	Leases indicated, Lease and utilities allocated to cost pool. ICRP pg.9			
1		Total locations			3	
1		Counties: Escambia, Santa Rosa	Employ Florida Marketplace (EFM)			2
2	CareerSource Okaloosa Walton	Mission: "Ensure that every citizen has the opportunity and skills necessary to engage in meaningful employment throughout Okaloosa and Walton Counties, and that every business has access to educated and prepared employees that meet their needs."	No Consortium	CareerSource Okaloosa Walton	CareerSource Okaloosa Walton	Okaloosa
2		Website board roster	CareerSource Okaloosa Walton	CareerSource Okaloosa Walton	CareerSource Okaloosa Walton	Okaloosa-Walton Jobs and Education Partnership, Inc. doing business as CareerSource Okaloosa-Walton
2		Summary of leases	Lease indicated, Lease and utilities, allocated to cost pool. ICRP pg. 9			
2		Total locations			9	
2		Counties: Okaloosa, Walton	Employ Florida Marketplace (EFM) ATLAS, Paychex (payroll), Abila MIP Financial accounting system, Gazelle, ITA accounts (grants)			2

3	CareerSource Chipola	"Committed to advancing Florida's workplace and economy. We can make a difference in your career or business." Principles include: ▶ Increasing the prosperity of workers and employers. ▶ Reducing welfare dependency. ▶ Meeting employer needs. ▶ Enhancing productivity and competitiveness.	Chipola Regional Workforce Development Consortium	CareerSource Chipola	Linda Sumblin, Fort Walton Beach, 32547	Jackson
3		Roster in federal WIOA report indicating county and private sector	CareerSource Chipola	CareerSource Chipola	CareerSource Chipola	Chipola Regional Workforce Development Board, Inc., doing business as CareerSource Chipola
3		Summary of lease status	Lease indicated, Lease, separate utilities, allocated to cost pool. ICRP pg. 10, 23.			
3		Total locations			3	
3		Counties: Jackson, Holmes, Washington, Calhoun, Liberty	Employ Florida Marketplace (EFM) ATLAS, OSST, DCF, CONNECT Citrix cloud-based computing			5
4	CareerSource Gulf Coast	The purpose of the CareerSource Gulf Coast Job Center system is to establish the framework for a client-centered, consistent, fair, and meaningful methodology to provide a triage of service levels with the underlying focus on customer choice and self-determination. The One Stop Operator is to ensure the delivery of services focused on fully integrating a consistent service delivery process and providing excellent customer service, quality case management and effective job placement to ensure the long-term success of all customers. "Provide customized employment and training solutions that facilitate economic prosperity in partnership with education, economic development, chambers of commerce, community-based organizations, local governments, and businesses." Vision: "to develop strong partnerships that will result in the development of a globally competitive workforce"	no Consortium	CareerSource Gulf Coast	GCSC (Gulf Coast State College)	Bay

4		Minutes in federal WIOA report includes board by private sector, website confirmed	GCSC (Gulf Coast State College)	Gulf Coast State College was designated by the CEOs as the grant sub recipient and LWDB was designated as the fiscal agent.	Gulf Coast State College	Gulf Coast Workforce Development Board, doing business as CareerSource Gulf Coast
4		Summary of lease status	Leases indicated, Lease includes utilities, allocated to cost pool, noted payments not charged in equally monthly payments. ICRP, pg. 7-8.			
4		Total locations			6	
4		Counties: Bay, Franklin, Gulf	Employ Florida Marketplace (EFM)			3

5	CareerSource Capital Region	"Connect employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity. Nine strategic goals presented in vision statement.	Gadsden, Leon, and Wakulla Workforce Development Consortium	CareerSource Capital Region	Educational Data Systems, Inc	Leon
5		Roster	C2 Global Professional Services, LLC.	CareerSource Capital Region	C2 Global Professional Services, LLC.	
5		Summary of lease status	Leases indicated. Lease separate from utilities, allocated to cost pool. ICRP, pg. 6, 12,22			
5		Total locations			11	
5		Gadsden Leon Wakulla	Employ Florida Marketplace (EFM) ATLAS			3

6	CareerSource North Florida	Mission: "To develop an innovative talent development ecosystem to sustain a thriving community of business and job seekers. " Vision: "North Florida will be home to a skilled workforce and vibrant economy." Mobile one-stop center, services are also provided at the Hamilton Administrative Complex in Jasper, SREC office in Mayo, Bailar Library in Monticello.	North Florida Workforce Consortium	CareerSource North Florida	Educational Management and Services, LLC.	Madison
6		Roster on website	CareerSource North Florida	CareerSource North Florida	CareerSource North Florida	North Florida Workforce Development Board, Inc., doing business as CareerSource North Florida

6		Summary of lease status	Leases indicated, Leases, various included or separate utilities, allocated to cost pool. ICRP pg.3-4, 8			
6		Total locations			6	
6		Counties: Dixie, Columbia, Union, Gilchrist				6

7	CareerSource Florida Crown	"Dedicated to a level of service that meets the highest private sector standards. We attain this measure by providing workforce service to improve the quality of skills and abilities of a job seeker and youth; and through enhancing the competitiveness of employers in our region."	<i>Mention of a consortium</i>	CareerSource Florida Crown	Dr. Ron Natale-Educational Management and Services FL, LLC.	Columbia
7		Roster	CareerSource Florida Crown (CSFC)	CareerSource Florida Crown	CareerSource Florida Crown	Florida Crown Workforce Board doing business as CareerSource Florida Crown
7		Summary of lease status	Leases indicated, Lease, includes utilities, partially allocated to cost pool. ICRP pg.7			
7		Total locations			2	
7		Counties: Dixie, Columbia, Union, Gilchrist	Employ Florida Marketplace (EFM)			4

8	CareerSource Northeast Florida	The FCWD Board of Directors has designated the employer as our first customer. First Coast Workforce Development, Inc. tailors services to the needs of employers. Mission: "Our mission is to connect workers to careers and businesses to the talent they need to thrive. We focus on providing innovative services that build a talent pipeline for the jobs of today and the future."	First Coast Workforce Development Consortium	CareerSource Northeast Florida	LDW Group, LLC.	Clay
8		Roster	CareerSource Northeast Florida	CareerSource Northeast Florida	Eckerd Youth Alternatives, Inc. Generation USA St. Johns County School District designated for First Coast Technical College (FCTC) The Arc of Putnam County Wealth Watchers, Inc.	First Coast Workforce Development, Inc. doing business as CareerSource Northeast Florida

8		Summary of lease status	Leases indicated Leases, variously include utilities, allocated to cost pool, noted equal monthly terms. ICRP p.6-7		
8		Total locations			7
8		Counties: Baker, Clay, Duval, Nassau, Putnam, St. Johns	Employ Florida Marketplace (EFM) Clockwise, SUNTAX, GMS Accounting and Financial Management/Reporting System		6

9	CareerSource North Central Florida	Mission: "To be a strategic hub of partners that provides advocacy and invests resources to spur economic growth through talent development with a goal of becoming a nationally recognized leader on collaboration among regional economic and workforce development partners."	Dual County Workforce Development Council (DCWDC)	CareerSource North Central Florida	SCAD Media	Alachua
9		Roster	CareerSource North Central Florida	Alachua County Clerk of Court	CareerSource North Central Florida	
9		Summary of lease status	Lease indicated in federal WIOA report, Leases separate from utilities, allocated to cost pool. ICRP, pg. 14, 19, 25			
9		Total locations			3	
9		Counties: Alachua, Bradford	Employ Florida Marketplace (EFM), One-Stop Service Tracking (OSST), ATLAS			2

10	CareerSource Citrus Levy Marion	Mission "Bring together citizens, employers, and educational providers to develop programs to support high-quality education, training, and employment services to meet regional workforce needs." Vision: "To be known as the number one workforce resource in the state of Florida by providing constructive tools and professional supportive services that are reflected in the quality of our job candidates and meet the needs of the business community."	CS Citrus Levy Marion is a special purpose government with ILA establishing a consortium.	CareerSource Citrus Levy Marion	Thomas P. Miller & Associates	Marion
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10		See website for roster	CareerSource Citrus Levy Marion.	CareerSource Citrus Levy Marion	Eckerd Connects (Youth)	Citrus Levy Marion Regional Workforce Development Board, Inc., doing business as CareerSource Citrus Levy Marion.
10		Summary of lease status	Leases indicated Lease allocated to cost pool. ICRP pg. 4			
10		Total locations			6	
10		Counties: Citrus, Levy, Marion	Employ Florida Marketplace (EFM)			3

11	CareerSource Flagler Volusia	Mission: "Provide innovative talent solutions for businesses and the workforce, through effective collaboration and partnerships, that drive the regional economy." Vision: "In Flagler and Volusia Counties, every person will find their best career pathway and every business will have the workforce it needs to succeed."	No Consortium	CareerSource Flagler Volusia	Career Steps, Inc. (CSI).	Volusia
11		See website for roster	Case Management, Inc., (SNAP, E&T, WTP, federal WIOA, career planning)	CareerSource Flagler Volusia	Youth (Eckerd Connects, Flagler County Schools, and the George Washington Carver Foundation)	Workforce Development Board of Flagler and Volusia Counties, Inc. doing business as CareerSource Flagler Volusia
11		Summary of lease status	Leases variously included utilities, allocated to coast pool , ICRP, pg. 6			
11		Total locations	.		3	
11		Counties: Flagler, Volusia	Employ Florida Marketplace (EFM), Microix timekeeping, MIP Abila accounting			2

12	CareerSource Central Florida	"Connect Central Floridians to careers and develop skilled talent for businesses." Vision: "Talent solutions to ignite your potential. Your journey lives here."	Joint consortium	CareerSource Central Florida	Career TEAM, LLC.	Orange
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12		Roster	CareerSource Central Florida	CareerSource Central Florida	CareerSource Central Florida	The Workforce Development Board of Central Florida (Board) doing business as CareerSource Central Florida (CSCF)
12		Summary of lease status	Lease indicated, Leases and utilities allocated to cost pool ICRP, pg. 10			
12		Counties: Total locations			6	
12		Lake Orange Osceola Seminole Sumter	Employ Florida Marketplace (EFM), ADP timekeeping, Abila MIP fund accounting software, Gazelle, OSMIS,			5

13	CareerSource Brevard	Business to jobs delivery strategy. "Facilitate and be the catalyst for workforce development services that are responsive to the employment needs of Brevard County."	No Consortium	CareerSource Brevard	C2 Global professional Services, LLC.	Brevard
13		X See website for roster	C2 Global professional Services, LLC.	CareerSource Brevard	C2 Global professional Services, LLC.	Brevard Workforce Development Board, Inc. doing business as CareerSource Brevard
13		Summary of lease status	Leases indicated Leases separate from utilities, allocated to cost pool. ICRP pg. 7-8, 10-11, 13			
13		Total locations			4	
13		Counties: Brevard	Employ Florida Marketplace (EFM), Abila MIP Fund accounting software Lightcast			1

14	CareerSource Pinellas	"Build the talent pipeline for today and the future by providing easy access to workforce solutions." Vision: The vision of CareerSource Pinellas is to enhance lives by making talent the region's key competitive asset." VALUE PROPOSITION: CareerSource Pinellas provides customized services through a network of partners, allowing customers to get the right skills and talent at the right time.	No consortium	CareerSource Pinellas	Kaiser Group, Inc., doing business as Dynamic Workforce Solutions	Pinellas
14		Roster	CareerSource Pinellas	CareerSource Pinellas	Pinellas Education Foundation	WorkNet Pinellas, Inc., doing business as CareerSource Pinellas (CSPIN)

14		Summary of lease status	Leases indicated Leases, variously including utilities, allocated to cost pool. ICRP, pg.1			
14		Total locations			4	
14		Counties: Pinellas	Employ Florida Marketplace (EFM), ATLAS			1

15	CareerSource Tampa Bay	Mission: "We expand career opportunities for individuals and enable the success of all workers through comprehensive workforce solutions that meet the needs of the community." Vision: "Empowering workers to achieve success and driving sustainable, positive change in our community."	No consortium	CareerSource Tampa Bay	Educational Data Systems, Inc. (EDSI)	Hillsborough
15		Roster	Educational Data Systems, Inc. (EDSI)	CareerSource Tampa Bay	CareerSource Tampa Bay	Tampa Bay Workforce Alliance, Inc. doing business as CareerSource Tampa Bay (CSTB)
15		Summary of lease status	Lease indicated Leases, variously including utilities, allocated to cost pool. ICRP pg. 16			
15		Total locations			5	
15		Counties: Hillsborough	Employ Florida Marketplace (EFM), MIP fund accounting, SUNTAX, Connect, and CSTB's Electronic Document Management System (EDMS), ATLAS			1

16	CareerSource Pasco Hernando	Mission: "Pasco Hernando Workforce Board enhances the economic development efforts of our region by providing a well-trained, high quality workforce which supports the success of local business and improves the quality of life." CSPH undertook the mission of providing greater access to its employment and training services by expanding its online presence in 2012.	No Consortium	CareerSource Pasco Hernando (CSPH)	Gulf Coast Jewish Family Community Services	Pasco
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16		See website for Roster	CareerSource Pasco Hernando, with Goodwill-Suncoast Industries - federal WIOA DW Placement Pilot Gulf Coast Jewish Family Services - Non-Custodial Parent Program Pinellas County Urban League - Senior Employment and training	CareerSource Pasco Hernando	Eckerds Connect	Pasco-Hernando Workforce Board, Inc., doing business as CareerSource Pasco Hernando
16		Summary of lease status	Leases indicated, Leases and utilities, allocated to cost pool. ICRP pg. 11, 13			
16		Total locations			4	
16		Counties: Pasco, Hernando	Employ Florida Marketplace (EFM), ADP, web based portal system for customer intake, e-courses and virtual workshops			2

17	CareerSource Polk	Vision "Be an innovative leader to ensure and sustain a quality workforce for today and the future."	No Consortium	CareerSource Polk	CareerSource Polk	Polk
17		Roster	CareerSource Polk	CareerSource Polk	CareerSource Polk	Polk County Workforce Development Board, Inc. doing business as CareerSource Polk
17		Summary of lease status	Leases indicated. Leases include utilities, allocated to cost pool. ICRP pg. 10			
17		Total locations			3	
17		Counties: Polk	Employ Florida Marketplace (EFM) Micro Information Product (MIP) Nonprofit Series Pro software fund accounting, Web Based online timesheet developed by GHG Corporation			1

18	CareerSource Suncoast	Mission: "To recruit, train, and retain talent for employers on the Suncoast." Vision: "Employers will locate, expand, and flourish on the Suncoast because of our highly skilled workforce."	No Consortium	CareerSource Suncoast	Education Management & Services, LLC.	Sarasota
18		Wee website for roster	CareerSource Suncoast	CareerSource Suncoast	CareerSource Suncoast	Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS)
18		Summary of lease status	Leases indicated. Leases separate from utilities allocated to cost pool. ICRP pg. 8			
18		Total locations			5	
18		Counties: Manatee, Sarasota	Employ Florida Marketplace (EFM) Abila MIP Fund accounting software, payroll company for CSS staff, People first for DEO staff			2

19	CareerSource Heartland	Mission: "Connect employers with skilled talent to promote and enhance career development opportunities to achieve economic prosperity in our community." Vision: "Becoming an innovative leader in identifying and developing a skilled talent force in our community."	Heartland Workforce Investment Consortium	CareerSource Heartland	CareerSource Heartland	Highlands
19		See website for roster	CareerSource Heartland	CareerSource Heartland	South Florida State College	Heartland Workforce Investment Board, Inc., doing business as CareerSource Heartland
19		Summary of lease status	Leases indicated, Leases and utilities allocated to cost pool. ICRP. pg. 10,12			
19		Total locations			4	
19		Counties: DeSoto, Hardee, Highlands, Okeechobee	Employ Florida Marketplace (EFM) online skills programs are offered through Alison, GCF Global Learnfree, Learn Key			4

20	CareerSource Research Coast	"Provide Opportunities. Improve Lives." Vision: "Be the catalyst empowering our communities toward economic success."	Treasure Coast Workforce Consortium	CareerSource Research Coast	CareerSource South Florida	St. Lucie
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20		See website for roster	CareerSource Research Coast	CareerSource Research Coast	Eckerd Youth Alternatives	The Workforce Development Board of the Treasure Coast, Inc. doing business as CareerSource Research Coast
20		Summary of lease status	Leases indicated Leases allocated to cost pool. ICRP pg. 12			
20		Total locations			4	
20		Counties: Indian River, Martin, St. Lucie	Employ Florida Marketplace (EFM), MIP fund accounting, Microix timekeeping			3

21	CareerSource Palm Beach County	Vision: "to be recognized by business as the primary source for talent in Palm Beach County.	Palm Beach Workforce Development Consortium	CareerSource Palm Beach County	CareerSource Palm Beach County	Pam Beach
21		See website for board roster	CareerSource Palm Beach County	CareerSource Palm Beach County	CareerSource Palm Beach County	
21		Summary of lease status	Leases indicated. Lease separate from utilities, allocated to cost pool. ICRP. pg. 6-8pg 5			
21		Total locations			2	
21		Counties: Palm Beach	Employ Florida Marketplace (EFM), e-learning software authoring tool allows for the creation and customization of interactive online and mobile courses			1

22	CareerSource Broward	Mission: "To provide innovative solutions through the professional delivery of quality services, which consistently and effectively meet workforce needs." Vision: "To be the premier workforce agency facilitating better jobs and providing quality workers that enhances the quality of life and builds a sustainable economy for Broward County."	Consortium	CareerSource Broward	Workforce Guidance Associates, LLC.	Broward
22		See website for roster	Integrated Staffing Group, LLC.	CareerSource Broward	Broward County Public Schools (BCPS), Fort Lauderdale Independence Training & Education (FLITE), HANDY, Center for Independent Living (CIL), SBBC tutoring, CSBD summer youth employment program	

22		Summary of lease status	Leases indicated, Leases separate from utilities, allocated to coast pool. ICRP. pg. 16, 18, 29			
22		Total locations			4	
22		Counties: Broward	Employ Florida Marketplace (EFM)			1
23	CareerSource South Florida	Vision: " to continue to be a premier national provider of employment and career services."	No consortium	CareerSource South Florida (CSSF)	CareerSource South Florida (CSSF)/ in process. previously Arbor E&T, LLC.	Miami-Dade
23		Roster see website	Arbor E&T LLC, Youth Co-Op, Miami Dade College, College of the Florida Keys	CareerSource South Florida (CSSF)	Youth Co-Op, Adult Mankind Organization, Inc. (AMO), Cuban American National Council, Inc. (CNC), Community Coalition, Inc.	The South Florida Workforce Investment Board (SFWIB) doing business as CareerSource South Florida (SFWIB/CSSF)
23		Summary of lease status	Leases indicated. Leases separate from utilities, allocated to cost pool. ICRP. pg. 12-14, 17			
23		Total locations	CSSF has 7 Access Points with faith based and community-based organizations and two Tech Hire Centers		28	
23		Counties: Monroe, Miami -Dade	Employ Florida Marketplace (EFM) ATLAS			2
24	CareerSource Southwest Florida	Mission: "Initiate and support effective strategies through collaboration with business, education, and social services to facilitate the development of programs and activities that reduce dependency, encourage personal growth, and provide economic benefits to individuals, businesses and communities of Southwest Florida." Vision: " Be the local lead organization to provide workforce resources to businesses and individuals."	Southwest Florida Job Training Consortium	CareerSource Southwest Florida	Thomas P. Miller & Associates	Lee

24		Roster on website	CareerSource Southwest Florida	CareerSource Southwest Florida	CareerSource Southwest Florida	The Southwest Florida Workforce Development Board, Inc. doing business as CareerSource Southwest Florida
24		Summary of lease status	Leases provided on website. Leases variously include utilities, allocated to cost pool. ICRP. pg. 14			
24		Total locations			7	
24		Counties: Charlotte, Collier, Glades, Hendry, Lee	Employ Florida Marketplace (EFM), Abila MIP accounting with Employee web services (EWS) timekeeping			5