

#### CareerSource Citrus Levy Marion 2703 NE 14th St. Ocala, FL 34470

# MARKETING AND OUTREACH COMMITTEE AGENDA

Wednesday, November 12, 2025 – 9:00 a.m.

Zoom Meeting: <a href="https://us02web.zoom.us/j/82820220866">https://us02web.zoom.us/j/82820220866</a>

Phone No: 1-646-558-8656 (EST) Meeting ID: 828 2022 0866

Call to Order

Roll Call

Approval of Minutes, August 13, 2025

A. Jones

C. Schnettler

Approval of Minutes, August 13, 2025

Pages 2 - 3

A. Jones

**DISCUSSION ITEMS** 

State Update

R. Skinner

Workforce Issues that are Important to Our Community

R. Skinner

**PUBLIC COMMENT** 

**ACTION ITEMS** 

WRA Grant Pages 4 - 23 R. Skinner

PROJECT UPDATES

Event ReportPage 24M. SacoWebsite UpdatePages 25 - 28L. ByrnesMarketing and Outreach ReportPages 29 - 30L. Byrnes

MATTERS FROM THE FLOOR

<u>ADJOURNMENT</u>

2025 – 2026 MEETING SCHEDULE							
Performance/ Monitoring	Business and Economic Development	Career Center	Marketing / Outreach	Education and Industry Consortium	Executive	Full	Board
	Unless noted otherwise all committee meetings are held at CareerSource CLM, 2703 NE 14th Street, Ocala, FL 34470						
Tuesday 9:00 am	Wednesday 9:00 am	Thursday 9:30 am	Wednesday 9:00 am	Thursday 9:00 am	Wednesday 9:30 am	Wednesd	lay, 11:30 am
8/5/2025	8/6/2025	8/7/2025	8/13/2025	8/14/2025	8/27/2025	9/3/2025	CF Levy
11/4/2025	11/5/2025	10/30/2025	11/12/2025	11/13/2025	11/19/2025	12/10/2025	CF Ocala
2/3/2026	2/4/2026	2/5/2026	2/11/2026	2/12/2026	2/25/2026	3/4/2026	CF Lecanto
5/5/2026	5/6/2026	5/7/2026	5/13/2026	5/14/2026	5/27/2026	6/3/2026	CF Ocala

#### **OUR VISION STATEMENT**

To be known as the number one workforce resource in the state of Florida by providing constructive tools and professional supportive services that are reflected in the quality of our job candidates and meet the needs of the business community.



## CAREERSOURCE CITRUS LEVY MARION Marketing and Outreach Committee

#### **MINUTES**

DATE: August 13, 2025

PLACE: 2703 NE 14th Street, Ocala, FL 34474

TIME: 9:00 a.m.

#### MEMBERS PRESENT

MEMBERS ABSENT

John Murphy

Al Jones, Chair Darlene Goddard Kathy Judkins Staci Bertrand

#### **OTHER ATTENDEES**

Rusty Skinner, CSCLM Dale French, CSCLM Cory Weaver, CSCLM Laura Byrnes, CSCLM Cira Schnettler, CSCLM

#### **CALL TO ORDER**

The meeting was called to order by Al Jones, Chair, at 9:00 a.m.

#### ROLL CALL

Cira Schnettler called roll, and a quorum was declared present.

#### **APPROVAL OF MINUTES**

Staci Bertrand made a motion to approve the minutes from the May 14, 2025, meeting. Darlene Goddard seconded the motion, Motion carried.

#### **DISCUSSION ITEMS**

#### State Update

Rusty Skinner updated the committee on the following items:

- CareerSource Florida will be holding their quarterly State meeting on August 20 and 21 at the World Equestrian Center. CLM management will be in attendance. The committee members were invited to attend the meeting.
- The State is introducing detailed guidelines and policies to ensure consistency among the regions.

#### Workforce Issues that are Important to Our Community

Al Jones shared that AutoZone will be opening numerous stores in the next year, some of which will be mega hubs.

#### **PUBLIC COMMENT**

#### **ACTION ITEMS**

None

#### **PROJECT UPDATES**

#### What We Do

Rusty Skinner shared that the communications team has done a wonderful job at updating the brochure. The brochure will be updated annually by highlighting key elements that created the story of the organization in the previous program year, as well as adding information about new initiatives. The brochures will be handed out at an upcoming board meeting. Al Jones and Staci Bertrand commended the staff on a well-designed brochure that is professional and current.

#### Website Re-Design

Laura Byrnes reviewed the updates on the website redesign. Al Jones asked when the anticipated date would be for the website to go live. Dale French responded that the target timeframe is in October.

#### **Event Report**

Cory Weaver highlighted items from the Event Report. She attributed much of the success of the job fairs to the ongoing partnerships with educational institutions. The next Paychecks for Patriots event has been scheduled for November 13. The Marion County Job Fair is scheduled for October 2.

#### Marketing and Outreach Report

Laura Byrnes reviewed the highlights of the newly revamped Marketing/Outreach report.

#### MATTERS FROM THE FLOOR

Laura Byrnes asked if the committee would see benefit of a quarterly board e-newsletter containing information about board activities and upcoming events. The committee members agreed that it would be beneficial to the board members.

Staci Bertrand and Kathy Judkins thanked CLM for being a sponsor for the Youth Energy Academy that was hosted in June and July for Marion County students by several energy industry partners. The Academy exposes students to stem careers.

#### **ADJOURNMENT**

There being no further business, the meeting was adjourned at 9:24 a.m.



#### RECORD OF ACTION/APPROVAL

## Marketing and Outreach Committee Wednesday, November 12, 2025

#### TOPIC/ISSUE:

Economic Development Support- Williston Regional Airport (WRA)

#### **BACKGROUND:**

We have been part of a workgroup in the initial phases of reviewing the WRA as a prospect to diversify the economy of Levy County. Participating organizations include, the City of Williston, WRA Manager, Levy County Economic Development Department, Levy County School Board and the North Florida Economic Development Partnership (NFEDP.

The U.S. Economic Development Administration has funding to assist rural counties impacted by natural disasters in their recovery. These grants require a 20% local (non-federal) match.

CareerSource Florida secured \$5 million in General Revenue (GR) to support workforce development in Florida's Rural Counties.

We submitted a request for \$150,000 to support this project through marketing new career opportunities through our Talent Pipeline videos, traditional print media, social media, and our project with the Levy County School Board and Career Expos. In addition, our proposal would allow us to provide funds to cover other costs related to the development of a strategic plan for the WRA.

The Levy Couty School Board and the College of Central Florida are reviewing training options that will support Maintenance Repair Operations (MRO), drone repair and training. The drone discussions include agricultural-related uses which may also open up entrepreneurial options.

Our plan is to use \$70,000 of the grant to develop the marketing and outreach elements and use \$80,000 to support the development of the strategic plan. Our \$80,000 will serve as a match for up to \$400,000.

Attached are rough drafts of the grant application for the City of Williston.

#### **POINTS OF CONSIDERATION:**

By accepting the GR grant, we will be able to promote aviation careers and training planned to begin at MTC in mid-2026, develop career information on MRO and drone careers and support recruitment efforts for CF and the Levy County School Board.

#### STAFF RECOMMENDATIONS:

#### Staff recommendations:

- Accept the CSF GR grant
- Allow staff to move forward with finalizing contract(s) to support the development of the strategic plan (\$80,000); and,
- Develop the career path materials necessary to support training related to activities in the strategic plan (\$70,000)
- Authorize the Executive Committee to approve contracts between full Board meetings, with contracts presented at the next full board meeting.

COMMITTEE ACTION:		
BOARD ACTION:		

#### **Impact and Engagement Narrative**

#### I. Executive Summary

- a. **Project Title:** Strategic Economic Development Plan for Williston Regional Airport and Industrial Park (WRA)
- b. **Summary of the Project and Goals:** The City of Williston (Florida) is seeking to develop a comprehensive Strategic Economic Development and Disaster Resiliency Plan focused on optimizing two of the city's most critical, yet undeveloped and undercapitalized economic assets: the Williston Regional Airport and its industrial park. The project is seeking \$500,000 through the Readiness Path of the EDA's FY 2025 Disaster Supplemental Funding. The project is focused on securing a Strategy Development grant.

The request for funding is being pursued following unprecedented economic devastation in Levy County and the North Central Florida region produced from three (3) major hurricanes occurring between August 2023 and September 2024: Hurricane Idalia (Category 3, August 2023), Hurricane Debby (Category 1, August 2024), and Hurricane Helene (Category 4, September 2024). These disasters, covered under Federal Disaster Declarations DR-4734, DR-4806-FL, and DR-4834 respectively, have resulted in approximately \$178 million in direct economic losses across Levy County (including Williston) and its three primary economic sectors including agriculture (\$28.2 million), aquaculture (\$87 million), and damages attributed to tourism disruption (\$63,5 million). In addition, there was an SBA Administrative Disaster Declaration (FL-20026) and FL-20027) from a Tornado in October 2023. The severity and compressed timeframes of these disasters, with each subsequent storm affecting ongoing recovery efforts from previous storm events, has created a critical systemic economic disruption in the county and region overall.

The proposed project is essential for charting a more strategic, sustainable, and disaster-resilient economic future for Williston, Levy County, and the broader North Central Florida region. This project will result in a comprehensive, datadriven, feasible plan to both diversify the private sector economic employment base and develop strategies for pre- and post-storm event operations for future disaster response and recovery scenarios. A key element of this project is the optimization of undeveloped and/or underutilized property at WRA—approximately 1,000 acres. The ultimate outcomes of the project will lead to the creation of private sector, high-wage jobs and capital investment in targeted industries such as aviation-related manufacturing, maintenance and repair, and avionics; emerging technologies, testing, and manufacturing related to unmanned drones; and freight logistics and distribution, among others.

<u>Proposed Geographic Region</u>. Williston Regional Airport and Industrial Park are located at 1891 SW 18<sup>th</sup> Street, Williston Florida, and including the entirety of Levy County and the broader North Central Florida region.

### Section 2. Strategic Positioning for Future Disaster Recovery and Economic Development Funding

This project can play a pivotal role in positioning the WRA, the City of Williston, Levy County, and a host of additional local and regional public and private entities for future disaster recovery and economic development funding through EDA and other federal agencies, and multiple Florida state government agencies including the Florida Department of Commerce, CareerSource Florida, the Florida Department of Transportation, and the Florida Department of Environmental Protection, among others. This project may also open up private funding and investment opportunities for designated Opportunity Zones. Here's how this project can achieve that goal:

#### **Improves Grant Competitiveness and Readiness**

- Strategic Alignment with EDA Priorities: By creating a formalized strategic plan, the
  project will ensure alignment with EDA's investment priorities (e.g., economic recovery
  resilience, workforce development, critical infrastructure, innovation and
  entrepreneurship, and manufacturing).
- **Data-Driven Justification**: The plan will include comprehensive data collection, economic analysis, and risk assessments that support future EDA and other agency grant applications.
- Shovel-Ready Projects Pipeline: The strategic plan will identify and prioritize critical infrastructure and disaster recovery resource needs, enabling the community and region to be more agile and prepared in applying for time-sensitive federal and state grants.

#### **Strengthens Disaster Resilience**

- **Resiliency Planning**: Incorporating disaster vulnerability assessments into the plan will position the community and region for additional EDA Disaster Supplemental Funding (potentially Implementation Path) and other state and federal funding opportunities.
- Infrastructure Resilience: The strategic plan will focus on infrastructure needs at the WRA that could mitigate risks from hurricanes, flooding, or other natural disasters, and that can advance and serve economic development efforts for targeted and emerging industries.

#### **Unlocks New and Diversified Economic Development Opportunities**

- Identifies Growth Sectors: The plan will pinpoint high-potential industries (e.g., aviation, logistics and distribution, advanced manufacturing, agri-tech) suited to the community and region's assets and workforce and identify gaps in workforce skills needed to support targeted and emerging industries.
- Business Attraction & Investment: With a strategic roadmap in place, the community
  will proactively target industries aligned with the identified sectors for WRA.

- **Airport-Centric Development**: The WRA's role as a regional transportation asset will be leveraged for aviation-related economic clusters, skilled labor training centers, and/or logistics hubs.
- Reduces Dependence on Legacy Industries: Levy County and Williston will continue
  to support greatly the legacy businesses that have been so vital to the local/regional
  economy; however, this project will target private industries that broaden the local
  economic base beyond traditional sectors like agriculture and tourism including aviationbased industries, advanced manufacturing, and logistics among others.
- Workforce Strategy: The project will address local skills gaps and propose training initiatives in partnership with regional colleges, technical schools, and workforce development boards to support emerging industries.
- Regional Collaboration: The project will facilitate public-private partnerships and regional coordination, increasing competitiveness for multi-jurisdictional funding opportunities.

#### **Community and Stakeholder Engagement**

A major focus of the project is local and regional stakeholder engagement. Over the past 3 months, commitments have been garnered from a range of vital public and private stakeholders critical to the project's success. A Steering Committee has been informally created and designed to provide guidance and feedback on all elements of the project, and to participate in data collection and analysis, and policy formulation. Members for this Committee (to date) include legacy businesses operating at and/or near the airport, city and county elected officials, executive city and airport staff, contracted airport aviation engineers, local and regional economic development staff, regional planning council staff, regional college administrators and staff, regional CareerSource officials and staff (workforce development), School District Superintendent for K-12 schools and School District Career Technical Education (CTE) Director for Levy County, Director for Marion Technical College (adjacent county), Space Florida executives and staff in charge of Business/Industry Development, among others. This Committee has held two organizational meetings, and all are contributing toward the development of this application, are committed to the entirety of this project and all it will entail and have expressed their enthusiastic "buy-in" to this effort.

#### **Section 3: Strategy Development**

In summary, the project will produce a data-driven, feasible, and regionally aligned roadmap for addressing critical infrastructure priorities identified for the WRA, for assessing and developing strategies for addressing existing workforce development gaps and ensuring a sustainable pipeline of skilled workers for targeted and emerging industries, for prioritizing disaster resource recovery infrastructure and other needs based on identified vulnerabilities, and for positioning multiple local and regional entities with data and information to pursue additional federal and state funding opportunities (highlighted above). The goal of the project will be to pursue, attract, and sustain significant high-wage jobs for local and regional citizens, and high levels of private capital investment in the targeted area.

#### **B.1: Scope of Work**

#### Summary

The proposed Scope of Work (SOW) is designed to actively engage key stakeholders and organizations in developing a comprehensive **Strategic Economic Development Plan** for the Williston Regional Airport and Industrial Park (WRA). Central to this engagement is the formation of a **Steering Committee**, composed of public and private sector leaders, to provide expertise, guidance, and oversight in shaping strategies that align with the project's ultimate goal: attracting targeted private industry, increasing private investment, and generating high-wage, sustainable jobs for local and regional residents.

The project will be executed by an experienced **project management and technical team**, ensuring the completion of all objectives and deliverables. Strategies will be informed by extensive **data collection**, **benchmarking**, **and market assessments**, documenting current conditions and trends at the WRA, the City of Williston, and the broader North Central Florida region. This will include analysis of:

- Physical assets (developable property, site readiness, infrastructure capacity)
- Workforce and talent (current workforce, skills, educational and training programs)
- Industry clusters and regional economic development programs
- Local and regional partnerships, plans, and organizations

The resulting Strategic Plan will position the WRA and its partners to pursue additional federal, state, and local funding and outline actionable steps to maximize economic potential.

The SOW is organized into **Core Elements**, each with objectives and key tasks to achieve project outcomes.

#### Core Element A: Project Initiation, Management, and Oversight

**Objective A1:** Internal planning for project management, Steering Committee, and resources

Objective A2: Initiate project activities and conduct project kick-off

#### **Key Tasks:**

• A1.1 Convene core leadership team (City Manager, Airport Director, Ad Hoc Working Group) to review scope, deliverables, in-house capabilities, and consultant needs.

- A1.2 Establish a diverse Steering Committee to provide input on data, analysis, strategy development, and resource support; project manager to coordinate all activities.
- **A1.3** Secure lead project manager responsible for oversight, consultant management, financial reporting, and resource allocation.
- A1.4 Identify required professional/technical consultants and develop selection and engagement processes.
- A1.5 Determine technical expertise, personnel, and funding needs for successful project execution.
- A2.1 Hold kick-off meeting with Steering Committee to define roles, responsibilities, engagement expectations, project milestones, and resources.
- A2.2 Establish communication protocols and next-phase project activities.
- A2.3 Conduct initial strategic visioning session to gather stakeholder insight, identify priorities, and discuss WRA strengths, weaknesses, opportunities, and threats (SWOT).

#### **Core Element B: Baseline Inventory & Benchmarking**

**Objective B1:** Develop a baseline of physical assets, workforce, education/training programs, and industry clusters.

**Objective B2:** Identify potential barriers to optimizing WRA assets.

Objective B3: Inventory current local and regional partnerships.

**Objective B.4**: Review, assess, and refine (where necessary) WRA disaster recovery operational and recovery plans.

- **B1.1** Compile WRA-specific data: land availability, runway capacity, hangars, current businesses, aircraft operations, and cargo/freight volumes.
- **B1.2** Assess infrastructure: utilities (water, electricity, wastewater, broadband, energy), transportation access (road, rail, air).
- **B1.3** Evaluate site readiness of all developable parcels, including zoning, permitting, and environmental considerations.
- **B1.4** Collect workforce and economic data: employment by industry, labor skills, unemployment, wage trends, educational attainment, population growth.

- **B1.5** Identify current industry clusters (e.g., manufacturing, logistics, aviation) and WRA's role within them.
- B1.6 Inventory education and training assets, including post-secondary institutions,
   Career Technical Education (CTE), workforce training programs, dual enrollment opportunities, and private providers.
- **B2.1** Identify infrastructure gaps hindering business expansion.
- **B2.2** Highlight deficiencies in education/training programs for targeted industries.
- **B2.3** Identify environmental, regulatory, and land-use barriers to economic development.
- **B3.1** Inventory potential local, regional, and public/private partnerships for resource leveraging.
- **B3.2** Review existing economic development plans (CEDS, NFEDP, WRA Airport Master Plan, Workforce Development plans) to ensure alignment.
- **B4.1** Collect, review and analyze all disaster recovery operations and recovery plans.
- **B4.2** Identify any outdated and/or inadequate emergency management, hazard mitigation, or otherwise shortfalls in current plans that need to be addressed.

#### **Core Element C: Market & Opportunity Assessment**

Objective C1: Assess market demand and opportunities in target sectors.

**Objective C2:** Evaluate site readiness for targeted industries.

Objective C3: Conduct SWOT analysis for WRA economic development.

- **C1.1** Conduct market research to identify and analyze feasible industry targets: aviation/aerospace, manufacturing, logistics, equine-related sectors; assess growth trends, location drivers, site and workforce needs.
- **C1.2** Analyze regional and national supply chains to identify WRA's potential role as a node.
- **C2.1** Evaluate, rank, and develop site preparedness plan for WRA parcels; provide rough order of magnitude cost estimates for top properties.

- **C2.2** Conduct financial feasibility analysis for site development and tenant attraction.
- **C3.1** Convene follow-up workshop with stakeholders, consultants, and industry experts to validate SWOT findings.

#### **Core Element D: Strategy Formulation & Economic Development Plan**

**Objective D1:** Define priority strategic goals for WRA economic development.

**Objective D2:** Develop actionable strategies and initiatives.

**Objective D3:** Identify funding sources and local incentives to support strategies.

**Objective D4:** Prepare and adopt final Strategic Plan.

**Objective D5:** Determine a framework of "Next Steps" seeking realization of goals

and strategies for the WRA Economic Development Plan.

- **D1.1** Formulate strategic goals based on project data, assessments, and stakeholder input.
- **D2.1** For each goal, develop 3–4 actionable, measurable strategies.
- **D3.1** Inventory potential federal, state, local, and private funding sources.
- **D3.2** Identify local incentives to attract private investment.
- **D4.1** Prepare Draft WRA Economic Development Strategic Plan incorporating all analyses and strategies.
- D4.2 Circulate draft for review and comment by Steering Committee, project team, and stakeholders.
- **D4.3** Revise draft based on feedback.
- **D4.4** Present Final Strategic Plan for Steering Committee approval.
- **D5.1** Explore and determine potential governance structure (advisory or formal) designed to guide subsequent activities in realizing the goals/strategies for (WRA).
- **D5.2** Prioritize strategies for short-, mid-, and long-term action.
- **D5.3** Identify possible funding sources (federal, state, local and private) to assist in the addressing the strategies, especially shortfalls in physical infrastructure and workforce capacities.

• **D.5.3** Assign resources and capacity to pursue additional funding and partnerships to advance the priorities of the WRA Strategic Economic Development Plan.

#### **Core Element E: Project Close-Out**

Objective E: Ensure completion and formal closure of all project elements.

- E1.1 Confirm all deliverables accepted by EDA.
- **E1.2** Prepare final project close-out report.
- **E1.3** Archive documentation and establish plan review/update schedule (e.g., every 3 years).
- **E1.4** Conduct debrief with Steering Committee and project team; explore subsequent funding and transition to strategy implementation

#### **B.2** Project Deliverables and Outcomes (WRA Economic Development Strategic Plan)

#### **Summary**

The project deliverables for the WRA Economic Development Strategic Plan collectively establish a structured, data-informed approach to regional economic development. Core Element A focuses on project initiation and management, resulting in a clear leadership structure, engaged stakeholders, defined roles, and a unified strategic vision. Core Element B delivers a comprehensive baseline of physical, workforce, and industry assets, identifies gaps and barriers, and validates data with stakeholders to support evidence-based planning and strengthen regional alignment.

Core Elements C and D build on this foundation, translating insights into actionable economic strategies. Market and opportunity assessments provide prioritized industry targets, site readiness evaluations, and financial feasibility analyses, guiding investment and development decisions. The Strategy Formulation and Economic Development Plan synthesize findings into strategic goals, measurable initiatives, funding strategies, and a final, consensus-based plan, ensuring a practical roadmap for sustainable growth, stakeholder collaboration, and regional economic vitality.

This plan will be of immense value and benefit a range of stakeholders but most important will be local and regional residents of all ages seeking better, high wage paying jobs and employment. As companies are attracted to the WRA, there will be long-term, sustainable industry jobs and also a high impact with construction employment as facilities and infrastructure is built out. Other beneficiaries will undoubtedly be the City and Airport with more diversified revenue sources to reinvest in the airport and community abroad, local and regional education and technical skill training institutions as they see higher enrollments and emerging industries for additional programs, and the North Central Florida region overall as other private investment is likely to grow.

#### **Deliverables and Anticipated Outcomes**

Core Element A: Project Initiation, Management, and Oversight

**Objective A1:** Internal Discussions and Planning **Objective A2:** Initiate Project Activities and Kick-Off

Deliverable	Description of Outcome
A1.1 Leadership Team	Formation of core leadership, review of project scope,
Convened & Planning	assignment of responsibilities, and initial project
Framework Established	timeframes.

Deliverable	Description of Outcome		
A1.2 Steering Committee Established	Appointment of public/private stakeholders to provide strategic guidance and ensure alignment with the WRA Strategic Plan.		
A1.3 Lead Project Manager Selection Process Defined	Approved process to identify, select, and onboard a project manager responsible for coordination, oversight, and deliverables.		
A1.4 Consultant Procurement Process & Schedule	Plan and timeline for selecting professional/technical consultants, including scopes, advertising, and evaluation criteria.		
A1.5 Technical Resource Assessment Report	Identification of required technical expertise, personnel, and funding; highlights gaps and strategies to secure needed resources.		
A2.1 Project Kick-Off Meeting Held	Convening of Steering Committee to confirm roles, responsibilities, milestones, and communication expectations; documented outcomes.		
A2.2 Communication & Coordination Protocols Established	Framework for meetings, reporting, and decision-making to ensure effective collaboration.		
A2.3 Strategic Visioning Session & SWOT Summary Prepared	Facilitated session to identify priorities, critical assets, and SWOT insights to guide future project phases.		

#### **Summary Outcomes for Core Element A**

- Clear management structure
- Defined project leadership and management processes
- Formalizes and details stakeholders' engagement
- Produces a unified vision guiding subsequent project elements.

#### Core Element B: Baseline Inventory & Benchmarking

Deliverable	Description	Outcome
B1. Comprehensive Asset & Infrastructure Inventory	Documentation of land, facilities, utilities, transportation access, and site readiness.	Establishes a complete baseline of WRA's physical and operational assets.
B2. Workforce, Education & Economic Profile	Analysis of regional labor, demographics, wages, and training assets.	Provides insight into workforce capacity, skills gaps, and talent pipeline opportunities.
B3. Regional Industry & Cluster Analysis	Assessment of existing/emerging industry clusters and WRA's regional role.	Clarifies competitive positioning and strategic growth opportunities.
B4. Barrier, Gap & Partnership Assessment	Evaluation of infrastructure, workforce, regulatory, and environmental challenges; partner alignment.	Identifies constraints and collaboration opportunities for regional economic initiatives.

**Summary Outcomes for Core Element B:** Comprehensive understanding of current conditions, identification of barriers and gaps, enhanced strategic alignment with regional/state plans, foundation for evidence-based planning, improved funding competitiveness, informed stakeholder collaboration.

#### **Core Element C: Market & Opportunity Assessment**

Deliverable	Description	Outcome
C1. Market Research & Industry Target Report	Analysis of target industries, growth trends, competitive positioning, and infrastructure/workforce needs.	' '

Deliverable	Description	Outcome
C2. Supply Chain & Airport Integration Assessment	Review of supply chain dynamics and airport-linked business opportunities.	Defines niche market roles and partnership strategies.
C3. Site Readiness Evaluation & Preparedness Plan	Technical assessment of parcels, readiness ranking, infrastructure gaps, and ROM cost estimates.	Prioritized list of sites and actionable roadmap for development.
C4. Financial Feasibility & Development Screening	Preliminary financial analysis of site development opportunities, costs, and incentives.	Provides framework for pursuing federal and state funding, public-private partnerships and investment strategies.
C5. SWOT Workshop & Strategic Findings Summary	Stakeholder-driven SWOT analysis; synthesis of findings.	Consensus-based understanding of strengths, weaknesses, opportunities, threats, and strategic priorities.

**Summary Outcome Core Element C:** Data-driven market and opportunity portfolio to guide site development, investment attraction, and sustainable economic growth.

#### **Core Element D: Strategy Formulation & Economic Development Plan**

Deliverable	Description	Outcome
D1. Strategic Goals Framework	4–6 concise, data-driven strategic goals aligned with WRA's vision and market opportunities.	Clear, unified direction for future growth with stakeholder consensus.
D2. Actionable	3–4 measurable strategies per	Practical roadmap for advancing
Strategies &	goal, including responsible	economic priorities, investment,
Initiatives Matrix	parties, metrics, and timelines.	and job creation.

Deliverable	Description	Outcome
D3. Funding & Incentives Inventory	Analysis of potential federal, state, local, and private funding; recommended incentives.	Initial funding strategies to finance strategic projects and catalyze growth.
D4. WRA Economic Development Strategic Plan	Draft plan with goals, strategies, funding, implementation framework; stakeholder review and final adoption.	Fully integrated, actionable, and consensus-based plan guiding investment, partnerships, and policy decisions.

**Summary Outcome Core Element D:** Comprehensive Economic Development Strategic Plan translating data into clear priorities, measurable actions, potential sustainable funding strategies, and a unified path toward regional economic diversification and growth.

#### Williston Regional Airport Strategic Economic Development Plan

#### **18-Month Project Timeline with Milestones**

Month Core Element		Key Tasks	Milestones / Deliverables
1–2	A. Project Initiation, Management & Oversight	A1.1–A1.5, A2.1–A2.3	<ul> <li>Core leadership team convened</li> <li>Steering Committee established</li> <li>Project manager secured</li> <li>Kick-off meeting conducted</li> <li>Initial strategic visioning session completed</li> </ul>
3–6	B. Baseline Inventory & Benchmarking	B1.1–B1.6, B2.1–B2.3, B3.1–B3.2	<ul> <li>Comprehensive baseline data collected (assets, workforce, clusters)</li> <li>Site readiness assessments completed</li> <li>Inventory of partnerships and existing plans compiled</li> </ul>
5-8	C. Market & Opportunity Assessment (Phase 1)	C1.1-C1.2	<ul><li>- Market research report on target sectors</li><li>- Supply chain and regional role analysis completed</li></ul>
8-11	C. Market & Opportunity Assessment (Phase 2)	C2.1–C2.2	<ul> <li>Site preparedness and development feasibility analysis completed</li> <li>Rough order of magnitude cost estimates provided</li> </ul>
11-12	C. Market & Opportunity Assessment (Phase 3)	C3.1	<ul> <li>SWOT validation workshop with stakeholders and experts conducted</li> <li>Draft SWOT summary report completed</li> </ul>

Month Core Element		Key Tasks	Milestones / Deliverables
12–13	D. Strategy Formulation & Economic Development Plan (Phase 1)	D1.1, D2.1	<ul> <li>Strategic goals defined</li> <li>Actionable strategies developed</li> <li>(3–4 per goal)</li> <li>Strategy framework draft completed</li> </ul>
14–15	D. Strategy Formulation & Economic Development Plan (Phase 2)	D3.1–D3.2, D4.1	<ul> <li>Funding sources and incentives</li> <li>identified</li> <li>Draft Strategic Plan prepared</li> <li>incorporating assessments, SWOT,</li> <li>and strategies</li> </ul>
16	D. Strategy Formulation & Economic Development Plan (Phase 3)	D4.2-D4.3	<ul> <li>Draft circulated to Steering</li> <li>Committee and stakeholders for review</li> <li>Feedback incorporated into revised draft</li> </ul>
17	D. Strategy Formulation & Economic Development Plan (Phase 4)	D4.4	- Final Strategic Plan presented and approved by Steering Committee
18	E. Project Close-Out	E1.1–E1.4	<ul> <li>All deliverables accepted by EDA</li> <li>Final close-out report prepared</li> <li>Documentation archived</li> <li>Debrief and transition to</li> <li>implementation completed</li> </ul>

#### **B4** Alignment of WRA Economic Development Plan with EDA Investment Priorities

The proposed Scope of Work (SOW) for the Williston Regional Airport (WRA) Economic Development Plan is closely aligned with multiple U.S. Economic Development Administration (EDA) investment priorities, including critical infrastructure, workforce development, innovation and entrepreneurship, economic recovery and resilience, and manufacturing. The project's structured, multi-phase approach ensures that strategies and recommendations will directly support the growth of the regional economy, leveraging both existing and potential assets.

#### 1. Critical Infrastructure

The SOW emphasizes a thorough assessment of physical assets, utilities, transportation access, and site readiness through Core Elements B (Baseline Inventory & Benchmarking) and C (Market & Opportunity Assessment). Specifically:

- **Inventory and Assessment:** B1.1–B1.3 assess developable parcels, airport facilities, runway capacity, utilities (water, electricity, broadband), and transportation connectivity (road, rail, air).
- Gap Analysis and Recommendations: B2.1 identifies deficiencies in infrastructure that may hinder private investment, while C2.1–C2.2 provide site preparedness plans with preliminary cost estimates to address infrastructure gaps.

  By identifying, prioritizing, and recommending infrastructure improvements, the project directly supports EDA's priority to enhance regional capacity to attract private investment and facilitate high-wage job growth.

#### 2. Workforce Development

The SOW addresses workforce readiness and talent alignment with targeted industries through:

- Workforce Assessment: B1.4–B1.6 collects data on labor skills, educational attainment, training programs, and industry needs.
- **Gap Identification:** B2.2 identifies gaps in education and training that may impede economic development.
- **Strategy Formulation:** D2.1–D5.3 integrates workforce strategies into the final economic development plan, including recommendations for aligning local training programs with industry demand.
  - This ensures that the region's workforce is prepared to meet the labor requirements of high-growth sectors, a core EDA investment priority.

#### 3. Innovation and Entrepreneurship

The project actively promotes innovation and entrepreneurship by identifying sectorspecific growth opportunities and fostering partnerships:

- **Targeted Industry Assessment:** C1.1–C1.2 evaluates emerging sectors such as aviation/aerospace, manufacturing, logistics, and equine-related industries.
- **Stakeholder Engagement:** Core Elements A and D facilitate collaboration with public-private partners, enabling entrepreneurship and innovation ecosystems.
- Strategic Goal Development: D1.1–D2.1 formulates actionable strategies that may include incubator development, supply chain integration, or specialized business services to catalyze innovation.
  - These activities support EDA's priority of strengthening regional entrepreneurship, fostering new business formation, and supporting innovation clusters.

#### 4. Economic Recovery and Resilience

The SOW integrates resilience planning to support economic stability and recovery from potential disruptions:

- **Disaster Preparedness Review:** B4.1–B4.2 reviews WRA disaster recovery and operational plans, identifying areas for improvement.
- Strategic Planning for Recovery: D2.1–D5.3 ensures that economic strategies are
  resilient, factoring in infrastructure, workforce, and market vulnerabilities.
   By embedding resilience into planning, the project aligns with EDA's priority of
  enhancing regional capacity to withstand economic shocks and natural hazards.

#### 5. Manufacturing and Industry Cluster Development

The SOW directly targets industrial and manufacturing growth by:

- **Cluster Analysis:** B1.5 evaluates current industry clusters, including manufacturing and logistics, and WRA's role in regional economic activity.
- Market Opportunity Assessment: C1.1 identifies feasible manufacturing and aerospace industry targets, assesses growth trends, and determines location and workforce needs.
- Strategy Formulation: D1.1–D2.1 develops strategies to attract, retain, and expand manufacturing and related industries, supporting high-wage employment.

  These actions reinforce EDA's priority to support advanced manufacturing and cluster-based economic development.

#### **Summary:**

Through its systematic approach to data collection, stakeholder engagement, site and workforce assessment, and strategy formulation, the WRA Economic Development Plan directly supports multiple EDA investment priorities. The project strengthens critical infrastructure, develops a skilled workforce, fosters innovation and entrepreneurship, enhances regional resilience, and promotes industrial growth—positioning WRA and the broader North Central Florida region for sustainable economic growth and increased private investment

#### July 2025- June 2026 Business Services Events (Onsite, Offsite Virtual)



#### PY 25 - 26 Individual Events

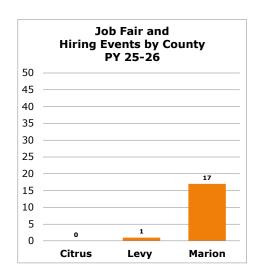
Total Events: 31 Attendees: 1334 Reported Hires: 182

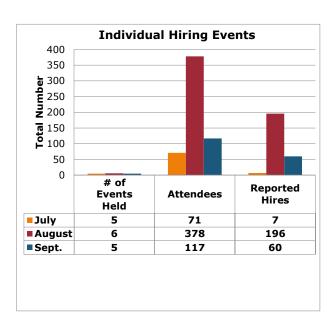
#### **PY 25 - 26 Job Fairs**

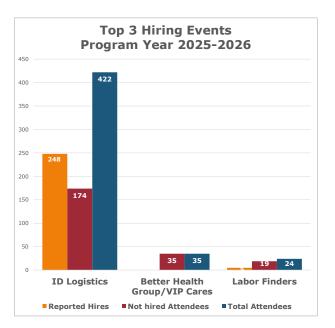
Attendees: 555 Businesses: 44

#### **Upcoming Events**

**November 13 Paychecks for Patriots** 







#### Other Individual Hiring Events 7/2025 - 9/2025

Other Individual III ing Events 7/2025 3/2025			
<b>Event Date</b>	<b>Event Name</b>	<b>Event Location</b>	County
7/10	Village Golf Cart	14th Street	Marion
7/14	Preferred Materials	14th Street	Marion
7/23	Florida Department of Agriculture	Chiefland	Levy
7/29	Heart of Florida Health Center	Heart of Florida Health Center	Marion
8/14 & 8/15	Captain D's Seafood	14th Street	Marion
9/9	Wire 3	14th Street	Marion
9/11	XPEL Technologies	14th Street	Marion
9/16	Avante of Ocala	14th Street	Marion
9/24	Hydro Power Florida	14th Street	Marion

"I think this was the best career fair we have attended, loved the location and felt like a great turnout. Hoping to fill our open positions with attendees from this event. Thank you for all of your hard work, as always!"

Business Response from Marion County Job Fair Survey

#### WEBSITE REDESIGN | STATUS AS OF NOV. 4, 2025

- CSCL provided testimonials and images for homepage Success Stories
- Reviewed/made recommendations over three rounds of Homepage design revisions (confirmed final version with minor adjustments on Oct. 27)
- Appleton has transitioned the homepage into the final file (technical state) and is moving forward with programming and design of interior pages (Nov. 3)
- Appleton is wrapping up content outlines for interior pages, once provided we can proceed with content

**Job Seekers** 

**B**usinesses

**Events** 

Insights

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**About Us** 

**Contact Us** 

CareerSource CLM will be closed on Thursday, December 25. Our offices will reopen at 9 a.m. on Friday, December 26. Welcome to CareerSource Citrus Levy Marion SUPPORTING JOB SEEKERS AND BUSINESSES ACROSS CITRUS, LEVY, AND MARION COUNTIES Your success is our mission. CareerSource Citrus Levy Marion equips job seekers with tools to grow and thrive, while helping businesses build the teams they need to succeed. Through career coaching, training, and hiring solutions, we empower our community to reach its full

potential.

**Post Jobs** 

FIND A JOB THAT FITS YOUR FUTURE

Ready to find your next job in Citrus, Levy, or Marion counties? Use our advanced job search tool, powered by Employ Florida, to connect with businesses hiring for your skills, experience, and career goals. Start your search now and take the next step toward success.

**Search Jobs** 

**Browse Current Opportunities** 



**View Events** 



JOB SEEKERS

# A job search can be frustrating — we're here to make it easier. Whether you're entering the workforce, re-entering,

**Resources for Job Seekers** 

a military veteran, or seeking to advance your career, CareerSource Citrus Levy Marion offers personalized support and referrals to top businesses. Our team is here to guide you through every step of your career journey. **View Our Job Seeker Services** 



# to residents of Citrus, Levy, and Marion counties.

**Build Skills.** 

Gain Confidence.

**Advance Your Career.** 

Explore free workshops, virtual learning tools and

**Explore Training Opportunities** 

certifications, and learn-while-you-earn programs with top

businesses designed to boost your career — all available

# Helping Businesses Recruit and Grow

BUSINESSES

# We partner with businesses in Citrus, Levy, and Marion counties to build strong talent pipelines and support workforce growth. Our Business Services team offers customized hiring solutions, including On-the-Job

and Custom Business Training grants, paid internships and

and keep the right people. **Partner With Us** 

apprenticeships. From recruitment to retention, we help you find, train,



# Newsroom **Events**

WHAT'S NEW AT CAREERSOURCE CLM

# LATEST NEWS POST | JULY 17, 2025 Summer job fair in Ocala offers hot hiring opportunities across multiple industries

Keep up with the latest workforce news, updates, and

success stories from CareerSource Citrus Levy Marion.

Our blog and announcements highlight regional labor

job seekers and businesses thrive in Citrus, Levy, and

market trends, upcoming events, and resources to help

**Visit the Newsroom** 

Marion counties.



Levy Marion events, including job fairs, workshops, and

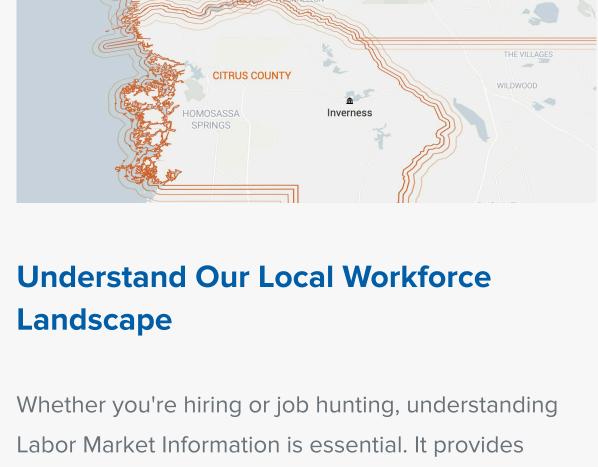
training sessions across Citrus, Levy, and Marion

opportunities to grow your career or workforce.

counties. Check our calendar regularly for

**View All Events** 

**Market Data** 

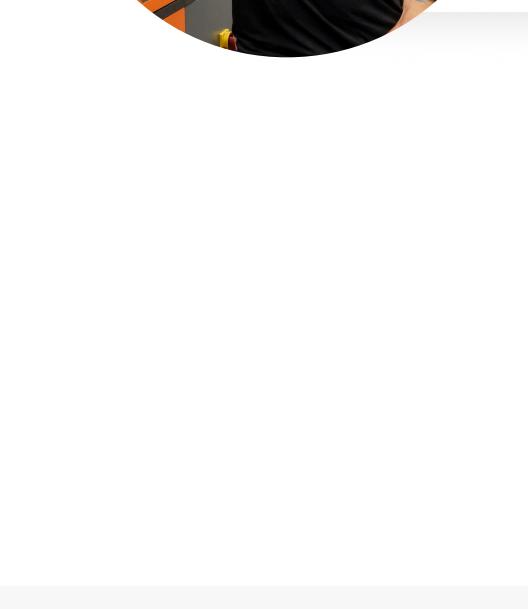


demands, and economic factors that influence recruitment strategies and career decisions in Citrus, Levy, and Marion counties.

**Explore Labor Market Data** 

valuable insights into employment trends, industry

Real Stories. Real Results.



**READ MORE STORIES** 

"Over the last few years, CareerSource Citrus Levy Marion has supported our

business in training staff, allowing us to offer improved products and service to

our customers. We have saved over \$42,000 in training costs!"

- Guido Lobo, President/Sales Manager, Silver Wolf Holdings, Inc.

**CONNECT WITH OUR TEAM** 

Need help or have questions? Visit our Contact page to

reach the CareerSource Citrus Levy Marion team.

**Contact Us** 





MEET SOME OF OUR BUSINESS PARTNERS



Advent Health



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Walmart

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Insights

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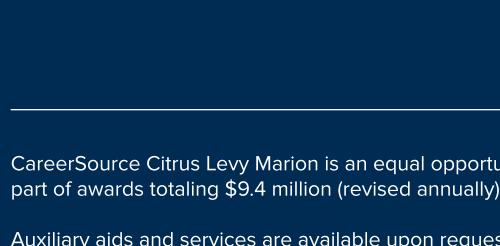
Corporate Office 2703 NE 14th St. Ocala, FL 34470 info@careersourceclm.com

(352) 873-7939 | (800) 746-9950

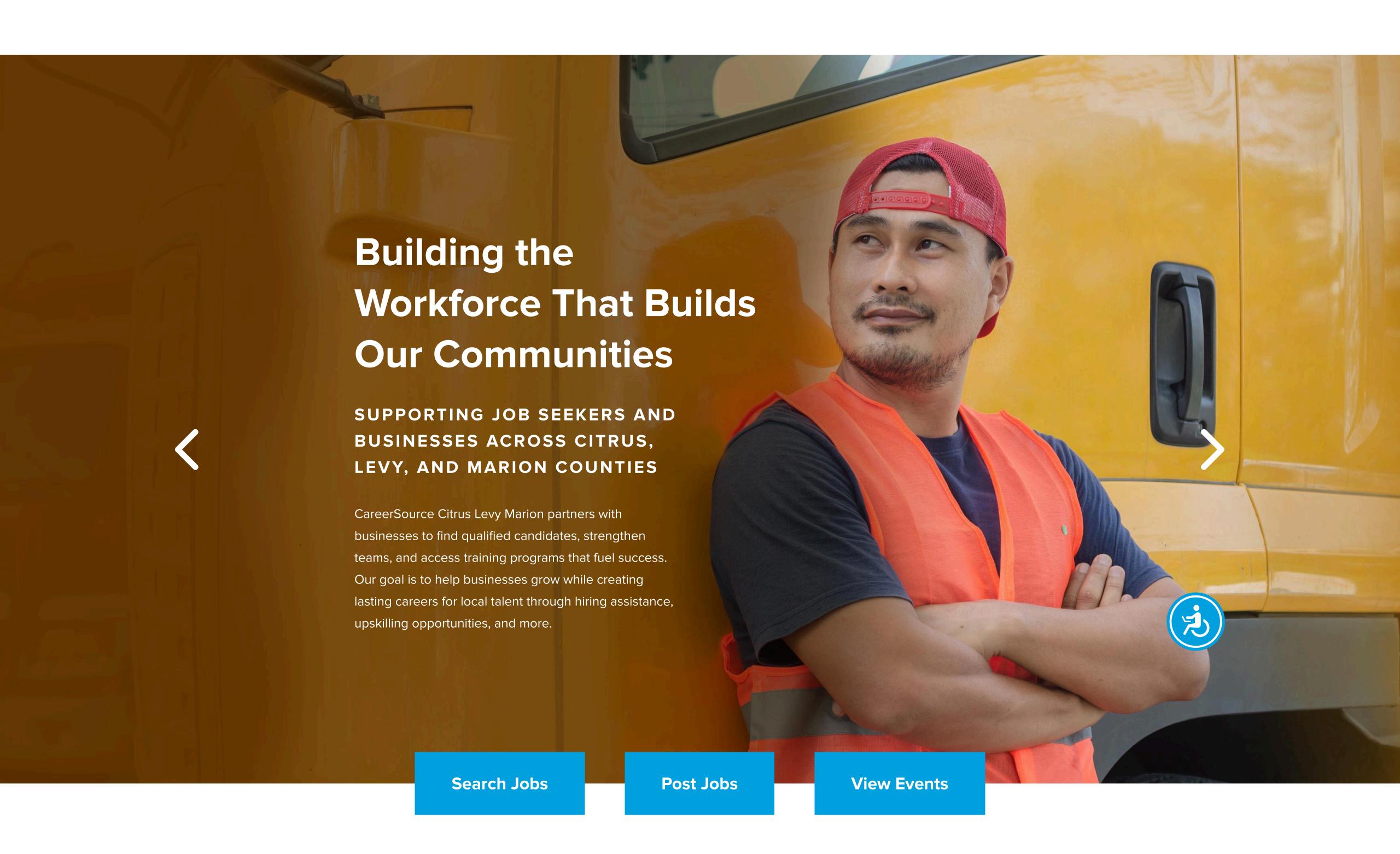


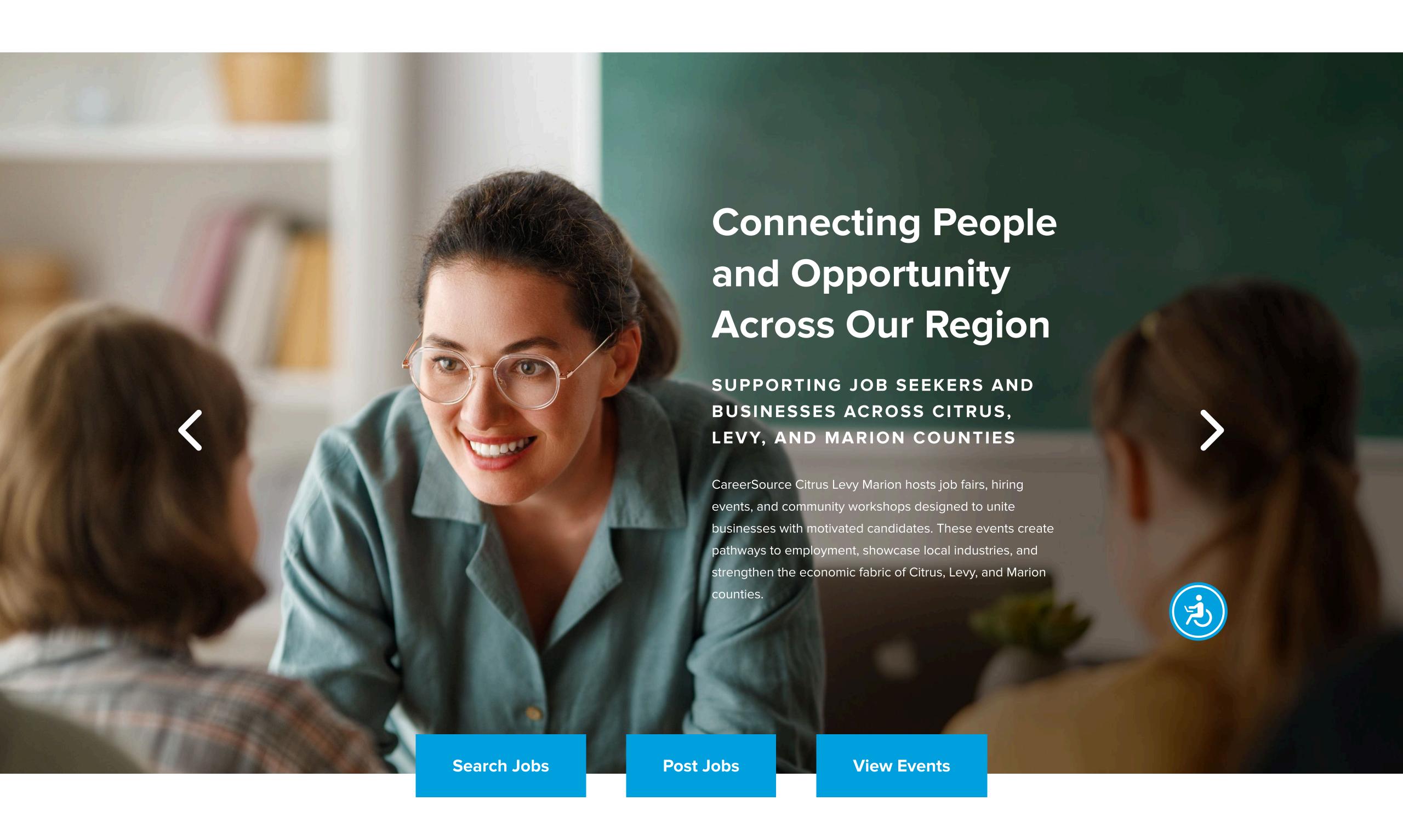
CareerSource Citrus Levy Marion is an equal opportunity employer/program and is supported by the U.S. Department of Labor and other agencies as part of awards totaling \$9.4 million (revised annually) with no portion financed from non-governmental sources.

A proud partner of the American **Job** Center network



email accommodations@careersourceclm.com.





#### **COMMUNICATIONS OUTCOMES AND ONGOING | NOV. 12, 2025**

#### **Broadband Fiber Optic Boot Camp | Communications Support**

**OCTOBER 2025** The sixth boot camp took place Oct. 24-31 with the largest grant-funded class to date. Of the 11 enrolled, 10 attended and earned 30 certifications (150% above the target for class size and certifications).

- Customized collateral provided for each participating region
- News Releases customized for each participating region and disseminated via personalized outreach to targeted media throughout the 10 counties (Riverbend News, Greene Publishing, Perry Newspaper, Columbia County Observer, Dixie County Advocate, Lake City Reporter, Gilchrist County Herald, Suncoast Radio, WUFT, WCJB, Union County Times, Levy Citizen, 352today, Cedar Key News, HardisonInk, and Madison County Carrier).
- Earned Media via at least: Levy Citizen, Cedar Key News, HardisonInk, 352today, Suncoast Radio, Riverbend News, Madison County Carrier, and the Columbia County Observer.
- Placed digital banner ads in HardisonInk
- Created custom landing page for more information and contact/registration see: careersourceclm.com/broadband
- Participated in three-region broadband grant check in meeting
- Digital Marketing Campaigns (Facebook, Instagram, LinkedIn) targeted placement in each eligible county. Total Cost: \$1,566
  - o Region 10 (Levy): 69,451 impressions resulting in 430 landing page views (10 enrolled)
  - o Region 26: 107,333 impressions resulting in 981 landing page views (0)
  - Region 6: 107,776 impressions resulting in 683 landing page views (4 in pipeline, 2 enrolled and one dropped out)
- Boosted Post (Reels video): 35,180 impressions > 34,494 views > 637 link clicks

#### FEBRUARY 2026

- Program pushed back from week of Feb. 16 to Feb. 2, 2026 with enrollment by mid-January
- Digital campaign designed (Facebook, Instagram, LinkedIn)
- Digital banner ad (matching digital matching social ads)
- TBD legacy media to assist
- Customized flyers and news releases in progress
- ALL set to launch week of Dec. 2, 2025

**SUCCESS STORY** (Class IV and V) Submitted to CareerSource Florida for quarterly newsletter

#### OTHER HIGH PRIORITY PROJECTS

- Williston Airport Project talent pipeline videos focusing on the airport's potential: research/interview/hire videographers; create script/Q&A for Benton Stegall, airport manager; target completion for first video with projected for early January
- Paychecks for Patriots Nov. 13, 2025 (flyers, table tents, secure SunTran and BIVUOAC sponsorships for Marion County, news releases, backgrounder, and story pitches, website updates, social media); same for Citrus County Dec. 3 (absent public transit and BIVUOAC)
- Business "Value Clips" (Facebook and LinkedIn posts) testimonials highlighting value of specific business services they received from CSCLM.
- Marion County Fall Job Fair (flyers, news releases/outreach, social media, website, Business Showcase feature)
- Heart of HR: People. Purpose. Potential. Ongoing communications and planning support
- Updates/submissions for the American Student Association's national work-based learning directory CareerReady: Network; 2025 FREDA Rural Summit; and 211 listings.
- 2025 Florida Workforce Professional Development Summit presenter
- Speechcraft Class III with participants from all three counties and all four centers.
- Website Redesign