IMPACT REPORT
2010-2016
Introduction

This report captures the measurable impacts that have so far resulted or followed from investments made by CareerEdge Funders Collaborative toward the goals of strengthening the labor market and workforce development system of Florida’s Gulf Coast region, and moving more low-skilled workers up the career ladder.

The contents of this report derive from a series of analyses conducted by Urban Market Analytics (UMA), a research and evaluation firm that specializes in the design and evaluation of cutting-edge initiatives to “move the needle” of progress for low-income people and communities.

Analyses were conducted to quantify and estimate the outputs, outcomes and impacts generated from investments by CareerEdge and its partners.

This report primarily covers investments in workers trained in 2016. It also provides cumulative totals since the inception of CareerEdge programming in 2010 for a range of impacts.

ACKNOWLEDGMENTS

CareerEdge wishes to thank the founding and current funders and partners whose investments were vital to the body of work featured in these pages.

Private Funders
- Bank of America
- Charles and Margery Barancik Foundation
- Gulf Coast Community Foundation
- John S. and James L. Knight Foundation
- Jane's Trust
- Jobs for the Future – Walmart Foundation
- National Fund for Workforce Solutions
- Microsoft – Elevate America
- United Way Suncoast
- The William H. Donner Foundation, Inc.
- Scheidel Foundation

Public Funders
- Bradenton Downtown Development Authority and Bradenton 14th Street CRA
- Central Community Redevelopment Agency
- Sarasota County Government

RESEARCH SUPPORT FOR THIS ANALYSIS

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PUBLISHING SUPPORT FOR THIS REPORT
- © CareerEdge Funders Collaborative, an initiative under the fiscal lead of Gulf Coast Community Foundation and operational lead of United Way Suncoast
- www.CareerEdgeFunders.org

PHOTOS:
- CareerEdge Funders Collaborative
- United Way Suncoast
- Suncoast Technical College
- Sarasota Memorial Hospital
- Manatee Technical College
- Sarasota Herald Tribune

ANALYSIS:
- Urban Market Analytics, a division and d/b/a of The Power Broker Media Group, LLC

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Workers Upskill

Across all of its programs and targeted workforce groups, CareerEdge increased the number of workers who were helped to enter or advance in the labor market in 2016. CareerEdge programs trained 859 workers in 2016, which was 44% growth over the 597 workers trained in 2015. The largest increase was for job seekers entering Bridges to Careers programs, which enrolled 267 trainees in 2016, for 109% growth over 2015. The second largest gain was among interns, who numbered 93 in 2016, for 127% growth over 2015.

CareerEdge’s Employer Partnership programs supported 499 incumbent workers in 2016, an increase of 71 or 17% over 2015.

New Credentials & Skills
CareerEdge investments helped 557 workers earn 916 certifications in 2016, including 548 industry credentials and 368 career skill certifications. This was 98% growth over 2015, when trainees earned 462 certifications.

Industry Credentials by Sector
A plurality of credentials earned (40%) were for healthcare skills; 26% were in manufacturing; 21% in transportation, distribution & logistics; and 11% in information technology.

All Credentials by Group
Job seekers had a majority (62%) of credentials earned in 2016, while incumbent workers earned 38% of industry credentials for CareerEdge trainees last year.
Incumbent Worker Programs Grow Impact

In 2016, CareerEdge sustained its Employer Partnership model on multiple fronts. CareerEdge made direct training grants to seven employers in order to upskill 437 workers in targeted sectors. It also engaged 62 workers with eight employers in its Healthcare Consortium Training series. Plus, CareerEdge convened 26 employers across four industries in collaborative meetings, to share best practice knowledge and the latest industry insights.

Paced Ahead of Training Goal

CareerEdge invested with employer partners to train 437 incumbent workers in 2016, across 23 career skill and certification programs. This exceeded the goal for the year to train 300 workers by 46%, and grew the number of workers trained by 2%, compared to 2015.

Promotions

The trainings they completed helped at least 84 incumbent workers to earn promotions with their employers in 2016.

Total Advances

Combining promotions and pay raises in 2016, CareerEdge’s incumbent worker programs helped at least 431 workers to advance in their careers.

Employer Convenings

CareerEdge expanded its focus on convening employers and educational partners to strengthen the “supply-demand” connection of quality workers. CareerEdge convened 26 employers and partners across four industries in 2016:

• An Information Technology roundtable convened seven employers in order to help incumbent workers obtain skills training, as well as nationally recognized credentials and degrees, while helping employers address challenges in hiring, retaining and advancing their workforce.

• The Healthcare Collaborative of 10 partners convened three times in 2016, and supported an increase in incumbent worker enrollment in CareerEdge’s Healthcare Consortium Trainings.

• An Automotive roundtable was convened in December 2016 and engaged three employers to discuss worker recruitment linkages with automotive skills certification programs funded by CareerEdge.

Healthcare Consortium Trainings

Eight employers were able to offer training to their workforce through CareerEdge’s Healthcare Consortium Training series which held three training series in 2016: Emerging Leader and Experienced Leader programs, both held weekly for seven weeks; and a Bridges to Careers soft skills training for entry-level workers, which spanned three full eight-hour days of training.

The series covered vital soft skills that employers identify as key to retention and promotion. The Leadership topics included Breaking Through the Communications Barrier, 7 Steps to 100% Accountability, and The Art of Coaching and Asking Questions. The Bridges trainings covered modules such as Communication, Maintaining Self-Esteem, and Professionalism.

The trainings were deemed successful by both employers and employees, who rated their trainings at an overall 4.92 on a scale of 1 to 5, in post-session surveys. One participant’s feedback was representative of the sentiments of 36 Leadership trainees surveyed in 2016:

“I found this to be an outstanding experience. Larry is outstanding. He not only taught the program, he ‘led’ us to become better leaders by providing us with (the) crucial tools needed to be successful.”

Employees Trained

Among incumbent workers supported by CareerEdge in 2016, at least 275 earned pay raises by the end of last year. Their earnings grew by an average $3,048 per year, or $1.49 per hour.

Earnings Gains

- An Information Technology roundtable convened seven employers to revisit data from the Talent4Tomorrow IT Skills Gap Study in 2015.
- The Manufacturing Collabration of six partners met once in 2016, and hosted an Apprenticeship Roundtable, while the Manufacturing Workforce Committee of the Sarasota Communitywide Plan met to discuss the future of the worker pipeline from secondary and post-secondary partners.

About Employer Partnerships

Since 2010, CareerEdge’s Employer Partnership model has engaged 140 Gulf Coast employers in healthcare, manufacturing, and transportation, distribution & logistics (TDL), in order to help incumbent workers obtain skills training, as well as nationally recognized credentials and degrees, while helping employers address challenges in hiring, retaining and advancing their workforce.

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- An Automotive roundtable was convened in December 2016 and engaged three employers to discuss worker recruitment linkages with automotive skills certification programs funded by CareerEdge.

CareerEdge delivers Healthcare Consortium Trainings in partnership with State College of Florida. Larry Face of Next Level Achievement (standing) has served as primary trainer for the Leadership series since its inception.
Job Seeker Programs Expanded

Paced Ahead of Goals
The Bridges program model had one of its most fruitful years yet in 2016 in terms of impact.

Thirteen Bridges programs enrolled 267 job seekers. This exceeded the goal for the year of training 150 by 78%, and grow the number of Bridges trainees by 109%, compared to 2015.

More People Bridged into Jobs
Post-program job placements increased for the year: 121 job seekers trained in 2016 had been hired into new jobs by year-end, which was 131% growth over the 52 placements recorded for 2015. [NOTE - additional placements follow after 2016, which will continue to raise the total].

INNOVATIONS IN 2016
Bridges goes systemwide at CTC
In reacquiring response to employers’ calls for more soft skills preparation of job seekers, Gulf Coast Community Foundation provided funding for Charlotte Technical College (CTC) to expand its application of Bridges soft skill training modules across all of its certification programs.

CTC used Gulf Coast’s investment to hire a new staff member - a Bridges Transition Counselor – in September 2015, who piloted Bridges to Careers components in four program formats that engaged 84 students in the 2015-16 school year. The initial focus was on low-income women entering high-demand certification programs.

The initiative was so successful that, beginning in August 2016, CTC now embeds Bridges soft skills components within all of its career skills certification programs.

New Plumbing Program
A new Plumbing Technology certification program at Suncoast Technical College embodied three CareerEdge goals for 2016: 1) connecting the Bridges model to additional industry certification programs; 2) engaging more young adult workers; and 3) expanding CareerEdge’s work in support of the construction industry talent supply chain.

The first cohort of 14 trainees began the program in September 2016. They are expected to complete trainings and certification exams in the spring and summer of 2017. Once they do, graduates will be able to enter apprenticeships with local employers leading to plumbing jobs with average wages of $54,000 a year, according to the National Association of Home Builders.

Jaime DiDomenico at Cool Today, Plumbing Today and Energy Today reports that job demand in the construction sector in Sarasota and Manatee counties continues to grow. He says:

“"The specialty trades, such as plumbing, will experience the biggest shortfalls due to specialized training needs and required schooling. While the needs are keen in the construction side of the business, the service side will steadily grow double digit percentage increases due to more homeowner occupancy.”"
Section I IMPACT IN WORKERS’ LIVES

Internships Double in 2016

About the Internship Program
CareerEdge’s Internship Reimbursement Program incentivizes employers in high-demand sectors to hire college interns to gain valuable experience, while helping employers develop talent in healthcare, manufacturing, financial services, IT, construction, and transportation. Employers that hire interns at a minimum of $10/hour receive up to $1,500. CareerEdge also partners with local colleges to encourage them to embed internships in more programs.

Paced Ahead of Goals
CareerEdge grew its internship program ahead of schedule in 2016. The CareerEdge strategic plan forecasted funding 60 interns in 2016. The program exceeded its goal by 55%, registering 93 interns, which was 127% growth over 2015.

Expanded Engagement
In addition to interns, the program worked with more employers this year, and drew interns from a larger number of post-secondary institutions.

Next Steps for Interns
A majority of 2016 interns plan to continue their education (75%), and nearly one-third were hired into new positions after interning (31%). Both figures include the 6% of interns who are simultaneously working while continuing school.

Employers Confirm Value
Post-internship surveys among 2016 interns and employers, coupled with interviews, confirm the value of the program to both groups, as well as strong performance in pairing interns with a “right fit” for their internships.

Employers’ Feedback (N=76 surveys)
• 99% say they will offer more internships
• 100% say the program benefited their companies
• 97% feel the student is better prepared to enter the workplace after interning
• 97% would be willing to provide a letter of recommendation to their intern

Interns’ Feedback
Interns cite both technical and soft skills gains, as well as increased self-confidence and the ability to enter the workforce in skilled positions.

Interns’ Feedback (N=64 interns)
• 98% say internship prepared them for the workplace
• 98% rated their internship as “Excellent” or “Good”

Highlights from Intern Surveys
Interns who completed post-internship surveys attest that the program helped them build and strengthen technical and soft skills. Here is a sampling of the 120+ comments they offered:
• “I gained/find the confidence to believe in myself. This internship allowed me to discover and further my passions.”
• “My presentation and interpersonal skills have seen great improvements which, coupled with my technical abilities, I believe make me a highly desirable candidate in the workforce.”
• “[My employer] threw me right into the real world mix as soon as I started. I was treated and respected as a junior designer. I enjoyed giving input and having large responsibilities in projects.”

Research Confirms Impact
Research continues to affirm the impact of “work-based learning programs,” such as internships in improving college completion and employment success. A study by the Association of American Colleges & Universities found that 85% of surveyed employers believe internships ensure that graduates possess the skills and knowledge needed for success on the job. In a survey by the National Association of Colleges & Employers, 95% of employers cited experience as a key factor in hiring decisions, with internships seen as an essential resume component.

Internships by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th># of Interns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>49</td>
</tr>
<tr>
<td>IT</td>
<td>21</td>
</tr>
<tr>
<td>Financial Services</td>
<td>9</td>
</tr>
<tr>
<td>TDL</td>
<td>2</td>
</tr>
<tr>
<td>Construction</td>
<td>5</td>
</tr>
<tr>
<td>Health</td>
<td>1</td>
</tr>
</tbody>
</table>

success Spotlight: Lea Vargas
Lea Vargas used her internship as a path to a full-time position after graduating from University of South Florida. When Lea received an internship with the Manatee County Government, she discovered that she was more than “just an intern.”

“The experience, responsibilities, and networking made me feel so much more confident when I got my full-time job. There’s no better way to prepare for the workforce after college than to immerse yourself in the thick of things.”

With her supervisor’s support, Lea had the opportunity to train on computer programming systems and Geographic Information System (GIS) mapping software. Lea and a fellow intern were selected to present a report they developed while interning, at a national GIS software conference in San Diego.

By the end of last year, 24 interns funded by CareerEdge in 2016 were hired into new jobs after interning, and 18 interns increased their earnings by an average $1,664 monthly. Their average starting wage was $15.36 per hour.
Young Adult Focus

Paced Ahead of Goals
CareerEdge achieved over six times its goal for helping more young adults train for industry-recognized credentials in 2016. The target for the year was to increase by 25 additional young workers in 2016 (compared to 74 young adults trained in 2015).

Through proactive new strategies, CareerEdge programs engaged and served 229 young adults in 2016, which was 210% growth over the 2015 total. The increase of 155 young people trained in 2016 achieved 6.2 times CareerEdge's original growth target for the year.

Strategies Behind the Surge
CareerEdge's strategic effort to help more young adults access career pathways responds to the pressing need to help ensure a pipeline of skilled workers being matched to high-demand jobs in sectors that struggle to attract students out of high school and college. This is especially true for employers hard hit by the baby boomer retirement wave.

Growth in this area was driven primarily by new outreach strategies that led to measurable gains across all of CareerEdge's programs, including the creation of new trainings that specifically targeted young people.

Examples include the Suncoast Technical College Plumbing program, where 10 out of 14 newly enrolled trainees in 2016 were age 24 or younger. At Manatee Technical College, 24 of the 31 trainees enrolled in 2016 CareerEdge-supported programs were age 24 or younger.

Program Growth Rates
• CareerEdge’s Internship Reimbursement Program had a 154% increase in young adults interning in 2016
• CareerEdge’s Bridges Program had more than an eleven fold growth in young adults trained in 2016
• CareerEdge’s Employer Partnership programs had a 29% increase in young adults trained in 2016

NEW JOBS & INCOME
Based upon available post-training data, CareerEdge programs helped at least 54 young adults to enter new jobs, and 68 young adults to grow their earnings by an average $1,525 monthly (for an aggregate annual gain of $1,240,567).

Sarasota Ranked #1 in College Financial Aid Applications
Sarasota County ranked #1 among Florida’s 67 counties for the percentage of students who completed the FAFSA, from January 1 through April 1, 2016—a victory widely credited to the Talent4Tomorrow (T4T) partnership of 30 Sarasota organizations working together to grow post-secondary enrollment.

Funded by the Gulf Coast Community Foundation and led by CareerEdge, Sarasota County’s Talent4Tomorrow partnership aligned with the Florida College Access Network (FCAN) Free Application for Federal Student Aid (FAFSA) Challenge in 2016.

An FCAN report praised the T4T partnership:
“One of the challenge’s most-lauded participants, Sarasota County, had an entire targeted communications strategy that proved to be groundbreaking. Sarasota saw immediate and sustained results and finished the exercise as “MVP” of all districts, with a 36.4% FAFSA completion rate, 4.3% higher than a year prior.”

Collaborative efforts included organized labs to support students and families. School principals made additional announcements and churches hosted FAFSA promotions on-site.

A local film festival sponsored a Public Service Announcement contest for high school students to brand and market the FAFSA completion push. The United Way Suncoast developed a FAFSA training module and integrated FAFSA support into its VITA tax preparation assistance program.

The Sarasota Education Foundation sent text message reminders to students and families, and UnidosNow volunteers helped at labs and provided bilingual support.

As a result of the push, FCAN estimates that—compared to the same period in 2015—160 additional Sarasota County high school seniors completed a FAFSA from January 1 to April 1, 2016, resulting in $283,620 additional Pell Grant dollars to Sarasota students in 2016.
**Earnings Gains for Workers & Families**

**$4.1 million in 2016**

402 workers who were trained via CareerEdge programs in 2016 had earnings gains by the end of the year. Their increases averaged $852 per month, equating to an aggregate annual pay gain of $4,113,674.

**Average Gains**

Incumbent workers whose earnings grew in 2016 saw an average annual increase of $3,048, job seekers increased their earnings by an average of $26,753 after completing training programs, and interns had an average gain of $19,962.

**CareerEdge Workers Outpace Peers**

The average gain across all CareerEdge trainees (working and unemployed, with and without earnings gains) was more than double the average for workers across Manatee and Sarasota counties. The average for CareerEdge’s incumbent trainees was 35% higher.¹

**Biggest Gains**

Job seekers had the biggest earnings gains, followed by interns, due to the large number who were unemployed or working part-time before completing CareerEdge programs.

**Gains by Program Type**

This report marks the first time CareerEdge tabulated earnings gains for interns. Below are annualized earnings gains for workers across the three types of programs funded by CareerEdge (incumbent worker trainings, Bridges programs for job seekers, and internships).

<table>
<thead>
<tr>
<th></th>
<th>Average annual gain</th>
<th>Aggregate annual gain</th>
<th>No. of workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incumbents</td>
<td>$3,048</td>
<td>$838,303</td>
<td>275</td>
</tr>
<tr>
<td>Job Seekers</td>
<td>$26,753</td>
<td>$2,916,055</td>
<td>109</td>
</tr>
<tr>
<td>Interns</td>
<td>$19,962</td>
<td>$359,317</td>
<td>18</td>
</tr>
<tr>
<td><strong>ALL</strong></td>
<td><strong>$10,272</strong></td>
<td><strong>$4,113,674</strong></td>
<td><strong>402</strong></td>
</tr>
</tbody>
</table>

**Stable income for single mom:**

Wretta Bradley was unemployed when she enrolled in the United Way Suncoast Resource Center’s inaugural Certified Nursing Assistant training program at Sarasota’s Booker Middle School. After becoming a CNA, she secured a full-time job in her new field. In the photo above, Wretta is being pinned by instructor Bobbi Frey.

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**IMPACT FOR THE WORKFORCE SYSTEM & LABOR MARKET**

**Talent Supply Chain Growth**

CareerEdge programs had a measurable impact in filling skills gaps for local employers, and in growing the number of career pathway programs available to workers in the Gulf Coast region.

**Expanded Spectrum of Programs**

CareerEdge investments supported training for 68 distinct types of industry-valued credentials in 2016. This was four-fold growth in the types of credentials supported by CareerEdge in 2015.

See Appendices for a list of industry-valued credentials supported by CareerEdge in 2016.

**New Programs Driving Growth**

Driving the trend was CareerEdge’s strategic plan to increase the number of industry credential programs integrated with Bridges to Careers soft skills training.

In 2016, Bridges components were integrated within all of the credential training programs offered at Charlotte Technical College (CTC). Over the year, CTC coupled Bridges to Careers into trainings that helped students earn 42 distinct types of industry-valued certifications. This added to Bridges’ integration into certification programs for marine technicians, nurse assistants, automotive technician and a Commercial Driver’s License program.

Separately, CareerEdge funded a new Plumbing Technology certification program at Suncoast Technical College, as it expanded into the construction trades sector.

Among incumbent worker programs, CareerEdge supported seven new skill trainings in 2016. This included newly designed trainings, such as the Welding Basics for Gas Metal Arc Welding, by Manatee Technical College for Air Products, Inc.
Helping Region Reach BSN 2020 Goal

CareerEdge is playing a measurable role in the national and regional campaign to raise the skill level of the nursing workforce, also known as “BSN 2020 Plan.” The goal is to have 80% of America’s nurses earn a bachelor of science (BSN) or higher a degree by the year 2020. The impetus sprung from the Institute of Medicine’s 2010 recommendation, based in part on new research showing that for every 10% increase in nurses with BSN or higher degrees on a hospital staff, patient mortality decreases by 4%.  

SMH Leads State to 2020 Goal

The latest data show one of CareerEdge’s partners - Sarasota Memorial Health Care System (SMH) - outpacing the rest of Florida toward the 2020 goal. By the end of 2016, 52% of SMH nurses had a BSN or higher degree – a 9 point climb since 2014 when 43% of nurses had at least BSN degrees.  

SMH is pacing ahead of the state. The most recent data from the Florida Center for Nursing show 46% of the state’s nurses had a BSN or higher degree in 2015.  

SMH was four points ahead at the time.  

Key Factors in SMH’s Success

SMH Nursing Standards Coordinator, Karen Diffley, credits CareerEdge’s commitment as one of several key factors in the climb. CareerEdge has supported SMH to increase the education level of its nurses since 2011. To date, CareerEdge investments have helped 88 SMH employees enroll in BSN degree programs. At least 52 have graduated.  

SMH has incorporated the BSN 2020 push into several strategies. The hospital asks all its associate’s degree nurses to earn a BSN within three years. Those who join its RN Residency Program must meet the goal in two years. SMH offers tuition reimbursement of up to $3,500 per year to help.  

CareerEdge Featured in National Report

In September 2016, CareerEdge received a national spotlight in a new report by the International Economic Development Council (IEDC) called, “Chutes and Ladders: The New Rules of the Game for Upskilling Workers.” CareerEdge was one of five featured workforce development initiatives across America innovating toward the “working-learner” framework that experts say is creating a more responsive labor market.  

A five-page case study chronicled CareerEdge’s impact through its work with local economic development organizations and others to grow the region’s pipeline of qualified workers. IEDC is a global membership organization serving the economic development profession, with 4,500 members and a network of over 25,000 economic development professionals and allies.  

The hospital is also an active partner with both the Suncoast Nursing Action Coalition (SNAC) and the Florida State Nursing Action Coalition (FSAC). The two groups lead the region and state in supporting collective impact toward the 2020 goal. When asked to identify favorite success stories, Ms. Diffley cited the example of a young single father who works at the hospital, who is currently working on his BSN, thanks to a CareerEdge scholarship. 

Ms. Diffley also recognizes the courage of experienced nurses who go back to school after years on the job. She identified Jeanine Comparetto as a perfect example. Jeanine worked for 16 years in a physician’s office, before joining SMH part-time and enrolling in a BSN program. Since then, Jeanine has earned promotions into Wound Care Nurse and Endoscopy positions, which enabled her to use SMH’s tuition reimbursement program and CareerEdge support to accelerate her BSN studies. Jeanine finished her degree in February 2017 and now earns over 30% more per hour.  

CareerEdge was one of five featured workforce development initiatives across America innovating toward the “working-learner” framework that experts say is creating a more responsive labor market. A five-page case study chronicled CareerEdge’s impact through its work with local economic development organizations and others to grow the region’s pipeline of qualified workers. IEDC is a global membership organization serving the economic development profession, with 4,500 members and a network of over 25,000 economic development professionals and allies.  

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Expansion in Pinellas & Hillsborough

CareerEdge continued expansion of investments in Hillsborough and Pinellas counties, building on pilot-stage partnerships from 2014 and 2015.

St. Petersburg Healthcare Program

In 2016, CareerEdge partnered with St. Petersburg College (SPC) to fund scholarships for job seekers to enroll in a Clinical Medical Assistant (CMA) program. CMAs are multi-skilled healthcare professionals primarily employed in physician’s offices for administrative and clinical functions.

The program enrolled 15 trainees in 2016, all of whom have earned the National Health Career Association Clinical Medical Assistant Certification.

Denise Kerwin, Director of SPC’s Continuing Education Health Programs points to Lia Allen as an example of how CareerEdge is making a difference. Lia completed the program with an overall GPA of 94% and obtained the national certification. Ms. Kerwin says, “Immediately upon completion of her externship, Lia was offered and accepted a position as a Certified Clinical Medical Assistant at a starting salary of $15 per hour. Ms. Allen would not have been able to participate in our program without the [CareerEdge] scholarship.”

2020 Healthcare Career Ladder

In 2016, CareerEdge partnered with the Pinellas Opportunity Council (POC) on the new 2020 Healthcare Career Ladder program to train 25 entry-level healthcare workers to earn certifications that qualify them for higher-skill jobs. The program is set to launch in April 2017, and will enroll workers who live primarily in South St. Petersburg, which has the largest concentration of poverty in Pinellas County.

The program is funded by Bon Secours Health Systems, CareerEdge, and the 2020 Fund as part of a collective impact initiative to reduce South St. Petersburg’s poverty rate by 30% by 2020.

United Way Suncoast & CareerEdge Partnership

CareerEdge worked with United Way Suncoast to leverage the two agencies’ combined capacities to enrich the lives of low-skilled workers and their families. The partnership included offering career skills training programs on-site at two United Way Suncoast Resource Centers.

CareerEdge invested with Booker Middle School’s United Way Suncoast Resource Center to graduate its first class of Certified Nursing Assistants (CNAs) in December 2016, just six months after the Center’s grand opening. The inaugural class of 12 had a 100% training completion rate.

The program was funded by CareerEdge and United Way Suncoast, and was facilitated by the American Red Cross trainers. Graduates earned both a CNA Red Cross completion certification and certificates for completing CareerEdge’s Bridges to Careers soft skills training.

Second, CareerEdge continued its support of a CNA training program at United Way Suncoast’s Sulphur Springs Resource Center in Hillsborough County. A new cohort of seven trainees began the course in October 2016 and completed trainings in December.

CareerEdge also digitally marketed United Way Suncoast’s network of VITA sites for free tax assistance in Sarasota County and an online service at myfreetaxes.com where workers making under $64,000 can have their income taxes prepared and filed free.
IMPACT FOR THE REGIONAL ECONOMY

An order-of-magnitude analysis by Urban Market Analytics estimates that CareerEdge investments have grown the annual output of the regional economy by as much as $42.5 million, as of the end of 2016.

The impact stems from the earnings gains of workers who otherwise would not have achieved increases without CareerEdge’s investment, combined with earnings gains from new jobs created by employers as a result of their partnership with CareerEdge.

Using modified direct multiplier effect ratios derived from Bureau of Economic Analysis data, Urban Market Analytics (UMA) estimates that new earnings by CareerEdge trainees have grown the regional economy by $20.7 million per year, as of the end of 2016.

New Earnings
CareerEdge investments have helped workers grow their annual earnings by a cumulative $18.5 million since 2010. UMA estimates that 64% of that sum ($11.8 million) was new income to the region.

New Jobs Created
CareerEdge’s employer partners report that they have created 1,239 new jobs since 2010 as a result of their participation in CareerEdge programs. UMA conservatively estimates that these positions had generated $21.8 million in new annual earnings for the region, as of the end of 2016.17

The Multiplier Effect
As workers spent, saved and invested new earnings, this flow of dollars created a multiplied effect for the regional economy, which varies by workers’ industry. This report uses modified “direct effect multipliers” generated by the Regional Input-Output Modeling System (RIMS II), an estimating method created by the U.S. Department of Commerce Bureau of Economic Analysis. UMA derived a bundled ratio of multipliers for four sectors (healthcare, manufacturing, construction, and transportation). The bundled ratio was the weighted average of the sector multipliers, in proportion to each sector’s share of earnings gains for CareerEdge trainees.

Generating Labor Market Data and “Knowledge Sharing”

5th Annual Jobs, Jobs, Jobs Event
CareerEdge welcomed a capacity-audience of employers and workforce system stakeholders for its 5th Annual Jobs, Jobs, Jobs event, held October 12, 2016 at Gold Coast Eagle Distributing. The event shared the latest data on progress and gaps in the Sarasota-Manatee labor market with executives, economic development professionals, educators and elected officials.

In addition to hearing the results of the most recent labor market study commissioned by CareerEdge (and conducted by Dr. Chris Benner, University of California-Santa Cruz professor), dozens of employers offered feedback and insights on their own experiences.

Manufacturing Skills Study 2016
CareerEdge continued to lead the region in publishing labor market research in 2016, commissioning a Manufacturing Skills Gap Study by Kempton Research & Planning that was shared with dozens of local industry leaders.

The Kempton team interviewed and surveyed 20 manufacturers in Sarasota and Manatee counties to comprehensively inventory the skills gaps impacting their operations, including gaps in foundational skills, soft skills and technical skills.18

SKILL GAPS IDENTIFIED

- Foundational Skills:
  - Basic math & business concepts
  - Reading tape measures, blueprints, etc.
  - Use of tools
  - Financial literacy

- Soft Skills:
  - Communication
  - Time management
  - Resume writing
  - Interviewing
  - Work ethic

- Technical Skills:
  - CNC/Machining specialties in areas like brake press and wood
  - Fabricating (solid, metal, wood)
  - Welding, especially aluminum
  - Industrial maintenance

This graphic summarizes the manufacturing sector skills gaps identified by the Kempton team.
Section IV

IMPACT FOR EMPLOYERS

More Employers Engaged
CareerEdge expanded engagement among employers in 2016. Building on its years-long commitment to investing with employers to help train incumbent workers, CareerEdge engaged a total of 85 employers in 2016.

Incumbent Program Partnerships
CareerEdge added five new employer partners to its incumbent worker training programs, including one new grantee (Callaghan Tire) and four additional employers whose workers took part in CareerEdge’s Healthcare Consortium Trainings in 2016.

Cumulatively, since 2010, CareerEdge has engaged 27 employers in its incumbent worker and industry collaborative programs, 44 employers with its internship program, and 76 employers have hired job seekers trained by CareerEdge programs.

CareerEdge invested with Callaghan Tire to train 21 incumbent workers, all of whom earned a pay raise averaging $1.86 per hour or $3,863 per year.

Increased Retention
CareerEdge administered end of year surveys to seven employers who received CareerEdge funding in 2016. Three of them reported reduced turnover or increased retention rates for workers trained with CareerEdge investments.18

Separately, a case study published by PGT Industries made note that, “Every program backed by CareerEdge has brought tremendous value to PGT. From manufacturing, leadership and customer service, to warehousing and supply chain, positive results have been seen across the board.”19

The case study continues: “These programs have succeeded in providing career pathways for PGT employees…[they] encouraged employee growth and development, increased employee retention rates, maximized employee potential, increased employee earning potential, and provided employees with greater job security, as well as an increased quality of life…The retention rate of PGT employees in these grant-funded programs is an exceptional 94.5%, but the growth of spirit and confidence in these individuals cannot be measured.”

In magnitude, employers reported an average 8.7 point lower turnover rate among workers trained through CareerEdge programs in 2016, compared with other workers in the same occupation groups.

Air Products reported the largest improvement. There, turnover was 11 points lower for CareerEdge trainees (12% versus 23% for untrained peers). Callaghan Tire shows the second largest improvement. Its turnover rate was 10 points lower for CareerEdge trainees.

IMPACT FOR THE REGIONAL ECONOMY

A PGT case study reports far-reaching positive impacts for workers and the company, as a result of its partnership with CareerEdge. In 2015-16, the two partners funded six programs to train incumbent workers in transportation, distribution, logistics, and manufacturing skills.

Retention Rate Differential for CareerEdge Trainees vs Other Employees*

<table>
<thead>
<tr>
<th>Employer</th>
<th>Differential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Products</td>
<td>11%</td>
</tr>
<tr>
<td>Callaghan Tire</td>
<td>10%</td>
</tr>
<tr>
<td>Manatee Memorial</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Employees in same occupation groups.
APPENDICES

THIS SECTION CONTAINS THE FOLLOWING DETAILED TABLES AND INSIGHTS:

• Demographics of 2016 Trainees
• Detailed Demographic Tables for 2016 Trainees
• Workers Trained in 2016 by Group & Program
• Degrees & Certifications Workers Earned in 2016
• Cumulative Investments 2010 through 2016
• 2016 Impact in Sarasota County

Demographics of 2016 Trainees

Gender
Nearly two-thirds of workers trained via CareerEdge programs in 2016 are male (65%), while just over one-third are female (34%).

Age
Nearly two-thirds of 2016 trainees are between the ages of 25 and 55 (64%). The next largest group is people age 24 or younger (26%).

Highest Level of Education Attained
For a plurality of trainees (43%), their highest level of educational attainment is “Some College.” In all, at least 57% of trainees had completed some post-secondary education prior to beginning CareerEdge programs, and at least 14% possessed a post-secondary credential (including 7% with a college degree).

Ethnicity
A majority of 2016 trainees (59%) self-identify as white, while 34% are racial and ethnic minorities. The largest minority group is Black/African American (17%), followed by Hispanics/Latinos (12%), “Multi-ethnic” or “Other” (5%), and Asians (1%).

CareerEdge trainees reflect the increasing diversity of Manatee and Sarasota counties. From 2011 to 2016, minorities grew from 20% to 34% of CareerEdge trainees.
## Detailed Demographic Tables for 2016 Trainees

### RACES

<table>
<thead>
<tr>
<th>Race</th>
<th>Incumbents</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
<th>Incumbents</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>336</td>
<td>116</td>
<td>66</td>
<td>518</td>
<td>65%</td>
<td>43%</td>
<td>71%</td>
<td>59%</td>
</tr>
<tr>
<td>American Indian</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>0%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>65</td>
<td>29</td>
<td>7</td>
<td>101</td>
<td>13%</td>
<td>11%</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>Black</td>
<td>73</td>
<td>70</td>
<td>4</td>
<td>147</td>
<td>14%</td>
<td>26%</td>
<td>4%</td>
<td>17%</td>
</tr>
<tr>
<td>Asian</td>
<td>3</td>
<td>1</td>
<td>6</td>
<td>10</td>
<td>1%</td>
<td>0%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Multiple</td>
<td>5</td>
<td>9</td>
<td>2</td>
<td>16</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>22</td>
<td>1</td>
<td>23</td>
<td>55</td>
<td>4%</td>
<td>0%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Not indicated</td>
<td>14</td>
<td>39</td>
<td>7</td>
<td>60</td>
<td>3%</td>
<td>15%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>518</td>
<td>267</td>
<td>93</td>
<td>878</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### AGE

<table>
<thead>
<tr>
<th>Age</th>
<th>Incumbents</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
<th>Incumbents</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 or younger</td>
<td>50</td>
<td>113</td>
<td>66</td>
<td>229</td>
<td>10%</td>
<td>42%</td>
<td>71%</td>
<td>26%</td>
</tr>
<tr>
<td>25 to 55</td>
<td>396</td>
<td>141</td>
<td>22</td>
<td>559</td>
<td>76%</td>
<td>53%</td>
<td>24%</td>
<td>64%</td>
</tr>
<tr>
<td>56+</td>
<td>59</td>
<td>59</td>
<td>68</td>
<td>126</td>
<td>11%</td>
<td>3%</td>
<td>0%</td>
<td>8%</td>
</tr>
<tr>
<td>Unknown</td>
<td>13</td>
<td>4</td>
<td>5</td>
<td>22</td>
<td>3%</td>
<td>1%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>518</td>
<td>267</td>
<td>93</td>
<td>878</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>Incumbents</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
<th>Incumbents</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>365</td>
<td>134</td>
<td>68</td>
<td>567</td>
<td>70.5%</td>
<td>50.2%</td>
<td>73.1%</td>
<td>64.6%</td>
</tr>
<tr>
<td>Female</td>
<td>151</td>
<td>131</td>
<td>20</td>
<td>302</td>
<td>29.5%</td>
<td>49.8%</td>
<td>26.9%</td>
<td>35.4%</td>
</tr>
<tr>
<td>Unknown</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>9</td>
<td>0.4%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>518</td>
<td>267</td>
<td>93</td>
<td>878</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### HIGHEST LEVEL OF EDUCATION ATTAINED**

<table>
<thead>
<tr>
<th>Education</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
<th>Incumbents</th>
<th>Bridges</th>
<th>Interns</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th Grade</td>
<td>1</td>
<td>1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>9th-12th Grade, No Diploma</td>
<td>21</td>
<td>21</td>
<td>8%</td>
<td>0%</td>
<td>6%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>GED High School Equivalency</td>
<td>21</td>
<td>21</td>
<td>8%</td>
<td>0%</td>
<td>6%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>High School Diploma</td>
<td>98</td>
<td>98</td>
<td>37%</td>
<td>0%</td>
<td>27%</td>
<td>0%</td>
<td>27%</td>
</tr>
<tr>
<td>Other Post-secondary Training*</td>
<td>25</td>
<td>25</td>
<td>9%</td>
<td>0%</td>
<td>7%</td>
<td>0%</td>
<td>7%</td>
</tr>
<tr>
<td>Some College</td>
<td>63</td>
<td>93</td>
<td>156%</td>
<td>24%</td>
<td>43%</td>
<td>0%</td>
<td>43%</td>
</tr>
<tr>
<td>Associate's Degree (2-Year)</td>
<td>15</td>
<td>15</td>
<td>6%</td>
<td>0%</td>
<td>4%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Bachelor's Degree (4-Year)</td>
<td>8</td>
<td>8</td>
<td>3%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>3</td>
<td>3</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Unknown</td>
<td>12</td>
<td>12</td>
<td>4%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>267</td>
<td>93</td>
<td>360</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Includes all incumbent trainees reported in 2016 by employers, including some workers who began training in prior years
**= Does not include incumbent workers as employers do not report their highest level of education at the start of trainings

### Workers Trained in 2016 by Group & Program

#### INCUMBENTS

<table>
<thead>
<tr>
<th>Group</th>
<th>Trained</th>
<th>Earned Promotion</th>
<th>Earned Raises*</th>
<th>Average Hourly Raise</th>
<th>Certifications Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>330</td>
<td>69</td>
<td>201</td>
<td>$1.39</td>
<td>162</td>
</tr>
<tr>
<td>Healthcare</td>
<td>148</td>
<td>14</td>
<td>53</td>
<td>$1.76</td>
<td>115</td>
</tr>
<tr>
<td>TDL</td>
<td>21</td>
<td>1</td>
<td>21</td>
<td>$1.86</td>
<td>21</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>499</td>
<td>84</td>
<td>272</td>
<td>$1.49</td>
<td>351</td>
</tr>
</tbody>
</table>

**Some workers in rows 1 earned certifications for Information Technology (IT) skills

#### JOB SEEKERS

<table>
<thead>
<tr>
<th>Group</th>
<th>Trained*</th>
<th>Placed &amp; Hired into New Jobs</th>
<th>Average Hourly Wage</th>
<th>Certifications Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>20</td>
<td>10</td>
<td>$17.60</td>
<td>18</td>
</tr>
<tr>
<td>Healthcare</td>
<td>57</td>
<td>28</td>
<td>$12.38</td>
<td>167</td>
</tr>
<tr>
<td>TDL</td>
<td>92</td>
<td>60</td>
<td>$20.37</td>
<td>93</td>
</tr>
<tr>
<td>Construction*</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CTC Bridges**</td>
<td>84</td>
<td>22</td>
<td>$15.64</td>
<td>19</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>267</td>
<td>120</td>
<td>$17.41</td>
<td>298</td>
</tr>
</tbody>
</table>

*14 trainees still enrolled in and completing trainings
**Charlotte Technology College trainees completing Bridges soft skills trainings and trainings for industry credentials
****Other includes skill certifications in culinary arts, information technology and other skills

### INTERNS

<table>
<thead>
<tr>
<th>Interns</th>
<th>Placed &amp; Hired into New Jobs</th>
<th>Continuing Education*</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>93</td>
<td>88</td>
</tr>
</tbody>
</table>

*6 interns were working and continuing their education by the end of 2016
APPENDICES

Degrees & Certifications Workers Earned in 2016

In 2016, workers supported by CareerEdge investments trained to earn dozens of career skills and industry-valued certifications. Below is a partial and representative list:

- B.S. Health Information Technology
- Associate Degree in Nursing
- Bachelors of Science in Nursing
- Cardiovascular Technician
- Surgical Technician
- Certified Clinical Hemodialysis Technician (CCHT)
- Certified Hospice Palliative Nurse (CHPN)
- Wound Care Certification
- Electrocardiography
- Trauma Care After Resuscitation
- Licensed Practical Nurse (LPN)
- Practical Nurse (PN)
- Certified Nursing Assistant
- ICD-10 Coding Certification
- Certified Medical Administrative Assistant (CMAA)
- A.S. in Health Administration
- A.S. in Respiratory Nursing
- B.A. Physiological/Occupational Therapy
- Dementia Certification
- Paramedic
- Firemedic
- Personal Care Assistant (PCA)
- Phlebotomy
- Radiography
- Dental Assistant (DA/DB)
- Licensed Pharmacy Technician
- PC Pro Certified
- Culinary Arts
- Controlling Alcohol Risk Effectively (CARE)
- SafeStaff
- Cosmetology
- English to Speakers of Other Languages (ESOL)
- General Education Development (GED)
- Designated Manufacturing Inspection Representative
- Institute of Printed Circuits (IPC) Crimping Certification
- Institute of Printed Circuits (IPC) J-STD Recertification
- Supply Chain Management (SCM) Warehousing Operations Certificate
- Supply Chain Management (SCM) Customer Service Operations and Project Management
- Institute of Printed Circuits (IPC) Rework Certificate
- Tire Industry Association Certification (TIA)
- Certified Retread Tire Association Professional
- Commercial Driver's License (CDL)
- Certified Repair Technician
- Marine Technician
- Plumbing Technician
- Automotive Service Technician
- Automotive Collision Technician
- Bachelor of Science
- Administrative Office Assistant
- A+ Network Security
- QuickBooks Certification
- Accounting Certification
- Sales/Customer Service
- Computer Service Information Technology (CSIT)
- Bridges to Careers Programs
- Suncoast Community Capital
- Bridges to Careers Programs
- CareerSource Suncoast and CareerSource Florida

APPENDICES

Cumulative Investments 2010 through 2016

By CareerEdge & Partners

<table>
<thead>
<tr>
<th>GRANTEE/PROGRAM</th>
<th>Amount Awarded</th>
<th>Total Paid</th>
<th>Employer Contribution</th>
<th>Aligned Contributions*</th>
<th>Total Investment Since Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>BioLucid</td>
<td>$11,250</td>
<td>$11,250</td>
<td>$25,872</td>
<td>$61,207</td>
<td>$98,329</td>
</tr>
<tr>
<td>Kobernick House</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$75,867</td>
<td>5,000</td>
<td>$130,867</td>
</tr>
<tr>
<td>Life Care Center of Sarasota</td>
<td>$148,568</td>
<td>$148,568</td>
<td>$231,722</td>
<td>-</td>
<td>$380,290</td>
</tr>
<tr>
<td>Manatee Memorial Hospital</td>
<td>$103,620</td>
<td>$103,620</td>
<td>$460,877</td>
<td>-</td>
<td>$564,497</td>
</tr>
<tr>
<td>Pines of Sarasota</td>
<td>$45,315</td>
<td>$45,315</td>
<td>$167,014</td>
<td>$55,792</td>
<td>$268,121</td>
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<tr>
<td>Sarasota Memorial Hospital</td>
<td>$183,854</td>
<td>$178,854</td>
<td>$391,186</td>
<td>-</td>
<td>$570,040</td>
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<tr>
<td>Tidewell Hospice</td>
<td>$57,835</td>
<td>$57,835</td>
<td>$167,141</td>
<td>$9,675</td>
<td>$234,651</td>
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<td>Venice Regional</td>
<td>$50,960</td>
<td>$50,960</td>
<td>$62,203</td>
<td>-</td>
<td>$113,163</td>
</tr>
<tr>
<td>Total Healthcare</td>
<td>$951,993</td>
<td>$921,746</td>
<td>$4,783,011</td>
<td>$408,574</td>
<td>$6,113,331</td>
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<tr>
<td>Manufacturing Partnership</td>
<td>$68,600</td>
<td>$68,600</td>
<td>$362,035</td>
<td>-</td>
<td>$430,635</td>
</tr>
<tr>
<td>Suncoast Technical-Machining</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$132,000</td>
<td>$345,000</td>
<td></td>
</tr>
<tr>
<td>Mustang Vacuum</td>
<td>$17,214</td>
<td>$8,607</td>
<td>$77,729</td>
<td>-</td>
<td>$86,332</td>
</tr>
<tr>
<td>Radiant Power</td>
<td>$20,843</td>
<td>$20,843</td>
<td>$13,771</td>
<td>$1,100</td>
<td>$35,714</td>
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<tr>
<td>PGT Industries</td>
<td>$100,260</td>
<td>$100,260</td>
<td>$307,725</td>
<td>-</td>
<td>$408,000</td>
</tr>
<tr>
<td>CCRA/MSSC</td>
<td>$6,890</td>
<td>$6,890</td>
<td>-</td>
<td>-</td>
<td>$6,890</td>
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<tr>
<td>Advanced Masonry Systems</td>
<td>$3,858</td>
<td>$3,858</td>
<td>$277,882</td>
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<tr>
<td>Berry Plastics</td>
<td>$7,200</td>
<td>$7,200</td>
<td>$9,147</td>
<td>-</td>
<td>$16,347</td>
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<td>Goodwill North Port</td>
<td>$5,163</td>
<td>$5,163</td>
<td>-</td>
<td>-</td>
<td>$5,163</td>
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<tr>
<td>14th St. CRA</td>
<td>$9,257</td>
<td>$9,257</td>
<td>-</td>
<td>-</td>
<td>$9,257</td>
</tr>
<tr>
<td>Total Manufacturing</td>
<td>$311,495</td>
<td>$303,088</td>
<td>$21,974</td>
<td>-</td>
<td>$355,463</td>
</tr>
<tr>
<td>Transportation, Distribution &amp; Logistics Partnership</td>
<td>$36,330</td>
<td>$36,330</td>
<td>-</td>
<td>-</td>
<td>$36,330</td>
</tr>
<tr>
<td>FGT Industries</td>
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<td>-</td>
<td>$27,011</td>
</tr>
<tr>
<td>TDL Totals</td>
<td>$46,405</td>
<td>$41,367</td>
<td>$21,974</td>
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<td>$63,341</td>
</tr>
<tr>
<td>Bridges to Careers Programs</td>
<td>$130,000</td>
<td>$130,000</td>
<td>-</td>
<td>-</td>
<td>$130,000</td>
</tr>
<tr>
<td>Suncoast Community Capital</td>
<td>$117,987</td>
<td>$117,987</td>
<td>-</td>
<td>-</td>
<td>$117,987</td>
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<tr>
<td>Bridges to Careers Total</td>
<td>$247,987</td>
<td>$247,987</td>
<td>-</td>
<td>-</td>
<td>$247,987</td>
</tr>
<tr>
<td>Internship Program</td>
<td>$116,172</td>
<td>$116,172</td>
<td>-</td>
<td>-</td>
<td>$116,172</td>
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<tr>
<td>Internship Total</td>
<td>$116,172</td>
<td>$116,172</td>
<td>-</td>
<td>-</td>
<td>$116,172</td>
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<tr>
<td>GRAND TOTALS</td>
<td>$2,396,511</td>
<td>$2,338,944</td>
<td>$6,562,399</td>
<td>$1,226,757</td>
<td>$10,128,130</td>
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</tbody>
</table>

*CareerSource Suncoast and CareerSource Florida
Sarasota County invested in the CareerEdge model over three years (2013 through 2015), as an investment in strengthening the local workforce. Over that time, CareerEdge provided annual updates on its engagement of workers and employers in Sarasota County. Though CareerEdge did not receive funding from the county in 2016, this annual report continues the tradition of providing annual updates.

**Training**
In 2016, CareerEdge invested in programs that trained 413 people who live or work in Sarasota County (315 incumbent workers, 65 job seekers and 33 college-enrolled interns).

**Earnings Gains**
At least 209 trainees experienced earnings increases in 2016 (190 incumbent workers earned pay raises on their jobs and 19 job seekers entered new jobs paying more than they earned before their training programs).

**Promotions**
At least 40 trainees earned promotions on their job.

**New Job Placements**
At least 22 job seekers were placed or hired into new jobs following their completion of Bridges training programs.

*NOTE - CareerEdge tracks earnings gains, promotions and job placements as thoroughly as possible but some data is limited.*

### Outcomes for Sarasota County Workers*

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placed in Job</td>
<td>37</td>
<td>22</td>
</tr>
<tr>
<td>Pay Increased</td>
<td>38</td>
<td>209</td>
</tr>
<tr>
<td>Trained</td>
<td>132</td>
<td>413</td>
</tr>
</tbody>
</table>

*People who live and/or work in Sarasota County

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**End Notes & Citations**

2. Next Level Achievement (for CareerEdge), 2016 Sarasota/Manatee Healthcare Collaborative Leadership Program Feedback Form, Dallas, Deb, November 17, 2016
7. U.S. Bureau of Labor Statistics, Table D-6. Average hours and earnings of all employees on private nonfarm payrolls by state and metropolitan area, not seasonally adjusted, October 2015 to October 2016 for the Northport-Sarasota-Bradenton Metropolitan Statistical Area (MSA)
8. Institute of Medicine of the National Academies, The Future of Nursing (Report Brief), October 2010
9. Florida Center for Nursing, 2010-2011 and 2014-2015 [Reports], [Nurse] Supply in Regional Workforce Board 18, By County (aggregating RNs and ARNPs)
16. Kerwin, Denise, email testimonial to CareerEdge staff re Lia Allen, undated
17. CALCULATION assumes that CareerEdge investment was a significant causal factor for 66% of job creation reported by employers in response to the question "How many new jobs have been created [this year] as a result of participation with CareerEdge?"
19. CareerEdge Data Collection Form (for Employer Partners), Data Status, Incumbent Workers [Survey], to reflect activity January 1 – December 31, 2016

*People who live and/or work in Sarasota County

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**Incumbent workers**

<table>
<thead>
<tr>
<th></th>
<th>Trained</th>
<th>Earned Raises</th>
<th>Promoted</th>
<th>Placed in New Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Seekers</td>
<td>315</td>
<td>190</td>
<td>40</td>
<td>22</td>
</tr>
<tr>
<td>Interns</td>
<td>65</td>
<td>19</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td><strong>TOTALS:</strong></td>
<td>413</td>
<td>209</td>
<td>40</td>
<td>22</td>
</tr>
</tbody>
</table>