

# Today's Workforce

A special publication by Volusia County's Economic Development Division

**READY TO REPLENISH:**  
Providing employers with  
the skilled workers they need.

 **Careers In Progress**

 **Daytona State College Responds**

 **Hands-On Entrepreneurship**

 **Partnerships and Prosperity**



# The Journey Begins

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**Welcome** to the inaugural Economic Development 'Graduation Report.' In this report, we want to celebrate educational accomplishments in Volusia County, show the capability of graduates, and highlight how partnerships between Volusia County businesses and educational institutions can make living, learning, working and doing business here profitable and rewarding.

Why produce a graduation report? The answer lies in the close relationship between learning accomplishment and economic success. Whether by professional certification, diploma achievement or degree completion, doors of economic opportunity are open to graduates and to the businesses and organizations they join.

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*Thought leaders and institutions across the country recognize that the more closely employers and educators are aligned, the more effective the community will be at preparing future workers and supporting economic growth.*

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During the 2017/2018 academic school year, thousands of Volusia County students were recognized for education completions. Some chose to continue their education as full-time students, but many others joined the local business community as workers and entrepreneurs. The data in this report, which is grouped by occupational focus, shows the number and diversity of completions reported by Volusia County's private and public education institutions. Our secondary and post-secondary schools are producing capable workers with relevant skills and doing so in large numbers.

In this issue, we will highlight partnerships developed between business and education that have elevated worker skills and incomes, enriched student experiences, and in some cases helped establish new career paths. Thought leaders and institutions across the country recognize that the more closely employers and educators are aligned, the more effective the community will be at preparing future workers and supporting economic growth. We are pleased to showcase some of the partnerships that have developed here in Volusia County.

Learn how our nationally recognized high school career academies are preparing students for jobs and future careers. Volusia County Schools – with the support of industry associations, business and local government – has been building a Career Technical Education program for more than 20 years. Students are provided the opportunity to complement their academic learning with practical, career-focused experience in areas such as information technology and robotics, design and manufacturing, finance, multi-media technology, and dozens more.

We're also pleased to highlight the work Daytona State College (DSC) and Stetson University are doing to support business and entrepreneurship. You will learn of teaching capabilities being added at DSC's Advanced Technology College to respond to the growing demand for skills in maintenance and mechanics. The Center for Business and Industry at DSC is partnering with local businesses to use the new teaching lab to support skill development programs.



Stetson University, already recognized for its outstanding College of Business Administration, has added a new curriculum focused on entrepreneurship. The Prince Entrepreneurship Program allows students to experience business through interaction with successful entrepreneurs and through development and presentation of their own business concepts to local professionals and investors.

As you read this report, we hope you will notice and acknowledge the excellent work being done to promote learning and economic success in Volusia County. We are truly blessed as a community to have so many outstanding educational institutions, businesses and volunteers investing in our county's growth.

### **Rob Ehrhardt**

Director  
Division of Economic Development  
Volusia County, Florida

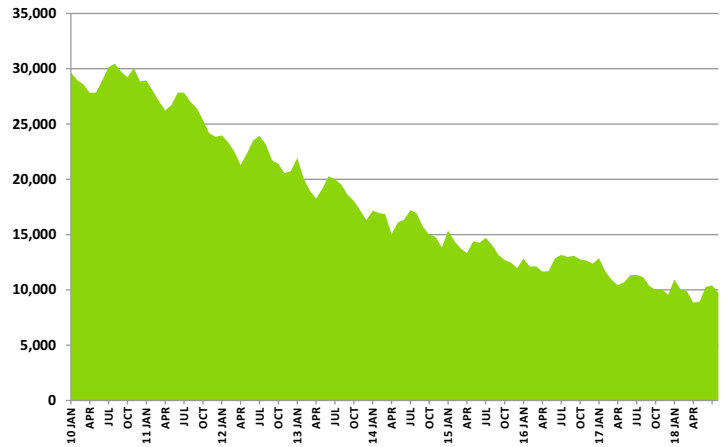
## We're 'replenishing' the local workforce

In the basement of my grandparent's farmhouse was a small, windowless room that had a heavy blanket for a door. Peering in for the first time, I could see stoneware crocks, a large wooden bin and walls covered with shelves. What was it? Why was it there? I later learned it was a root cellar – the main source of fresh and canned foods for the household. Whenever meals called for canned goods, pickles or potatoes, down to the basement we went. Thanks to a little cooperation, some seasonal work and the thoughtful oversight of a few, the root cellar remained a reliable source of food year after year.



In January 2010, Volusia County employers had what seemed like an endless supply of available talent to meet their hiring needs. At that time, there were 29,000 unemployed workers – nearly 13 percent of the local labor force – awaiting employment opportunities.

In a manner of speaking, the “root cellar” was overstocked with experienced, skilled and motivated people available and looking for work. Now, just over eight years later, only 3.8 percent of the labor force is unemployed and available, and it's not a local phenomenon.



**VOLUSIA COUNTY UNEMPLOYMENT**  
2010-2018

Florida and the nation have unemployment rates below 4 percent, and the latest monthly job opening data from the U.S. Bureau of Labor Statistics shows an estimated 6.3 million job openings nationwide. That's 300 percent above levels seen in 2009. The combined effect of a nationwide economic expansion, changing workplace skills and accelerating Baby Boomer retirements has greatly diminished the skilled labor supply. Like a depleted root cellar, that supply needs to be replenished to meet ongoing demand and preserve the economic health of our community.

### *Equipped for the work*

The call for more skilled workers has been in a crescendo for several years. More than three-quarters of the employers and managers surveyed for the Hays U.S. 2018 Salary Guide said their industries face severe skilled worker shortages.

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In an October 2018 Logistics Management article, Mike Shevell, chairman and CEO of the Shevell Group that operates New England Motor Freight, said “we could probably double our business if we had drivers.”

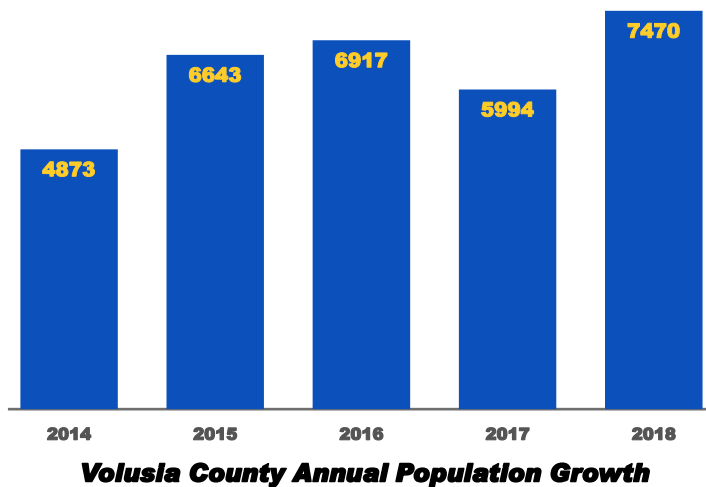
In its latest survey of site selection consultants, Site Selection Magazine identified “workforce” as the No. 1 consideration for companies looking to expand or relocate.

To sustain economic health and provide employment opportunity, communities must be capable of attracting, retaining and developing workers. Volusia County is doing just that.

The latest U.S. Census net-migration estimates show that more than 8,000 people moved to Volusia County in 2017. In fact, Volusia County's population is estimated to have grown by 44,000 since the end of the Great Recession. Though some potential workers choose to move away, employment data from the past three years indicates that the county's labor force is expanding by an average of 5,000 per year.

*In order to sustain economic health and provide employment opportunity, Communities must possess... the ability to attract and retain workers, and... develop them.*

With outstanding recreational and natural resources, the lowest cost of living of any major metropolitan area in Florida, and an enviable year-round quality of life, it's easy to see why new families and workers continue to come. Even during tight labor markets, Volusia County continues to bring workers into its labor force.



Complementing the County's ability to attract workers is its workforce development resources. Few counties can rival the diversity and strength of Volusia's education and training capability. We are privileged to have five colleges, three major universities, dozens of outstanding secondary and post-secondary schools, and a number of private organizations to help develop incumbent and future workers.

Just this past year, local educational institutions reported the award of nearly 12,000 degrees, diplomas or certifications to their students. There were over 1,000 awards in the medical and dental career fields, over 900 in engineering and aeronautics, and 273 in construction, manufacturing and mechanical related trades. In addition, 5,500 diplomas were earned with many of those students possessing career-specific training from the award-winning Career Academy program within Volusia County high schools.

The county's educational institutions are already engaged in helping develop team members in local businesses and will continue to be a fountainhead for many of the skilled workers needed in the future.



*The Advanced Technology College, located on Williamson Boulevard in Daytona Beach, includes occupational classrooms and lab areas with brand new, state-of-the-art equipment and smart classrooms designed for each specific program.*

### **Established and Improving**

Supporting local business during periods of high labor demand is not new. In the early to mid-2000s, with un-employment rates as low as 2.9 percent, community stakeholders found creative ways to attract and train skilled workers. They joined together to launch new workforce development capabilities such as the Advanced Technology Center, the CareerSource Business Service Representative initiative and the expanded Career Academy program in Volusia County Schools.

*In the early 2000s, with unemployment rates as low as 2.9%, community stakeholders found creative ways to attract and train skilled workers.*

And, collaborative efforts by community stakeholders have continued to advance workforce development capabilities since then. The Career Academy program has further expanded, providing students with exposure to new career paths, and Daytona State College has updated its curriculum and added custom training programs for businesses using a new National Institute of Metalworking Skills (NIMS)-compliant Industrial Technology Maintenance lab. Universities continue to enhance campus facilities and add new curriculum, such as Stetson's Prince Entrepreneurship Program.

With an outstanding quality of life, a community that cares and contributes, and an enviable array of education assets, Volusia County has what it takes to develop and replenish the skilled workers local businesses need.

### **Brad Harris**

Business Manager  
Division of Economic Development  
Volusia County, Florida

Mainland High School in Daytona Beach where the Career Academy model was implemented 'wall-to-wall' for the 2017/2018 school year.



# Career academies thrive in Volusia County

***A skilled workforce, an established talent pipeline, a vibrant community.*** These are goals any area would aspire to achieve. They are attainable goals when businesses, community organizations and educational institutions join as partners to grow and develop a local workforce.

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*There are now forty one high school academies, and numerous middle school pre-academies that help students find career pathways to high skill, high wage jobs right here in Volusia County.*

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Consider the collaborative career academy model that has been thriving locally since its inception in 1994. There are now 41 high school academies and numerous middle school pre-academies that help students find career pathways to high-skill, high-wage jobs right here in Volusia County.

This nationally recognized learning program is a blend of career and technical education, academics, industry certifications and a wide variety of real-world, instructional experiences.

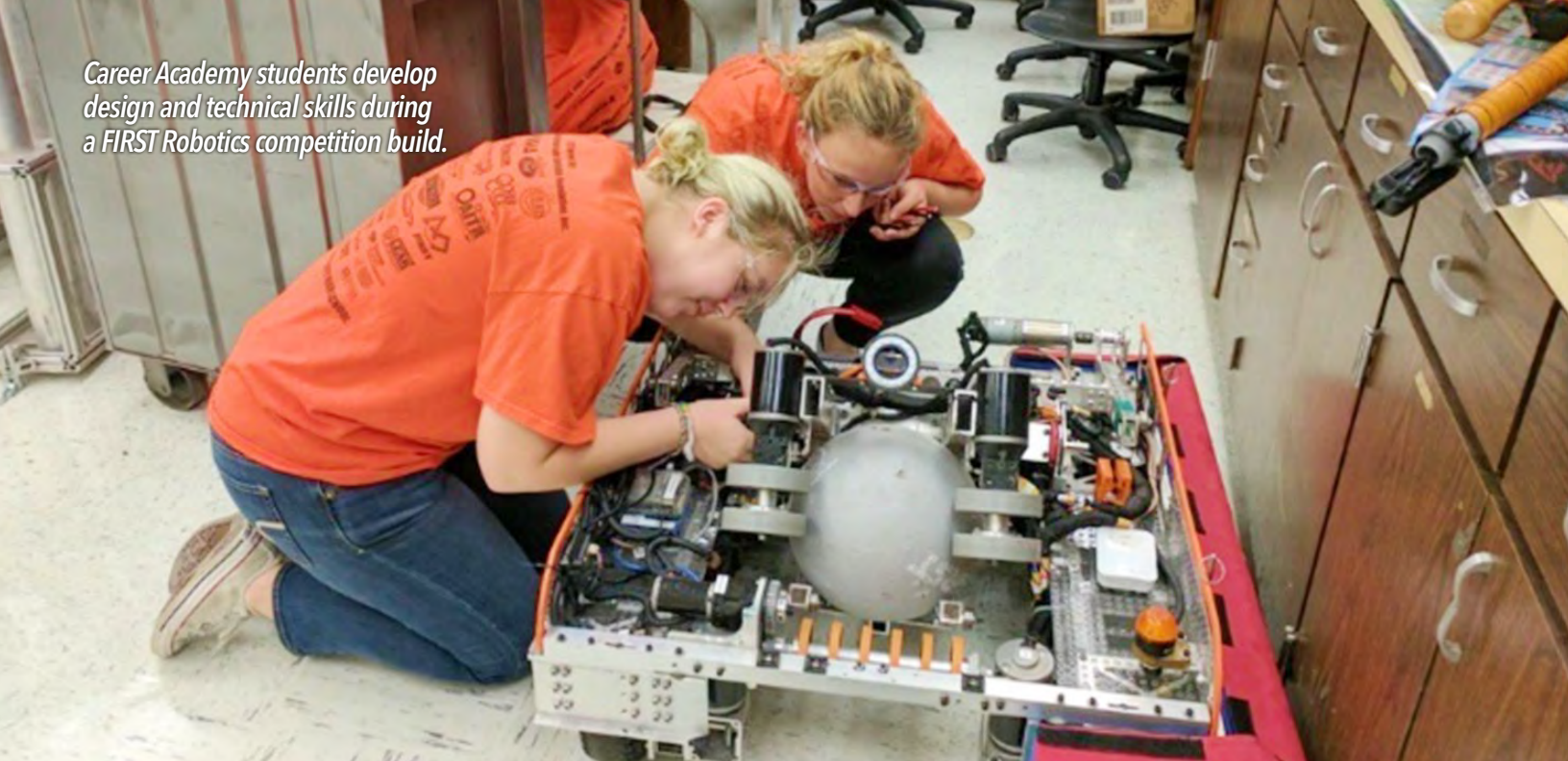
It helped the Volusia County School system earn recognition as a "Leadership Community" by Ford Next-Generation Learning (NGL).

Ford NGL evaluates communities based on their commitment to transforming teaching and learning, transforming the structure of high school, and transforming business partnerships to support the work of career academies. Recognition and support from the Ford NGL nationwide network of communities has helped Volusia County Schools continue to enhance and expand its career academy program.

Partnerships, and more specifically an involved business community, are key to the experiential learning that makes the academy program effective. Projects, internships, mock interviews and business tours all have a lasting impact.

Academy of Finance graduate Stephan Confer explains how his academy experience helped launch his career at Brown & Brown Insurance.

*Career Academy students develop design and technical skills during a FIRST Robotics competition build.*



"The Academy of Finance at Spruce Creek High School helped prepare me in so many ways," said Confer. "The four years in the program transformed me as a person. I became an expert at Microsoft Office applications that are used in almost everything a professional will do. Group projects and presentations helped emphasize the importance of teamwork and strengthening those abilities. The construction of one's resume was a focal point, and there were even mock and live interviews for real internships that are available to members of the academy. All of this, in combination with countless other skills and lessons, help prepare a young adult for career success."

Career success is what invested businesses want to see in the emerging workforce.

"By partnering with the Volusia County School system and teaching the Finance Academy students at University High and Spruce Creek High, I feel we are preparing these students for what will come after they graduate from high school," said Kelly Haskins, vice president of marketing for Launch Federal Credit Union.

Preparation for the future is just what 2014 graduate Adriana Jimeno said her experience at Pine Ridge High School's Healthcare Academy gave her.

"Being involved in the Healthcare Academy at school definitely made me stand out from others who didn't attend an academy," said Jimeno.

In her words, she learned "adult things" that helped her on her journey to become a registered nurse at Florida Hospital DeLand. Business partnerships where students learn from guest speakers, job shadowing and internships make a difference. Students are given tools and insight that will help guide their career plans and help start their professional journey.

Many academy students graduate and pursue further education elsewhere but later choose to return to Volusia County. Some of those same students decide to give back to the very academies that helped them.

Noah Bennett, a 2013 graduate of Mainland High School's Academy of Communications & Multimedia Technology, works as a buyer for Halifax Health. He relies on his technical skills and his experience in team environments to be successful in his current position. Bennett could have moved to another location to start his career, but his local ties brought him back home.

"Volusia County is home to me, and I wanted to give back to the community that helped raise me and mold me into the person I am today," said Noah.

Graduates like him become invested in the local economy, create professional connections, and often choose to give back when they have the opportunity, creating a culture of support for continuous improvement and growth.

"When the opportunity arose to return to Volusia County and work for Brown & Brown, I was thrilled," said Confer. Not only would I be working in the headquarters for a worldwide company, but I could return to the place that helped me become the person I am today."

That's a powerful testimonial, and it underscores the positive impact that community-connected career academies can have on students, businesses and the community.

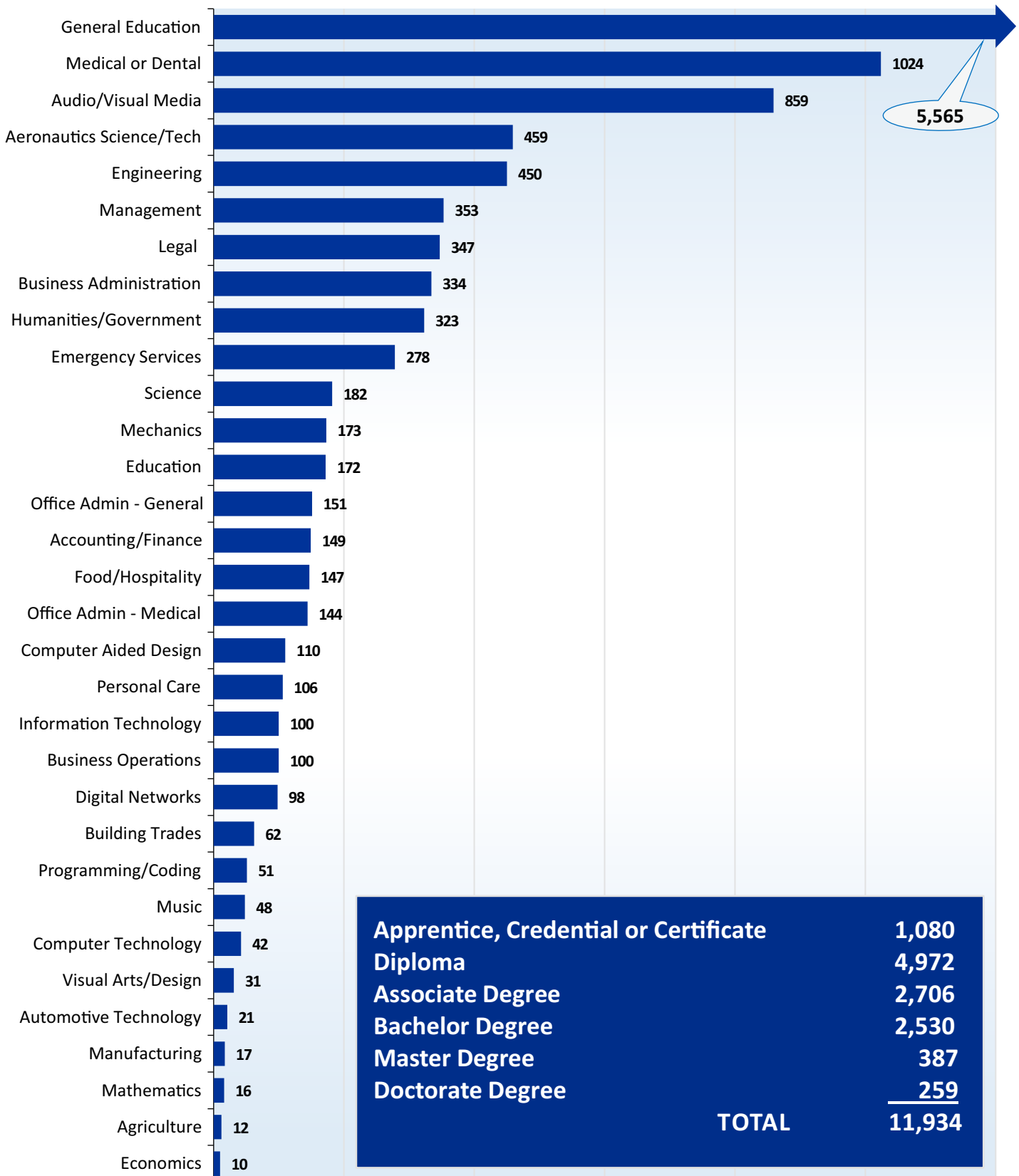
### **Kelly Amy**

Manager of Strategic Partnerships  
Volusia County Schools

# Volusia County Education Completions

There were a combined total of 11,934 certificates, credentials, diplomas and degrees issued by Volusia County private and public high schools, post-secondary schools, colleges and universities during the 2017/2018 school year.

## Total by Occupational Category





# Volusia County Education Completions

## PRODUCTION & MAINTENANCE



Mechanics	173
Building Trades	62
Automotive Technology	21
Manufacturing	17
Agriculture	12



## COMMUNITY SERVICE & SUPPORT



Legal & Law Enforcement	347
Humanities & Government	323
Emergency Services	278



## ENGINEERING, SCIENCE & MATHEMATICS



Aeronautics Technology	459
Engineering	450
Science	182
Mathematics	16



## BUSINESS & ECONOMICS



Management	353
Business Administration	334
Office Administration	295
Accounting & Finance	149
Business Operations & Mgmt.	100
Economics	10



## DIGITAL TECHNOLOGY



Audio/Visual Media	859
Computer Aided Design	110
Information Technology	100
Digital Networks	98
Programming/Coding	51
Computer Technology	42



\*Not shown above are education sectors: *Personal Care* (106 graduates), *Hospitality* (147 graduates), *Arts & Education* (251 graduates), *Patient Healthcare* (1,024 graduates) and *General Education* (5,565 graduates).



*Daytona State College's Advanced Manufacturing Center features an array of equipment, including 3-D printers, scanners and more that is helping to provide workers the skillsets necessary to succeed in today's high-tech manufacturing environments.*

## Daytona State College responds with B. Braun training partners

With the opening of B. Braun's new manufacturing and distribution centers in Daytona Beach came a need for multi-skilled technicians who can troubleshoot and repair industrial equipment. So, the medical supply firm partnered with Daytona State College's Center for Business & Industry (CBI) to provide the training.

The college is the lead institution in the Florida East Coast TechHire consortium, a partnership among several state colleges, the Volusia Manufacturers Association, CareerSource Flagler/Volusia, workforce development boards and employers across the region. Through a \$3.7 million TechHire Partnership grant awarded by the U.S. Department of Labor, the consortium is providing training to long-term unemployed and current workers seeking to advance their skills in manufacturing and information technology related fields.

DSC is building an Advanced Manufacturing Center to provide training in Additive Manufacturing, Industrial Technology Maintenance and other programs at its Advanced Technology College located off Williamson Boulevard, just a stone's throw from B. Braun's new facilities.

"When B. Braun learned about our TechHire grant and the curriculum we had adopted to provide industrial technology maintenance training, they were pleased that we were moving in that direction because they wanted to have the ability to train people for the jobs they were offering," said CBI Director Frank Mercer.

Vincent Beller, B. Braun's operations technical training manager, said over time as many as 200 workers, incumbent and new employees may participate in the training.

"The proximity of Daytona State's Advanced Technology College to the company's facilities will make it easy to send employees back and forth for current and future training needs," said Beller.



## NIMS Industrial Technology Maintenance Duty Areas

- Maintenance Operations
- Mechanical Systems Troubleshooting
- Electrical Systems Troubleshooting
- Electronic Systems Troubleshooting (Programmable Logic Controllers)
- Pneumatic Systems
- Hydraulic Systems
- Process Control Systems Troubleshooting
- Maintenance Piping
- Maintenance Welding

Mercer noted that the training the college will provide B. Braun workers meets NIMS credentialing criteria. NIMS is the industry standard for training and skill validation within the precision manufacturing industry. The CBI training includes nine components

or “duty areas” of the NIMS Industrial Technology Maintenance credential. Each one requires about 100 hours of training.

Dr. Sherryl Weems – associate vice president for DSC’s College of Workforce, Continuing and Adult Education – said the TechHire programs focus on the regional training priorities of the Florida Department of Economic Opportunity.

“These are programs that address the top needs of our region’s manufacturing partners,” said Weems. “No. 1 for our area is a need for qualified industrial machine mechanics. “What’s happening in the industry is, as equipment becomes more computerized and technologically advanced, workers must enhance their skills to keep the new equipment operating and maintained.”

She added that the skill sets being taught to B. Braun workers are highly transferable and applicable across the industry.

“Each level or duty area is not sequential,” she noted. “Students can pursue the areas they believe can benefit them most.”

### Harry Russo

Communications Manager  
Daytona State College

*Andrew Rush, Stetson alumnus and CEO of Made in Space, Inc. addresses students at an "Entrepreneurship Thursday" event.*

# Hats off to Stetson's Hands-on Entrepreneurship Program

It's 8:25 a.m. as a group of students enters the conference room at Stetson University's Lynn Business Center.

"That would be an interesting pivot," comments one of the students on her way in.

She is referring to a change that will likely take her business idea in a new direction. She takes a seat around the conference table.

It looks like a typical board meeting, except the members are college students. Moments later, the man leading the meeting, Dr. William Jackson, signals one of the students to give the group an update on his progress.

"As you can see, I may have to change the design" says Zac, a sophomore, lifting his prototype. "I think this update will solve all the issues we identified during the customer exploration phase."

Dr. Jackson and the rest of the students listen intently as Zac continues his update. Then, everyone at the table takes turns asking questions regarding the new design. A significant part of the discussion revolves around ease of manufacturing and market validation.

When the discussion subsides, Zac receives the contact information of a local manufacturer to help with the creation of a new prototype. Zac is asked to report the following week about his meeting with the manufacturer.

Dr. Jackson moves on to the next student.

This is the Prince Entrepreneurship Leaders program at Stetson University. The 15 students accepted into the program each semester meet weekly to discuss their business ventures. Each gains hands-on, real-life experience at developing an innovation or launching a new business during their time in the program.

Students are expected to go into the "real world" to engage industry experts, manufacturers, service providers and potential customers to better understand each aspect of building and operating a company. Insights gained can be applied immediately to their own business plan.

Developing innovative self-starters, regardless of career choice, is part of Stetson's mission and in large part why the Prince Entrepreneurship Program was launched.



*Stetson "Hatters" join Jason Meyer, Volusia County entrepreneur and CEO of Synergy Billing LLC, for a photo op.*

Will every student choosing the entrepreneurship curriculum start a business venture upon graduation? No, but with the practical and experiential learning received, they will be better prepared for that prospect when it appears, and they will be equipped to become valuable "intrapreneurs" for the employers they choose to join. In today's fast-moving markets, companies need innovative team members who will take a less-traveled path, face change-driven risk and confidently cultivate new business relationships.

How does the university build a real-world dimension into the curriculum? By engaging with the community and building partnerships with regional government, education and volunteer entities that value and support entrepreneurship. Through these entities, Stetson students can connect with industry experts and learn from local businesses.

In addition, Stetson students have opportunities to meet and interact with successful entrepreneurs at weekly Entrepreneurship Thursday events. These gatherings consist of prominent entrepreneurs who tell their personal stories, including their successes and challenges. After each presentation, the speakers mingle with students and discuss their ideas.

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*In today's fast-moving markets, companies need innovative team members who will take a less-traveled path, face change-driven risk and confidently cultivate new business relationships.*

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These interactions build student appreciation for the challenges and rewards of entrepreneurship and, in some cases, help launch careers. Recent Business Administration graduate Spencer saw his conversation with Keith Landy, president of GermFree Labs, turn into an employment opportunity. A win for both parties.

Stetson University's entrepreneurship program is new but already achieving noteworthy success. Students have quickly learned to transform creative ideas into business models that win. They win in business pitch competitions where thousands of dollars in cash and in-kind prizes have been awarded, and they win when competing for investor attention, with \$2.1 million in seed funding invested to-date.


That's real-world learning with real-world results.



*Fall 2018 Prince Entrepreneurship Leaders*

**Lou Paris**

Assistant Professor, Practice and Management  
 Assistant Director, Prince Entrepreneurship Program  
 Stetson University



# Partnerships and prosperity:

## The cause and effect of collaborative workforce development

CareerSource Flagler Volusia (CareerSourceFV) has a lofty goal: to increase the prosperity of workers and businesses. Lofty, yes, but attainable if the right partnerships are encouraged, formed and nurtured within the community.

According to Maher & Maher, a workforce and talent development adviser contracted by CareerSource Florida, successful workforce development efforts are all about partnerships. Communities need to foster an ecosystem of collaboration and support that stretches across workforce development, education and business. CareerSourceFV agrees and has taken the initiative to engage community partners in a process to define and implement sector-specific strategies to strengthen the region's workforce.

For the past two years, the Board of Directors and committees of CareerSourceFV studied data to help focus and align resources used for workforce recruitment and retention in the region's growing industry sectors. Their study provided early guidance for actions that are now underway. In 2018, CareerSourceFV took the first step in the community toward building the partnerships and strategy needed to achieve the lofty goal. Using an established business classification framework, six industry-specific focus groups were convened to discuss workforce development practices and requirements within their sectors. During these interactions, businesses were able to identify common skill needs, share talent retention best practices, and better define their roles as partners and investors in developing the community's labor force. Industries represented in the six groups were construction, manufacturing, healthcare, retail, hospitality, and professional and business services.

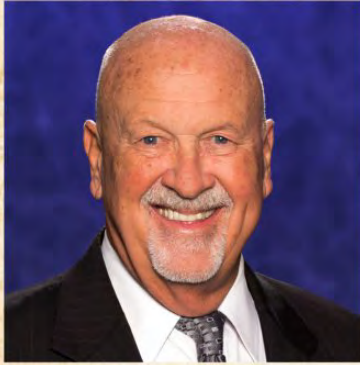
The focus group results were later presented in a forum to 17 local education and training providers who have been active partners within the workforce development ecosystem. Results showed that skill needs such as communication, reliability, time management, leadership and problem solving were common to all industry sectors. Other needs – such as empathy, information technology, math and familiarity with tools – could be unique to an industry sector. Regardless of sector relationship, each identified need requires a training or education solution.

Some skill needs will have online solutions, others may be addressed with existing institution-based programs, and some will take a new approach that requires business to be directly involved as a training partner. This is where collaboration and support can bring great value. By involving businesses up front as program co-designers and co-investors with education, career training outcomes will be more effective. By comingling information with real-world experience during the skill building process, student comprehension and retention will be greatly improved.

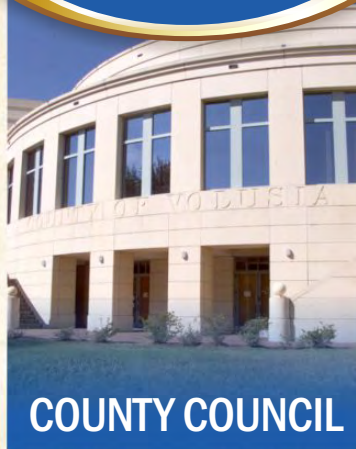
Industry-sector focus groups were the first step in a continuing conversation; the next step will be to bring together stakeholders within the workforce development ecosystem to formulate solution prototypes that will be presented to businesses in February 2019.

### **Robin R. King**

President and CEO  
CareerSource Flagler Volusia



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## **Volusia County Economic Development Partners**

### **Volusia County Division of Economic Development**

DOED provides support to and oversight of economic development activity within the community on behalf of Volusia County's residents, businesses, leaders and municipal partners.

### **Team Volusia Economic Development Corporation**

Team Volusia EDC is a public/private not-for-profit corporation whose primary mission is to market and recruit business from outside the area to Volusia County.

### **CEO Business Alliance**

The CEO Business Alliance is a not-for-profit organization that works to recruit new business to the area, seeks sites for commercial development and assists in the formation of public policies that incentivize local business development.

### **Municipal Economic Development Offices**

Municipal economic development offices partner with countywide resources to both stimulate and facilitate business and job growth within their communities.