# INDEX

1. **BACKGROUND**  
   Page 3

2. **DATA GATHERING AND ANALYSIS**  
   Industry Distribution  
   Total # of Companies  
   Total # of Employees  
   Industry Distribution over Time  
   Total # of Companies  
   Total # of Employees  
   Average Annual Wages  
   Educational Statistics  
   Graduation Rates  
   Percent of Teacher Degrees  
   Comprehensive Assessment  
   Educational Attainment  
   Regional Attainment  
   Competitive Comparison of Educational Attainment  
   Page 4

3. **EDUCATIONAL PROVIDERS AND PROGRAMS**  
   Florida Department of Education K-20  
   Lake County Schools K-12  
   Lake Technical Center  
   Lake-Sumter Community College  
   University of Central Florida  
   St. Leo University  
   Page 6

4. **CHALLENGES AND OPPORTUNITIES**  
   Page 8

5. **ATTACHMENTS**  
   Workforce Development Committee Members  
   Fastest-Growing Industries  
   Industries Gaining the Most New Jobs  
   Page 9


BACKGROUND:

The 2008 Lake County Growth and Redevelopment plan entitled “Building Bridges for Economic Development in Lake County, Florida” was adopted by the Lake County Board of County Commissioners in August of 2008. As set forth in the Plan and as established by Lake County, the first goal and strategy recommends a coordination of efforts with allies and leaders by creating a countywide partnership to support economic development. The result of the recommendation was the establishment of the Lake County Economic Development Advisory Council.

The Economic Development Advisory Council structure was adopted by the Board of County Commissioners on August 19, 2008. That structure included working committees that were tasked with reviewing and implementing broad-based recommendations of the Plan as well as identifying any additional or alternative strategies that would promote the economic development efforts of the County.

The Workforce Development Committee was created to promote higher education and workforce training to ensure employers have access to skilled workers and talent. The committee focuses on identifying partnerships for education programs offered and exploring opportunities for entrepreneurial development, programs to support specific targeted industry sectors and economic gardening.

The committee members included community leaders and educators from the University of Central Florida, Florida State University, Lake Sumter Community College, Lake County Schools, the Lake Sumter Community College Business Resource Center, the City of Leesburg Incubator, Workforce Center Florida, and a number of business leaders. (Attachment A).

DATA GATHERING AND ANALYSIS:

In order to better understand where opportunities exist, the Workforce Development Committee determined that the information provided by the Plan was helpful in providing a basic understanding of Lake County’s economic position. Although with the current recession and the economic changes, the committee thought it would be beneficial to take a quick snapshot of where we are now.

Population - According to the University of Florida Bureau Economic and Business Research, the population in Lake County is 288,379. While the growth rate from 1998 to 2008 was 48%, the population growth has slowed in Central Florida. For many Counties and Cities throughout the State of Florida population loss is projected. According to the 2008 Census, published in April of 2009 Osceola County and Lake County are the 19th and 34th fastest growing Counties in the United States.

Labor Force, Employment and Unemployment Statistics – The Bureau of Labor Statistics reported the preliminary estimates of Lake County labor force as 119,876 with 15,765 unemployed workers as of July 2009 with a 11.6% unemployment rate. The unemployment rate is one of the highest unemployment rates in the region (11%) and is higher than the State of Florida (11%) and the United States (9.7%).
As well as a high unemployment, under employment is also a challenge in Lake County. According to the Bureau of Labor Statistics, underemployment is captured by counting the total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers. As of December of 2009, Florida’s Under Employment Rate is 18.6%. County level statistics for under employment are not available from standard statistical providers. In order to determine under employment for Lake County a consultant would need to be retained.

Another hidden labor pool in Lake County is the retired professionals. Lake County has a higher than average age as compared to the rest of the region. Lake County’s median age is 46. There is a large percentage of highly skilled talent in Lake County that currently is drawing retirement pay and benefit packages. Twenty five percent of Lake County’s population is above the age of 65. Lake County has also become home to a large number of residents who have retired early. Accordingly, it is safe to assume that a high percentage of the population between the ages of 45 to 64 is also retired. This depth of this talent bed is difficult to quantify.

**Industry Distribution** — According to ESRI 2008 data, the largest industry in Lake County is Retail with a total of 2042 retail establishments. The second largest industry by the number of companies is the Construction industry with 1767 establishments. Just below the construction industry is the Health Care industry with 1726 establishment. Notably the Professional, Science and Technical Services industry is the 5th largest industry and includes over 1,000 companies in Lake County.
In contrast, the industry with the largest employees is the Health Care industry which includes 19,817 employees and employs one (1) out of every five (5) workers. Retail is the second largest industry with 17,039 employees and Food Service and Construction are the 3rd and fourth largest industry with employees. Also notable are the 5th and 6th largest employee industries being Public Administration and Education. Both industries employing approximately over 6,000 employees.

Regionally our top four industries are Leisure and Hospitality, Professional, Science and Technical Services and Education. The largest regional loss from July 08 to July 09 is the Construction Industry. During this same period of time, the only gains were in the Education and Government industries. Considering this data, it is safe to say that Lake County has received a higher percentage of industry loss in the Construction industry.

In November 2008, The Florida Agency for Workforce Innovation ranked educational services as the fastest growing industry in Workforce Region 12 from 2008 to 2016. Workforce Region 12 includes Lake, Orange, Osceola, Seminole and Sumter counties. The gain in education jobs for education is 858. Although Professional, Scientific and Technical Services reported the most gain in jobs totaling 2,960 by 2016. Health care services such as Ambulatory Health Care Services, Hospitals, and Nursing and Residential Care were also ranked in the top 20 industries gaining the most new jobs. (Attachment 2 and 3)
As a benchmark of success, it is important to evaluate industry trends over time. In order to answer those questions, the Florida for Workforce Innovation – Quarterly Census of employment and wages reported the following graphs outline industry in Lake County.

The graph below clearly demonstrates that Lake County has seen clear gains in employment in the Education and Health Services industry and the Leisure and Hospitality Industry. Losses in employment in the Construction industry from 2006 to 2007 were dramatic; although, the number of companies in the construction industry remained the same during the same period of time.

Other notable increases were in the Professional and Business Services and the Financial Activities sectors. The industries that showed little gain since 2001 are Information and Natural Resources and Mining.
Wages - The highest wages in Lake County were earned by the Information industry. The second highest wages were paid in the Financial industry and the third in the professional services industry. A steady increase in wages was seen in the Manufacturing industry and the Professional Services industry. Although from 2006 to 2007 the Information, Financial, and Professional Services industries saw a reduction in wages. It is easy to conclude that the reductions could be due to the downturn in the economy.

In conclusion your highest wage earners in Lake County work for the Information industry and the Professional and Business Services industry. In order to raise the average wage, a strategy could be to provide more jobs and training in the industries that demand the highest wages.
Overview of Education Statistics, Providers and Programs
Lake County schools support more than 40,000 students by providing 20 elementary schools, 10 middle schools and 7 high schools. In addition, there are five K-6 and two K-8 charter schools. Eighty-three (83%) of Lake County schools achieved an A or B status during the 2008 – 2009 school year. Lake County also boasts 26 private schools with 10 of those schools offering classes K-12.

During the 2007 to 2008 school year the Florida Department of Education reported that Lake County schools had a 79.30% graduation rate. The graduation rate was higher than the State of Florida at 75.40%, Orange County at 75.6% and Osceola graduation rate at 69.6%, but lower than Seminole County’s 91.10% graduation rate.

During that same period Seminole County had more than 40% of their K-12 teachers at a Master Degree Level It is apparent that Seminole County has a priority on education.

The commitment is demonstrated not only on the level of education of our educators, but also the pay scale of those teachers, the student/teacher ratios and was recently demonstrated and community supported with a proposed increase in school taxes.
It is also relevant to look at the graduation rates of a few states that are similar to ours in demographic nature. During our research we found that it was not until 2008 that a standardized calculation method was even developed. Using 2008 as the base year of comparison, North Carolina’s graduation rate was 71.7%. The State of Georgia has increased their graduation rate from 63.3% in 2003 to almost 80% in 2009 due to sweeping changes as well as funding increases. The State of Texas 2008 graduation rate is 79.1%.

While Lake County Schools has an excellent school system, can we be competitive in the region for attracting higher wage employers? The chart below compares the 2008 Florida Comprehensive Assessment Test scores with other Counties in the region. Again Seminole County’s commitment is producing results, while Lake County has the third lowest in the region.

Educational attainment is one of the highest ranking benchmarks used by site selection companies in choosing locations to open new to market businesses. The benchmark demonstrates the workforce’s skills and talent pool to fill high paying technical positions. You be the judge. If your company was looking for a talented workforce and evaluating the region, which County would you locate your business in?
It is also important to evaluate Metro Orlando’s educational attainment with those of competing metropolitan statistical areas. In doing so it is obvious that if a business is seeking a knowledge based community we are lagging our competitors in the Bachelor and Graduate levels.
EDUCATIONAL PROVIDERS AND PROGRAMS:

Career and Technical Programs K-12 – In a highly skilled market place, educational opportunities and programs begin in the K-12 system. Recognizing this, the State of Florida has developed the “Florida’s Next Generation PreK-20 Education Strategic Plan”. The Education Strategic Plan has 6 primary focus areas that work toward creating a globally competitive workforce.

Lake County provides career and technical education through the CAP program. The Career and Professional Academies (CAP) was legislated by the Career and Professional Education Act of 2007. The legislation requires teacher industry certifications and post secondary education. Lake County Schools have set a CAP Academy Time line as follows:

<table>
<thead>
<tr>
<th>2007 – 2008</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Academy (ERHS)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2009 – 2010</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive Collision and Repair (ERHS)</td>
<td>Digital Design (SLHS, UHS)</td>
</tr>
<tr>
<td>Automotive Technology (SLHS)</td>
<td>Drafting (ERHS, LHS, SLHS, THS)</td>
</tr>
<tr>
<td>Commercial Foods &amp; Culinary Arts (ERHS)</td>
<td>Horticulture (SLHS, UHS)</td>
</tr>
<tr>
<td>Construction (LHS, SLHS)</td>
<td>New Media (SLHS)</td>
</tr>
<tr>
<td>Television Production (EHS)</td>
<td>Web Design (ERHS, SLHS, THS)</td>
</tr>
<tr>
<td>2010-2011</td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>All Agritechology</td>
<td>All Horticulture</td>
</tr>
<tr>
<td>All Culinary</td>
<td>All New Media Technology</td>
</tr>
<tr>
<td>All Digital Design</td>
<td>All Television Production</td>
</tr>
<tr>
<td>All Drafting</td>
<td>All Vet Assisting</td>
</tr>
<tr>
<td>Early Childhood Education</td>
<td>All Web Design</td>
</tr>
</tbody>
</table>

**Lake Technical Center** - In 1963 the Lake County School Board (LCSB) requested approval from the Florida Department of Education to build a vocational center. In the fall of 1965, state and federal construction funds were received under the Vocational Education Act of 1963. While waiting for a facility to be built, Cosmetology, Auto Mechanics and Business Education programs began in the fall of 1966 in Leesburg, Florida.

In July 1968 the main campus construction was completed on the present 37½-acre site. Construction for the IPS extension campus began in 1992 and was completed in 1994. IPS is located on two separate properties and includes state-of-the-art firing and driving ranges as well as classroom facilities for Firefighting, Law Enforcement and Corrections programs. Lake Tech’s campuses have grown to encompass 231,548 square feet.

Currently, Lake Technical Center offers 28 postsecondary certificate programs plus two apprentice programs. Programs are offered in Adult Education, Automotive, Business Technology, Commercial Art Technology, Commercial Foods, Computer Programming, Cosmetology, Drafting, Early Childhood Education, EMT/Paramedic, Health Science Education, Public Safety, Firefighting and Law Enforcement and Welding. Lake Tech has served as a supplier for training, continuing education and apprentice programs for all the major hospitals, Lake County Public Safety, G&T Conveyors, Accent Marketing and many more businesses seeking employment training and qualified employment recruitment.

**Lake-Sumter Community College** – Authorized by the Florida Legislature in 1961 as a Junior College, LSCC has over forty years of history and has grown to become a three-campus institution serving more than 6,000 students annually in Lake and Sumter counties. The community college offers program Associates of Arts, Science and Applied Science Degrees. Lake-Sumter Community College has two campuses in Lake County. One campus serves our northern Lake community and the second campus serves the South Lake and West Orange community.
<table>
<thead>
<tr>
<th>Degree or Certificate</th>
<th>Leesburg Campus</th>
<th>South Lake Center</th>
<th>Sumterville Center</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Associate in Arts (A.A.)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Information Technology</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal Justice Technology</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Childhood Education - Child Development</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center Management Specialization and Preschool Specialization</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursing (limited access program)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Associate in Applied Sciences (A.A.S.)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Administration</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Computer Information Technology</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal Justice Technology</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Childhood Education - Child Development</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Center Management Specialization and Preschool Specialization</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Electrical Distribution Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Science Technology</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graphic Design Technology</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Information Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Administration - Legal Office Specialization, Medical Office Management Specialization</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Technical Certificate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Technology Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Programming</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical Distribution Technology - Basic and Advanced</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology Analysis</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Medical Information Codifier</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Office Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Management</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Specialist</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Support</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Small Business Management</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Non-Degree Programs** – Lake-Sumter Community College also provides non-degree programs for:
- Nursing Prerequisites
- Employment Related
- Personal Enrichment
- Teacher Certification/Educator Preparation Institute
Dual Enrollment - Dual Enrollment allows qualified students to take college courses while still in high school. Students may receive both college and high school credit to apply towards their graduation requirements at both levels.

The Business Resources Center at Lake-Sumter Community College has three primary core competencies that are Business and Vocation Training, Business Assistance and the Computer Institute.

The Business and Vocational Training offers courses such as banking, communication, customer service, leadership, motivational, supervision and writing courses. The Business Resources Center provides licensure & C.E.U. courses in Child Care Professional Credentials, Health courses such as CNA, CPR and Home Health Aide. Vocational training is also provided in real estate and security officer training as well as numerous programs of personal enrichment.

The Business Assistance Information Center is a one stop shop for information. The program offers expos, presentations, and seminars as well as customized business training programs in their executive training room. Through their partnership with SCORE, the Business Resources Center offers assistance with business plans, problem solving and strategic planning. The Entrepreneurial Institute is a 10-week evening course for business planning. The Micro Loan Program offers access to bridge capital.

The Computer Institute offers a variety of noncredit courses at all campus locations and at other convenient locations throughout Lake and Sumter counties. Courses are open to
the general public, and they are offered weekdays, evenings, and on Saturdays. We offer courses designed to meet the personal enrichment, vocational and lifelong learning needs of the community. Courses are offered in graphic and web page design, internet and email, introductory and advanced computer courses in Windows, Microsoft and QuickBooks.

**UCF: at Lake-Sumter Community College**

The University of Central Florida, in partnership with Lake Sumter Community College, offers full upper division undergraduate programs, enrolling junior and senior level students at LSCC's South Lake and Leesburg campuses. UCF at Lake-Sumter specifically serves students of Lake and Sumter Counties who have obtained an associate degree from Lake-Sumter Community College and transfer students who have completed two years (60 semester hours) of approved class work at other public or private colleges or universities. The University of Central Florida's main campus is located near Orlando, Florida, and offers over 95 undergraduate degrees in addition to master's and doctoral degrees in many fields from the Colleges of Arts & Sciences, Business Administration, Education, Engineering, and Health and Public Affairs. The University serves over 46,000 students in the Central Florida area.

**Joint-Use Facilities**

UCF and LSCC have a joint-use higher education center located in Clermont (South Lake).

**The courses offered in their South Lake Campus include:**

- Business Administration (B.A.) – South Lake Campus
- Criminal Justice (B.A.S.*) – South Lake Campus
- Early Childhood Education (B.S.) – South Lake Campus
- Elementary Education (B.S.) – Leesburg Campus and South Lake Campus
- Health Services Administration (B.A.S.*) – South Lake Campus
- Industrial Operations (B.A.S.*) – South Lake Campus
- Information Technology (B.A.S.*) – South Lake Campus
- Interdisciplinary Studies (B.S./B.A.) – South Lake Campus
- Legal Studies (B.A.S.*) – South Lake Campus
- Mathematics Education (B.S.) – South Lake Campus
- Nursing- RN to BSN (B.S.) – Leesburg Campus
- Psychology (B.S.) – South Lake Campus
- Social Science Education (B.S.) – South Lake Campus
- Sports and Fitness (B.S.) – South Lake Campus
- Supervision and Administration (B.A.S.*) – South Lake Campus

**Common Program Requirements (including but not limited to the following)**

- Completion of the General Education program or an A.A. degree from a Florida Community College
- Satisfying the Gordon Rule requirement
- Completion of the CLAST exam
- Completion of the application process to UCF
- Completion of an Immunization Form (Completed at a time prior to acceptance)
- Attendance at an Orientation session

**Saint Leo University: At LSCC**

**Programs Currently Offered at the Saint Leo Leesburg Campus Include:**

1. Bachelor of Arts in Business Administration (Management)
2. Bachelor of Arts in Elementary Education
   
   Note: Course scheduling for these programs is based on student demands.
3. Bachelor of Arts in Human Services Administration.

**Programs Currently Offered at the Saint Leo Ocala Center (CFCC Campus) Include:**

**A. Undergraduate**

1. Bachelor of Arts in Business Administration (Health Services Management)
2. Bachelor of Arts in Business Administration (Management)
3. Bachelor of Arts in Business Administration (Accounting)
4. Bachelor of Arts in Business Administration (Marketing)
5. Bachelor of Science in Computer Information Systems
6. Bachelor of Arts in Human Services
7. Bachelor of Arts in Elementary Education
8. Bachelor of Arts in Criminal Justice
9. Bachelor of Psychology

**B. Graduate**

1. Master of Arts in Elementary Education
   
   Note: Course scheduling for these undergraduate & graduate programs are usually offered every semester; however, courses may be cancelled due to insufficient registration enrollment, instructor non-availability, and for other reasons.
2. Master of Business Administration

**Programs Currently Offered at the Saint Leo "Weekend College" on Saint Leo's Main Campus Include:**

1. Bachelor of Arts in Business Administration (Health Services Management)
2. Bachelor of Arts in Business Administration (Management)
3. Bachelor of Arts in Business Administration (Accounting)
4. Bachelor of Arts in Business Administration (Marketing)
5. Bachelor of Science in Computer Information Systems
6. Bachelor of Arts in Human Services
7. Bachelor of Arts in Elementary Education
8. Bachelor of Arts in Criminal Justice
9. Bachelor of Psychology
10. Bachelor of Accounting

Current Facilities:

Saint Leo University is an accredited private university, and traces its beginnings to 1889. For its classes, Saint Leo uses classrooms on the LSCC main campus and the LSCC Sumter campus. By contract between it and LSCC, Saint Leo specifically seeks to serve junior and senior level students who have been awarded an Associate in Arts degree by LSCC. Saint Leo also serves other students not having completed two years of college studies. Its main campus is located at Saint Leo, FL, on State Highway 52, near Dade City.

CHALLENGES AND OPPORTUNITIES:

In order to move forward to create a better system to prepare our youth for the future, it is important to recognize unique challenges that are facing our education system as follows:

- Developing a consensus that the mission of our education system is preparing our workforce to be more globally competitive.
- Making education a priority.
- Identifying needs of our current workforce.
- Keeping up with learning behaviors and changing technology
- A historical system that is difficult to change (making it self-correct)
- Duplication of services.

Opportunities for the future include:

- Improve our Workforce Best Practices focused on aligning workforce education with the skills of the new economy for long-term success.
- Develop a survey to better identify the skill sets needed by our current workforce.
- Creation of partnerships to better align resources to strategic goals.
- Develop coalitions that include Lake County companies for job training, mentoring and internships.
- Create programs to support the sciences, technology, engineering and math.
- The conversion of Lake-Sumter Community College from a two-year degree program to a four-year State University.
WORKFORCE DEVELOPMENT COMMITTEE
ECONOMIC DEVELOPMENT ADVISORY COUNCIL

Workforce Development
Chairman: Larry Strickler, Workforce Central Florida
Staff: Tracy Hoff, Lake Sumter Community College, Business Resource Center, Staff Assistant

Terry Miller, Lake Technical Center

Ray San Fratello, South Lake Chamber of Commerce

Nancy Valez, Lake County Public Schools

Margo Odom, Embarq Corporation

Maggie Teachout, Lake County Public Schools

Kenneth Thomas, City of Leesburg

Dr. Cecelia Rivers, University of Central Florida - Area Campus, Clermont

Johnny Smith, Lake Mechanical Contractors, Inc.

Ben Hargrove, LifeStream Behavioral Center

Susan Crowley, University of Florida

Jim Miller, Grizzard Commercial Real Estate

Donald Marx, Employer Benefits Consulting

Dr. Mary Jo Rager, Lake-Sumter Community College

Patti Weasel, Lake-Sumter Community College