

Workforce Development

Aundra Wallace | August 2024



JAXUSA
PARTNERSHIP

Median Home Values	\$250,255
Housing Units	444,983
Average Household Size	2.43
Average Apartment Rental Rate	\$1,838
Median Household Income	\$64,326
ALICE Living Wage	\$33,280



Educational Attainment	Average Wage
HS Grad	\$32,805
FSC Cert (PSAV)*	\$54,862
FCS AS Degree	\$62,050
FCS Bachelors	\$65,411

Duval Average Wage: \$65,951

**Pell Grant Only Kicks in if program is 600+ hours*



Construction

Duval County

Occupation	Average Wage
Construction Laborers	\$41,500
Carpenters	\$51,600
Electricians	\$54,700
First Line Supervisors	\$74,600

Minimum Wage: **\$24,960** Annually



Health & Life Sciences

Duval County

Occupation	Average Wage
Nursing Assistant	\$36,200
LPN	\$56,700
ASN/BSN	\$85,500
Medical and Health Science Managers	\$131,000

Minimum Wage: **\$24,960** Annually



Manufacturing

Duval County

Occupation	Average Wage
Assemblers	\$43,000
Maintenance	\$46,900
Machinist	\$52,600
Supervisors	\$78,300

Minimum Wage: **\$24,960** Annually



Transportation & Logistics

Duval County

Occupation	Average Wage
Shipping, Receiving & Inventory Clerk	\$43,700
Truck and Tractor Operators	\$57,800
Mechanics and Diesel Specialist	\$60,900
First Line Supervisors Transportation	\$66,000
Captains, Mates & Pilots	\$96,800

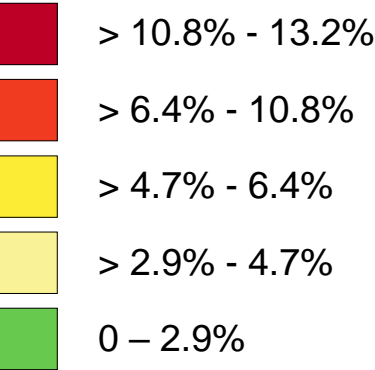
Minimum Wage: **\$24,960** Annually



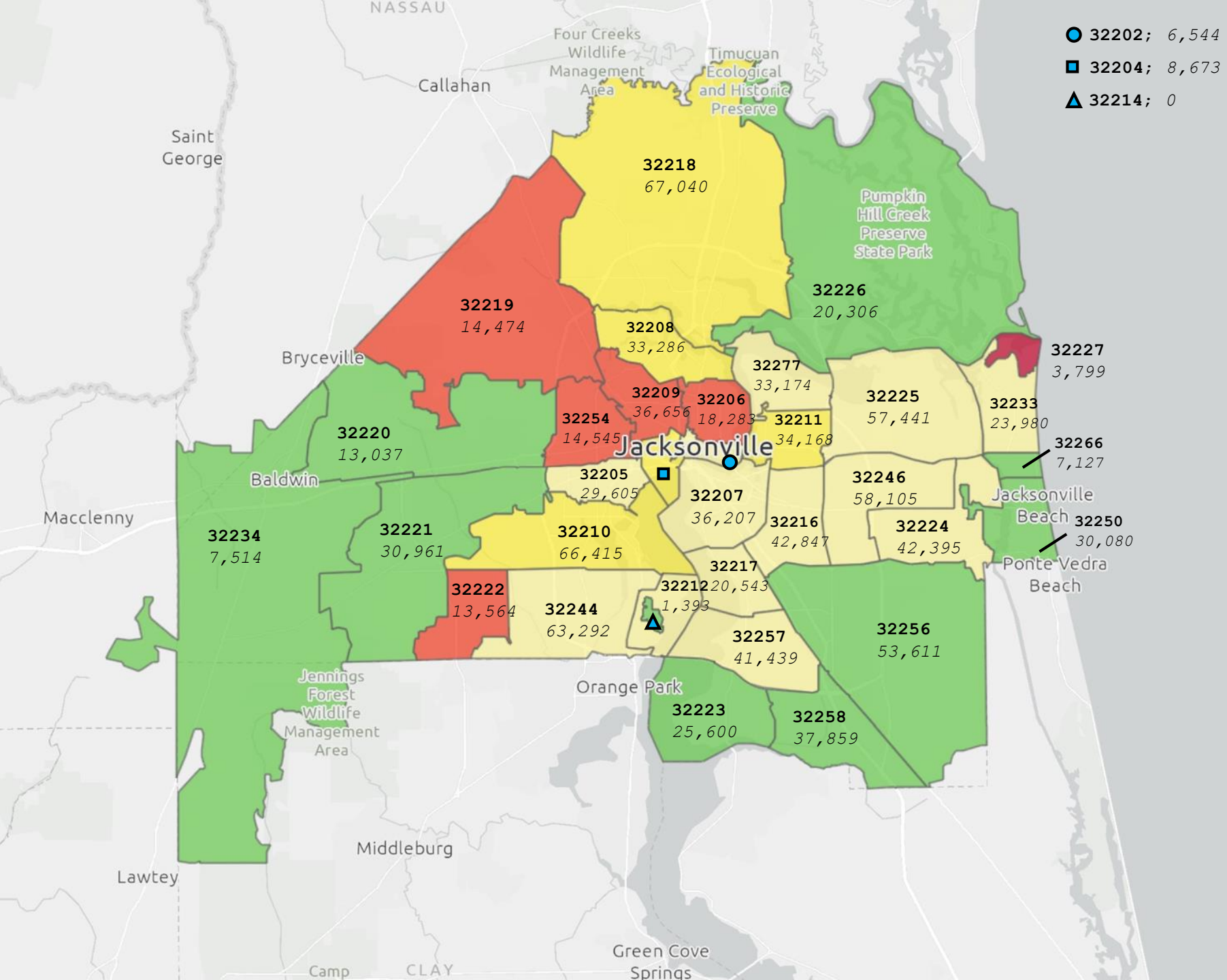
Unemployment by Zip Code, Duval County

Duval County: 3.7%

2024 Unemployment Rate



Source: Esri 2024; U.S. Census Bureau

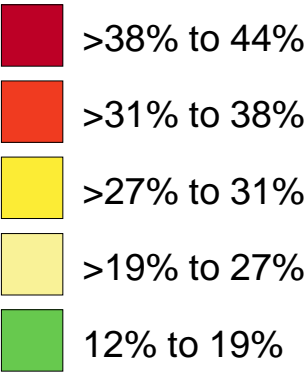


Educational Attainment, Ages 25+, Duval County

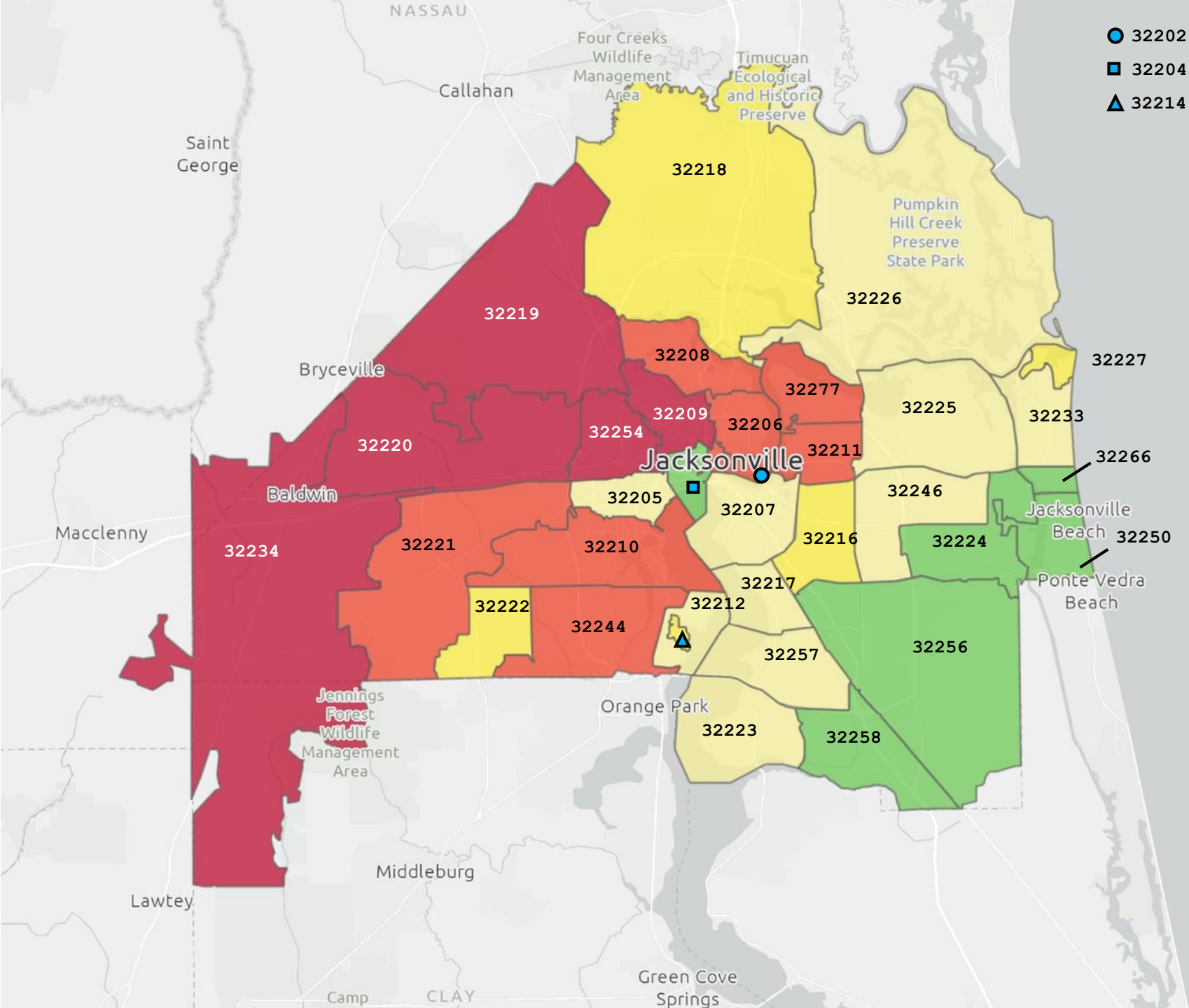
High School Completion
(Diploma or Equivalent)

Duval County: 27.6%

Diploma or Equivalent (%) by Zip Codes



Source: Esri 2024

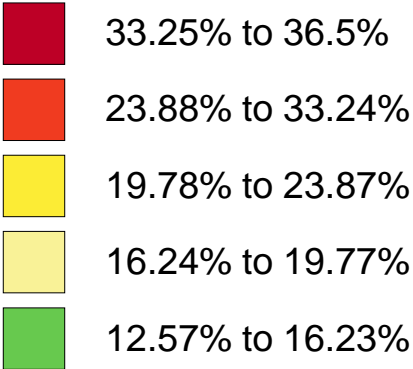


Educational Attainment, Ages 25+, Duval County

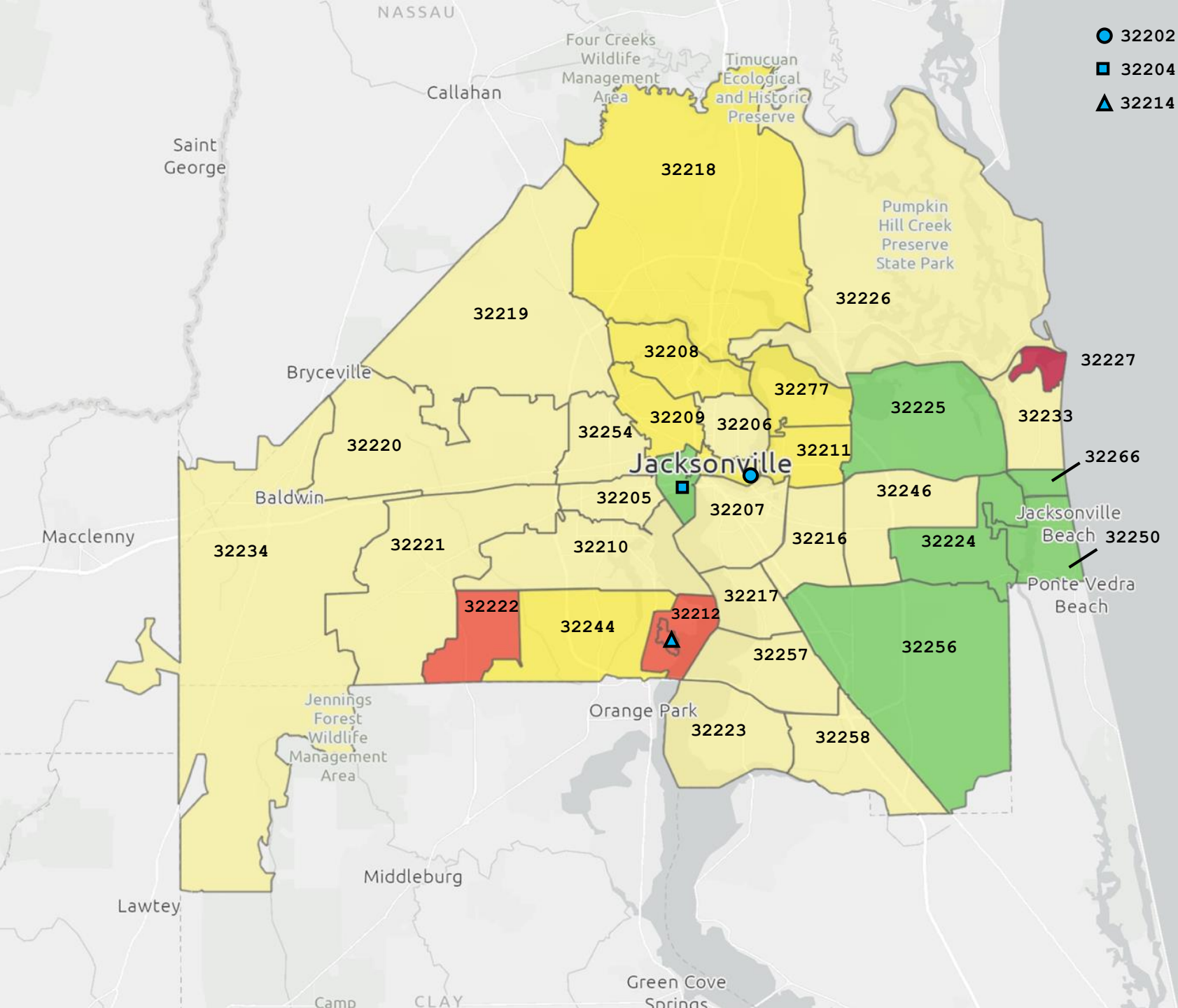
Some College, No Degree

Duval County: 18.2%

Some College/No Degree (%) by Zip Codes



Source: Esri 2024

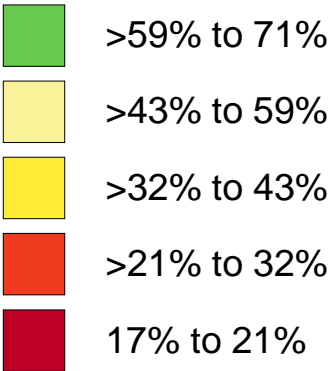


Educational Attainment, Ages 25+ Duval County

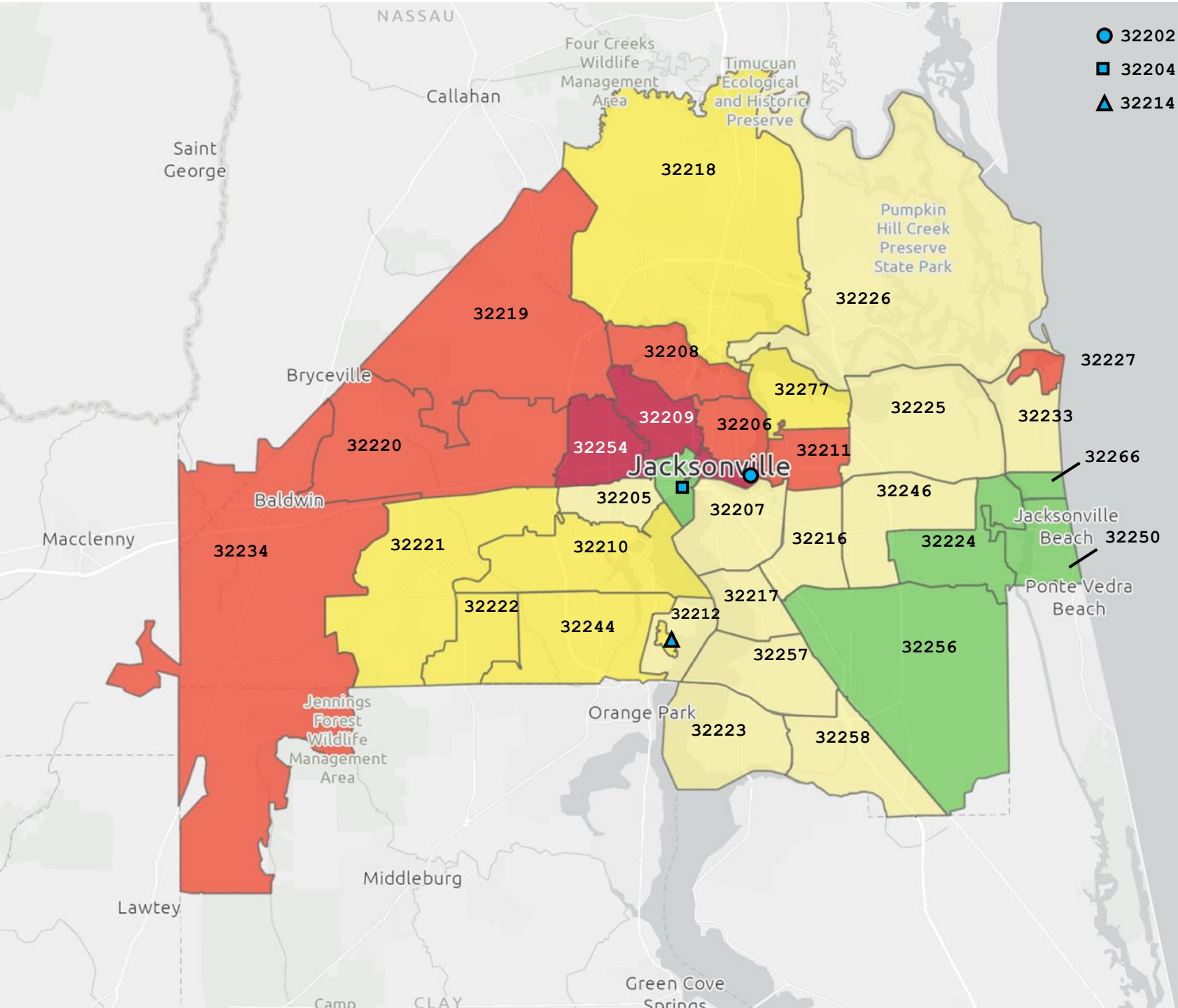
College Completion, All Levels

Duval County: 46.2%

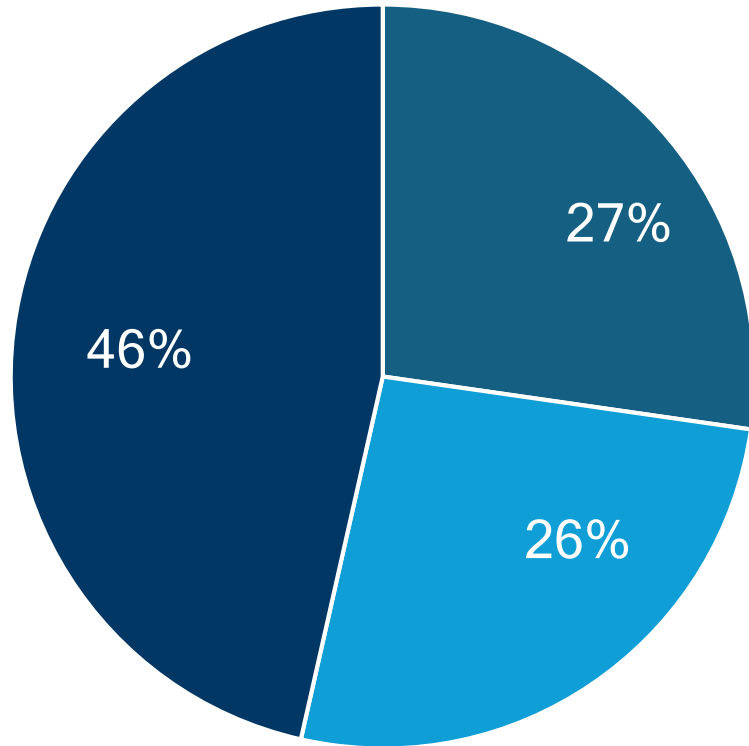
College Completion, All Levels (%) by Zip Codes



Source: Esri 2024



Job Openings



- High School Diploma
- Associates Degree or Higher
- No Education Level Specified

*860 + Different Certifications
Represented in These Postings*



The Future is NOW

northeast florida

“The Future Is Now plan speaks to the desire of regional leaders to prioritize economic opportunity and to align resources in support of economic mobility for all residents.”



Talent is the new currency

Workforce Development



JAXUSA
PARTNERSHIP

THE FUTURE IS NOW

TRACYE MCDANIEL
AUGUST 7, 2024

OUR MISSION

To engage and inspire community leaders to help the people they serve thrive economically, financially, and socially



WHAT MAKES OTHERS SUCCESSFUL?



COMMUNICATION & ENGAGEMENT



GOVERNANCE STRUCTURE



ACCOUNTABILITY



COMMUNICATION & ENGAGEMENT

LEAD	Stand Up Nashville (SUN)
LOCATION	Nashville, Tennessee
THE BASICS	In 2018, Nashville-based community coalition SUN negotiated a CBA to accompany a proposed soccer stadium.
KEY TAKEAWAYS	<ul style="list-style-type: none">• Stakeholder engagement is essential for directing resources to where the community needs them most.• The CBA includes requirements like: directly hiring stadium workers at minimum \$15.50/hour; creating a targeted hiring program in Nashville to connect individuals with barriers to employment to stadium jobs; 4,000 sq ft for a sliding-scale childcare facility; safe construction working conditions for individuals with barriers to employment, especially from the Nashville Promise Zone.
MORE INFO	Building People Power through a CBA Nashville MLS CBA SUN Historic Community Benefits Agreement Reached Mortenson Messer Community Empowerment Report: GEODIS Park, Nashville SC Stadium

NASHVILLE SOCCER CLUB CBA

- ▶ SUN **hosted conversations** with neighborhood associations, city council members, churches, and the mayor's staff.
- ▶ SUN **hosted meetings to gather community input** on what working people needed in order to thrive.
- ▶ The organization also **created and collected surveys** to identify the top three desired benefits.
- ▶ A 6-person Community Advisory Committee created by SUN and the Nashville Soccer Club (2 SUN reps, 2 Soccer Club reps, 1 resident of Promise Zone 2, and 1 resident of Promise Zone 4) will **meet quarterly to monitor compliance** with the CBA and **create annual reports detailing progress**.
- ▶ The Mortenson | Messer construction team, in collaboration with CAA ICON, Nashville SC, The Fairgrounds Nashville, Council Member Colby Sledge, and the Metropolitan Sports Authority, held **quarterly information sessions to update local residents** on construction activities.
- ▶ Three out of four Mortenson | Messer workers for the GEODIS stadium were **hired locally**.



GOVERNANCE STRUCTURE

LEAD AGENCY	Indiana Economic Development Council
LOCATION	Fort Wayne, Indiana
THE BASICS	Northeast Indiana Regional Development Authority's READI 1.0 <i>Growing the Vision</i> plan, developed in partnership with TIP Strategies, was awarded the maximum \$50M in state funding from IEDC.
KEY TAKEAWAYS	<ul style="list-style-type: none">• IEDC gave regions planning resources to develop data-driven and actionable READI submissions.• A review committee with clear criteria and transparent evaluation processes is key.• Funding matches ensure that all parties work to leverage additional funding.
PARTNERS & COLLABORATORS	<ul style="list-style-type: none">• Northeast Indiana Regional Development Authority• Northeast Indiana Regional Partnership
MORE INFO	Indiana READI What is READI? Regional Development Authority READI 2.0

REGIONAL ECONOMIC ACCELERATION AND DEVELOPMENT INITIATIVE (READI)

- ▶ In 2021, the Indiana Economic Development Council (IEDC) launched READI, a **\$500M statewide competitive grant**, for initiatives to attract, develop, and retain talent in Indiana.
- ▶ With planning grants from IEDC, regions created **data-driven and actionable regional development plans based on IEDC's priorities**, outlining strategies focused on improving the region's quality of place, quality of life, and quality of opportunity to catalyze economic and population growth.
- ▶ IEDC formed a **7-member READI Review Committee** to evaluate regional development plans.
 - ▶ The READI Review Committee **established criteria** to evaluate the plans and **hosted a series of review meetings** open to the public. They **then made formal recommendations for funding awards** to the IEDC board of directors.
- ▶ The IEDC expected regions to secure a minimum 4:1 match, including a 1:1 match from local public funding and **a majority from private or philanthropic sources**.



ACCOUNTABILITY

LEAD AGENCY City of San Antonio

LOCATION San Antonio, TX

THE BASICS Funded through a 1/8-cent sales tax, Ready to Work administers \$200M in funding to offer participants who meet certain residency and income guidelines tuition assistance, wraparound support services, and job placement/retention services.

KEY TAKEAWAYS

- RTW's success stems from a collaborative **network of partners**, strong **wraparound supports**, comprehensive **participant coaching**, and a **talent pipeline management** approach.

PARTNERS & COLLABORATORS

- Alamo Colleges District
- Project QUEST
- Restore Education
- Workforce Solutions Alamo

MORE INFO

[RTW Approved Training Catalog](#)
[RTW Dashboard](#)
[RTW Employer Pledge](#)
[New Program Transforms Workforce Development in San Antonio](#)

READY TO WORK (RTW)

- ▶ RTW focuses its work on **households making less than 250% of the federal poverty line within San Antonio city limits**.
- ▶ RTW allocates **\$110M for tuition assistance**, covering costs of approved courses up to set caps based on degree level. RTW builds on planning by partners like Workforce Solutions Alamo, aligning its training targets with the local workforce board's target occupation list.
- ▶ RTW assists participants with **childcare, transportation, and limited emergency financial support** for essentials like food, housing, or legal services **during training**.
- ▶ Nearly **400 employers** have pledged to hire RTW participants after they complete training.
- ▶ A July 2023 analysis found that RTW's return on investment resulted in **projected lifetime income gains of over \$780 million for the 511 participants** who completed training and secured new jobs.
- ▶ RTW has a **public dashboard tracking metrics** such as training enrollments, completions, and job placements, with data disaggregated by city council district, demographics, and more.

WHY HAVE OTHERS STRUGGLED?

A lack of...



DIRECTION

Impactful strategy to guide action



BUY-IN

Especially from priority communities



LEADERSHIP

Commitment to long-term outcomes



ENFORCEABILITY

Transparent measures of progress



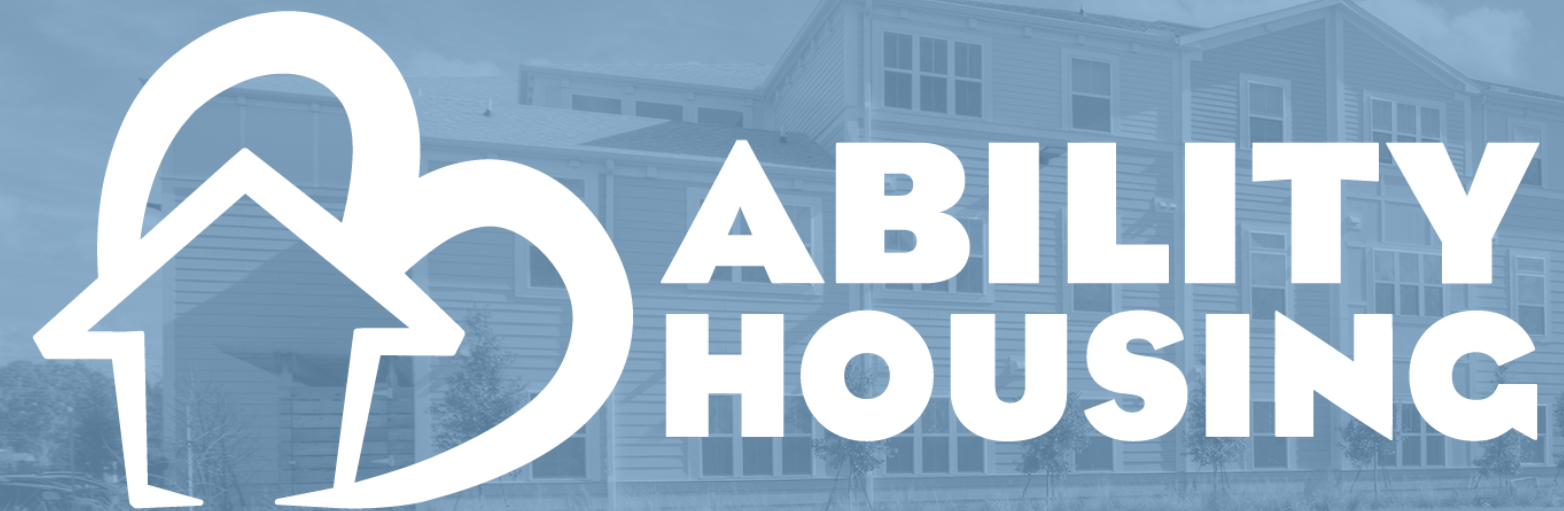
FUNDING

Sustainable flows of diverse funds

WHY STRATEGY IS IMPORTANT

- ▶ **Tailor strategies** to the needs of historically underserved residents throughout Duval County
- ▶ Target resources for maximum **ROI**
- ▶ **Engage** communities, workforce groups, and nonprofits
- ▶ Leverage federal and philanthropic **funding**
- ▶ Remove workforce participation **barriers**
- ▶ Promote upward **economic mobility**
- ▶ Build **generational wealth**
- ▶ Prioritize **wraparound supports**
- ▶ Support **entrepreneurship** as a career pathway
- ▶ Expand **access** to training and education
- ▶ Build long-term **employer relationships**
- ▶ Stay **adaptable** to economic changes
- ▶ Ensure **transparency** with clear metrics
- ▶ Define roles with **implementation partners**





Investing in Affordable Housing

Jacksonville City Council
Community Benefits Agreement Committee



building flourishing communities
where everyone has a home

MISSION | VISION



MISSION

To build flourishing communities where everyone has a home

VISION

A society where housing is a right, not a privilege; and all individuals have safe, affordable housing in vibrant communities



Ability Housing develops and operates housing for the benefit of the residents and community

- **MEET THE NEED** - we develop housing the market can't or won't create
- **LONG TERM INVESTMENT** - our objective is to own and manage for the benefit of the community over the long-term
- **TRIPLE BOTTOM LINE** -
 - Maintain physical assets
 - Meet financial objectives
 - Improve quality of life for residents and community



OUR PORTFOLIO

Total Number of Units

Multifamily (11 properties)	782
Single-family	46
Master lease	102
	<hr/>
	930

Total Portfolio Value

> \$125million

Value of Projects in Development

> \$110 million

- 5 projects (471 units):
- Duval County (2)
 - Orange County
 - Pinellas County
 - St Johns County

Investing in Affordable Housing

**The lack of stable,
affordable housing has
life-long negative
impacts on individuals
and communities**



The lack of affordable housing causes...



Reduced Health Outcomes

- Poorer health outcomes
- More chronic diseases: respiratory infections, asthma, lead poisoning, injuries, mental health; numerous comorbidities
- Increased infant mortality



Poorer Educational Outcomes

- Diminished educational performance
- Higher rate of truancy and absenteeism
- More behavioral challenges
- Fewer years of schooling completed



Diminished Economic Resiliency & Mobility

- Less stable employment
- Lower career earnings
- Inability to save

Which negatively impacts the community...



Businesses

- Reduced access to stable workforce
- Reduced productivity
- Reduced customer base due to budget constrained households



Community

- Reduced social cohesion
- Reduced sense of community / neighborhood
- Reduced stable relationships for children



Economy

- Reduced labor mobility
- Reduced productivity
- Reduced economic growth and opportunity



With adequate affordable housing...

Support local businesses – a reliable workforce is critical to the financial success of any business of any size.

Reduces public expenditures in high-cost systems of care

*By empowering families to afford necessities, cover their cost of housing, and save for emergencies – **we can create an economy that's not susceptible to implosion after workers miss one paycheck***

Residents with more disposable income that can be spent on local businesses and services – **resulting in more business tax revenue for the community**

Improved school performance increases property values

Which increases the community's tax base

Housing affordability can support a talent attraction strategy



Lack of affordable housing is the #1 cause of homelessness

Jacksonville has done a tremendous job reducing homelessness, even with significant population growth

	2019	2024		
Total Population	913,521	997,164	↑	9%
Unhoused Population	1,494	1,209	↓	20%
Chronically Homeless	301	121	↓	60%

However, in 2023 – when the housing market was hottest – we saw the first increase in homelessness since 2007; with an additional increase in 2024.

We must increase the supply of housing affordable to all residents to reverse the increase in the number of unhoused neighbors

Failure to do so will cost Jacksonville greatly...



Homelessness has significant negative impacts

Homeless students perform worse in school compared to housed low-income peers, and are more likely to develop physical and mental health-related problems, particularly mental illness

Homeless adults have higher rates of comorbidity

- Premature death (3-4 times more likely)
- Heart attack or stroke (2 times more likely)
- Victim of violence
- Infection and serious illness
- Inability to access healthcare or follow doctor's instructions

Life expectancy of a homeless person is **20 years shorter** than the national average

COSTS

- Healthcare
- Education
- Incarceration
- Local Economy and Tourism
- Community Quality of Life

The costs of maintaining someone's homelessness are most acute for those needing Permanent Supportive Housing

Permanent Supportive Housing

Housing + Services

Supportive housing is affordable rental housing with access to voluntary supportive services that help vulnerable persons establish and maintain housing stability and include access to activities of daily living and community-based services.

**GOLD
Certified**

Housing Principles

- Considered "permanent"
- Housed as quickly as possible; low barrier; few or no preconditions; (Housing First)
- Integrated into the community
- Tenant is offered choices
- Tenant has a standard lease, not required to participate in a program as a condition of housing

Services Principles

- Voluntary participation
- Community-based or provided on site
- Tailored to each tenant's needs so that he or she can live independently in the community
- Trauma Informed
- Harm Reduction

97% Housing Stability Rate

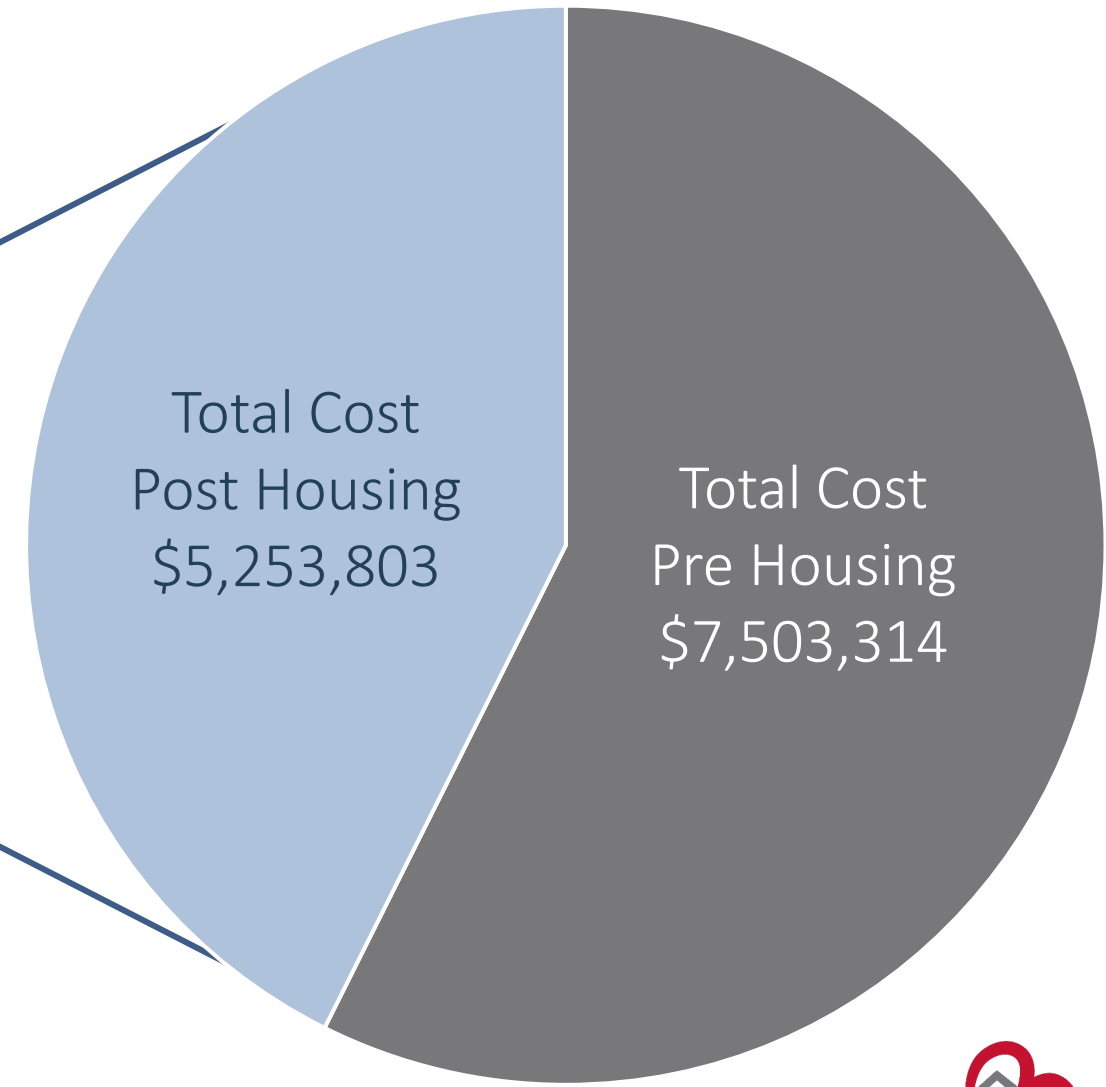
The Solution That Saves

State of Florida pilot to provide Permanent Supportive Housing to chronically homeless persons with the highest acuity

Compared costs to publicly funded systems of care --- pre- vs. post-housing



30%
Savings to the
Community



Thank You!

Shannon Nazworth
President & CEO



abilityhousing.org



A framework for effectively investing in workforce development

A framework for effectively investing in workforce development



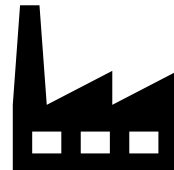
The workforce development system trains, educates and provides social services to working-age individuals to enable them to succeed in the labor force and, at the same time, meet employers' demand for quality talent.

Engaging Workforce Development. A joint report from the Federal Reserve Banks of Dallas and Kansas City

Investments in
workforce
development
drive
**economic
development**
and
**economic
mobility**



Positively impacts the greater good of the community *through* positive impacts on individuals.



This is true for new jobs in emerging industries *and* for long-standing roles in mature industries (e.g. advanced manufacturing, healthcare).

BUSINESS

EDUCATION

SKILLED TRADES

ENGINEERING AND
INDUSTRY

HEALTHCARE

INFORMATION
TECHNOLOGY

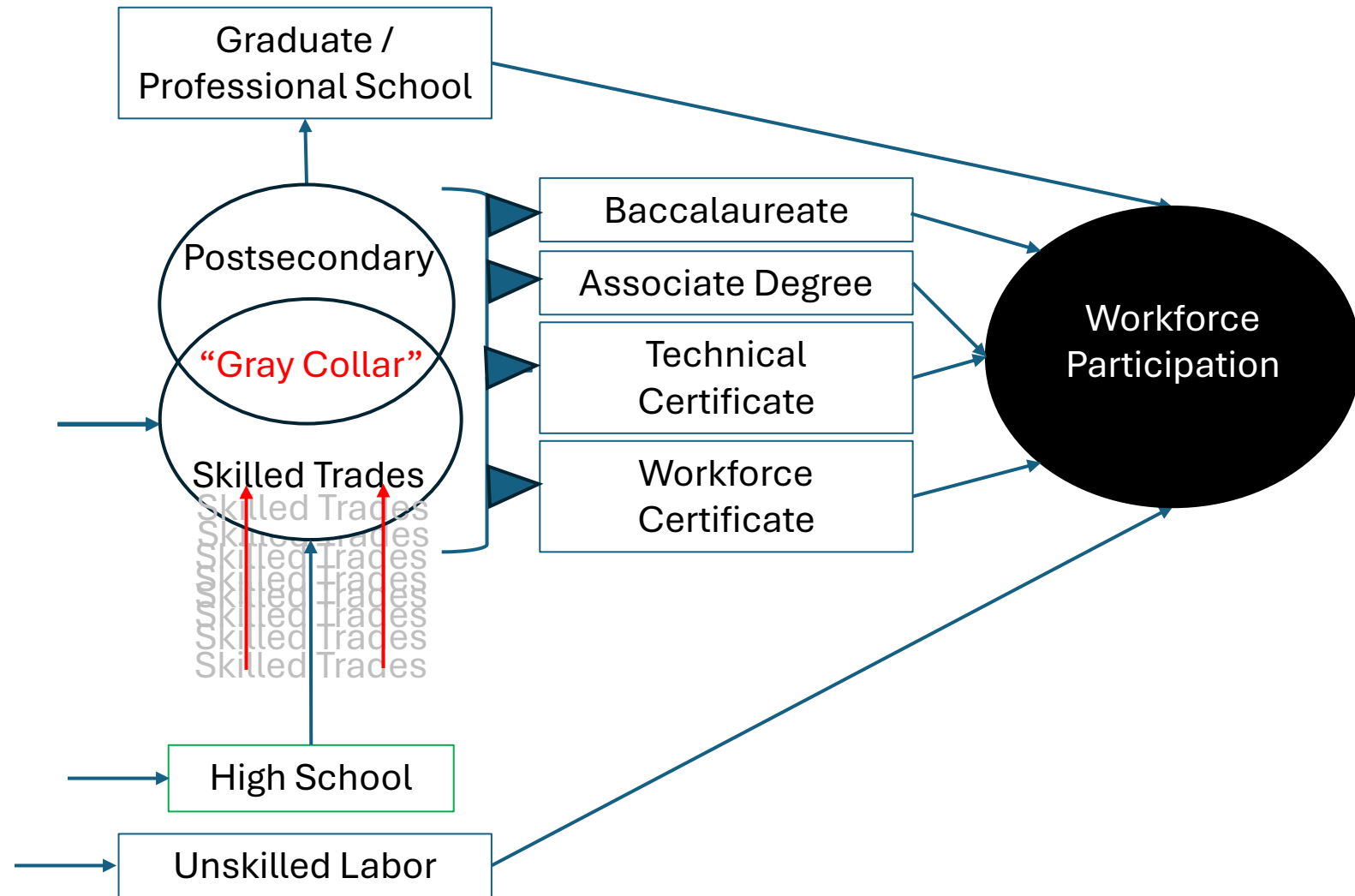
PROFESSIONAL STUDIES



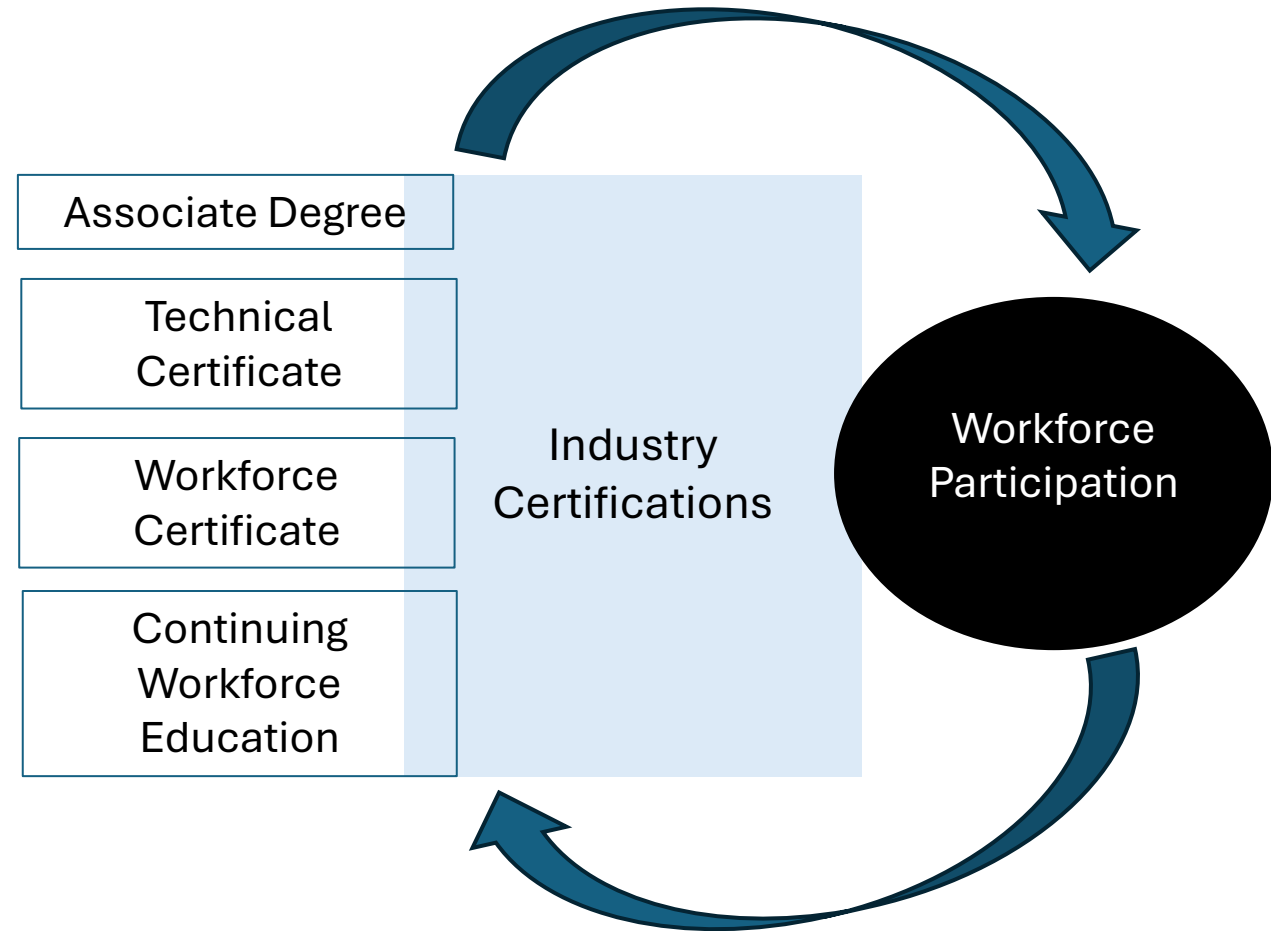
Workforce Education at FSCJ

- 40,000 students annually; over 150 **stacked** programs
- From Adult Basic Education to Baccalaureate
- Fully accredited at institutional and program levels
- The largest regional producer of workforce credentials, over 2000/year.

Workforce participation pathways continue to **integrate** through increased training and education.



Workforce
participation
pathways are
flexible,
including
upskilling and
“earn and learn”
models



Workforce education is always evolving; **flexibility** is an FSCJ superpower.

FSCJ's programs can prepare students for any of 150 occupational landing spots.

Programs are focused on high-demand occupations and pathways to high wages.

Programs are structured in a variety of lengths, modalities, and meeting times, including customized programs.

Business and industry leadership teams meet to share feedback and discuss needs.

Career Certificates *(Clock Hour Programs)*

Health & Biomedical

- Practical Nursing;
- Medical Assisting;
- Pharmacy Technician;
- Dental Assisting;
- Cosmetology;
- Facial Specialist;
- Paramedic;
- Barbering;

Transportation & Logistics

- Commercial Vehicle Driving (CLASS A)
**EXPANDED LOCATION
Fall 2024;**
- Automotive Collision Technology Technician;

Manufacturing & Construction

- Welding Technology;
- HVAC/R Technician;
- Electricity;

Public Safety

- Correctional Officer;
- Crossover from Corrections to Law Enforcement;
- FL Law Enforcement Academy;
- Firefighter;

Other

- Specialized Career Education - Basic;
- Specialized Career Education - Advanced;

Additionally, We offer 6 Dual Enrollment Programs in Welding, HVAC/R, Medical Assisting, Specialized Career Education, & Pharmacy Tech with Duval County Public Schools, Baker County Public Schools, and The Arc Jacksonville...



Workforce Development
and Entrepreneurship

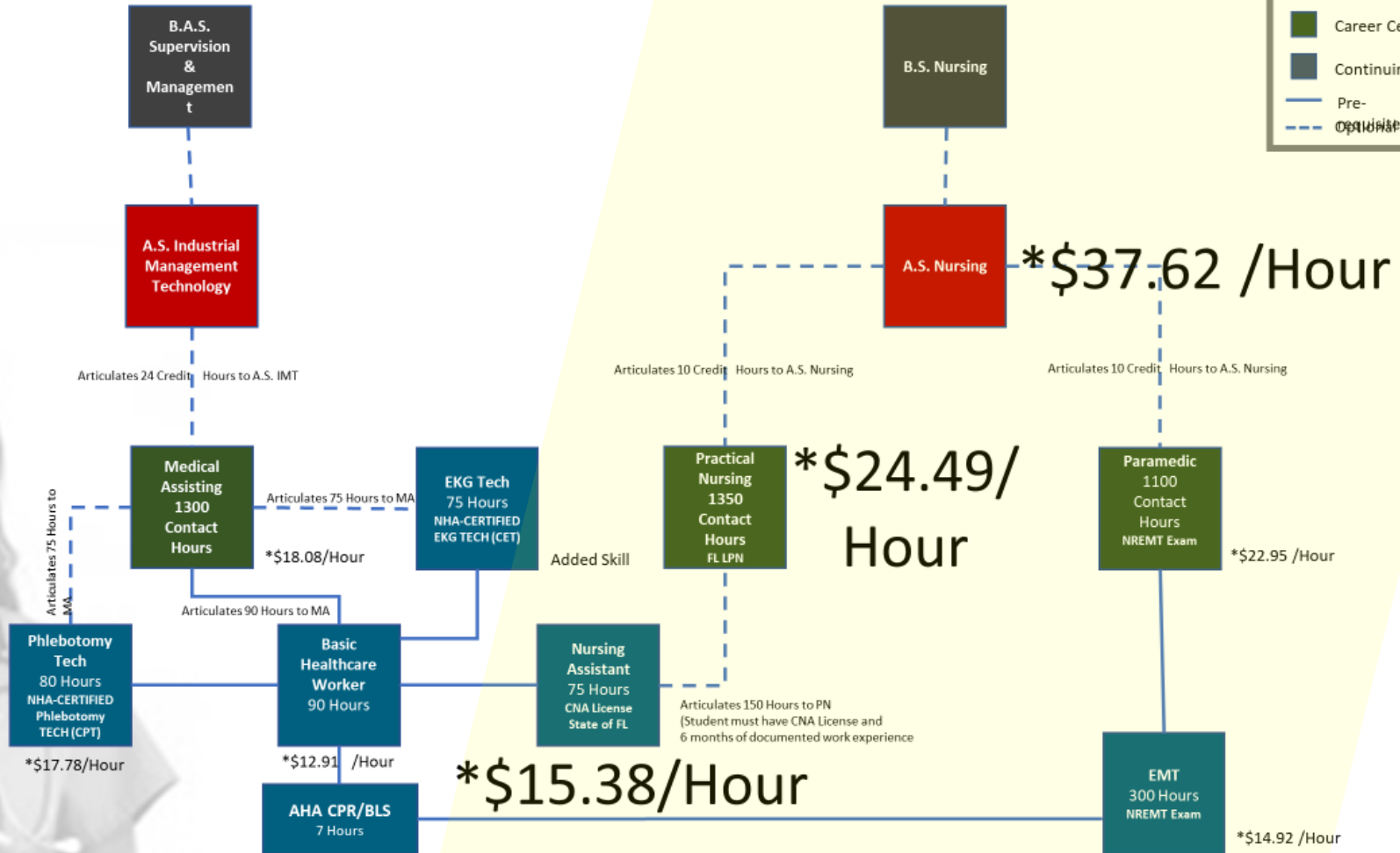
Consider, for example...

SOC	Description	2023 Jobs	COL Median Salary	% Black / LatinX
29-0000	Healthcare Practitioners and Technical Occupations	40,517	\$73,024	27%
31-0000	Healthcare Support Occupations	18,076	\$33,599	52%

- **Most Common Six-Digit Occupations in 2-Digit SOC Code 29:**
Registered Nurses, LPN/LVNs, Pharmacy Technicians, Physicians, Clinical Lab Technicians
- **Most Common Six-Digit Occupations in 2-Digit SOC Code 31:**
Home Health Care and Personal Care Aides, Nursing Assistants, Medical Assistants, Dental Assistants, Veterinary Assistants

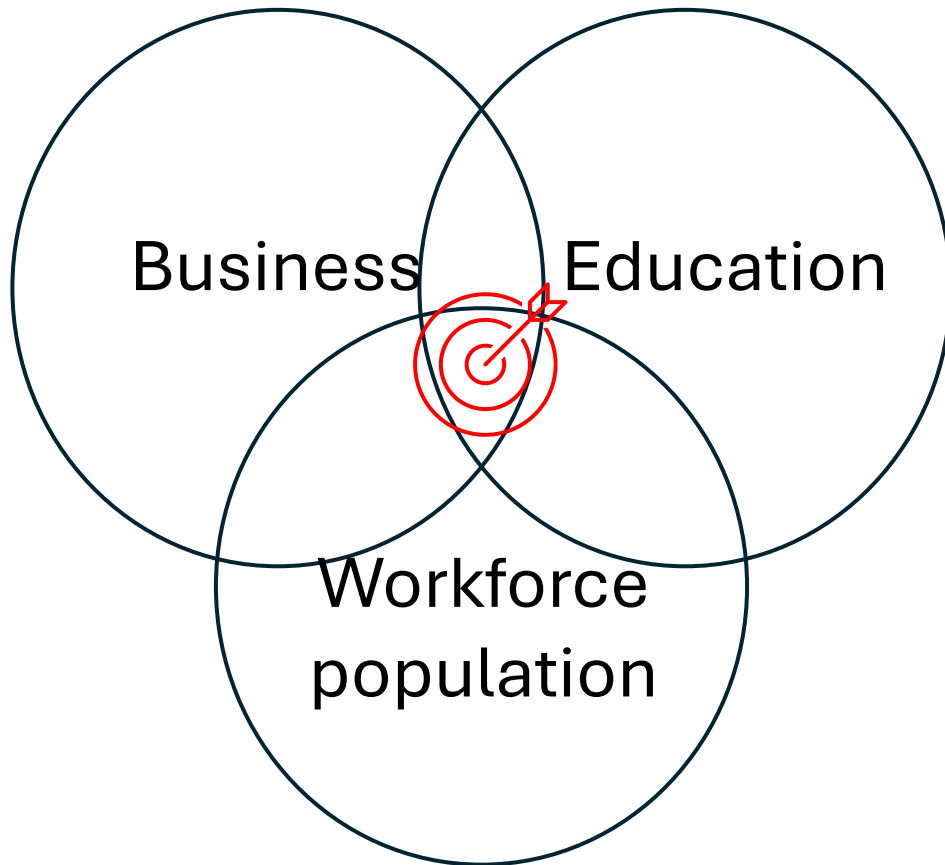
Source: National Center for Inquiry Improvement

Strong systems have workforce pathways– with partners



* Data retrieved from Lightcast 10/5/2023

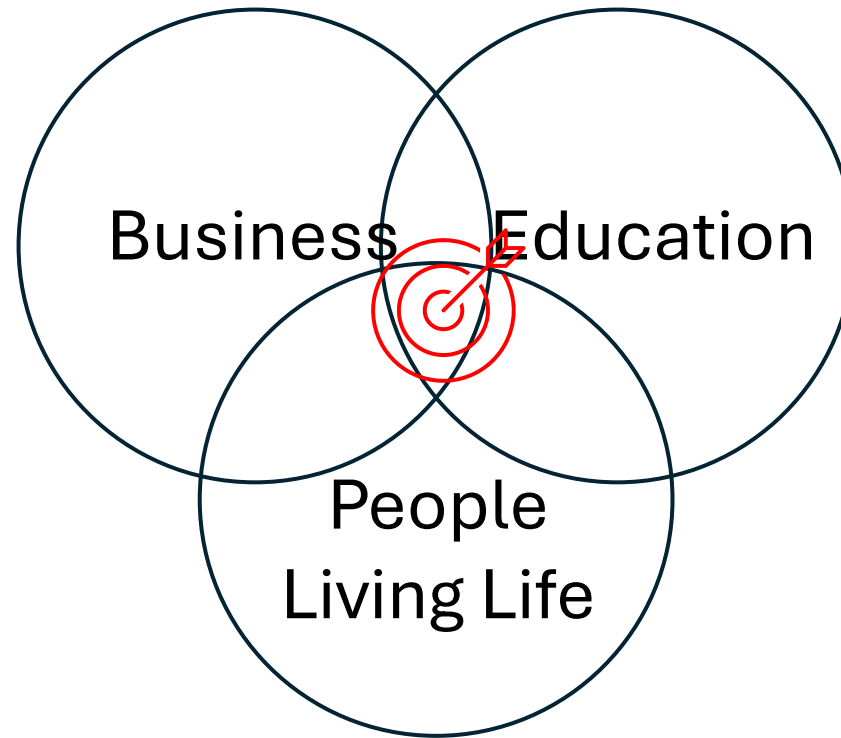
The overall efficiency of the talent development system increases with alignment.



Some FSCJ Public-Private Partnerships

- CAP Grant DCPS welding
- Boeing scholarships for aviation maintenance
- Upskilling healthcare workers with Brooks
- Dedicated education unit with Mayo

If you build it,
some will
come



Any effort in higher education and should be informed by the challenges and opportunity costs that potential participants face.

(These increase as SES decreases.)

An embedded
service strategy:
Serve people
where they are.

- Identify training sites in neighborhoods.
- Identify employers and wrap-around services required to support success.
- Formalize partnerships and collaboratively design a Statement of Work with service- and performance-based criteria.
- Implement a tightly designed training program.
 - High demand occupations
 - Business partnerships
 - Wrap around services
 - Measurable outcomes

An embedded service **case** **study:**

Broward**UP**™

- Workforce (certificate) training and student support services *at no cost to students*
- Online and directly in neighborhoods
- Launch: \$5.7 million investment over 2 years
- Over 2,500 credentials and certificates awarded over 5 years.
- NCWE Innovative Workforce Program Award (2022)

Impact Since 2018



30+ Program
Partners



5,000+ Residents
Served



4,100+ Intensive
Services Provided



2,550+ Workforce
Ready

An estimate of startup and instructional costs: \$1.1 million

Out years:

Annual program operation:
\$179,600

Annual tuition need:
\$100,000

Medical Assisting (1300 hours, 33 weeks)				
Facility (One-time start up)	Equipment	Program Operation and Instruction	Tuition	Student support coord
SREF sqft. per student \$28,000	\$182,900	Operational budget \$20k / year Instructor \$90k / year	\$4000 / student	\$50k / year for part- time coordinator
For 25 students	Various, at startup	1 FTE	25 students	.5 FTE
\$700,000*	\$182,900	\$110,000	\$100,000**	\$50,000

*High-end estimate in which remodel costs approach new construction costs or a portable classroom is used.

**This program is financial aid eligible

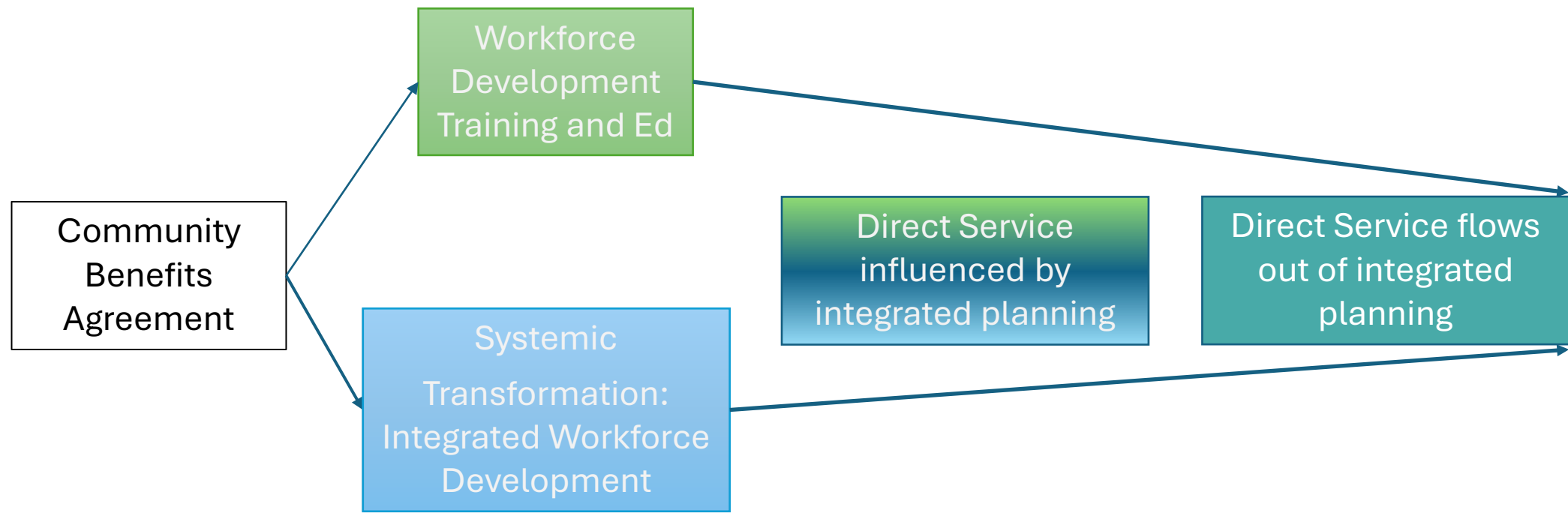
A framework for effectively investing in workforce development



The primary role of this system is to function as an intermediary ensuring that employers, trainers, service providers and participants work together to meet their individual and collective goals.

Engaging Workforce Development. A joint report from the Federal Reserve Banks of Dallas and Kansas City

Leverage the CBA to positively impact and integrate two critical pieces of Jacksonville's workforce development ecosystem.





GOODWILL
INDUSTRIES OF NORTH FLORIDA

WELCOME



GOODWILL
INDUSTRIES OF NORTH FLORIDA

OUR MISSION

Goodwill Industries of North Florida is a local, not-for-profit organization that removes barriers to employment through training, education and career opportunities for the communities we serve.

BARRIERS

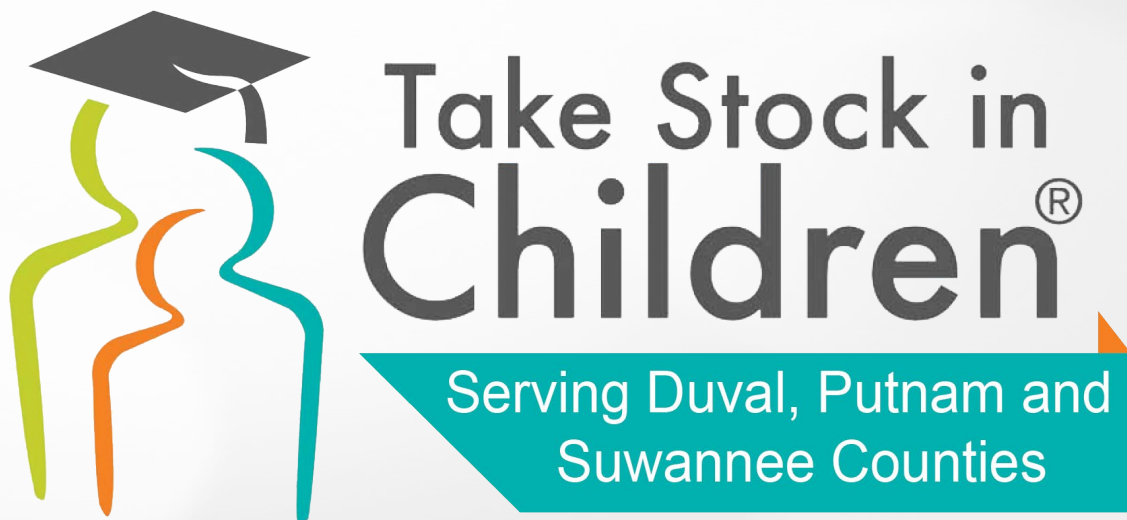
- ◆ Shelter
- ◆ Clothing & Shoes
- ◆ Proper Identification
- ◆ Transportation
- ◆ Child Care
- ◆ Healthy Food
- ◆ Immigration
- ◆ Language
- ◆ Mental Disability
- ◆ Criminal Background
- ◆ Physical Disability
- ◆ Cost of Tuition or Books
- ◆ Lack of Family / Support
- ◆ Addiction
- ◆ Education
- ◆ Employment
- ◆ Benefits Cliff



GOODWILL
INDUSTRIES OF NORTH FLORIDA



REASONS FOR SUCCESS



GOOD CAREERS

SUCCESSFUL PROGRAMS REASON #1

ONE-ON-ONE SUPPORT

- ◆ College Success Coach
- ◆ Education Navigator
- ◆ Employment Specialist
- ◆ Youth Job Coach

SUPPORT ROLE: To provide intensive case management and collaborate with other nonprofit agencies to provide wrap-around support services.

Meet the adults or youth where they are in life, identify the opportunities, create a plan to mitigate barriers, and walk through the path together – emotionally, mentally & physically.

OPPORTUNITY / GAP FUNDING

- ◆ Florida Prepaid Scholarships
- ◆ Tuition & Books at FSCJ
- ◆ Transportation
- ◆ Emergency Assistance – rental, electricity, food, etc.
- ◆ Clothing
- ◆ Proper Equipment

The Goodwill **SUPPORT TEAM** has a spending level authority to help remove the individual's barrier so they can continue a certification program or begin employment.

*SUCCESSFUL
PROGRAMS
REASON
#2*



GOODWILL
INDUSTRIES OF NORTH FLORIDA

SUCCESSFUL PROGRAMS REASON #3




GOODWILL
INDUSTRIES OF NORTH FLORIDA

COLLABORATION

- ◆ Sulzbacher
- ◆ Ability Housing
- ◆ FSCJ
- ◆ JTA
- ◆ Operation New Hope
- ◆ LIFT JAX
- ◆ Lutheran Social Services
- ◆ Potter's House
- ◆ Read USA
- ◆ Arc
- ◆ PineCastle
- ◆ Volunteers in Medicine
- ◆ Community Health Outreach
- ◆ Open Arms Community Church
- ◆ TD Bank / Vystar
- ◆ Boys & Girls Club
- ◆ Career Source

SERVICE WEB SITES




Get Connected. Get Help.™

[English](#) | [Español](#)


[Get Help](#) [Partner with Us](#) [About Us](#) [Donate](#) [Call 211](#)

Help starts here

211 connects you to expert, caring help.
Every call is completely confidential.



Call 211 for help
Can't call us? [Find a local 211](#)





What are you looking for today?

SERVICE WEB SITES



[Support](#) [Sign Up](#) [Log In](#)

ZIP or keyword or program name



Search and connect to support. Financial assistance, food pantries, medical care, and other free or reduced-cost help starts here:

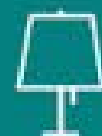
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FOOD



HOUSING



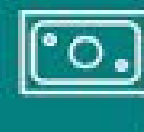
GOODS



TRANSIT



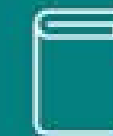
HEALTH



MONEY



CARE



EDUCATION



WORK



LEGAL



2,607 programs

in the Jacksonville, FL 32210 area

Choose from the categories above and browse local programs



BARRIERS TO EDUCATION & EMPLOYMENT

DEEP DIVE

ALICE

- ◆ Asset Limited, Income Constrained, Employed
 - ◆ Households earning more than poverty level, but less than basic costs of living for DUVAL
 - ◆ ALICE households plus those in poverty can not afford the essentials
- ◆ DUVAL ALICE – 27% of households (State of FL 32%)
- ◆ DUVAL Households in Poverty – 14% (State of FL 13%)
- ◆ **41%** of our community can not afford the essentials
 - ◆ 164,000 households
 - ◆ 410,000 people



DUVAL STAT

Homelessness

- 740 sheltered
- 469 unsheltered
- 1,209 total

Affordable Housing

- \$1,500 avg rental
- \$1,000 low end
- \$750 individual room



GOODWILL
INDUSTRIES OF NORTH FLORIDA

SHELTER

- ◆ Full-time Employment Specialist & support at each Sulzbacher location:
 - ◆ Downtown Campus
 - ◆ Village
- ◆ Traveling support for Ability Housing Locations
- ◆ Fiscal Year 2023
 - ◆ 3,216 services provided to unhoused individuals
 - ◆ 949 individuals served

CHARLIE



GOODWILL
INDUSTRIES OF NORTH FLORIDA

SHELTER

- ◆ 2022 Charlie's wife passed away
- ◆ Fell on hard times living on the streets
- ◆ Then a tent
- ◆ Found shelter at the Sulzbacher Downtown men's campus
- ◆ Employment Specialist
 - ◆ Clothing
 - ◆ Shoes
 - ◆ Transportation
 - ◆ Employment opportunity

SHELTER



CHARLIE

- ◆ 2022 Sales Associate - \$10.50
- ◆ Team lead earning - \$15.00 plus production bonus
- ◆ New Relationship
- ◆ New Homeowner



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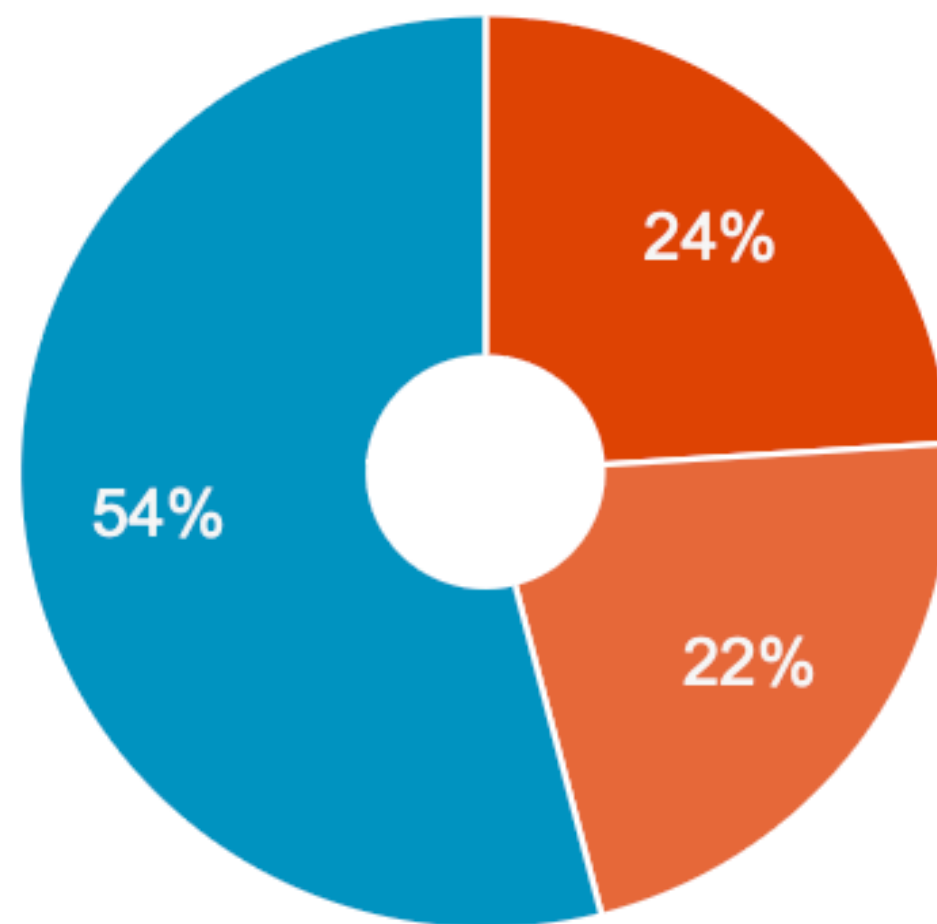
DUVAL STAT

No Transportation

- 5% Duval Households
- Approx. 45,000 people

Average Housing + Transportation Costs % Income

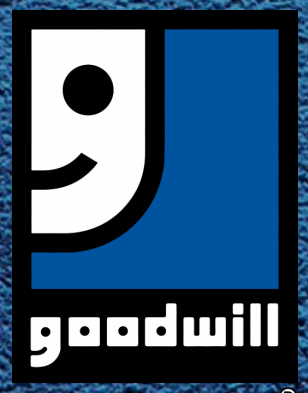
● Housing
● Transportation
● Remaining
Income



TRANSPORTATION

Fiscal Year 2023

- ◆ Provided 2,257 transportation services to clients or employees
 - ◆ Travel to Work
 - ◆ Travel to other nonprofit support service partners
- ◆ 745 JTA Bus Passes provided by Goodwill
 - ◆ JTA bus pass program – NonProfit Center
 - ◆ We ensure our GoodCareers Centers are on a bus route
- ◆ Purchased 2 vans & provided over 1,000 trips



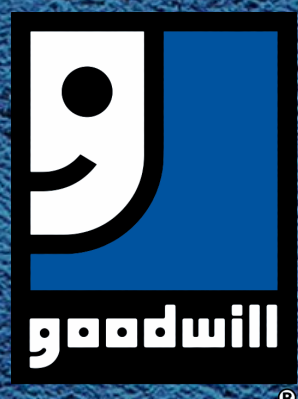
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INDUSTRIES OF NORTH FLORIDA

DUVAL STAT

Average Weekly Cost

- \$321
- 13% increase over prior year
- \$16,000

Nights and weekends
have limited availability



GOODWILL
INDUSTRIES OF NORTH FLORIDA

CHILD CARE

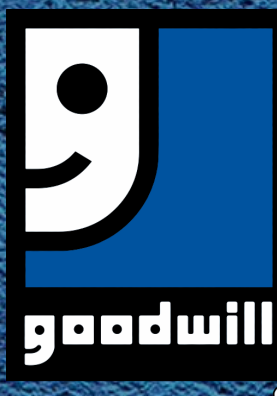
- ◆ A-STEP Program – Adult Certification Program
 - ◆ Goal is to elevate earning potential and job security by obtaining industry credentials & certifications
 - ◆ Currently serving **557** adults
- ◆ Education Navigator
 - ◆ Provide intensive case management, academic support, financial assistance with tuition, books and/or gap funding
 - ◆ Currently providing financial assistance to **five** enrolled students for child care

KAYLA



CHILD CARE

- ◆ 2021 single mother of two young boys
- ◆ Working in retail earning minimum wage
- ◆ Unsuccessfully attempted higher education multiple times
- ◆ At 28 years old, Kayla watched a YouTube video about welding and fell in love with the art
- ◆ Education Navigator
 - ◆ Clothing
 - ◆ Fuel cards
 - ◆ Child care assistance



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INDUSTRIES OF NORTH FLORIDA

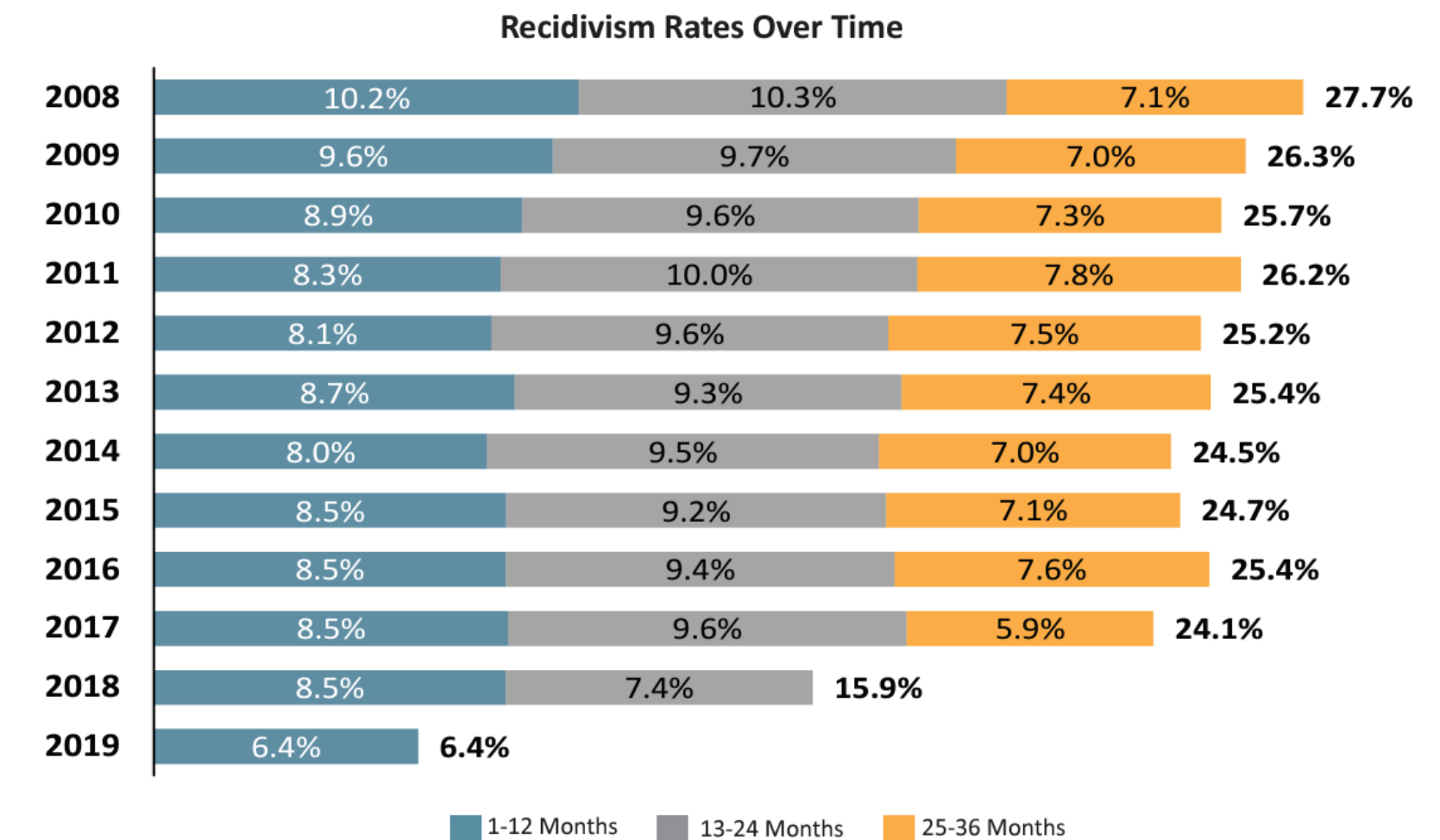
CRIMINAL BACKGROUND

- ◆ GoodCareers Center & Employment Specialist
 - ◆ 100 services to 51 individuals who disclosed they had a criminal history
- ◆ ONH
- ◆ List of known second chance businesses
- ◆ Employed **146** individuals during FY2023 with Bridges of Jacksonville
- ◆ A-STEP & Education Navigator
- ◆ Providing intensive support to **23** individuals reporting a felony or misdemeanor conviction

DUVAL STAT

Jail Facilities

- Held average 3,649 inmates per day



*As of the 2021 report, 3-year recidivism rates cannot yet be computed for 2018 and 2019 releases, so only one and two-year rates are provided in the chart.



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INDUSTRIES OF NORTH FLORIDA

CRIMINAL BACKGROUND

- ◆ Strung out on Crack / Cocaine
- ◆ Sentenced for 15 years
- ◆ Served 10 years
- ◆ Brother helped Tim obtain a job with a pipe fitting / HVAC company
- ◆ Tim decided to learn the technical side
- ◆ Enrolled at FSCJ and met with our Education Navigator
 - ◆ Tuition / Books
 - ◆ Emotional Support
 - ◆ Accountability Partner

TIM



GOODWILL
INDUSTRIES OF NORTH FLORIDA

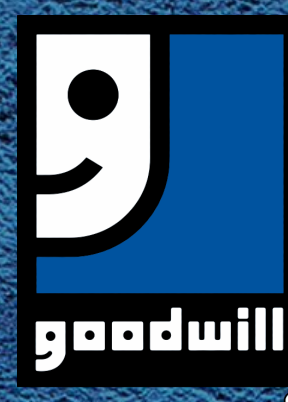
DUVAL STAT

US Census Bureau

- 13.5% of population
- 135,000 people

Students between 3 and 17 years old struggling with anxiety

- 9.4%

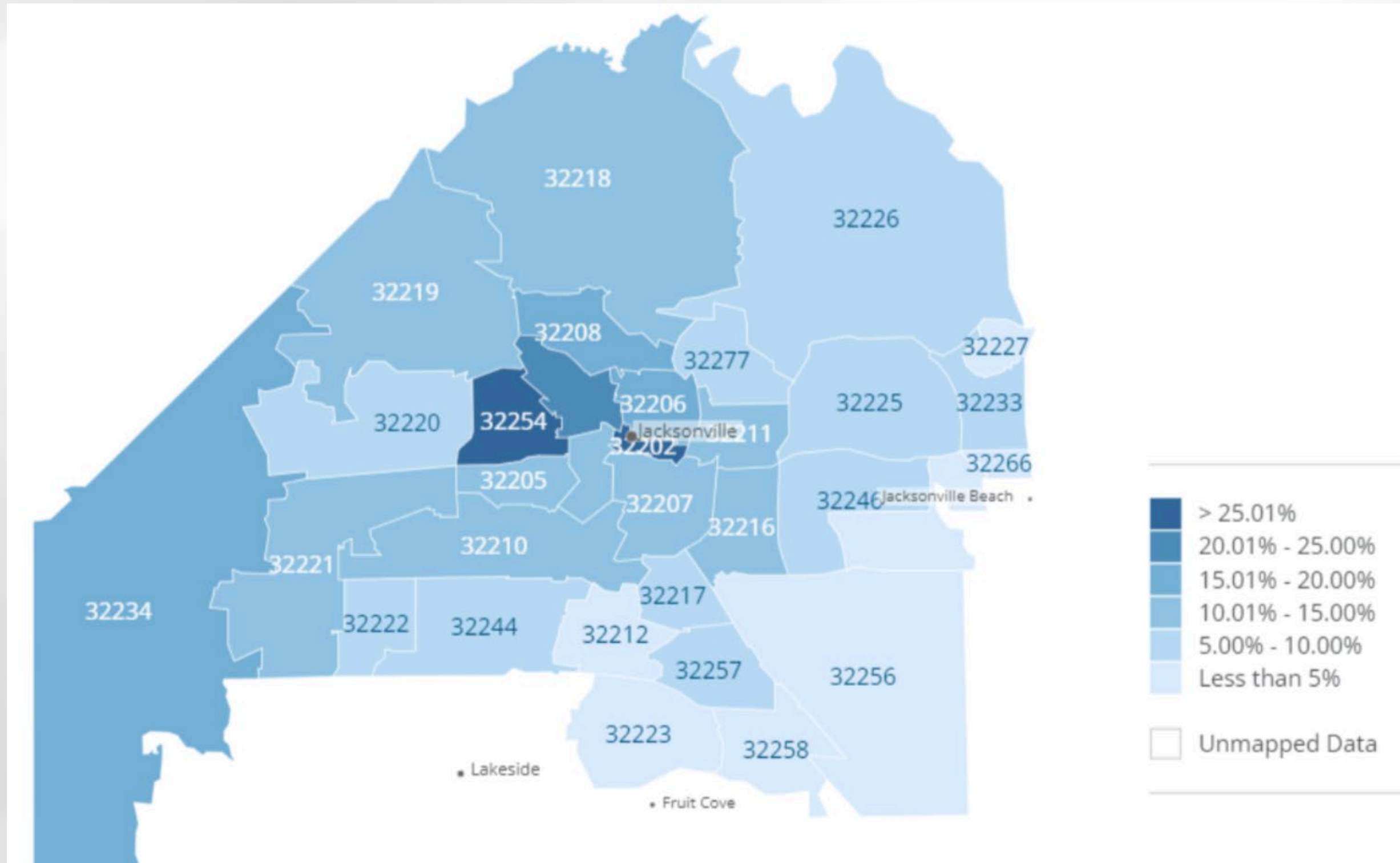


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INDUSTRIES OF NORTH FLORIDA

PERSONS WITH DISABILITY

- ◆ 240 Individuals Served who identified as having a disability / 14 disabled veterans
- ◆ Employment Specialist & On-Site Job Coach
- ◆ **Twenty-five** employees with documented severe disabilities work at Mayport or Cecil through special contracts with Source America or Florida ARF
- ◆ Over **7,500** hours of On-The-Job training working in our retail business
- ◆ Rotating **6** student cohorts from Palm Avenue Exceptional Center in a work program

EDUCATION



DUVAL STAT

10% of residents over 18 do not have a HSD

- 32254 – 26.28%
- 32202 – 25.11%
- 32209 – 20.88
- 32210 – 12.84% or 6,462 residents

◆ High School Graduation Rate

◆ 2022-2023 - 87.2%

◆ 2009-2010 – 66.6%



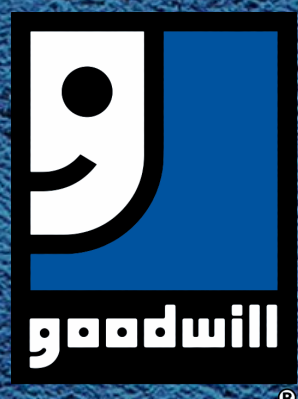
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DUVAL STAT

Percent Population Receiving Assistance

- 16%
- 160,000

CareerSource provides
a Benefit Cliff calculator



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BENEFITS CLIFF

- ◆ A-STEP program is a comprehensive initiative designed to support low income individuals
 - ◆ Mitigate the “Benefits Cliff”
- ◆ Benefits Cliff - when a family’s income rises above the eligibility threshold for certain financial support
 - ◆ SNAP
 - ◆ TANF
 - ◆ Child Care Subsidies
 - ◆ Housing Assistance



RECAP

BARRIERS

- ◆ Shelter
- ◆ Clothing & Shoes
- ◆ Proper Identification
- ◆ Transportation
- ◆ Child Care
- ◆ Healthy Food
- ◆ Immigration
- ◆ Language
- ◆ Mental Disability
- ◆ Criminal Background
- ◆ Physical Disability
- ◆ Cost of Tuition or Books
- ◆ Lack of Family / Support
- ◆ Addiction
- ◆ Education
- ◆ Employment
- ◆ Benefits Cliff

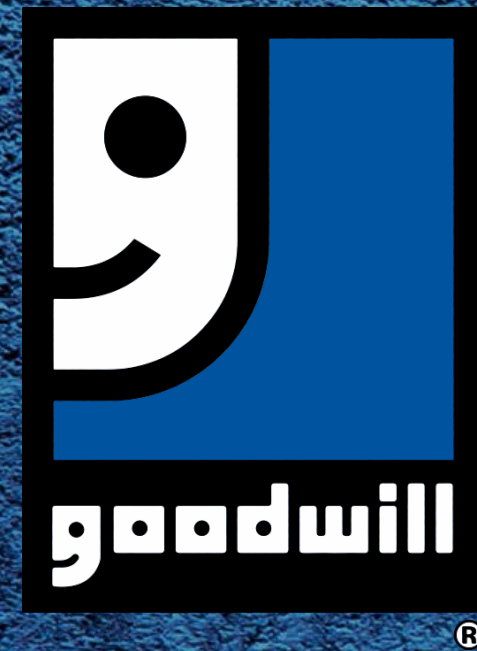


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SUCCESSFUL PROGRAMS

1. Intensive wrap-around, one on one support services
2. Opportunity – flexible gap funding
3. Collaboration with the entire community of service partners



GOODWILL
INDUSTRIES OF NORTH FLORIDA

THANK YOU

SOURCES

◆ ALICE

- ◆ <https://www.uwof.org/alicer>
- ◆ https://www.uwof.org/sites/uwof/files/2023ALICE_Report_County_Snapshots_FL_Final.pdf
- ◆ <https://unitedforalice.org/>
- ◆ <https://www.census.gov/search-results.html?q=duval+county+disabled+population&page=1&stateGeo=none&searchtype=web&cssp=SERP& charset =UTF-8>

◆ Benefits Cliff

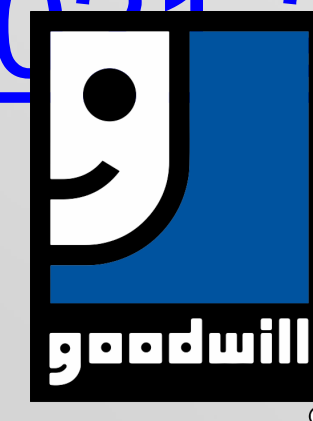
- ◆ <https://analytics.careersourceflorida.com/cliff>
- ◆ <https://www.flhealthcharts.gov/ChartsDashboards/>



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SOURCES

- ◆ <https://www.teamduval.org/2024/01/25/team-duval-celebrates-record-high-graduation-rate/>
- ◆ <https://data.tallahassee.com/school/adjusted-graduation-rate/duval/>
- ◆ Goodwill of North Florida
 - ◆ <https://goodwillnorthfl.org/>
 - ◆ Annual Report - <https://goodwillnorthfl.org/wp-content/uploads/2024/05/Goodwill-AR.3.24.pdf>
 - ◆ 2026 Strategic Plan - <https://goodwillnorthfl.org/wp-content/uploads/2023/05/STRATEGIC-PLAN-2021-2026.pdf>



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2024

Gather For 



Scan the QR code to purchase tickets and/or sponsor this event or fill out and return enclosed card.

A Live Fashion Show and a Celebration of Community and Individual Achievements

Gather for Goodwill presented by AppSalute

WEDNESDAY
NOVEMBER 20, 2024

Florida Blue Conference Center

4800 Deerwood Park, Center
Jacksonville, Florida 32246

Networking & Registration
Program & Lunch

11:30am - 12pm
12pm - 1pm

Purchase tickets online at goodwillnorthfl.org or fill out the enclosed form.

2024 Honorees



James Blackshear
A-STEP Graduate &
Goodwill Employee



Sherri Mann
Goodwill Employee



Christian Calderon
Take Stock in
Children Alumnus

All proceeds stay local to benefit Goodwill Industries of North Florida's Mission.

GATHER FOR GOODWILL



GOODWILL
INDUSTRIES OF NORTH FLORIDA

Jacksonville Housing Finance Authority



August 7, 2024

JHFA – Our Team

Board

2 RE developers
2 attorneys
CPA
Banker/lender
Realtor



Professionals

2 financial advisors
Bond counsel
Bond trustee
Placement agent
Credit underwriter
Appraiser

JHFA - MF Bond Issues: 2015-2024

• Affordable Housing Units Financed	5,500
• JHFA Bonds Issued	\$424 M
• JHFA Subordinate Loans	\$12.7 M
• Leverage (Tax Credits + Other)	\$579 M
• Total Development Costs	\$1.003 B



JHFA - SF Bond Issues: 2015-2024



- Downpayment Assistance \$5.9 M
(Repayments \$1.3 M)
- First Mortgage Loans 814
- Loan Volume \$119 M

JHFA – MF

Transactions Pending



Property	Location	Units	Bonds	
Sulzbacher Enterprise Village	Golfair Blvd / Walgreen Rd	100	\$ 16.00	M
Egret Landing	N Main St / Panama Park	88	17.00	
Hollybrook Homes	King St / Lackawanna	182	26.30	
Huron Sophia	W Jax & N Main St / Brentwood	151	17.50	
Village at Lake Forest	Edgewood Ave / 95	120	23.00	
		641	\$ 99.80	M

Jacksonville Housing Finance Authority



August 7, 2024

Affordable Housing - Countywide Community Benefits Agreement



Notable Housing Problems in Jacksonville

Housing market collapse, and the resulting Great Recession, had a devastating impact on housing production between 2008-2020, reducing average monthly housing units starts by 33% compared to previous decade.

Jacksonville area is currently short by 35,000 units of Affordable Housing – according to the National Low Income Housing Coalition in 2023. There are 26,352 people on the Jacksonville Housing Authority Waiting List (as of March 2024) for Duval County residents awaiting low-income housing assistance in Jacksonville.

Only 48 affordable housing units are available for every 100 renters looking for housing in Jacksonville.

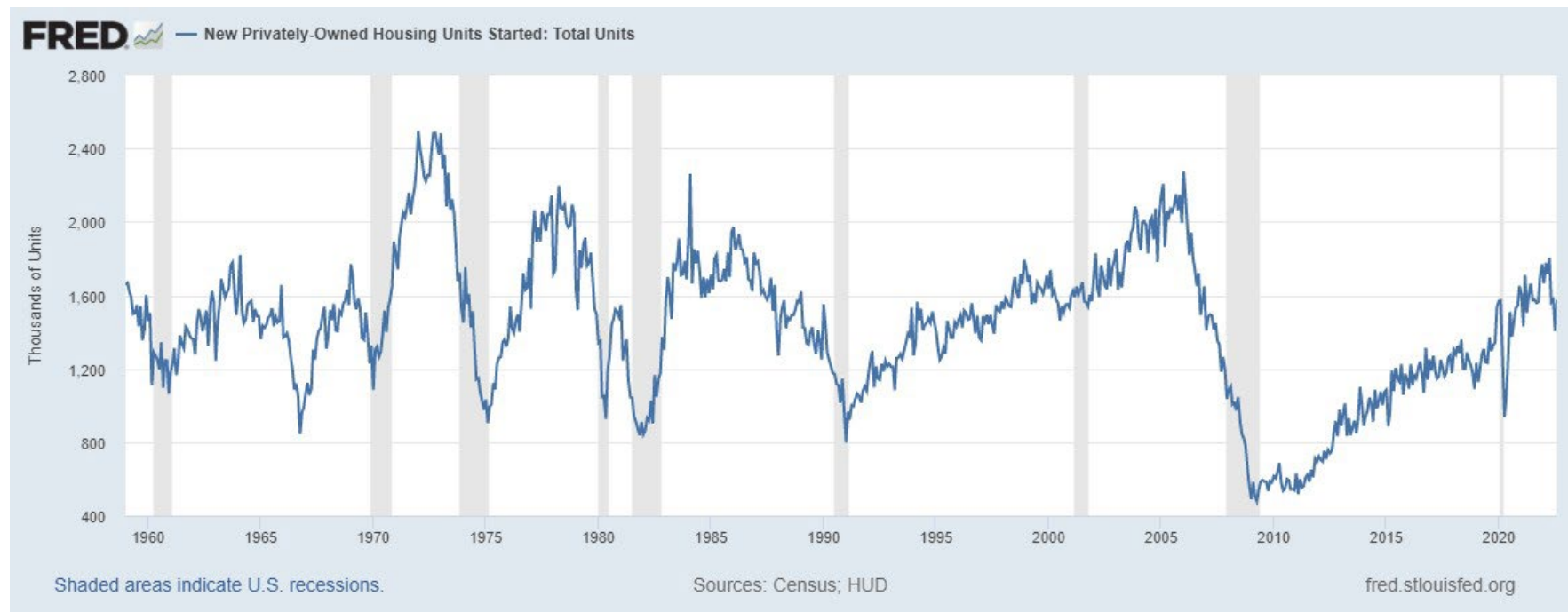
As of 2022, 39,198 renters in Jacksonville are severely cost-burdened (spending over 50% of their annual income on housing).

40% of Jacksonville households (156,000) earn incomes below 80% of Area Median Income (\$54,500 a year).

For all incomes, if current development remains without an increase, data suggests that the apartment unit supply gap is projected to be as high as 61,000 units by 2030. This data is from Costar and was retrieved by the First Coast Apartment Association.

Housing Market Collapse During Great Recession (2008)

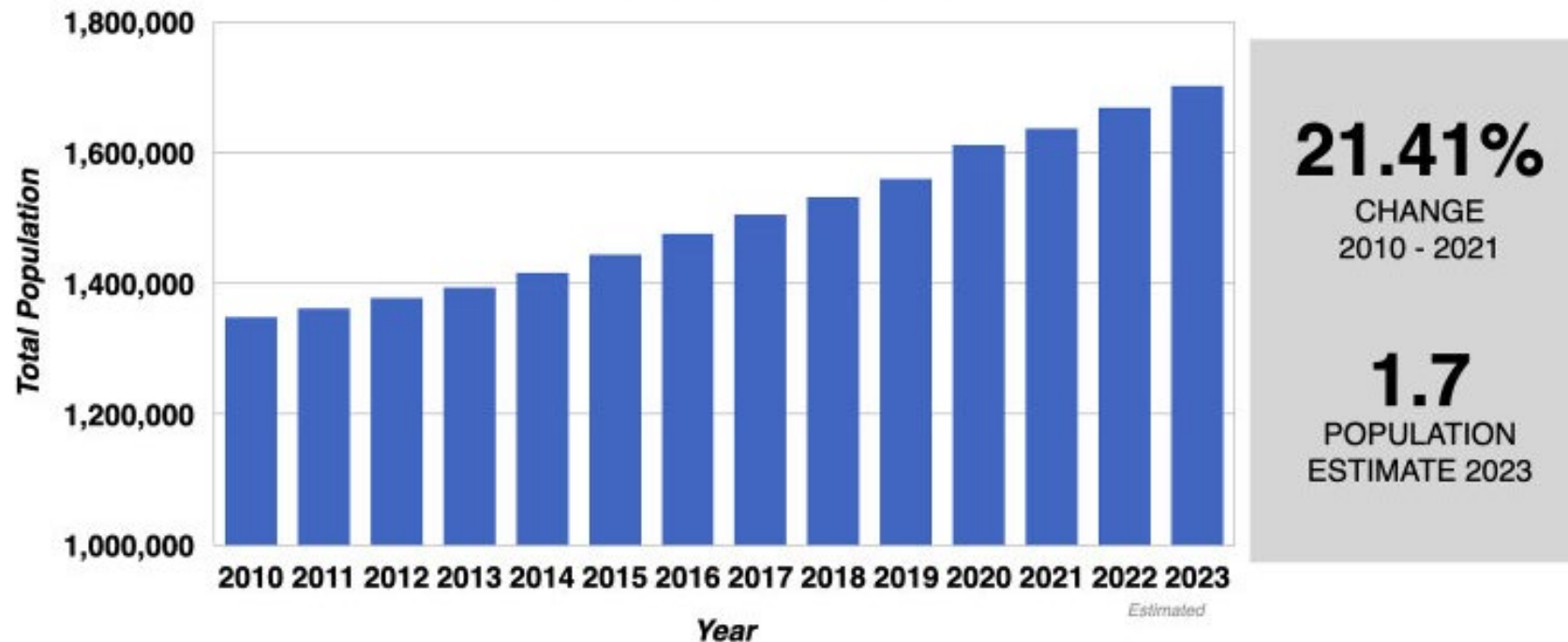
33% fewer housing starts between 2010 and 2020 than prior decade
Only in 2023 did we chat up to same amount of development as in 2008 before collapse



Data provided by then Planning Director Bill Killingsworth to the Affordable Housing Transition Subcommittee
Source: Census, HUD, Federal Reserve Economic Data

Population Growth: Jacksonville Metro (2010-2023)

While housing production diminished, in-migration has surged



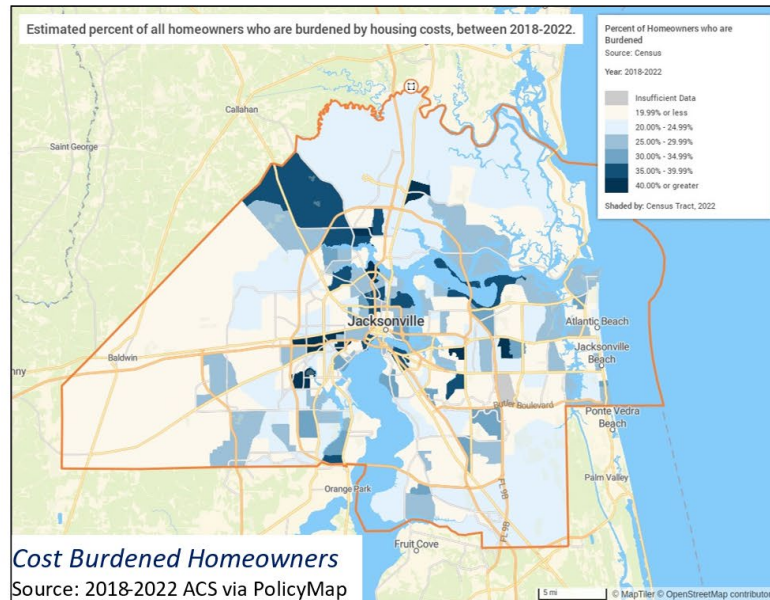
Data provided by former COJ Planning Director Bill Killingsworth to the Affordable Housing Transition Subcommittee
Source: RealWealth – 2023 Housing Market Overview for Jacksonville Metro

Duval County – Cost Burdened (2018-2022)

Housing Cost Burdened

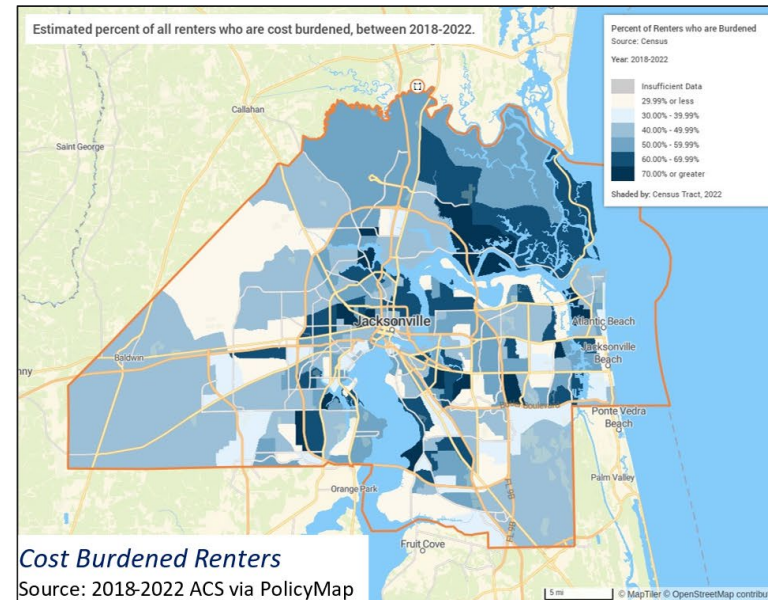
Cost Burdened Homeowners

- Over 22% of homeowners are cost burdened
 - 21,821 are severely cost burdened



Cost Burdened Renters

- Over 49% of renters are cost burdened
 - Over 39,198 are severe cost burdened



**Cost Burdened: Spending over 30% of income on housing expenses*

***Severe Cost Burdened: Spending over 50% of income on housing expenses*

Affordable Housing is Infrastructure

Housing is a foundational element of a community's well-being and economic stability, just like traditional infrastructure. ***Greater investment and long-term planning is required to address Jacksonville's housing crisis.*** It supports access to jobs, creates stronger neighborhoods, and provides for improved public safety, making it vital for a functioning society.

The Community Benefits Agreement, both for OutEast and Countywide, provides important local funding for affordable housing development that will invest in the community and allow for greater housing development across all of Jacksonville.

Community Benefits Agreement Focus

For Affordable Housing
\$2.5 million countywide for four (4) years = \$10 million total

Countywide: Increase Affordable Housing

- Support City growth by building more housing units
- Build on existing efforts (development/rehab)
- Increase housing inventory by incentivizing developments

OutEast: Housing & Homelessness

- Increase affordable housing units (developments)
- Minimize resident displacement (keep the community housed)
- Rehabilitate and reuse existing homes (keep them on the market)

Top Recommendation: Build More Affordable Housing to Meet Community's Demand

- **Local Stack Fund:**
 - Provides dedicated local funding to community partners, developers, CDCs, and non-profit organizations focused on building and rehabbing attainable housing inventory developments.
- **Affordable Housing Tap-Fee Fund:**
 - Eliminate or reduce the impact of tap and connection fees on low-income and attainable housing development projects.
- **Support Jacksonville Housing Finance Authority:**
 - JFHA exists for the purpose of addressing affordable housing needs in Duval County by stimulating the construction and rehabilitation of housing through the use of public financing through 4% tax credits or issuance of its mortgage revenue bonds.

Supporting Development of Housing: Low Risk; High Award; Leverage City \$

Helps provide gap funding to leverage resources to produce high-quality affordable housing and more units for the community. In addition, the COJ is actively pursuing grants for development, and these resources can be used as match funds for any grant application the city submits.

Another Option: Assist Renters and Homeowners in Remaining in their Homes

- **Downpayment Assistance Program**

- Local funding to support individuals and families as they move from renting into homeownership. Program aims to help those buyers who do not qualify for federal assistance through the HUD funded (H2H) down-payment assistance program, but due to high rental costs, need help to reach downpayment requirements.

- **Rehabilitation and Repair Program**

- Provides support for rehab or repair programs that support and assist renters and homeowners to remain in their homes. Normally this is focused on individuals who qualify at 80% AMI (Area Median Income) or lower

- **Rental Assistance and Eviction Diversion Program**

- Local funding to support Emergency Rental Assistance program, while also supporting community partners and programs that are addressing eviction prevention cases in our Jacksonville community. An example of this program is the United Way, JALA, and Jewish Family & Community Services program for eviction diversion and rental assistance.

Community Benefits Agreement Affordable Housing

Builds More Housing

Can Assist Renters and Homeowners to Remain in Homes

CBA resources would be used in a time-defined and funding-defined way – through City’s RFP/Procurement Process – money is needed and would be expended within the year through a public, proposal submission process.

CBA resources would leverage city dollars to build more affordable housing. A 100-unit affordable housing development costs between \$30-\$40 million. We can get 100+ units for a \$1/\$2 million investment by providing gap funding as a grant or loan to support the financial stack of the project. Affordable housing is expensive due to the lower rents, so these resources can help get the proforma to where it needs to be. By leveraging funds, you often see a 10 to 1 or 20 to 1 return on investment. Some market-rate developments add affordability to a project because of funding.

These CBA funds would or could be managed by City staff in the Housing and Community Development Division through the Procurement (RFP) process; reporting success metrics to the City Council on a yearly basis. These CBA funds would not be spent as direct contracts and would be available for single-family or multi-family developments.

How Does Affordable Housing Benefit the Community



1. Economic Stability
2. Improved Health Outcomes
3. Educational Achievement
4. Reduced Homelessness
5. Social Equity
6. Environmental Sustainability
7. Community Development

Housing is Infrastructure. Housing is Healthcare. Housing is Community.