

City of Stuart - Workforce Action-Oriented Insights Report



This report was created for City of Stuart by the Apalachee Regional Planning Council to fulfill a deliverable made possible by a grant from Department of Economic Opportunity, Competitive Florida Partnership, 2018. Competitive Florida is built of the programmatic ideal that *communities that take action to build and enhance their local economies while staying true to what makes them unique have a competitive advantage*. To that effect, this report utilizes local inputs, interviews, and case studies to inform action-oriented insights that will help City of Stuart capitalize on its existing strengths of community, place, and economy.

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Executive Summary

City of Stuart should develop itself as a key partner to, but not a direct implementer of, workforce training and development in the region. CareerSource Research Coast is the state satellite office for engaging and supporting businesses and individuals looking for skills and career enhancement, and Indian River State College, Chastain Campus offers bachelor's and associate degrees and technical certificates. Martin County School District provides Career and Technical Academies at its schools. Still other smaller groups provide coaching, social support, and services like transportation. Thus, numerous opportunities exist for the City to enhance its role within this framework.

How can workforce development be defined? Invest Atlanta offers this explanation:

[A] high-value workforce system is one that creates a talent pipeline that meets the human resource needs of high-growth industries and simultaneously ensures that its constituents are connected to career pathways that lead to family-sustaining employment opportunities in those industries.

This definition is useful because it highlights how the system serves people at all levels of the talent and career spectrum. This report recommends achieving this via the following core pursuits:

Establish a newly-created Stuart Economic Development Office as a key collaborator with regional workforce partners.

Pursue collaboration opportunities with workforce partners that centers on measurable enhancements.

Explore initiatives informed by regional and state best-practices, such as a "Strategic Doing" retreats and Business Roundtable-City-CareerSource funded projects.

Readers may refer to the Build Lean, Learn Fast, Re-iterate Section of this report for more detailed strategies.

Target Industry and Metrics Take-Aways

Data indicate that Finance, Insurance, Real Estate, and Law, Arts/Entertainment/Recreation and Visitor Services, Medicine and Biotech, Transportation Product Manufacturing, and Software and Web Development currently supply jobs in Stuart. These sectors need to be further vetted for direct training efforts by a City Economic Development Office and primary players in the workforce continuum. City median household income decreased between 2011 and 2016. There was mild upward shift of Stuart household income away from lower brackets to higher brackets during that same time-period. These metrics can be used to gauge the general economic health of Stuart in the future.

Workforce Conversation Take-aways

Glenda Harden and Tracey McMorris, CareerSource Research Coast

- Ø Build Relationships and reap the rewards – CareerSource RC is prepared to support business expansion and recruitment efforts with training grants. They collaborate with surrounding counties on skills gap analyses, job fairs, grant writing, and business technical assistance. With a City of Stuart Economic Development liaison, new initiative options abound.
- Ø Currently, CareerSource reference the Treasure Coast Skills Gap Analysis as the starting point for new workforce development initiatives. It centers on Construction Trades, Healthcare, and Manufacturing. Trainees and Apprentices are already funded, and this could be extended to the city.

Elizabeth Gaskin, IRSC Chastain

- Ø Indian River State College, the City, and the Business Development Board have already collaborated on new talent initiatives: The first round of the “Business Accelerator Program” included funding from City of Stuart that was awarded as grants to entrepreneurs.
 - Ø Furthering relationships and initiative launches between IRSC, City of Stuart, and Small Business Development Center (SBDC) is an option that the college would like to explore.
 - Ø There are 150 programs, from certifications to B.A., offered by IRSC (spread across multiple campuses). Current high-demand programs with high-percentage placement in local industries include:
 - § Healthcare
 - § Education
 - § Fire/Police/Criminal Justice

Aviation manufacturing is an up-and-coming training sector for which IRSC is looking to meet demand. Coordination with a Stuart Economic Development Office could be crucial in monitoring and updating the programs offered at the Chastain campus.

Elia Parsons, Martin County Career & Technical Education

- Ø Martin Career & Technical are interested in the idea of a direct-from-Stuart communication channel that helps to pair students in their Academies with local business internships.
- Ø It’s important to remember that teenagers may not have “figured out” their career path by the end of high school. Therefore, the talent pipeline needs to have as many opportunities for lightweight experiences (e.g. internships, tours, presentations, demonstrations) that enhance students’ perception of the local business economy as they prepare for direct employment, PSAV, or 4-year pathways.

Jim McShane CareerSource Cap Region

- Ø Economic Development Offices at City or County levels need close ties to CareerSource. The connection fosters a valuable feedback loop for agile business recruitment and local business retention & expansion (BRE).
- Ø An economic development office is easiest to work with (and most effective) when it doesn't need to push actions/requests through a long decision chain. Keep the office simple and empowered to quickly deliberate and execute decisions.

The City, as a partner within the talent pipeline and Integrated Service Delivery¹ (ISD) contexts, can act as a local asset mapping clearinghouse, meeting convener, and marketer for the differing workforce development product offerings and primary actors in the area. It should allocate staff time and budget resources from an Economic Development Office to workforce development liaising, coordinated with business retention, attraction, and entrepreneur support services.

¹ WIOA, Integrated Service Delivery Toolkit:
https://rc.workforcegps.org/resources/2017/08/04/12/16/Integrated_Service_Delivery_Toolkit

Target Industry Insights & Metrics

Target Industries can be set via numerous approaches, including alignment with workforce/education programs already in place, industry concentration studies, occupational demand studies, sites and buildings surveys, and state and regional incentives alignment. With all or part of this data, city leaders then need to set targets and market to businesses, while continuing and enhancing coordination with their workforce development and training partners. This section will offer insights into industry concentrations, occupational concentrations, and occupational demand, which the city may then consider moving forward with. Finally, it will offer two benchmark metrics by which the city can monitor economic progress. These should be paired with more specific metrics once the target industries are well established within a City Economic Development Office.

Insights

The three data-driven insights that offer a concise picture of the greater Martin economy are Industry counts and concentrations, Occupational counts and concentrations, and Occupational Demand. Data for Industry and Occupation counts were obtained from Stats America data (an online data portal provided by the U.S. Department of Commerce)². Occupational Demand data are obtained from Bureau of Labor Market Statistics.

STATS AMERICA: Industry count and concentration, and Occupation count and concentration

Knowledge-Based industry clusters in Martin County can be assessed in two ways – the total number of firms and their relative concentration (i.e. prevalence locally vs nationally). The first graphic below depicts total number of firms; the second depicts their concentration.

Note: Some industry and occupation cluster titles do not fully display on the graphics. They are:

§ Industries

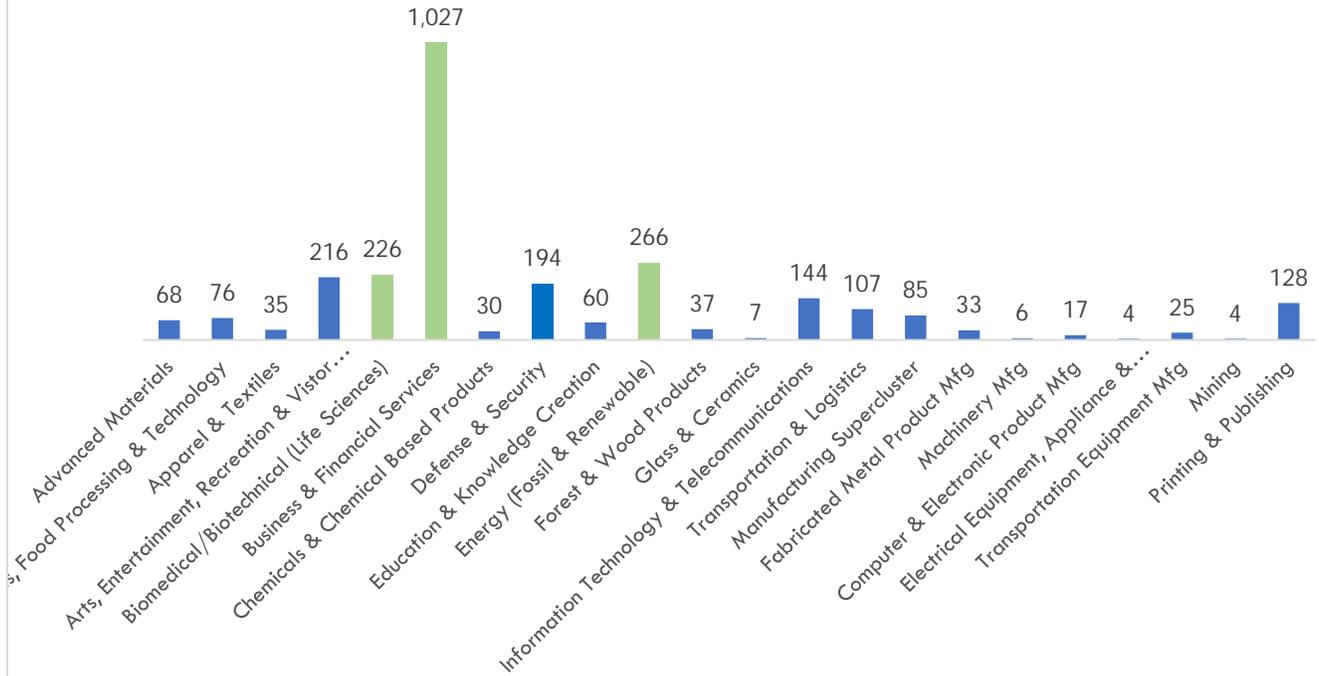
- Agribusiness, Food Processing & Technology

§ Occupations

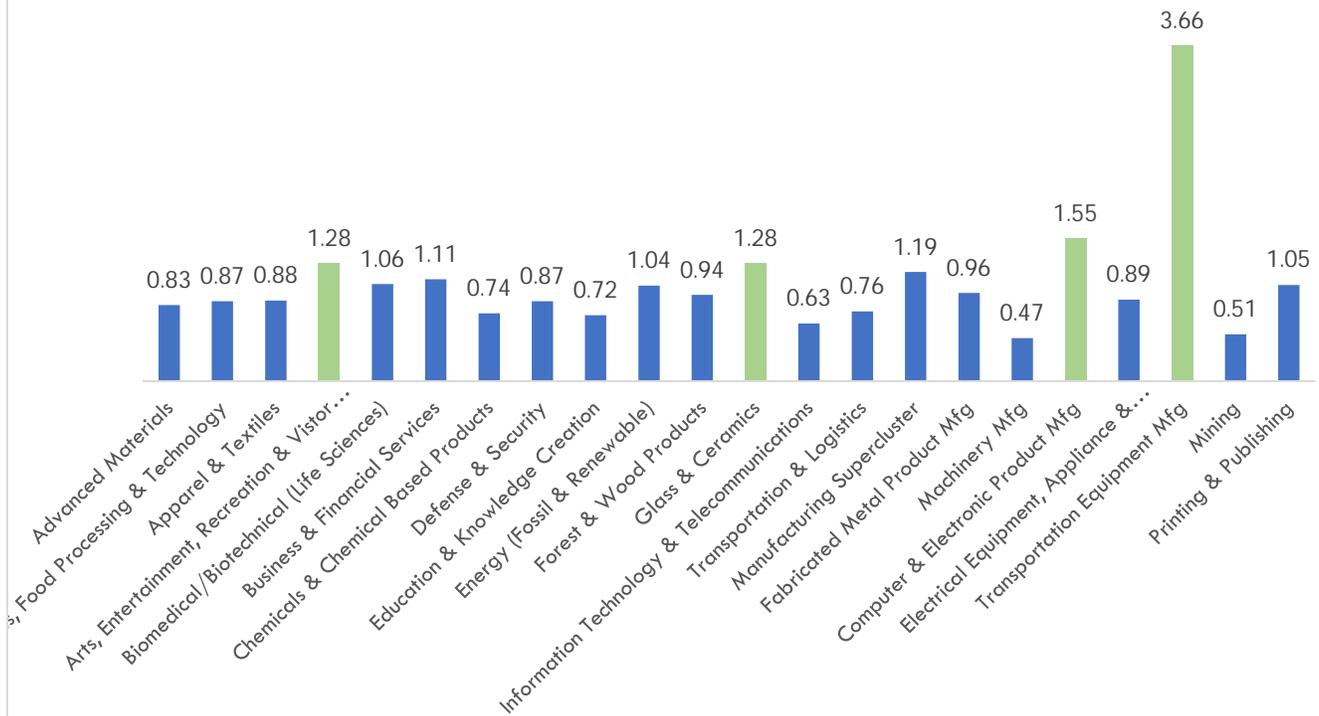
- Health Care and Medical Science (Medical Practitioners and Scientists)
- Health Care and Medical Science (Therapy, Counseling and Rehabilitation)
- Primary/Secondary and Vocational Education, Remediation & Social Services

² The data presented describe “knowledge-based” occupation and industry clusters where “skills are based on significant knowledge, insight and creativity”, and are believed to have strong staying power in the 21st century American economy. Read more here: <http://www.statsamerica.org/innovation/about.html>

Industry Clusters in Martin, Number of Establishments

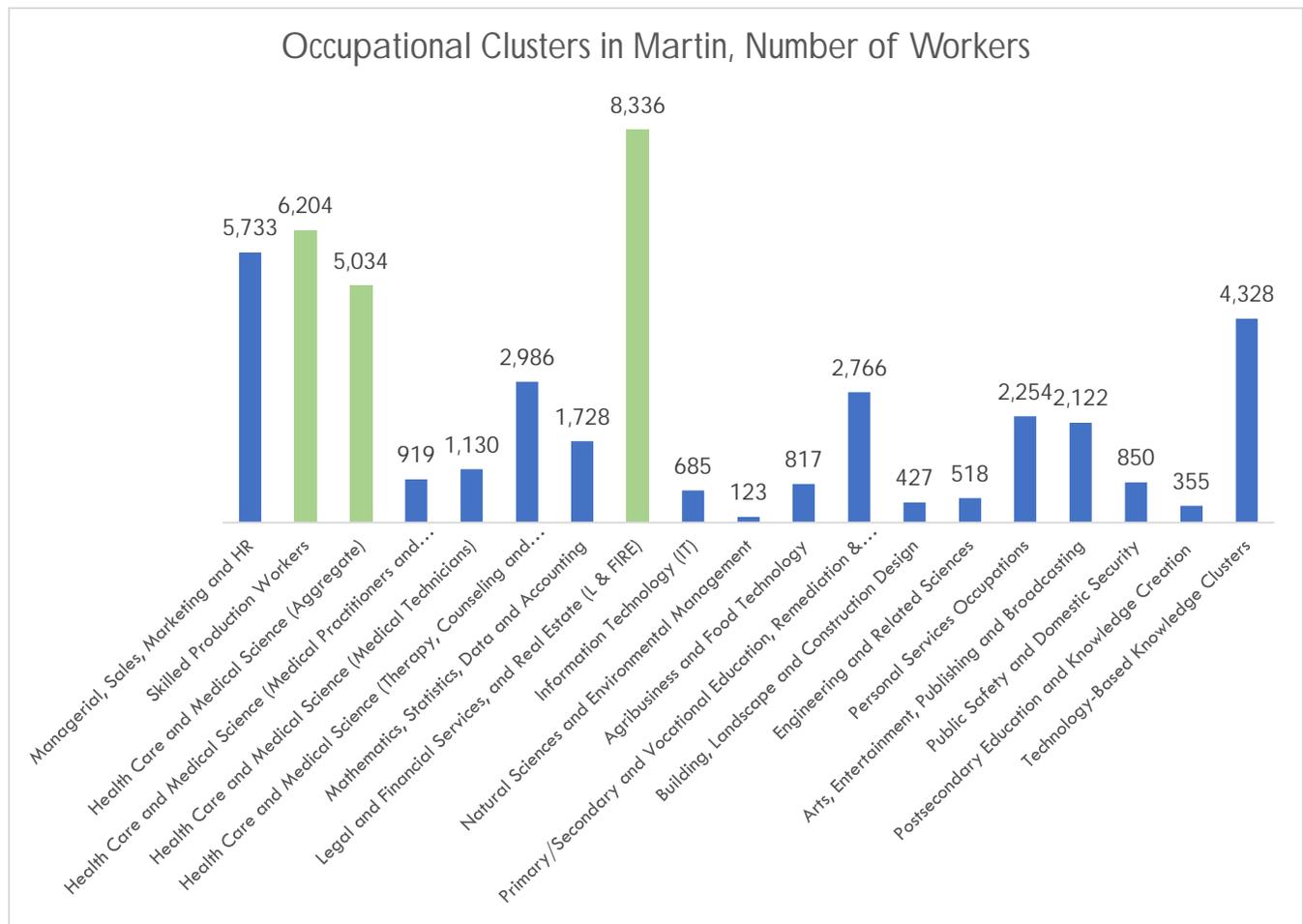


Industry Clusters in Martin, Concentration

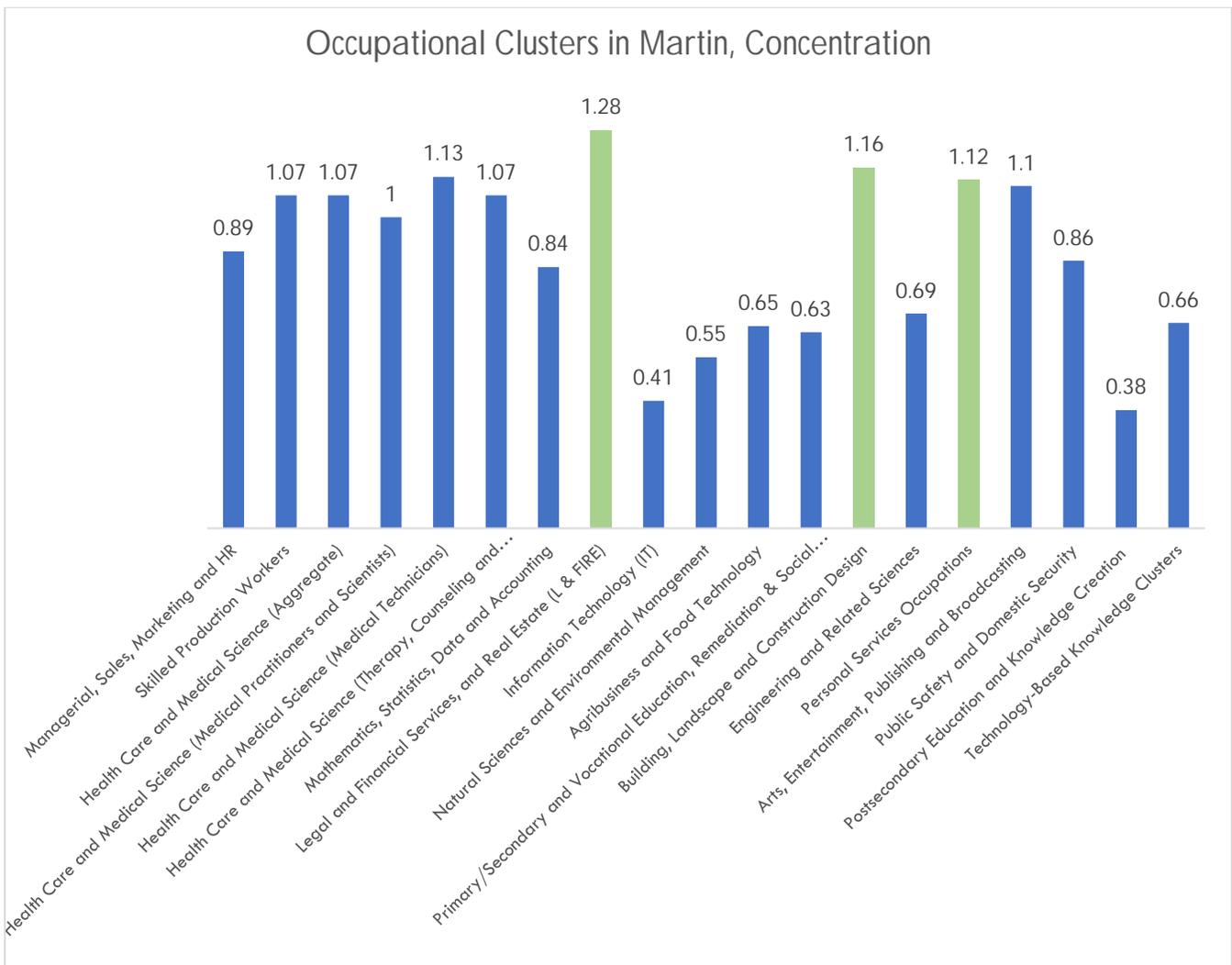


In the above two graphics, gross numbers indicate that Business and Financial cluster businesses are the most numerous, followed by Energy, and Biomedical and Biomechanical³. Relative concentrations, however, indicate that Stuart is more likely to be bringing in outside revenue from its Transportation Equipment Manufacturing, Computer and Electronic Manufacturing, Glass & Ceramics, and Arts/Entertainment/Recreation & Visitor industry clusters. Both data pictures represent important conversation-starters that need to be vetted through dialogue with Martin BDB, IRSC, School Board, and the Economic Council. Second, a scan of actual Stuart businesses within these sectors and their employment needs will need to be conducted by the proposed Economic Development Office to validate specific training needs.

Like industries, skills concentrations differ by geography. Occupational Clusters – or the jobs at which people are working (which may be embedded within industries of a different nature) – can also be interpreted in terms of gross numbers or by relative concentration. The following two graphics depict occupations and their concentrations in Martin County.



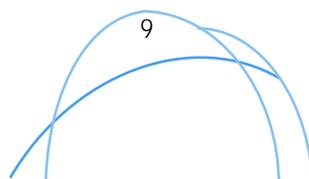
³ For information about real business types that fit into each cluster, visit: https://www.statsamerica.org/innovation/industry_clusters.html



Finance, Insurance, Real Estate and Legal (FIRE + L) dominate both the raw numbers and the relative concentration of jobs in Stuart. Then, the two counts diverge, with Healthcare and Medical Science, and Skilled Production posting large numbers, *while* Building/Landscaping/Construction Design and Personal Services display relative concentrations. These data indicate that Stuart serves as a financial, legal, and real estate hub in the region, with diversity stemming into medical fields and even manufacturing. For workforce training alignment strategy-setting, however, it is important to integrate data on job postings (see next section).

Bureau of Labor Market Statistics: Occupational Demand, Martin

The final part of this data snapshot includes job openings, or demand. Florida Bureau of Labor Market Statistics publishes annualized numbers for openings and percentage growth for over 100 occupational (SOC) categories. Charts depicting the top ten occupations for number of openings, and percentage growth, are presented below.



SOC Code†	HSHW††	Occupational Title†	Annual Percent Growth	Annual Openings	Mean	Entry	FLDOE Training Code	In EFI Targeted Industry?	Data Source
436011	HSHW	Executive Secretaries and Executive Admin. Assistants	0.02	4,311	25.1	17.1	3	Yes	S
119141		Property, Real Estate & Community Assoc. Managers	1.60	3,649	29.0	14.4	4	No	S
151132	HSHW	Software Developers, Applications	2.43	3,276	43.3	27.5	4	Yes	S
333012		Correctional Officers and Jailers	0.39	2,751	21.0	16.1	3	No	S
537051		Industrial Truck and Tractor Operators	0.89	2,544	16.5	12.0	3	Yes	S
132072	HSHW	Loan Officers	1.32	2,060	40.9	22.2	4	Yes	S
434131		Loan Interviewers and Clerks	1.41	1,937	19.6	14.3	3	Yes	S
131031	HSHW	Claims Adjusters, Examiners, and Investigators	1.04	1,921	30.5	19.9	3	Yes	S
151121	HSHW	Computer Systems Analysts	2.70	1,867	40.6	27.2	4	Yes	S
533021		Bus Drivers, Transit and Intercity	1.27	1,553	16.6	12.5	3	Yes	S

*HSHW = High Skill High Wage

SOC Code†	HSHW††	Occupational Title†	Annual Percent Growth	Annual Openings	Mean	Entry	FLDOE Training Code	In EFI Targeted Industry?	Data Source
312021	HSHW	Physical Therapist Assistants	4.41	38	33.03	26.93	4	Yes	R
292032	HSHW	Diagnostic Medical Sonographers	3.24	511	30.76	24.58	3	Yes	S
151134	HSHW	Web Developers	3.20	1,102	30.60	18.75	3	Yes	S
472021		Brick masons and Block masons	3.10	906	17.74	12.73	3	No	S
319092		Medical Assistants	3.08	215	15.57	12.74	3	Yes	R
131161	HSHW	Market Research Analysts and Marketing Specialists	2.84	43	27.68	17.51	5	Yes	R
499041		Industrial Machinery Mechanics	2.82	35	22.35	15.71	3	Yes	R
319011		Massage Therapists	2.79	49	23.08	14.81	3	No	R
151121	HSHW	Computer Systems Analysts	2.70	1,867	40.67	27.27	4	Yes	S
292056		Veterinary Technologists and Technicians	2.69	961	15.62	12.04	4	Yes	S

The above two tables indicate that as occupational supply figures suggest, the FIRE + L sector can absorb new positions (as the high number of Property/Real Estate/Community Association Manager job posting confirms). They also reinforce the attractiveness of the medical profession for people in the talent pipeline, as Physical Therapist Assistants and Diagnostic Medical Sonographers top the list for year-on-year percent growth. These tables add the insight that Software and Web Developers, and Computer Systems Analysts are in high demand throughout Martin County. Finally, the tables show that Executive Secretary, Brick Mason, and Industry Machine Mechanic could be important certification programs to develop if not already in place.

Metrics

To gauge general progress at increasing prosperity in Stuart, this report recommends that the city keep tabs on two metrics – Median Household (HH) Income and Percentage of Population by Income Group. The trends to aim for would be a rising Median HH income over time and lowering percentages of

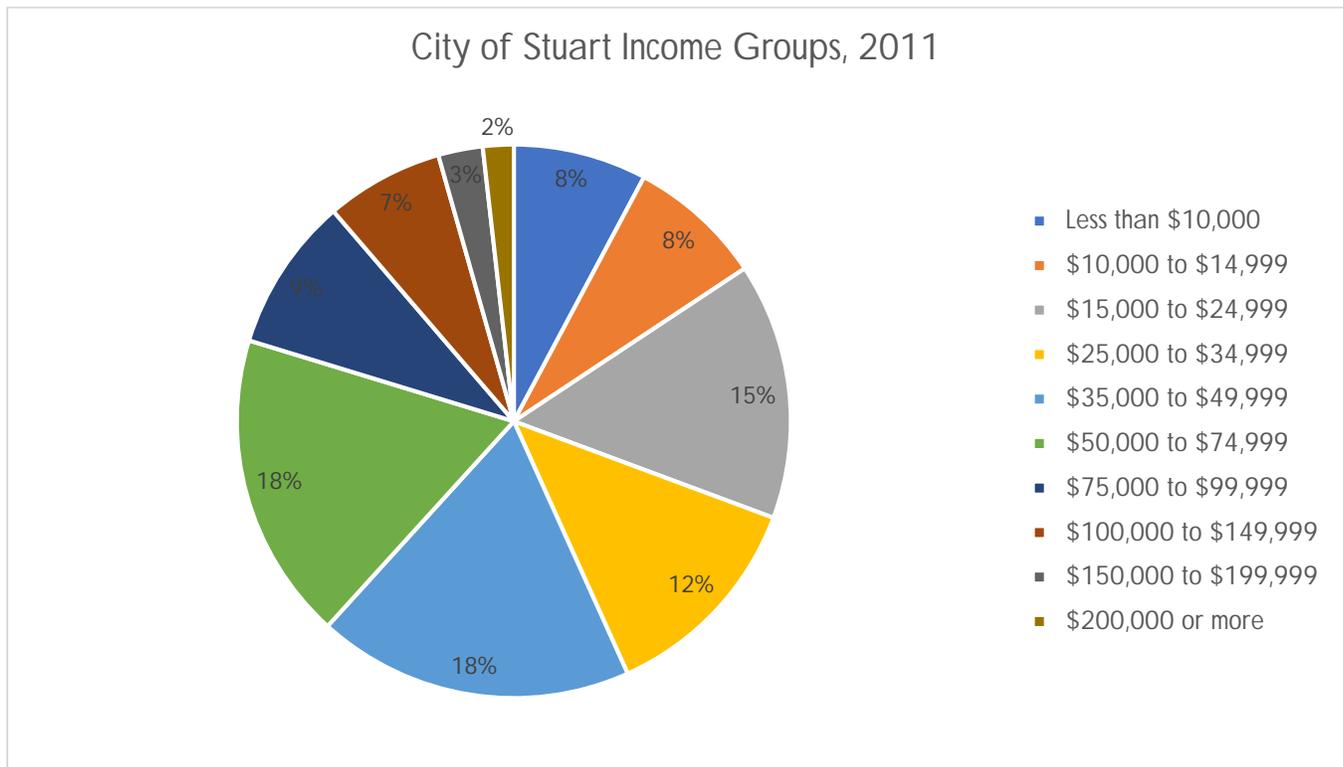
people in the bottom income groups over time. The following three graphics show trends in these characteristics in Stuart over the past five years.

Median Household Income Trends, past 5 years

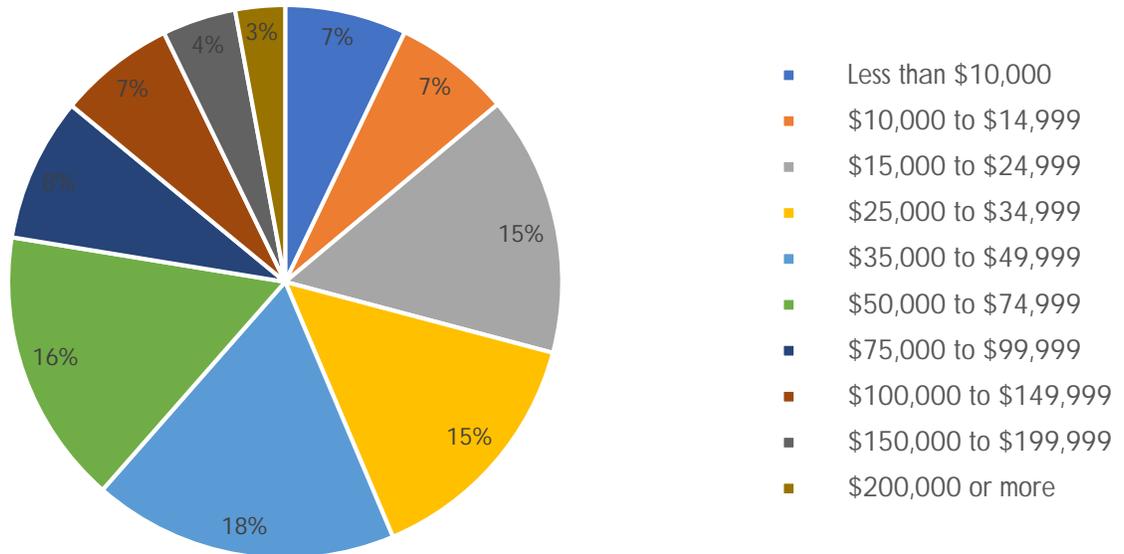
	Median Household Income, 2011	Median Household Income, 2016
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City of Stuart	\$40,420	\$39,470
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The Median Household Income in Stuart shrank by 2.4% in five years, according to American Community Survey data. This may indicate several things – that some residents in Stuart have experienced wage stagnation and difficulty improving their careers, that higher-wage households are migrating outside city limits, and/or that employment growth in Stuart has occurred predominantly in lower-wage occupations since 2011. By keeping tabs on this figure and those data insights from the above sections, City of Stuart Economic Development and workforce partners can assess whether higher-wage jobs are entering and being retained within the city.



City of Stuart Income Groups, 2016

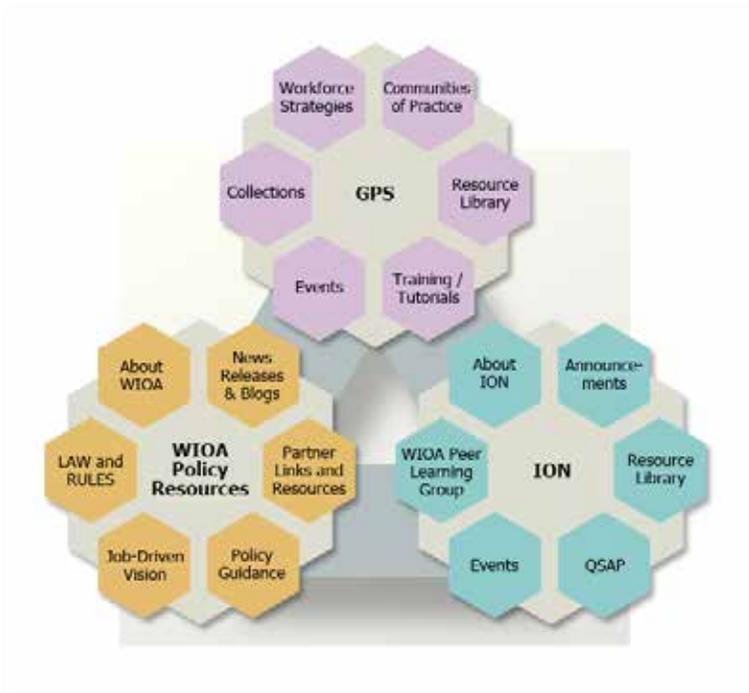


A five-year snapshot of income groups in Stuart depicts stable income class categories. Between 2011 and 2015, households in Stuart earning less than \$15 thousand declined by 2% and those earning \$25-34 thousand grew by 2%. Concurrently, households earning over \$100 thousand grew from 12% to 14 % of total. While poverty and low-income status incorporate number of persons per household, general income group data suggest that there may be low income mobility within the community. As such, programs spanning the entire spectrum remain important, from “Getting Ahead” classes provided by Community Action Agencies, to advanced curricula available at IRSC Chastain. At one and the same time, retaining upwardly mobile young people and families, and preventing displacement of low-income households to outside of Stuart City limits, will raise the median household income without creating a distorted picture of success (i.e. low-income households becoming peripheralized).

Context and Interviews

The Workforce Innovation and Opportunity Act (WIOA) set the stage for the latest wave of workforce development efforts in America. The U.S. Department of Labor describes the strategies that are fundamental to WIOA implementation as: “customer-centered design, strategic boards, career pathways, and sector strategies.” This can align with City of Stuart’s larger economic development organization framework, set forth in the [Business Community Action-Oriented Insights Report](#). Many component parts fit into its implementation. The following graphic details components across WIOA Policy, GPS, and the Innovation and Opportunity Network (ION):

Figure 1: WIOA Component Parts



The Department of Labor outlines three “Hallmarks of Excellence” for WIOA. They are:

1. The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located.
2. One-Stop Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement.
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

All three of these hallmarks can inform City of Stuart’s participation within the ISD framework. Namely, the city can help convene businesses and workers to meet Hallmark one, the city can support One-Stop Centers through beautification and other support, and city economic development target industry studies can inform how the third hallmark takes shape in Stuart.

National Skills Coalition – Building Pathways to Employment

This report investigates coordinating community development and workforce development⁴. Key to this study is its review of the intersection between public housing, transportation, and workforce services. Federal programs pay for local efforts and otherwise occupy time that local groups (e.g. Community Action Agency, CareerSource, State Colleges, Transportation Disadvantaged, HUD CDBG and Housing Authorities) could be spending collaborating. Programs like workforce development exist within a larger

⁴ National Skills Coalition: [Building Pathways to Employment](#)

ecology of human life, and studies show that getting to training facilities, having childcare, and being securely housed are integral to acquiring and using new soft and hard skills in the workplace.

The Recommendations (that apply to cities) from the Report are as follows:

1. Provide support for local intermediaries who can build awareness across systems and assist in the coordination of resources.
2. Encourage integration through the development of comprehensive economic plans as well as plans for major human and physical capital funding streams.
3. Ensure local residents have access to employment opportunities.

Interview Overview: Glenda Harden & Tracey McMorris, CareerSource Research Coast

CareerSource Research Coast is an integral part of skills assessment and training/workforce development in Martin County, and by extension, City of Stuart. If the City of Stuart launches an economic development office, city business-to-CareerSource relationships will be a key value-add that the office should cultivate. Employer boards (e.g. Healthcare Roundtable) specific to Stuart should be connected to CareerSource. The outcomes of these relationships will be increased training, summer youth programs, apprenticeships, job fairs, studies, and round tables that meet local career and talent pipeline needs.

A major collaboration that occurred in the past three years is that between St. Lucie County and CareerSource. The two entities received grant funding from CareerSource Florida to write the [Treasure Coast Skills Gap Analysis](#). The analysis found that Construction Trades, Manufacturing, and Healthcare were the priority occupations on which to focus workforce development efforts. From this, the two groups have obtained follow-up funding to develop a Manufacturing Apprenticeship and to fund education costs for new nurses.

St. Lucie County also contributed \$250,000 to fund a youth summer program called *Work Certified*, which provided participants with two weeks of soft-skills training followed by six weeks of paid work experience. Over 200 students participated.

Together with City of Fort Pierce, CareerSource RC have obtained funding from [Allegany Ministries](#) to assist low-income individuals from the Lincoln Park neighborhood to “build community capacity and sustainability”.

With City of Fort Pierce, CareerSource RC have also refined a job fair such that in its third year, over 100 employers participated and gave positive feedback.

CareerSource RC and its local representatives are ready to work hand-in-hand with a Stuart Economic Development Office to serve career seekers, train more people in high-demand industries, and match employer expansion and recruitment training needs with available grants.

Interview Overview: Elizabeth Gaskin, IRSC

Indian River State College, Chastain Campus, offers a selection of the College's 150 total programs. Administration of the Chastain Campus enjoys a strong relationship with City of Stuart and Martin County, sitting on advisory boards and keeping an open channel for frequent economic development news and updates.

A workforce/economic development project of note that the Provost cited was a recent Business Accelerator Program sponsored in part by City of Stuart, IRSC, and Martin BDB. This 12-week program provided learning sessions on small business management and expansion to Martin-area entrepreneurs. At its completion, participants were eligible for a grant, awarded to businesses at a pitch contest.

A useful resource with which a City of Stuart economic development office could collaborate – and learn about space for small business assistance value adds yet to be provided - is the IRSC-located Small Business Development Center.

IRSC remains tuned in to updates from the business community. As such, an aggregator/filter for City of Stuart would be a welcome new channel of information. This communication channel extends both ways – for many local businesses not fully aware of trainings offered at IRSC, the college may be able to provide certification or longer-term career skills building that are in demand via its pre-existing programs.

The Provost highlighted Basic Skills/Literacy and Career Pathways/Education as components of the “Community of Practice” under WIOA that provide high value-adds to the Stuart workforce, but which are set in motion long before college. The City Creative Office (recommended in the [Young Professionals Insights Report](#)) could consider ways in which its institutions – such as the library – are helping support the K-12 programs to seed these skills and awareness.

Concerning local training and absorption, the top occupations are in healthcare (R.N., C.N.A., etc.), Primary and Secondary Education, Fire, Police, Criminal Justice, and Aviation Manufacturing.

IRSC Chastain does not currently offer programs that would be considered “environmental services”, except for its B.S. in Biology.

From a City Economic Development Office, IRSC would be most interested in local data and information about industries and businesses seeking to hire new graduates.

Interview Overview: Elia Parsons, Martin County School District

Partnerships between a City Economic Development Office and the Martin County School District are always welcome. Coordinator Parsons shed light on the structure of existing career and technical education services at the County, and ideas for future growth.

Martin School District maintains 25 “Academies”, or career and technical programs (with associated equipment) across county high schools. There are 18 programs offered therein. These multi-year programs offer students opportunity for certification in some cases. High schools offer some training at all locations – Drafting, TV Production – and other programs are specific to one high school (e.g. Culinary Arts). Each Academy is required to host a board with sitting local business members. As such, coordination with a City of Stuart Economic Development Office could help to recommend new board positions.

Coordinator Parsons recommended that per the Community of Practice, they would like to support entrepreneurship and career pathways/education via increased student opportunities for shadowing and internships within City Government. Beyond that, an Economic Development Office could act as an intermediary between Stuart businesses and Career and Technical to pair students for internships, tours, and shadowing in the community at large.

Martin School District currently uses the Bureau of Labor Market Statistics Regional Targeted Occupation List (presented above) to help set training priorities. City alignment with said list is therefore recommended. The district builds this into plans, such as its current “Industrial Training” 4-year plan. They would like to include best-practices from a [Michigan Industrial Arts Institute](#), funded in part by large local employers (in Stuart it could be Triumph or Aviation Manufacturers).

A City Economic Development Office, business-to-school district liaison would be much appreciated. The School District hopes that this staff can develop a program of tours, shadowing, and internships for occupations across the spectrum (not solely technical) in which Martin School District students could participate. This liaison could also help orchestrate connections between School District plans and receiving programs at IRSC.

Interview Overview: Jim McShane, CareerSource Capital Region

The Capital Region (Tallahassee/Leon, Gadsden County, Wakulla County) CareerSource is an innovator in the workforce space. Their experience piloting new initiatives and working with Economic Development Organizations can help inform City of Stuart’s new Economic Development efforts.

Director McShane noted that collaboration across subject-matter and institutional silos remains a key focus of the Capital Region CareerSource. City of Tallahassee has been involved through funding Summer Youth Programs, however this program was discontinued. Contributions from the city throughout the chain of integrated services are welcome: transportation services to and from CareerSource centers and business-CareerSource liaising being most desired.

Within the Community of Practice, the Director cited Registered Apprenticeship/Work-Based Learning, Entrepreneurship, and Partnerships/Program Integration as focal areas. All of these require collaboration and liaison services that go above and beyond regular meetings. They require *Strategic Doing* planning and initiatives. CareerSource can facilitate implementation through assets such as Entrepreneurship Grants, and funding for “Registered Apprenticeships”.

Occupational training targets stem from Bureau of Labor Market Statistics demand data (presented for Martin, above). Growth in demand – rather than gross demand – is what dictates Capital Region’s new training priorities. CareerSource has also partnered with Gadsden County Development Council to license CHMURA Analytics, a data visualization software that be shared by City Economic Development Office Business Recruitment and Retention staff. Sharing costs on software is a great way to structure a symbiotic relationship from the onset.

For a business recruitment program, the Director notes that the local CareerSource will want to know leads, be involved up front, and know what training to expect. This coordination is rendered much smoother when a City/County economic development office doesn’t need to relay decisions through many layers of approval. The City Economic Development Office therefore needs to be *agile* and *empowered* to implement strategic decisions.

Build Lean, Learn Fast, Re-iterate

The following matrix presents Action Oriented Strategies derived from interviews, insights, metrics, and context.

Strategy	Implementation Components	DIY Monitoring
<p>Establish the City “S-Squared” Economic Development Office as a go-to resource within the Treasure Coast Career, Technical, and Workforce System</p>	<p>BRE and Business Recruitment positions at City of Stuart Economic Development Office will establish themselves as important liaisons and facilitators within the workforce development community.</p> <p>Staff in these positions should coordinate with Glenda Harden, Elizabeth Gaskins, and Elia Parsons to establish a communication channel between in-coming (recruited) and local businesses.</p> <p>Staff should prepare a presentation to give to workforce development organization partners delineating their “take” on the data presented in this report. Then, conversation with IRSC, Martin School District, and CareerSource will further validate needs.</p>	<p>Pass/Fail: Within 6 months of establishing City Economic Development office, have 2 Workforce Development meetings with partners been held?</p>
<p>Organize a “Strategic Doing” training with CareerSource Research Coast to drive initial meetings to the next level of strategy collaboration</p>	<p>CareerSource Capital Region hosted a <i>Strategic Doing</i> retreat on May 4, 2018 that convened workforce development participants from across the Tallahassee region. This approach to collaboration (that accomplishes new initiatives) focused on integrating workforce development and economic development organizations. The Agile Strategy Lab at Purdue can be contracted to put on a similar training.</p> <p>A similar training event should be organized by CareerSource RC and Stuart Economic Development as leads.</p>	<p>Pass/Fail: Within 6 months of establishing City Economic Development Office, has a <i>Strategic Doing</i> retreat begun to be organized?</p>

Explore a cross-institutional “next wave” program plan that creates a river of communication, investment, and influence across Stuart, Martin School District, and IRSC.

A *Next Wave WorkDev* plan should aspire to coordinate resources (staff time, programs developed, capital expenditures) across institutional partners, like the Treasure Coast Skills Gap Analysis but specific to Stuart. It could center around an Industrial Arts Institute-to-IRSC Certification program, with direct employment offered within the City or County thereafter.

The plan should incorporate a funding initiative that approaches a large local employer to donate equipment and fund training spaces at the high school and college. It should also incorporate real estate agent collaboration to provide a concierge for new graduates looking for housing *within City of Stuart*.

Pass/Fail: Within 6 months of establishing Economic Development Office, is a *Next Wave* plan scoped out and ready for action steps?

Initiate a “Stuart Job Symposium” with CareerSource Research Coast

Drawing directly from the Fort Pierce model, City Economic Development staff should collaborate with CareerSource and area employer groups to put on a job fair for career seekers. CareerSource have experience and the event can be translated to Stuart.

Pass/Fail: Within 1 year of establishing Economic Development Office, has a Stuart Jobs Symposium been implemented?

Invest in a Customer Relationship Management (CRM) software for BRE/Business Recruitment activities at the City Economic Development Office and begin to assemble high-quality, proprietary local data

City Economic Development Office should consult with Martin BDB and Enterprise Florida to determine best CRM software that will help create, manage, analyze, and determine follow-up on information gathered by the S-Squared team. It may be possible to share costs with CareerSource RC, who already maintain analytic and CRM software.

Examples could include something as simple as Microsoft Access, to programs like NetSuite or Jobs EQ (CHMURA).

Pass/Fail: Within 3 months of establishing City Economic Development Office, has database/CRM software been purchased and rolled-out?

Appendix: Interview Notes and Data

This appendix provides detailed notes from the Workforce Development interviews conducted to inform this report. It also includes data retrieved from StatsAmerica, American FactFinder, and Bureau of Labor Market Statistics.

Workforce Development Interview

Glenda Harden, CareerSourceRC

- I. Creative initiatives: Does a story come to mind about how a city and workforce development professionals collaborated on an economic development initiative?

City of Port St. Lucie – co-writing a grant for an expansion.

St. Lucie BOCC gave \$250,000 to run a summer youth program wherein students were paid to work summer jobs with employers in the county. It included 2 weeks up front of soft-skills training. **“Work Certified”** is an in-house developed soft-skills program. Then each candidate spent 6 weeks with each employer. Employers are looking for employees who are punctual, team players, appropriate dress and they will train them. Over 200 students participated.

Relationships - its not about the population size; relationships with the EDOs and **employer associations** are crucial and welcome. Treasure Coast Manufacturing Association and the Healthcare Roundtable and TC Builder’s Association are good partnerships.

With City of Fort Pierce – funding from Allegany Ministries >> “The Common Good” initiative targets Lincoln Park in City of Fort Pierce. Low Socio-Economic status. Lincoln Park Council (a Community Based Organization) received the grant and CareerSource is providing help.

City of Fort Pierce job fair – Entering its 3rd year, this partnership between CareerSource RC and the City brings in 100 employers. Feedback has been extremely positive: the organizations, the location, and tons of diverse stakeholders were involved in its planning.

- II. More broadly - if the City began an Economic Development Office, what services would you want it to provide, in coordination with your efforts (or, how do you collaborate with existing economic development organizations)?

Firstly, bring CareerSource RC to the table when approaching employers about growing or attracting. CareerSource will tell the employer where funding exists to help with training, and city is providing incentives. Together, the two entities would co-submit for grant opportunities:

- CareerSource FL Apprenticeship and Healthcare grant ~\$1 Million
- Wells-Fargo grant is being pursued by Port St. Lucie.
- “Foundation Grants” in general

The city needs to continually provide ombudsman-like service that tell employers what’s going on, what programs there are, and connect students to a variety of employment opportunities. There was a program in the 1990s called “School-to-Work” that was similar to this. Glenda recalls a hospitality industry program that cycled students through many options.

We're trying to provide a pipeline from which newcomers are automatically contacted and kept up with. **Cost-sharing by leveraging CareerSource RC resources** with a City or County is welcome. Ex: CHMURA

III. **Occupational Training Targets:** What are CareerSource RC's current target occupations? How does it set / re-calibrate them?

The region has workforce readiness task force. Economic Development Council of St. Lucie did a skills gap analysis ([Treasure Coast Skills Gap Analysis](#)), and many groups contributed. It covers the whole area - # 20 – Martin, St. Lucie, Indian River. The results were **Construction Trades, Manufacturing, and Healthcare**. These have become the focus of CareerSource Efforts.

The WF Readiness task force is headed by CareerSource VP. There's an MOU with **Ec Dev Council of St. Lucie** to provide Marcello (CareerSource) to head the task force.

Skills Gaps analysis brought together employers, education, local gov't, to define. Healthcare workforce skills group and roundtable inform healthcare. For Manufacturing, it's treasure coast manufacturers association. They wrote three sector strategy grants and were awarded them from CareerSource FL. This serves the whole region.

The Healthcare Grant funds 20 nurses and in-kind there will be 40 more. The grant pays tuition, fees, uniforms, support services.

The Manufacturing Grant funds a curriculum for an apprenticeship from the Manufacturing Industry – incl. Boat Mechanics, Aviation, ... Right now, they are recruiting for 30 apprentices for this track. IRSC is acting as the training facility for it. Apprenticeship requires writing a curriculum approved by Dept. of Education. CareerSource RC is going to be recognized by the Florida organization for its participation with Florida employers. **They're trying to break down the formality of the "Apprenticeship" so that more contact can be had between the Talent Pipeline and careers all throughout Stuart.**

Up front, the economic development entity needs to be at the table with CareerSource. The Liaison will meet with CS's vice president of strategic development.

General Commentary, Notes

Workforce Readiness Task Force – Learn more via materials from Marcelo.

CareerSource RC has been working with a large call center. Big contract, many hires necessary. They've had trouble hiring and paying people. They came to CareerSource RC, sat down, and afterward, they had a better grasp of labor market info and salary rates. Interview techniques and questions had tips given. CSRC helps write job descriptions. The Business Services Account Manager in Stuart is tied in to employers.

A Lead Local Veteran's Employment Representative works to connect vets with jobs. Next week there's a homeless veterans stand-down. Homeless veterans are brought in, given supplies, and partners are available.

Workforce Development Interview

Elizabeth Gaskin, IRSC Chastain

I. Can you relate a story about how a city aided and abetted a state college initiative?

Business Accelerator Program – IRSC / Biz Dev in Martin County. A program short enough for small businesses that wouldn't take them from primary work but still give value adds. New/Existing/Long Term focus – 12-week program and City of Stuart expressed interest in sponsoring and hosting at City Hall. It has evolved into a yearlong initiative. 10 participants in fall >> eligible at completion for grant, given from City of Stuart to the business.

College and City SBDC have a great relationship; IRSC hosts it and City of Stuart is a collaborator there as well. Host a SBDC Consultant space at the City a few years ago.

II. How do you define talent pipeline / workforce development, as practiced by Indian River State College?

First charge: what businesses are hiring; what are hiring needs in Stuart-Martin? Changes as businesses come to town and expand.

Educate local community about staying local and working local. 150 programs available at the college so tons of connections to local jobs. Corporate trainings also offered; ex: Manufacturing training program that began as a state grant that involved collaboration with CareerSource. Designed to fill manufacturing for aviation manufacturing.

III. Does IRSC carry-out any functions related to WIOA? If so, please describe.

Unsure. Limited connection likely.

IV. From on.Workforcegps.org/resources, Activities in the Workforce Development "Community of Practice" include the following:

- | | |
|--|--|
| a. Basic Skills/Literacy | j. Case Management Support Tracking |
| b. Career Pathways/Education | k. Financial Management |
| c. Registered Apprenticeship Work Based Learning | l. Grants Management |
| d. Business Services | m. Labor Market Information/Workforce Data |
| e. Career Information Counseling | n. Partnerships/Program Integration |
| f. Dislocated Worker Services | o. Performance Accountability |
| g. Entrepreneurship | p. Planning/Policy/Governance/Leadership |
| h. Job Readiness Services | |
| i. Job Placement Reemployment | |

q. Program Operations

r. Unemployment Insurance

Ø Which of the above areas does your region (or regions in Florida) struggle to provide, and **how can a city government assist** in its remedy? If so, how?

Basic Skills and literacy are well handled by local schools. Literacy initiative in Martin County focused on early intervention. Literacy gaps still exist even for some adults entering IRSC. Skills assessments (SAT/ACT) show that reading is on the decline. People say they “know how to read”, but the reading dense works, for critical interpretation. Martin County library is involved in the literacy campaign, which touches adults as well. Organizations (non-profit / private) are involved in these literacy campaigns.

City should think of creative interventions to assist with literacy efforts.

V. Does IRSC use the concept of Target Industries to set educational programming priorities? If so, please explain.

CareerSource Research Coast and Business Development Board of Martin County – City of Stuart Commissioner sits on the Biz Dev board. Elizabeth and he have had many good conversations to that effect. IRSC uses the above for that information.

150 training programs / certifications / lists.

VI. **Occupational Training:** Please describe other data and thought processes (besides target industry) that goes into programming IRSC trainings, certifications, and degree programs.

Healthcare – Martin County demand for nursing outstrips IRSC’s ability to train. Very high percentage go on to be employed in Stuart/Martin.

Education – Primary and Secondary education programs at the college; statewide teacher shortage wherein IRSC is looking to meet demand. Very high percentage go on to be employed in Stuart/Martin.

Fire/Police/Criminal Justice – Lots of training for local agencies in the 4-county area. Very high percentage go on to be employed in Stuart/Martin.

Manufacturing – Demand for workers that IRSC is still looking to meet; mainly aviation.

VII. **Martin Target Industries:** Economic Council of Martin County lists its “core industries” as **Marine, Aviation/Aerospace, Technology, Health Services, Environmental and Professional**

Services¹. Are these aligned with your training and education priorities? What would you add to or how would you amend that list?

Agriculture Program is quite small, no super emphasis on environmental. Some projects in applied technology include drone technology to include remote sensing of the river, but there is no “environmental studies” program aside from the Bachelor’s in Biology. No major employer in Ecology is sucking up new employees, most are bound to pursue healthcare.

VIII. If the City began an Economic Development Office, **what services would you want it to provide** (and: how do you collaborate with existing economic development organizations)?

Data Services – job availabilities in the city and which industries/businesses are seeking to hire graduates. BRE for *only City of Stuart* that helps to segue new graduates into employment opportunities would be huge.

¹ From Economic Council of Martin County: <https://www.mceconomy.org/p/44/fundamental-beliefs>

General Commentary, Notes

Business Development Board of Martin County has target industries.

The City is already a great partner to the college and contacts are dense. IRSC is looking forward to building relationships with new staff and commissioners. Elizabeth sits on boards with City and County Commissioners and gets good updates.

Workforce Development Interview

Elia Parsons, Martin County ISD

I. Can you relate a story about how a city aided and abetted a Career & Technical initiative?

Martin SD is always looking for employment opportunities for graduating students. BDB covered scholarships for Construction/Engineering/Automotive programs to get upcoming students \$\$\$ for summer tuition at IRSC. However, that ended once extra funding dried up. This was carried out for two years. If City of Stuart were to come with scholarship money it would be accepted.

Business Partners within the city: an **industrial arts academy** in Michigan is being funded by GE/GM: equipment, structure. If the City were to champion an industrial arts program, cost out equipment purchase, etc., and commit "X" dollars per year, the School District would pair funding to make it happen.

Martin SD had to replace a tire alignment machine for \$25,000 last year / Lawn Mower for \$40,000. If businesses or city will partner up to provide resources and machines, that would greatly help for the perpetuity of the programs.

II. What Career and Technical Trainings are currently on offer?

Depends – there are 25 academies in the high schools that span 18 programs. All are considered a priority as they prepare students for the workforce. These are **multi-year academies where students earn industry credit**.

Martin County HS, Southfork HS, and Jensen Beach HS – in Stuart – drafting, tv production are offered at all three high schools. "Signature programs" – culinary program offered only at one HS.

Each academy is required to have business members on its academy board. This leads to a lot of input from business people in Martin County already.

III. From lon.Workforcegps.org/resources , Activities in the Workforce Development "Community of Practice" include the following:

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|--|--|
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| e. Career Information Counseling | o. Performance Accountability |
| f. Dislocated Worker Services | p. Planning/Policy/Governance/Leadership |
| g. Entrepreneurship | q. Program Operations |
| h. Job Readiness Services | r. Unemployment Insurance |
| i. Job Placement Reemployment | |
| j. Case Management Support Tracking | |

- Ø Which of the above areas does your district (or regions in Florida) prioritize, and **how can a city government assist** in its remedy?

Could work with Martin County SD to build opportunities for shadowing, apprenticeships, and job observation.

Could work as an intermediary between businesses and Martin SD to further chances for internships and work experience opportunities. A current example is a sports-recreation-hospitality program that Martin SD is cultivating. **A city contact who could orchestrate connections would be highly useful.**

- IV. Does Martin SD use the concept of Target Industries to set educational programming priorities? If so, please explain.

CareerSource puts out regional targeted occupation lists on a yearly basis. This highlights “what’s hot” in their region. Martin County looks at this list when considering new things to bring into focus, and business partners.

- V. If the City began an Economic Development Office, **what services would you want it to provide** (and: how do you collaborate with existing economic development organizations)?

Have a liaison between businesses in Stuart and Martin SD. St. Lucie County put together an opportunity to give guidance counselors a tour of community businesses – manufacturing, professional, white collar/blue collar, so that the GC’s could see businesses in action. 4 events were held during the year with GC’s and administrators. Elia would love to have that kind of Fam Tour. There’s always something new to discover. Ex: Dunkin’ Donuts have a factory in the area! She just figured it out. Another company manufactures a special screw for airplanes, who knew? *HELP FIND THOSE POCKETS OF GOLD.*

General Commentary, Notes

There appears to be a lot of support in the Martin Business Community for expanded technical and vocational training. Are there programs in the pipeline at Martin SD to expand, and how could City of Stuart help facilitate this?

Martin SD is developing a 3-4-year plan where they’d like to see industrial and trades programs. The situation sometimes is that somebody will say “You need to do (ex) HVAC” at the high school. Elia’s answer is that Martin SD doesn’t have HVAC, but they do have students in construction. There, they learn “ground-level” HVAC. Students learn basic automotive, and work with their hands.

"I can't have an academy that'll employ 5-10 kids per year. They can prepare kids to then jump to IRSC to learn welding, HVAC"

Some of the Martin SD kids go into the automotive program with the intent to work on their own vehicles. Through this process, they are led to self-discovery that leads to secondary steps into vocational stuff.

IMPORTANT: Chastain campus (10 minutes from DT Stuart) doesn't offer many of the programs that Martin Academies feed into. It is 40-45 minutes away. Chastain is space-constrained and so they don't offer the certifications in things that require a hangar.

Martin SD is a *primer*, not a *finalizer* of careers. Students are exposed to and explore multiple tracks. These students may find things they *don't* want to do through these **academies**.

Workforce Development Interview

Jim McShane, CareerSource Capital Region

- I. Can you relate a story about how a city, in the state or your region, aided and abetted a workforce development initiative?

J: So at this point for the first time we have a summer youth program with the county that the county is putting up \$ for students who would not be meeting the eligibility. Part of that cost is a 5 day training over period that they are employed. Give all 14 requirements of WIOA (leadership ethics, acting properly, dressing properly). Dept. of Labor & partially funded by Leon County to allow non-eligible participants to be trained. Tried to do a thing with the city previously where 10 youth would work in city over the summer but the law changed with WIOA and now does not pay for additional training or work. One of multiple entities that hires summer youth for programs.

- II. What is the layout of the "Integrated Service Delivery System"¹ under WIOA in your region?

J: 1. As far as ISDS we adopted an integrated approach that includes 5 diff funding streams from 3 diff groups: DOL, Dept of Ag & AGS. When someone comes in we assess their needs, one point of contact talent acquisition specialist assigns that person and will access \$ from each group as needed in order to serve that persons need. Applicant does not know where funding comes from.

2. In the law, talking about rehab, ourselves, adult services, & Other agencies fall under Dept of education & not DEO, thus have a different relationship and culture in career source. We are trying to innovate and be a leader in the country by trying new things and seeing what we can do. FL team led by Andre Cornelius (Sp?) looking at successes of other services. One person who seeks info & shares among the rest. Is not currently level of sought after coordination.

- III. What role can a city play in the "Customer Centered Service Delivery Design Initiative"² under WIOA?

Sure, being pushed in that direction. Leon County is a CCSD & includes interior design supports the function & the process. Using Net Responder (?) that asks customers how customer service is regularly.

R: How can the city aid that with things (ex transportation)

J: That could happen, we would have to use federal funding to purchase passes for transit and things like that. We do not give a lot of those out right now because unemployment is so low that people aren't dealing with that. We mostly handle people who have multiple issues getting a job. City does not currently use us to hire their own people.

R: Use for Stuart, how to access research

J: We place people even in presidential suites & engineering, not just entry level.

- IV. From ion.Workforcegps.org/resources , Activities in the Workforce Development "Community of Practice" include the following:

¹ https://rc.workforcegps.org/resources/2017/08/04/12/16/Integrated_Service_Delivery_Toolkit

² CCD: https://ion.workforcegps.org/resources/2015/09/02/17/11/Customer-Centered_Service_Design_Initiative

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| g. Entrepreneurship | q. Program Operations |
| h. Job Readiness Services | r. Unemployment Insurance |
| i. Job Placement Reemployment | |
| j. Case Management Support Tracking | |

Ø Which of the above areas does your region (or regions in Florida) struggle to provide, and could a city government assist in its remedy? If so, how?

J: I tried to start a community of practice in Tally regarding these things, but people did not come to the same practice. Many of our Non-profits are not able to coordinate to help assess what the people who are coming to these places to get them to self-sufficiency.

R: From this list, City of Stuart has the opportunity to assist with the CP, is there one that would be better?

J: There is no reason to not, Tally is big on entrepreneurship. City could help with partnership & coordination, Right now Tim Center and I meet on a monthly basis to bring our 2 agencies closer together to ensure that we are helping people and pushing them towards self-sufficiency. Maybe we invite 2-3 other key EDs from other agencies to really get this idea moving forward & the city could be helpful in promoting that.

V. How often does your group conduct a Gap Analysis / Target Industry Analysis to determine occupations where demand outstrips supply? Could a city government assist with that or other crucial analyses?

R: Did you just happen to hit the goals by doing your own studies?

J: We rely on LMI from DEO who have helped us look at our gap analysis & is currently being worked on statewide. Hoping to have it revealed by June to do bubble charts & labor market depth and strengths.

We are looking at our demand side at this point, which dictated how to break up the eight major sectors that we are using.

R: I spoke with Dena Travis at DEO & just wanted to confirm with you that this is the listing (Excel Sheet). Is this how you decide or are we looking at growth?

J: Growth is how I decide how I'm going to send my training hours. I can send you a pdf of it. It projects between now – 2024 what the highest demand jobs will be in our three county region. We also use Chimera analytics in Gadsden County as far as the seat so that I can look at other data sources to look at the gap analysis.

R: How agile is your data analytics response able to be?

J: We look at data analytics monthly pretty much, thus we have to be aware of the market so that when it changes we can change with it.

VI. How aligned with the State of Florida, Qualified Targeted Industries (QTI) program³ does a local workforce training program need to be?

J: Down where you're working QTI is probably bigger, in Tallahassee we don't have any major employers who qualify for that because those companies require a certain level of income. Looking at who's got the training and what meets the needs of those employers.

R: If there's a need, and there is an employer coming that in line with city & all that jazz but don't have the training that is involved.

J: Career Source as a whole is not allowed to do the training under law, but we would bring together training employers, Lively is one of the quickest responses, we may shortly have a grant with them for IT. We need a training provider that is able to get people those basic skill sets that employers want.

How much should a workforce development program draw from Target Industries set by local governments (i.e. a "Sector Strategy" operating framework)?

R: What is the relationship between public services & career force developmental...:

J: It varies across the state, Gadsden County has excellent relationship. Wakulla Jim is on EDC to contribute & to be engaged with them, Wakulla is just starting to discover the things that they want to do, already has area designated as industrial development zone. In Leon have to go through 3 diff industries. We do align with economic development industry sector/cluster. 400 pg report aims at maglab, and while we support that we have not been engaged by them and what the workforce should do to align for that and attract more for that.

³ http://www.enterpriseflorida.com/wp-content/uploads/SI_Targeted_Industries.pdf

VII. If the City began an Economic Development Office, what services would you want it to provide, in coordination with your efforts (or, how do you collaborate with existing economic development organizations)?

J: I am going to be approaching the OED & GCDC, one of the other career source areas is that the people with the economic development folks are the business solutions. In order to have good funding with business relationships, will need to have employees who can work with both us and business relationships in order to share responsibilities and costs to help that employer to be successful. The underlying issue is having a common CRM which we are using Salesforce and the majority of economic people are also using it. We need to have the ability to share the data that we find with the partners.

General Commentary, Notes

They need to be agile because if they aren't then they won't have value. Even within our system, more people are being hired for task-by-task work and we need to be tracking it to get feedback on the employability. We need to shift our thinking along with what is happening within the market. When the business asks for something that the response is quick. When there are too many layers of decision-making, you lose your opportunity.

Workforce Development Interview

Jim McShane, CareerSource Capital Region

- I. Can you relate a story about how a city, in the state or your region, aided and abetted a workforce development initiative?

Summer Youth Program, Leon County (?) is matching costs for a 5-day program, department of labor for non-eligible participants.

- II. What is the layout of the "Integrated Service Delivery System"¹ under WIOA in your region?

City and County have no involvement other than Summer Youth Program. CareerSource Capital Region adopted a new integrated approach: 5 funding streams @ three agencies. DOL, HHS, USDA. Talent Acquisition Specialist will be assigned to person served and access dollars used.

ISD in the law is federal partners: blind services, rehab, adult education...FL D of Education oversees everything except CareerSource, which is under DEO...

A Florida team from CareerSource Florida is looking at ways to unite business services so that 1 person liaises between businesses and partners.

- III. What role can a city play in the "Customer Centered Service Delivery Design Initiative"² under WIOA?

CareerSource is being pushed in that direction > interior design, function, flow, and process...They also use "NetResponder" to check customer satisfaction on a regular basis. Compare to "headhunters"

Issues: CareerSource has to purchase "passes" with federal dollars to get people from work to CareerSource and their jobs... transportation could use help. However present economy is good.

Good relationship with the city but it doesn't contribute to operations, nor use it for hiring people. CareerSource covers the whole skills spectrum.

- IV. From ion.Workforcegps.org/resources , Activities in the Workforce Development "Community of Practice" include the following:

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|--|----------------------------------|
| a. Basic Skills/Literacy | e. Career Information Counseling |
| b. Career Pathways/Education | f. Dislocated Worker Services |
| c. Registered Apprenticeship Work Based Learning | g. Entrepreneurship |
| d. Business Services | h. Job Readiness Services |

¹ https://rc.workforcegps.org/resources/2017/08/04/12/16/Integrated_Service_Delivery_Toolkit

² CCD: https://ion.workforcegps.org/resources/2015/09/02/17/11/Customer-Centered_Service_Design_Initiative

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| i. Job Placement Reemployment | n. Partnerships/Program Integration |
| j. Case Management Support Tracking | o. Performance Accountability |
| k. Financial Management | p. Planning/Policy/Governance/Leadership |
| l. Grants Management | q. Program Operations |
| m. Labor Market Information/Workforce Data | r. Unemployment Insurance |

Ø Which of the above areas does your region (or regions in Florida) struggle to provide, and could a city government assist in its remedy? If so, how?

Community of Practice means you're making a commitment to practice, and how you are committed to helping these people. Non-profits in our area are co-dependent to deliver basket of services that don't help people advance.

Cities should offer "registered apprenticeships". Entrepreneurship Grants available from CareerSource. City could be a driver in Partnerships/Program Integration by meeting about referrals, metrics that lead to *real self-sufficiency*. At these meetings, they should invite EDs from other key agencies, and the city can be helpful in promoting that.

- V. How often does your group conduct a Gap Analysis / Target Industry Analysis to determine occupations where demand outstrips supply? Could a city government assist with that or other crucial analyses?

They rely on Labor market Statistics at DEO for Gap Analysis. By June 2018, there will be a new version available. Look to DEO for stats on what to concentrate on.

"Demand side" dictated how they aligned major sectors. From BLMS: "Growth is how CareerSource decides on training sectors".

CareerSource also uses Chimera Analytics, co-owned with GCDC, allows Jim to go in and run analyses. As the market changes, they change with it. Ex: demand dropped for construction, so he is getting letters from Construction groups that say it's a needed job.

VI. How aligned with the State of Florida, Qualified Targeted Industries (QTI) program³ does a local workforce training program need to be?

Down in Martin County, it's probably a bigger synergy. Depends on the region, b/c no one has accessed it in the past 3+ years. Program requires a certain level of income.

CareerSource is not a training provider itself. It brings together training employers. The Community College or PSAV responds with the actual training. CareerSource provides grants that enable the new training program, per industry recruitment needs.

VII. How much should a workforce development program draw from Target Industries set by local governments (i.e. a "Sector Strategy" operating framework)?

It varies across the state – GCDC has an excellent relationship with CareerSource, which assists with involvement at the beginning.

In Wakulla County they contribute to both EDCs to hold a place on the council. Wakulla is "discovering itself". They have an Industrial Development Zone but no marketing...

CareerSource wants to know leads, be involved up front, and know what training to expect. The structure of the City-County EDC *matters a lot*. Staff must bring decisions through 3 committees. Required to align training priorities with industry sectors or clusters. For very specific stuff, (e.g. Mag Lab), no engagement about workforce alignment.

VIII. If the City began an Economic Development Office, what services would you want it to provide, in coordination with your efforts (or, how do you collaborate with existing economic development organizations)?

The Business Retention and Expansion People with Ec Dev and the Business Solutions people with CareerSource. CS is at a point with funding that if they're going to continue a relationship, they need to share responsibilities and costs with the BRE people. CS needs cost sharing and common CRM such as "Sales Force" that distributes costs more widely. By sharing software, they can ensure that the solution to the business is coordinated.

³ http://www.enterpriseflorida.com/wp-content/uploads/SI_Targeted_Industries.pdf

General Commentary, Notes

The Ec Dev group needs to be "agile". More and more people are hired on for task-by-task work. How responsive is the "system" to this style of work, tracking it, and getting feedback on the employability of people with skills training. If we want to remain valuable, we have to think about getting a response very quickly to something. Remove layers of decision making before a decision can be made. You will lose opportunities.