



Strategic Plan for Workforce Development

June 2019

ACKNOWLEDGEMENTS

Board members, staff, partners, stakeholders, and customers have provided valuable time and input into the creation of this strategic plan. This process would not have been possible without the involvement of these individuals, and their efforts are greatly appreciated. The CareerSource North Central Florida Board of Directors provides leadership and guidance to the region's workforce development system. This strategic plan is a reflection of the Board's vision and priorities for the future of the North Central Florida region. The Board's efforts are instrumental to the successful implementation of this plan in the coming years. Each Board member is acknowledged below.

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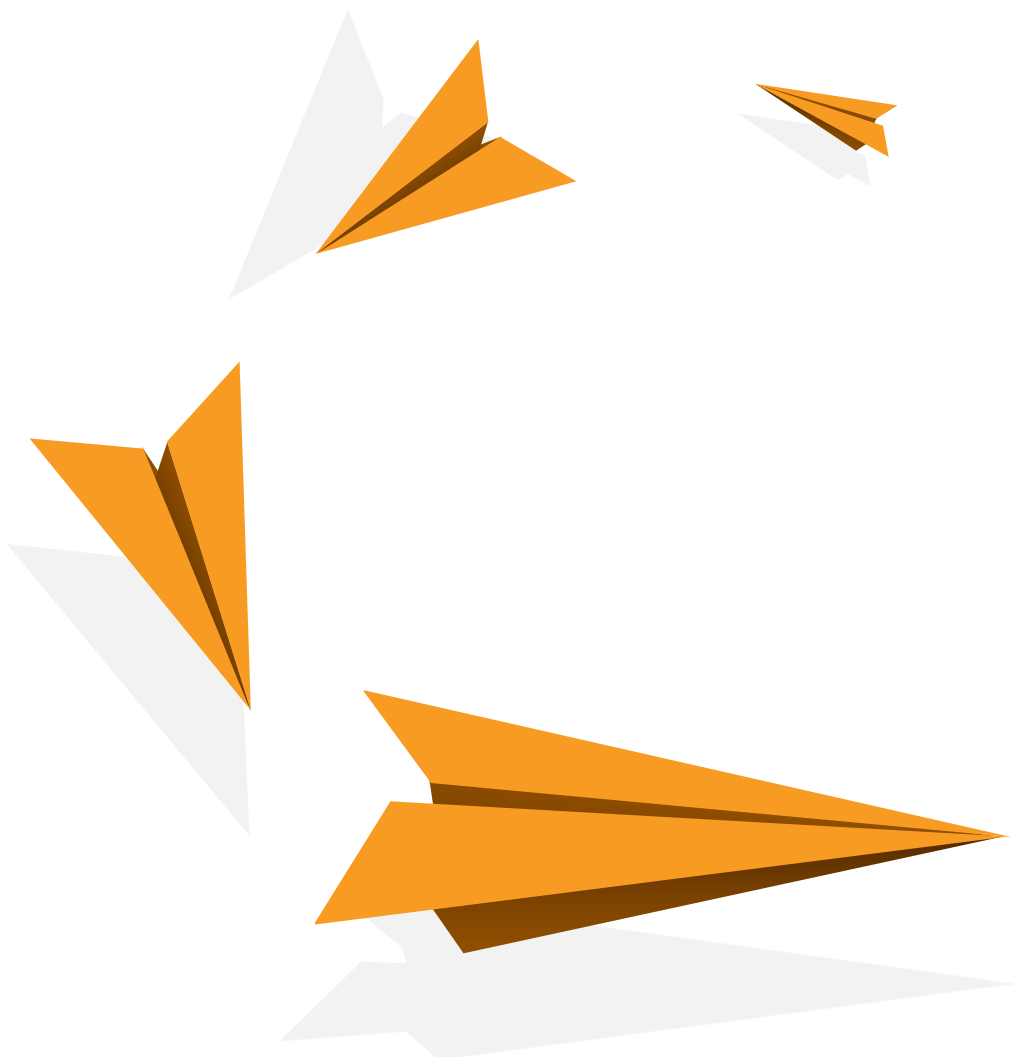
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INTRODUCTION

The CareerSource North Central Florida (CS NCFL) Board of Directors is the local workforce development board providing leadership to and services within the workforce development system in Alachua and Bradford Counties. The Board consists of members from both the public and private sectors who seek to strengthen services to jobseekers and businesses in the community and develop a strong pipeline of talent to fuel the local economy. The Board's role includes convening and coordinating workforce development activities through strategic leadership, guidance, policymaking, and strategy.



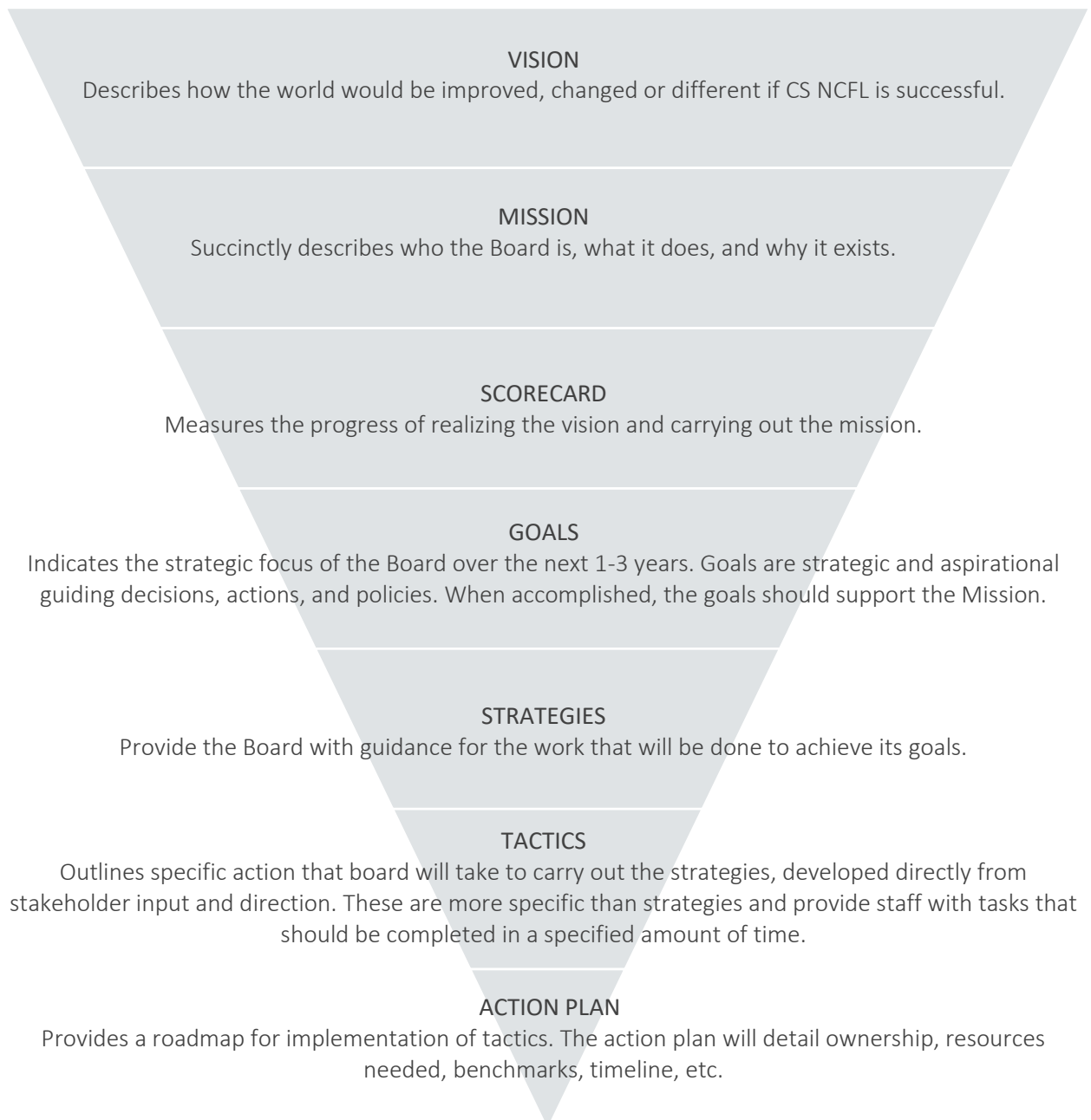
CS NCFL has been recognized both nationally and locally for their achievements in workforce development. Building off these successes, the Board continues to be the regional catalyst for advancement of the talent ecosystem. With the everchanging demands of the local workforce and economy, the Board monitors trends and future opportunities to ensure the work of CS NCFL remains relevant and impactful in the community. In the summer of 2018, the Board initiated a process of developing a new strategic plan to take a refreshed look at its goals, initiatives, partnerships, and services and promote efforts that would continue raising the bar for the organization and aligning efforts with regional needs.

It was important to the Board that the plan represent a strategy forward for the whole region – reflecting urban and rural needs, dynamics in each county, and a comprehensive approach to all kinds of talent and business needs while leveraging and building current workforce development activities and initiatives. Stakeholder engagement activities, including focus groups, interviews, and electronic surveys, were conducted in each county to gather input from the Board's partners, businesses, and jobseekers to understand perceptions and priorities for CS NCFL's services. The Board reviewed this input along with its previous strategic plan, research studies, customer surveys, and additional partner materials and held a planning session to formulate its priorities moving forward.

The resulting strategic plan reflects the Board's priorities for the next three years. The plan was created to be a living document, with broad and strategic goals, several accompanying strategies, and a list of tactics for action. While the goals should remain static over the next several years, some of the strategies and tactics will change as work is completed, or the environment changes, resulting in adjusted customer needs. The Board should be nimble and flexible, able to adapt to this changing market, while still working to fulfill its vision, mission, and goals.

STRATEGIC PLAN ELEMENTS

The strategic plan is made up of a series of elements. Each element builds off the previous beginning with the Vision, the broadest and highest level, and concluding with the very specific action plan. The plan should be a balance of strategy and implementation. The elements provide direction for the Board as in convenes, deliberates, and implements over the next three years. While the Vision, Mission, and Goals typically remain consistent the strategies and tactics may be amended or updated though the life of the plan to respond to a changing environment and economy. The following graphic outlines each of the elements how they relate and influence each other.



VISION

A world class workforce that fuels and attracts business in the global economy.

MISSION

CareerSource North Central Florida is a strategic hub of partners that provides advocacy and invests resources to spur economic growth through talent development.

GOALS AND STRATEGIES

GOAL 1: Cultivate a workforce that meets the needs of businesses today and in the future.

- Strategy 1.1: Institute a Board-level culture of data-driven policymaking.
- Strategy 1.2: Decrease the skills gap in targeted industries.

GOAL 2: Become a nationally recognized leader on collaboration among regional economic and workforce development partners.

- Strategy 2.1: Convene and engage all economic and workforce development system partners regularly.
- Strategy 2.2: Position all partners to be ambassadors of the system by implementing consistent messaging and advocacy agenda.

GOAL 3: Excel among workforce systems in accessibility and customer service.

- Strategy 3.1: Increase access to skill development and employment opportunities among targeted populations.
- Strategy 3.2: Establish a culture of continuous improvement to enhance the customer experience.

GOAL 1: Cultivate a workforce that meets the needs of businesses today and in the future.

- **Strategy 1.1:** Institute a Board-level culture of data-driven policymaking.
- **Strategy 1.2:** Decrease the skills gap in targeted industries.

Business and industry are the primary customer of the workforce development system. The Board's focus is to seek to understand and anticipate the needs of business, and make strategic decisions and craft policies that will generate a skilled pipeline of qualified talent. Goal 1 emphasizes this primary purpose of the Board and identifies two main strategies that will promote efficiency and effectiveness of investment toward this purpose.

For the Board to guide the region in the cultivation of a workforce, it needs to be able to adjust to changing market conditions and innovation in the local economy. This flexibility must be informed by real-time information. A culture of data-driven policymaking ensures that the Board not only has access to labor market data and intelligence, but also directly ties its decisions and investments to the evidence presented. This requires discussion and consideration not only into reviewing data, but also analyzing and understanding the data and its implications on regional customers and stakeholders.

By emphasizing the need for this data, the Board will ensure the ability to address areas of greatest need and impact, such as its identified target industries of Logistics, Advanced Manufacturing, Healthcare, Technology, and Leisure and Hospitality and areas of identified skills gaps. Data should come from quantitative sources as well as input from regional businesses for validation and contextualization. The Board has recognized through stakeholder engagement that this data needs to account for not only current needs but also project future demands. Alignment of investments to a strong foundation of data and labor market intelligence will allow the Board to make the greatest impact on the community.

GOAL 2: Become a nationally recognized leader on collaboration among regional economic and workforce development partners.

- **Strategy 2.1:** Convene and engage all economic and workforce development system partners regularly.
- **Strategy 2.2:** Position all partners to be ambassadors of the system by implementing consistent messaging and advocacy agenda.

CareerSource North Central Florida has been nationally recognized for its success and innovative approaches to workforce development. In 2009, the Board was recognized by the U.S. Chamber of Commerce with the *Region of Excellence Award*, which highlighted the collaboration of the Board with system stakeholders. The talent ecosystem is comprised of a variety of partners across economic development, education, and workforce development, all contributing to the process of identifying and supplying talent that is demanded by business. The Board has prioritized collaboration with these partners to continue to leverage their successes and be considered the national leader in coordinating among partners across the community, creating a true talent development ecosystem.

Consistent communication is key to successful collaboration; therefore, the first strategy involves the regular convening of partners to share information and coordinate activities. A strong ecosystem provides the foundation for talent development by leveraging resources and eliminating duplication of services and efforts.

An essential component for the Board is to position itself as the centralized hub for regional workforce development activities through the convening of these partners, consistent messaging, and creating a network of ambassadors that disseminate consistent information and advocate for the workforce development needs of the community. This network of ambassadors helps to create a vibrant talent ecosystem where businesses are served efficiently and are able to access the resources available to them through a customer friendly environment. The centralized hub allows the Board and partners to maintain a proactive, coordinated approach that can adjust to the changing needs of customers.

GOAL 3: Excel among workforce systems in accessibility and customer service.

- **Strategy 3.1:** Increase access to skill development and employment opportunities among targeted populations.
- **Strategy 3.2:** Establish a culture of continuous improvement to enhance the customer experience.

The Board is committed to providing high-quality services to all customers, including those that are traditionally difficult to serve or have difficulty accessing services. To this end, the Board has focused Goal 3 on the development of a workforce development system that is both accessible and provides excellent customer service. The Workforce Innovation and Opportunity Act (WIOA), which the Board is responsible for implementing in the region, focuses on a number of priority populations including veterans, individuals with disabilities, low-income, youth, and others. The Board believes that in order to meet the workforce demands of business and industry the region must utilize all populations. Better accessing and serving populations can increase the talent pool and help reduce the skills gap to meet the growing needs of business.

The Board will adopt and execute a continuous improvement tool that will provide real-time feedback from customers to improve accessibility and services. Providing excellent customer service is critical not only in direct services and interactions with staff, but also the customer's experience within CS NCFL facilities. Consistent feedback will allow the Board to successfully implement policy and programming that responds to customers' – both business and jobseeking – needs.

The services and initiatives will be aligned with the needs of business, but be developed and shaped to assist target populations by recognizing and adapting to their barriers and providing opportunities to gain the knowledge, skills, and abilities to gain employment and self-sufficiency in the current and future market place.

TACTICS

It is recognized that some actions the Board will take moving forward will move the needle on multiple metrics and contribute to successful outcomes for multiple goals. This strategic plan includes thirteen tactics that will contribute to outcomes for the Board in multiple areas. The table below shows an overview of all tactics and the goals and strategies that they support. The following pages will describe further in depth the actions that will be taken and how they will contribute to the Board's success.

Tactic	Goals and Strategies Supported
1. Develop and publish an annual State of the Workforce (SOW) Report that provides data and analysis of the talent landscape of the region.	1.1, 2.1
2. Create a unified business services approach that would include the purchase and launch of a Customer Relationship Management System.	1.1, 2.1
3. Launch new collaborative training programs (i.e., work-based learning, customized training, non-traditional programs, etc.) to support the skills development for target-sector occupations.	1.1, 1.2, 3.1
4. Host an annual Regional Talent Summit convening partners to position the Board as the regional authority on workforce development as a catalyst of economic development.	2.1, 2.2
5. Map out the regional talent ecosystem identifying all partners that provide workforce development services or support.	2.1
6. Produce a Board Handbook and Ambassador Toolkit that includes consistent messaging, board responsibilities and authority, continuing education plan, and job description.	2.2
7. Continue to coordinate partner meetings concentrating on communication, synergy, collaboration, and advocacy.	2.1, 2.2
8. Secure diversified funding (i.e., foundations, grants, revenue-generation, etc.) for long-term fiscal sustainability reducing the dependence on federal funds.	3.1, 2.1
9. Identify regional priority populations and commit resources to serving and supporting those populations through dedicated initiatives and programs.	3.1, 1.1, 1.2
10. Establish additional affiliate sites that target particular geographic areas and/or priority populations.	3.1, 1.2
11. Adopt Net Promoter as the regional continuous improvement model.	3.2, 1.1
12. Commission an evaluation on the current service delivery and customer flow to provide the board with recommendations on refinement and improvement.	3.2, 1.1
13. Develop a facilities plan that addresses and prioritizes improvements.	3.2

TACTIC 1

Develop and publish an annual State of the Workforce (SOW) Report that provides data and analysis of the talent landscape of the region.

Goals and Strategies: 1.1, 2.1

The Board will commission an annual study to review and analyze the state of the regional workforce. The report will include an annual summary of CS NCFL activities, an updated scorecard, resource allocation details, and labor market intelligence, including growing and emerging industries, occupational demand, skills gaps, demographic information, training/skills attainment, etc. that are supported by both qualitative and quantitative data. The report will be presented at the Regional Talent Summit (*Tactic 4*).

TACTIC 2

Create a unified business services approach that would include the purchase and launch of a Customer Relationship Management System.

Goals and Strategies: 1.1, 2.1

The Board will procure a Customer Relationship Management (CRM) System that partners will be able to access and utilize to promote a collaborative business services approach. The Board will lead the development of this approach by convening partners and creating an Ambassador Toolkit (*Tactic 6*) to put forth a common message to businesses.

TACTIC 3

Launch new collaborative training programs (i.e., work-based learning, customized training, non-traditional programs, etc.) to support the skills development for target-sector occupations.

Goals and Strategies: 1.1, 1.2, 3.1

In alignment with the Board's values of innovation and responsiveness to the needs of the business community, the Board will work with partners to identify new collaborative opportunities to promote non-traditional training avenues that are directly tied to developing the skills needed to fill gaps in targeted sectors and high-demand occupations as determined by the annual State of the Workforce report. The Board will focus on developing training programs that lead to industry-recognized credentials.

TACTIC 4

Host an annual Regional Talent Summit convening partners to position the Board as the regional authority on workforce development as a catalyst of economic development.

Goals and Strategies: 2.1, 2.2

An annual Talent Summit is a way to keep partners on the same page about the workforce development priorities and initiatives within the region and helps to continue momentum toward collaborative implementation of strategic priorities year after year. This positions the Board as the leader in convening partners within the workforce development ecosystem.

TACTIC 5

Map out the regional talent ecosystem identifying all partners that provide workforce development services or support.

Goals and Strategies: 2.1

CS NCFL has engaged a number of workforce development partners, but there are many partners in the system. It is imperative that CS NCFL identify and develop a matrix of the entire eco-system. For example, see EmployIndy's (Indianapolis, Indiana - Workforce Development Board) Workforce Ecosystem Map.¹

TACTIC 6

Produce a Board Handbook and Ambassador Toolkit that includes consistent messaging, board responsibilities and authority, continuing education plan, and job description.

Goals and Strategies: 2.2

Each individual board member must be equipped to be an ambassador for the workforce development system in the community. A Board Handbook and Ambassador Toolkit will provide new members with a clear understanding of the role, authority, and priorities of the Board, and will also provide a common message for consistent communication and advocacy on behalf of the Board and its partners within the community.

¹ <https://employindy.org/ecosystem-graphic/>

TACTIC 7

Continue to coordinate partner meetings concentrating on communication, synergy, collaboration, and advocacy.

Goals and Strategies: 2.1, 2.2

Continuing consistent communication with partners (i.e., Career and Technical Education, Community Based Organization, Economic Development, Higher Education, etc.) and stakeholders allows CS NCFL to lead the workforce development efforts in the region. These meetings provide opportunities for education, networking, and coordination to occur that helps reduce duplication and increase efficiency.

TACTIC 8

Secure diversified funding (i.e., foundations, grants, revenue-generation, etc.) for long-term fiscal sustainability reducing the dependence on federal funds.

Goals and Strategies: 3.1, 2.1

CS NCFL has historically been able to access and receive alternative resources through means outside of federal formula funding. The Board has established a culture of continuing this tactic and will make a concentrated effort to aggressively pursue funding opportunities through foundation, federal, state, and local grants and other sources. The Board will provide strategic direction that will guide staff in researching and applying for these alternative resources.

TACTIC 9

Identify regional priority populations and commit resources to serving and supporting those populations through dedicated initiatives, programs, and certificates of rehabilitation.

Goals and Strategies: 3.1, 1.1, 1.2

The board will identify and allocate resources to identified priority populations. The Board will utilize data from the State of the Workforce Report (*Tactic 1*) along with input from partner meetings (*Tactic 7*) to make informed decisions on which populations (e.g., ex-offenders, homeless, low-income, etc.) will be determined as priority. This determination will also inform decisions made regarding affiliate sites (*Tactic 9*).

TACTIC 10

Establish additional affiliate sites that target particular geographic areas and/or priority populations.

Goals and Strategies: 3.1, 1.2

In order to ensure that CS NCFL resources and services are accessible to the maximum number of individuals, the Board has elected to pursue the establishment of affiliate locations where possible. These sites will be based on geographic locations to help curb the transportation barrier, and will work with partners to provide easier access to priority populations. For example, affiliate sites may be located in libraries, partner agencies, and training providers.

TACTIC 11

Adopt Net Promoter as the regional continuous improvement model.

Goals and Strategies: 3.2, 1.1

To achieve excellence in customer service and to commit to a philosophy of continuous improvement, CS NCFL will adopt Net Promoter. This model will allow the Board and staff to receive real-time data on the customer experience and provide information to make decisions on policy and operations to enhance customer service. A number of other local areas in Florida have adopted Net Promoter and staff can leverage those experiences in the procurement and implementation of the Net Promoter model.

TACTIC 12

Commission an evaluation on the current service delivery and customer flow to provide the board with recommendations on refinement and improvement.

Goals and Strategies: 3.2, 1.1

Supporting Tactic 11 and Goal 3, the Board will conduct an evaluation of service delivery and customer flow. By engaging a third party to conduct the study it provides an independent assessment of the current state of operations and services. The study would include promising practices and recommendations for improvement.

TACTIC 13

Develop a facilities plan that addresses and prioritizes improvements.

Goals and Strategies: 3.2

The analyses of service delivery, customer flow, and the customer service described in Tactics 11 and 12 should also include a focus on gathering feedback about the CS NCFL facilities and any opportunities that may exist to help them enhance the customer experience. The Board's facilities plan should address this feedback and lay out priorities for supporting upgrades and improvements.

IMPLEMENTATION RECOMMENDATIONS

To successfully implement the Board's strategic plan and maintain momentum throughout the plan period, there must be a focus on accountability, a commitment to progress tracking, and an ability to update strategies and make course corrections when necessary. The Board's implementation structure will critical to ensuring that actions remain relevant and are truly making an impact toward the Board's goals. Several recommendations for the successful implementation of the strategic plan are included below.

Utilize Board Committees and Champions

Committees and Champions for strategic plan implementation are critical to success and promoting accountability and progress. The Board should assign pieces of implementation to committees to allow for a smaller group that can make decisions and move forward outside of full board meetings. Committees can also include non-board members who will be important to successful completion of a tactic or strategy, ensuring all key community members are engaged. Champions are individual board members who are passionate about a particular area of the Board's work who can drive progress, continue to promote buy-in, and act as spokespeople for the Board's initiatives.

Focus Board Meetings on Strategic Plan Implementation

Board meeting agendas should be planned to spend at least half of each meeting discussing strategic plan implementation and progress. Board Committee Chairs and Champions should speak on behalf of the committees about each tactic and the action steps underway, presenting about next steps or obstacles that have been encountered.

Agendas should be designed not only to allot adequate time to strategic discussions, but also to reinforce the Board's purpose by consistently presenting the Mission, Vision, and key roles as guiding principles.

Utilize Annual Action Plans

Annual action plans allow the Board to identify in greater detail the work that needs to be done over the course of the year, assigning prioritization, deadlines, responsible parties, and measures of progress to allow for tracking and accountability. Year One action plan and a template for subsequent years can be found in Appendix D.

In the final quarter of each year, the Board should assess implementation efforts over the previous year and identify any changes to tactics that need to be made in the next year. Based on progress to date and changes to the regional conditions, a new action plan for the subsequent year's plan implementation should be created and approved at the final Board meeting of the program year.

Create and Maintain Scorecard

As this plan contains visionary, strategic goals that are not measured by a single metric or timeline, maintaining a scorecard will be important to measure the Board's progress. The scorecard should be a visual representation of indicators that communicate the success CS NCFL has in advancing its mission and realizing its vision. Suggested indicators include:

- Total economic impact
- Percentage of budget comprised of non-federal funding
- Credentials earned in target sectors
- Customer service rating
- Average number of days from enrollment to employment
- Regional Talent Index (an index of variables related to talent that allows for ranking among peer regions)

A sample visual scorecard utilizing placeholder data can be found in Appendix E.

Revisit Annually

While the overarching Mission, Vision, and Goals described in this strategic plan may stay the same, it is not intended that all details of the plan should be set in stone. The plan should be a living document, as changes to the economy, labor pool, regulatory environment, or other factors may cause other priorities to emerge that require focus to achieve the Board's goals. Strategies, tactics, and action plans should be revisited at a minimum annually to ensure the Board can remain flexible and responsive to market changes.

APPENDIX A: LABOR MARKET ANALYSIS

The following is a labor market and industry sector profile for the CS NCFL region, including the counties of Alachua and Bradford.



The quantitative data for the profile includes a geographic overview, demographic and labor force characteristics, industry analysis, occupation analysis, and labor force data. For the profile, data is collected and analyzed data from Economic Modeling Specialists Int'l. (EMSI), U.S. Census Bureau, and the U.S. Bureau of Labor Statistics. Though 2019 is the current calendar year, 2018 labor market data are utilized as these represent the latest full calendar year of data available from federal statistical agencies.

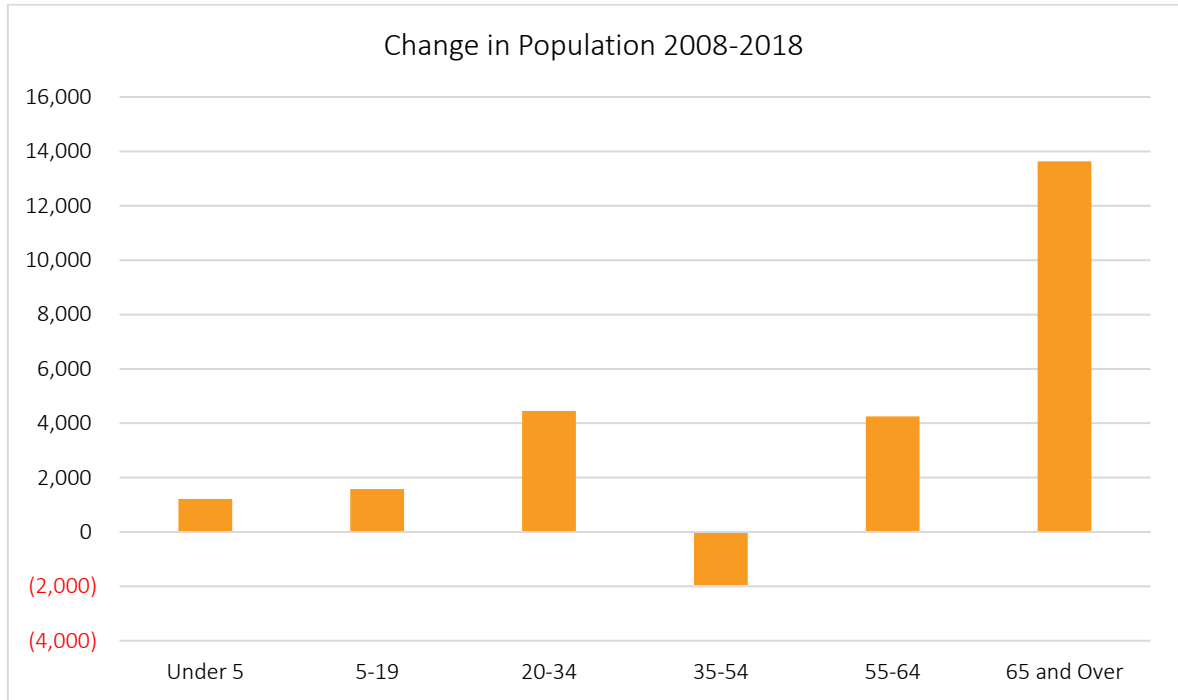
Demographic & Labor Force Characteristics

Total Population

The total population of the CS NCFL region in 2018 was 296,995, an increase of more than 23,000 from five years prior. Nearly every age cohort experienced growth over the last five years with the exception of those between the ages of 35-54, which experienced a 3% decrease. Individuals over the age of 65 experienced the greatest percentage increase since 2008 (47%) followed by those 55-64 years of age (15%).

Projections into the next five years indicate a growing population for the CS NCFL region. Individuals between the ages of 55-64 is the only population cohort projected to experience a decline whereas those over the age of 65 are projected to experience the greatest increase. Projected population growth by individuals 20-54 is positive news for the region as these individuals tend to make up a considerable portion of the labor force.

Age	2008 Population	2018 Population	Change 2008-2018	% Change 2008-2018	Projected Change 2018-2023	
Under 5	14,595	15,806	1,211	8%	290	2%
5-19	52,449	54,033	1,584	3%	2,741	5%
20-34	84,566	89,017	4,451	5%	972	1%
35-54	64,582	62,628	(1,954)	(3%)	2,955	5%
55-64	28,539	32,795	4,256	15%	(2,048)	(6%)
Over 65	29,084	42,715	13,631	47%	7,545	18%
Total	273,812	296,995	23,183	8%	12,455	4%



Race/Ethnicity

Over 60% of Alachua and Bradford county residents are White. Blacks are the second largest race/ethnicity residing in these counties, representing nearly 20% of the CS NCFL region's population. Hispanics and Asians also make up considerable part of the population. Other ethnicities include American Two or More Races (2.5%), Indian or Alaskan Native (0.3%), and Native Hawaiian or Pacific Islander (0.1%).

Over the last five years, a majority of ethnic groups has experienced growth, with the exception of Native Hawaiian or Pacific Islander which experienced a decline of 2 persons. The largest percentage growth was experienced by Hispanics (22%), followed by Two or More Races (21%), and Asians (18%). Although the CS NCFL region remains majority White, increases in diverse populations could indicate a need for more diverse community resources to best serve those populations.

Race/Ethnicity	2018 Population	Change 2013-2018	% Change 2013-2018
White	184,720	5,252	3%
Black	59,164	3,291	6%
Hispanic	28,246	5,093	22%
Asian	16,677	2,549	18%
Two or More Races	7,292	1,270	21%
American Indian or Alaskan Native	747	46	7%
Native Hawaiian or Pacific Islander	150	(2)	(1%)

Educational Attainment

Alachua and Bradford counties have residents with a variety of educational attainment. The highest level of educational attainment in the CS NCFL region is a High School Diploma. In

Alachua County, 22% of individuals graduated have a High School Diploma compared to 35% in Bradford County. In the CS NCFL region, 18% of residents have some college experience and 10% have an Associate's Degree. The Florida and national averages for those with some college experience is 20% and 21%, respectively, indicating close parallels by the CS NCFL counties to state and national standards.

Alachua County has a high percentage of residents with Bachelor's Degrees (21%) and a Graduate Degree and Higher due in part to the location of the University of Florida in the county. Bradford County residents with a Bachelor's Degree and a Graduate Degree or Higher is lower in comparison.

Education Level	2018 Alachua County Percent	2018 Bradford County Percent	2018 NCFL Percent	CS 2018 Florida Percent	2018 US Percent
Less Than 9th Grade	3%	7%	4%	6%	7%
9th Grade to 12th Grade	5%	17%	6%	7%	7%
High School Diploma	22%	35%	23%	29%	28%
Some College	18%	21%	18%	20%	21%
Associate's Degree	10%	10%	10%	9%	8%
Bachelor's Degree	21%	7%	19%	17%	19%
Graduate Degree and Higher	20%	4%	19%	10%	11%

Income

Median Household Income rates in Alachua and Bradford Counties are below Florida and national averages. The median household income in Alachua County is \$45,478, which is \$5,355 less than the state and \$12,174 less than the U.S. In comparison, the median household income in Bradford County is more competitive at \$46,106, but still \$4,727 less than the state and \$11,546 less than the U.S.

The poverty rate for each county is higher than state and national figures. Alachua County's poverty rate is 7.8% higher than the state and 8.7% higher than the U.S. Bradford County's poverty rate is closer aligned with state and national figures at 18.8%.

County	Median Household Income 2013-2017	Poverty Rate
Alachua County	\$45,478	23.3%
Bradford County	\$46,106	18.8%
Florida	\$50,833	15.5%
United States	\$57,652	14.6%

Human Capital

Labor Force

Labor force statistics include both the employed and the unemployed, excluding only those who have stopped looking for work (discouraged workers) and those who are voluntarily not in the labor force. In December 2018, 148,928 individuals participated in the CS NCFL

EMPLOYMENT IN CS NCFL REGION 1998-2018 ²

Peak	September 2018 147,105	December 2018 (144,433 – 1.8% lower)
Trough	February 1998 111,568	December 2018 (144,433 – 29.5% higher)
December 2018	Employment: 144,433 Labor Force: 148,928 Unemployment rate: 3.1%	

region labor force, of these, 144,433 were employed and 4,495 were unemployed³. Over the last 20 years, employment in the county was at its highest in September 2018 and lowest in February 1998. As of December 2018, the unemployment rate for the region was 3.1%, lower than the unemployment rate of Florida (3.6%) and the United States (3.9%).

Labor Force Participation Rate

The labor force participation rate is sensitive to demographic changes because participation rates vary across age, gender, income and race/ethnicity. The national labor force participation rate has decreased since 2000, a trend that is expected to continue in the next decade in part due to the aging of the baby-boomer generation. In 2000, baby boomers were the heart of the workforce. However, as this large group of individuals moves closer to retirement, the overall workforce participation rate decreases. It is worth mentioning that the participation rate of older workers has been increasing in the past ten years, but it is still significantly lower than those of the young adult and middle-aged groups.

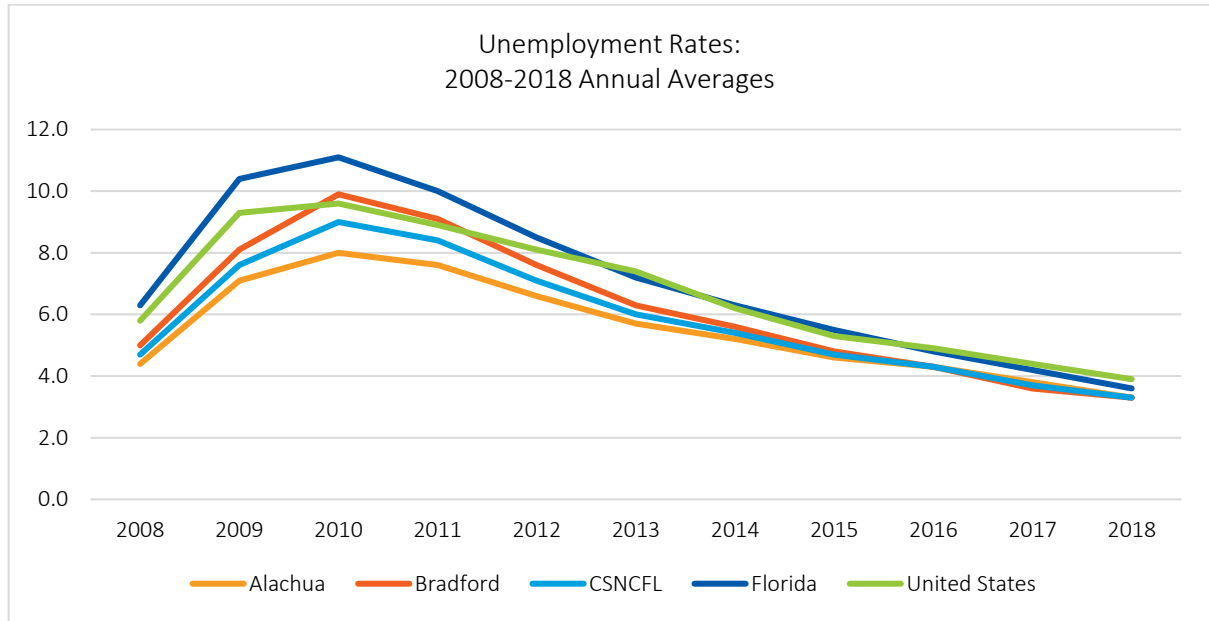
Labor Force Participation Rate

The labor force participation rate represents the proportion of the population that is working or pursuing work, as opposed to those voluntarily not working or not pursuing work. The labor force participation rate is affected by various factors, including

Workers in older age brackets and those who are retirement age, compose a considerable proportion of CS NCFL region's population. The older worker population (55 years and older) was estimated to be 75,510 in 2018, which is equivalent to 25% of the region's population. Projections over the next five years indicate that that age cohort will increase by 5,479, which represents 44% of the region's projected growth.

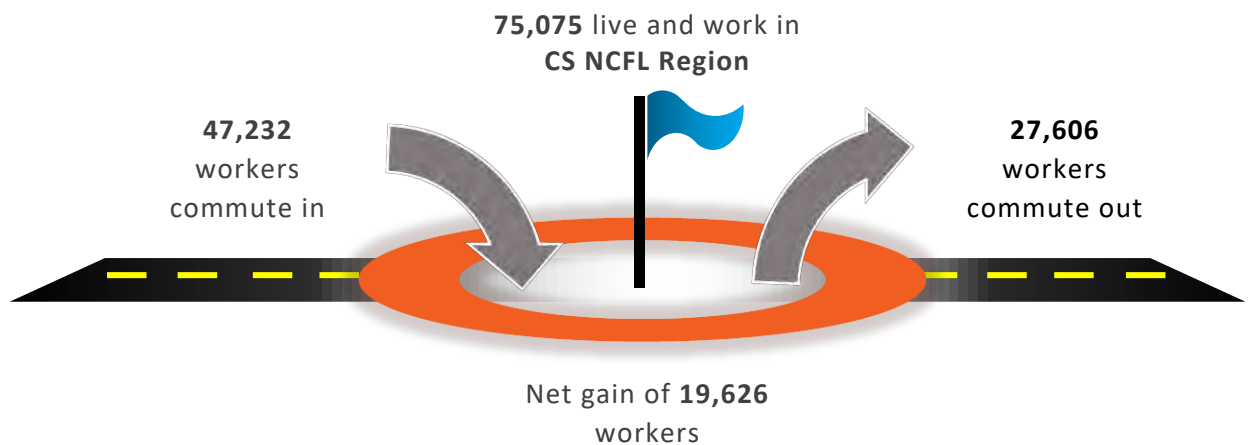
² U.S. Bureau of Labor Statistics, 1998.4-2019.1 <http://www.bls.gov/data/>

³ December of 2018 was used as comparison throughout the 1998-2008 timeframe.



Commuting

The graphic below details the commuting patterns of workers in the CS NCFL region in 2015. The region as a whole is a net importer of workers with 47,232 workers commuting into the region to work and 27,606 commuting out of the region for work. Over 75,000 workers both live and work in the CS NCFL region.



A review of commuting patterns by county indicate that 1,804, or 1.5% of workers from Alachua County commute to Bradford County for work. Additionally, 329, or 5.7% of workers from Bradford County to Alachua County for work. The table below details the commuting patterns for each county individually.

	Commute In	Commute Out	Live & Work in County
Alachua County	45,928	23,362	70,605
Bradford County	3,437	6,377	2,337

Industry Sector Analysis

Industry Mix

The table below details the top industries in the CS NCFL region in 2018 at the 2-digit North American Industry Classification System (NAICS) level. Government is the largest industry, constituting over a quarter of all jobs in the region. Health Care and Social Assistance; Retail Trade; and Accommodation and Food Services round out the top jobs in the region behind Government. The greatest percent change in jobs over the last five years was by Mining, Quarrying, and Oil and Gas Extraction (97%), however it is among the smallest industries in the CS NCFL region. Construction, which experienced a 28% increase over the same time period, added 526 jobs due to competitive effect (CE). A positive CE number indicates more growth within a particular industry than would have been expected from non-local trends. Industries with significant positive CE scores include Retail Trade (1,199 jobs); Government (942 jobs); and Administrative and Support and Waste Management and Remediation Services (906 jobs).

Location Quotient (LQ) measures the relative importance of an industry's employment to a particular region. Typically, industries with an LQ score above 1.25 represent an importance to the region. Only two industries in the CS NCFL region have an LQ score above 1.25: Government (1.88) and Health Care and Social Assistance (1.27).

Industry	2018 Jobs	% of Total Jobs	% Change 2013-2018	2018 LQ	2018 CE
Government	43,253	28.26%	4%	1.88	942
Health Care and Social Assistance	24,633	16.09%	12%	1.27	188
Retail Trade	15,890	10.38%	13%	1.03	1,199
Accommodation and Food Services	14,550	9.51%	14%	1.11	149
Professional, Scientific, and Technical Services	7,645	5.00%	19%	0.77	428
Administrative and Support and Waste Management and Remediation Services	7,082	4.63%	27%	0.74	906
Construction	6,485	4.24%	28%	0.76	526
Other Services (except Public Administration)	6,228	4.07%	5%	0.86	(109)
Finance and Insurance	4,734	3.09%	13%	0.77	236
Manufacturing	4,606	3.01%	1%	0.38	(172)
Transportation and Warehousing	3,476	2.27%	23%	0.63	60
Wholesale Trade	2,818	1.84%	16%	0.50	353
Real Estate and Rental and Leasing	2,716	1.77%	10%	1.05	(31)
Educational Services	2,476	1.62%	16%	0.63	155
Arts, Entertainment, and Recreation	2,217	1.45%	12%	0.83	(65)
Information	1,555	1.02%	2%	0.55	(53)
Agriculture, Forestry, Fishing and Hunting	1,487	0.97%	(10%)	0.83	(187)
Management of Companies and Enterprises	498	0.33%	(16%)	0.23	(161)
Utilities	431	0.28%	4%	0.82	8
Mining, Quarrying, and Oil and Gas Extraction	256	0.17%	97%	0.40	150
Unclassified Industry	17	0.01%	(11%)	0.08	(8)

Key Industries

Diving deeper, the table below details the 20 largest 4-digit NAICS industries in terms of employment in the CS NCFL Region in 2018. The top industries include Education and Hospitals (State Government) (23,027 jobs); General Medical and Surgical Hospitals (11,805 jobs); and Restaurants and Other Eating Places (11,662 jobs). In comparison to the top industries at the 2-digit NAICS level, several of the industries in the table are representative of Government and Health Care and Social Assistance. Over half of the top industries in the CS NCFL region have an average earning above \$50,000. Federal Government, Civilian has the highest average earning at \$109,397 which is \$90,408 more than the lowest paid industry, Restaurants and Other Eating Places (\$18,989). However, the latter has over 7,000 more jobs than the former. The top two industries with the greatest number of jobs in 2018 also have the highest LQ score and CE.

Future projections indicate that the greatest percentage of growth will be experienced by the smallest employed industry in the table: Foundation, Structure, and Building Exterior Contractors. State Government, Excluding Education and Hospitals, which experienced the second greatest decrease in jobs over the last five years, is projected to experience the greatest (and only) decrease in jobs over the next five years of all top industries at the 4-digit NAICS level. With a relatively competitive LQ score of 2.24, the continual decrease of jobs for this industry will have a negative impact on the CS NCFL region's economy along with its significant negative CE score.

Industry	2018 Jobs	% Change 2013-2018	Projected % Change 2018-2023	2018 LQ	2018 CE	Average Earnings
Education and Hospitals (State Government)	23,027	21%	6%	7.86	426	\$81,941
General Medical and Surgical Hospitals	11,805	19%	8%	2.67	414	\$69,077
Restaurants and Other Eating Places	11,662	13%	6%	1.16	(227)	\$18,989
Local Government, Excluding Education and Hospitals	5,224	2%	1%	0.97	(124)	\$67,043
Education and Hospitals (Local Government)	5,090	(28%)	5%	0.63	81	\$53,147
State Government, Excluding Education and Hospitals	4,758	(10%)	(14%)	2.24	(657)	\$58,651
Federal Government, Civilian	4,570	3%	1%	1.69	32	\$109,397
Grocery Stores	3,574	13%	3%	1.39	40	\$25,922
Services to Buildings and Dwellings	3,541	22%	11%	1.30	111	\$26,125
Offices of Physicians	2,656	15%	10%	1.06	(29)	\$93,792
Building Equipment Contractors	1,983	32%	10%	0.88	28	\$50,289
Department Stores	1,780	10%	4%	1.64	236	\$25,407
Employment Services	1,756	46%	11%	0.51	99	\$30,274

Industry	2018 Jobs	% Change 2013-2018	Projected % Change 2018-2023	2018 LQ	2018 CE	Average Earnings
Nursing Care Facilities (Skilled Nursing Facilities)	1,750	(6%)	2%	1.15	27	\$37,911
Religious Organizations	1,677	10%	8%	1.02	49	\$20,069
Warehousing and Storage	1,656	38%	9%	1.58	(150)	\$48,439
Insurance Carriers	1,632	13%	0%	1.38	(26)	\$69,550
Agencies, Brokerages, and Other Insurance Related Activities	1,406	7%	3%	0.95	(88)	\$75,029
Architectural, Engineering, and Related Services	1,402	19%	1%	0.96	(68)	\$71,695
Foundation, Structure, and Building Exterior Contractors	1,344	80%	20%	1.29	182	\$46,687

Key Industries by County

Upon reviewing the industry data for the CS NCFL region as a whole, the tables below detail the top 10 industries at the 4-digit NAICS level for each county.

Alachua County

The top industry in Alachua County, Education and Hospitals (State Government), had more jobs in 2018 than the next two industries combined as well as the county's highest LQ score (8.27) and CE (3,076 jobs). Over the last five years, this industry experienced the second greatest percentage increase in jobs (21%) behind only Services to Buildings and Dwellings (23%). Future projections into 2023 indicate all positive growth among Alachua County's top industries with the exception of State Government, Excluding Education and Hospitals. Since 2013, this industry has experienced a decline in jobs despite having an LQ score of 1.76. Education and Hospitals (Local Government) experienced less growth than expected due to non-local trends (2,055 jobs). It also has the lowest LQ score of 0.59 indicating the weakness of the industry in Alachua County. The strength of Education and Hospitals through State Government versus Local Government is significantly different in Alachua County.

Average earnings for Alachua County's top industries range from \$109,762 for Federal Government, Civilian to \$19,100 for Restaurants and Other Eating Places, a difference of \$90,662. Of the top ten industries, seven have average earnings greater than \$50,000.

Industry	2018 Jobs	% Change 2013-2018	Projected % Change 2018-2023	2018 LQ	2018 CE	Average Earnings
Education and Hospitals (State Government)	23,027	21%	6%	8.27	3,067	\$81,941
General Medical and Surgical Hospitals	11,602	19%	9%	2.76	1,297	\$69,393
Restaurants and Other Eating Places	10,942	13%	6%	1.14	(67)	\$19,100
Local Government, Excluding Education and Hospitals	4,839	2%	1%	0.95	(96)	\$68,635
Federal Government, Civilian	4,539	3%	1%	1.76	71	\$109,762
Education and Hospitals (Local Government)	4,528	(30%)	6%	0.59	(2,055)	\$53,459
State Government, Excluding Education and Hospitals	3,555	(17%)	(21%)	1.76	(713)	\$54,451
Grocery Stores	3,469	13%	3%	1.42	261	\$25,938
Services to Buildings and Dwellings	3,386	23%	11%	1.31	313	\$26,223
Offices of Physicians	2,609	16%	10%	1.10	205	\$94,435

Bradford County

The top industries at the 4-digit NAICS level in Bradford County include State Government, Excluding Education and Hospitals (1,203 jobs); Restaurants and Other Eating Places (720 jobs); and Education and Hospitals (Local Government) (562 jobs). Over the last five years, State Government, Excluding Education and Hospitals experienced the greatest positive percentage change (17%) versus General Freight Trucking which experienced the greatest negative percentage change (10%). In 2018, these two industries had the county's highest LQ score, with State Government, Excluding Education and Hospitals having the highest score of 11.49.

All but three of Bradford County's top industries had a negative CE score indicating that these industries experienced less growth than expected due to non-local trends. General Freight and Trucking had the lowest CE score of -75. State Government, Excluding Education and Hospitals experienced more growth than would have been expected from non-local trends, adding 179 jobs. Average earnings for Bradford County's top industries range from \$71,065 for State Government, Excluding Education and Hospitals to \$16,735 for Religious Organizations, a difference of \$54,330.

Industry	2018 Jobs	% Change 2013-2018	Projected % Change 2018-2023	2018 LQ	2018 CE	Average Earnings
State Government, Excluding Education and Hospitals	1,203	17%	6%	11.49	179	\$71,065
Restaurants and Other Eating Places	720	9%	6%	1.45	(35)	\$17,301
Education and Hospitals (Local Government)	562	(6%)	(2%)	1.41	(48)	\$50,628
General Freight Trucking	404	(10%)	4%	7.18	(75)	\$60,593
Local Government, Excluding Education and Hospitals	385	3%	(1%)	1.46	(3)	\$47,012
General Merchandise Stores, including Warehouse Clubs and Supercenters	330	4%	8%	3.62	(11)	\$28,574
Nursing Care Facilities (Skilled Nursing Facilities)	312	4%	10%	4.18	20	\$32,270
General Medical and Surgical Hospitals	203	(3%)	(9%)	0.93	(19)	\$51,012
Religious Organizations	193	8%	6%	2.38	8	\$16,735
Services to Buildings and Dwellings	155	8%	4%	1.16	(4)	\$23,990

Comparing each county's top occupations reveal common trends as well as differences. For examples, State Government, Excluding Education and Hospitals decreased by 17% over the last five years in Alachua County compared to the 17% increase in Bradford County. The average earnings in Bradford County for this industry is \$16,614 higher than in Alachua County and has an LQ score of 11.49 compared to 1.76 in Alachua County. In Alachua County, Services to Buildings and Dwellings is projected to experience the greatest percentage growth over the next five years. In comparison, this industry in Bradford County is projected to experience a 4% increase over the next five years, though their average earnings and LQ score are comparable.

Occupation Analysis

Broad Occupation Mix

The table below identifies the top occupations for the CS NCFL region in 2018 at the 2-digit Standard Occupational Classification (SOC) level. The top occupations include Office and Administrative Support Occupations (21,770 jobs); Education, Training, and Library Occupations (16,842 jobs); Food Preparation and Serving Related Occupations (14,628 jobs); and Healthcare Practitioners and Technical Occupations (14,527 jobs). Only four occupations have an LQ score above 1.25: Education, Training, and Library Occupations (1.944); Life, Physical, and Social Science Occupations (1.55); Healthcare Support

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Occupations (1.36); and Building and Grounds Cleaning and Maintenance Occupations (1.31). These occupations are considered to be strong occupations in the CS NCFL region.

Median hourly earnings for the top occupations range from \$9.69 for Food Preparation and Serving Related Occupations to \$38.92 for Management Occupations. Of the top five occupations, only two have median hourly earnings below \$15.00.

Occupation	2018 Emp.	% of Total Emp.	Median Hourly Earning	2018 Location Quotient
Office and Administrative Support Occupations	21,770	14.2%	\$15.20	0.98
Education, Training, and Library Occupations	16,842	11.0%	\$17.42	1.94
Food Preparation and Serving Related Occupations	14,628	9.6%	\$9.69	1.14
Healthcare Practitioners and Technical Occupations	14,527	9.5%	\$29.04	1.71
Sales and Related Occupations	14,224	9.3%	\$11.56	0.94
Building and Grounds Cleaning and Maintenance Occupations	7,362	4.8%	\$11.14	1.31
Transportation and Material Moving Occupations	7,006	4.6%	\$14.40	0.67
Business and Financial Operations Occupations	6,522	4.3%	\$25.50	0.82
Management Occupations	6,487	4.2%	\$38.92	0.75
Healthcare Support Occupations	5,669	3.7%	\$12.29	1.36
Construction and Extraction Occupations	5,185	3.4%	\$16.39	0.74
Installation, Maintenance, and Repair Occupations	5,140	3.4%	\$17.70	0.86
Personal Care and Service Occupations	5,055	3.3%	\$10.65	0.77
Production Occupations	3,989	2.6%	\$14.88	0.44
Protective Service Occupations	3,765	2.5%	\$16.83	1.10
Computer and Mathematical Occupations	3,532	2.3%	\$27.54	0.80
Community and Social Service Occupations	2,766	1.8%	\$19.29	1.09
Arts, Design, Entertainment, Sports, and Media Occupations	2,253	1.5%	\$18.57	0.80
Life, Physical, and Social Science Occupations	1,950	1.3%	\$24.83	1.55
Architecture and Engineering Occupations	1,912	1.2%	\$29.45	0.74
Legal Occupations	1,113	0.7%	\$28.18	0.88
Farming, Fishing, and Forestry Occupations	1,054	0.7%	\$9.94	0.92
Military-only occupations	301	0.2%	\$17.68	0.32

Top Occupations by Employment

A closer look at the top occupations in the CS NCFL region are displayed in the table below at the 5-digit SOC level. The top occupations for the region include Postsecondary Teachers (8,471 jobs); Registered Nurses (5,834 jobs); Combined Food Preparation and Serving Workers, Including Fast Food (4,741 jobs); and Retail Salespersons (4,075 jobs). Over the last five years, nearly all of the region's top occupations experienced positive job growth, with the exception of Bookkeeping, Accounting, and Auditing Clerks, which experienced a 1% decline. Future projections indicate positive growth for all occupations aside from Secretaries and Administrative Assistance, Except Legal, Medical, and Executive, which is projected to experienced very little decline.

The greatest number of annual openings (921) was experienced by Combined Food Preparation and Serving Workers, Including Fast Food followed by Waiters and Waitresses (627). Though these occupations offer the greatest number of opportunities for employment, they are also associated with lower median hourly earnings which limits economic growth by the labor force in the region. Median hourly earnings for the CS NCFL region range from \$9.30 for Combined Food Preparation and Serving Workers, Including Fast Food to \$31.02 for Registered Nurses, a difference of \$21.72.

Occupation	2018 Emp.	% Change 2013- 2018	% Change 2018- 2023	Median Hourly Earnings	Annual Openings
Postsecondary Teachers	8,471	18%	10%	\$17.45	865
Registered Nurses	5,834	18%	8%	\$31.02	445
Combined Food Preparation and Serving Workers, Including Fast Food	4,741	16%	6%	\$9.30	921
Retail Salespersons	4,075	5%	4%	\$10.18	609
Cashiers	3,945	12%	2%	\$9.29	775
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,694	14%	9%	\$10.59	586
Office Clerks, General	3,606	6%	3%	\$14.30	453
Waiters and Waitresses	3,113	12%	5%	\$9.71	627
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,720	4%	(0%)	\$14.68	331
Customer Service Representatives	2,687	31%	5%	\$13.17	421
Nursing Assistants	2,102	4%	5%	\$11.90	252
Maids and Housekeeping Cleaners	1,656	0%	4%	\$10.98	245
Bookkeeping, Accounting, and Auditing Clerks	1,642	(1%)	1%	\$17.15	191
Stock Clerks and Order Fillers	1,632	20%	6%	\$11.27	241
Laborers and Freight, Stock, and Material Movers, Hand	1,603	22%	8%	\$11.11	256
Cooks, Restaurant	1,508	26%	7%	\$11.28	247

Occupation	2018 Emp.	% Change 2013- 2018	% Change 2018- 2023	Median Hourly Earnings	Annual Openings
Maintenance and Repair Workers, General	1,456	13%	6%	\$15.95	166
First-Line Supervisors of Retail Sales Workers	1,431	6%	4%	\$18.42	163
First-Line Supervisors of Office and Administrative Support Workers	1,372	8%	3%	\$23.48	148
Landscaping and Groundskeeping Workers	1,335	9%	7%	\$11.36	192

Top Occupations by County

The following tables include the top 10 occupations at the 5-digit SOC level for each individual county in the CS NCFL region.

Alachua County

Each of the top 10 occupations for Alachua County experience positive job growth over the last five years and are projected to continue the trend, though Secretaries and Administrative Assistants, Except Legal, Medical, and Executive is projected to experience to a small decline. Postsecondary Teachers was the top occupation in Alachua County in 2018 and is projected to experience the greatest percentage increase of all top occupations in the county by 2023.

Median hourly earnings for occupations in Alachua County range from \$9.31 for both Combined Food Preparation and Serving Workers, Including Fast Food and Cashiers to \$31.06 for Registered Nurses for a difference of \$21.75. Postsecondary Teachers has the greatest number of annual openings in Alachua County (864) followed by Combined Food Preparation and Serving Workers, Including Fast Food (852 openings).

Occupation	2018 Emp.	% Change 2013- 2018	% Change 2018- 2023	Median Hourly Earnings	Annual Openings
Postsecondary Teachers	8,462	19%	10%	\$17.45	864
Registered Nurses	5,718	18%	8%	\$31.06	435
Combined Food Preparation and Serving Workers, Including Fast Food	4,381	17%	6%	\$9.31	852
Retail Salespersons	3,838	5%	3%	\$10.14	572
Cashiers	3,705	12%	2%	\$9.31	727
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,581	14%	9%	\$10.61	569
Office Clerks, General	3,453	6%	2%	\$14.37	432
Waiters and Waitresses	2,996	12%	5%	\$9.71	604
Customer Service Representatives	2,621	31%	5%	\$13.16	412

Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,577	4%	(0%)	\$14.78	313
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Bradford County

The top occupations for Bradford County in 2018 include Correctional Officers and Jailers (577 jobs); Heavy and Tractor-Trailer Truck Drivers (393 jobs); Combined Food Preparation and Serving Workers, Including Fast Food (360 jobs); and Cashiers (240 jobs). Heavy and Tractor-Trailer Truck Drivers, which has the second highest median hourly earning of top occupations, was the only occupation over the last five years to experience a percentage decline in jobs. Future projections indicate that Retail Salesperson will experience the greatest percentage increase of all top occupations by 2023 (12%).

The greatest number of annual openings (69) is associated with the lowest paid occupation: Combined Food Preparation and Serving Workers, Including Fast Food. However, Registered Nurses, which has the highest median hourly earnings, has the lowest number of annual openings (11).

Occupation	2018 Emp.	% Change 2013-2018	% Change 2018-2023	Median Hourly Earnings	Annual Openings
Correctional Officers and Jailers	577	15%	(0%)	\$14.46	61
Heavy and Tractor-Trailer Truck Drivers	393	(9%)	6%	\$16.11	48
Combined Food Preparation and Serving Workers, Including Fast Food	360	8%	8%	\$9.02	69
Cashiers	240	15%	4%	\$9.08	48
Retail Salespersons	237	4%	12%	\$10.84	37
Nursing Assistants	178	1%	8%	\$10.53	26
Office Clerks, General	153	10%	4%	\$12.61	21
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	143	5%	0%	\$12.71	17
Waiters and Waitresses	116	6%	3%	\$9.81	23
Registered Nurses	116	2%	(2%)	\$29.33	11

Occupational comparisons between the two counties reveal that those in Alachua County tend to have higher median hourly earnings with the exception of Retail Salespersons and Waiters and Waitresses. Also worth noting is the greater number of annual openings for shared occupations in Alachua County than in Bradford County, indicating more economic growth and opportunity centralized in that county in the CS NCFL region. Registered Nurses, for example, are projected to experience a 2% decrease over the next five years in Bradford County whereas in Alachua County, Registered Nurses are projected to grow by 8%.

Data Sources and Glossary of Key Terms

Data Sources

All data and analysis for this report are directly or indirectly derived from information provided by either the U.S. Bureau of the Census or U.S. Bureau of Labor Statistics:

- Economic Modeling Specialists International (EMSI), 2019.2 Class of Worker data (based on the U.S. Quarterly Census of Employment and Wages) and general demographic estimates
- U.S. Census American Community Survey 2012-2016 Estimates
- U.S. Census OnTheMap

Competitive Effect

Used in conjunction with "Shift-Share Analysis" techniques⁴, *The Competitive Effect* metric seeks to isolate the influence of local dynamics from the influence of non-local factors on industries' employment growth or decline. A positive number indicates that the study area experienced more growth within a particular industry than would have been expected from non-local trends; the magnitude of *The Competitive Effect* indicates the strength of the purely local influence on the industry's employment change.

Location Quotient

Location Quotient (LQ) measures the relative importance of an industry's employment to a particular region, and uses the straightforward formula:

$$LQ = [\% \text{ of total local employment} / \% \text{ of total national employment}]$$

Location Quotients are one of the most common and important indicators of local economic characteristics; LQ's greater than 1.25 are typically considered to be the threshold for identifying an industry as especially relatively strong.

NAICS Codes (*The North American Industry Classification System*)

NAICS is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. The numbering structure is hierarchical in nature, meaning that fewer digits are broader in their meaning, while longer (up to six) digits provide greater specificity.

SOC Codes (*Standard Occupational Classification*)

The 2000 Standard Occupational Classification (SOC) System was developed in response to a growing need for a universal occupational classification system. Such a classification system allows government agencies and private industry to produce comparable data. Users of occupational data include government program managers, industrial and labor relations practitioners, students considering career training, job seekers, vocational training schools, and employers wishing to set salary scales or locate a new plant. It is used by federal agencies collecting occupational data, providing a standard means to compare such data

⁴ Shift share is a standard regional analysis method that attempts to determine how much of regional job growth can be attributed to national trends and how much is due to unique regional factors. Shift share helps answer why employment is growing or declining in a regional industry, cluster, or occupation.

across agencies. It is designed to cover all occupations in which work is performed for pay or profit, reflecting the current occupational structure in the United States.

As with NAICS, the SOC coding structure is hierarchical, with fewer digits provide broad data (occupational categories), while larger provide more specific data (specific professions).



APPENDIX B: FOCUS GROUP SUMMARIES

Thomas P. Miller & Associates (TPMA) conducted three focus groups and four individual interviews in October 2018. The three focus groups spanned Alachua and Bradford counties. The first focus group had sixteen participants from the Bradford business community and they worked in such fields as environmental consulting, banking, and healthcare. The two other focus groups took place in Alachua county. The second focus group had nine participants that were engaged throughout the Alachua community and, for example, worked at the Chamber of Commerce, Gainesville Housing Authority, and at the University of Florida. The last focus group had six participants who were representatives of Alachua businesses and, for example, worked in healthcare technology and for start-ups. The four interviews included representatives from the City of Gainesville, Santa Fe College, and Alachua County Emerging Leaders (ACEL).

TPMA's purpose throughout these discussions was to gain an assessment of workforce needs in both Alachua and Bradford counties; community engagement in the workforce; community and business participation with CS NCFL; understanding of the Board and CS NCFL priorities; and what should be taken into consideration for the future strategic plan.

The focus groups and interviews provided valuable feedback and suggestions. Participants thought that there is a lack of low and middle-skilled talent; the middle-skilled talent refers to workers that require more than a high school diploma. The University of Florida supports and creates a higher-educated group of professionals that contrasts to lower-skilled talent needs. Participants would like more education and to explore other avenues in order for the workforce to become knowledgeable of soft skills such as: attitude, professional communication, listening skills, problem-solving skills, mechanical Skills, and basic Mathematics and English skills. Multiple participants were fond of increasing work-based learning programming such as internships and apprenticeships. Participants would like support of vulnerable groups in the community, particularly low-income individuals, and assistance with supportive services. Transportation issues were repeatedly noted as a problem within each county and across counties, which prevented potential workers from getting to a place of employment. Additionally, CareerSource centers can be far away from residents who are trying to take advantage of their services and a lack of transportation can be an added disadvantage.

Participants predominately cited engagement with CS NCFL through grant projects, such as TANF grants, as participants were interested in grant funding. Other forms of engagement were referrals to CS NCFL and co-location of staff and recruiters in some instances. The participants understood CS NCFL as investors in the community, a funding source, and an entry-point for talent. The participants thought that the CS NCFL Board brought the workforce down to the local level and is very community-based. A few participants praised the CS NCFL Board in comparison to other Florida workforce boards. Additionally, advertising of CS NCFL could be improved. Multiple participants emphasized creating clearer mission and vision statements as well.

Participants were asked about the priorities of CS NCFL: (1) Entrepreneurship Training; (2) Earn While You Learn Programs; (3) Soft Skills Training; (4) Job Marketing; (5) Establish Local Subject Matter Expertise in Workforce Data, Tracking, and Analysis; and (6) Leverage Workforce Data Expertise to Contribute to Policy Development at the State and Local Level. Overwhelmingly, participants resonated with Entrepreneurship Training. Participants were satisfied with entrepreneurship or wanted additional support for it. Participants would like more job shadowing and other technical training programs, which connects with the second priority, Earn While You Learn Programs. Successful outcomes through Santa Fe College, a thriving truck driving program, and a consensus for CNA/nursing programs were few topics that were mentioned. They would also like CS NCFL to have more collaboration with community businesses and members. Participants often resonated with multiple priorities at the discussions. In conclusion, participants would like a clearer mission and marketing of CS NCFL, an expansion of what is being done in regards to the current priorities, and to strengthen community engagement with the Board.

APPENDIX C: SURVEY SUMMARIES



Strategic Plan for Workforce Development

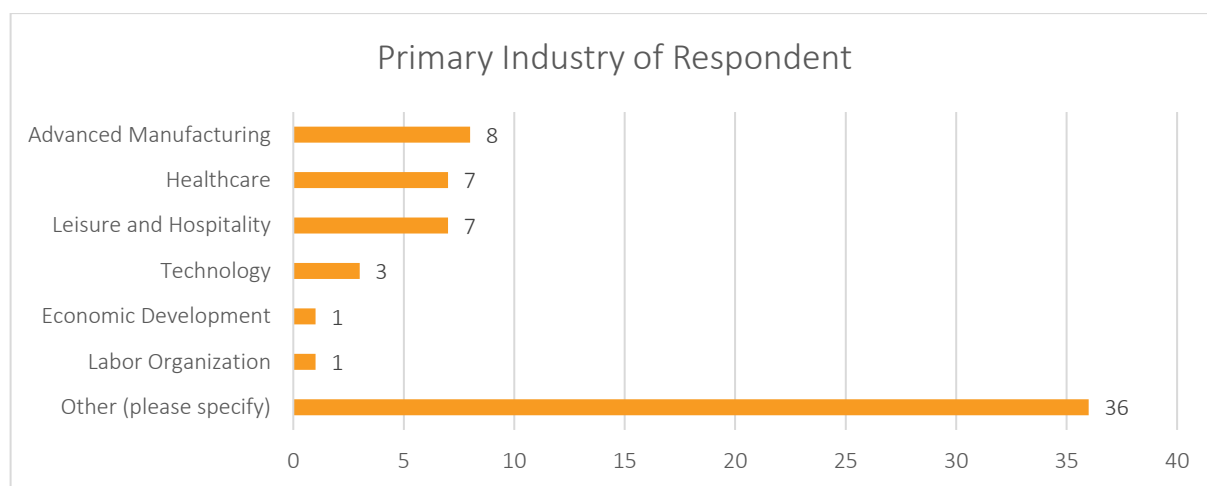
June 2019

APPENDIX C: SURVEY SUMMARIES

Business & Industry Survey

Question 1: Please indicate your primary industry (choose one):

A total of 63 respondents completed the Business and Industry survey. The bar graph below details their identified primary industry.



Respondents who selected “Other” as their primary industry identified their industry below.

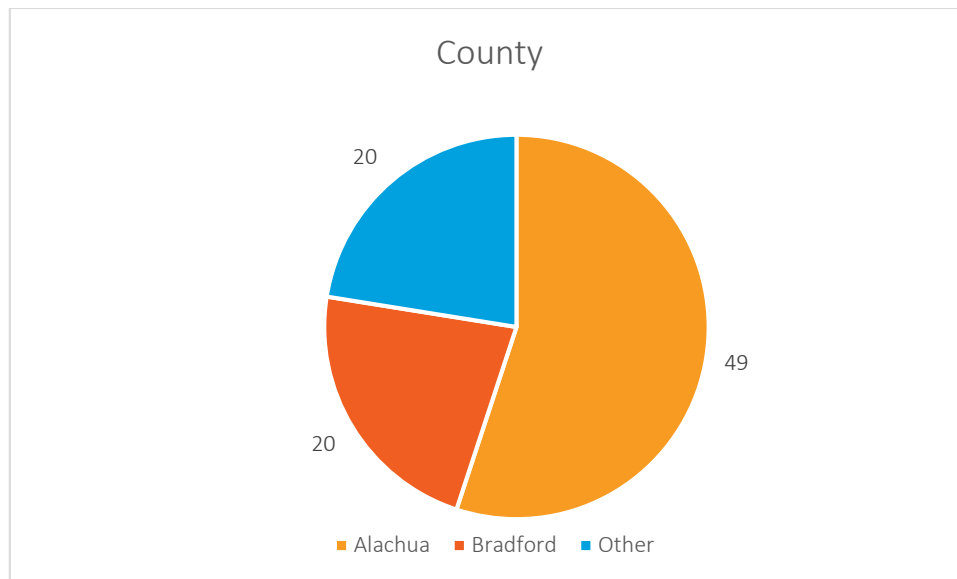
“Other” Industry	Count
Accounting	4
Construction	4
Legal	4
Advertising/Media	3
Financial Services	3
Professional Services (unspecified)	3
Government	2
Real Estate	2
Animal Care	1
Auto Sales	1
Banking	1
Design	1
Energy	1
Environmental Services	1
Event Planning	1
Insurance	1
Pharmaceuticals	1
Restaurant	1

Retail

1

Question 2: In which county(ies) are you located or provide services?

A majority of the respondents are located in or provide services in Alachua County (55%). Respondents who are located outside of Alachua or Bradford counties indicated they are statewide, national, international and from nearby counties of the CS NCFL region like Baker, Citrus, Clay, Dixie, Duval, Gilchrist, Lafayette, Levy, Marion, Putnam, St. Johns, Suwannee, and Union. A majority of respondents from Alachua and Bradford counties came from Healthcare (10) followed by Advanced Manufacturing (7) and Leisure and Hospitality (7).⁵



Question 3: What do you believe is the most significant talent or workforce development challenge facing business growth today?

In an open-ended response, respondents identified some of the most significant talent or workforce development challenges facing business growth today. The responses were reviewed and organized into common themes. The most significant challenges identified by respondents was an abundance of unqualified workers in the region (21) and lack of soft skills (16). Soft skills that were identified included punctuality, work ethic, workplace communication, teamwork, positive attitude, and strong motivation.

Advanced Manufacturing had the greatest number of respondents identify unqualified workers as their most significant challenge compared to Leisure and Hospitality which had the greatest number of respondents identify soft skills as the most significant challenge. Advanced Manufacturing was also one of the few industries that did not cite retention or recruitment as a challenge. Healthcare had the widest ranging responses, including

⁵ This does not include those who selected "Other" as their primary industry.

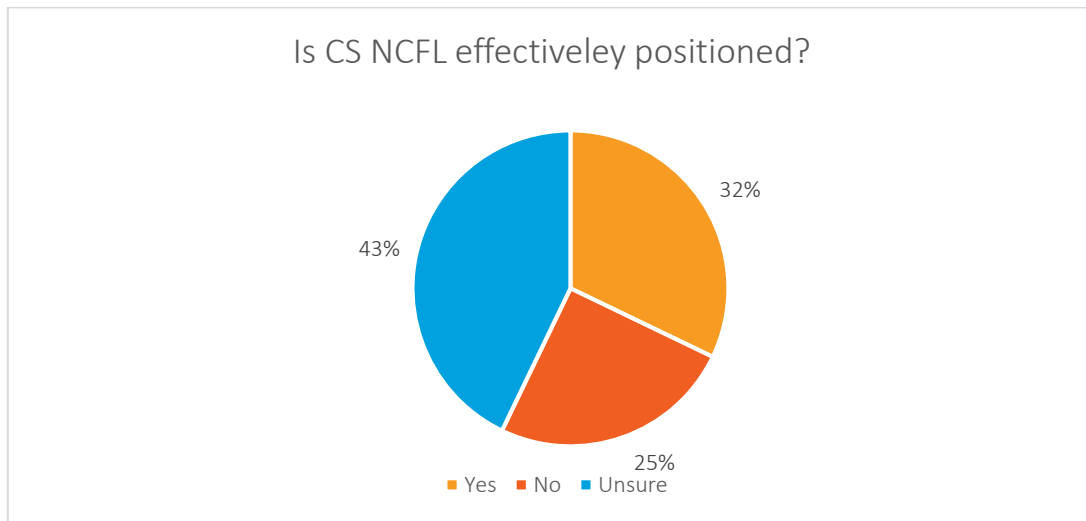
leadership, unqualified workers, lack of experienced workers, unrealistic expectations, healthcare, retention, and recruitment. The table below lists the total number of responses by category.

Most Significant Talent Challenges	Count
Unqualified Workers	21
Soft Skills	16
Lack of Experienced Workers	5
Recruitment	5
Retention	4
Training	3
Unrealistic Expectations	3
Healthcare	2
Leadership	2
Hard Skills	1
Lack of Capital	1
Low-Paying Jobs	1
Technology	1

Question 4: Do you believe CareerSource North Central Florida is effectively positioned to address those needs?

Nearly a third of all respondents indicated that they believed CS NCFL is effectively positioned to address workforce development challenges facing business growth today (32%) with most coming from the Healthcare industry. A majority of respondents were unsure, due to a lack of awareness of CareerSource or never using their services in the past. As one respondent noted,

“Not sure...I do not have enough information to know whether CareerSource is an effective alternative...we have never used or leveraged CareerSource for our staffing needs. We need more information.”



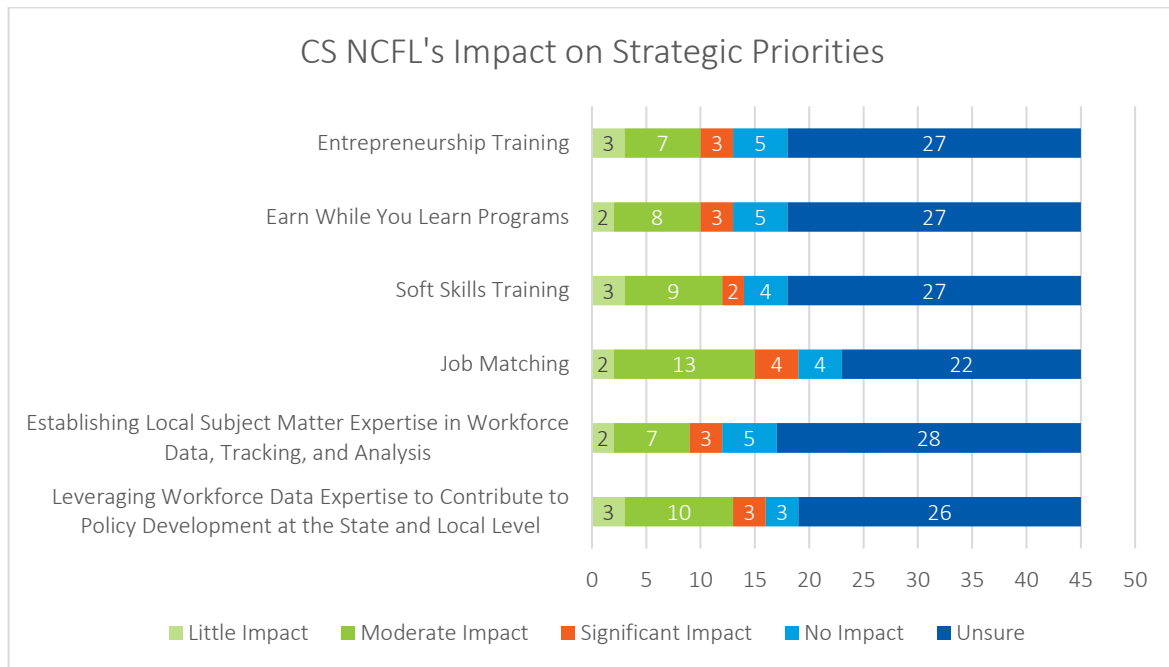
Only a quarter of the respondents expressed doubt in CS NCFL's ability to address the workforce development challenges with a majority of those stemming from the Healthcare industry, contradicting earlier opinions from this industry.⁶

Question 5: Please rate the impact CS NCFL has had on the following workforce strategic priorities over the last three years.

An overwhelming number of respondents were unsure of the impact CS NCFL has had on its workforce strategic priorities over the last three years. The top priorities that respondents believed CS NCFL has made an impact on include Job Matching, Leveraging Workforce Data Expertise to Contribute to Policy Development at the State and Local Level, and Soft Skills Training. Respondents from the Healthcare industry identified these three priorities as having the most impact (little to significant) than any other industry.

Three priorities that all received the greatest number of "No Impact" selections include Entrepreneurship Training, Earn While You Learn Programs, and Establishing Local Subject Matter Expertise in Workforce Data, Tracking, and Analysis. Respondents from the Advanced Manufacturing industry identified these three priorities as having no impact more than any other industry.

⁶ Industries that also answered "No" include Advanced Manufacturing (1), Financial Services (1), Media (1), and Energy (1). The others did not identify their industry.

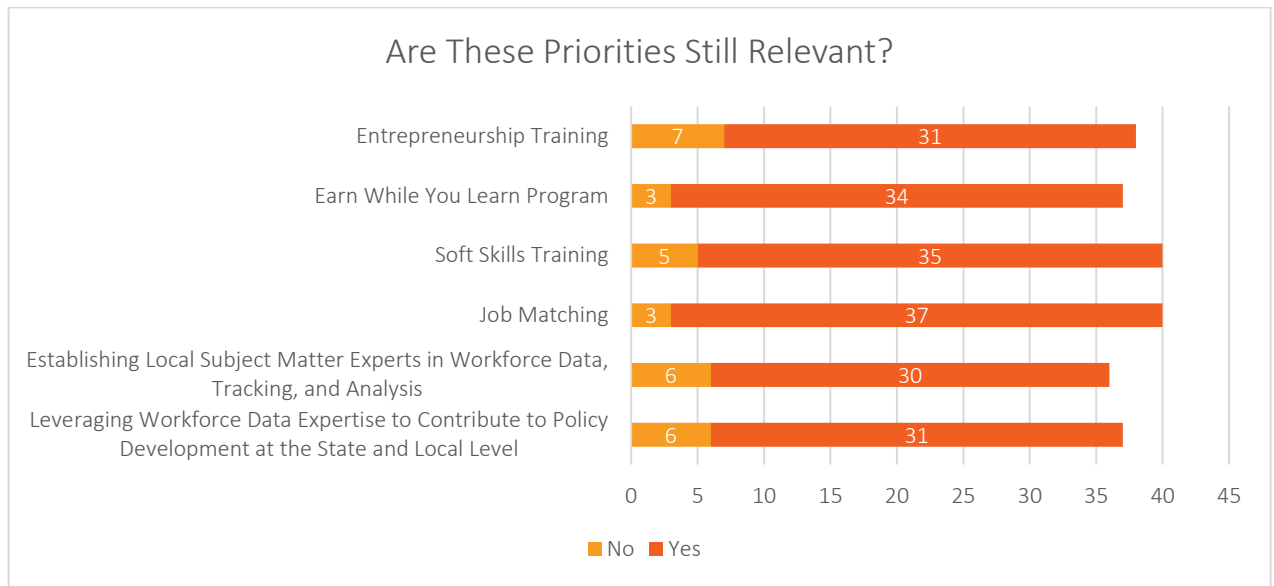


Question 6: What are the most impactful workforce development strategies CS NCFL has promoted in the last 3 years?

Respondents identified Skills Training and Entrepreneurship Training as the most impactful workforce development strategies. Over 70% of respondents did not have an opinion on the matter or did not know due to unfamiliarity with CS NCFL and its strategies. The responses varied by industry and did not provide insight into which industry felt which strategy was most impacted. A total of 38 respondents skipped the question entirely.

Question 7: Is each of the following still a relevant strategic priority for the CS NCFL?

Every strategic priority identified by CS NCFL was identified as still relevant by respondents. Job Matching accounted for the most affirmative responses followed by Soft Skills Training and Earn While You Learn Program. Entrepreneurship Training, which recorded among the lowest number of affirmations, was the most popular selection for not still being a relevant strategic priority, followed by Establishing Local Subject Matter Experts in Workforce Data, Tracking, and Analysis; and Leveraging Workforce Data Expertise to Contribute to Policy Development at the State and Local Level.



Question 8: Thinking of CS NCFL's mission: Everybody works. Growing business and jobs through a skilled workforce. What additional priorities should CS NCFL consider?

In an open-ended response, respondents identified additional priorities that CS NCFL should consider. The top identified priority was a commitment to employers (5). Respondents proposed that CS NCFL clearly state that employers are the primary customer and should focus on building relationships with employers first and foremost. Industries that identify this priority include Healthcare, Advanced Manufacturing, Leisure and Hospitality, and Technology.

Skills training was the second top proposed priority. This priority encompasses both soft skills training and technical skills training and was proposed by respondents from Advanced Manufacturing, Professional Services, Accounting, and Real Estate.

Other priorities proposed by survey respondents include Information Sharing, Work-Based Learning, and Partnering with Education (includes secondary and postsecondary). Some respondents asked for CS NCFL to identify the top-down priorities (by rank) to better help employers understand what is driving CS NCFL. The table below lists all of the priorities proposed by respondents.

Priority	Count
Commitment to Employers	5
Skills Training	4
Information Sharing	3
Work-Based Learning	3
Partner with Education	2
Recruitment	2
Background Checks	1
Explain Workplace Expectations	1

Healthcare	1
Leadership	1
Leverage Funds	1
Policy Development/Advocacy	1
Tracking Job Market Trends	1

Question 9: In your opinion, how successful has CS NCFL been in advancing its mission? Mission: Everybody works. Growing business and jobs through a skilled workforce.

	1 least successful	2	3	4	5 most successful	Unsure
%	9%	14%	16%	14%	5%	43%
Count	4	6	7	6	2	19

The table above reveals how successful respondents believe CS NCFL has been in advancing its mission. A majority of respondents selected 'Unsure' though 16% believed CS NCFL has been moderately successful. More respondents felt that CS NCFL was not as successful at achieving its mission compared to those who felt it was very successful.

Question 10: What further value can CS NCFL provide to the community?

Respondents from various industries shared their perspectives of what additional value CS NCFL can provide to the community. One of the most commonly proposed ideas was for CS NCFL to have a more direct role in the community, whether it was one-on-one meetings with employers, education, or jobseekers. As one respondent noted, it is important for CS NCFL to expand its outreach to potential partners in the community, however, it is also important to be cognizant of the strong relationships they have with existing employers.

Respondents from Real Estate, Technology, and Healthcare suggested CS NCFL be positioned to respond to changes in the future economy and job market. As one respondent noted, "Being prepared to be nimble when the economic conditions change."

Other perspectives proposed by respondents include information sharing to support local employers, skills training to ensure applicants have the skills in demand by employers, and compassion.

Question 11: Do you wish to share any additional comments?

The following are a list of comments provided by respondents:

1. How does CSNCFL handle expense reimbursements? Is it timely?
2. I have participated in a reverse career fair representing my company a few years ago. I also coordinated a site visit a few years ago regarding the STEM Ready program. I would be curious if there is a slide deck or overarching presentation readily available for participants and stakeholders to figure out what benefits and support is needed.

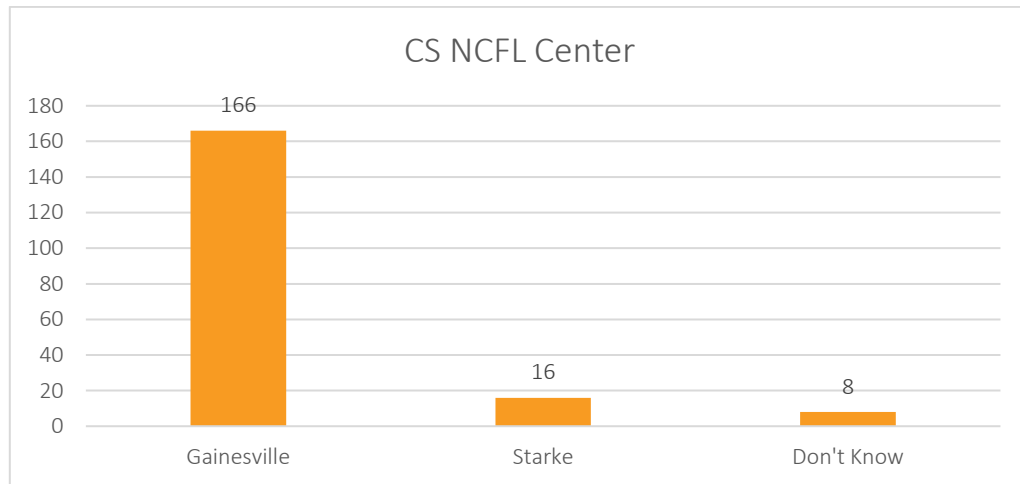
CareerSource Florida has 4,849 followers on LinkedIn. The one in Orlando (CareerSource Central Florida) has 4,324 followers. What would the North Central Florida backing look like? What would the content be? I see North Florida has a smaller following of 117 followers.

3. You should pull a random (not pulled by anyone affiliated with CSNCFL) list of clients and contact them to see the value they experienced.
4. CSNCFL serves two populations, and urban population in the Gainesville Area and a rural population in the remainder of Alachua and Bradford Counties. This divide must be addressed in its programs. The main customer for the work of CSNCFL is the business community, employees and workers make up the workforce being matched to the needs of business. This orientation must be more transparently communicated.
5. Even in an environment where computers are primarily used, face to face is still a priority when it comes to customer service and this is an area where skills could be improved.
6. Several requests have been made to the local office for help and support which were not responded to. If you are going to be in the local community, you need to support the local businesses with needs.
7. I am optimistic of where the organization is headed being new to the community.
8. I do not feel the chamber meet(s) my needs as a small business. Maybe instead of worrying about CSNCFL we should worry about the little guy.

Jobseeker Survey

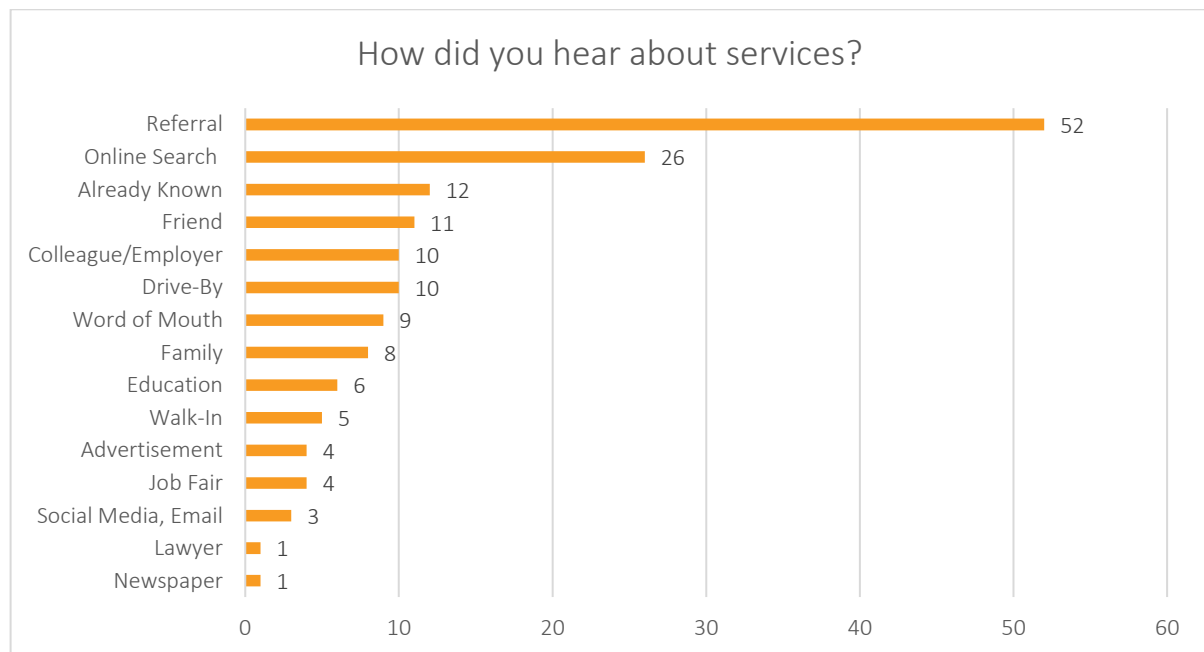
Question 1: Which CS NCFL Center(s) have you visited? (check all that apply)

A total of 190 respondents completed the Jobseeker survey. Nearly ten times as many respondents visited the Gainesville Center than the Starke Center and only 8 respondents did not know which CS NCFL Center they visited.



Question 2: How did you find out about the services available from CS NCFL?

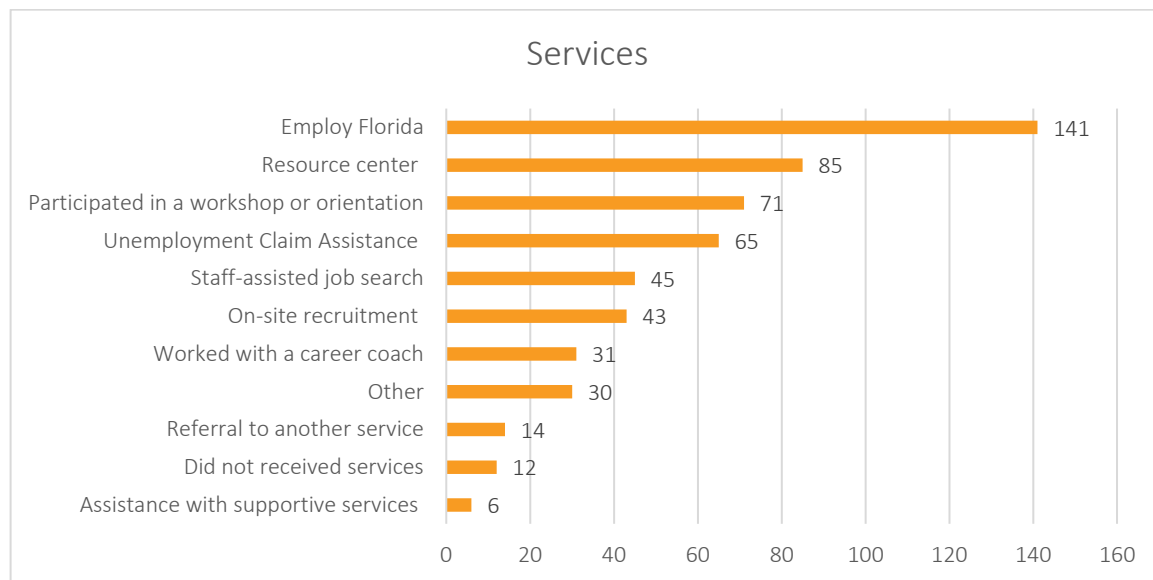
Respondents identified in an open-ended response how they found out about the services available from CS NCFL. Upon review and classification, the responses were organized into the following 15 categories:



The most commonly mentioned response, Referral, was frequently explained as the first step for respondents to apply for unemployment benefits. Online Search was the second most commonly identified response. Online search methods included Google, Yahoo, and other search engines via computer and smartphone. Respondents who identified Education as their source for learning about services either did so at a high school event or through Santa Fe College. The 4 respondents who identified Advertisement cited flyers and billboards throughout Gainesville.

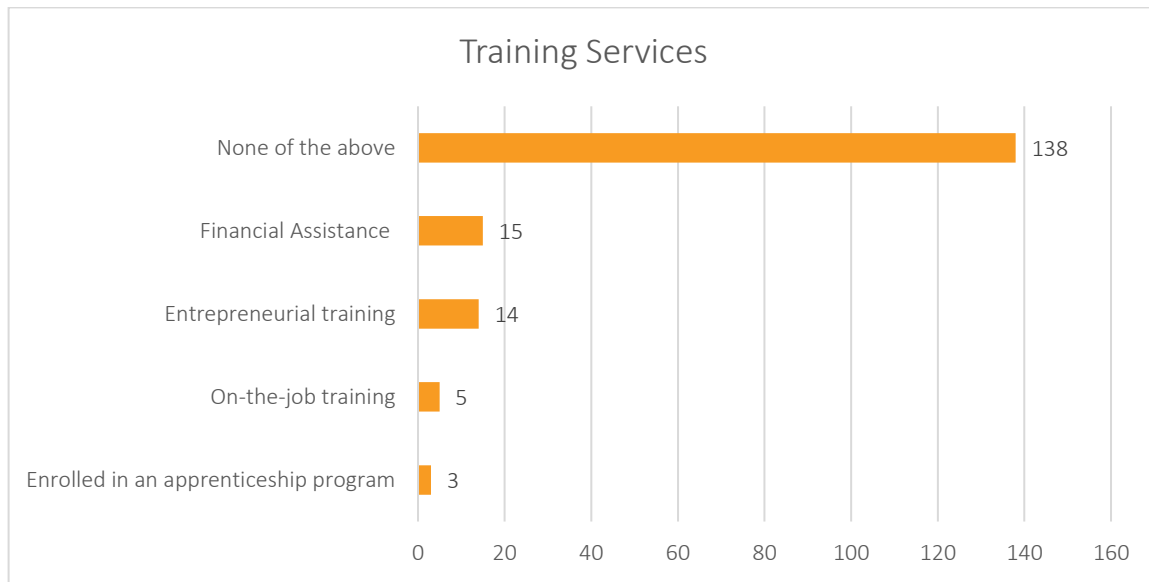
Question 3: Which services have you received or used? (check all that apply)

A majority of respondents have you used or received services from Employ Florida (141) followed by the resource center (85), participated in a workshop or orientation (69) and unemployment claim assistance (65). Respondents who selected 'Other' were instructed to specify the type of services they received or used at the centers. The most frequently identified service was testing, such as skills assessment testing. A number of respondents noted that they visited the center for a tour to learn more about the services available. Three (3) of those respondents came from Gainesville and one (1) came from Starke. Only twelve (12) respondents did not receive any services.



Question 4: Have you received any of the following training services? (check all that apply)

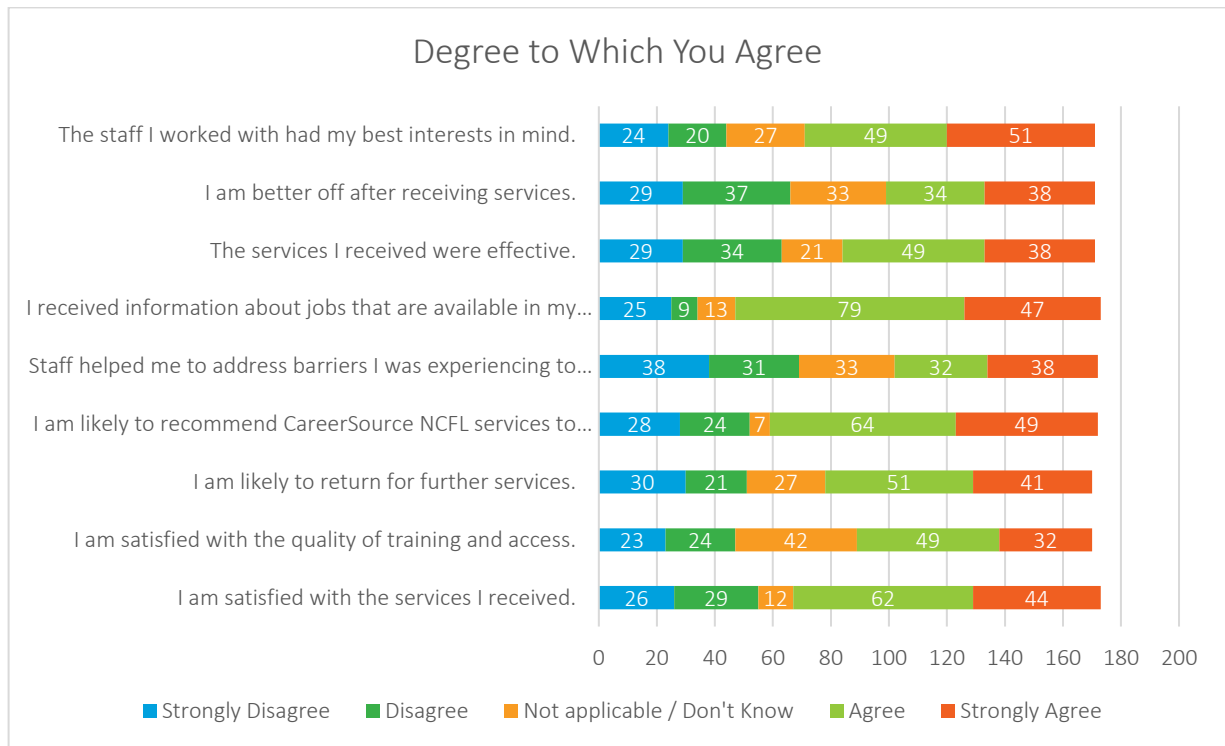
The most selected training service by respondents was Financial Assistance (15) followed by Entrepreneurial Training (14). An overwhelming majority of respondents did not receive any of the listed training services (138). The seven (7) respondents who selected 'Other' provided an explanation of the training services they received. Services included resume building, Microsoft Office training, work-based learning, and self-guided services.



Question 5: Please rate the degree to which you agree with the following statements:

Respondents expressed varying opinions on the following statements:

- I am satisfied with the services I received.
- I am satisfied with the quality of training and access.
- I am likely to return for further services.
- I am likely to recommend CareerSource NCFL services to a friend, family member or colleague.
- Staff helped me to address barriers I was experiencing to employment or other services.
- I received information about jobs that are available in my area.
- The services I received were effective.
- I am better off after receiving services.
- The staff I worked with had my best interests in mind.

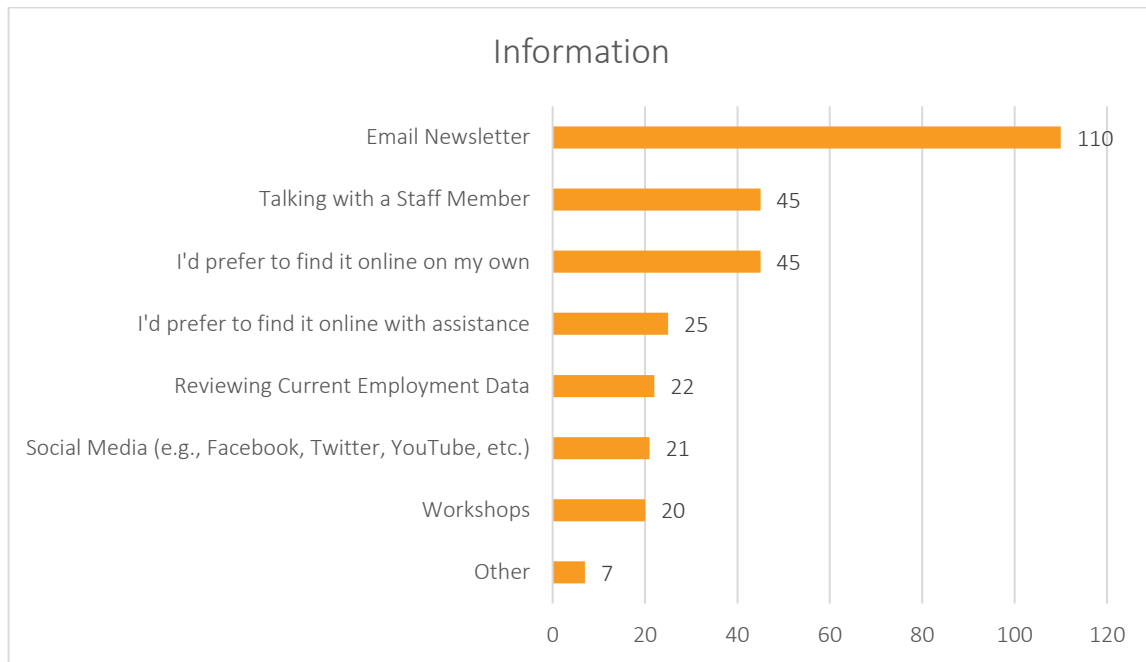


The statement that received the greatest degree of agree or strongly agree opinions from respondents was that information about jobs was readily available in their area. That constituted 69% of respondents from Starke and 68% from Gainesville. A majority of respondents also agreed that they would be likely to recommend CS NCFL services to a friend, family member, or colleague and were satisfied with the services they received.

The statement that received the greatest degree of disagree or strongly disagree opinions from respondents was that staff helped them address barriers they were experiencing to employment or other services. Both Starke and Gainesville, respectively, had approximately 38% respondents express a level of disagreement with that statement. In addition, 39% of all respondents expressed a level of disagreement with the statement that they were better off after receiving services. Approximately 25% of all respondents did not know whether or not they were satisfied with the quality of training and access.

Question 6: How do you prefer to receive information about local job opportunities and career services (e.g., career fairs, hiring events, in-demand jobs)? (check all that apply)

Respondents overwhelmingly preferred to receive information about local job opportunities through email newsletter followed by talking with a staff member and finding out about them on their own. Those who selected 'Other' specified their responses by indicating they prefer to receive information through friends, networking, and email subscriptions to job opportunities. Only three (3) respondents noted that they were not satisfied with the services of CS NCFL and would not like to receive any information.



Question 7: Do you have any other suggestions or comments on how CS NCFL can improve your experience?

A total of 79 respondents from Gainesville and 7 respondents from Starke responded to this question. Of the respondents from Starke, 3 lavished praise onto CS NCFL staff for their assistance. The remaining 4 respondents provided more critical feedback. One suggestion was to make sure that job postings are up-to-date so that jobseekers know what is readily available. The other comments suggested that CS NCF staff fail to “coach” jobseekers through the job search process. One respondent admitted that they felt like they were being pushed through the system.

“Many staff were all about the numbers and showing they had supposedly processed so many individuals but were very discouraging to individuals very much in need of assistance.”

In another instance, a respondent noted that CS NCFL staff were competing with them when valuable job opportunities became available, resulting in a mistrust from the jobseeker and unprofessionalism from the staff member(s).

A majority of respondents from Gainesville (15) commented on their positive experience at the CS NCFL Center. In their comments, respondents highlighted the friendliness of CS NCFL staff and their ability to help navigate them through the process. The most common suggestion by respondents in Gainesville was for CS NCFL staff to have increased one-on-one interaction with jobseekers. Of those 14 comments, many noted how often CS NCFL staff refer jobseekers to resource center to use computers or job search materials.

“One on one for (a) longer amount of time instead of treating (us) like a piece of paper.”

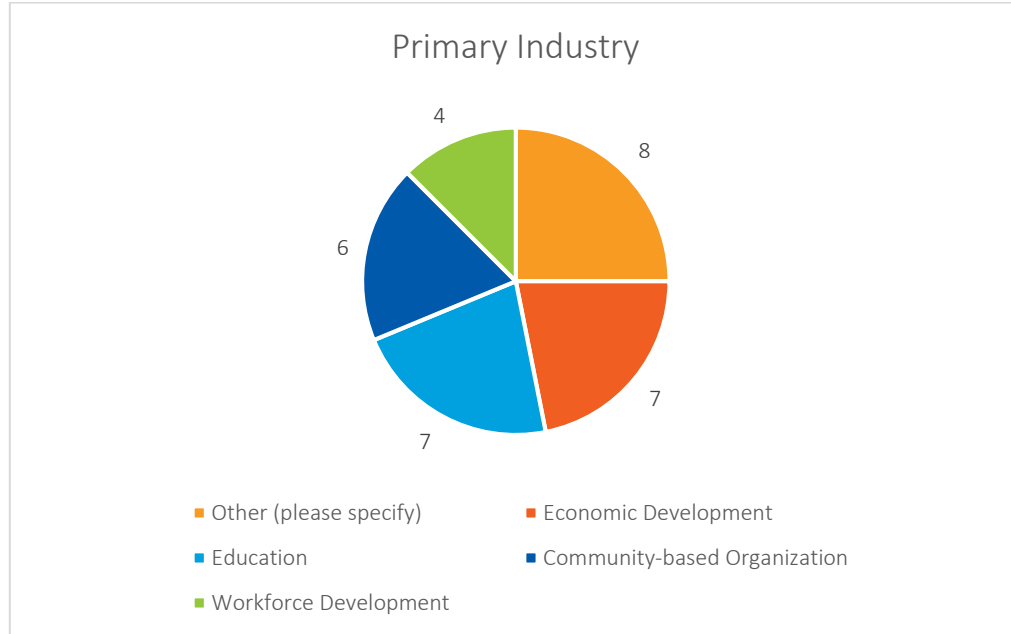
“It would have been nice to have any guidance, but I wasn’t helped when I met with someone and I am still struggling with unemployment.”

Some respondents suggested an increase in staff and resources to better serve jobseekers in the region. Additionally, respondents commented on the outdated technology and resources that are currently in use. A couple of respondents highlighted their job search experience only to find out the opening had not been open for a while. The technology comments were directed towards CS NCFL’s cumbersome website. Respondents suggested having an easier to use job search function on the CS NCFL website that is mobile friendly, similar to that of other online job boards. Other suggestions included posting better jobs, display of empathy by CS NCFL staff, educating staff to know about all of the services offered at the center, increased marketing/promotion of services, and hosting a secret shopper to evaluate CS NCFL staff.

Partner Survey

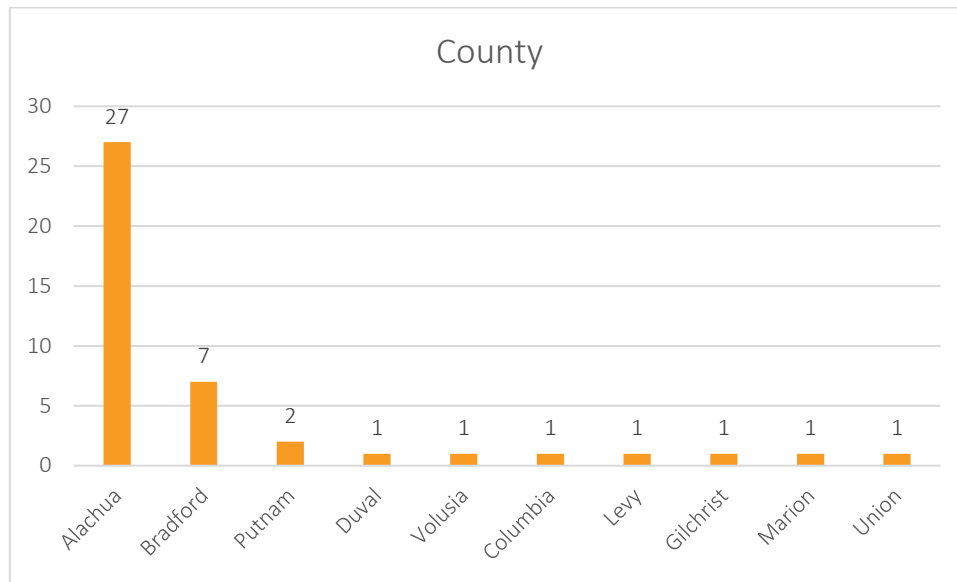
Question 1: Please indicate the primary category in which your organization falls:

A total of 40 respondents participated in this survey. Of those, a majority came from Economic Development and Education (7), followed by Community-Based Organizations (6), and Workforce Development (4). Most respondents selected 'Other' (8) and specified their responses as private business, chamber of commerce, or government.



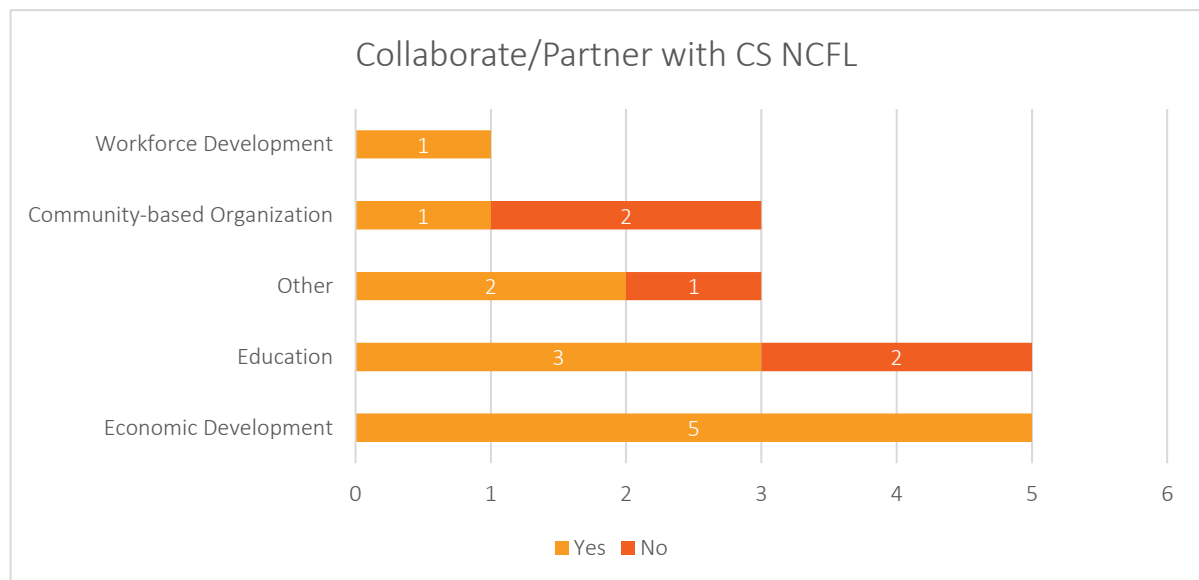
Question 2: In which county(ies) are you located or provide services?

Respondents from Alachua County represents nearly half of all survey respondents with 27 responses, followed by Bradford County (7). Three respondents are located or provide services in both counties. Those who selected 'Other' specified the county(ies) they are located or provide services as Putnam, Duval, Volusia, Columbia, Levy, Gilchrist, Marion, and Union. Of the respondents from Alachua County, 6 are representative of Community-Based Organizations and Economic Development, respectively, followed by 5 who represent Education and 4 who represent Workforce Development. Bradford County was representative more from Community-Based Organizations and Education (2) than any other industry.



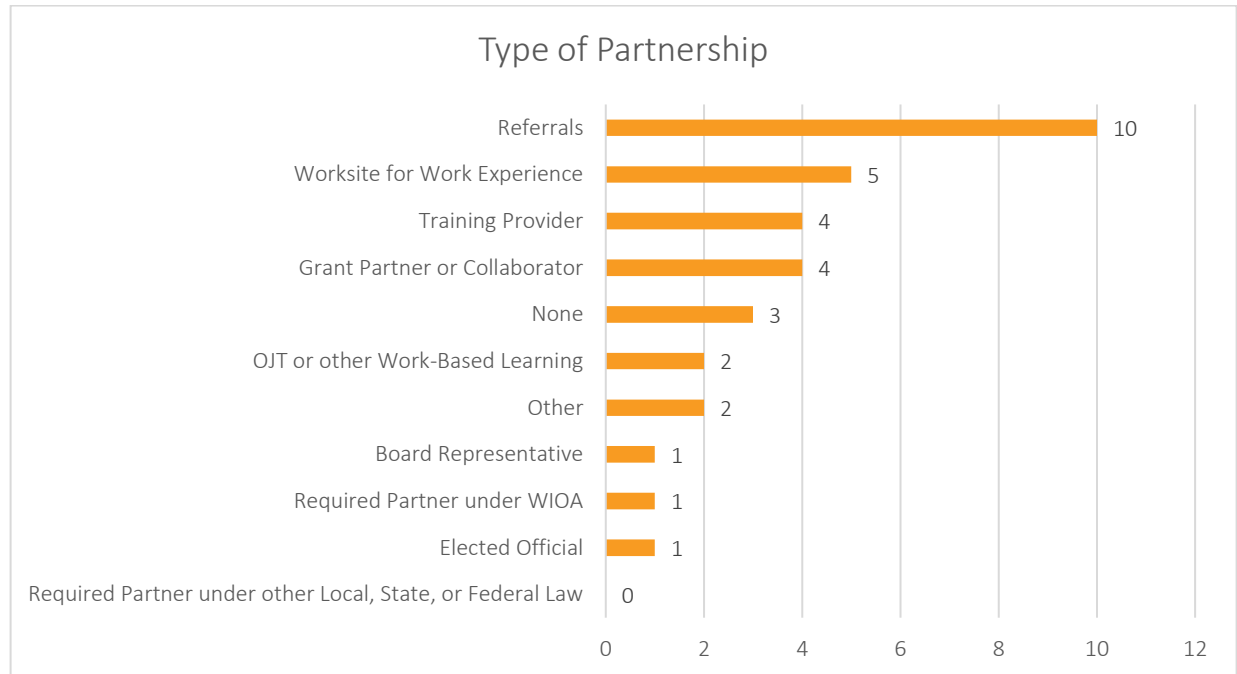
Question 3: Do you or does your organization currently collaborate or partner with CS NCFL?

Of the 17 respondents who answered this question, 12 noted that their organization does currently collaborate or partner with CS NCFL. The graph below shows the number of respondents by industry that responded. The two respondents from 'Other' who indicated that they do partner with CS NCFL come from private business and chamber of commerce whereas the single 'No' respondent came from private business.



Question 4: Which of the following best describes your collaboration or partnership with CS NCF? Select all that apply.

A majority of respondents indicated that they collaborate or partner with CS NCFL through referrals (10). Industries that selected referrals include Economic Development (3), Community-Based Organizations (2), Education (2), Other (2), and Workforce Development (1). Of the five respondents who selected worksite for work experience, 3 are representative of Education.

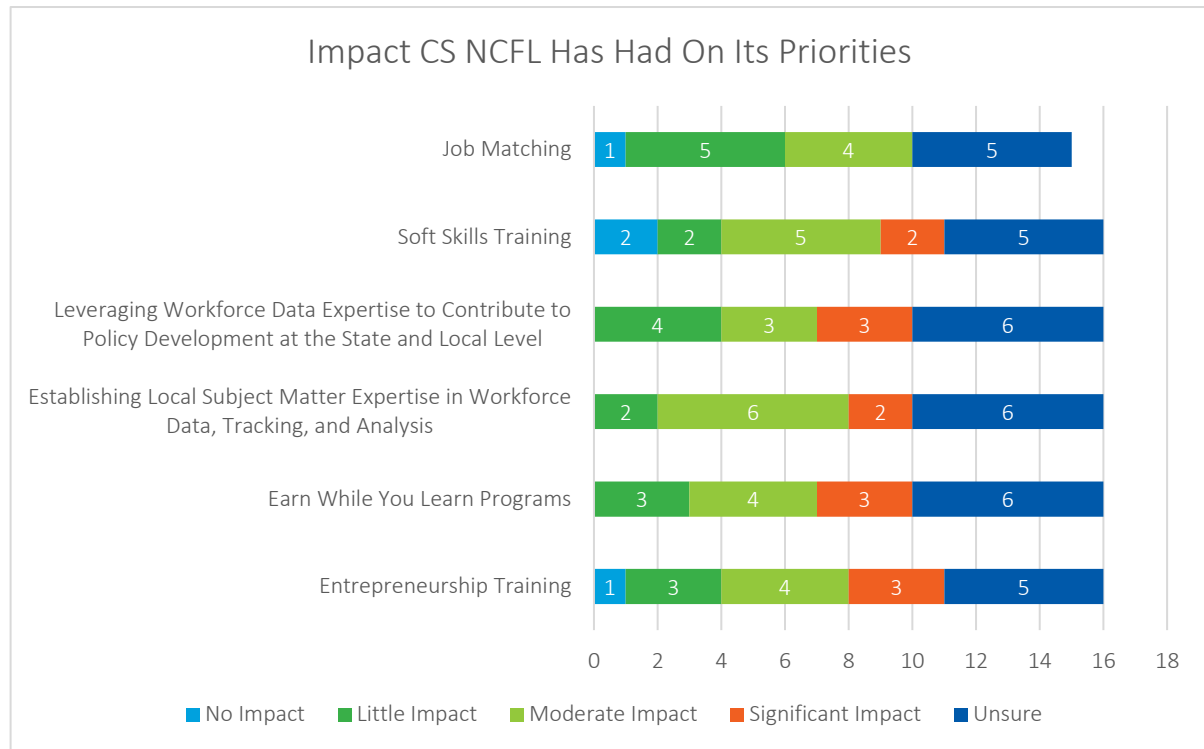


Question 5: On a scale of 1 to 5, please rate the effectiveness of your partnership.

	1	2	3	4	5	N/A
	least effective				most effective	
%	6%	0%	50%	6%	13%	25%
Count	1	0	8	1	2	4

While a quarter of respondents answered 'Not Applicable' to this question, half rated the effectiveness of their partnership with CS NCFL as a 3, or moderately effective. Those industries include economic development (3), education (3), workforce development (1), and Other (private business) (1).

Question 6: Please rate the impact CS NCFL has had on the following priorities over the last three years.



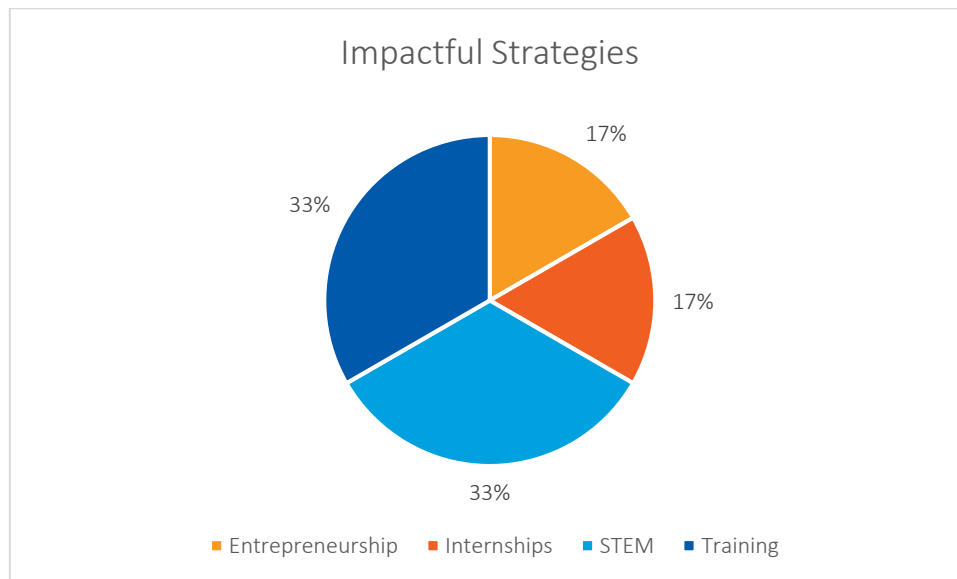
The graph above details the level of impact respondents believed CS NCFL has had on its priorities. A majority of respondents were unsure of the impact, but many believed that overall, CS NCFL has moderately impacted its priorities over the last three years. Establishing local subject matter expertise in workforce data, tracking, and analysis generated the greatest number of responses of moderately impactful priorities. Of those 6 respondents, 3 represent Economic Development, 1 represents Education, 1 represents Workforce Development, and 1 represents private business ('Other').

Priorities that respondents believed were significantly impactful include entrepreneurship training (3), earn while you learn (3), and leveraging workforce data expertise to contribute to policy development at the state and local level (3). Industries that responded to each of these priorities include Economic Development, Education, and private business ('Other').

A significant number of respondents believed that CS NCFL has had little to no impact on its priorities over the last three years (23). Job matching received the greatest number of responses for little to no impact. Those industries include Economic Development (2), Community-Based Organizations (1), Education (1), Workforce Development (1), and private business ('Other') (1).

Question 7: What are the most impactful workforce development strategies CS NCFL has promoted in the last 3 years?

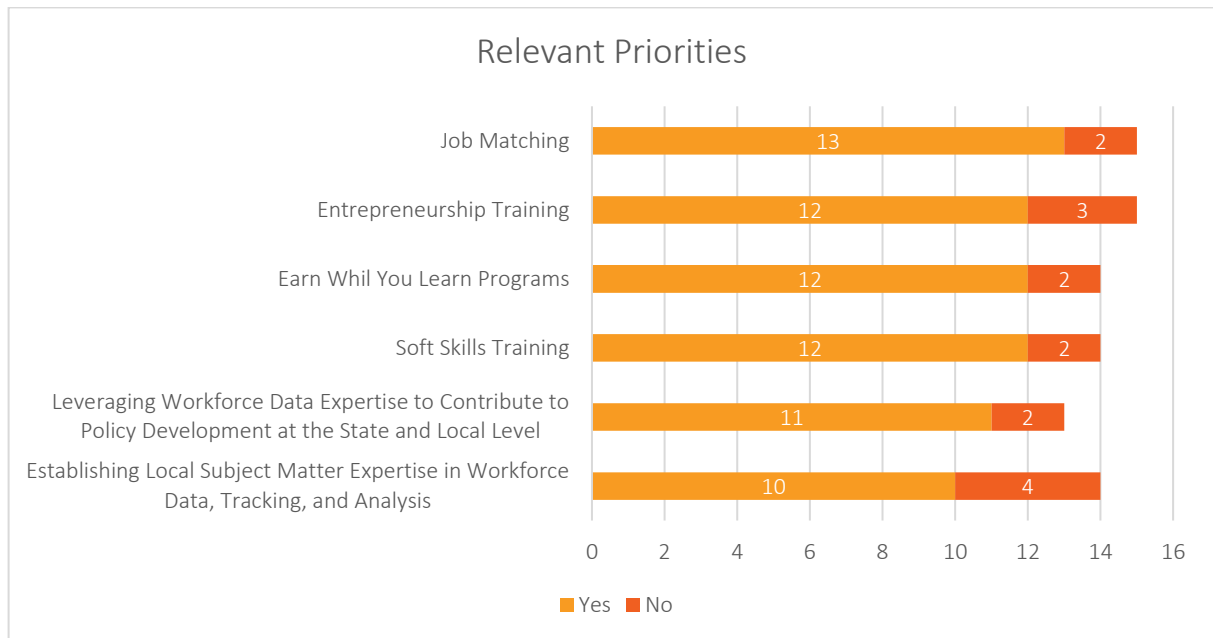
Only 6 responses were collected and analyzed for this question. Of those 6, 2 respondents from Workforce Development and Education each indicated that STEM Ready or STEM-centric training was the most impactful. Training was also identified as an impactful strategy, constituting 2 responses from private business and the chamber of commerce each ('Other'). Other impactful workforce development strategies included entrepreneurship training (1) and internships, specifically the sponsorships of internships (1).



Question 8: Is each of the following still a relevant workforce development strategic priority for CS NCFL?

Most respondents believed that the listed workforce development strategic priorities were still relevant for CS NCFL. The most relevant priority was job matching, which collected 13 responses. Of those responses, 4 respondents came from Economic Development and Education, respectively, 2 were Community-Based Organizations, and 3 were from other industries (2 from private business and 1 from chamber of commerce).

The least relevant priority as identified by respondents was establishing local subject matter expertise in workforce data, tracking, and analysis. Respondents who believed it was not a relevant strategic priority included Economic Development (1), Education (1), private business ('Other') (1), and Workforce Development (1).



Question 9: Thinking of CS NCFL mission: Everybody works. Growing business and jobs through a skilled workforce. What additional priorities should CS NCFL consider?

A total of 7 open-ended responses were collected and organized to capture common priorities CS NCFL should consider as identified by respondents. The most frequently noted response was supportive services (3). Transportation was cited twice by respondents and childcare was cited once. Soft skills training was also cited twice. Respondents noted that outreach and increased enrollment should be priority worthy of consideration. The respondent suggested CS NCFL begin targeting high school seniors to address the number of workers exiting the workforce due to retirement. Other recommended priorities included effective communication, increased training funds, and work-based learning, specifically adult internship programs.

Question 10: In your opinion, how successful has CS NCFL been in advancing its mission?

	1	2	3	4	5	Unsure
	least successful				most successful	
%	6%	0%	50%	31%	0%	13%
Count	1	0	8	5	0	2

Half of all respondents viewed the success of CS NCFL in advancing its mission at moderately successful. While no one indicated that CS NCFL has been the most successful, 5 indicated that it was more successful. These respondents come from Economic Development (2), private business ('Other') (2), and Education (1).

Question 11: What further value can CS NCFL provide to the community?

A total of 6 respondents from 4 industries provided an open-ended response to this question. Their responses are captured below:

- Assistance with changing some of the targeted professions to include the area of CNA and some of the entry level positions to utilize as a step to move up.
- Broader engagement with community training and novel. Better listening to a broader range of players in economic growth.
- Expand outside of Bradford County.
- Expanded funding opportunities and targeted job growth in rural districts.
- Outreach
- We have had little success with clients that we send over for job search/training mainly due to the lack of childcare, transportation and location barriers.

Question 12: Do you wish to share any additional comments?

A total of 6 respondents from 3 industries provided an open-ended response to this question. Their responses are captured below:

- Continued assistance with transportation in Bradford County and partnerships in Bradford County
- CSNCFL does some great things but has a horrible reputation for poor customer service--mostly due to changing stories, procedures, job-seekers having to fight strongly for services for which they qualify. Poor service to job seekers and employers (with some exceptions) is a common experience.
- Glad to see outreach in Newberry. Unfortunately it conflicted with my schedule.
- (I) have not had enough work with them to give accurate response
- Need to work on communication to external entities and individuals. Have had significant issues with sending clients who experienced poor customer service.
- We would like to have more of a partnership, maybe even an MOU, for employment training and skill development to match with our financial literacy and economic empowerment program. We would be open to having a staff presentation about services available as well (CBO).

STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT
CAREERSOURCE NORTH CENTRAL FLORIDA BOARD OF DIRECTORS

APPENDIX D: ACTION PLAN

Action	Deadline	Responsible	Measure of Progress
Tactic 1. Develop and publish an annual State of the Workforce (SOW) Report that provides data and analysis of the talent landscape of the region.	Committee Responsible: Strategy Goal/Strategy Associated: 1.1, 2.1		
Select a proprietary data system as the Board's source moving forward.	Q1	Board staff	RFI process completed or information gathered and shared with Board; System selected by Board/Committee.
Procure a staff member/third-party organization to conduct data analysis as the basis of a State of the Workforce.	Q1	Board staff	Job description or RFP developed; Candidate or contractor selected.
Validate secondary data collection through primary focus groups and interviews with businesses and community partners.	Q2	Board staff, Business Services staff	Invitees identified and engaged; interviews and focus groups held in each county; Summary report completed.
Analyze data and compile results into State of the Workforce Report.	Q3	Board staff	Report elements outlined and shared with Committee; report draft completed.
Tactic 2. Create a unified business services approach that would include the purchase and launch of a Customer Relationship Management system.	Committee Responsible: Operations and Career Center Goal/Strategy Associated: 1.1, 2.1		
Convene and engage all entities within the region that provide business services to promote coordination.	Q1	One-Stop Operator, Business Services staff	Business services partners identified; Convening held; Feedback reported to the Board/Committee.
Establish common practices for business engagement.	Q3	One-Stop Operator, Business Services staff	Partner roles identified and agreed upon; Communication and referral methods documented.
Determine needs among partners for a technology solution.	Q3	One-Stop Operator, Business Services staff	Report summary of partner feedback to the Board/Committee.

STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT
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Begin researching Customer Relationship Management system options.	Q4	One-Stop Operator, Business Services staff	Compile feedback from partners; Identify list of options for further investigation.
Tactic 3. Launch new collaborative training programs (i.e., work-based learning, customized training, non-traditional programs, etc.) to support the skills development for target-sector occupations.	Committee Responsible: Operations and Career Center Goal/Strategy Associated: 1.1, 1.2, 3.1		
Identify target sectors and high-demand occupations	Q2	Board staff/ New Data Analyst	Target sectors and occupations identified and approved by the Board.
Research best innovative practices in skill development within identified targets.	Q2	Board staff	Programs identified and contacted for information; Ideas reported to the Committee.
Work with partners to design and launch at least one new collaborative training program.	Q4	Board staff/One-Stop Operator	Program identified and funded; At least one partner on Board for implementation.
Tactic 4. Host an annual Regional Talent Summit convening partners to position the Board as the regional authority on workforce development as a catalyst of economic development.	Committee Responsible: Summit Goal/Strategy Associated: 2.1, 2.2		
Create Summit Committee, comprised of both Board members and non-Board members strategically positioned in the community.	Q1	Board staff, One-Stop Operator	Potential committee members identified and invited to participate; Committee membership finalized.
Plan Summit logistics, including date, location, and target audience.	Q2	Board staff	Date finalized; Venue secured; Invitee list drafted.
Plan agenda (including a presentation of the State of the Workforce Report) and identify speakers.	Q2	Board Chair, Board staff	Input gathered from Board members and partners; Speakers identified and secured.
Hold Regional Talent Summit.	Q4	All	Guests invited; RSVPs collected; Event held; Summary and feedback reported to the Board.

STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT
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Tactic 5. Map out the regional talent ecosystem identifying all partners that provide workforce development services or support.	Committee Responsible: Strategy Goal/Strategy Associated: 2.1		
Identify any existing inventories of resources/partners.	Q2	One-Stop Operator	Partners identified and engaged to share information.
Combine resources and conduct research to create a comprehensive inventory of partners.	Q3	One-Stop Operator	Partners and resources catalogued.
Engage partners to ensure information is accurate and available to others throughout the community.	Q4	One-Stop Operator, Board staff	Submitted to partners for review; Map finalized and published.
Tactic 6. Produce a Board Handbook and Ambassador Toolkit that includes consistent messaging, board responsibilities and authority, continuing education plan, and job description.	Committee Responsible: Legislative Goal/Strategy Associated: 2.2		
Facilitate Board discussion on the role, authority, and priorities of the Board to outline content of the Handbook and Toolkit.	Q2	Board, Board staff	Discussion reflected on Board meeting agenda; Feedback included in meeting minutes.
Draft Board Handbook, including Board orientation processes, roles and responsibilities of members, legal and policy considerations, etc.	Q3	Board staff	Handbook outlined; Content identified in existing materials where possible; New content drafted; Draft presented to Executive Committee.
Identify the messaging, priorities, and components that will make up the Ambassador toolkit.	Q4	Board, Board Staff	Discussion reflected on Board meeting agenda; Feedback included in meeting minutes; Toolkit components outlined.
Tactic 7. Continue to coordinate partner meetings concentrating on communication, synergy, collaboration, and advocacy.	Committee Responsible: Legislative Goal/Strategy Associated: 2.1, 2.2		
Identify current mechanisms of collaborating with partners and continue to have representation from the Board actively participating.	Ongoing	One-Stop Operator, Board staff	Efforts reported at each Board meeting.

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As One-Stop Operator identifies new partners through resource mapping, engage in collaborative efforts.	Ongoing	One-Stop Operator, Board staff	Efforts reported at each Board meeting.
Tactic 8. Secure diversified funding (i.e., foundations, grants, revenue-generation, etc.) for long-term fiscal sustainability reducing the dependence on federal funds.	Committee Responsible: Finance Goal/Strategy Associated: 3.1, 2.1		
Create an inventory identifying government agencies and philanthropic organizations or foundations that fund workforce-development related programs.	Q3; Ongoing	Board staff	List of entities created and updated as needed.
Regularly monitor opportunities from these organizations and bring them to the attention of the Committee as appropriate.	Ongoing	Board staff	Identified opportunities as available, shared with Finance Committee.
Tactic 9. Identify regional priority populations and commit resources to serving and supporting those populations through dedicated initiatives, programs, and certificates of rehabilitation.	Committee Responsible: Strategy Goal/Strategy Associated: 3.1, 1.1, 1.2		
Define characteristics of priority populations.	Q1	Board staff	Discussion at Board meeting; Documented in meeting minutes
Designate priority populations based on findings of the State of the Workforce Report and input from partner convenings.	Q3	Board staff	Priority population list finalized.
Tactic 10. Establish additional affiliate sites that target particular geographic areas and/or priority populations.	Committee Responsible: Operations and Career Center Goal/Strategy Associated: 3.1, 1.2		
Identify geographic areas of greatest need.	Q3	Board staff	Gaps identified, presented to Committee.
Identify potential host sites in areas of geographic need.	Q4	Board staff, One-Stop Operator	Engagement with partners in gap areas.
Tactic 11. Adopt Net Promoter as the regional continuous improvement model.	Committee Responsible: Operations and Career Center Goal/Strategy Associated: 3.2, 1.1		
Research models and determine best fit.	Q2	Board staff; Business	Options shared with Committee; Recommendation made to full Board.

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		Services staff; Service Provider	
Engage with other Florida Boards utilizing Net Promoter to gather best practices (CareerSource Capital Region, CareerSource Suncoast, and CareerSource Citrus Levy Marion).	Q3	Board staff	Calls/meetings held to collect input from other regions.
Create implementation plan.	Q4	Board staff; Business Services staff; Service Provider	Initial survey questions identified; Plan for roll out and training completed.
Tactic 12. Commission an evaluation on the current service delivery and customer flow to provide the board with recommendations on refinement and improvement.	Committee Responsible: Operations and Career Center Goal/Strategy Associated: 3.2, 1.1		
Identify staff member or contractor to conduct evaluation.	Q2	Board, Board staff	Evaluator identified.
Complete evaluation, including strengths and recommendations.	Q3	Board staff	On-site review of centers complete; Final report presented to Board.
Tactic 13. Develop a facilities plan that addresses and prioritizes improvements.	Committee Responsible: Operations and Career Center Goal/Strategy Associated: 3.2		
Identify any lessons learned regarding facilities from the evaluation of customer flow.	Q3	Board staff	Discussion during presentation of evaluation (Tactic 12) to the Board.
Begin to gather feedback from staff and customer via Net Promoter to formulate priorities for facilities updates.	Q4	Board staff	Questions added to Net Promoter survey.

APPENDIX E: SCORECARD SAMPLE

