

**Checklist for Regional Planning Identification for
Nature Coast Regional Planning Area**

LWDB Numbers: 6, 8, 10, 26 **LWDB Names:** CareerSource North Florida, CareerSource Northeast Florida, CareerSource Citrus, Levy, Marion, Okaloosa Walton, and North Central Florida

Regional Planning Area Name: Nature Coast Regional Planning Area

Request Reviewed By: Tameka Thomas

Recommended for Approval? ☒ Yes ☐ No

Review Date: April 24, 2026

<u>Requirement</u>	<u>Page</u>	<u>Yes/No</u>
1. Does the application consist of at least two contiguous LWDBs?	Application and Page 1	Yes
2. Did the application contain documentation that the proposed planning region:		
A. share a single labor market?	2-3	Yes
B. Share a common economic development area?	4	Yes
C. Possess federal and non-federal resources, including appropriate education and training institutions, to administer activities under WIOA, subtitle B ?	4-6	Yes
3. Does the application contain documentation pertaining to:		
A. Population centers?	6-8	Yes
B. Commuting patterns?	8-11	Yes
C. Industrial composition?	11	Yes
D. Location quotients?	11	Yes
E. Labor force conditions?	14	Yes
F. Geographic boundaries?	16-17	Yes
4. Was the application signed by all of the CLEOs in the proposed planning region to demonstrate a consensus of all the units of local government involved?	Unnumbered pages at the beginning of the document	Yes

Comments: _____

Christa Nelson
Supervisor Approval

4/24/2026
Date

Request for Regional Planning Area Identification	
Proposed Name of Planning Region: Nature Coast Regional Planning Area	
Local Workforce Development Boards included (Two or more contiguous boards): LWDB 6 CareerSource North Florida LWDB 26 CareerSource North Central Florida LWDB 10 CareerSource Citrus Levy Marion LWDB 8 CareerSource Northeast Florida	
Date of Submission: 4/8/2026	
Contact Person Name(s): Cheryl Taylor	Phone: 904-213-3800 Email Address: CTaylor@CareerSourceNEFL.com

The request to be identified as a regional planning area (planning region) requires that the local workforce development boards have relevant relationships as evidenced by labor markets, economic development areas, education and training resources, population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. By signing below, the chief local elected officials and the local workforce development board executive directors certify that the local areas request designation as a qualified regional planning area per CareerSource Florida Strategic Policy 2023.09.19.A.1. If the request for designation is approved, the local workforce development boards within the regional planning area will be required to engage in a regional planning process that will produce a Regional Plan to be added as an addendum to each local workforce development board plan per FloridaCommerce Regional Planning Instructions.

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Signature Page

Local Workforce Development Board Executive Director "A"	
Name:	Marsha Durden LWDB 6
Signature:	<i>Marsha A. Durden</i>
Date of Submission:	03/13/2026

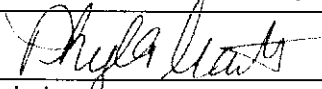
Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
<i>Ronnie Moore, Chief Elected Official</i>	<i>Madison</i>
Signature:	Date:
<i>Ronnie L Moore</i>	03/13/2026

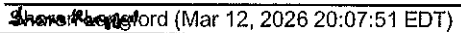
Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "B"	
Name:	Phyllis Marty LWDB 26
Signature:	
Date of Submission:	3/12/26

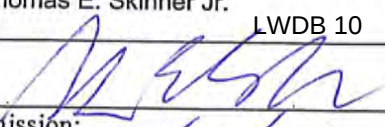
Chief Local Elected Official - LWDB "B"	
Name and Title: Sharon Langford, Gilchrist BoCC CSNCFL Council of Electeds, Chair	County: Gilchrist
Signature: 	Date: Mar 12, 2026

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "C"	
Name:	Thomas E. Skinner Jr. LWDB 10
Signature:	
Date of Submission:	3/19/26

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Carl Zalak, Chair	Citrus Levy Marion Workforce Development Consortium
Signature:	Date:
	3-20-26

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "D"	
Name:	Cheryl Taylor LWDB 8
Signature:	<i>Cheryl A. Taylor</i>
Date of Submission:	March 23, 2026

Chief Local Elected Official - LWDB "D"	
Name and Title: Commissioner Renninger	County: Clay, Chair-FCWD Consortium
Signature: <i>Jim Renninger</i>	Date: <i>3/20/26</i>

Chief Local Elected Official - LWDB "D"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "D"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "D"	
Name and Title:	County:
Signature:	Date:



CareerSource Northeast Florida

REGIONAL PLANNING AREA

CareerSource Citrus Levy Marion (CLM) (10)

CareerSource North Central Florida (NCF) (26)

CareerSource North Florida (NF) (6)

CareerSource Northeast Florida (NEFL) (8)



REGIONAL PLANNING AREA

CareerSource Citrus Levy Marion (CLM) (10)

CareerSource North Central Florida (NCF) (26)

CareerSource North Florida (NF) (6)

CareerSource Northeast Florida (NEFL) (8)

Supporting Documentation

CareerSource North Florida (6); CareerSource Citrus Levy Marion (10); and CareerSource North Central Florida (26) are collectively identified as North Central Florida Regional Planning Area (RPA). The purpose of this document is to amend the previous RPA submission to also include CareerSource NEFL (8) as part of the North Central Florida RPA.

See attached Florida Workforce Regions Map which shows each of the regions and the counties represented. See page 18.

Single Labor Market

Four Metropolitan Statistical Areas (MSA) are included in the proposed regional planning area (RPA). These are:

- Gainesville MSA (Alachua, Bradford, and Levy Counties),
- Ocala MSA (Marion County); and
- Homosassa Springs MSA (Citrus County).
- Jacksonville MSA (Duval, St. Johns, Clay, Nassau, Baker Counties)

Lake City is a micropolitan statistical area covering Columbia County. Palatka is part of the Palatka micropolitan statistical area.

The key Labor markets within the proposed RPA include the Ocala, Gainesville, Lake City, Crystal River/Homosassa, Jacksonville, St. Augustine, Orange Park, Palatka, Macclenny, and Fernandina Beach. The Jacksonville, Ocala and Gainesville labor markets are the most diverse in terms of industry sectors. The Lake City micropolitan area also serves Live Oak/Suwannee County area. Levy County resident workforce commutes between Gainesville and Ocala. Madison County shows an influx and outflow of workers with Suwannee County.

The Jacksonville MSA, encompassing Duval, Clay, St. Johns, Nassau, and Baker Counties, serves as a significant regional economic hub, with a notable share of the surrounding rural counties' resident workforce commuting into the Jacksonville MSA for employment, particularly in the healthcare, logistics, financial services, and defense sectors, creating important labor

force interdependencies between the Jacksonville MSA and the broader North Central Florida RPA.

The inter-relationships of the workforce can be seen in the attached Inflow and Outflow Report for the North, Central, and Northeast Florida.

A review of the top employment sectors and regional workforce board targeted industries across the North Central Florida RPA reveals a strong alignment with CareerSource Northeast Florida's core economic priorities, supporting the case for regional integration. Healthcare and Social Assistance stands out as the most consistent shared priority. Nearly every county within the North Central Florida RPA — including Alachua, Marion, Columbia, Citrus, Madison, Suwannee, and Hamilton — identifies Healthcare as both a top employer and a targeted growth sector. Northeast Florida mirrors this emphasis, with Healthcare representing one of its largest and most strategically prioritized industries. This shared focus creates a natural foundation for regional workforce planning, training pipeline coordination, and healthcare career pathway development that could benefit workers across county lines.

Manufacturing and Logistics also emerge as strong points of alignment. Counties throughout the North Central Florida region, including Columbia, Taylor, Suwannee, Union, Bradford, and Marion, consistently identify Manufacturing and Distribution/Logistics as targeted sectors for workforce development. These priorities align directly with Northeast Florida's focus on Manufacturing and Logistics and Transportation — sectors anchored by the region's deep-water port, rail infrastructure, and proximity to I-10 and I-95 corridors. The overlapping interest in these industries suggests significant opportunity for a coordinated regional supply chain and workforce strategy that leverages Northeast Florida's logistics infrastructure while drawing on the available workforce across the broader planning area.

Where the targeted industries diverge, they do so in a complementary rather than competing manner. Finance and Information Technology — two of Northeast Florida's key targeted sectors — reflect the region's role as an urban economic anchor, offering higher-order services that support businesses and residents throughout the broader RPA and providing workers in surrounding counties access to career pathways that extend beyond what any single rural or micropolitan county could provide independently.

Taken together, the industry alignment between Northeast Florida and the North Central Florida RPA is substantial. Shared priorities in Healthcare and Manufacturing/Logistics provide an immediate basis for collaborative workforce investment, while Northeast Florida's strengths in Finance and Technology offer the broader region access to economic opportunities that strengthen the rationale for regional inclusion.

Common Economic Development Areas:

The proposed RPA is covered by two major regional economic development organizations.

- **The North Florida Economic Development Partnership (NFEDP)** is a regional organization dedicated to fostering economic growth across a 14-county area. NFEDP represents counties across all four LWDBs, including Baker, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Madison, Putnam, Suwannee, Taylor, and Union.
- **The Florida Economic Development Council (FEDC)** is a statewide economic development organization. Its North Central Region includes all proposed RPA counties except Citrus.

All regions are members of NFEDP, with the Northeast Florida region holding additional representation through a seat on the board. CLM and NEFL are members of FEDC. In addition, each local workforce board works closely with the local EDOs in each county. This includes support on a less formal basis, such as the provision of LMI and workforce training for economic development prospects to more formal relationships where the EDO is part of their business outreach strategy.

CareerSource North Florida (NF) works with the Hamilton County Development Authority, the Madison County Development Council, the Suwannee County Development Council and the Taylor County Development Authority.

CareerSource North Central Florida (NCF) works closely with the Greater Gainesville Chamber of Commerce and the North Florida Regional Chamber of Commerce. NCF contracts with both chambers as a vendor in providing Intermediary business Services, which includes providing information to all Chamber Members, all businesses seeking LMI, newly locating businesses and “selling” Work Based Learning to eligible businesses.

Education and Training Resource to administer activities under WIOA:

The proposed RPA will have access to a vast network of training providers to administer activities under WIOA and ensure that individuals can obtain the training needed to have successful careers in high growth industries and industries have access to a skilled workforce. Below is the list of the public and private training providers in the proposed RFA. The following training providers represent a cross-section of educational resources available in the region; additional providers may also serve area residents and employers.

Public

- University of Florida
- University of North Florida

- Florida Community College at Jacksonville
- St. Johns River State College
- College of Central Florida
- North Florida College
- Gateway College
- Santa Fe College
- Big Bend Technical College
- RiverOak Technical College
- Withlacoochee Technical College
- Marion Technical College
- Alachua County School Board
- Baker County School Board
- Bradford County School Board
- Citrus County School Board
- Clay County School Board
- Columbia County School Board
- Dixie County School Board
- Duval County School Board
- Gilchrist County School Board
- Hamilton County School Board
- Lafayette County School Board
- Levy County School Board
- Madison County School Board
- Marion County School Board
- Nassau County School Board
- Putnam County School Board
- Union County School Board
- St. Johns County School Board
- Suwanee County School Board
- Taylor County School Board

Private

- Rasmussen University
- North Florida Technical College
- Jacksonville University
- Edward Waters University
- Jones College
- Trinity Baptist College
- Chamberlain University
- Florida Coastal School of Law
- Flagler College
- University of St. Augustine for Health Sciences

- First Coast Technical College
- Jones Technical Institute
- Fortis College

Many of the institutions listed above not only serve the Counties in which they are physically located, but also serve individuals and industries across counties thus supporting the integration across the RPA. For instance:

The University of Florida (Alachua) and its health system (UF Health/Shands) are not just local employers to Alachua County, they have major satellite facilities in Duval and Marion, creating a professional and educational loop for students and faculty.

Florida Gateway College is headquartered in Lake City (Columbia County) , however; it serves as an important training provider for residents of Baker County and surrounding communities along the regional border. This relationship is a practical example of the regionalism that defines workforce development in north Florida — service area boundaries do not always reflect how people live, work, and access education. CareerSource Northeast Florida maintains an active partnership with Florida Gateway College to ensure that customers in Baker County and adjacent areas have access to the full range of occupational training and career pathways the college offers, regardless of which workforce board's geography they reside in.

Population Centers:

(data source– U.S. Census, ACS, 2022 estimated population)

The following information describes the population centers within the proposed RPA as well as the relevant relationships among these population centers.

- Madison, pop. 2,960, and Perry, pop. 6,970, are the two key population and industrial centers in NF. Perry has Big Bend Technical College and a satellite campus of North Florida College, which is based in Madison.
- Live Oak is the home of RiverOak Technical College.
- Suwannee County is the largest county in NF.
- Lake City, pop. 12,449, and Live Oak, pop. 7,034, are separated by I 75 and share workforce dynamics which also link NF. Both have strong manufacturing sectors. They also share a state rural incubator site.
- Jasper, the county seat of Hamilton County, has a population of 3,661.
- Mayo is the largest city, pop. 1089, and the county seat of Lafayette County.
- Dixie County is a coastal county in the proposed RPA. Cross City serves as its county seat and has a population of 1,743.
- Trenton is the county seat of Gilchrist County and has a population of 2,070.
- Union County's County seat is Lake Butler, pop. 1,950
- Chiefland, pop. 2,382, Bronson, pop. 1,196, and Williston, pop. 3,089, form the three population centers of Levy County. Chiefland's retail and service growth draws residents

of both Gilchrist and Dixie County both as consumers and employees. Bronson is the county seat, mid-way between Williston and Chiefland. Williston's airport and adjacent industrial park serve as the industrial hub for Levy County.

- Starke, pop. 5,864, serves as the key center in Bradford County also drawing consumers from Union County. Starke is the center of two major north-south and east-west highways, US 301 and State Road 16.
- Gainesville and Alachua are key cities within Alachua County. Gainesville, pop. 145,214, home of the University of Florida. The University is an employment magnet for workers in all the surrounding counties- serving education, agriculture, healthcare, and manufacturing industries in both the surrounding counties as well as statewide. Alachua, pop. 10,773, adjacent to I 75 has both manufacturing and logistics employers.
- Inverness, pop. 7,766, Crystal River, pop. 3,485, are the key cities of Citrus County. Inverness, the county seat, is the governmental center. It is dissected by US41, a key north/south thoroughfare that also connects it to State Road 200, the key eastern highway to Marion County. Crystal River is the hub of the Nature Coast eco-tourism, fishing and aquaculture sectors.
- Ocala, pop. 65,478, the county seat of Marion County is also the center of its manufacturing, logistics, healthcare and other industry sectors. It is the major commercial/retail center for Marion County. The equine industry, which is spread through Marion County, is also served by businesses housed in the Ocala area.
- Jacksonville, pop. 1,009,833, is the county seat of Duval County and the economic anchor of the Northeast Florida region. As the most populous city in Florida, Jacksonville is the region's center for healthcare, financial services, logistics, manufacturing, and defense. JAXPORT is one of the busiest ports on the U.S. East Coast, and Cecil Commerce Center — located on the former NAS Cecil Field — provides premier aviation, logistics, and manufacturing development potential. The University of North Florida and Florida State College at Jacksonville provide a strong workforce talent pipeline.
- Fernandina Beach, pop. 13,648, is the county seat of Nassau County, supporting a strong tourism, manufacturing, and paper products sector anchored by WestRock. Nassau County, pop. 104,000, is home to the Port of Fernandina Beach and the Crawford Diamond in Callahan — one of only two Megasite Certified properties in Florida and the only dual-rail served Megasite in the state. Yulee serves as the county's fastest growing community, driven by its proximity to Jacksonville along the I-95 corridor.
- Green Cove Springs, pop. 10,270, is the county seat of Clay County, pop. 236,365, one of NEFL's fastest growing suburban counties. Orange Park serves as the county's primary commercial hub. Clay County is home to Camp Blanding, a major Florida National Guard installation, and has a strong and growing advanced manufacturing sector supported by one of Florida's top-rated school districts.
- Palatka, pop. 10,965, is the county seat of Putnam County and its primary population and industrial center, strategically positioned along the St. Johns River between Jacksonville, Gainesville, and St. Augustine. Putnam County was recognized as Florida's top per-capita job generator in 2024, driven by manufacturing growth. Saint Johns River

State College maintains a full campus in Palatka, supporting regional workforce development.

- St. Augustine, the county seat of St. Johns County, pop. 304,000, is the oldest continuously occupied European settlement in the United States and a major tourism and heritage destination. One of Florida's fastest growing counties, St. Johns ranks among the highest in the state for median household income and school performance, with rapid growth in healthcare, professional services, and retail reflecting broader regional economic expansion.
- Macclenny, pop. 8,113, is the county seat of Baker County, the most rural of the six NEFL counties. Situated along the I-10 corridor with five interstate interchanges, Baker County is strategically positioned for logistics and distribution. Baker County residents have strong commuting ties to Jacksonville, with the county serving as an affordable residential alternative within the regional labor market.

Except for Alachua County, Citrus County and Marion County, the counties within the current RPA are rural and included in the *rural area of opportunity* designated counties of Florida. In NEFL, Putnam, Baker, and Nassau Counties also carry rural designated status, further strengthening the regional alignment and shared priorities around rural workforce development and economic opportunity. By creating this RPA, the rural communities are now integrated by three primary employment hubs: Jacksonville, Gainesville and Ocala.

Commuting Patterns

Below are the commuting patterns across all 20 counties comprising the North Central, North, and Northeast Florida regions.

Top 5 Inflow			Top 5 Outflow	
Baker	Clay County, Florida	372	Duval County, Florida	2287
	Duval County, Florida	350	Columbia County, Florida	400
	Charlton County, Georgia	183	Clay County, Florida	308
	Nassau County, Florida	160	Alachua County, Florida	299
	Columbia County, Florida	119	Orange County, Florida	236
Clay	Duval County, Florida	4186	Duval County, Florida	30981
	St. Johns County, Florida	1717	St. Johns County, Florida	2518
	Putnam County, Florida	515	Orange County, Florida	2455
	Nassau County, Florida	502	Alachua County, Florida	1799
	Bradford County, Florida	347	Hillsborough County, Florida	1504
Duval	Clay County, Florida	30981	St. Johns County, Florida	5497
	St. Johns County, Florida	25310	Orange County, Florida	4669
	Nassau County, Florida	10898	Clay County, Florida	4186
	Orange County, Florida	4853	Hillsborough County, Florida	2974

	Broward County, Florida	3553	Broward County, Florida	1794
	Top 5 Inflow		Top 5 Outflow	
Nassau	Camden County, Georgia	1838	Duval County, Florida	10898
	Duval County, Florida	1473	Camden County, Georgia	1221
	Charlton County, Georgia	603	Orange County, Florida	776
	Clay County, Florida	373	St. Johns County, Florida	583
	St. Johns County, Florida	269	Clay County, Florida	502
Putnam	Clay County, Florida	740	Duval County, Florida	1259
	St. Johns County, Florida	578	St. Johns County, Florida	1221
	Duval County, Florida	236	Volusia County, Florida	939
	Flagler County, Florida	229	Orange County, Florida	725
	Volusia County, Florida	192	Alachua County, Florida	592
St. Johns	Duval County, Florida	5497	Duval County, Florida	25310
	Clay County, Florida	2518	Orange County, Florida	2394
	Flagler County, Florida	2180	Clay County, Florida	1717
	Putnam County, Florida	1221	Hillsborough County, Florida	1461
	Volusia County, Florida	628	Broward County, Florida	817
Alachua	Levy County, Florida	3103	Duval County, Florida	1020
	Columbia County, Florida	2478	Orange County, Florida	651
	Marion County, Florida	1984	Marion County, Florida	519
	Gilchrist County, Florida	1965	Hillsborough County, Florida	468
	Clay County, Florida	1799	Columbia County, Florida	326
Bradford	Clay County, Florida	558	Alachua County, Florida	1232
	Putnam County, Florida	144	Duval County, Florida	1058
	Union County, Florida	141	Clay County, Florida	347
	Duval County, Florida	134	Union County, Florida	306
	Alachua County, Florida	106	Columbia County, Florida	240
Citrus	Hernando County, Florida	949	Marion County, Florida	2349
	Marion County, Florida	773	Sumter County, Florida	1443
	Pasco County, Florida	613	Orange County, Florida	1165
	Levy County, Florida	380	Hillsborough County, Florida	1148
	Lake County, Florida	374	Hernando County, Florida	1026
Columbia	Suwannee County, Florida	1717	Alachua County, Florida	2478
	Duval County, Florida	466	Duval County, Florida	1898
	Baker County, Florida	400	Suwannee County, Florida	576
	Levy County, Florida	340	Orange County, Florida	401
	Gilchrist County, Florida	329	Hillsborough County, Florida	311
Dixie	Levy County, Florida	138	Alachua County, Florida	322
	Gilchrist County, Florida	95	Levy County, Florida	167
	Suwannee County, Florida	20	Gilchrist County, Florida	164
	Columbia County, Florida	19	Columbia County, Florida	139

	Jefferson County, Florida	12	Duval County, Florida	117
	Top 5 Inflow		Top 5 Outflow	
Gilchrist	Levy County, Florida	503	Alachua County, Florida	1965
	Dixie County, Florida	164	Levy County, Florida	342
	Columbia County, Florida	105	Columbia County, Florida	329
	Alachua County, Florida	87	Duval County, Florida	248
	Suwannee County, Florida	87	Marion County, Florida	208
Hamilton	Columbia County, Florida	304	Lowndes County, Georgia	342
	Suwannee County, Florida	300	Columbia County, Florida	257
	Lowndes County, Georgia	150	Suwannee County, Florida	174
	Jefferson County, Florida	51	Alachua County, Florida	113
	Echols County, Georgia	30	Duval County, Florida	88
Lafayette	Suwannee County, Florida	109	Suwannee County, Florida	194
	Columbia County, Florida	23	Columbia County, Florida	168
	Levy County, Florida	18	Alachua County, Florida	118
	Madison County, Florida	18	Taylor County, Florida	96
	Gilchrist County, Florida	14	Duval County, Florida	66
Levy	Gilchrist County, Florida	342	Alachua County, Florida	3103
	Marion County, Florida	263	Marion County, Florida	1258
	Citrus County, Florida	237	Duval County, Florida	528
	Alachua County, Florida	176	Gilchrist County, Florida	503
	Dixie County, Florida	167	Citrus County, Florida	380
Madison	Lowndes County, Georgia	156	Leon County, Florida	329
	Suwannee County, Florida	118	Lowndes County, Georgia	328
	Jefferson County, Florida	102	Suwannee County, Florida	201
	Leon County, Florida	77	Gadsden County, Florida	166
	Hamilton County, Florida	77	Jefferson County, Florida	128
Marion	Citrus County, Florida	2349	Sumter County, Florida	4110
	Lake County, Florida	2202	Orange County, Florida	2884
	Levy County, Florida	1258	Lake County, Florida	2247
	Orange County, Florida	1133	Alachua County, Florida	1984
	Pasco County, Florida	1003	Hillsborough County, Florida	1793
Suwannee	Columbia County, Florida	576	Columbia County, Florida	1717
	Madison County, Florida	201	Alachua County, Florida	725
	Lafayette County, Florida	194	Duval County, Florida	343
	Lowndes County, Georgia	182	Hamilton County, Florida	300
	Hamilton County, Florida	174	Orange County, Florida	245
Taylor	Madison County, Florida	123	Leon County, Florida	199
	Leon County, Florida	112	Gadsden County, Florida	42
	Jefferson County, Florida	102	Madison County, Florida	39
	Lafayette County, Florida	96	Duval County, Florida	38

	Suwannee County, Florida	83	Orange County, Florida	31
	Top 5 Inflow		Top 5 Outflow	
Union	Bradford County, Florida	306	Alachua County, Florida	487
	Columbia County, Florida	245	Duval County, Florida	307
	Clay County, Florida	125	Columbia County, Florida	304
	Baker County, Florida	120	Bradford County, Florida	141
	Duval County, Florida	107	Orange County, Florida	59

Industrial Composition and Location Quotients

Manufacturing and Logistics are shared sectors of strength for the regions in the proposed planning area due largely to our ideal placement along the I-75 distribution route. Large distribution centers continue to seek space along this “industrial” zone which has led to an increased need for qualified candidates in these sectors, a need which continues to grow as more businesses move to the area.

Construction has boomed recently across the state of Florida, and particularly in this northern Florida corridor where lower home prices and reduced hurricane danger has many looking to relocate to this area both from South Florida and from out of State.

Healthcare and Professional/Scientific/Technical Services are also important industries in the proposed planning area, with each region having significant inflow/outflow to support the high-demand Healthcare sector in the metro areas through the north Florida corridor.

CNEFL Workforce Inflow-Outflow Patterns

Industry	NAICS	RPA	CSCLM	CSNF	CSNCF	CSNEFL
Total - All Industries		1.00	1.00	1.00	1.00	1.00
Agriculture, Forestry, Fishing and Hunting	11	0.95	1.95	6.16	1.78	0.34
Mining, Quarrying, and Oil and Gas Extraction	21	0.20	0.59	0.29	0.31	0.09
Utilities	22	0.75	0.88	1.60	0.51	0.75
Construction	23	1.23	1.58	0.97	0.86	1.24
Manufacturing	31	0.64	0.79	1.77	0.52	0.60
Wholesale Trade	42	0.80	0.78	0.55	0.56	0.86
Retail Trade	44	1.19	1.57	1.33	1.09	1.13
Transportation and Warehousing	48	1.25	0.87	0.50	0.73	1.49

Information	51	0.69	0.32	0.26	0.55	0.82
Industry	NAICS	RPA	CSCLM	CSNF	CSNCF	CSNEFL
Finance and Insurance	52	1.23	0.49	0.42	0.55	1.59
Real Estate and Rental and Leasing	53	1.03	1.09	0.35	0.94	1.07
Professional, Scientific, and Technical Services	54	0.83	0.54	0.28	0.66	0.95
Management of Companies and Enterprises	55	0.45	0.23	0.18	0.28	0.55
Administrative and Support and Waste Management and Remediation Services	56	1.01	0.88	0.65	0.75	1.11
Educational Services	61	0.91	0.84	0.93	1.82	0.72
Health Care and Social Assistance	62	1.05	1.04	0.76	1.38	0.98
Arts, Entertainment, and Recreation	71	1.03	1.13	0.61	0.72	1.09
Accommodation and Food Services	72	1.09	1.12	0.92	1.06	1.10
Other Services (except Public Administration)	81	1.03	1.06	0.90	0.85	1.06
Public Administration	92	1.07	1.19	2.86	1.48	0.88
Unclassified	99	0.32	0.33	0.15	0.26	0.33

Areas in yellow denote a shared targeted sector between areas.

Source: Location Quotient data by industry is derived by Chmura JobsEQ using the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics. Data is updated through 2025Q3

In addition to these designations, we have on-going collaborations that deal with common emerging labor market issues.

Broadband Grant

CLM is the lead organization in a training grant that supports the rural broadband infrastructure funding in regions 6 and 7, and Levy County (Region 10), covering 11 rural counties in total. The implantation of this project along with the installation of high-speed fiber in these rural counties increases the capacity of telecommuting for these areas and provides residents access to more and better-quality jobs.

Clam Farmer Disaster Re-employment Grant

As a result of Hurricane Idalia, the clam industry, a subsector of the agriculture industry, off Dixie and Levy counties has been devastated. The Location Quotients for Agriculture in Dixie and Levy counties are 5.18 and 7.17 respectively (source: JobsEQ). CLM and NCF are working to assist the workers and growers affected through a National Dislocated Worker Grant. For Dixie County, CLM provides grant management and coordination of employment services. While Levy

County has 110 growers (leaseholders) Dixie County has 13 according to data provided by FDACS. provides the outreach support but collaborates with CLM to reduce administrative costs and create a more efficient and consistent approach to employment services.

The Ocala to Osceola Wildlife Corridor

This area directly impacts three counties within NEFL. In Putnam County, corridor conservation near Welaka, Rice Creek, and the Cross Florida Greenway sustains jobs in working forestry, land stewardship, and habitat restoration. In Clay County, buffer land conservation tied to Camp Blanding reinforces the long-term viability of the installation and the military and civilian jobs it supports. In Baker County, the Camp Blanding to Raiford Greenway project supports working timberland and land management employment in one of the region's most rural communities. Across all three counties, the corridor's emphasis on protecting working lands means conservation and employment are complementary, not competing, priorities.

Military Installations and the Transitioning Workforce

NEFL is home to one of the largest military concentrations in the country. Combined with Naval Submarine Base Kings Bay in adjacent Camden County, Georgia, the region ranks among the top three military communities in the United States — generating a continuous pipeline of skilled transitioning service members who represent one of the region's most significant workforce assets.

Military Installations Serving the Region

- **Naval Air Station Jacksonville** (Duval County) - Approximately 12,000 military personnel, 7,000 civilian employees, and 700 contractors. Home to Fleet Readiness Center Southeast and multiple aviation and logistics commands.
- **Naval Station Mayport** (Duval County) - Home port of the U.S. Navy's 4th Fleet, with approximately 13,000 military personnel and 3,600 civilian employees. The third largest naval fleet concentration in the country.
- **Naval Submarine Base Kings Bay** (Camden County, GA) - East Coast home of the Navy's ballistic missile submarine force, approximately 40 miles north of Jacksonville. Roughly 5,000 military personnel and 2,000 civilian employees; separating members represent a significant share of the regional talent pipeline.
- **Marine Corps Blount Island Command** (Duval County) - Strategic pre-positioning facility supporting combat-ready equipment for Marine Expeditionary Brigades and a skilled civilian maintenance workforce.
- **Camp Blanding Joint Training Center** (Clay County) - Florida's primary National Guard training facility, serving active-duty and reserve components across multiple branches.

The Separating Service Member Pipeline

These installations generate an estimated 5,200 or more separations annually, with members leaving at a median age of approximately 40. The vast majority wish to remain in the region if suitable civilian employment is available. Veterans currently make up approximately 12 percent of the regional workforce — roughly twice the national average. Transitioning service members bring highly transferable competencies including logistics and project management, technical

and mechanical skills, security clearance eligibility, and professional discipline that align directly with the region's key industry clusters.

The workforce impact of this military concentration extends well beyond NEFL. As transitioning service members evaluate employment opportunities, many look to communities across north and central Florida — including the Gainesville, Ocala, and Orlando metropolitan areas — where the cost of living, quality of life, and growing industry presence are strong draws. Industries in these areas that particularly benefit include healthcare and life sciences (anchored by UF Health and AdventHealth systems), manufacturing and defense contracting, logistics and distribution, agriculture and land management, and public safety. The University of Florida and other regional institutions actively court veteran talent, and CareerSource boards across north and central Florida coordinate with CSNEFL to ensure transitioning service members receive seamless employment services regardless of where they ultimately settle.

As expected, there is significant overlap in these sectors due to geographical similarities and shared commuting patterns. The chart below highlights where targeted sectors are shared and shows the competitiveness of each local area:

Labor Force Conditions

The proposed RPA — spanning 20 counties across northeast, north, and north-central Florida — has a combined population of approximately 2.85 million and a total labor force of nearly 1.36 million as of December 2025. The region's weighted unemployment rate of 5.0 percent reflects significant variation across its counties, with Baker, Nassau, and St. Johns counties posting the lowest rates at 4.5 percent and Taylor County posting the highest at 9.1 percent. Labor force participation rates tell a similar story of internal disparity — St. Johns County leads the region at 53.7 percent while Taylor County trails significantly at 26.6 percent, underscoring the structural workforce challenges facing the region's most rural communities. Duval County remains the dominant economic engine, accounting for nearly 39 percent of the region's total labor force at 528,739 workers. Taken together, the data reflect a region with a strong urban core, rapidly growing suburban counties, and a set of rural communities where expanding access to training, education, and employment services remains an important and ongoing priority.

LAUS Data, Latest Available Data

Population, Labor Force and Unemployment Rate

Region	Population	Labor Force	Unemployment Rate
Alachua County, Florida	281,751	142,237	5.3%
Baker County, Florida	28,186	12,237	4.5%
Bradford County, Florida	27,888	10,366	4.9%
Citrus County, Florida	158,693	53,855	6.9%
Clay County, Florida	223,436	115,945	4.7%

Region	Population	Labor Force	Unemployment Rate
Columbia County, Florida	70,755	28,773	5.4%
Dixie County, Florida	16,952	5,893	5.9%
Duval County, Florida	1,007,189	528,739	4.7%
Gilchrist County, Florida	18,494	8,108	4.9%
Hamilton County, Florida	13,445	4,160	6.2%
Lafayette County, Florida	8,035	2,663	5.8%
Levy County, Florida	44,276	18,924	5.4%
Madison County, Florida	18,113	6,920	6.1%
Marion County, Florida	387,697	161,307	5.6%
Nassau County, Florida	94,653	47,800	4.5%
Putnam County, Florida	74,235	30,227	5.7%
St. Johns County, Florida	292,243	157,028	4.5%
Suwannee County, Florida	44,484	17,959	5.4%
Taylor County, Florida	21,422	5,697	9.1%
Union County, Florida	15,551	4,360	6.0%

Source: JobsEQ®

Note: Figures may not sum due to rounding. Data as of December 2025.

Employment, Change In Employment Wages, Change In Wages

Region	Employment (4Q Mov Avg)	5 Year % Change in Employment (4Q Mov Avg)	Avg Ann Wages per Worker	1 Year % Change in Avg Ann Wages per Worker
Alachua County, Florida	149,350	7.9%	\$64,694	5.3%
Baker County, Florida	8,402	0.3%	\$45,600	7.0%
Bradford County, Florida	7,230	-0.3%	\$47,950	3.2%
Citrus County, Florida	39,539	10.8%	\$48,542	4.4%
Clay County, Florida	64,457	11.0%	\$57,524	10.1%
Columbia County, Florida	26,796	1.4%	\$51,068	2.6%
Dixie County, Florida	3,359	6.0%	\$45,389	4.8%
Duval County, Florida	599,336	9.7%	\$72,365	5.1%
Gilchrist County, Florida	4,463	4.8%	\$47,462	6.1%
Hamilton County, Florida	3,495	6.0%	\$56,763	3.8%
Lafayette County, Florida	1,701	4.6%	\$49,240	4.0%
Levy County, Florida	10,799	4.8%	\$44,836	7.4%
Madison County, Florida	5,622	7.5%	\$43,954	4.1%

Region	Employment (4Q Mov Avg)	5 Year % Change in Employment (4Q Mov Avg)	Avg Ann Wages per Worker	1 Year % Change in Avg Ann Wages per Worker
Marion County, Florida	134,562	14.3%	\$52,170	3.8%
Nassau County, Florida	31,065	18.6%	\$57,794	6.8%
Putnam County, Florida	19,433	7.7%	\$50,831	3.1%
St. Johns County, Florida	111,117	26.1%	\$60,477	2.5%
Suwannee County, Florida	13,508	6.6%	\$48,785	4.6%
Taylor County, Florida	6,128	-12.0%	\$46,546	3.0%
Union County, Florida	3,940	-4.3%	\$50,744	-0.1%

Source: JobsEQ®

Note: Figures may not sum due to rounding. Data as of December 2025.

Geographic Boundaries

The proposed RPA is made up of four contiguous local workforce areas that are connected via a robust transit system (Air, Interstate, and Waterway) that supports the movement of workers and industry across the region.

Key highways in the proposed region are Interstate 10 (I-10) and Interstate 75 (I-75), which provide critical east-west and north-south transportation corridors. In addition, US 441/301 provides north-south travel through the region's center. US 19 is the north-south roadway skirting the Gulf coastal area of the region. US 41 provides an east-west throughfare into Citrus County before turning north through Levy and into Alachua and Columbia County. State Road 40 links Florida's East and West Coasts, cutting through Ocala.

The NEFL is anchored by two of the most critical transportation corridors in the southeastern United States — Interstate 95, the primary north-south trade route along the East Coast, and Interstate 10, a key east-west corridor connecting the region to major freight hubs across the southern U.S. These two interstates intersect in Jacksonville, making it a premier logistics hub. I-295 serves as Jacksonville's beltway, connecting all quadrants of the region and providing direct access to JAXPORT. US 17 and US 301 provide additional north-south connectivity through Nassau and Putnam Counties, while US 1 runs the full length of the region along the Atlantic coast from Nassau County through St. Johns County. State Road 16 and State Road 100 serve as key east-west corridors connecting Putnam County to the broader region. The I-10 corridor through Baker County, with five interstate interchanges, provides critical logistics access for the region's most rural county.

Gainesville Regional Airport provides convenient air service for residents in the eastern and central sections of the region. Ocala International Airport provides service to the executive and equine needs of Marion County.

Jacksonville International Airport (JAX) serves as the primary commercial air gateway for the entire Northeast Florida region, providing nonstop service to dozens of major U.S. cities and serving as a key access point for business, healthcare, and leisure travel. Northeast Florida Regional Airport in St. Johns County, located just north of St. Augustine, serves general aviation and charter needs, with planned expansion to support growing industrial and aviation-related development. Cecil Commerce Center, on the former NAS Cecil Field in Duval County, offers one of the longest runways in Florida and serves as a strategic asset for aviation, cargo, and defense-related air operations.

The eastern edge of the region is bounded by the St. Johns River, fed by springs in Marion County through its Silver River. The Suwannee River approximately dissects the region on its journey to the Gulf of Mexico, fed by the Santa Fe River. At the southern end of the region, the Withlacoochee River travels west, exiting at the boundary of Citrus and Levy County near the former Cross-Florida Barge Canal site. Port Citrus is located at the mouth of the Barge Canal/Withlacoochee River.

The St. Johns River is the defining waterway of the Northeast Florida region, flowing northward through Putnam and Duval Counties before emptying into the Atlantic Ocean near Jacksonville. JAXPORT, a full-service international trade seaport situated at the crossroads of the nation's rail and highway network, operates three cargo terminals, two intermodal container transfer facilities, and a passenger cruise terminal along the St. Johns River. The Port of Fernandina Beach in Nassau County provides additional deep-water port access, further enhancing the region's role as a critical node in national and international trade.

Special Relationships

Due to the proximity of the local workforce areas, strong relationships already exist between boards to share knowledge and resources. The establishment of the RPA will only reinforce and grow these special relationships.

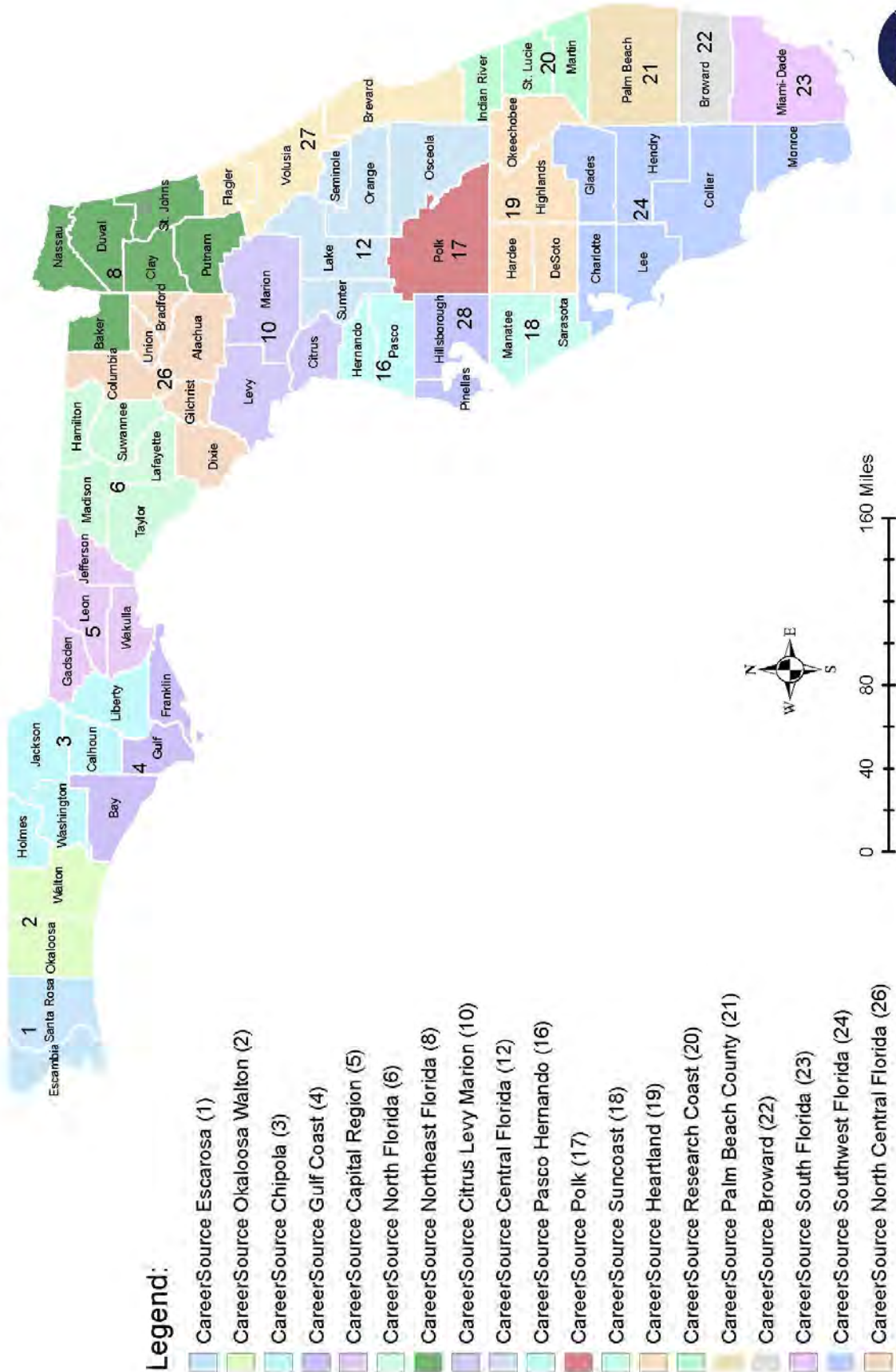
CLM and NF have had an on-going relationship that reduces administrative and overall staff costs since 2011. CLM provides financial management for NF reducing the need for NF to have a finance staff. CLM costs cover the costs of CLM to provide those services, enabling CLM to have a stronger finance team while reducing its own finance costs. While exploring this arrangement, both CLM and NF determined that staff benefit costs, primarily driven by healthcare costs could be significantly reduced by allowing CLM to be the employer of record for its staff. This would also allow CLM, because of the group size, to gain better data to manage its healthcare costs.

The management team of CLM has, over the years, worked with the governments and boards of NCF as they have worked on transitioning their local management teams and boards.

NEFL has supported local areas within the proposed RPA with critical and complicated IT related upgrades. For instance, NEFL worked closely with CSCLM and CSNCFL to aid in migration of local data to the cloud, PC and laptop replacement, procuring new data circuits and network modernization. NEFL was also involved in the interviewing and selection of the new IT manager for CSNCFL to ensure the correct person was hired and had the skillset to manage the modernized network.

These relationships have created natural working relationships that have also resulted in joint career fairs and on-going staff training situations.

Florida Workforce Regions



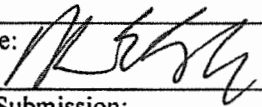
Effective Date: July 1, 2024
 Prepared by: Florida Commerce, Bureau of Workforce Statistics & Economic Research

Request for Regional Planning Area Identification	
Proposed Name of Planning Region: Nature Coast Regional Planning Area	
Local Workforce Development Boards included (Two or more contiguous boards): LWDB 6 CareerSource North Florida LWDB 26 CareerSource North Central Florida LWDB 10 CareerSource Citrus Levy Marion	
Date of Submission:	
Contact Person Name(s): Rusty Skinner	Phone: 352-538-5445 Email Address: rskinner@careersourceclm.com

The request to be identified as a regional planning area (planning region) requires that the local workforce development boards have relevant relationships as evidenced by labor markets, economic development areas, education and training resources, population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. By signing below, the chief local elected officials and the local workforce development board executive directors certify that the local areas request designation as a qualified regional planning area per CareerSource Florida Strategic Policy 2023.09.19.A.1. If the request for designation is approved, the local workforce development boards within the regional planning area will be required to engage in a regional planning process that will produce a Regional Plan to be added as an addendum to each local workforce development board plan per FloridaCommerce Regional Planning Instructions.

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Signature Page

Local Workforce Development Board Executive Director "C"	
Name:	Thomas E. Skinner Jr.
Signature:	
Date of Submission:	

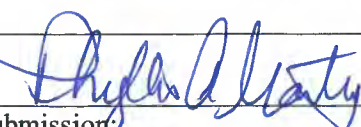
Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Carl Zalak, Chair	Citrus Levy Marion Workforce Development Consortium
Signature:	Date:
	

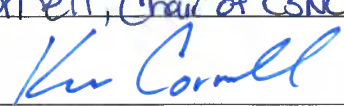
Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "B"	
Name:	Phyllis Marty
Signature:	
Date of Submission:	

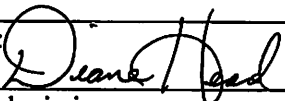
Chief Local Elected Official - LWDB "B"	
Name and Title:	Alachua County BoCC Ken Cornell, Chair of CSNCF Council
County:	Alachua
Signature:	
Date:	1/30/25

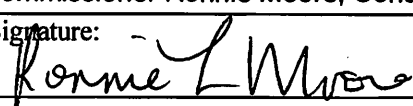
Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "A"	
Name:	Diane Head
Signature:	
Date of Submission:	1/17/25

Chief Local Elected Official - LWDB "A"	
Name and Title: Commissioner Ronnie Moore, Consortium Chair	County: Madison
Signature: 	Date: 1/17/25

consortium chair has authority to sign on behalf of consortium.

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Supporting Documentation for the Request for Regional Planning Area Identification

Please provide information on the proposed regional planning area (planning region) to document relevant relationships between the local workforce development areas (local areas).

Single labor market:

Describe any labor market relationships amongst the local areas within the proposed planning region. Per the U.S. Bureau of Labor Statistics, labor markets can be described as metropolitan statistical areas (MSAs) or micropolitan statistical areas (μSAs). Describe those areas located within the proposed planning region and any MSAs/μSAs that cross over multiple local areas, if applicable.

Common economic development areas:

Describe any economic development area relationships amongst the local areas within the proposed planning region. Florida's economic development regions are an option for defining those economic development areas, but if your planning region has well-established regional economic development organizations, those are also acceptable to describe.

Education and training resources to administer activities under the Workforce Innovation and Opportunity Act:

Utilizing the eligible training providers available amongst the local areas in the proposed planning region, describe any training providers that cross local area lines and their capacity.

Population centers:

Describe the population centers within the planning region and any relevant relationships amongst those population areas as desired. The U.S. Census Bureau, American Community Survey is a potential data source for these population estimates.

Commuting patterns:

Describe the commuting patterns between counties within the proposed planning region. This does not need to be comprehensive amongst all counties in the planning region; however, describe any major notable relationships amongst these counties. The U.S. Census Bureau, OnTheMap data is a potential data source for these commuting pattern estimates.

Industrial composition and location quotients:

Describe the industrial composition of the local workforce development areas or counties included within the proposed planning region. A full breakdown of industrial composition for the regional planning area by county is not required; however, please highlight any major relationships or similarities in industrial composition. When possible, please indicate the location quotient at the county level for any highlighted industries. The industry share of county employment at a 2-digit NAICS level from the U.S. Bureau of Labor Statistics is an acceptable data source for these estimates.

Labor force conditions:

Describe any current labor force conditions that may be present across the proposed planning region. This can include disaggregated unemployment rates, labor force participation rates, or any other pertinent labor force conditions that the proposed regional planning area would like to consider. The U.S. Bureau of Labor Statistics is an acceptable data source for these estimates.

Geographic boundaries:

Describe any pertinent geographic boundaries present within the planning region, including major waterways, ports, or other natural boundaries. Confirm that the proposed planning region is made up of two or more contiguous local areas.

REGIONAL PLANNING AREA:
CareerSource Citrus Levy Marion (CLM)
CareerSource North Central Florida (NCF)
CareerSource North Florida (NF)

Supporting Documentation

Single Labor Market:

Three Metropolitan Statistical Areas (MSA) are included in the proposed regional planning area (RPA). These are:

- Gainesville MSA (Alachua, Bradford, and Levy Counties),
- Ocala MSA (Marion County); and
- Homosassa Springs MSA (Citrus County).

Lake City is a micropolitan statistical area covering Columbia County

The key Labor markets within the proposed region include the Ocala, Gainesville, Lake City, and Crystal River/Homosassa. The Ocala and Gainesville labor markets are the most diverse in terms of industry sectors. The Lake City micropolitan area also serves Live Oak/Suwannee County area. Levy County resident workforce commutes between Gainesville and Ocala. Madison County shows an influx and outflow of workers with Suwannee County. The inter-relationships of the workforce can be seen in the attached *“Inflow and Outflow Report for North Central Florida.”*

The *“Top Sectors Report for North Central Florida”* displays the top employers and targeted sectors for all counties within the proposed regional planning area. The chart shows the industry sector linkages for each county.

For the CareerSource Citrus Levy Marion Board and our Consortium elected officials to make an informed decision, CareerSource Citrus Levy Marion (CLM) issued an RFP to perform and analysis of the requirements for regional planning areas in WIOA. The firm Insytanalytics with Josh D. Shapiro, PhD., as the principal, was chosen. The report, dated September 2023, is attached and has been shared with CareerSource North Florida, and CareerSource North Central Florida for their review and consideration as we moved toward partnering in a regional planning area.

Common Economic Development Areas:

The proposed RPA is covered by two major regional economic development organizations.

- The North Florida Economic Development Partnership (NFEDP) is a rural county organization which includes all of the counties in the proposed RPA, except Alachua, Marion, and Citrus (former member).
- The Florida Economic Development Council (FEDC) is a statewide economic development organization. Its North Central Region includes all proposed RPA counties except Citrus.

CLM and NF are members of NFEDP and CLM is a member of FEDC. In addition, each local workforce board works closely with the local EDOs in each county. This includes support on a less formal basis, such as the provision of LMI and workforce training for economic development prospects to more formal relationships where the EDO is part of their business outreach strategy. EDOs are represented on each of the local workforce boards.

NF works with the Hamilton County Development Authority, the Madison County Development Council, the Suwanee County Development Council, and the Taylor County Development Authority.

NCF works closely with the Greater Gainesville Chamber of Commerce and the North Florida Regional Chamber of Commerce. NCF contracts with both chambers as a vendor in providing Intermediary business Services, which includes providing information to all Chamber Members, all businesses seeking LMI, newly locating businesses and “selling” Work Based Learning to eligible businesses.

Education and Training Resources: Public

- University of Florida
- College of Central Florida
- North Florida College
- Gateway College
- Santa Fe College
- Big Bend Technical College
- RiverOak Technical College
- Withlacoochee Technical College
- Marion Technical College

- Alachua County School Board
- Bradford County School Board
- Citrus County School Board
- Columbia County School Board
- Dixie County School Board
- Gilchrist County School Board
- Hamilton County School Board
- Lafayette County School Board
- Levy County School Board
- Madison County School Board
- Marion County School Board
- Union County School Board
- Suwannee County School Board
- Taylor County School Board
- Rasmussen University
- North Florida Technical College

Population Centers: (data source– U.S. Census, ACS, 2022 estimated population)

- Madison, pop. 2,960, and Perry, pop. 6,970, are the two key population and industrial centers in the NF workforce region. Perry has Big Bend Technical College and a satellite campus of North Florida College, which is based in Madison.
- Live Oak is the home of RiverOak Technical College.
- Suwannee County is the largest county in CSNF area.
- Lake City, pop. 12,449, and Live Oak, pop. 7,034, are separated by I 75 and share workforce dynamics which also link NF. Both have strong manufacturing sectors. They also share a state rural incubator site.
- Jasper, the county seat of Hamilton County, has a population of 3,661.
- Mayo is the largest city, pop. 1089, and the county seat of Lafayette County.
- Dixie County is a coastal county in the proposed RPA. Cross City serves as its county seat and has a population of 1,743.
- Trenton is the county seat of Gilchrist County and has a population of 2,070.
- Union County's county seat is Lake Butler, pop. 1,950
- Chiefland, pop. 2,382, Bronson, pop. 1,196, and Williston, pop. 3,089, form the three population centers of Levy County. Chiefland's retail and service growth

draws residents of both Gilchrist and Dixie County both as consumers and employees. Bronson is the county seat, mid-way between Williston and Chiefland. Williston's airport and adjacent industrial park serve as the industrial hub for Levy County.

- Starke, pop. 5,864, serves as the key center in Bradford County also drawing consumers from Union County. Starke is the center of two major north-south and east-west highways, US 301, and State Road 16.
- Gainesville and Alachua are key cities within Alachua County. Gainesville, pop. 145,214, home of the University of Florida. The University is an employment magnet for workers in all the surrounding counties- serving education, agriculture, healthcare, and manufacturing industries in both the surrounding counties as well as statewide. Alachua, pop. 10,773, adjacent to I 75 has both manufacturing and logistics employers.
- Inverness, pop. 7,766, Crystal River, pop. 3,485, are the key cities of Citrus County. Inverness, the county seat, is the governmental center. It is dissected by US41, a key north/south thoroughfare that also connects it to State Road 200, the key eastern highway to Marion County. Crystal River is the hub of the Nature Coast eco-tourism, fishing, and aquaculture sectors.
- Ocala, pop. 65,478, the county seat of Marion County is also the center of its manufacturing, logistics, healthcare, and other industry sectors. It is the major commercial/retail center for Marion County. The equine industry, which is spread through Marion County, is also served by businesses housed in the Ocala area.

Except for Alachua County, Citrus County and Marion County, the counties within the proposed RPA are rural and included in the *rural area of opportunity* designated counties of Florida.

Commuting Patterns:

The attached report by Dr. Shapiro and the visual maps details the commuting patterns between all the counties involved in the proposed regional planning area. A review of the map data shows how the commuting patterns interlace with workforces of the counties.

Relationships discussed in relevant sections.

Industrial Composition and Location Quotients:

See attached sector maps and Shapiro Report.

In addition to these designations, we have on-going collaborations that deal with common emerging labor market issues.

Broadband Grant

CLM is the lead organization in a training grant that supports the rural broadband infrastructure funding in regions 6 and 7, and Levy County (Region 10), covering eleven rural counties in total. The implantation of this project along with the installation of high-speed fiber in these rural counties increases the capacity of telecommuting for these areas and provides residents access to more and better quality jobs.

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As a result of Hurricane Idalia, the clam industry, a subsector of the agriculture industry, off Dixie and Levy counties has been devastated. The Location Quotients for Agriculture in Dixie and Levy counties are 5.18 and 7.17 respectively (source: JobsEQ). CLM and NCF are working to assist the workers and growers affected through a National Dislocated Worker Grant. For Dixie County, CLM is providing grant management and coordination of employment services. While Levy County has 110 growers (leaseholders) Dixie County has thirteen according to data provided by FDACS. provides outreach support but collaborates with CLM to reduce administrative costs and create a more efficient and consistent approach to employment services.

Industry Composition: Each of the regions in the proposed planning area have identified targeted sectors based on local industry composition, demand, and future workforce needs. Feedback from businesses in these industries, along with partnerships with education providers, help us develop local talent and implement solutions for the workforce needs in each of our areas.

As expected, there is significant overlap in these sectors due to geographical similarities and shared commuting patterns. The chart below highlights where targeted sectors are shared and shows the competitiveness of each local area:

Labor Force Conditions:

Industry	NAICS	Location Quotient (LQ)		
		CSNF (6)	CSCLM (10)	CSNCF (26)
Agriculture	11	6.87	1.97	1.69
Mining	21	0.50	0.50	0.32
Utilities	22	1.55	0.85	0.46
Construction	23	1.09	1.50	0.85

Manufacturing	31, 32, 33	1.63	0.79	0.50
Wholesale Trade	42	0.50	0.76	0.54
Retail Trade	44	1.31	1.59	1.07
Transportation, Warehousing and Logistics	48, 49	0.55	0.88	0.73
Finance and Insurance	52	0.41	0.50	0.56
Real Estate/Rental Leasing	53	0.40	1.07	0.98
Professional, Sci, Tech Services	54	0.30	0.52	0.67
Admin Support/Waste Mgmt/ Re-medication	56	0.74	0.92	0.88
Healthcare	62	0.72	1.05	1.39
Arts, Entertainment and Recreation	71	0.63	1.17	0.74
Hospitality	72	0.87	1.10	1.06
Public Administration	92	2.72	1.17	1.43

Areas in yellow denote a shared targeted sector between areas.

Manufacturing and Logistics are shared sectors of strength for the regions in the proposed planning area due largely to our ideal placement along the I-75 distribution route. Large distribution centers continue to seek space along this “industrial” zone which has led to an increased need for qualified candidates in these sectors, a need which continues to grow as more businesses move to the area.

Construction has boomed recently across the state of Florida, and particularly in this northern Florida corridor where lower home prices and reduced hurricane danger has many looking to relocate to this area both from South Florida and from out of State.

Healthcare and Professional/Scientific/Technical Services are also important industries in the proposed planning area, with each region having significant inflow/outflow to support the high-demand Healthcare sector in the metro areas through the north Florida corridor.

Source: Location Quotient data by industry is derived by Chmura JobsEQ using the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics. Data is updated through 2023Q2 with preliminary estimates by Chmura updated to 2023Q3.

Geographic Boundaries:

Key highways in the proposed region are Interstate 10(I 10) and Interstate 75 (I 75) which provide critical East-West and North-South transportation corridors. In addition to

this US 441/301 provides north-south travel through the region's center. US 19 is the north-south roadway skirting the Gulf coastal area of the region. US 41 provides an east-west throughfare into Citrus County before turning north through Levy and into Alachua and Columbia County. State Road 40 links Florida's East and West Coasts, cutting through Ocala.

Gainesville Regional Airport provides convenient air service for residents in the eastern and central sections of the region. Ocala International airport provides service to the executive and equine needs of Marion County.

The eastern edge of the region is bounded by the St. Johns River, fed by springs in Marion County through its Silver River. The Suwannee River approximately dissects the region of its journey to the Gulf of Mexico, fed by the Santa Fe River. At the southern end of the region, the Withlacoochee River travels west exiting at the boundary of Citrus and Levy County near the former Cross-Florida Barge Canal site. Port Citrus is located at the mouth of the Barge Canal/Withlacoochee River.

The RPA is home to a number of natural freshwater springs that connect to the rivers that flow through the area and create tourist and recreational sites.

Special Relationships:

CLM and NF have had an on-going relationship that reduces administrative and overall staff costs since 2011. CLM provides financial management for NF reducing the need for NF to have a finance staff. CLM costs cover the costs of CLM to provide those services, enabling CLM to have a stronger finance team while reducing its own finance costs. While exploring this arrangement, both CLM and NF determined that staff benefit costs, primarily driven by healthcare costs, could be significantly reduced by allowing CLM to be the employer of record for its staff. This would also allow CLM, because of the group size, to gain better data to manage its healthcare costs.

The management team of CLM has, over the years, worked with the governments and boards of NCF as they have worked on transitioning their local management teams and boards.

These relationships have created natural working relationships that have also resulted in joint career fairs and on-going staff training situations.

TOP SECTORS BY COUNTY



Key/Source

Healthcare = Healthcare and Social Assistance (NAICS 62)

Hospitality = Accommodation and Food Services (NAICS 72)

Admin/Support = Administrative and Support and Waste Mgmt and Remediation Services (NAICS 56)

Public Admin = Public Administration (NAICS 92)

Pro/Sci/Tech = Professional, Scientific, and Technical Services (NAICS 54)

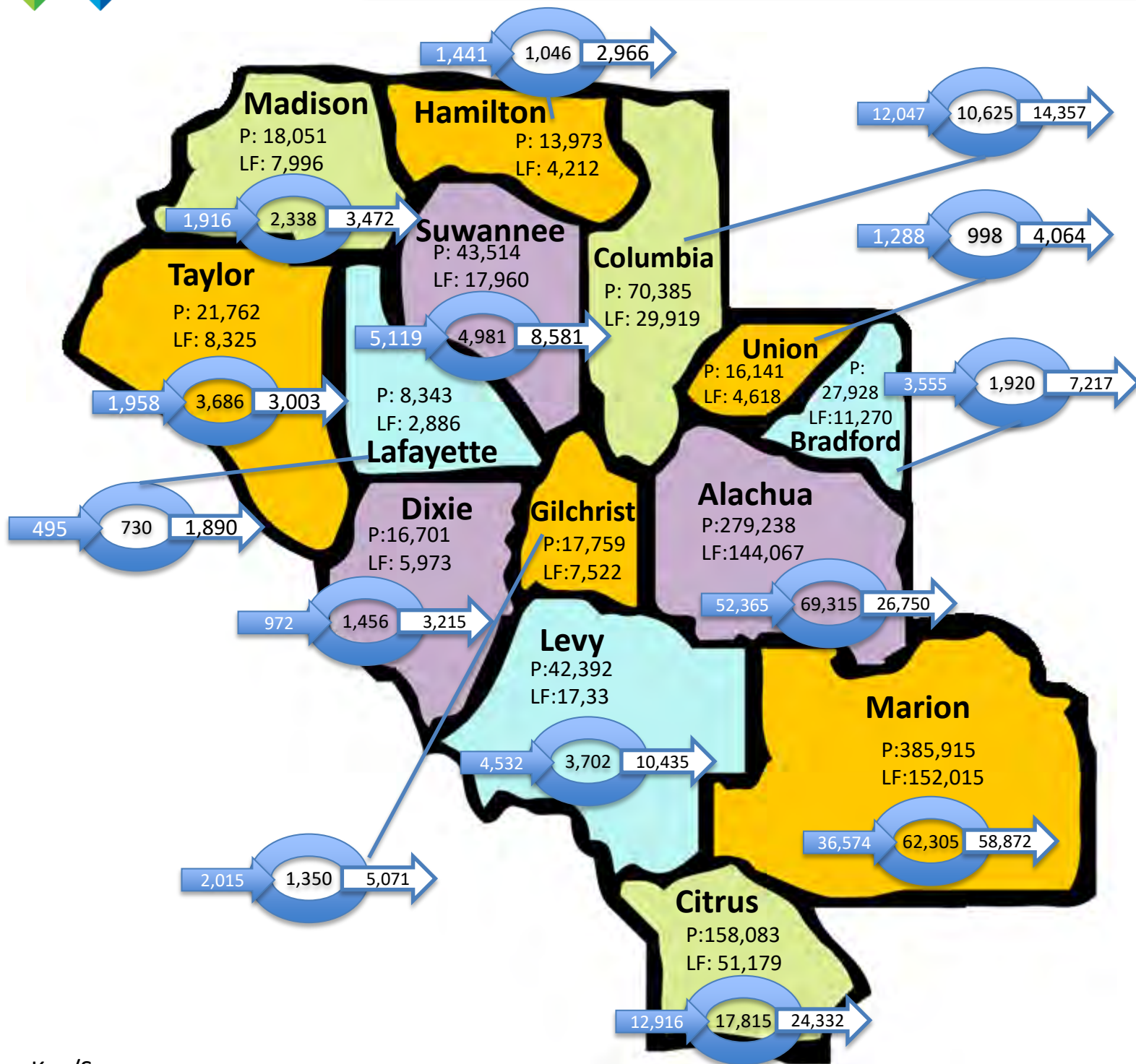
NAICS = North American Industry Classification System

TOP SECTORS BY COUNTY

	Top 5 Sectors/Empl		RWB Targeted Sectors
Alachua	Healthcare	30,190	Logistics/Advanced Mfg
	Education	24,218	Construction
	Retail	14,207	Healthcare
	Hospitality	12,592	Technology
	Admin/Support	8,430	Hospitality
Bradford	Public Admin	1,744	Logistics/Advanced Mfg
	Retail	1,064	Construction
	Distribution	772	Healthcare
	Hospitality	755	Technology
	Healthcare	526	Hospitality
Citrus	Healthcare	7,352	Mfg/Transport/Distrib.
	Retail	6,093	Professional/IT
	Hospitality	3,993	Healthcare
	Construction	3,601	Hospitality
	Admin/Support	2,599	Construction
Columbia	Healthcare	4,567	Manufacturing
	Retail	3,900	Logistics
	Hospitality	2,916	Admin/Hospitality
	Education	2,225	Healthcare
	Manufacturing	2,160	Construction
Dixie	Public Admin	644	Manufacturing
	Manufacturing	523	Logistics
	Retail	318	Admin/Hospitality
	Hospitality	257	Healthcare
	Agriculture	226	Construction
Gilchrist	Agriculture	708	Manufacturing
	Public Admin	650	Logistics
	Healthcare	421	Admin/Hospitality
	Education	405	Healthcare
	Manufacturing	369	Construction
Hamilton	Public Admin	688	Mfg/Transport/Distrib
	Manufacturing	571	Healthcare
	Retail	341	Ag/Mining/Utilities
	Agriculture	299	Retail/Hospitality
	Education	296	Public Admin

	Top 5 Sectors/Empl		RWB Targeted Sectors
Lafayette	Public Admin	360	Mfg/Transport/Distrib.
	Agriculture	240	Healthcare
	Healthcare	181	Ag/Mining/Utilities
	Education	172	Retail/Hospitality
	Retail	155	Public Admin
Levy	Retail	1,559	Mfg/Transport/Distrib.
	Construction	1,417	Information Technology
	Hospitality	996	Healthcare
	Agriculture	968	Hospitality
	Manufacturing	937	Construction
Madison	Healthcare	916	Mfg/Transport/Distrib
	Public Admin	689	Healthcare
	Retail	594	Ag/Mining/Utilities
	Education	528	Retail/Hospitality
	Manufacturing	498	Public Admin
Marion	Healthcare	18,019	Mfg/Transport/Distrib.
	Retail	17,884	Information Technology
	Hospitality	10,350	Healthcare
	Construction	10,215	Hospitality
	Manufacturing	10,040	Construction
Suwannee	Retail	2,003	Mfg/Transport/Distrib
	Manufacturing	1,596	Healthcare
	Public Admin	1,463	Ag/Mining/Utilities
	Healthcare	1,170	Retail/Hospitality
	Agriculture	1,124	Public Admin
Taylor	Manufacturing	1,489	Mfg/Transport/Distrib
	Retail	1,010	Healthcare
	Public Admin	703	Ag/Mining/Utilities
	Healthcare	663	Retail/Hospitality
	Hospitality	523	Public Admin
Union	Public Admin	1,160	Manufacturing
	Distribution	397	Logistics
	Retail	270	Admin/Hospitality
	Healthcare	268	Healthcare
	Construction	244	Construction

WORKFORCE INFLOW/OUTFLOW PATTERNS



Key/Source

P: Population – 2021: American Community Survey 1-Year Estimates (5-Year Est for Populations Under 65,000) Table DP05

LF: Labor Force – Local Area Unemployment Statistics May 2023 (not seasonally adjusted)

➡ Inflow: Employed in the county but living outside (Census on the map, 2020 – Primary Jobs)

➡ Outflow: Living in the county, but employed outside (Census on the map, 2020 – Primary Jobs)

○ Employed and living in the county (Census on the map, 2020 – Primary Jobs)

Updated: 7/10/2023

WORKFORCE INFLOW/OUTFLOW PATTERNS

	Top 5 Inflow		Top 5 Outflow	
Alachua	Marion	5,871	Duval	3,881
	Columbia	3,907	Marion	2,218
	Duval	3,767	Orange	2,176
	Levy	3,743	Hillsborough	1,808
	Clay	2,404	Leon	1,117
Bradford	Clay	764	Alachua	2,114
	Alachua	376	Duval	1,520
	Duval	314	Clay	743
	Union	249	Union	256
	Putnam	203	Columbia	223
Citrus	Marion	2,207	Marion	4,349
	Hernando	1,713	Hernando	2,418
	Pasco	864	Hillsborough	1,855
	Hillsborough	747	Orange	1,855
	Pinellas	685	Lake	1,768
Columbia	Suwannee	2,127	Alachua	3,907
	Alachua	999	Duval	2,844
	Duval	916	Suwannee	925
	Marion	520	Orange	582
	Hamilton	494	Hillsborough	446
Dixie	Levy	187	Alachua	635
	Gilchrist	117	Levy	292
	Taylor	63	Gilchrist	287
	Alachua	57	Duval	204
	Suwannee	45	Columbia	195
Gilchrist	Levy	441	Alachua	2,216
	Alachua	366	Levy	388
	Dixie	287	Columbia	290
	Suwannee	122	Duval	231
	Columbia	120	Marion	208
Hamilton	Suwannee	378	Columbia	494
	Columbia	300	Suwannee	490
	Lowndes (GA)	170	Alachua	287
	Echols (GA)	53	Duval	181
	Madison	47	Lowndes (GA)	153

	Top 5 Inflow		Top 5 Outflow	
Lafayette	Suwannee	167	Suwannee	385
	Taylor	45	Alachua	212
	Columbia	36	Columbia	185
	Madison	22	Taylor	160
	Gilchrist	18	Duval	119
Levy	Marion	855	Alachua	3,743
	Alachua	662	Marion	1,518
	Citrus	405	Duval	524
	Gilchrist	388	Citrus	510
	Dixie	292	Gilchrist	441
Madison	Suwannee	218	Leon	697
	Lowndes (GA)	172	Lowndes (GA)	425
	Taylor	155	Suwannee	393
	Hamilton	143	Taylor	254
	Jefferson	123	Jefferson	143
Marion	Citrus	4,349	Orange	7,101
	Lake	2,971	Sumter	6,419
	Orange	2,261	Lake	6,132
	Alachua	2,218	Alachua	5,871
	Duval	1,910	Hillsborough	4,548
Suwannee	Columbia	925	Columbia	2,127
	Hamilton	490	Alachua	1,136
	Madison	393	Duval	512
	Lafayette	385	Marion	393
	Lowndes (GA)	274	Hamilton	378
Taylor	Madison	254	Leon	797
	Leon	250	Duval	156
	Lafayette	160	Madison	155
	Suwannee	122	Bay	106
	Dixie	102	Hillsborough	99
Union	Bradford	256	Alachua	1,138
	Columbia	223	Duval	655
	Alachua	141	Columbia	475
	Clay	99	Bradford	249
	Baker	83	Orange	119

COMMUTER PATTERN & OCCUPATIONAL ANALYSIS



September 2023



CareerSource
CITRUS | LEVY | MARION



Report prepared by:



Commuter Pattern and Occupational Overlap Analysis

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Executive Summary

Most residents of Citrus, Levy, and Marion county commute to work, though a small but significant percentage work from home (6 to 9.2 percent). Of those that commute, 75.3 percent in Citrus and 80.5 percent in Marion stay in-county for their employment, while relatively few in Levy remain in-county for work (42.7 percent). For those that leave their county of residence to find employment, important inflow/outflow counties include Hernando, Sumter, Alachua, Gilchrist, and Lake, although a number of other counties nearby share a relationship as well.

Twenty-nine counties have been identified with important spatial or social connection to Citrus, Levy, and Marion. Top occupations and industries for employment and pay in Marion, Citrus and Levy overlap significantly, as well as overlapping a great deal with the other 29 counties of interest. Broadly speaking industry clusters focus on areas of local education/training, hospitality, health services, local retail, agriculture, and household goods and services. Those industries with a current foothold in the area can be expanded into other fields with enough overlap in skills, technology, and other capabilities.

Key Findings:

Commute:

- Most in Citrus, Levy, and Marion commute by car, truck or van
- Between 6 and 9.2 percent work from home
- Average commute time < 30 minutes, but many spend 30-60 minutes, particularly Levy county
- 75.3 percent of Citrus residents don't leave their county for work, 80.5 percent for Marion, and 42.7 percent for Levy
- Citrus and Levy have a large inflow and outflow to/from Marion
- Other important inflow/outflow counties include Hernando, Sumter, Alachua, Gilchrist, and Lake

Jobs Providers in Citrus/Marion/Levy:

- Top job providers for Citrus, Marion, and Levy include Sales, Office and Administrative Support, Food Preparation And Serving, Transportation And Moving
- Healthcare and technical occupations provide many jobs and pay comparatively well in Citrus and Marion counties
- Top industries within a 60-minute drive of Marion, Citrus, and Levy overlap considerably and include Retail Salespersons, Customer Service Representatives, Stockers and Order Fillers, Registered Nurses, Cashiers, Office Clerks, General, General and Operations Managers, Fast Food and Counter Workers, and Waiters and Waitresses

Commonalities Between 29 Associated Counties:

- There are 29 counties with important spatial or cultural relationships with Citrus, Levy, and Marion
- Top occupations overlapping across those 29 counties include Retail Sales Workers, Material Moving Workers, Food And Beverage Serving Workers, Management Occupations, Installation, Maintenance, And Repair Occupations, Cooks And Food Preparation Workers, Healthcare Diagnosing Or Treating Practitioners, Top Executives, and Health Technologists And Technicians
- All three counties show a substantial occupational and industry overlap
 - Levy has comparatively low overlap across the 29 counties, but shares the greatest number of top occupations with Taylor and Bradford counties
 - Marion shows overlap with Clay, Putnam, Columbia, Hernando, Pasco, Lake, Citrus, Flagler, and Volusia counties
 - Citrus shows overlap with Nassau, Clay, Marion, Lake, Flagler, and Volusia counties
- Overarching industry clusters include Local Education/Training, Hospitality, Health Services, Local Retail, Agriculture, and Household Goods and Services and these can be expanded into other fields with enough overlap in capabilities

Regions

Specific regions chosen for proximity, common occupations/industries, and similar social and cultural components include regions 6, 7, and 9 (as illustrated in figure 1). All regions also benefit from an important interstate travel corridor in common, I-75, shown running through all regions in figure 2.

Specific relationships between Citrus, Levy, and Marion to each individual county within regions 6, 7, and 9 can be found in the “Regional Recommendations” section at the end of this report. These counties include Madison, Suwannee, Taylor, Hamilton, Lafayette, Gilchrist, Union, Columbia, Dixie, Alachua, and Bradford.

Figure 1. Important Regions Within Florida

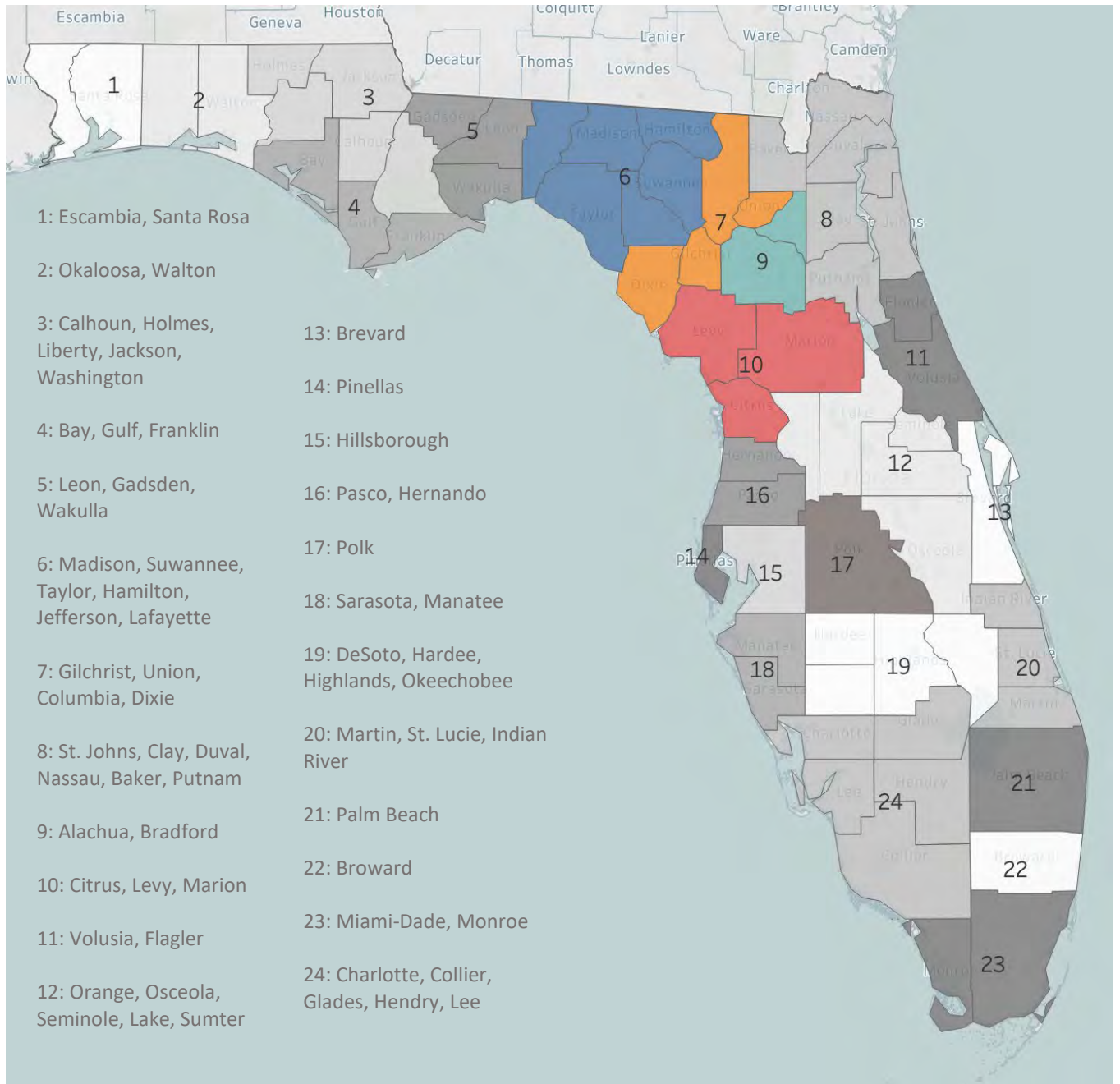
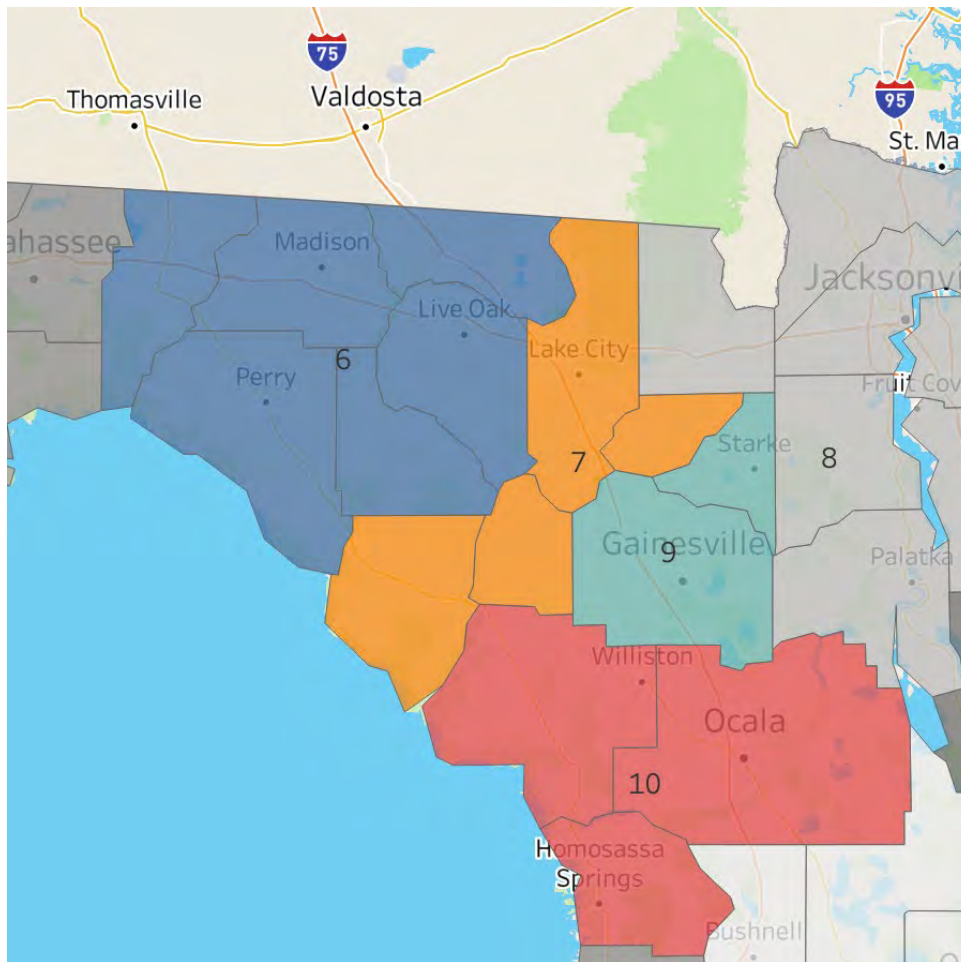


Figure 2. I-75 Route Through Regions 6, 7, 9, and 10



Commuter Pattern and Occupational Overlap Analysis

The following analysis seeks to accomplish three main goals. First, it provides an analysis of commuting patterns around Citrus, Levy, and Marion counties; how individuals work, where they work, and how they get there. Second, it outlines occupations of importance for those regions based on a few different metrics (growth, number of jobs, pay, etc.) and pulls out major occupations for any area within reasonable driving distance.

The final goal of this report is to flesh out occupations and industries shared in common amongst regions with a relationship to Levy, Marion, or Citrus, and expand on this list into related occupations that could be important. This is accomplished via a cross comparison of top listed occupations and industries, use of a Kmodes clustering algorithm on ranked occupational data, and application of a system of industry clusters and subclusters.

The findings indicate that there are many similarities across the counties of interest, but a few key differences in certain counties as well. Considered broadly, Levy tends to differ from

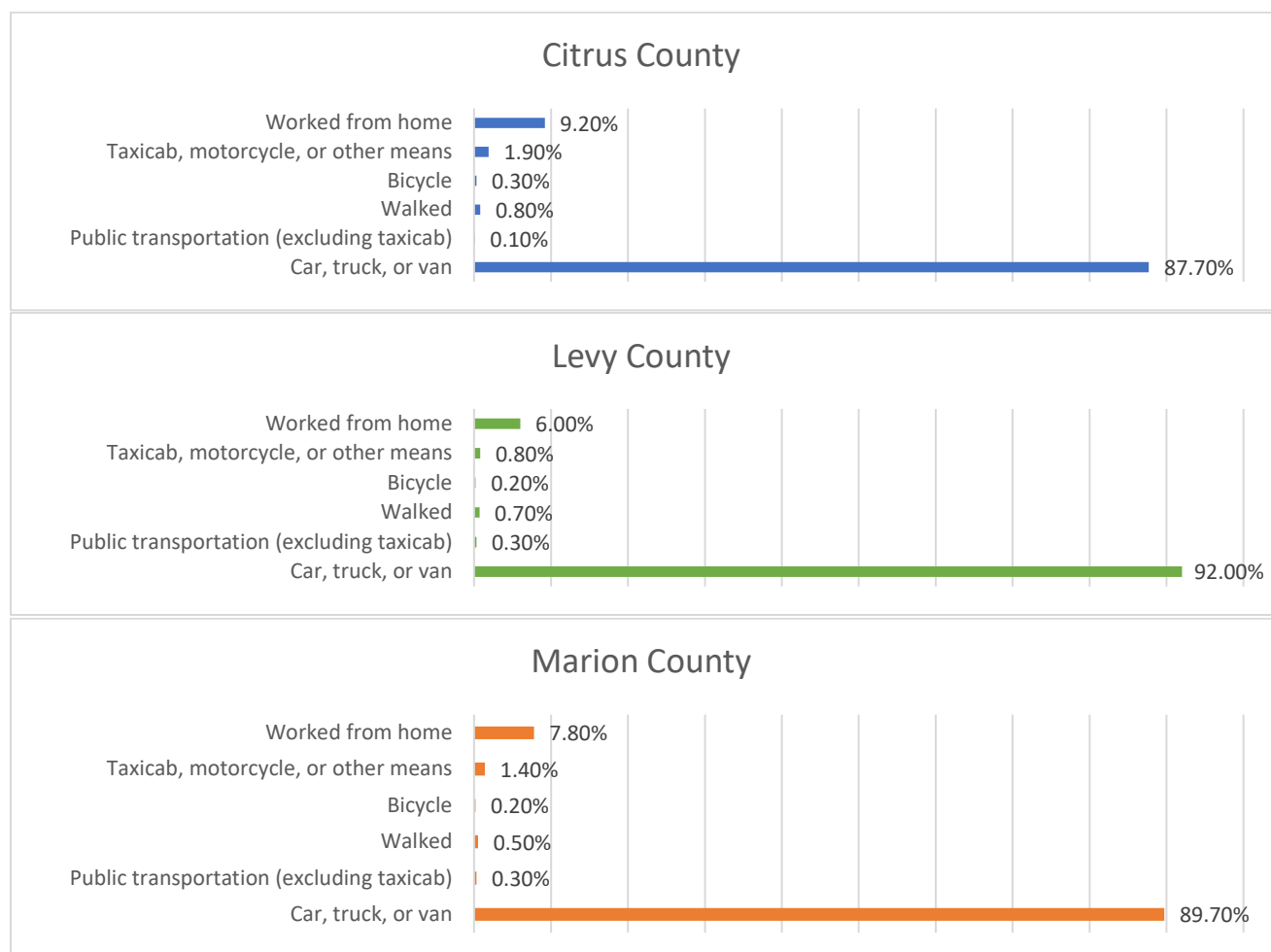
Marion and Citrus more than the two differ from one another, however amongst all considered counties there are many occupations and industries that overlap, and those skills and abilities can be applied in multiple similar industries.

Distance and Mode of Transit

Commute Method¹:

The following figures illustrate differences and similarities in commuting methodology across all three counties of interest. A majority of all 3 counties commute by car, truck, or van. All three have a small percentage that carpool (8.1, 11.4, and 10.2% for Citrus, Levy, and Marion counties respectively).

Figure 3. Commute Method By County



¹ US Census Bureau 5 Year Estimates: S0801

<https://data.census.gov/table?q=S0801:+COMMUTING+CHARACTERISTICS+BY+SEX&g=050XX00US12017,12075,12083&tid=ACST5Y2021.S0801&moe=false>

Commute Time:

Mean travel time for all 3 counties was just under 30 minutes at 27.7, 29.5, and 26.2 minutes for Citrus, Levy, and Marion counties.

Figure 4. Time of Commute By County

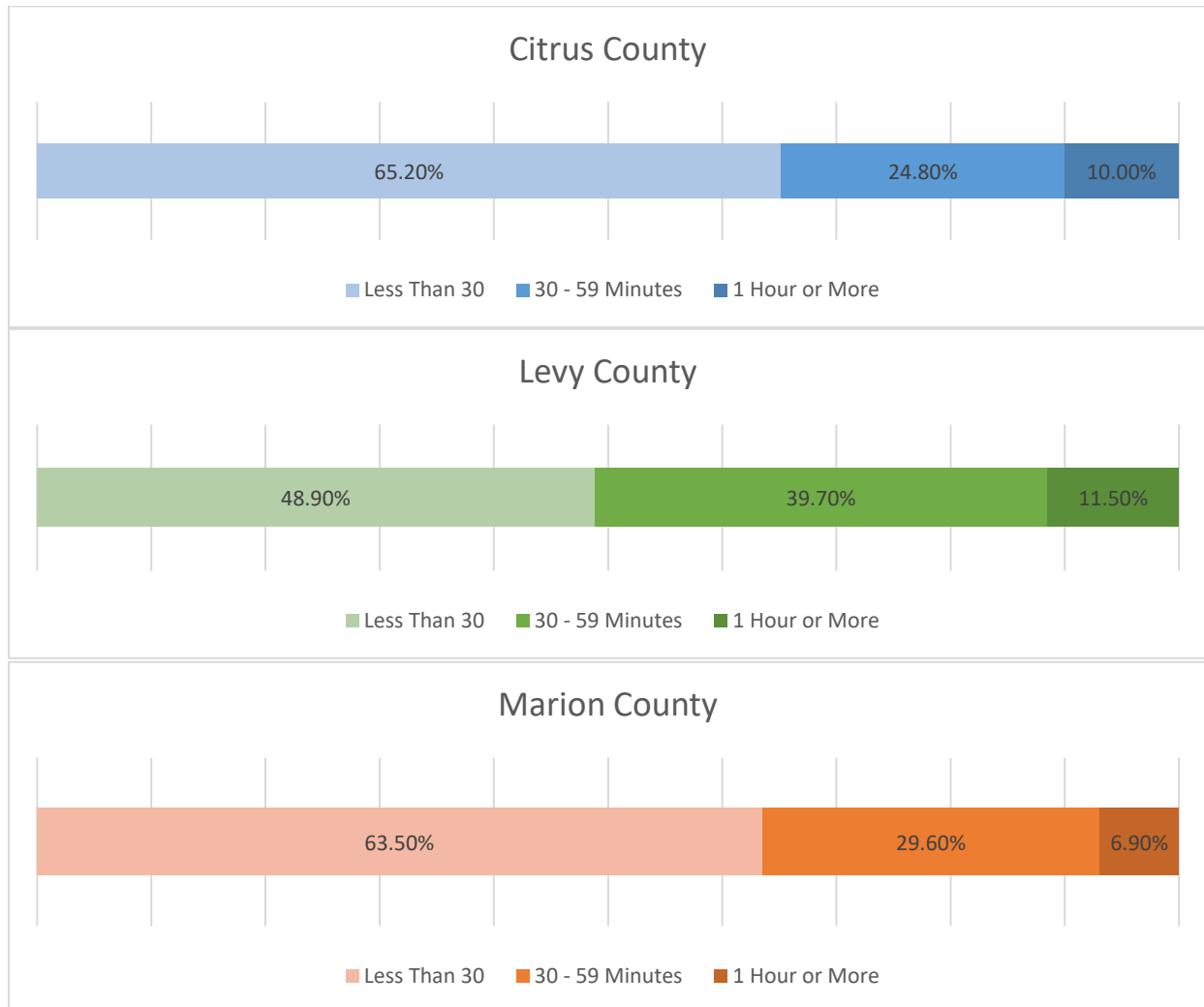


Table 1. Percent Working In County of Residence

	Citrus County	Levy County	Marion County
Worked in state of residence	98.70%	99.60%	99.10%
Worked in county of residence	75.30%	42.70%	80.50%
Worked outside county of residence	23.40%	56.90%	18.60%

Commuting Patterns and County Connections:

Commuting patterns were examined across 5 different datasets, including LODES², CareerSource Labor Shed data³, 2016-2020 5-Year ACS Commuting Flows⁴, FloridaCommerce County-to-County Worker Flow⁵, and Census Transportation Planning Product data (CTPP)⁶. Each data set presents advantages and downsides in terms of size, error, and time frame; by cross comparing the goal is to reduce errors and take advantage of all available insights. Figures 5 through 10 show top counties of worker inflow and outflow for Citrus, Levy, and Marion counties. Top counties were determined by first ranking counties in each dataset, and then cross comparing. Percentages represent averages across all data sets.

Citrus

Citrus sees the greatest inflow from Hernando and Marion counties, and the greatest outflow out of Citrus into Marion and Sumter counties. However, a majority of its residents work within Citrus rather than commuting outside.

² LEHD Origin-Destination Employment Statistics (LODES8, enumerated by 2020 census blocks): <https://lehd.ces.census.gov/data/#lodes>

³ CareerSource Labor Shed data (2023 update): <https://www.floridajobs.org/workforce-statistics/data-center/florida-census-data-center/labor-shed-reports>

⁴ Table 1, 5-year estimates: <https://www.census.gov/data/tables/2020/demo/metro-micro/commuting-flows-2020.html>

⁵ Florida Commerce Summary Tables, "Where Do Workers Live" and "Where Do Workers Work" via Florida Census Data Center: <https://floridajobs.org/workforce-statistics/data-center/florida-census-data-center/florida-census-data/county-to-county-worker-flow-files>

⁶ Census Transportation Planning Product (2012-2016 5 Year Data): <http://ctpp.beyond2020.com/ctpp1216/Browse/ErrorMessage.aspx?ErrMsg=Unpublished&PerspectiveLanguage=en&PerspectiveUserId=&PerspectivePassword=>

Figure 5. Top 5 Inflow and Outflow for Citrus County By Percent of Worker/Resident

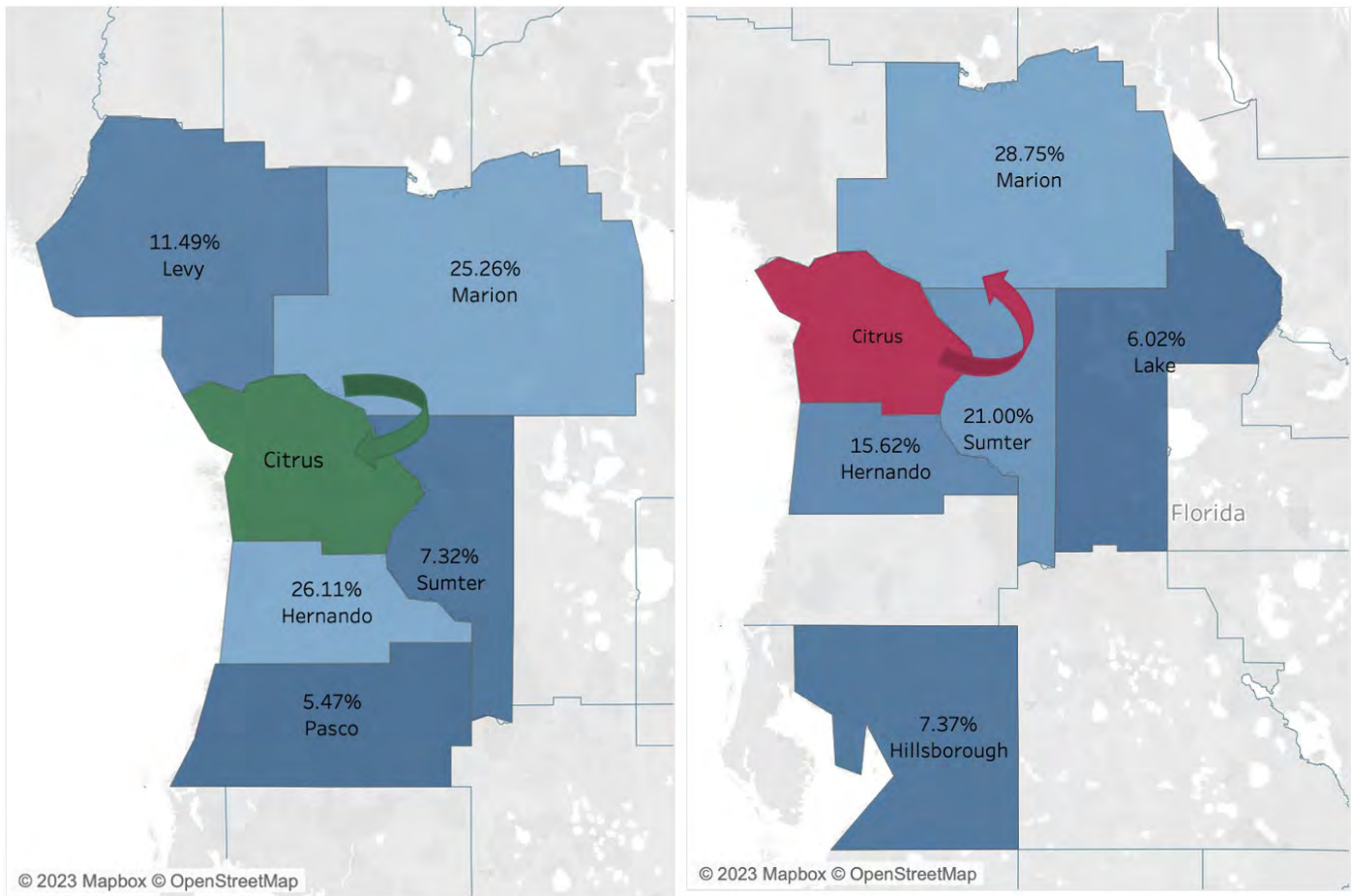
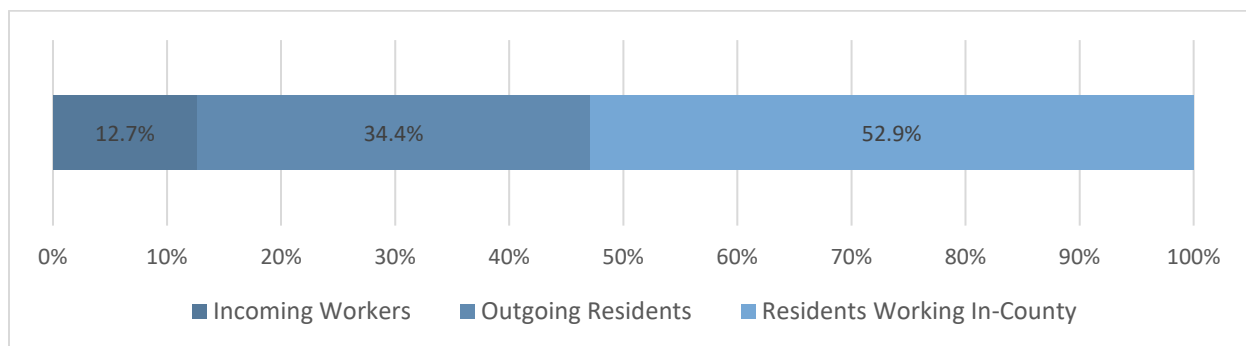


Figure 6. Proportion of Incoming, Outgoing, and In-County Workers



Levy

Levy sees the greatest inflow from Alachua, Gilchrist, and Marion counties, and the greatest outflow out of Levy into Alachua and Marion counties. Unlike Citrus, a majority of its residents leave their home county for work.

Figure 7. Top 5 Inflow and Outflow for Citrus County By Percent of Worker/Resident

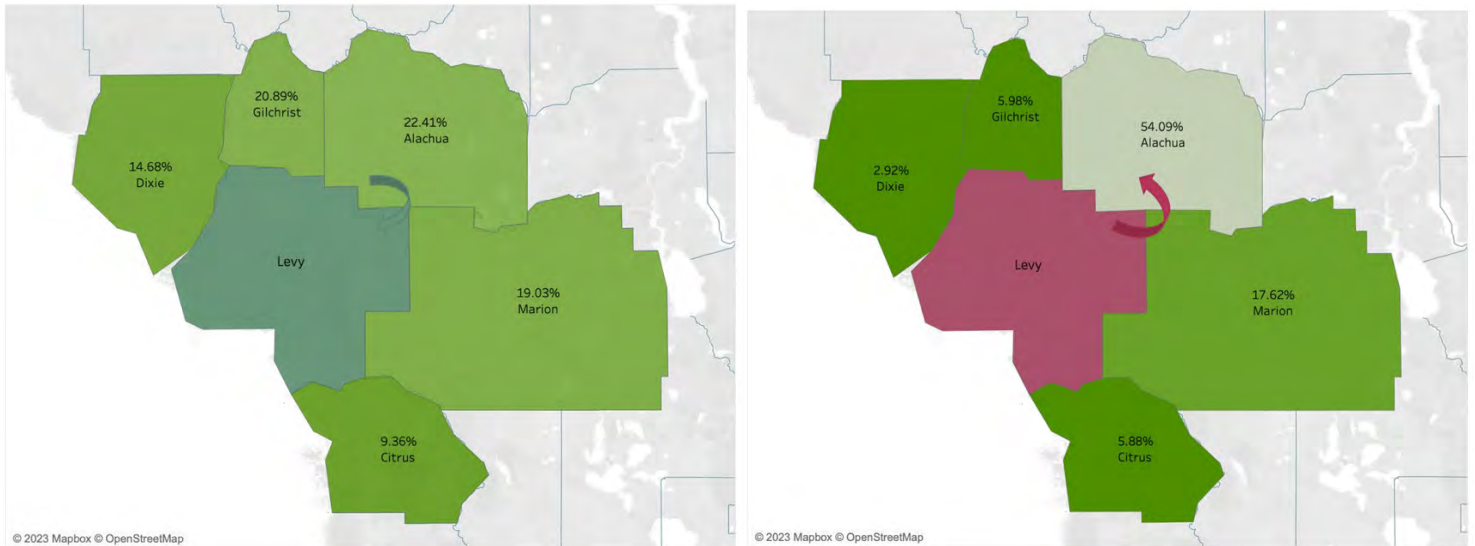
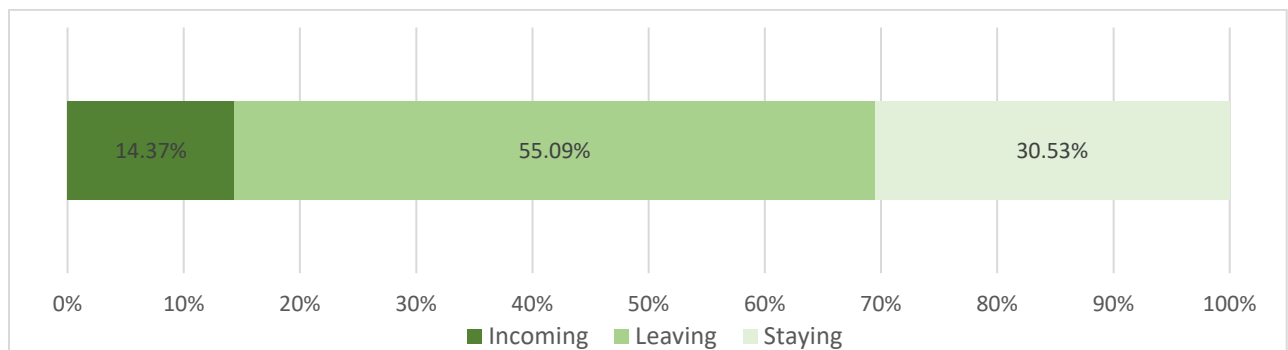


Figure 8. Proportion of Incoming, Outgoing, and In-County Workers



Marion

Most workers coming into Marion are coming from Citrus, Levy, and Alachua counties, and the greatest number leaving are going to work in Sumter, Alachua, and Lake counties. Similarly to Citrus, a majority of its residents remain within their home county for work (a total of 58.48 percent compared to 28.95 percent leaving).

Figure 9. Top 5 Inflow and Outflow for Marion County By Percent of Worker/Resident

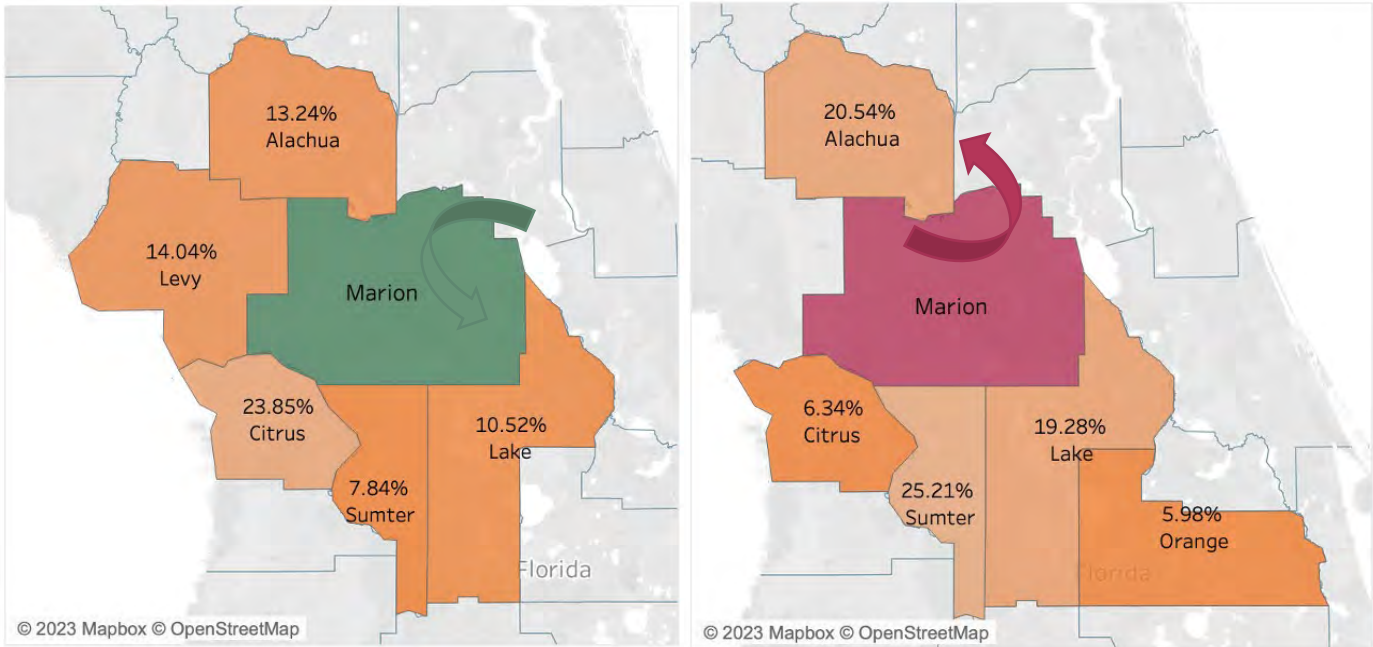
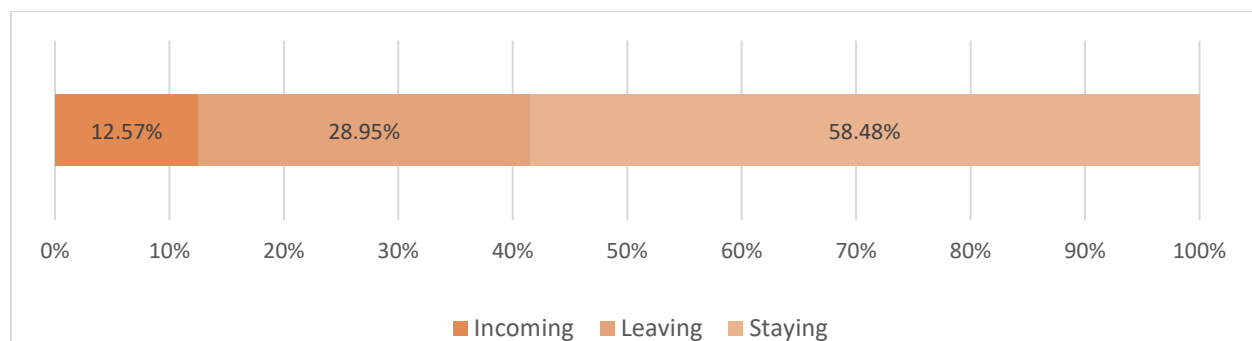


Figure 10. Proportion of Incoming, Outgoing, and In-County Workers



Occupations and Job Postings for Citrus, Levy, and Marion Counties

Graphics below illustrate leading occupations for Citrus, Levy, and Marion Counties at the 2-digit SOC level based on jobs, pay, growth, competitive effect (i.e. which jobs had much higher growth than expected) and employment concentration.

Citrus

In Citrus county top job producing occupations include those related to food preparation and serving, office and administrative support, and sales (figure 11), while best paying occupations for Citrus include those related to management, computers and mathematics, and architecture and engineering (figure 12). The best paying occupation that still provides a high number of jobs is in healthcare practitioners and technical occupations; this field also is the fastest growing in Citrus county over the last five years (figure 13). Those occupations with high concentration overlap with competitive effect for Citrus, with sales and office and administrative support leading beside food preparation and serving (figure 14). Educational instruction and library, and construction and extraction both also lead in competitive effect for the region.

Figure 11. Largest Occupations (2018-2023) In Citrus: 2022 Median Hourly Earnings | 2023 Jobs



Figure 12. Highest Paying Occupations (2018-2023) In Citrus: 2022 Median Hourly Earnings | 2023 Jobs

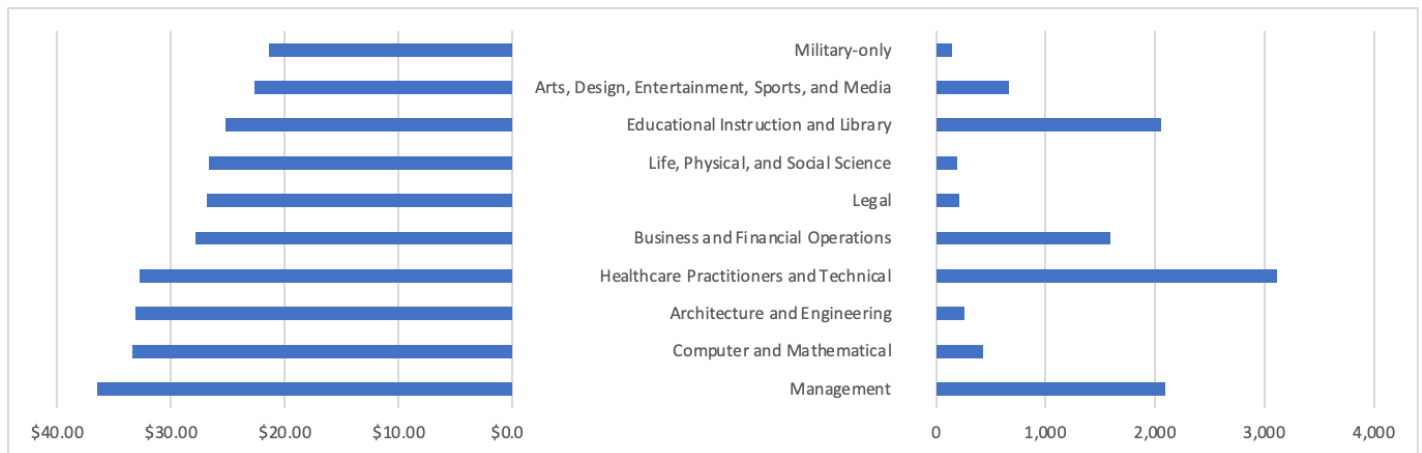


Figure 13. Fastest Growing Occupations (2018-2023) In Citrus

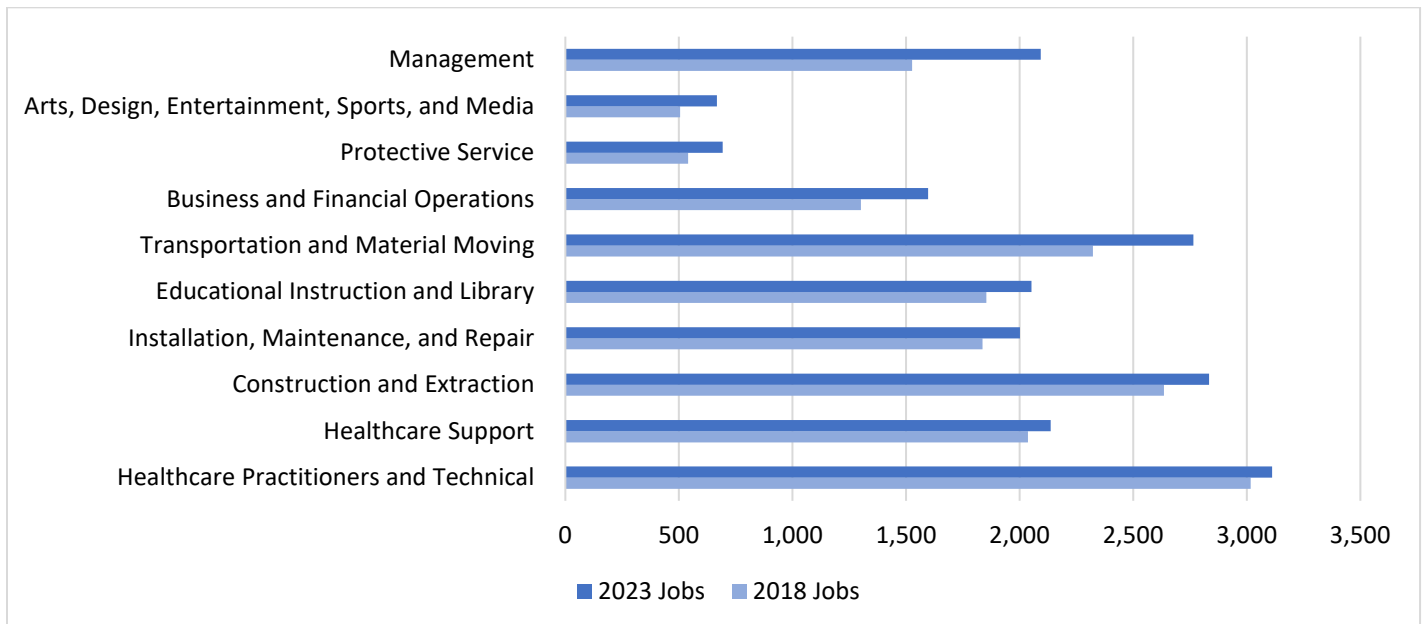
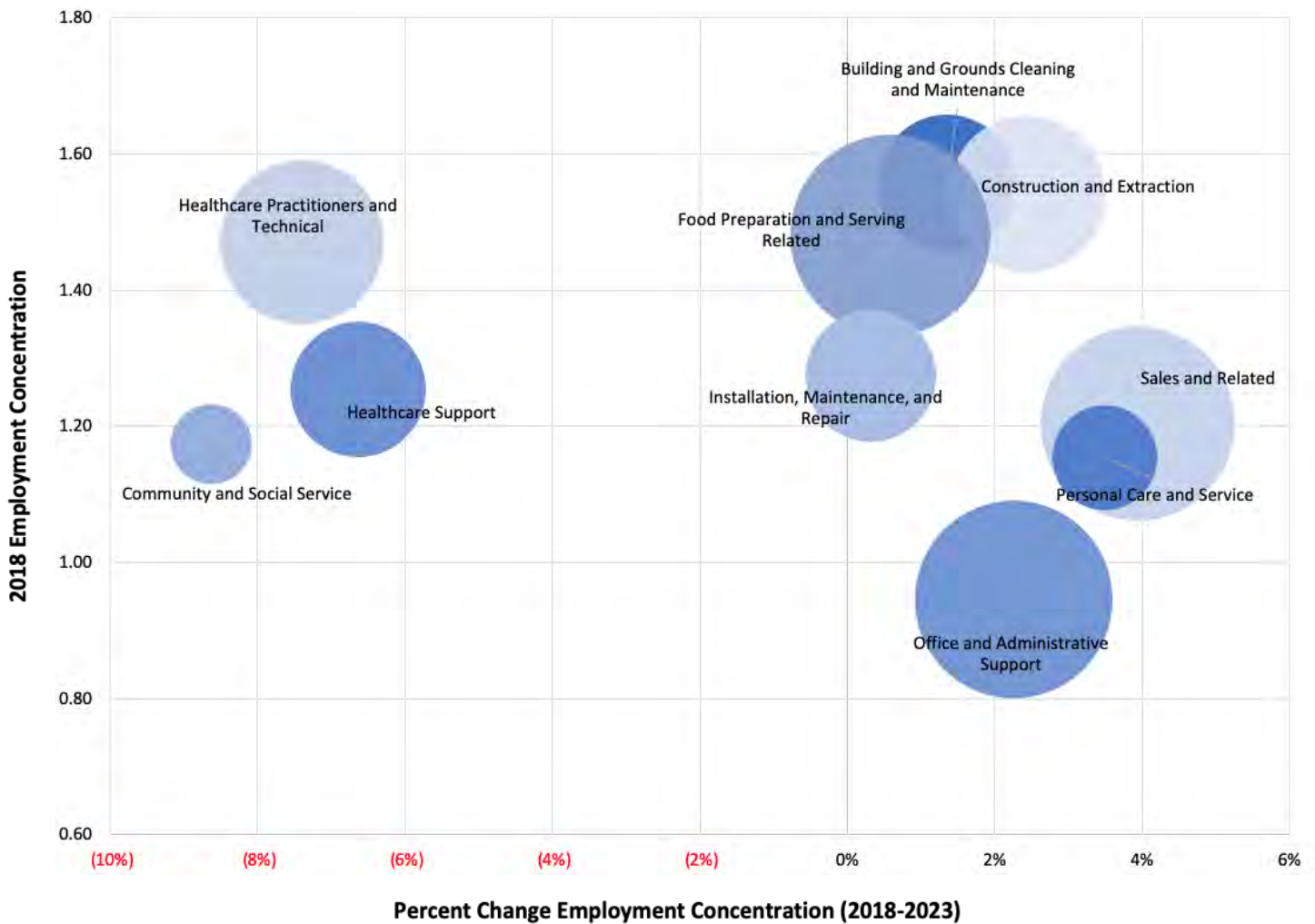


Figure 14. Highest Occupation Employment Concentration In Citrus



Healthcare Support Occupations	2,037	2,136	5%	1.25	1.17	(7%)	\$14.07
Sales and Related Occupations	4,317	4,352	1%	1.20	1.25	4%	\$14.04
Community and Social Service Occupations	748	746	(0%)	1.17	1.07	(9%)	\$20.80
Personal Care and Service Occupations	1,312	1,265	(4%)	1.15	1.19	3%	\$12.60
Office and Administrative Support Occupations	4,488	4,544	1%	0.95	0.97	2%	\$16.48

Top Companies Posting in Citrus county include HCA Healthcare, Citrus Memorial Hospital, Non-Federal Agency, Community Health Systems Professional Services Corporation, Bravera Health Seven Rivers, CoreCivic, Hernando County School District, state of Florida, Walgreens Boots Alliance, and Lowe's.

Figures 15 and 16 show top skills found in job postings for the area. The top specialized skill of nursing, and the top common skill of customer service reflects the two top posted occupations, registered nurses and retail salespersons (table 2).

Figure 15. Specialized Skills In Citrus Job Postings

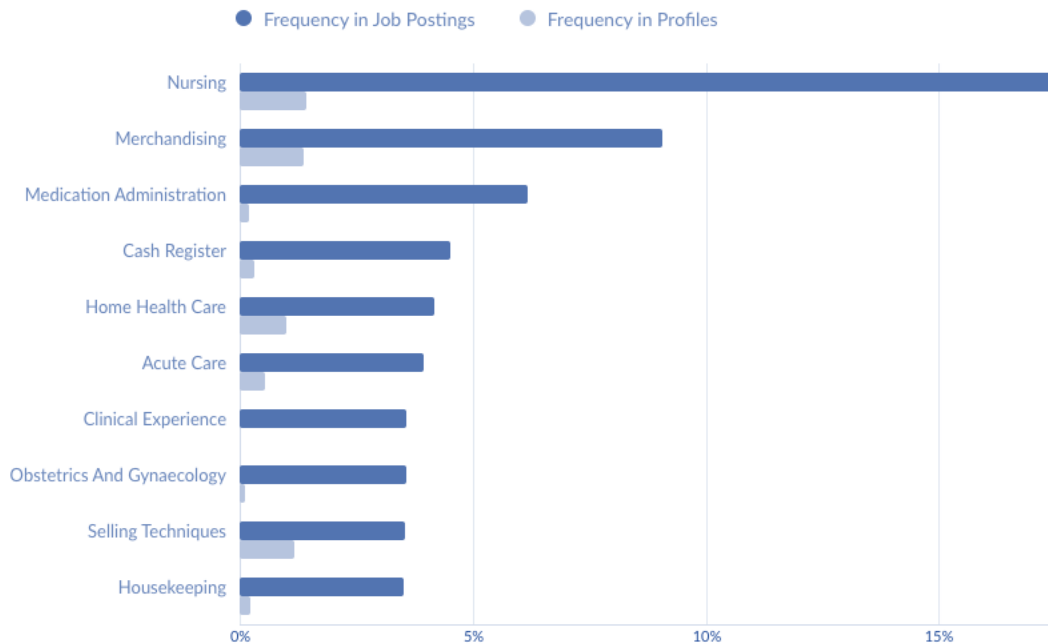


Figure 16. Common Skills In Citrus Job Postings

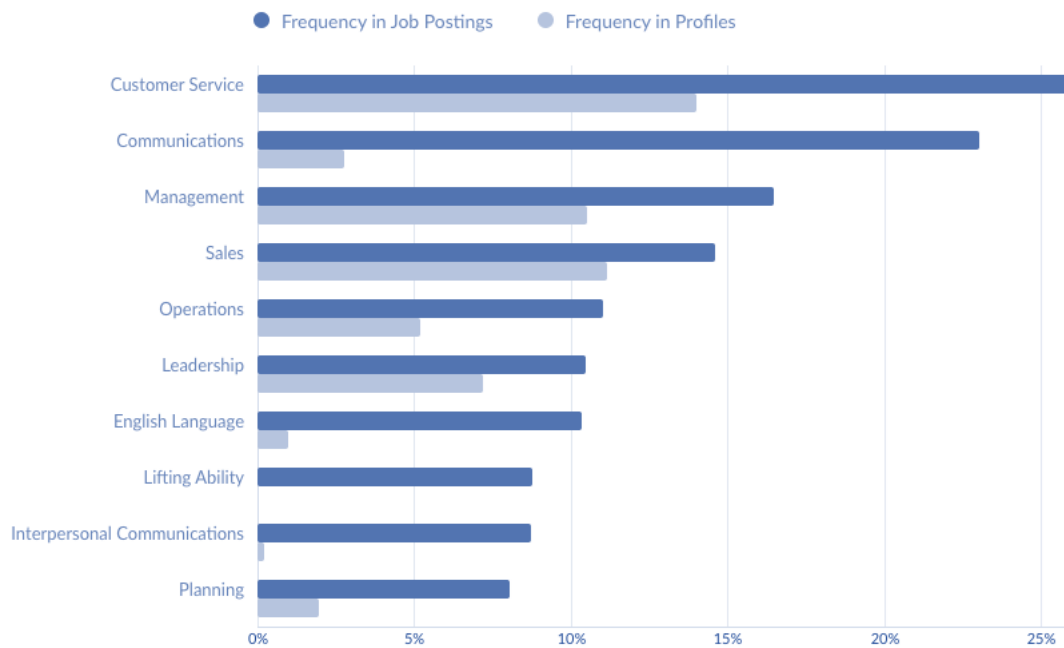


Table 2. Top Posted Occupations and Industries in Citrus

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Registered Nurses	3,239	Registered Nurses	279	General Medical and Surgical Hospitals	2,965
Retail Salespersons	854	Licensed Practical Nurses	266	Employment Placement Agencies	893
Driver/Sales Workers and Truck Drivers	682	Certified Nursing Assistants	246	Nursing Care Facilities (Skilled Nursing Facilities)	853
Nursing Assistants, Orderlies, and Psychiatric Aides	649	Medical Surgical Registered Nurses	229	Home Health Care Services	642
Therapists	647	Crystal Managers	176	Farm Supplies Merchant Wholesalers	601
Laborers and Material Movers	622	Telemetry Registered Nurses	174	Other General Government Support	520
First-Line Supervisors of Sales Workers	572	Customer Service Associates	160	Elementary and Secondary Schools	507
Licensed Practical and Licensed Vocational Nurses	553	Correctional Officers	160	Limited-Service Restaurants	471
Home Health and Personal Care Aides	534	Customer Service Representatives	142	Offices of Physicians (except Mental Health Specialists)	395
Customer Service Representatives	517	Pharmacy Technicians	141	Executive Offices	383

Marion

Very similarly to Citrus county, Marion county's occupations producing the largest number of jobs include those related to transportation and moving, office and administrative support, and sales (figure 17). Best paying occupations for Marion include those related to management, computers and mathematics, and architecture and engineering, and the best paying occupations still providing a high number of positions is in healthcare practitioners and technical occupations (figure 18).

Office and administration and transportation and material moving are the fastest growing occupations for Marion (figure 19). Occupations with jobs created above or below the expected (competitive effect) for Marion include those related to transportation and material moving, office and administrative support, installation, maintenance, and repair, management, and business and financial operations.

Based on concentration, transportation and material moving has also seen significant growth in the last five years, on top of being one of the largest job producers (figure 20).

Figure 17. Largest Occupations (2018-2023) In Marion: 2022 Median Hourly Earnings | 2023 Jobs

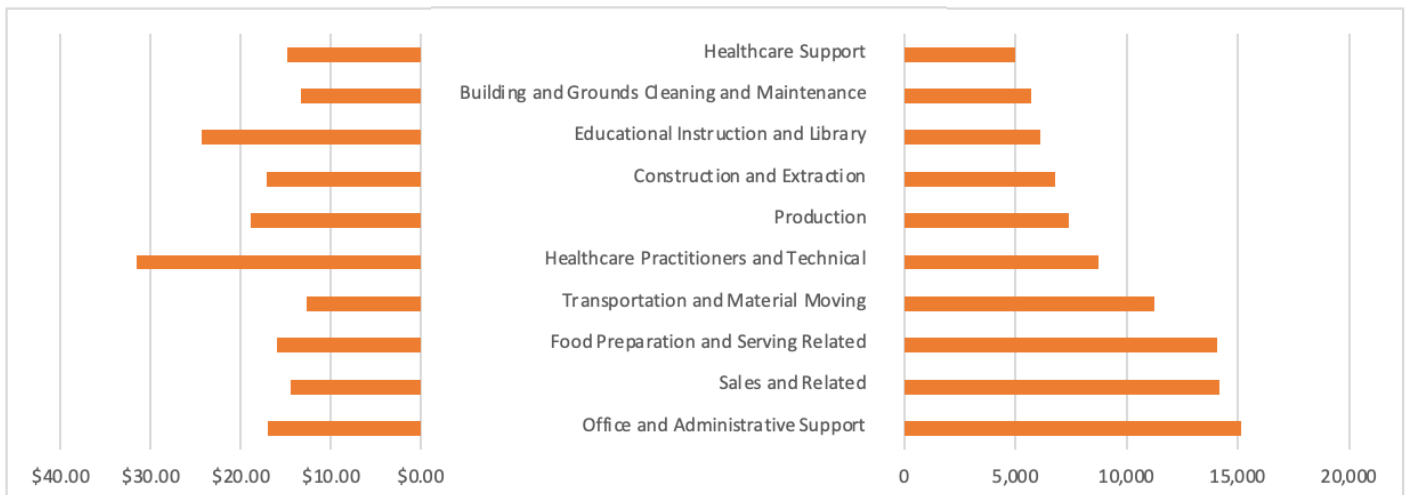


Figure 18. Highest Paying Occupations (2018-2023) In Marion: 2022 Median Hourly Earnings | 2023 Jobs

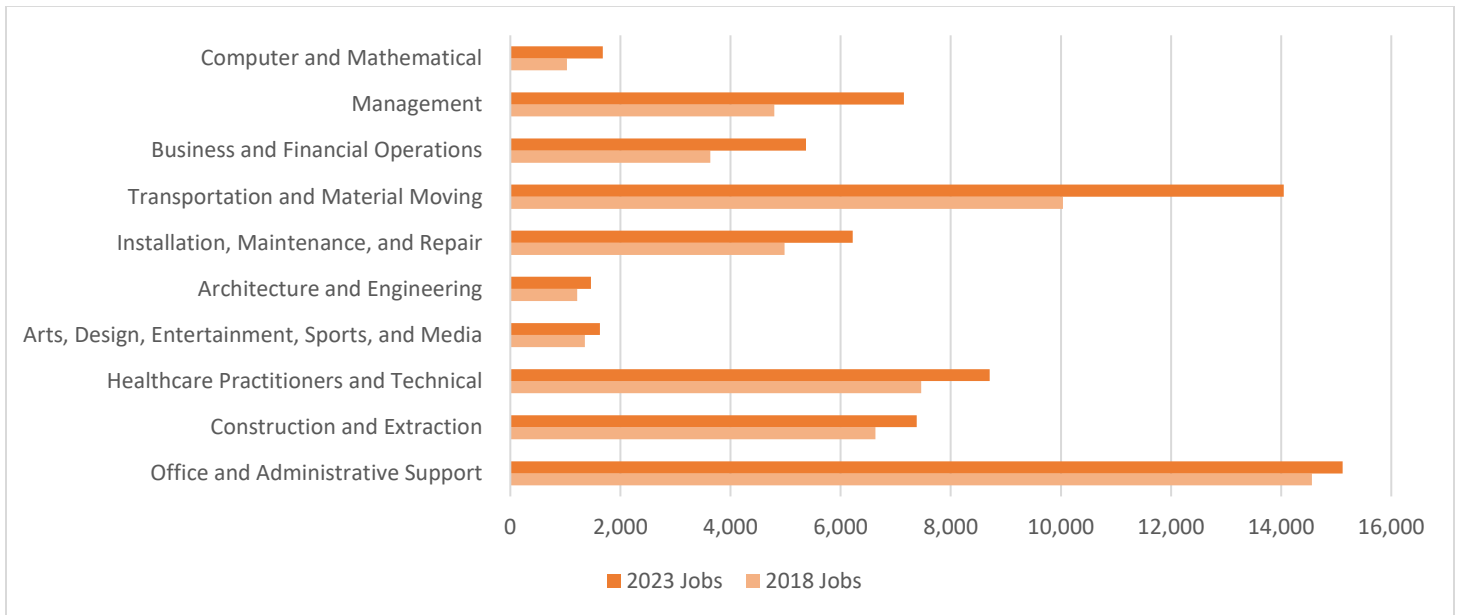


Figure 19. Fastest Growing Occupations (2018-2023) In Marion

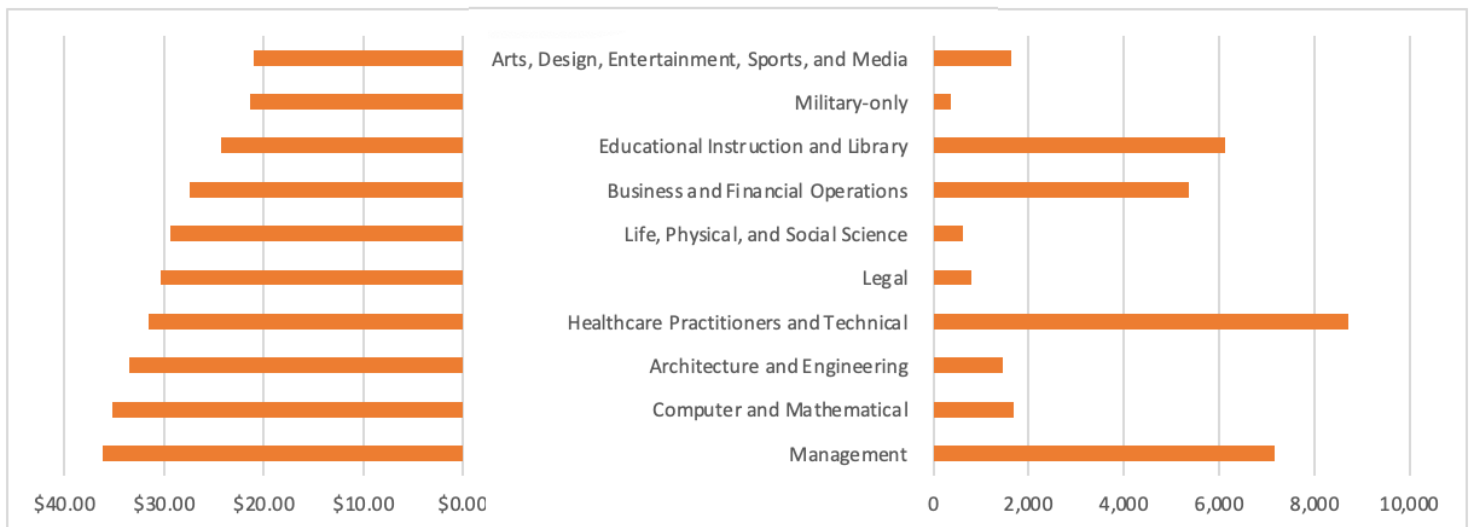
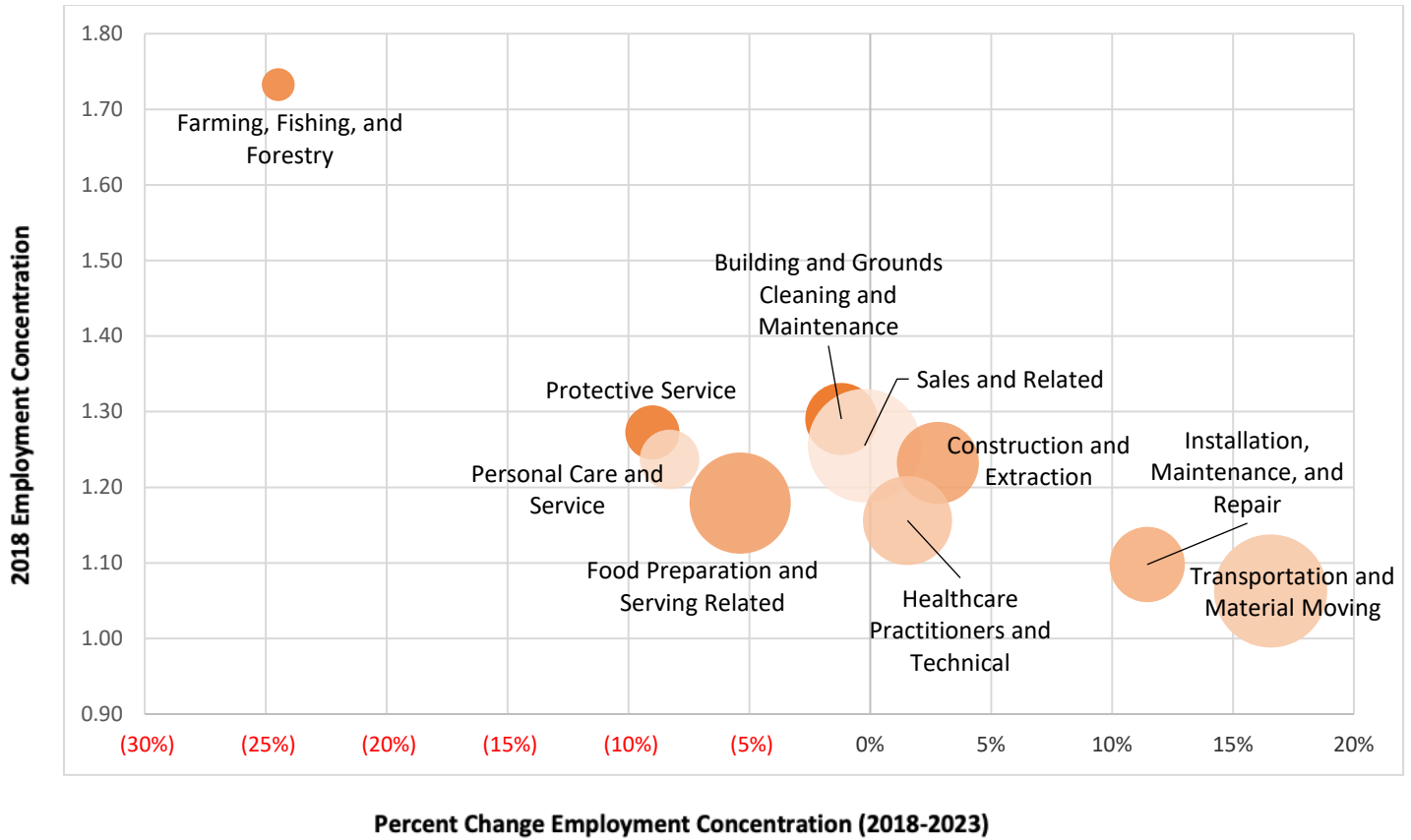


Figure 20. Highest Occupation Employment Concentration In Marion



Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	1,540	1,184	-0.23	1.73	1.31	-0.24	\$14.15
Building and Grounds Cleaning and Maintenance Occupations	5,541	5,715	0.03	1.29	1.27	-0.01	\$13.35
Protective Service Occupations	3,283	3,219	-0.02	1.27	1.16	-0.09	\$19.74
Sales and Related Occupations	14,159	14,137	0.00	1.26	1.25	0.00	\$14.47
Personal Care and Service Occupations	4,427	3,900	-0.12	1.24	1.13	-0.08	\$13.03

Construction and Extraction Occupations	6,631	7,380	0.11	1.23	1.27	0.03	\$18.91
Food Preparation and Serving Related Occupations	11,414	11,242	-0.02	1.18	1.12	-0.05	\$12.67
Healthcare Practitioners and Technical Occupations	7,465	8,706	0.17	1.16	1.17	0.02	\$31.51
Installation, Maintenance, and Repair Occupations	4,980	6,221	0.25	1.10	1.22	0.11	\$20.35
Transportation and Material Moving Occupations	10,038	14,050	0.40	1.06	1.24	0.17	\$16.04

Top Companies Posting in Marion county include AdventHealth, Elevance Health, HCA Healthcare, the state of Florida, Ocala Regional Medical Center, Lowe's, Lockheed Martin, Adventist Health, Hospice of Marion County, and Chewy.

Figure 21 and 22 show top skills found in job postings for the area and a similar nursing and sales focus to Citrus county in both skills and top job posting occupations (table 3).

Figure 21. Specialized Skills In Marion Job Postings

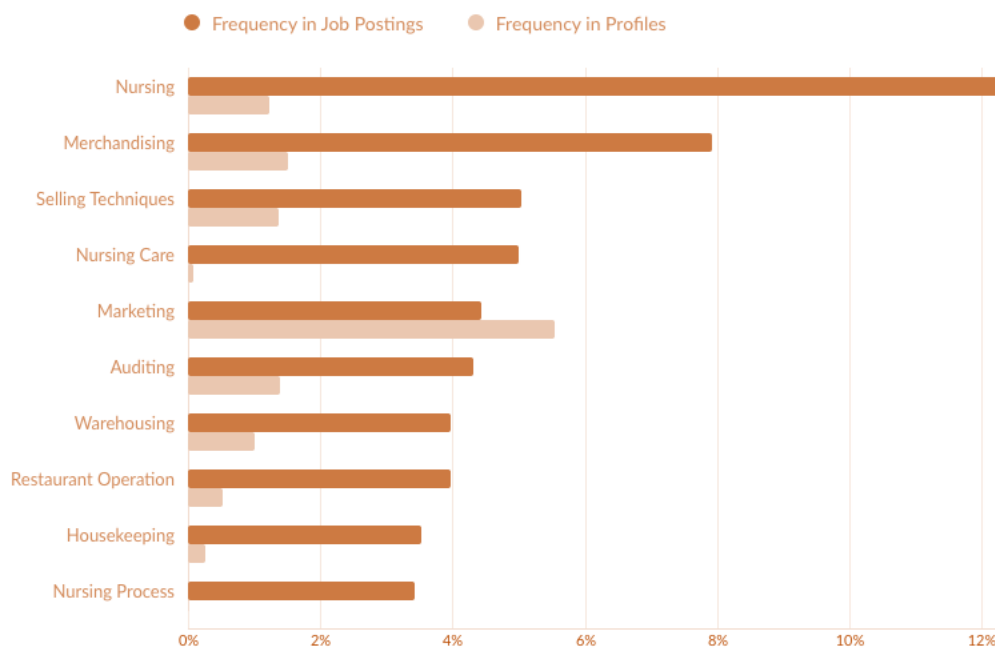


Figure 22. Common Skills In Marion Job Postings

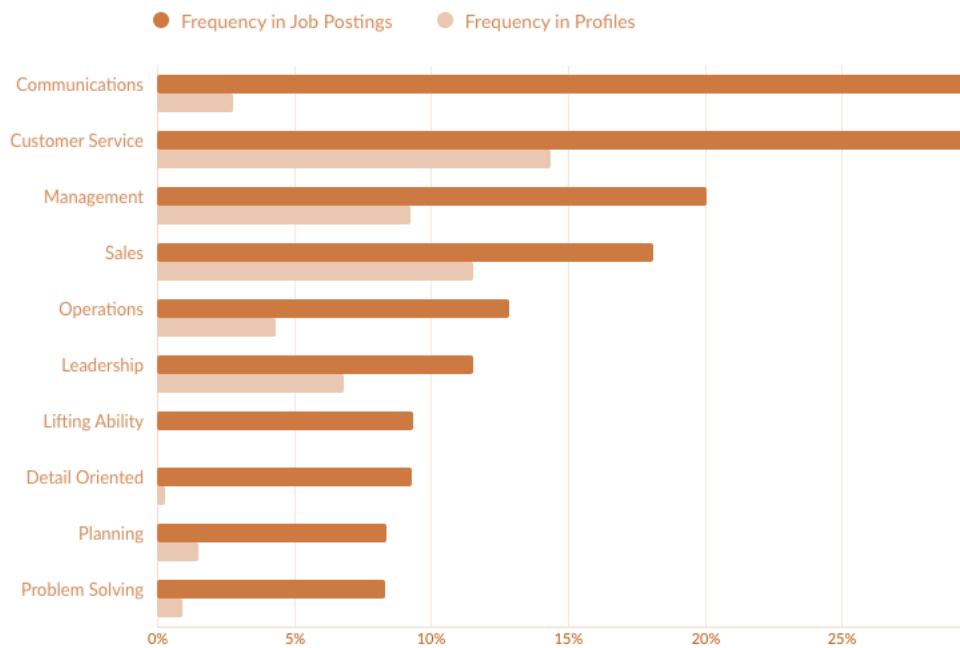


Table 3. Top Posted Occupations and Industries in Marion

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Registered Nurses	10,032	Medical Surgical Registered Nurses	887	General Medical and Surgical Hospitals	12,210
Retail Salespersons	4,240	Registered Nurses	737	Direct Health and Medical Insurance Carriers	4,668
Driver/Sales Workers and Truck Drivers	3,586	Customer Service Representatives	566	Employment Placement Agencies	2,943
Laborers and Material Movers	3,526	Licensed Practical Nurses	564	Offices of Physicians (except Mental Health Specialists)	2,248
Sales Representatives, Wholesale and Manufacturing	3,086	Assistant Managers	528	Full-Service Restaurants	2,159
First-Line Supervisors of Sales Workers	2,898	Sales Associates	521	Home Health Care Services	1,989
Secretaries and Administrative Assistants	2,571	Certified Nursing Assistants	508	Limited-Service Restaurants	1,823
Customer Service Representatives	2,287	Maintenance Technicians	499	Executive Offices	1,745
Medical and Health Services Managers	2,179	Housekeepers	481	Nursing Care Facilities (Skilled Nursing Facilities)	1,650
Nursing Assistants, Orderlies, and Psychiatric Aides	2,115	Delivery Drivers	477	Temporary Help Services	1,445

Levy

Levy county's top occupations that produce the largest number of jobs include those related to Sales, office and administrative support, and food preparation and serving (figure 23).

Best paying occupations for Levy include those related to management, computers and mathematics, and architecture and engineering, and the best paying occupations still providing a high number of positions is in educational instruction and library occupations (figure 24).

Sales, food preparation and serving, and transportation and material moving occupations are the fastest growing for Levy (figure 25), overlapping with many of the occupations with greatest competitive effect (sales, business and financial operations, food preparation and serving, production, installation, maintenance, and repair occupations). Farming fishing and forestry have been a highly concentrated set of occupations in previous years but have decreased in percent growth over the last five years, whereas sales and food preparation have grown in concentration in recent years.

Figure 23. Largest Occupations (2018-2023) In Levy: 2022 Median Hourly Earnings | 2023 Jobs

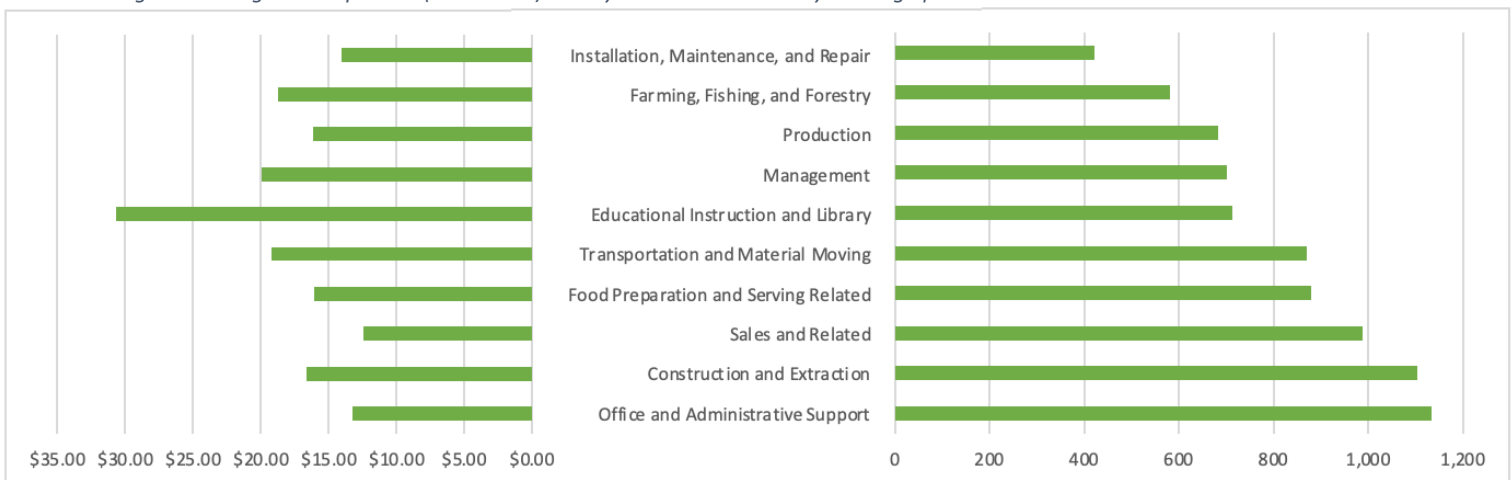


Figure 24. Highest Paying Occupations (2018-2023) In Levy: 2022 Median Hourly Earnings | 2023 Jobs

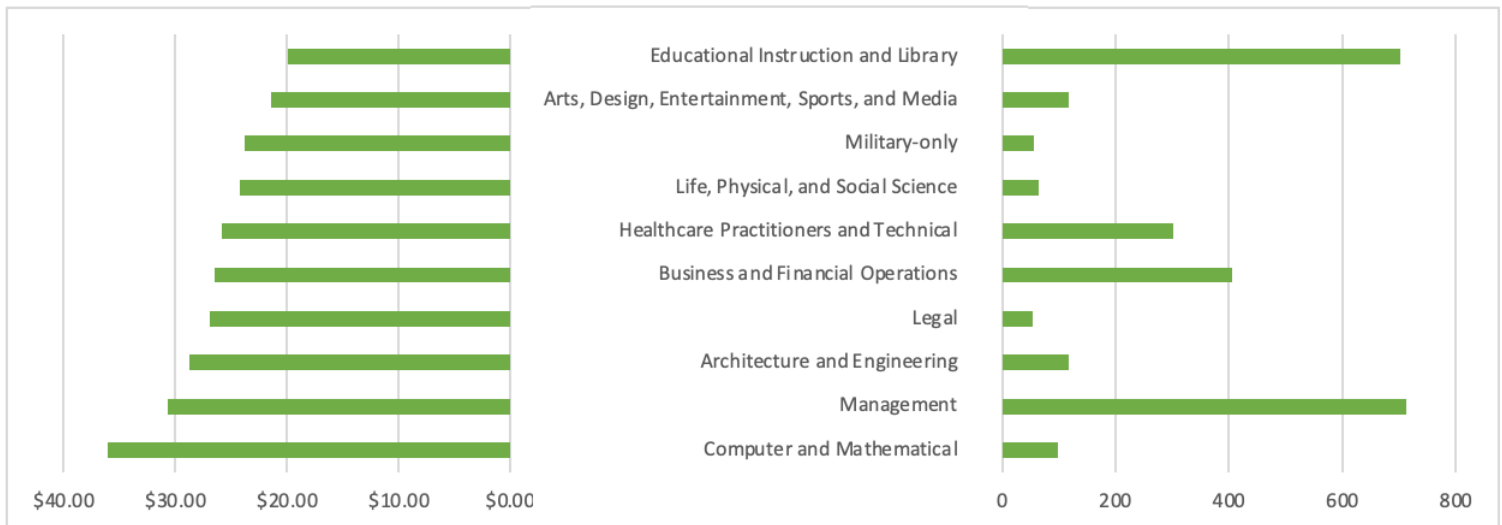


Figure 25. Fastest Growing Occupations (2018-2023) In Levy

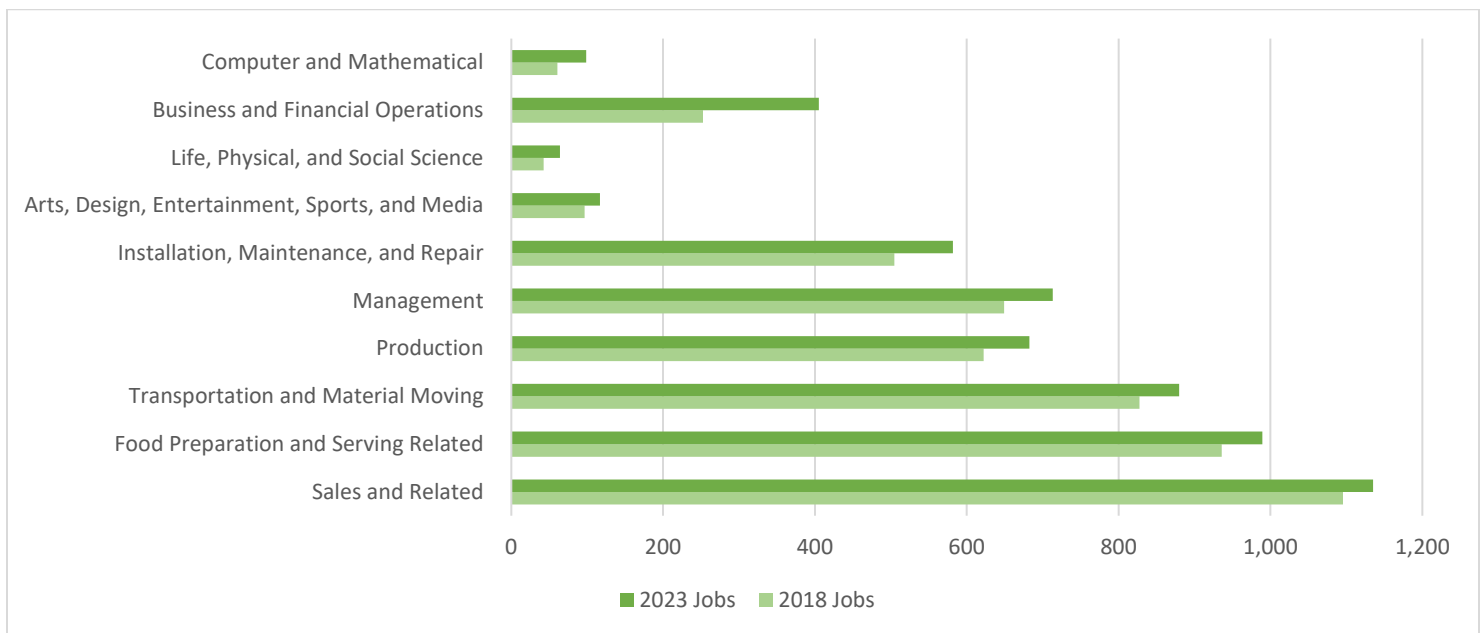
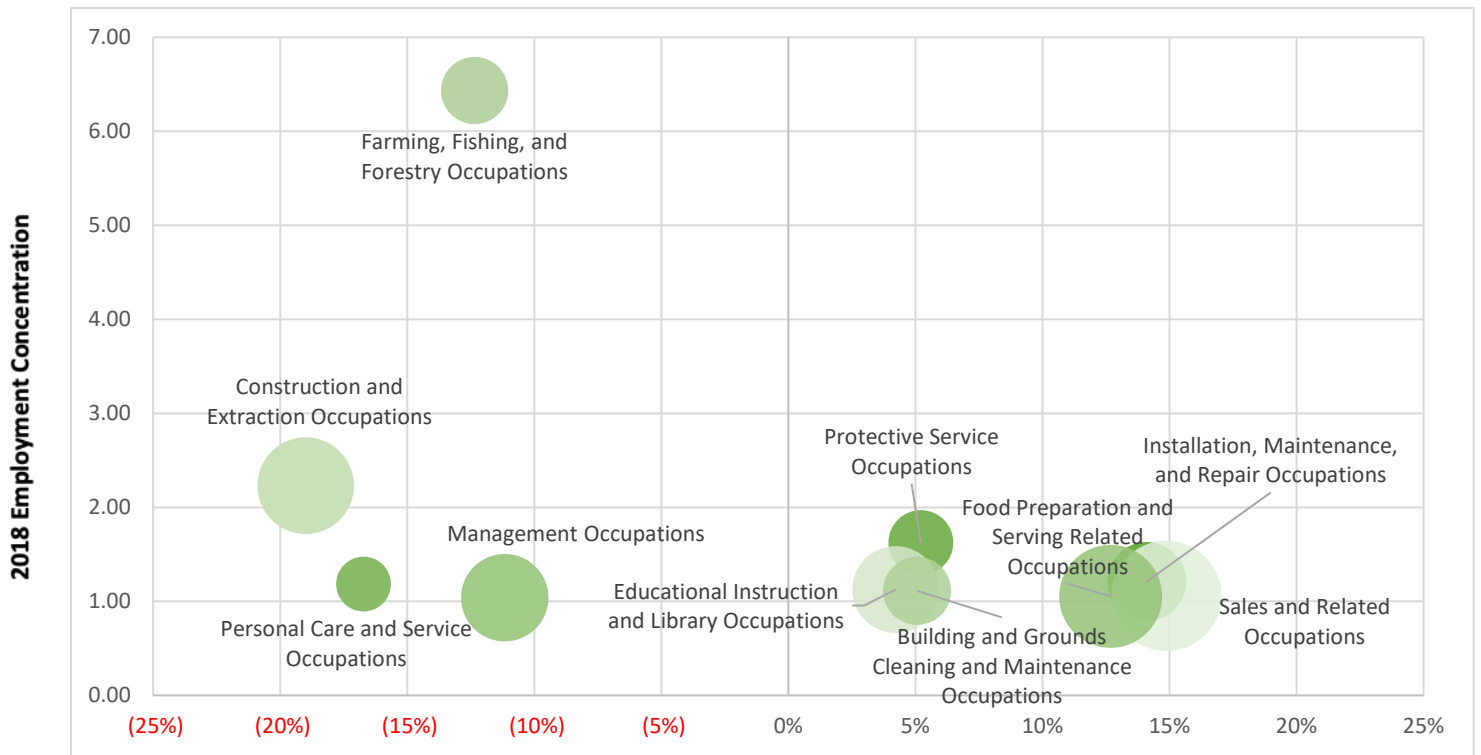


Figure 26. Highest Occupation Employment Concentration In Levy



Percent Change Employment Concentration (2018-2023)

Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	525	422.02	-0.20	6.43	5.64	-0.12	\$14.09
Construction and Extraction Occupations	1,102	871	-0.21	2.23	1.81	-0.19	\$19.20
Protective Service Occupations	385	393	0.02	1.63	1.71	0.05	\$17.47
Installation, Maintenance, and Repair Occupations	504	581	0.15	1.21	1.38	0.14	\$18.71
Personal Care and Service Occupations	389	281	-0.28	1.18	0.99	-0.17	\$12.86
Educational Instruction and Library Occupations	712	702	-0.01	1.13	1.17	0.04	\$19.91
Building and Grounds Cleaning and Maintenance Occupations	438	433	-0.01	1.11	1.17	0.05	\$13.02
Sales and Related Occupations	1,096	1,135	0.04	1.06	1.22	0.15	\$13.29

Food Preparation and Serving Related Occupations	936	989	0.06	1.05	1.19	0.13	\$12.46
Management Occupations	649	713	0.10	1.04	0.92	-0.11	\$30.65

Top Companies Posting in Marion county include the state of Florida, Winn-Dixie, Dollar General, Southeaster Grocers, School Board of Levy county, Walgreens Boots Alliance, Advance Auto Parts, Tractor Supply, ANCORP, and Walmart.

Figures 27 and 28 show top skills found in job postings for the area. Merchandising and customer service skills are highly posted, and top posting occupations include drivers/sales workers and truck drivers as well as retail salespersons (table 4).

Figure 27. Specialized Skills In Levy Job Postings

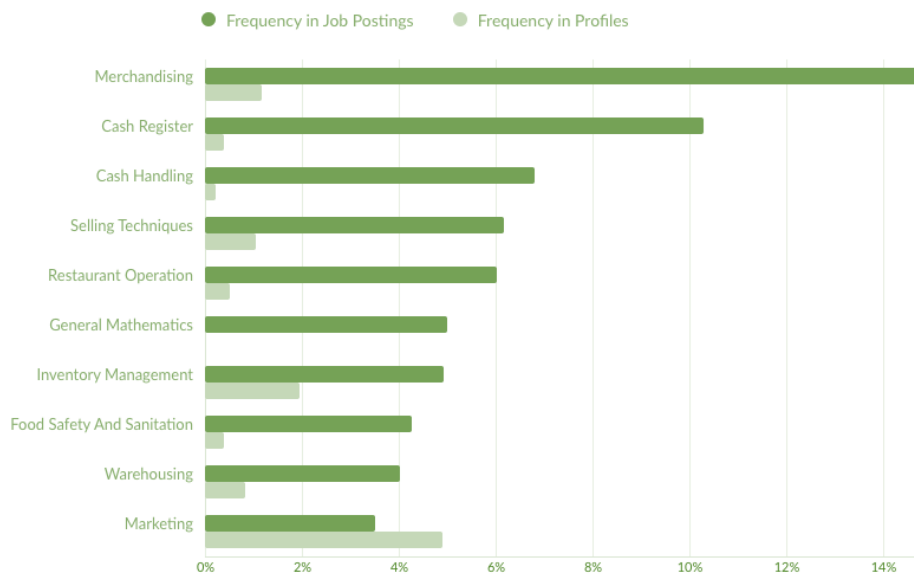


Figure 28. Common Skills In Levy Job Postings

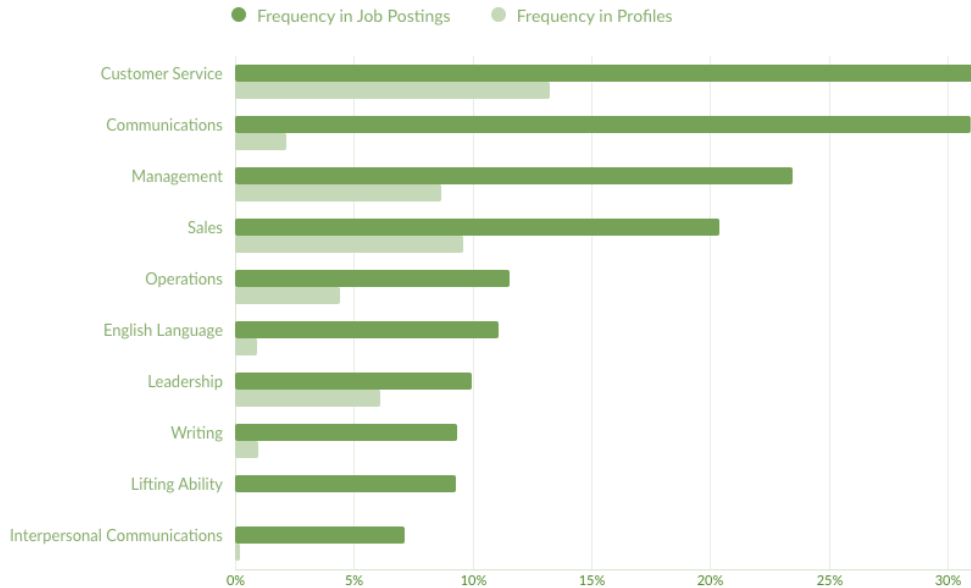


Table 4. Top Posted Occupations and Industries in Levy

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Driver/Sales Workers and Truck Drivers	453	CDL-A Truck Drivers	101	Supermarkets and Other Grocery Retailers (except Convenience Retailers)	377
Retail Salespersons	310	Customer Service Representatives	73	Limited-Service Restaurants	279
First-Line Supervisors of Sales Workers	306	Delivery Drivers	67	Executive Offices	265
Laborers and Material Movers	246	Assistant Store Managers	65	Full-Service Restaurants	124
Customer Service Representatives	217	Retail Merchandisers	59	Employment Placement Agencies	110
Food Service Managers	189	Assistant Managers	59	General Freight Trucking,	109
Registered Nurses	166	Customer Service Associates	57	Home Health Care Services	107
Fast Food and Counter Workers	139	Correctional Officers	45	Commercial Banking	106
Designers	137	Pharmacy Technicians	44	Temporary Help Services	90
Therapists	119	Registered Nurses	40	Offices of Physicians (except Mental Health Specialists)	89

Top Occupations Within a 60 Minute Drive Time

Top occupations (ranked by number of jobs within a 60-minute drive) for Citrus, Marion, and Levy counties were collected in this part of the regional analysis. This includes entire counties, so long as *part* of the region is within a 60-minute driving distance. It is distinct from commuting patterns as it doesn't indicate where most individuals currently travel for work, but rather shows where individuals could commute with a reasonable commute time. From Citrus, this includes Levy, Hernando, Marion, Hillsborough, Pasco, Lake, and Sumter counties. From Marion, this includes Alachua, Bradford, Flagler, Citrus, Clay, Hernando, Lake, Levy, Putnam, Sumter, and Volusia counties. From Levy this included Alachua, Citrus, Columbia, Dixie, Gilchrist, Lafayette, Marion, and Suwannee county.

Top ten industries at the 5 digit level for regions around Marion, Citrus, and Levy were highly similar, all three regions listing:

- Retail Salespersons
- Customer Service Representatives
- Stockers and Order Fillers
- Registered Nurses
- Cashiers, Office Clerks, General
- General and Operations Managers
- Fast Food and Counter Workers
- Waiters and Waitresses

Both Citrus and Marion regions listed Janitors and Cleaners, Except Maids and Housekeeping Cleaners, while regions surrounding Levy listed Postsecondary Teachers.

The 2 digit level has similarly shared top occupations, all three regions listing:

- Office and Administrative Support Occupations
- Sales and Related Occupations
- Food Preparation and Serving Related Occupations
- Transportation and Material Moving Occupations
- Business and Financial Operations Occupations
- Healthcare Practitioners and Technical Occupations
- Management Occupations
- Construction and Extraction Occupations
- Educational Instruction and Library Occupations

Both Marion and Levy regions listed 'Building and Grounds Cleaning and Maintenance Occupations, while regions surround Citrus listed Installation, Maintenance, and Repair Occupations.

Citrus

Figure 29. Counties Within a 60 Minute Drive Time of Citrus

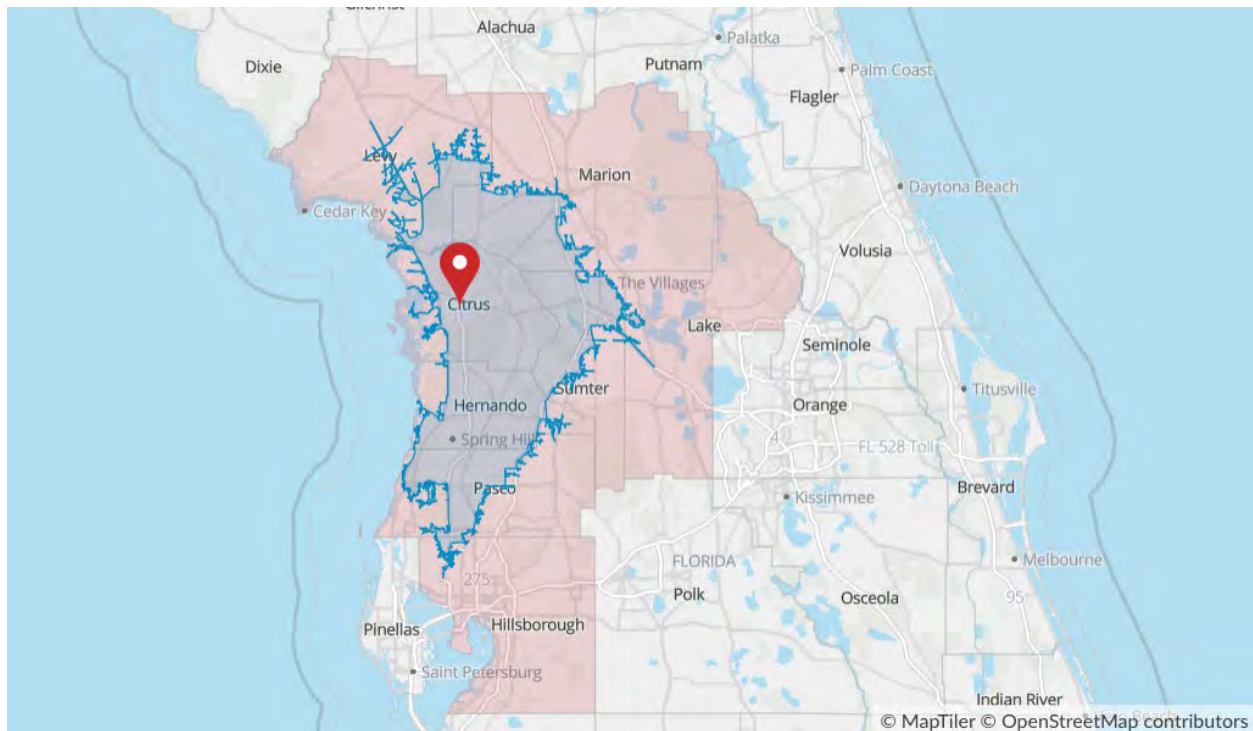


Table 5. Top 5-Digit Occupations Within 60 Minute Drive of Citrus County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	40,303	\$28,705
Customer Service Representatives	36,882	\$37,554
Stockers and Order Fillers	34,528	\$31,912
Registered Nurses	30,372	\$75,781
Cashiers	29,942	\$25,775
Office Clerks, General	27,436	\$37,866
General and Operations Managers	25,920	\$90,155
Fast Food and Counter Workers	25,218	\$24,506
Waiters and Waitresses	23,930	\$27,573
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	19,502	\$27,897

Table 6. Top 2-Digit Occupations Within 60 Minute Drive of Citrus County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	188,545	\$39,619
Sales and Related Occupations	146,894	\$33,515
Food Preparation and Serving Related Occupations	122,381	\$28,382

Transportation and Material Moving Occupations	120,048	\$34,346
Business and Financial Operations Occupations	99,611	\$69,714
Healthcare Practitioners and Technical Occupations	94,753	\$72,317
Management Occupations	87,386	\$93,708
Construction and Extraction Occupations	78,454	\$43,281
Educational Instruction and Library Occupations	60,958	\$53,748
Installation, Maintenance, and Repair Occupations	59,102	\$45,558

Marion

Figure 30. Counties Within a 60 Minute Drive Time of Marion

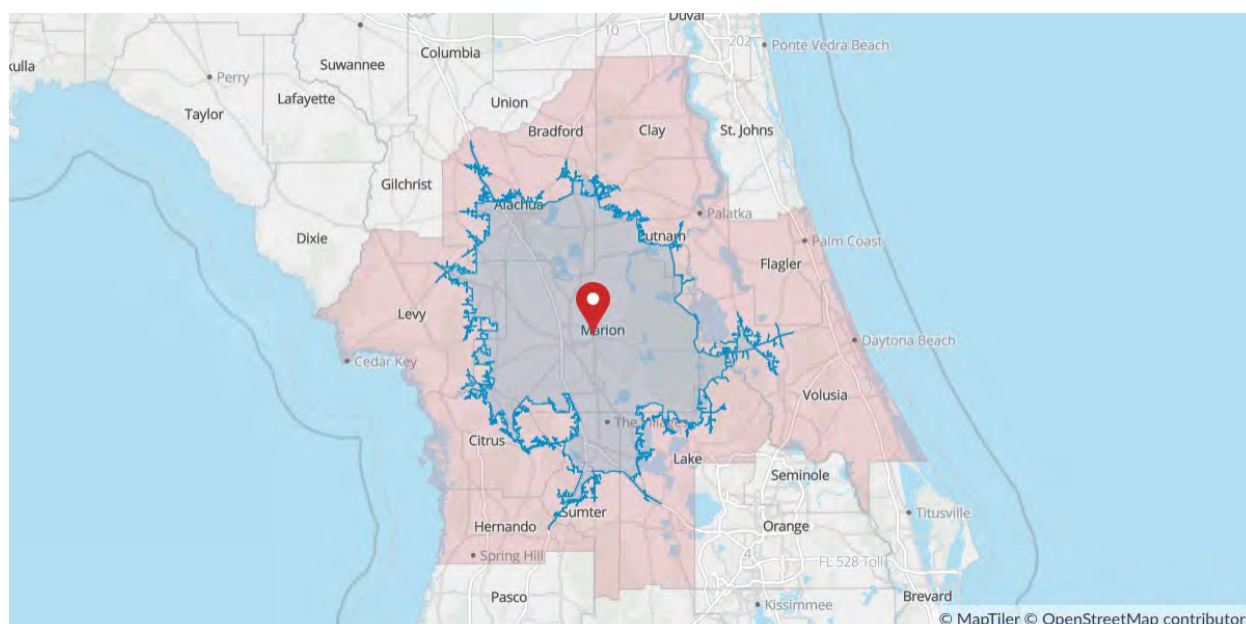


Table 7. Top 5-Digit Occupations Within 60 Minute Drive of Marion County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	28,921	\$27,767
Stockers and Order Fillers	23,601	\$31,915
Cashiers	22,791	\$25,331
Registered Nurses	22,790	\$71,579
Fast Food and Counter Workers	20,521	\$23,241
Waiters and Waitresses	19,090	\$26,877

Office Clerks, General	18,792	\$35,442
Customer Service Representatives	15,052	\$34,122
General and Operations Managers	14,124	\$81,095
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13,316	\$27,548

Table 8. Top 2-Digit Occupations Within 60 Minute Drive of Marion County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	106,859	\$36,559
Food Preparation and Serving Related Occupations	92,835	\$27,055
Sales and Related Occupations	92,020	\$29,870
Transportation and Material Moving Occupations	72,862	\$33,433
Healthcare Practitioners and Technical Occupations	66,513	\$68,185
Construction and Extraction Occupations	50,746	\$40,843
Management Occupations	50,405	\$81,637
Educational Instruction and Library Occupations	49,693	\$51,088
Business and Financial Operations Occupations	41,965	\$61,427
Building and Grounds Cleaning and Maintenance Occupations	39,777	\$28,880

Levy

Figure 31. Counties Within a 60 Minute Drive Time of Levy

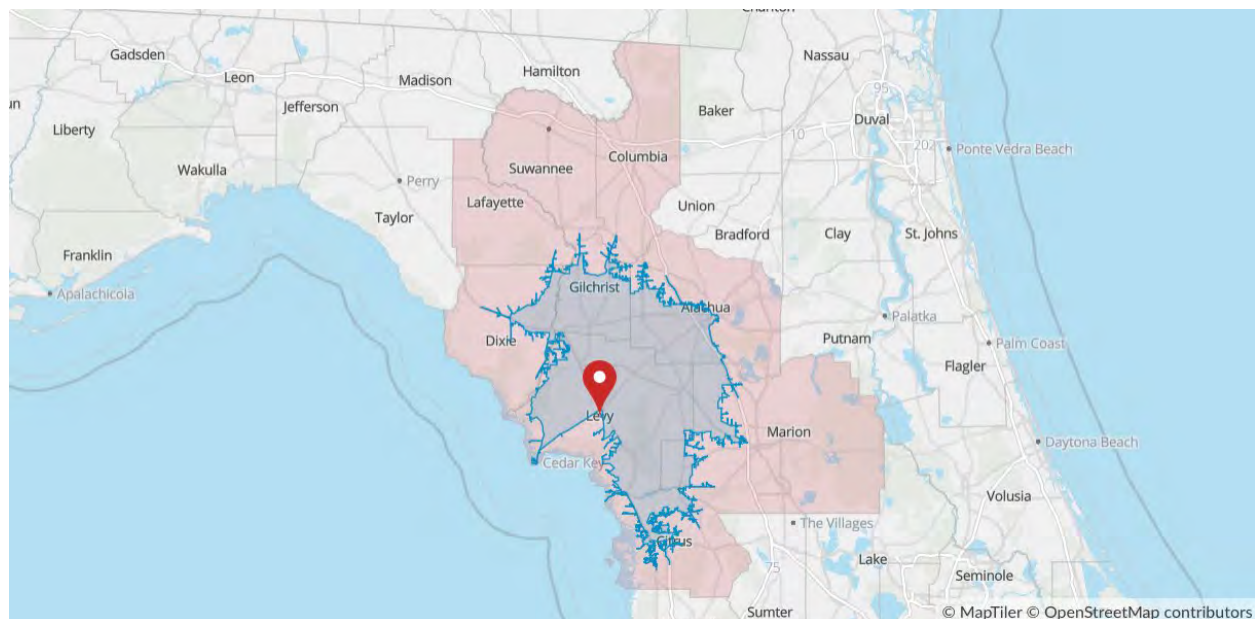


Table 9. Top 5-Digit Occupations Within 60 Minute Drive of Levy County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	11,084	\$28,782
Registered Nurses	10,670	\$74,499
Stockers and Order Fillers	9,065	\$32,168
Cashiers	8,980	\$25,840
Fast Food and Counter Workers	8,671	\$24,502
Office Clerks, General	8,079	\$36,421
Postsecondary Teachers	7,314	\$73,393
Waiters and Waitresses	6,817	\$26,848
General and Operations Managers	5,993	\$84,148
Customer Service Representatives	5,903	\$35,170

Table 10. Top 2-Digit Occupations Within 60 Minute Drive of Levy County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	47,613	\$37,539
Sales and Related Occupations	36,504	\$30,664
Food Preparation and Serving Related Occupations	34,786	\$27,498
Transportation and Material Moving Occupations	31,913	\$34,427
Healthcare Practitioners and Technical Occupations	29,791	\$70,296
Educational Instruction and Library Occupations	24,438	\$52,497
Management Occupations	22,718	\$83,226
Construction and Extraction Occupations	18,873	\$40,789
Business and Financial Operations Occupations	18,086	\$59,879
Building and Grounds Cleaning and Maintenance Occupations	16,689	\$29,110

Occupational Clusters and Commonalities For Related Counties of Interest

Occupations in Common

Commute analysis and drive-time analysis produce a list of counties with ties to Citrus, Levy, and Marion that overlap a great deal – though not entirely. While fairly comprehensive, it is also worthwhile to include a few additional regions that share common ground with Citrus, Levy, and Marion based on other metrics. Citrus, Levy, and Marion are connected to Dixie, Gilchrist, Suwanee, Lafayette, and Columbia through drive time and commute patterns, and also share limitations in terms of internet service. Creating Connections targeted many of these areas for fiber optic internet service, along with Union, Hamilton, Taylor, Madison, and

Jefferson, which will also be included in the following analysis. Many of these counties (Madison, Hamilton, Taylor, Bradford, Columbia, etc.) are also North Central Florida Opportunity Zones, including Levy, and are considered to be rural areas of opportunity (catalyst sites). There are also a number of shared occupational drivers as shown in the following analysis.

In total, 29 counties were included and the top 20 occupations⁷ from each collected for a total of 580 data points. Of those, only 42 occupations were unique among them, meaning large overlap in every listed occupation but 6. Top common occupations include retail sales workers, material moving workers, food and beverage serving workers, management occupations, installation, maintenance, and repair occupations, cooks and food preparation workers, healthcare diagnosing or treating practitioners, top executives, and health technologists and technicians. Figure 32 shows occupations that are also top ten occupations in Citrus county in blue. Figures 33 and 34 do the same for Marion and Levy county respectively in orange and green. All three show a great deal of overlap, with Levy differing from the other two the most (figure 34).

⁷ Data Source: Lightcast 2023, based on number of jobs provided between 2018 and 2023 at the 3-digit SOC level

Figure 32. Overlapping Top Occupations In Counties of Interest With Citrus Top Occupations

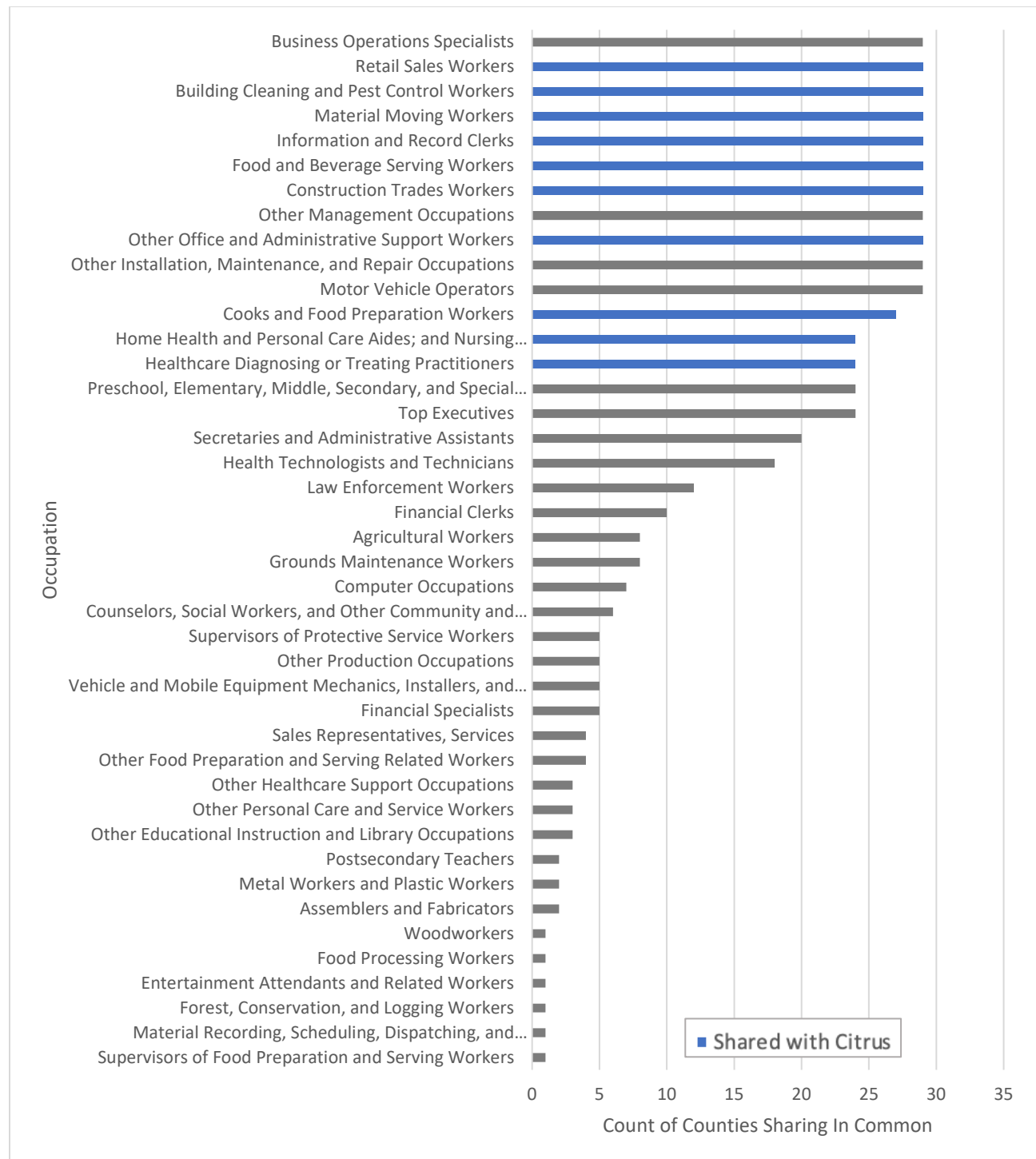


Figure 33. Overlapping Top Occupations In Counties of Interest With Marion Top Occupations

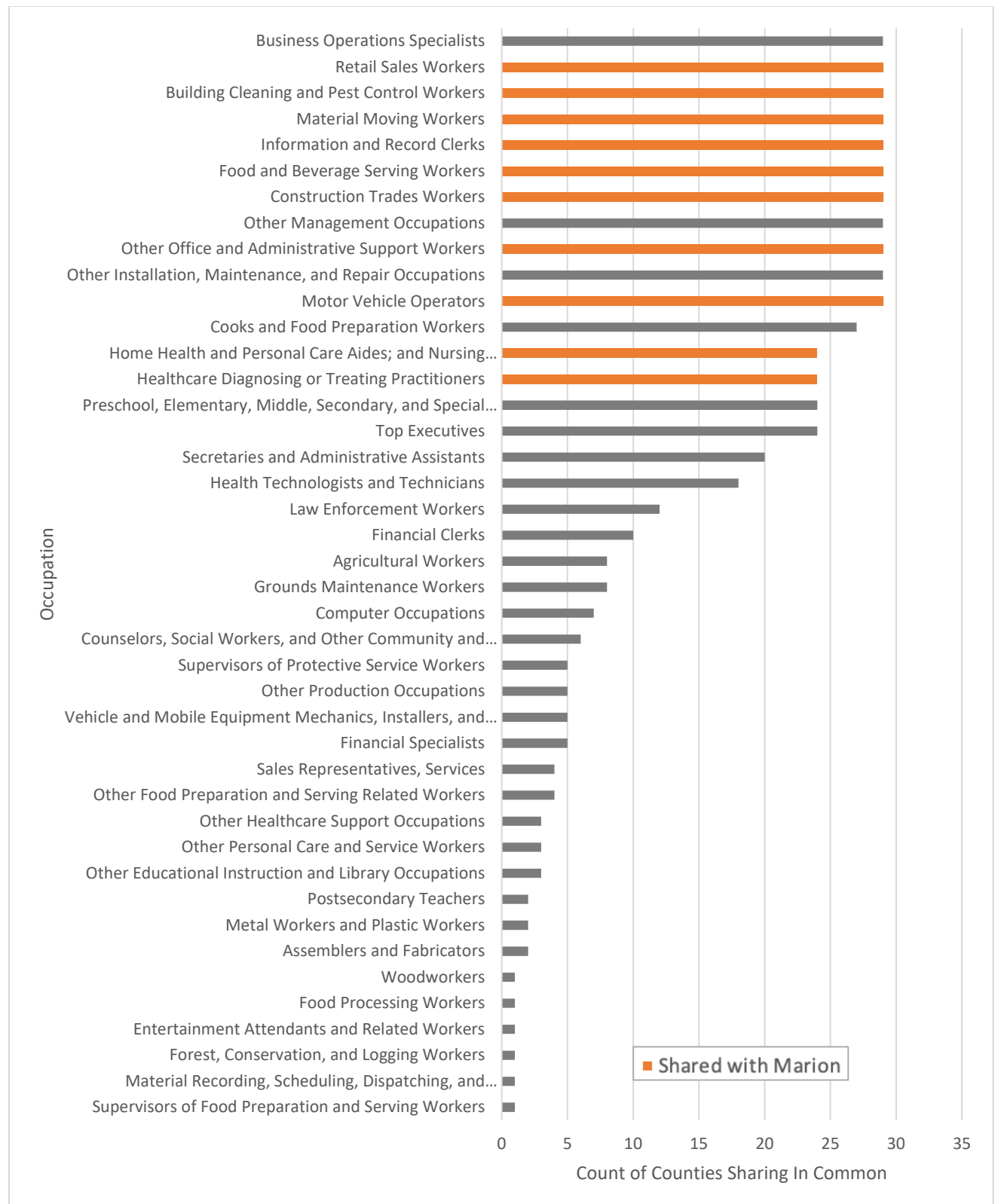
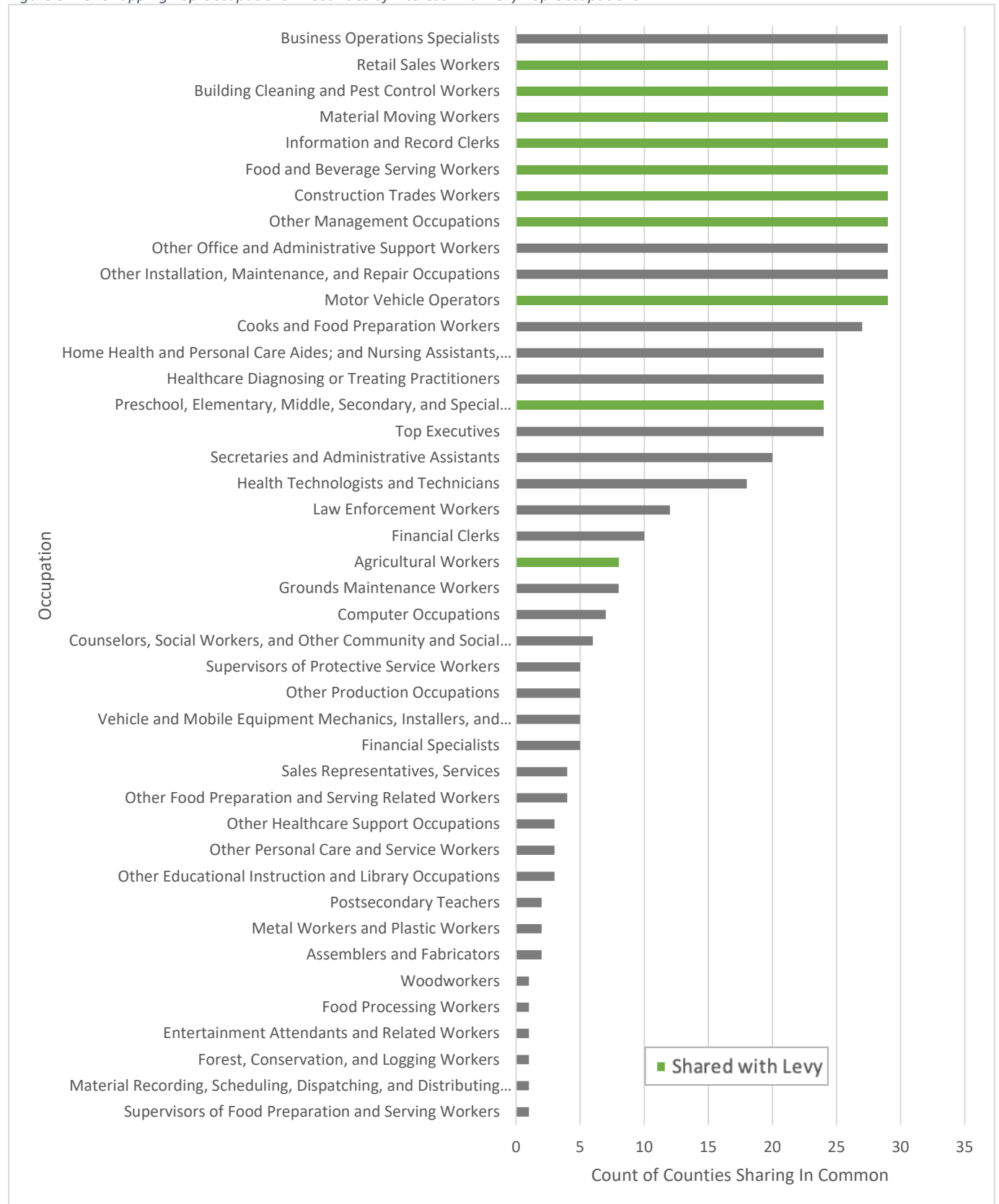


Figure 34. Overlapping Top Occupations In Counties of Interest With Levy Top Occupations

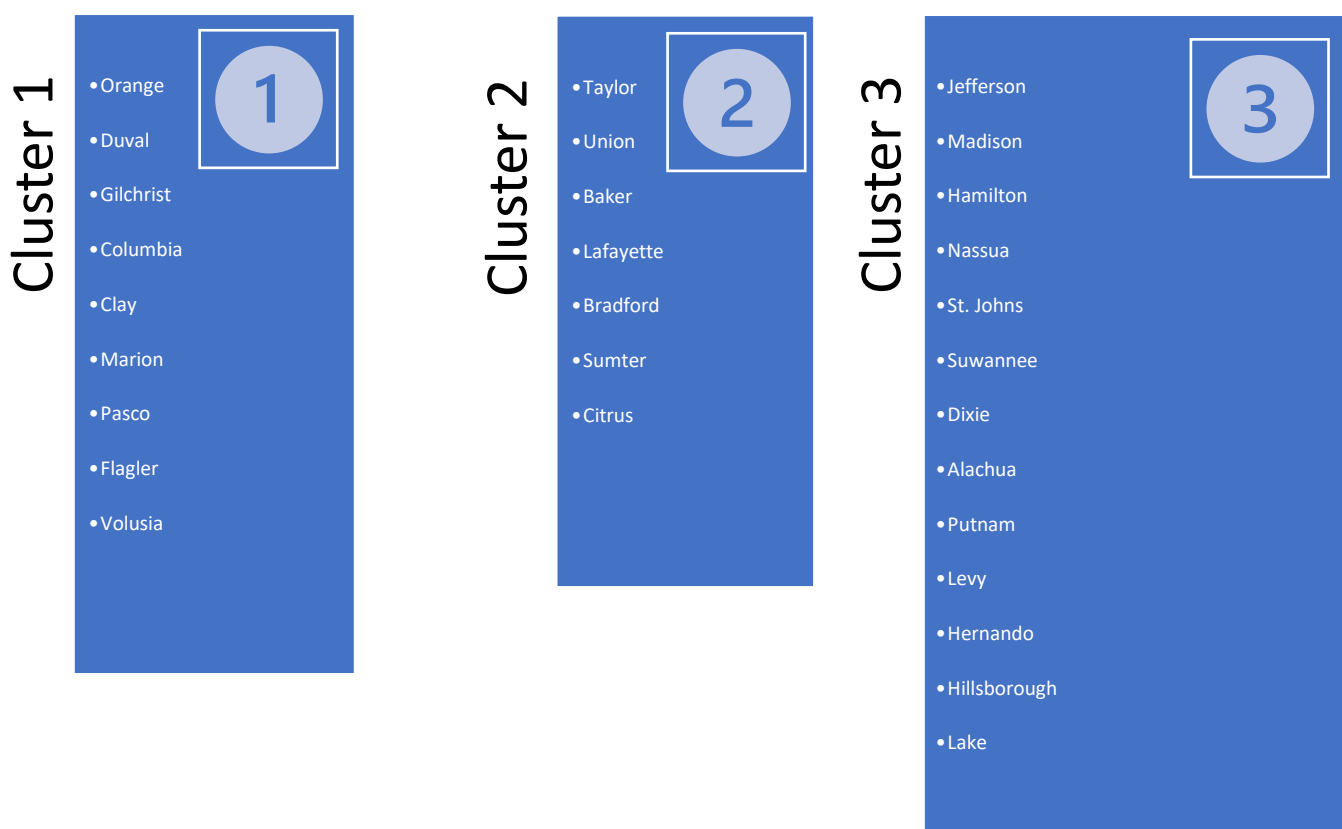


Kmode Analysis

Using Kmode clustering in python, three groupings of relevant counties were determined (figure 35). Kmode is very similar to Kmeans clustering (a common unsupervised learning algorithm that works by grouping items based on distance from each other) except it works on categories of data (in this case, categories of occupations). Kmode clustering⁸ works by identifying the modes or most frequent values within each cluster. Here, it is examining the ranked occupations for all counties of interest based on similarity of ranking, not amount of overlap. Perhaps these counties do not share the most occupations in common, but the occupations they do share are of similar importance.

It's important to consider the simplicity of this clustering model and highlight all that it does not include. There are many social, historical, and economic factors that can have enormous impact on how regions relate to one another that are missing from this calculation -- which is why it should be used as a method that provides insight rather than taken as explicit truth or the sole correct answer for how one might group counties.

Figure 35. Kmode Clustering Results



⁸ For more on how Kmodes functions: <https://www.analyticsvidhya.com/blog/2021/06/kmodes-clustering-algorithm-for-categorical-data/#89b0>

Heatmaps

Finally, a cross comparison of top occupations across counties can be seen in figure 36, and specifically narrowed down to comparisons with Citrus, Levy, and Marion in figure 37. This comparison shows how many of each county's top 20 occupations⁹ are shared for each related county.

Levy has comparatively low overlap but shares the greatest number of top occupations with Taylor and Bradford counties. Marion has significant overlap with many counties, particularly Clay, Putnam, Columbia, Hernando, Pasco, Lake, Citrus, Flagler, and Volusia. Citrus similarly has a great deal of overlap, mostly seen in Nassau, Clay, Marion, Lake, Flagler, and Volusia.

⁹ Data Source: Lightcast 2023, based on number of jobs provided between 2018 and 2023 at the 3-digit SOC level

Figure 36. Cross Comparison of Top Occupations By County

	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassua	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Levy	Hernando	Marion	Hillsborough	Pasco	Lake	Sumter	Citrus	Flagler	Volusia
Orange		16	14	14	13	14	19	15	15	17	13	13	13	14	16	13	16	16	17	13	17	16	19	17	16	16	15	16	16
Jefferson	16		15	15	16	15	16	17	15	17	15	14	15	17	16	14	15	16	16	14	16	16	16	16	18	17	16	17	16
Madison	14	15		17	16	15	14	15	16	15	17	17	15	17	17	15	17	17	16	15	16	16	14	16	17	16	16	16	16
Taylor	14	15	17		16	16	15	16	15	16	17	16	16	17	18	17	15	18	16	17	16	16	15	16	16	16	15	17	17
Hamilton	13	16	16	16		15	13	15	13	14	17	15	17	17	15	16	13	15	14	16	14	14	13	14	16	15	14	15	14
Union	14	15	15	16	15		14	16	17	16	16	17	16	17	17	17	16	16	16	14	16	16	14	16	16	16	15	16	16
Duval	19	16	14	15	13	14		15	15	17	13	14	13	14	17	14	16	17	17	14	17	16	20	17	16	16	15	17	17
Nassua	15	17	15	16	15	16	15		16	18	15	14	16	16	17	15	16	17	17	14	17	17	15	17	18	17	18	18	18
Baker	15	15	16	15	13	17	15	16		16	15	16	14	16	17	15	18	17	17	13	17	17	15	17	17	16	17	17	17
St. Johns	17	17	15	16	14	16	17	18	16		15	14	15	16	17	15	17	17	17	14	18	17	17	18	17	16	17	17	18
Suwannee	13	15	17	17	17	16	13	15	15	15		15	16	18	16	17	15	16	15	16	15	15	13	15	16	15	14	15	15
Lafayette	13	14	17	16	15	17	14	14	16	14	15		15	16	17	16	15	16	15	15	15	15	14	15	16	15	15	16	16
Dixie	13	15	15	16	17	16	13	16	14	15	16	15		16	16	17	14	15	15	15	15	15	13	15	16	16	15	16	15
Gilchrist	14	17	17	17	17	17	14	16	16	16	18	16	16		17	17	16	16	16	16	16	16	14	16	17	16	15	16	16
Columbia	16	16	17	18	15	17	17	17	17	17	16	17	16	17		17	17	19	18	16	18	18	17	18	18	18	17	19	19
Bradford	13	14	15	17	16	17	14	15	15	15	17	16	17	17	17		15	16	16	17	15	16	14	15	15	15	15	16	16
Alachua	16	15	17	15	13	16	16	16	18	17	15	15	14	16	17	15		17	17	13	18	17	16	18	17	16	17	17	17
Putnam	16	16	17	18	15	16	17	17	17	17	16	16	15	16	19	16	17		18	15	18	18	17	18	18	17	17	19	19
Clay	17	16	16	16	14	16	17	17	17	17	15	15	15	16	18	16	17	18		15	18	19	17	18	18	17	18	18	18
Levy	13	14	15	17	16	14	14	14	13	14	16	15	15	16	16	17	13	15	15		14	16	14	14	15	14	14	15	15
Hernando	17	16	16	16	14	16	17	17	17	18	15	15	15	16	18	15	18	18	18	14		18	17	20	18	18	17	18	18
Marion	16	16	16	16	14	16	16	17	17	17	15	15	15	16	18	16	17	18	19	16	18		16	18	18	17	18	18	18
Hillsborough	19	16	14	15	13	14	20	15	15	17	13	14	13	14	17	14	16	17	17	14	17	16		17	16	16	15	17	17
Pasco	17	16	16	16	14	16	17	17	17	18	15	15	15	16	18	15	18	18	18	14	20	18	17		18	18	17	18	18
Lake	16	18	17	16	16	16	16	18	17	17	16	16	16	17	18	15	17	18	18	15	18	18	16	18		18	18	19	18
Sumter	16	17	16	16	15	16	16	17	16	16	15	15	16	16	18	15	16	17	17	14	18	17	16	18	18		17	18	17
Citrus	15	16	16	15	14	15	15	18	17	17	14	15	15	15	17	15	17	17	18	14	17	18	15	17	18	17		18	18
Flagler	16	17	16	17	15	16	17	18	17	17	15	16	16	16	19	16	17	19	18	15	18	18	17	18	19	18	18		19
Volusia	16	16	16	17	14	16	17	18	17	18	15	16	15	16	19	16	17	19	18	15	18	18	17	18	18	17	18	19	

Figure 37. Cross Comparison of Top Occupations By County For Citrus, Marion, Levy

	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassua	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Levy	Hernando	Marion	Hillsborough	Pasco	Lake	Sumter	Citrus	Flagler	Volusia
Levy	13	14	15	17	16	14	14	14	13	14	16	15	15	16	16	17	13	15	15	20	14	16	14	14	15	14	14	15	15
Marion	16	16	16	16	14	16	16	17	17	17	15	15	15	16	18	16	17	18	19	16	18	20	16	18	18	17	18	18	18
Citrus	15	16	16	15	14	15	15	18	17	17	14	15	15	15	17	15	17	17	18	14	17	18	15	17	18	17	20	18	18

Industry Analysis and Industry Clusters¹⁰

A similar cross comparison of top 10 industries¹¹ across all relevant regions can be seen in Figure 38 and 39, with top industries shared across counties shown in figure 40. Of those commonly shared across multiple counties as a top job providing industry, all but hotels, landscaping, and nursing care facilities were present in one or all of Citrus, Marion, and Levy.

Figure 38. Cross Comparison of Top Industry By County

	Citrus	Levy	Marion	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassau	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Hernando	Hillsborough	Pasco	Lake	Sumter	Flagler	Volusia
Citrus		7	10	6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Levy	7		7	4	6	5	5	4	5	3	5	6	5	7	5	6	6	5	7	5	6	6	6	5	6	6	6	6	6
Marion	10	7		6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Orange	6	4	6		3	5	4	4	4	6	6	5	6	4	2	4	4	6	4	6	5	6	6	7	6	6	5	6	6
Jefferson	5	6	5	3		5	4	4	5	3	4	4	5	6	6	6	8	4	5	4	5	4	4	4	4	4	4	4	4
Madison	5	5	5	5	5		4	4	5	4	4	5	3	5	5	5	6	5	4	4	5	4	4	5	4	4	3	4	4
Taylor	5	5	5	4	4	4		5	4	3	4	5	4	6	3	6	5	5	5	4	5	4	4	4	4	4	4	4	4
Hamilton	4	4	4	4	4	4	5		4	2	4	4	4	5	3	4	4	4	4	3	4	3	3	3	3	3	3	4	3
Union	6	5	6	4	5	5	4	4		3	5	5	5	5	4	5	5	5	5	5	4	5	5	5	6	6	4	5	5
Duval	5	3	5	6	3	4	3	2	3		4	5	4	3	2	3	3	6	3	7	4	5	6	8	5	5	5	4	5
Nassau	6	5	6	6	4	4	4	4	5	4		5	7	5	4	5	4	5	6	6	4	7	6	6	6	7	5	9	7
Baker	7	6	7	5	4	5	5	4	5	5	5		4	5	3	5	5	6	6	6	6	6	7	5	6	6	5	6	6
St. Johns	6	5	6	6	5	3	4	4	5	4	7	4		5	3	5	5	5	5	6	5	7	6	6	6	7	6	7	8
Suwannee	6	7	6	4	6	5	6	5	5	3	5	5	5		5	6	6	5	6	5	5	5	5	5	5	5	5	5	5
Lafayette	4	5	4	2	6	5	3	3	4	2	4	3	3	5		5	6	3	6	3	4	3	3	4	3	3	3	4	3
Dixie	6	6	6	4	6	5	6	4	5	3	5	5	5	6	5		6	5	6	5	6	5	5	5	5	5	5	5	5
Gilchrist	5	6	5	4	8	6	5	4	5	3	4	5	5	6	6	6		5	5	4	6	4	4	4	4	4	4	4	4
Columbia	7	5	7	6	4	5	5	4	5	6	5	6	5	5	3	5	5		5	7	6	6	6	7	6	6	6	5	6
Bradford	7	7	7	4	5	4	5	4	5	3	6	6	5	6	6	6	5	5		5	6	6	6	5	7	6	6	7	6
Alachua	7	5	7	6	4	4	4	3	5	7	6	6	6	5	3	5	4	7	5		6	7	8	8	7	7	7	6	7
Putnam	7	6	7	5	5	5	5	4	4	4	4	6	5	5	4	6	6	6	6	6		6	6	5	6	6	6	5	6
Clay	8	6	8	6	4	4	4	3	5	5	7	6	7	5	3	5	4	6	6	7	6		8	7	8	9	7	8	9
Hernando	8	6	8	6	4	4	4	3	5	6	6	7	6	5	3	5	4	6	6	8	6	8		7	8	8	7	7	8
Hillsborough	7	5	7	7	4	5	4	3	5	8	6	5	6	5	4	5	4	7	5	8	5	7	7		7	7	7	6	7
Pasco	8	6	8	6	4	4	4	3	6	5	6	6	6	5	3	5	4	6	7	7	6	8	8	7		9	7	7	8
Lake	8	6	8	6	4	4	4	3	6	5	7	6	7	5	3	5	4	6	6	7	6	9	8	7	9		7	8	9
Sumter	7	6	7	5	4	3	4	3	4	5	5	5	6	5	3	5	4	6	6	7	6	7	7	7	7		6	7	
Flagler	7	6	7	6	4	4	4	4	5	4	9	6	7	5	4	5	4	5	7	6	5	8	7	6	7	8	6		8
Volusia	8	6	8	6	4	4	4	3	5	5	7	6	8	5	3	5	4	6	6	7	6	9	8	7	8	9	7	8	

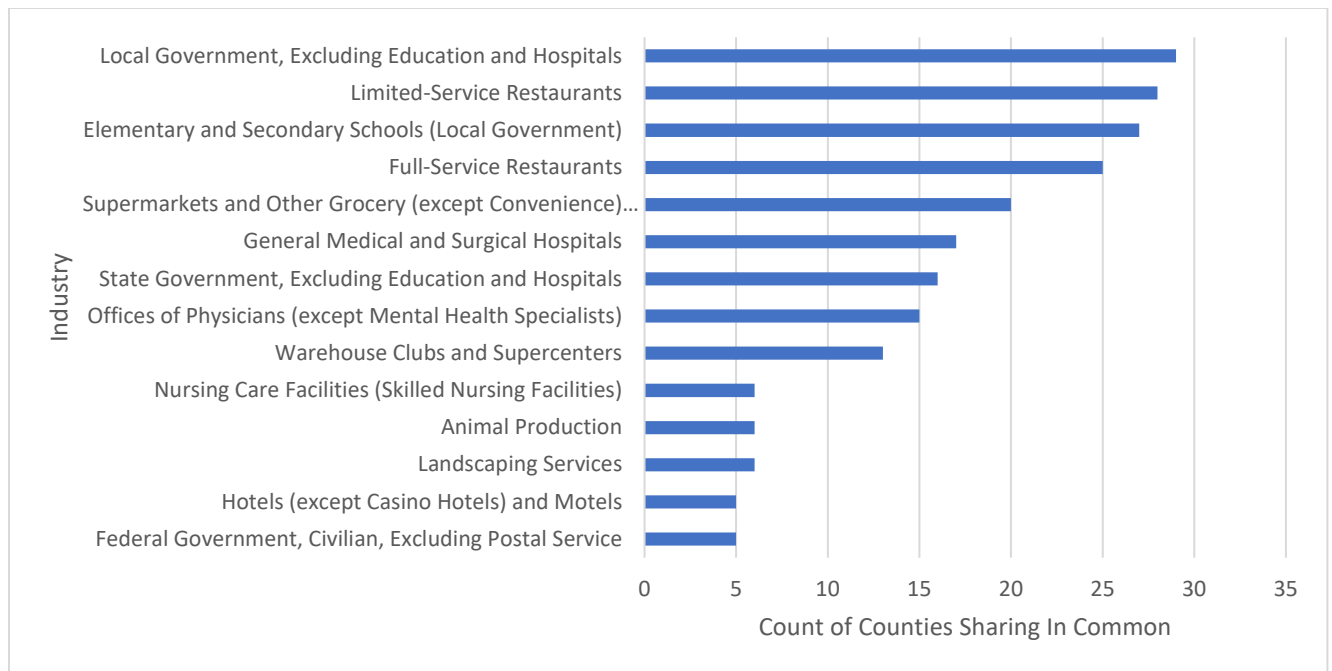
Figure 39. Cross Comparison of Top Industry By County For Citrus, Marion, Levy

	Citrus	Levy	Marion	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassau	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Hernando	Hillsborough	Pasco	Lake	Sumter	Flagler	Volusia
Citrus		7	10	6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Levy	7		7	4	6	5	5	4	5	3	5	6	5	7	5	6	6	5	7	5	6	6	6	5	6	6	6	6	6
Marion	10	7		6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8

¹⁰ Professor Michael Porter's U.S. Cluster Mapping Project (Harvard): <https://www.clustermapping.us/>
<https://www.clustermapping.us/sites/default/files/files/page/Traded%20Clusters%20Appendix.pdf>
<https://www.clustermapping.us/sites/default/files/files/page/Local%20Clusters%20Appendix.pdf>

¹¹ Source: Lightcast 2023, ranked based on number of jobs produced in 2023

Figure 40. Top Industries In Common Across Regions of Interest



Industries with a current foothold in the area can be expanded into other fields with enough overlap in skills, technology, and other capabilities. In order to address which industries might be most related to these highly relevant fields, cluster mapping categories from the U.S. Cluster Mapping Project were used. Local clusters were examined, meaning industries that sell products and services primarily for the local market, as well as traded clusters (concentrated in a subset of geographic areas and sell to other regions and nations) and results can be seen in Figures 41 through 48.

Overarching industry clusters are focused on areas of local education/training, hospitality, health services, local retail, agriculture, and household goods and services. Both hospitality and agriculture are traded clusters, and local and state government are not industry categories examined in Michael Porter's clustering web.

Figure 41. Related Industry Web For Elementary and Secondary Schools

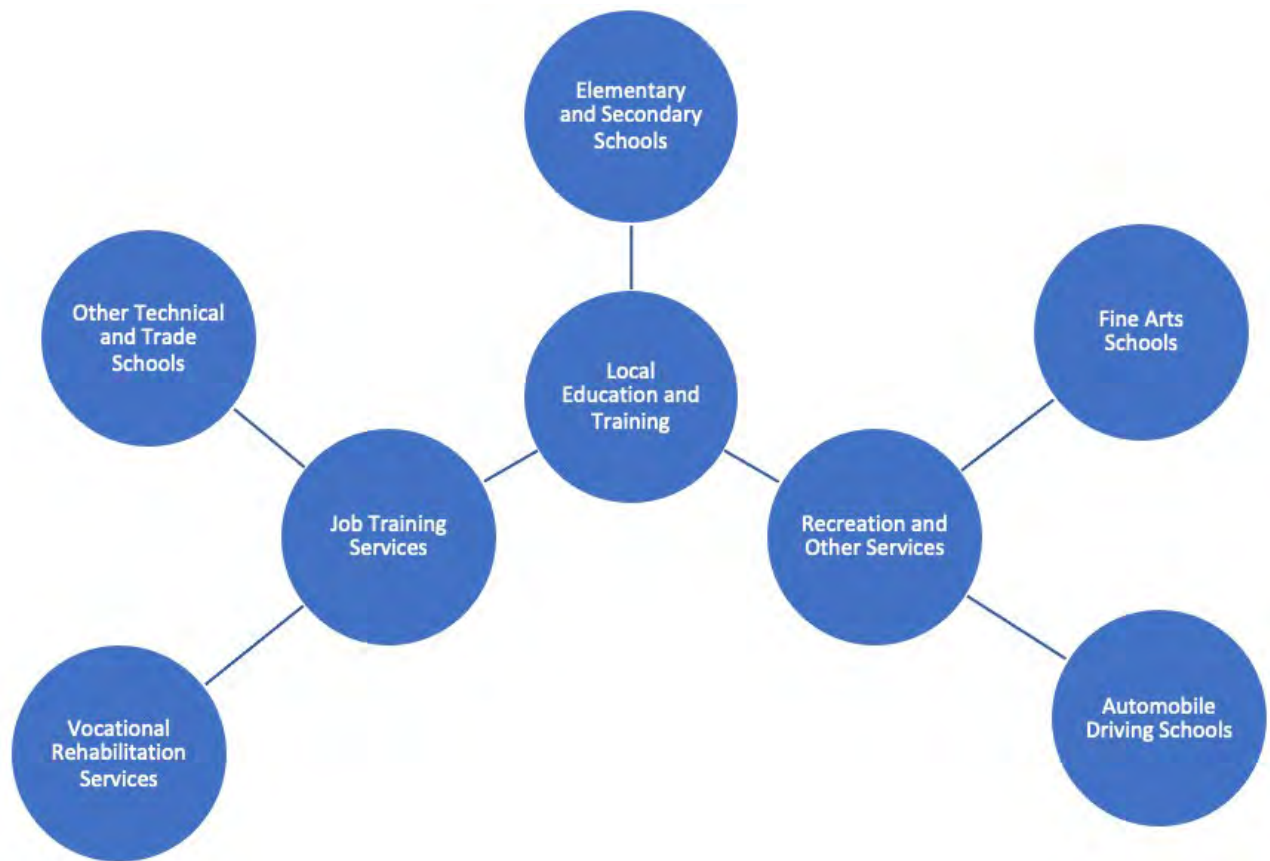


Figure 42. Related Industry Web For Full-Service Restaurants and Limited-Service Restaurants

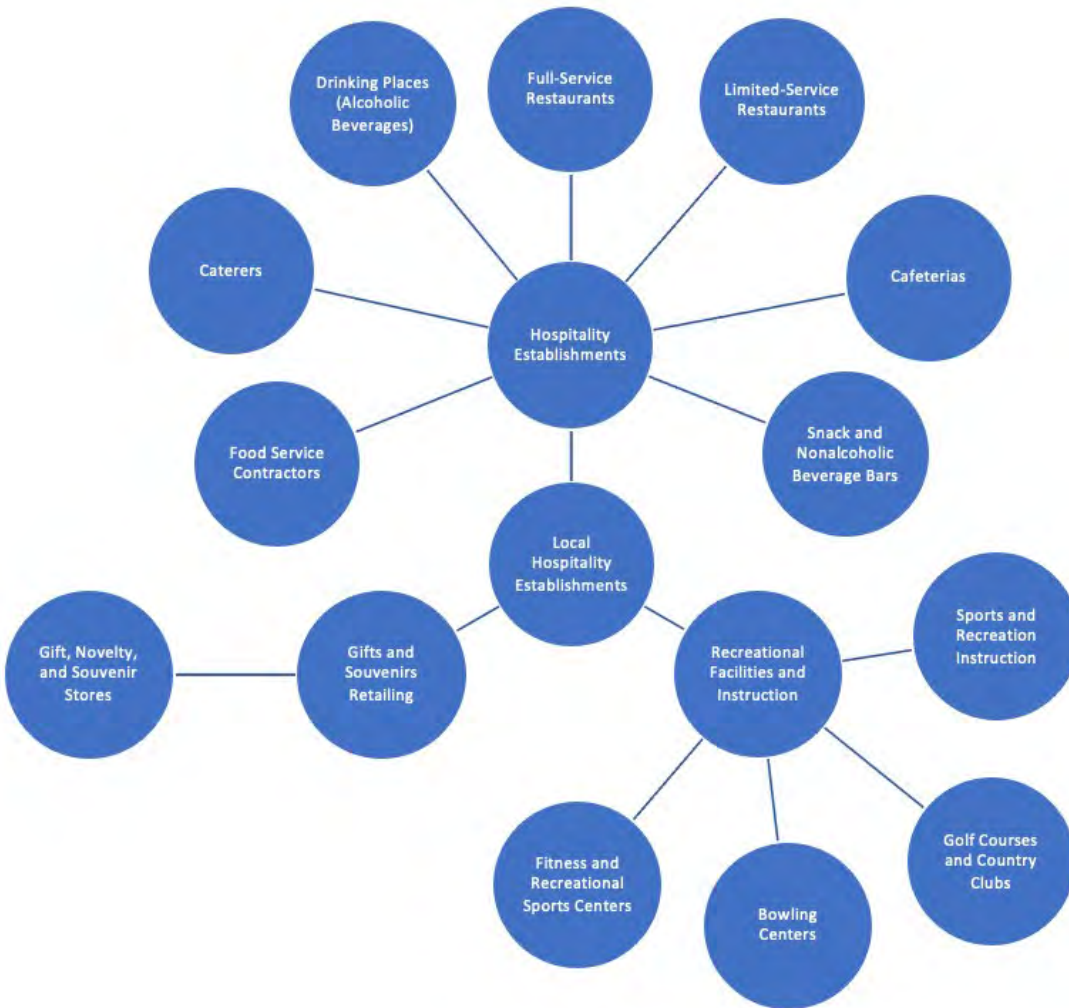


Figure 43. Related Industry Web For Supermarkets and Other Grocery (except Convenience) Stores



Food wholesaling in figure 43 above includes the following subcategories: general line grocery, packaged frozen food, dairy product (except dried or canned), confectionary, and other grocery and related products merchant wholesalers. Retail food stores includes supermarkets and other grocery (except convenience) stores, convenience stores, meat markets, fish and seafood markets, fruit and vegetable markets, baked goods stores, confectionery and nut stores, all other specialty food stores, and food (health) supplement stores. Vending and direct selling includes both vending machine operators and direct selling establishments along with mobile food services.

Figure 44. Related Industry Web For Nursing Care Facilities, General Medical and Surgical Hospitals, and Offices of Physicians (except Mental Health Specialists)



Healthcare provider offices in figure 44 above includes the following sub-industries: offices of dentists, chiropractors, optometrists, mental health practitioners (except physicians), physical, occupational and speech therapists, and audiologists, podiatrists, all other miscellaneous health practitioners, family planning centers, outpatient mental health and substance abuse centers, HMO medical centers, kidney dialysis centers, freestanding ambulatory surgical and emergency centers, all other outpatient care centers, blood and organ banks, and all other miscellaneous ambulatory health care services.

Hospitals includes general medical and surgical hospitals, psychiatric and substance abuse hospitals, and specialty (except psychiatric and substance abuse) hospitals. Medical Laboratories includes Dental Laboratories, Medical Laboratories, and Diagnostic Imaging Centers. Home and residential care includes home health care services, nursing care facilities, residential mental retardation facilities, residential mental health and substance abuse facilities, continuing care retirement communities, homes for the elderly, and other residential care facilities.

Figure 45. Related Industry Web For Warehouse Clubs and Supercenters

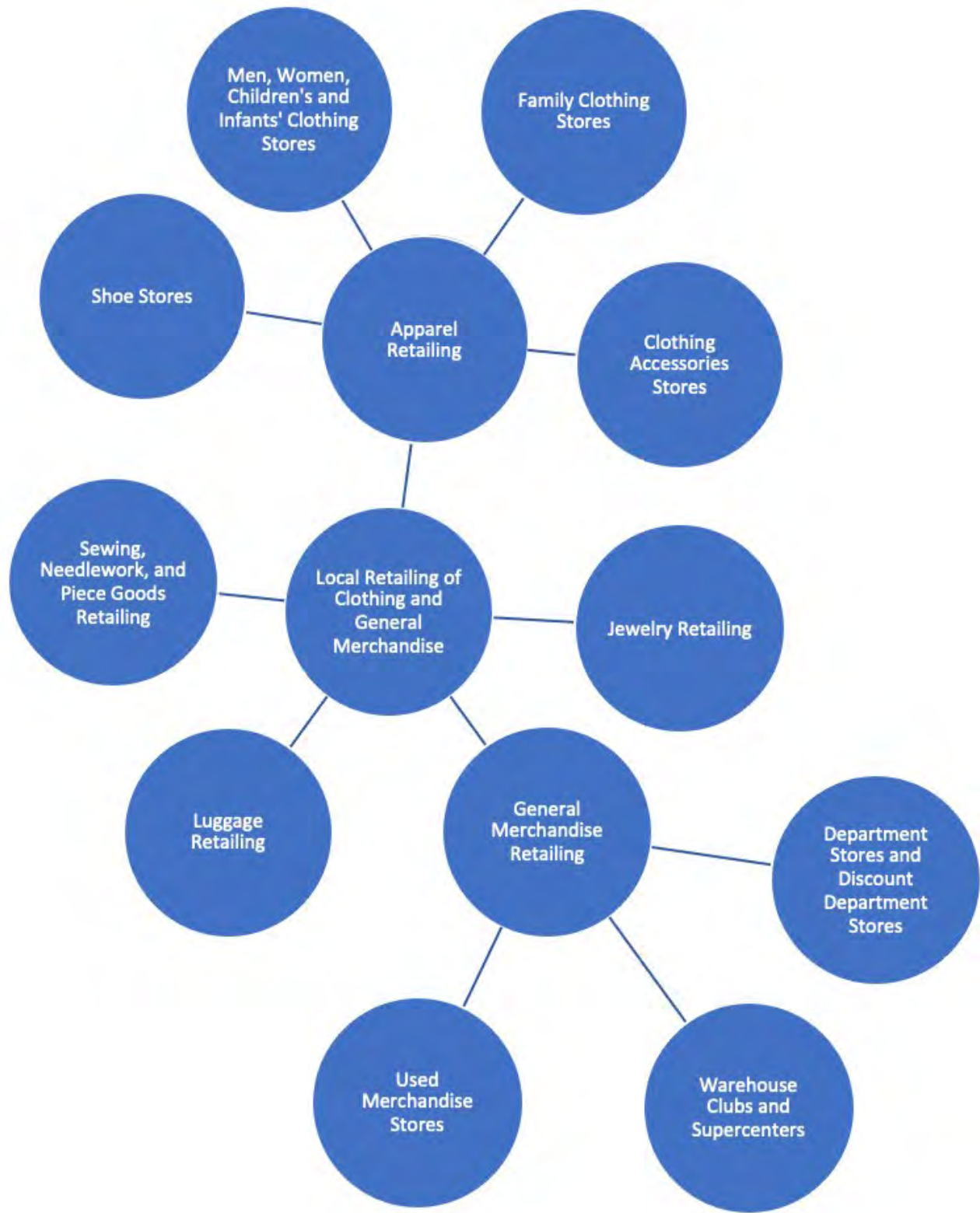


Figure 46. Related Industry Web For Support Activities for Animal Production

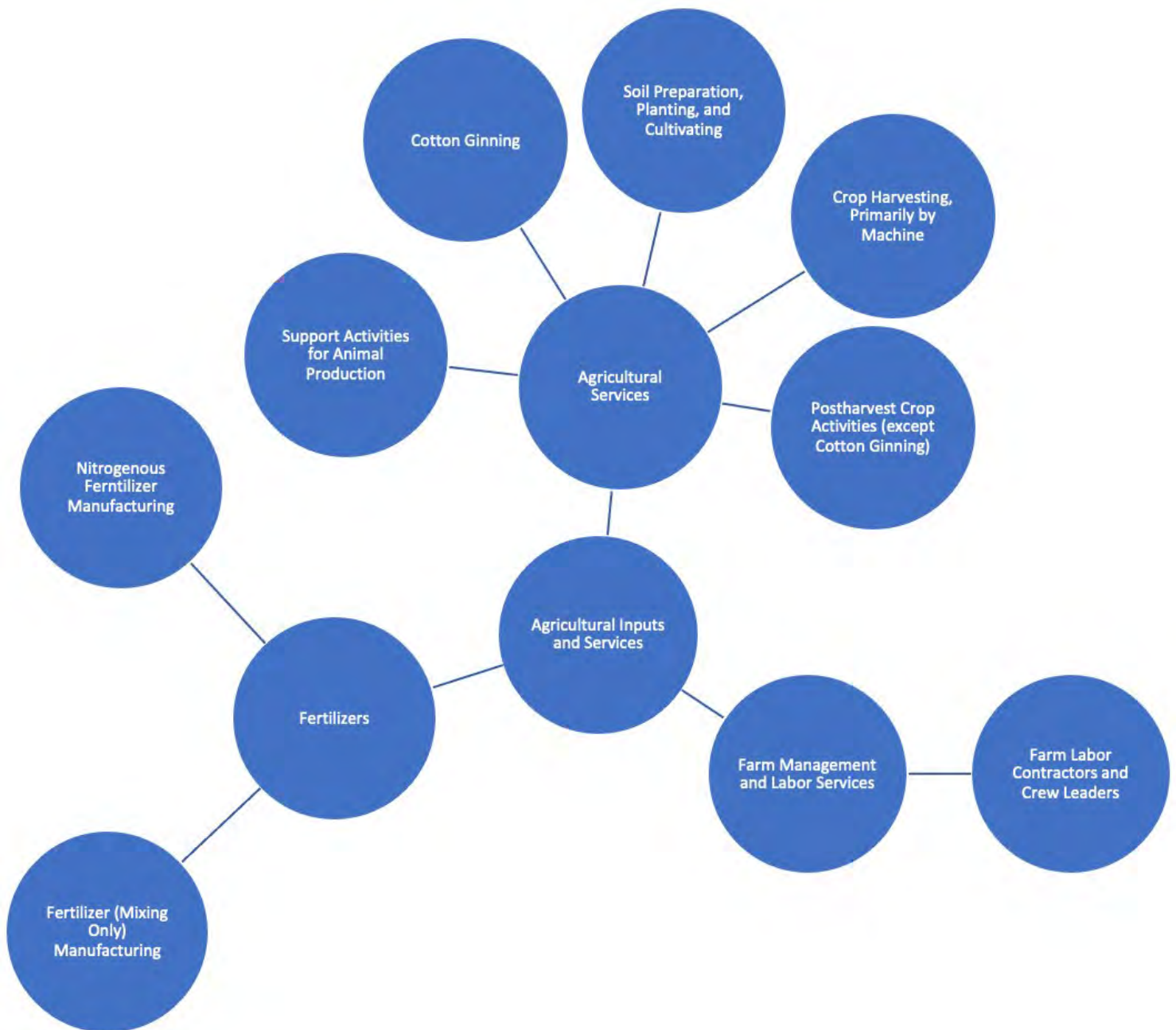


Figure 47. Related Industry Web For Landscaping Services

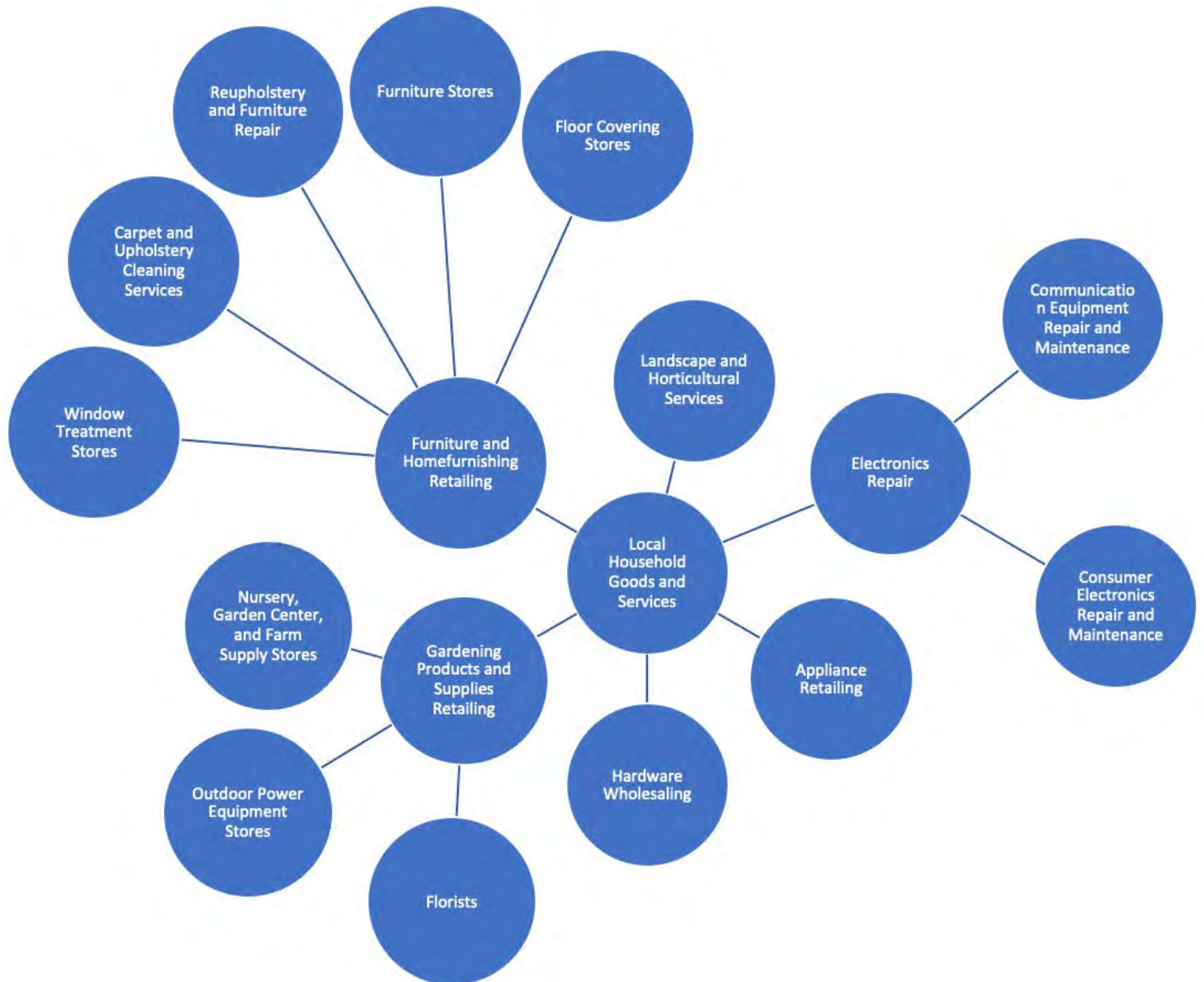


Figure 6. Related Industry Web For Hotels



Spectator sports in figure 48 includes the following sub-industries: sports teams and clubs, racetracks, and other spectator sports. Amusement parks and arcades includes arcades, and gambling facilities includes casinos (except casino hotels). Cultural and educational entertainment includes the following sub-industries: art dealers, museums, historical sites, zoos and botanical gardens, nature parks and other similar institutions. Other tourism attractions include the following sub-industries: hunting and trapping, skiing facilities, marinas, and recreational and vacation camps (except campgrounds). Accommodations and related services include the following sub-industries: convention and visitors bureaus, hotels (except casino hotels) and motels, casino hotels, bed-and-breakfast inns, all other traveler accommodation, RV (recreational vehicle) parks and campgrounds, and rooming and boarding houses. Lastly, tourism related services include the following sub-industries: scenic and sightseeing transportation, land, scenic and sightseeing transportation, water, scenic and sightseeing transportation, other, recreational goods rental, travel agencies, tour operators, all other travel arrangement and reservation services.

Regional Recommendations

Regions 9, 7, and 6 may be of particular interest in relation to region 10 (Citrus, Levy, and Marion). These areas have either a commute/geospatial relationship to region 10, common industry and occupational drivers, or common social components. Some share aspects of all three.

Region 9: Alachua and Bradford Counties

Alachua is not only a top inflow and outflow county for both Marion and Levy but also shares 17 out of 20 top occupations with Marion and Citrus (see heatmaps), and 7 out of 10 top industries. General medical and surgical hospitals, and offices of physicians are important industries for Citrus, Marion, and Alachua counties. Healthcare related jobs are a source of high pay and growth in the job market broadly for Marion and Citrus, making this an important commonality.

Bradford county shares a large number of top occupations with Levy (17 out of 20), and is one of the more compatible counties for Levy based on occupations. Levy, Citrus, and Marion all share industries in common, with 7 out of 10 top industries shared. In particular, elementary and secondary schools are an important industry for Bradford, Alachua, Marion, Levy, and Citrus, as well as local and state government, full and limited-service restaurants, supermarkets, and warehouse clubs, and supercenters. Alachua and Bradford also both fall within an hour drive time limit for parts of Marion county, and both Levy and Bradford are considered rural areas of opportunity.

Region 7: Gilchrist, Union, Columbia, and Dixie

Levy is connected to Dixie, Gilchrist, and Columbia through drive time, and was targeted along with Citrus, Marion, and Union by the Creating Connections fiber optic internet service program as all share similar limitations in the region. Both Levy and Columbia are considered rural areas of opportunity/catalyst zones.

Gilchrist is a top inflow and outflow county for Levy which makes sense given the reasonable driving distance, and shares 16 out of 20 top occupations in common with Levy and Marion. Union shares 6 out of 10 most important industries with Levy and Marion, including medical and surgical hospitals. It also shares 16 out of 20 most important occupations with Marion. Dixie shows a comparable amount of overlap, with 6 industries shared across Levy, Marion, and Citrus, as well as being a top inflow and outflow county for Levy commuters.

Lastly, Columbia has 18 occupations of importance in common with Marion, one of the highest numbers of overlap with Marion outside of 19 with Clay county. Columbia also overlaps 17 important occupations with Citrus, and 7 industries of importance with both Citrus and Levy.

Region 6: Madison, Suwannee, Taylor, Hamilton, and Lafayette

Madison, Hamilton, and Taylor are all North Central Opportunity Zones alongside Levy, and Hamilton, Taylor, and Madison were all part of the previously referenced Creating Connections program with Levy. Suwannee and Lafayette also have the advantage of being within a 60-minute commute of Levy

Levy in particular shares the greatest number of top occupations with two counties, Taylor and the previously mentioned Bradford counties, and has the most overlap in industry with Levy, Citrus, Suwannee, and Bradford of all counties assessed. An occupational connection can be drawn between Hamilton and other counties of regional interest, including Suwannee, Dixie, and Gilchrist. The same can be said of an occupation connection between Hamilton and Levy; when compared to Marion and Citrus, they have relatively fewer occupations in common.

Appendix:

Appendix 1. Top Inflow and Outflow Counties for Citrus

Citrus County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Hernando	26.11%
Marion	25.26%
Levy	11.49%
Sumter	7.32%
Pasco	5.47%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Marion	28.75%
Sumter	21.00%
Hernando	15.62%
Hillsborough	7.37%
Lake	6.02%

Appendix 2. Proportion of Incoming, Outgoing, and In-County Workers, Citrus

Proportion	
Incoming Workers	12.7%
Outgoing Residents	34.4%
Residents Working In-County	52.9%

Appendix 3. Top Inflow and Outflow Counties for Marion

Marion County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Alachua	13.24%
Citrus	23.85%
Lake	10.52%
Sumter	7.84%
Levy	14.04%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Sumter	25.21%
Alachua	20.54%
Orange	5.98%
Lake	19.28%
Citrus	6.34%

Appendix 4. Proportion of Incoming, Outgoing, and In-County Workers, Marion

Proportion	
Incoming Workers	15.6%
Outgoing Residents	29.0%
Residents Working In-County	58.5%

Appendix 5. Top Inflow and Outflow Counties for Levy

Levy County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Alachua	22.41%
Gilchrist	20.89%
Marion	19.03%
Dixie	14.68%
Citrus	9.36%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Alachua	54.09%
Marion	17.62%
Gilchrist	5.98%
Citrus	5.88%
Dixie	2.92%

Appendix 6. Proportion of Incoming, Outgoing, and In-County Workers, Levy

Proportion	
Incoming Workers	14.4%

Outgoing Residents	55.1%
Residents Working In-County	30.53%