



Economic Development Strategic Plan - RCM2342AS

Task 10 Report

prepared for:

**City of Cape Coral Office of Economic and
Business Development.**

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June 11, 2024



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Task 10: Workforce Analysis/Development

10.a – Labor Force Analysis

Cape Coral Business Employment

In Task 3, a detailed analysis of Cape Coral employment was conducted where we identified **42,460** persons being employed by Cape Coral establishments. Data for this conclusion was extrapolated from the US Census. According to ESRI¹, there are **6,351** active businesses in Cape Coral and about a 90% correlation in total employment with the Census. Revisiting this data and ranking by the **20** categories of industry employment produces the following as shown in Exhibit 10.1 below:

Exhibit 10.1 – Cape Coral Business Employment by Industry Sector		
Industry	Estbs.	Empl.
Retail Trade	816	6,477
Health Care & Social Assistance	508	5,226
Accommodation & Food Services	393	5,033
Construction	966	3,974
Educational Services	108	3,489
Other Services (except Public Administration)	787	3,277
Real Estate, Rental & Leasing	488	2,958
Professional, Scientific & Tech Services	685	2,649
Public Administration	77	2,590
Administrative, Support & Waste Management Services	424	1,312
Finance & Insurance	294	1,109
Information	107	913
Manufacturing	155	910
Arts, Entertainment & Recreation	150	876
Wholesale Trade	170	865
Transportation & Warehousing	163	657
Management of Companies & Enterprises	37	62
Agriculture, Forestry, Fishing & Hunting	14	54
Utilities	5	18
Mining	4	12
Total	6,351	42,460

Source: Bureau of Labor Statistics (2023)

¹ ESRI - Cape Coral Business Summary 2023; Business Analyst; note: Unclassified businesses excluded

For each of the 20 industry categories of Cape Coral Business Employment, the following summarizes the major occupational groups that are most likely prevalent in each industry. The analysis is derived from the national patterns by industry applied to the local Cape Coral environment. While it is not possible to identify the exact numbers of local jobs by occupation in each industry, the analysis provides a reasonable estimate of employment makeup for each sector. Refer to the Task 10 Report Appendices Tables 10.a.1 thru 10.a.20 for more detail.

Retail Trade

Top 5 leading job categories: **5,496 jobs (85%)**

- Sales and Related
- Transportation and Material Moving
- Office and Administrative Support
- Installation, Maintenance, and Repair
- Management

Health Care & Social Assistance

Top 5 leading job categories: **4,410 jobs (84%)**

- Healthcare Practitioners and Technical
- Healthcare Support
- Office and Administrative Support
- Community and Social Service
- Management

Accommodation & Food Services

Top 5 leading job categories: **4,691 jobs (93%)**

- Food Preparation and Serving Related
- Building and Grounds Cleaning and Maintenance
- Management
- Office and Administrative Support
- Sales and Related

Construction

Top 5 leading job categories: **3,596 jobs (90%)**

- Construction and Extraction
- Office and Administrative Support
- Installation, Maintenance, and Repair
- Management
- Business and Financial Operations

Educational Services

Top 5 leading job categories: **2,765 jobs (79%)**

- Educational Instruction and Library
- Office and Administrative Support
- Management
- Building and Grounds Cleaning and Maintenance
- Community and Social Service

Other Services (Ex. Pub. Admin.)

Top 5 leading job categories: **2,223 jobs (68%)**

- Personal Care and Service
- Installation, Maintenance, and Repair
- Office and Administrative Support
- Transportation and Material Moving
- Management

Real Estate Rental and Leasing

Top 5 leading job categories: **2,388 jobs (81%)**

- Sales and Related
- Installation, Maintenance, and Repair
- Management
- Office and Administrative Support
- Business and Financial Operations

Professional, Scientific & Tech Services

Top 5 leading job categories: **1,903 jobs (72%)**

- Business and Financial Operations Business and Financial Operations
- Computer and Mathematical
- Office and Administrative Support

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- Management
- Architecture and Engineering

Public Administration

Top 5 leading job categories: **1,677 jobs (65%)**

- Educational Instruction and Library
- Office and Administrative Support
- Protective Service
- Business and Financial Operations
- Healthcare Practitioners and Technical

Administrative, Support & Waste Management Services

Top 5 leading job categories: **865 jobs (66%)**

- Building and Grounds Cleaning and Maintenance
- Office and Administrative Support
- Transportation and Material Moving
- Protective Service
- Production

Finance & Insurance

Top 5 leading job categories: **1,070 jobs (97%)**

- Office and Administrative Support
- Business and Financial Operations
- Sales and Related
- Management
- Computer and Mathematical

Information

Top 5 leading job categories: **677 jobs (74%)**

- Computer and Mathematical
- Arts, Design, Entertainment, Sports, and Media
- Management
- Office and Administrative Support
- Sales and Related

Manufacturing

Top 5 leading job categories: **712 jobs (78%)**

- Production
- Transportation and Material Moving
- Office and Administrative Support
- Management
- Architecture and Engineering

Arts, Entertainment & Recreation

Top 5 leading job categories: **598 jobs (68%)**

- Personal Care and Service
- Food Preparation and Serving Related
- Office and Administrative Support
- Arts, Design, Entertainment, Sports, and Media
- Building and Grounds Cleaning and Maintenance

Wholesale Trade

Top 5 leading job categories: **678 jobs (78%)**

- Transportation and Material Moving
- Sales and Related
- Office and Administrative Support
- Management
- Installation, Maintenance, and Repair

Transportation & Warehousing

Top 5 leading job categories: **618 jobs (94%)**

- Transportation and Material Moving
- Office and Administrative Support
- Installation, Maintenance, and Repair
- Management
- Business and Financial Operations

Management Of Companies & Enterprises

Top 5 leading job categories: **51 jobs (82%)**

- Business and Financial Operations
- Management
- Office and Administrative Support

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- Computer and Mathematical
- Sales and Related

Agriculture, Fishing, Forestry & Hunting

Top 5 leading job categories: **49 jobs (90%)**

- Farming, Fishing, and Forestry
- Transportation and Material Moving
- Office and Administrative Support
- Production
- Management

Utilities

Top 5 leading job categories: **13 jobs (74%)**

- Installation, Maintenance, and Repair
- Office and Administrative Support
- Production
- Business and Financial Operations
- Management

Mining

Top 5 leading job categories: **10 jobs (80%)**

- Construction and Extraction
- Transportation and Material Moving
- Installation, Maintenance, and Repair
- Management
- Office and Administrative Support

Cape Coral Business Employment Occupational Summary

Exhibit 10.2 (below) summarizes the estimated employment distribution of Cape Coral businesses by ranked major occupation category. The 5 leading categories represent **20,489** jobs or **48%** of the total local employment:

Exhibit 10.2 – Cape Coral Business Employment – Major Occupational Groups			
Occupations	Cape Coral 2022 Empl.	Empl. Distrib.	Rank
Sales and Related	4,895	11.5%	1
Office and Administrative Support	4,788	11.3%	2
Food Preparation and Serving Related	4,697	11.1%	3
Transportation and Material Moving	3,069	7.2%	4
Management	3,040	7.2%	5
Educational Instruction and Library	3,006	7.1%	6
Construction and Extraction	2,579	6.1%	7
Business and Financial Operations	2,373	5.6%	8
Healthcare Practitioners and Technical	2,316	5.5%	9
Installation, Maintenance, and Repair	2,293	5.4%	10
Healthcare Support	1,703	4.0%	11
Personal Care and Service	1,315	3.1%	12
Building and Grounds Cleaning and Maintenance	1,175	2.8%	13
Production	1,139	2.7%	14
Computer and Mathematical	1,133	2.7%	15
Community and Social Service	629	1.5%	16
Arts, Design, Entertainment, Sports, and Media	624	1.5%	17
Protective Service	616	1.5%	18
Architecture and Engineering	445	1.0%	19
Life, Physical, and Social Science	286	0.7%	20
Legal	272	0.6%	21
Farming, Fishing, and Forestry	66	0.2%	22
Cape Coral labor force	42,460	100.0%	
Subtotal - 5 Leading Major Occupational Groups	20,489	48.3%	

Cape Coral Resident Labor Force

Industry Employment

From the Task 2 Econographics section, the 2022 estimate for the City of Cape Coral was **102,700** persons. This figure is verified through evaluation of the US Census Zip Code Tabulations Areas (ZCTA) that comprise Cape Coral:

ZCTA	2022 Empl.
33904	14,826
33909	19,555
33914	22,510
33990	17,558
33991	12,271
33993	15,980
Total Cape Coral	102,700

The industries where Cape Coral workers are employed are show in Exhibit 10.3 (below). The 5 leading industries accounted for **56%** of total employment in the **19** sectors:

Industry	Cape Coral 2022 Emp.	Empl. Distrib.	Rank
Health care and social assistance	16,696	16.3%	1
Retail trade	13,148	12.8%	2
Construction	11,340	11.0%	3
Accommodation and food services	8,398	8.2%	4
Educational services	8,121	7.9%	5
Professional, scientific, and technical services	6,467	6.3%	6
Transportation and warehousing	6,241	6.1%	7
Administrative and support and waste management services	5,954	5.8%	8
Manufacturing	5,124	5.0%	9
Other services, except public administration	4,808	4.7%	10
Finance and insurance	4,617	4.5%	11
Public Administration	3,466	3.4%	12
Arts, entertainment, and recreation	2,591	2.5%	13
Real estate and rental and leasing	1,925	1.9%	14
Wholesale trade	1,775	1.7%	15
Information	924	0.9%	16

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Agriculture, forestry, fishing and hunting	901	0.9%	17
Utilities	160	0.2%	18
Management of companies and enterprises	44	0.0%	19
Total	102,700	100.0%	
Subtotal 5 Leading Industries	57,703	56.2%	

As shown in Exhibit 10.4 (below), these persons were employed in **24** categories of occupations as defined by the Census. The **5** leading occupational groups accounted for **49%** of Cape Coral workers:

Exhibit 10.4 – Cape Coral Resident Labor Force by Major Occupational Group			
Occupations	Cape Coral 2022 Emp.	Occup. Distrib.	Rank
Sales and related	13,343	13.0%	1
Office and administrative support	12,157	11.8%	2
Management	10,459	10.2%	3
Food preparation and serving related	7,104	6.9%	4
Health diagnosing and treating practitioners and other technical	6,991	6.8%	5
Construction and extraction	6,680	6.5%	6
Transportation	5,593	5.4%	7
Building and grounds cleaning and maintenance	5,062	4.9%	8
Business and financial operations	4,720	4.6%	9
Educational instruction, and library	4,646	4.5%	10
Installation, maintenance, and repair	4,031	3.9%	11
Material moving	3,898	3.8%	12
Personal care and service	2,933	2.9%	13
Healthcare support	2,629	2.6%	14
Computer and mathematical	2,432	2.4%	15
Production	2,194	2.1%	16
Arts, design, entertainment, sports, and media	1,606	1.6%	17
Firefighting and prevention, and other protective service workers	1,446	1.4%	18
Architecture and engineering	1,354	1.3%	19
Legal	967	0.9%	20
Community and social service	948	0.9%	21
Law enforcement workers including supervisors	936	0.9%	22
Life, physical, and social science	379	0.4%	23
Farming, fishing, and forestry	194	0.2%	24
Cape Coral Resident Labor Force	102,700	100.0%	
Subtotal 5 Leading Major Occupational Groups	50,053	48.7%	

Wage Patterns

As developed for the Econographics section of Task 2 and shown in Exhibit 10.5 (below), Cape Coral workers are only marginally well paid in that there are wage advantages over the State of Florida averages in just **5** industries:

- Manufacturing
- Other services, except public administration
- Transportation and warehousing
- Construction
- Retail trade
- Administrative and support and waste management services

This is reinforced by the overall wage mean being **\$2.06** per hour below the State of Florida average. There are wage disparities in **12** industries that indicate that economic conditions may be less than desirable:

- Utilities
- Professional, scientific, and technical services
- Wholesale trade
- Agriculture, forestry, fishing and hunting
- Information
- Finance and insurance
- Real estate and rental and leasing
- Arts, entertainment, and recreation
- Educational services
- Accommodation and food services
- Health care and social assistance
- Management of companies and enterprises

Exhibit 10.5 – Average Hourly Wage Comparison			
	Cape Coral Avg. hrly wage	State of FL Avg. hrly wage	Cape Coral Hrly. wage differential
Manufacturing	\$38.87	\$27.04	\$11.83
Other services, except public administration	\$23.44	\$19.45	\$3.99
Transportation and warehousing	\$27.82	\$24.16	\$3.66

Construction	\$25.94	\$23.26	\$2.68
Retail trade	\$20.00	\$18.98	\$1.02
Administrative and support and waste management services	\$20.46	\$19.47	\$0.99
Management of companies and enterprises	\$45.15	\$45.22	-\$0.07
Health care and social assistance	\$23.88	\$24.60	-\$0.72
Accommodation and food services	\$14.33	\$15.78	-\$1.45
Educational services	\$22.49	\$24.16	-\$1.67
Public administration	\$28.28	\$30.04	-\$1.77
Arts, entertainment, and recreation	\$17.63	\$20.31	-\$2.68
Real estate and rental and leasing	\$21.22	\$25.80	-\$4.58
Finance and insurance	\$28.23	\$33.26	-\$5.03
Information	\$26.18	\$31.54	-\$5.35
Agriculture, forestry, fishing and hunting	\$11.79	\$17.74	-\$5.95
Wholesale trade	\$19.80	\$27.24	-\$7.44
Professional, scientific, and technical services	\$24.88	\$37.79	-\$12.90
Utilities	\$19.77	\$34.34	-\$14.57
Average hourly wages	\$23.53	\$25.59	-\$2.06

Note: In the three major areas of Healthcare, Finance, and Professional services, a negative wage differential may signal an opportunity for corporate interests to consider Cape Coral as a location candidate based on operational savings potential in wages and salaries. Increasing employment in these key sectors will ultimately propel wages higher because of demand.

Commuting Characteristics of the Resident Labor Force

There is no specific means of determining how much of the resident labor force is employed by local businesses other than the US Census Commuting Patterns in the American Community Survey (ACS). For each of the six ZCTA's, the Commuting Outside Place of Residence is a percentage of the civilian labor force accounted for by area. According to the ACS, the following are the percentages of workers commuting outside place of residence:

- ZCTA 33904: 52.9%
- ZCTA 33909: 61.7%
- ZCTA 33914: 53.7%
- ZCTA 33990: 55.7%
- ZCTA 33991: 50.8%
- ZCTA 33993: 62.4%

By weighted averaging, **56.5%** of the Resident Labor Force, or nearly **58,000** workers are leaving Cape Coral daily to work elsewhere. Capture of a significant share of those workers must become a priority for the City going forward.

Cape Coral-Fort Myers MSA & Target Industries

While it is a worthwhile exercise to quantify the City’s labor force by employer or resident, it is more important to recognize that prospective employers will hire from the entire region, notably the Cape Coral-Fort Myers Metropolitan Statistical Area (MSA). In Task 3, we identified the vital industries where the City is in below-average employment performance and how many new jobs should be targeted to bring Cape Coral to at least a parity level with the State. In that analysis, a **13,640**-person gain is the focus in the eight target industry clusters. A recap of that projection is shown on the table below:

Cluster	Pot’l. Empl. Gain
Community Services	3,927
Business & Financial Services	3,675
Healthcare & Life Sciences	3,378
Consumer Products & Services	1,430
IT & Media	770
Sustainable Real Estate	372
Industrial Services	256
Culinary Tourism	123
Total	13,640

To identify job training requirements, we have developed a process where each 4-digit NAICS industry within the targeted clusters have the requisite occupations as provided by the Bureau of Labor Statistics (BLS) listed in descending order of occurrence in each industry. For example, in NAICS 6241 - Individual and Family Services, we have projected the total employment to be **170** jobs. The following are the **15** leading occupations by percent which account for **84%** of the total (column 1):

SOC	Job description	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7
		Job %	MSA Empl.	Est. avail. Empl.	Req'd Jobs	Positive jobs picture	Jobs Shortfall	Non-Reported in mSA
31-1120	Home Health and Personal Care Aides	64.1%	2,715	160	109	✓		
21-1093	Social and Human Service Assistants	3.9%	617	36	7	✓		
21-1021	Child, Family, and School Social Workers	2.8%	463	27	5	✓		
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	2.3%	566	33	4	✓		
11-9151	Social and Community Service Managers	1.7%	216	13	3	✓		
31-1131	Nursing Assistants	1.4%	2,673	158	2	✓		
29-1141	Registered Nurses	1.3%	6,570	388	2	✓		
43-9061	Office Clerks, General	1.1%	6,015	355	2	✓		
11-1021	General and Operations Managers	1.0%	6,283	371	2	✓		
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1.0%	2,889	170	2	✓		
39-9099	Personal Care and Service Workers, All Other	0.8%	0	0	1		1	■
21-1022	Healthcare Social Workers	0.8%		19	1	✓		
21-1013	Marriage and Family Therapists	0.7%	82	5	1	✓		
39-9011	Childcare Workers	0.6%	545	32	1	✓		
39-9032	Recreation Workers	0.6%	740	44	1	✓		

In the next column (#2), the May 2023 MSA employment of each occupation is shown, followed then by the estimated number of potential new hires available in the marketplace (#3). These job estimates are calculated by applying the U6 underemployment figure of 5.9% for the Cape Coral-Fort Myers MSA² against the current employment figure to arrive at estimated available labor. The required number of jobs in the next column (#4) are produced by applying the percentage of occupation occurrence against the total 170 job complement. If the jobs fulfillment picture looks positive (more applicants available than new hires required), a check mark appears in the next column (#5). If a job shortfall occurs, it is shown in the last column (#6), indicating that new

² U6 Unemployment Rate; The number of people who are unemployed, under-employed, are unemployed but have given up looking for work, or have temporarily left the workforce, as a percentage of the total civilian working population, equals the "real" or U-6 rate; U6 for Cape Coral-Fort Myers, FL MSA: 5.9%

training is required to meet the adequate occupation level. If the occupation is not reported by the BLS within the MSA, it is noted in Column #7. Job shortfalls are then summed for each industry.

At the end of this section, each of the eight target clusters have table summaries of the jobs target employment and shortfall training needs by NAICS industry. In total, the jobs shortfall for Cape Coral in the target clusters is **1,718** positions. Exhibit 10.4 (below) summarizes the jobs shortfall picture by ranking of **21** major occupations groups:

Exhibit 10.4 – Cape Coral Shortfall Jobs Summary				
SOC	Major Occupational Group	Shortfall Jobs.	Jobs Distr.	Rank
33	Protective Service	430	25.0%	1
43	Office and Administrative Support	272	15.8%	2
29	Healthcare Practitioner and Technical	186	10.8%	3
19	Life, Physical, and Social Sciences	103	6.0%	4
51	Production	103	6.0%	4
41	Sales and Related	81	4.7%	5
53	Transportation and Material Moving	76	4.4%	6
31	Healthcare Support	70	4.1%	7
13	Business and Financial	69	4.0%	8
47	Construction and Extraction	60	3.5%	9
17	Architecture and Engineering	52	3.0%	10
21	Community and Social Services	45	2.6%	11
15	Computer and Mathematical	36	2.1%	12
23	Legal	35	2.0%	13
25	Educational Instruction and Library	28	1.6%	14
49	Installation, Maintenance, and Repair	27	1.6%	15
27	Arts, Design, Entertainment, Sports and Media	22	1.3%	16
11	Management	14	0.8%	17
45	Farming, Fishing and Forestry	5	0.3%	18
35	Food Preparation and Serving	3	0.2%	19
39	Personal Care and Service	1	0.1%	20
Total Shortfall jobs		1,718	100.0%	

Community Services Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
6241	Individual and family services	170	1
6242	Community food and housing, and emergency and other relief services	50	0
6243	Vocational rehabilitation services	71	4
9100	Federal Government	713	126
9200	State Government	879	206
9300	Local Government	2,044	605
Subtotal		3,927	942

Below are the top 10-ranked occupational categories requiring training to fill needed positions. The subtotal of 626 jobs represents 66% of the 942 total shortfall for this industry cluster:

SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
33-3051	Police and Sheriff's Patrol Officers	148	15.7%	1	
33-3012	Correctional Officers and Jailers	118	12.5%	2	
47-4051	Highway Maintenance Workers	55	5.8%	3	■
33-2011	Firefighters	47	5.0%	4	
53-3052	Bus Drivers, Transit and Intercity	47	5.0%	4	■
21-1092	Probation Officers and Correctional Treatment Specialists	34	3.6%	5	■
33-1012	First-Line Supervisors of Police and Detectives	31	3.3%	6	
43-4031	Court, Municipal, and License Clerks	25	2.7%	7	
43-4061	Eligibility Interviewers, Government Programs	25	2.7%	7	
33-1011	First-Line Supervisors of Correctional Officers	20	2.1%	8	■
43-4121	Library Assistants, Clerical	20	2.1%	8	■
43-5031	Public Safety Telecommunicators	20	2.1%	8	
33-3021	Detectives and Criminal Investigators	19	2.0%	9	
25-4031	Library Technicians	17	1.8%	10	■
Subtotal 10-Ranked Shortfall Occupations		626	66.0%		

Business & Financial Services Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
5221-3	Depository credit intermediation & Activities related	791	240
5222	Nondepository credit intermediation	62	0
5231	Securities and commodity contracts intermediation and brokerage	140	5
5411	Legal services	222	21
5416	Management, scientific, and technical consulting services	274	3
5611	Office administrative services	53	0
5612	Facilities support services	73	3
5613	Employment services	1,476	82
5614	Business support services	359	43
5616	Investigation and security services	142	0
5619	Other support services	83	3
Subtotal		3,675	400

Below are the top 10 -ranked occupational categories requiring training to fill needed positions. The subtotal of 311 jobs represents 78% of the 400 total shortfall for this industry cluster:

Occupational Shortfall Summary					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
43-3071	Tellers	104	26.0%	1	
41-3031	Securities, Commodities, and Financial Services Sales Agents	36	9.0%	2	
13-2072	Loan Officers	34	8.5%	3	
41-9041	Telemarketers	28	7.0%	4	■
51-2090	Miscellaneous Assemblers and Fabricators	25	6.3%	5	
51-9199	Production Workers, All Other	24	6.0%	6	
43-4131	Loan Interviewers and Clerks	23	5.8%	7	
43-4141	New Accounts Clerks	15	3.8%	8	■
23-1011	Lawyers	12	3.0%	9	
43-3011	Bill and Account Collectors	10	2.5%	10	
Subtotal Top 10-Ranked Shortfall Occupations		311	77.8%		

Healthcare & Life Sciences Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
5417	Scientific research and development services	127	26
6211	Offices of physicians	678	52
6212	Offices of dentists	22	0
6213	Offices of other health practitioners	14	0
6214	Outpatient care centers	103	0
6215	Medical and diagnostic laboratories	92	17
6216	Home health care services	302	16
6219	Other ambulatory health care services	106	9
6221	General medical and surgical hospitals	1515	155
6222	Psychiatric and substance abuse hospitals	45	4
6223	Specialty (except psychiatric and substance abuse) hospitals	83	1
Subtotal		3,087	280

Below are the top 10-ranked occupational categories requiring training to fill needed positions. The subtotal of 224 jobs represents 80% of the 280 total shortfall for this industry cluster:

Occupational Shortfall Summary					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
29-1141	Registered Nurses	88	31.4%	1	
31-9097	Phlebotomists	36	12.9%	2	■
19-1042	Medical Scientists, Except Epidemiologists	18	6.4%	3	■
31-1120	Home Health and Personal Care Aides	16	5.7%	4	
29-1126	Respiratory Therapists	9	3.2%	5	
29-1224	Radiologists	8	2.9%	6	■
29-1071	Physician Assistants	7	2.5%	7	
29-1249	Surgeons, All Other	6	2.1%	8	■
29-2055	Surgical Technologists	6	2.1%	8	
29-2034	Radiologic Technologists and Technicians	5	1.8%	9	
31-9093	Medical Equipment Preparers	5	1.8%	9	
29-1124	Radiation Therapists	4	1.4%	10	■
29-1215	Family Medicine Physicians	4	1.4%	10	
29-1218	Obstetricians and Gynecologists	4	1.4%	10	■
29-1223	Psychiatrists	4	1.4%	10	■
29-2032	Diagnostic Medical Sonographers	4	1.4%	10	
Subtotal Top 10-Ranked Shortfall Occupations		224	80.0%		

Consumer Products & Services Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
4231	Motor vehicle and motor vehicle parts and supplies merchant wholesalers	88	1
4234	Professional and commercial equipment and supplies merchant wholesalers	269	21
4236	Household appliances and electrical and electronic goods merchant wholesalers	42	0
4237	Hardware, and plumbing and heating equipment and supplies merchant wholesalers	44	0
4239	Miscellaneous durable goods merchant wholesalers	98	0
4411	Automobile dealers	372	0
4581	Clothing and clothing accessories retailers	80	0
4582	Shoe retailers	70	0
4591	Sporting goods, hobby, and musical instrument retailers	147	5
4592	Book retailers and news dealers	19	0
4593	Florists	18	3
4595	Used merchandise retailers	134	0
5321	Automotive equipment rental and leasing	49	0
Subtotal		1,430	30

Below are the **9** occupational categories requiring training to fill needed positions. The subtotal of **30** jobs represents **100%** of the shortfall for this industry cluster:

Occupational Shortfall Summary					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
41-4011	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12	40.0%	1	
49-9062	Shipping, Receiving, and Inventory Clerks	5	16.7%	2	
49-3091	Bicycle Repairers	4	13.3%	3	■
27-1023	Floral Designers	3	10.0%	4	
41-9031	Production, Planning, and Expediting Clerks	2	6.7%	5	■
17-2031	Electric Motor, Power Tool, and Related Repairers	1	3.3%	6	■
49-9063	Musical Instrument Repairers and Tuners	1	3.3%	6	■
49-9069	Billing and Posting Clerks	1	3.3%	6	■
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1	3.3%	6	■
Total 9 Shortfall Occupations		30	100.0%		

IT & Media Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
5121	Motion picture and video industries	68	6
5122	Sound recording industries	7	1
5132	Software publishers	137	3
5161	Radio and television broadcasting stations	37	2
5162	Media streaming distribution services, social networks, and other media networks and content providers	45	0
5174-8	Telecommunications	3	0
5415	Computer systems design and related services	397	19
5418	Advertising, public relations, and related services	22	0
8112	Electronic and precision equipment repair and maintenance	43	2
Subtotal		770	33

Below are the **10** occupational categories requiring training to fill needed positions. The subtotal of **33** jobs represents **100%** of the shortfall for this industry cluster:

Occupational Shortfall Summary					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
15-1252	Software Developers	12	36.4%	1	
27-1014	Special Effects Artists and Animators	4	12.1%	2	■
17-2061	Computer Hardware Engineers	3	9.1%	3	■
27-2011	Actors	3	9.1%	3	■
41-9031	Sales Engineers	3	9.1%	3	■
15-1221	Computer and Information Research Scientists	2	6.1%	4	■
27-3011	Broadcast Announcers and Radio Disc Jockeys	2	6.1%	4	
27-4014	Sound Engineering Technicians	2	6.1%	4	■
49-2097	Audiovisual Equipment Installers and Repairers	1	3.0%	5	■
49-9069	Precision Instrument and Equipment Repairers, All Other	1	3.0%	5	■
Total 10 Shortfall Occupations		33	100.0%		

Sustainable Real Estate Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
4233	Lumber and other construction materials merchant wholesalers	69	0
5311	Lessors of real estate & Activities related	97	0
5413	Architectural, engineering, and related services	206	17
Subtotal		372	17

Below are the **12** occupational categories requiring training to fill needed positions. The total of **17** jobs represents **100%** of shortfall for this industry cluster:

Occupational Shortfall Summary					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
17-1011	Architects, Except Landscape and Naval	6	35.3%	1	
11-9041	Architectural and Engineering Managers	1	5.9%	2	
17-2011	Aerospace Engineers	1	5.9%	2	■
17-2061	Computer Hardware Engineers	1	5.9%	2	■
17-2081	Environmental Engineers	1	5.9%	2	■
17-3025	Environmental Engineering Technologists and Technicians	1	5.9%	2	■
17-3026	Industrial Engineering Technologists and Technicians	1	5.9%	2	■
17-3027	Mechanical Engineering Technologists and Technicians	1	5.9%	2	■
19-2031	Chemists	1	5.9%	2	■
19-2042	Geoscientists, Except Hydrologists and Geographers	1	5.9%	2	■
19-4031	Chemical Technicians	1	5.9%	2	■
19-4043	Geological Technicians, Except Hydrologic Technicians	1	5.9%	2	■
Total 12 Shortfall Occupations		17	100%		

Industrial Services Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
3327	Machine shops; turned product; and screw, nut, and bolt manufacturing	30	2
3328	Coating, engraving, heat treating, and allied activities	12	2
3329	Other fabricated metal product manufacturing	35	5
4235	Metal and mineral (except petroleum) merchant wholesalers	25	0
4238	Machinery, equipment, and supplies merchant wholesalers	89	3
4572	Fuel dealers	11	0
8113	Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	54	2
Subtotal		256	14

Below are the **9** occupational categories requiring training to fill needed positions. The total of **14** jobs represents **100%** of the shortfall for this industry cluster:

Occupational Shortfall Summary					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
49-3041	Farm Equipment Mechanics and Service Technicians	3	21.4%	1	■
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	2	14.3%	2	■
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	2	14.3%	2	■
51-4193	Plating Machine Setters, Operators, and Tenders, Metal and Plastic	2	14.3%	2	■
49-9044	Millwrights	1	7.1%	3	■
49-9081	Wind Turbine Service Technicians	1	7.1%	3	■
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1	7.1%	3	■
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1	7.1%	3	■
51-4111	Tool and Die Makers	1	7.1%	3	■
Total 9 Shortfall Occupations		14	100.0%		

Culinary Tourism Cluster

Industry Cluster Overview			
NAICS	Industry	Target Empl.	MSA jobs Shortfall
4452	Specialty food retailers	6	0
7223	Special food services	117	2
Subtotal		123	2

Below are the **2** occupational categories requiring training to fill needed positions. The total of **2** jobs represents **100%** of the shortfall for this industry cluster:

Occupational Shortfall Summary					
SOC	Occupation	Shortfall Jobs	Jobs Dstrb.	Rank	Non-Reported in MSA
35-9099	Food Preparation and Serving Related Workers, All Other	1	50%	1	■
35-2019	Cooks, All Other	1	50%	1	■
Total 2 Shortfall Occupations		2			

10.b – Job Training

Occupational Workforce Impacts

Broad-spectrum workforce educational requirements for occupational groups for the local business employment and resident labor force in each of the major employment groups are as follows:

Management

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Bachelor's degree	1.	Less than 5 years	1.	None
2.	High school diploma or equivalent	2.	5 years or more	2.	Moderate-term on-the-job training
3.	Master's degree	3.	None	3.	Short-term on-the-job training
4.	Associate's degree				

Business and Financial

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Bachelor's degree	1.	None	1.	None
2.	High school diploma or equivalent	2.	Less than 5 years	2.	Moderate-term on-the-job training
3.	No formal educational credential			3.	Long-term on-the-job training
4.	Postsecondary nondegree award			4.	Short-term on-the-job training

Computer and Mathematical

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Bachelor's degree	1.	Less than 5 years	1.	None
2.	Master's degree	2.	5 years or more	2.	Moderate-term on-the-job training

3.	Associate's degree		3.	Long-term on-the-job training
4.	Some college, no degree			

Architecture and Engineering

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Bachelor's degree	1.	None	1.	None
2.	Associate's degree			2.	Internship/residency
3.	High school diploma or equivalent			3.	Moderate-term on-the-job training

Life, Physical, and Social Sciences

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Bachelor's degree	1.	None	1.	None
2.	Master's degree			2.	Moderate-term on-the-job training
3.	Associate's degree			3.	Internship/residency
4.	Doctoral or professional degree				
5.	High school diploma or equivalent				

Legal

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Doctoral or professional degree	1.	None	1.	None
2.	Associate's degree	2.	5 years or more	2.	Moderate-term on-the-job training
3.	Bachelor's degree	3.	Less than 5 years	3.	Short-term on-the-job training
4.	High school diploma or equivalent				

Educational Instruction and Library

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Doctoral or professional degree	1.	None	1.	None
2.	Bachelor's degree	2.	Less than 5 years		
3.	Master's degree	3.	5 years or more		
4.	Some college, no degree				
5.	Associate's degree				
6.	High school diploma or equivalent				
7.	Postsecondary nondegree award				

Arts, Design, Entertainment, Sports and Media

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Bachelor's degree	1.	None	1.	None
2.	High school diploma or equivalent	2.	Less than 5 years	2.	Short-term on-the-job training
3.	No formal educational credential	3.	5 years or more	3.	Long-term on-the-job training
4.	Postsecondary nondegree award			4.	Moderate-term on-the-job training
5.	Associate's degree				
6.	Some college, no degree				

Healthcare Practitioner and Technical

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	Doctoral or professional degree	1.	None	1.	None
2.	Associate's degree	2.	Less than 5 years	2.	Internship/residency
3.	Master's degree			3.	Moderate-term on-the-job training
4.	Postsecondary nondegree award			4.	Long-term on-the-job training
5.	Bachelor's degree			5.	Short-term on-the-job training

6.	High school diploma or equivalent		
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Healthcare Support

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	None
2.	Postsecondary nondegree award			2.	Short-term on-the-job training
3.	Associate's degree			3.	Moderate-term on-the-job training

Protective Service

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Moderate-term on-the-job training
2.	Postsecondary nondegree award	2.	Less than 5 years	2.	Short-term on-the-job training
3.	No formal educational credential	3.	5 years or more	3.	None
4.	Bachelor's degree			4.	Long-term on-the-job training

Food Preparation and Serving

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	No formal educational credential	1.	None	1.	Short-term on-the-job training
2.	High school diploma or equivalent	2.	Less than 5 years	2.	None
3.	Postsecondary nondegree award	3.	5 years or more	3.	Moderate-term on-the-job training

Building and Grounds Cleaning and Maintenance

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Short-term on-the-job training
2.	No formal educational credential	2.	Less than 5 years	2.	Moderate-term on-the-job training

Personal Care and Service

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Short-term on-the-job training
2.	Postsecondary nondegree award	2.	Less than 5 years	2.	None
3.	No formal educational credential			3.	Moderate-term on-the-job training
4.	Associate's degree			4.	Long-term on-the-job training

Sales and Related

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Moderate-term on-the-job training
2.	No formal educational credential	2.	Less than 5 years	2.	Short-term on-the-job training
3.	Bachelor's degree			3.	None

Office and Administrative Support

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Short-term on-the-job training
2.	No formal educational credential	2.	Less than 5 years	2.	Moderate-term on-the-job training
3.	Associate's degree			3.	None

4.	Bachelor's degree		4.	Long-term on-the-job training
5.	Some college, no degree			

Farming, Fishing and Forestry

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Moderate-term on-the-job training
2.	No formal educational credential	2.	Less than 5 years	2.	Short-term on-the-job training
3.	Bachelor's degree			3.	None

Construction and Extraction

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Moderate-term on-the-job training
2.	No formal educational credential	2.	Less than 5 years	2.	Short-term on-the-job training
		3.	5 years or more	3.	Apprenticeship
				4.	Long-term on-the-job training
				5.	None

Installation, Maintenance, and Repair

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Long-term on-the-job training
2.	Postsecondary nondegree award	2.	Less than 5 years	2.	Moderate-term on-the-job training
3.	Associate's degree			3.	Short-term on-the-job training
4.	Some college, no degree			4.	None
				5.	Apprenticeship

Production

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Moderate-term on-the-job training
2.	No formal educational credential	2.	Less than 5 years	2.	Short-term on-the-job training
3.	Postsecondary nondegree award			3.	Long-term on-the-job training
				4.	None

Transportation and Material Moving

Typical education needed for entry (ranked)		Work experience in a related occupation (ranked)		Typical on-the-job training needed to attain competency in the occupation (ranked)	
1.	High school diploma or equivalent	1.	None	1.	Moderate-term on-the-job training
2.	No formal educational credential	2.	Less than 5 years	2.	Short-term on-the-job training
3.	Postsecondary nondegree award			3.	Long-term on-the-job training
				4.	None

The Issue of Workforce Readiness

Employer Survey Results

From Task 6 - Existing Business Development, the Employer Survey indicated that **35%** of employers felt that minor job training was needed for new hires. Most business owners (**53%**) felt that government-sponsored training might be of some possible value to their business. And, **56%** felt that hiring skilled workers was the most prevalent challenge. However, only **16%** remarked that subsidized training was needed.

The mixed picture of training being a need for businesses probably indicates that businesses are unaware of training opportunities. When asked if partnerships with local educational institutions would be important, an overwhelming **61%** said that such alliances could be valuable.

Target Industry Clusters

In total, the 1,718-job shortfall for the Cape Coral target clusters covers **202** occupations, with varying educational needs for entry, work experience in related occupation, and on-the-job training requirements. Refer to Appendix Table 10.b.9 for further detail on all 202 occupational categories. Exhibit 10.5 (below) illustrates a sampling of the occupations. The top **20**-ranked fields are denoted which cover **1,083** jobs or **64%** of the total shortfall.

Exhibit 10.5 – Top 20 Shortfall Occupations and Workforce Requirements							
SOC	Occupation	# of Jobs	Rank	Non-Reported in MSA	Typical education needed for entry	Work experience in a related occupation	Typical on-the-job training needed to attain competency in the occupation
33-3051	Police and Sheriff's Patrol Officers	148	1		High school diploma or equivalent	None	Moderate-term on-the-job training
33-3012	Correctional Officers and Jailers	119	2		High school diploma or equivalent	None	Moderate-term on-the-job training
43-3071	Tellers	104	3		High school diploma or equivalent	None	Short-term on-the-job training
29-1141	Registered Nurses	88	4		Bachelor's degree	None	None
47-4051	Highway Maintenance Workers	55	5	■	High school diploma or equivalent	None	Moderate-term on-the-job training
33-2011	Firefighters	47	6		Postsecondary nondegree award	None	Long-term on-the-job training
53-3052	Bus Drivers, Transit and Intercity	47	6	■	High school diploma or equivalent	None	Moderate-term on-the-job training
31-9097	Phlebotomists	38	7	■	Postsecondary nondegree award	None	None
41-3031	Securities, Commodities, and Financial Services Sales Agents	36	8		Bachelor's degree	None	Moderate-term on-the-job training
13-2072	Loan Officers	34	9		Bachelor's degree	Less than 5 years	Moderate-term on-the-job training
21-1092	Probation Officers and Correctional Treatment Specialists	34	9	■	Bachelor's degree	None	Moderate-term on-the-job training

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33-1012	First-Line Supervisors of Police and Detectives	31	10		High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
41-9041	Telemarketers	28	11	■	No formal educational credential	None	Short-term on-the-job training
43-4031	Court, Municipal, and License Clerks	25	12		High school diploma or equivalent	None	Long-term on-the-job training
43-4061	Eligibility Interviewers, Government Programs	25	12		High school diploma or equivalent	None	Moderate-term on-the-job training
51-2090	Miscellaneous Assemblers and Fabricators	25	12		High school diploma or equivalent	None	Moderate-term on-the-job training
51-9199	Production Workers, All Other	24	13		High school diploma or equivalent	None	Moderate-term on-the-job training
43-4131	Loan Interviewers and Clerks	23	14		High school diploma or equivalent	None	Short-term on-the-job training
33-1011	First-Line Supervisors of Correctional Officers	21	15	■	High school diploma or equivalent	Less than 5 years	None
43-4121	Library Assistants, Clerical	20	16	■	High school diploma or equivalent	None	Short-term on-the-job training
43-5031	Public Safety Telecommunicators	20	16		High school diploma or equivalent	None	Moderate-term on-the-job training
19-1042	Medical Scientists, Except Epidemiologists	19	17	■	Doctoral or professional degree	None	None
33-3021	Detectives and Criminal Investigators	19	17		High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
25-4031	Library Technicians	17	18	■	Postsecondary nondegree award	None	None
31-1120	Home Health and Personal Care Aides	16	19		High school diploma or equivalent	None	Short-term on-the-job training
43-4141	New Accounts Clerks	15	20	■	High school diploma or equivalent	None	Moderate-term on-the-job training
51-8031	Water and Wastewater Treatment Plant and System Operators	15	20		High school diploma or equivalent	None	Long-term on-the-job training
43-4141	New Accounts Clerks	15	20		High school diploma or equivalent	None	Moderate-term on-the-job training



51-8031	Water and Wastewater Treatment Plant and System Operators	15	20		High school diploma or equivalent	None	Short-term on-the-job training
Subtotal		1,093					
Non-reported in MSA		294					

Of the 202 occupations, the following table denotes the educational requirements by total numbers of jobs. For most jobs (75%), high school or bachelor’s degrees are the most prevalent workforce requirements:

Educational Requirement	Jobs	Jobs Dstrb.
High school diploma or equivalent	906	52.7%
Bachelor's degree	391	22.8%
Postsecondary nondegree award	144	8.4%
Doctoral or professional degree	105	6.1%
Associate’s degree	64	3.7%
Master's degree	55	3.2%
No formal educational credential	50	2.9%
Some college, no degree	3	0.2%
Total	1,718	100.0%

For the question of work experience in related fields, there would appear to be no overwhelming need:

Work experience in a related occupation	Jobs	Jobs Dstrb.
None	1,565	91.1%
Less than 5 years	134	7.8%
5 years or more	19	1.1%
Total	1,718	100.0%

On-the-job training requirements indicate that little to moderate training is the standard (89%):

Typical on-the-job training needed to attain competency in the occupation	Jobs	Jobs Dstrb.
Moderate-term on-the-job training	799	46.5%
None	473	27.5%
Short-term on-the-job training	261	15.2%
Long-term on-the-job training	126	7.3%
Internship/residency	56	3.3%

Apprenticeship	3	0.2%
Total	1,718	100.0%

From this analysis, we can deduce that there are no overarching educational or training demands for the types of jobs that Cape Coral should be pursuing to meet the target industry clusters employment objectives.

Missing as Non-Reported in MSA

The BLS reports jobs totals if present in a marketplace. For this analysis, we have denoted those occupations in the shortfall list that are not shown by BLS as occurring. Although there may be isolated instances where local knowledge may refute the BLS data, we are nevertheless bound to use this source as reliable as it is a federal publication.

In the Cape Coral-Fort Myers MSA, there are **131** occupations in our shortfall list that are not accounted for, which is a total of **657** jobs. These missing figures represent **38%** of the job total and **65%** of the occupations.

As educational attainment is the primary qualifier for these positions. The first list (below) shows the highest requirement of Doctoral or professional degree and ranked by numbers of missing jobs. For this category, **84** jobs in **17** occupations are missing from the MSA:

Occupations Requiring Doctoral or Professional degree		
SOC	Occupation	Jobs
19-4071	Medical Scientists, Except Epidemiologists	19
19-4099	Judges, Magistrate Judges, and Magistrates	10
53-2021	Radiologists	8
29-1124	Administrative Law Judges, Adjudicators, and Hearing Officers	6
17-3025	Surgeons, All Other	6
17-3026	Judicial Law Clerks	5
17-3027	Psychiatrists	5
19-4031	Obstetricians and Gynecologists	4
19-4043	Biochemists and Biophysicists	3
19-4044	Cardiologists	3
21-1092	Dermatologists	3
17-2061	Orthopedic Surgeons, Except Pediatric	3
19-2031	Physicists	2
19-3099	Neurologists	2
17-2081	Physicians, Pathologists	2
19-1031	Ophthalmologists, Except Pediatric	2

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17-2011	Audiologists	1
Total		84
Total occupations		17

For the 2nd level requirements of Master’s degrees, there are **10** occupations totaling **31** jobs that are unavialable:

Occupations Requiring Master’s degrees		
SOC	Occupation	Jobs
41-9031	Computer and Information Research Scientists	6
11-9039	Healthcare Diagnosing or Treating Practitioners, All Other	6
19-1023	Statisticians	4
19-2042	Economists	4
19-2099	Epidemiologists	3
27-1014	Psychologists, All Other	3
19-1022	Counselors, All Other	2
29-1125	Anthropologists and Archeologists	1
33-3031	Political Scientists	1
45-2011	Nurse Midwives	1
Total jobs		31
Total occupations		10

For the 3rd level requirements of Bachelor’s degrees, , there are **28** occupations totaling **126** jobs that need filling:

Occupations Requiring Bachelor’s degrees		
SOC	Occupation	Jobs
17-1021	Probation Officers and Correctional Treatment Specialists	34
17-2031	Computer Hardware Engineers	8
17-2161	Chemists	8
19-1032	Social Scientists and Related Workers, All Other	8
19-2021	Environmental Engineers	7
19-4061	Conservation Scientists	6
23-1022	Aerospace Engineers	5
25-3011	Production, Planning, and Expediting Clerks	5
25-4013	Education Administrators, All Other	4
29-1128	Zoologists and Wildlife Biologists	4
53-2011	Geoscientists, Except Hydrologists and Geographers	4
19-1042	Physical Scientists, All Other	4



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23-1023	Special Effects Artists and Animators	4
29-1224	Microbiologists	3
23-1021	Recreational Therapists	3
29-1249	Fish and Game Wardens	3
23-1012	Agricultural Inspectors	3
29-1223	Cartographers and Photogrammetrists	2
29-1218	Electric Motor, Power Tool, and Related Repairers	2
19-1021	Nuclear Engineers	1
29-1212	Foresters	1
29-1213	Atmospheric and Space Scientists	1
29-1242	Social Science Research Assistants	1
19-2012	Arbitrators, Mediators, and Conciliators	1
29-1217	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	1
29-1222	Museum Technicians and Conservators	1
29-1241	Exercise Physiologists	1
29-1181	Airline Pilots, Copilots, and Flight Engineers	1
Total		126
Total occupations		28

In the 4th level requirements of Associates’ degrees, there are **10** occupations totaling **35** jobs that not fillable:

Occupations Requiring Associate’s degrees		
SOC	Occupation	Jobs
47-4051	Forest and Conservation Technicians	9
53-3052	Life, Physical, and Social Science Technicians, All Other	6
33-1011	Air Traffic Controllers	6
43-4121	Radiation Therapists	4
43-4141	Environmental Engineering Technologists and Technicians	2
51-4081	Industrial Engineering Technologists and Technicians	2
43-4011	Mechanical Engineering Technologists and Technicians	2
31-1133	Chemical Technicians	2
33-3011	Geological Technicians, Except Hydrologic Technicians	1
51-4031	Hydrologic Technicians	1
Total		35
Total occupations		10

The observable result of this evaluation is that the MSA and likely Cape Coral in particular are weak in the depth of professional and technical personnel available to be utilized by the target industries



and clusters. How this shortcoming is to be addressed is further discussed at the Conclusion of this report section.

BLS and State of Florida Growth Occupations

Both the Bureau of Labor Statistics (BLS) and the State of Florida project employment for ten-year periods. The Employment Projections (EP) from both sources provide the list of fastest-growing occupations. The following tables show the occupations from BLS on the national scale³, the State of Florida⁴, and the Southwest Florida Region⁵:

Fastest Growing - BLS		
49-9081	Wind turbine service technicians	Postsecondary nondegree award
29-1171	Nurse practitioners	Master's degree
15-2051	Data scientists	Bachelor's degree
15-2041	Statisticians	Master's degree
15-1212	Information security analysts	Bachelor's degree
11-9111	Medical and health services managers	Bachelor's degree
19-1041	Epidemiologists	Master's degree
29-1071	Physician assistants	Master's degree
31-2021	Physical therapist assistants	Postsecondary nondegree award
15-1252	Software developers	Bachelor's degree
31-2011	Occupational therapy assistants	Associate's degree
15-2011	Actuaries	Bachelor's degree
15-1221	Computer and information research scientists	Master's degree
15-2031	Operations research analysts	Bachelor's degree
47-2231	Solar photovoltaic installers	High school diploma or equivalent
31-1120	Home health and personal care aides	High school diploma or equivalent
53-3054	Taxi drivers	No formal educational credential
39-9099	Personal care and service workers, all other	High school diploma or equivalent
31-9096	Veterinary assistants and laboratory animal caretakers	High school diploma or equivalent
29-2056	Veterinary technologists and technicians	Associate's degree
35-2014	Cooks, restaurant	No formal educational credential
15-1253	Software quality assurance analysts and testers	Bachelor's degree

³ Bureau of Labor Statistics; employment projections; <https://www.bls.gov/emp/tables.htm>

⁴ Florida Dept. of commerce; employment projections ; <https://www.floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections>

⁵ CareerSource Southwest; employment projections; <https://www.floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections>

29-1131	Veterinarians	Doctoral or professional degree
13-2061	Financial examiners	Bachelor's degree
29-1127	Speech-language pathologists	Master's degree
25-1071	Health specialties teachers, postsecondary	Doctoral or professional degree
21-1018	Substance abuse, behavioral disorder, and mental health counselors	Bachelor's degree
31-9011	Massage therapists	High school diploma or equivalent
13-1081	Logisticians	Bachelor's degree
25-1072	Nursing instructors and teachers, postsecondary	Doctoral or professional degree

For the Statewide occupations:

Fastest Growing – FL Statewide		
29-1171	Nurse practitioners	Master's degree
15-2051	Data scientists	Bachelor's degree
29-1071	Physician assistants	Master's degree
15-1212	Information security analysts	Bachelor's degree
53-7053	Machine feeders and offbearers	No formal educational credential
15-1252	Software developers	Bachelor's degree
11-9111	Medical and health services managers	Bachelor's degree
31-2021	Physical therapist assistants	Associate's degree
25-1072	Nursing instructors and teachers, postsecondary	Doctoral or professional degree
53-3054	Taxi drivers	No formal educational credential

For the southwest region occupations:

Fastest Growing – CareerSource SouthWest		
29-1171	Nurse practitioners	Master's degree
13-1081	Logisticians	Bachelor's degree
11-9111	Medical and health services managers	Bachelor's degree
13-1161	Market research analysts & marketing specialists	Bachelor's degree
49-9041	Industrial machinery mechanics	High school diploma or equivalent
11-3031	Financial managers	Bachelor's degree
21-1018	Substance abuse, behavioral disorder, and mental health counselors	Master's degree
35-3023	Fast food & counter workers	No formal educational credential
11-9021	Construction managers	Bachelor's degree
53-7065	Stockers & order fillers	High school diploma or equivalent

When combined and edited for repeats, the three lists produce a group of **37** distinct fast-growing occupations as shown in Exhibit 10.6 (below):

Exhibit 10.6 – Combined lists - Fastest-Growing Occupations		
SOC	Occupation	Educ
11-3031	Financial managers	Bachelor's degree
11-9021	Construction managers	Bachelor's degree
11-9111	Medical and health services managers	Bachelor's degree
13-1081	Logisticians	Bachelor's degree
13-1161	Market research analysts & marketing specialists	Bachelor's degree
13-2061	Financial examiners	Bachelor's degree
15-1212	Information security analysts	Bachelor's degree
15-1221	Computer and information research scientists	Master's degree
15-1252	Software developers	Bachelor's degree
15-1253	Software quality assurance analysts and testers	Bachelor's degree
15-2011	Actuaries	Bachelor's degree
15-2031	Operations research analysts	Bachelor's degree
15-2041	Statisticians	Master's degree
15-2051	Data scientists	Bachelor's degree
19-1041	Epidemiologists	Master's degree
21-1018	Substance abuse, behavioral disorder, and mental health counselors	Bachelor's degree
25-1071	Health specialties teachers, postsecondary	Doctoral or professional degree
25-1072	Nursing instructors and teachers, postsecondary	Doctoral or professional degree
29-1071	Physician assistants	Master's degree
29-1127	Speech-language pathologists	Master's degree
29-1131	Veterinarians	Doctoral or professional degree
29-1171	Nurse practitioners	Master's degree
29-2056	Veterinary technologists and technicians	Associate's degree
31-1120	Home health and personal care aides	High school diploma or equivalent
31-2011	Occupational therapy assistants	Associate's degree
31-2021	Physical therapist assistants	Postsecondary nondegree award
31-9011	Massage therapists	High school diploma or equivalent
31-9096	Veterinary assistants and laboratory animal caretakers	High school diploma or equivalent
35-2014	Cooks, restaurant	No formal educational credential
35-3023	Fast food & counter workers	No formal educational credential
39-9099	Personal care and service workers, all other	High school diploma or equivalent
47-2231	Solar photovoltaic installers	High school diploma or equivalent
49-9041	Industrial machinery mechanics	High school diploma or equivalent
49-9081	Wind turbine service technicians	Postsecondary nondegree award
53-3054	Taxi drivers	No formal educational credential

53-7053	Machine feeders and offbearers	No formal educational credential
53-7065	Stockers & order fillers	High school diploma or equivalent

Crosswalk Fastest Growing Occupations and Target Clusters Shortfall Jobs

Exhibit 10.7 (below) compares the Fastest-growing occupations against the Target clusters shortfall jobs to determine commonalities and exceptions that could influence workforce training. The table summarizes the SOC descriptions into major groups, with the number of shortfall jobs appearing in the last column.

Exhibit 10.7 – Crosswalk of Fastest Growing Occupations and Target Clusters Jobs Shortfall			
Fast-Growing Occupations	Major SOC Groups	Target Clusters Jobs Shortfall	# of Shortfall Jobs
	33	Protective Service	430
	43	Office and Administrative Support	272
Healthcare Practitioner and Technical	29	Healthcare Practitioner and Technical	186
Life, Physical, and Social Sciences	19	Life, Physical, and Social Sciences	103
	51	Production	103
	41	Sales and Related	81
Transportation and Material Moving	53	Transportation and Material Moving	76
Healthcare Support	31	Healthcare Support	70
Business and Financial	13	Business and Financial	69
Construction and Extraction	47	Construction and Extraction	60
	17	Architecture and Engineering	52
Community and Social Services	21	Community and Social Services	45
Computer and Mathematical	15	Computer and Mathematical	36
	23	Legal	35
Educational Instruction and Library	25	Educational Instruction and Library	28
Installation, Maintenance, and Repair	49	Installation, Maintenance, and Repair	27
	27	Arts, Design, Entertainment, Sports, and Media	22
Management	11	Management	14
	45	Farming, Fishing and Forestry	5
Food Preparation and Serving	35	Food Preparation and Serving	3
Personal Care and Service	39	Personal Care and Service	1
			1,718

From the above exhibit, there are **13** matches in occupational groups as follows:

- Healthcare Practitioner and Technical
- Life, Physical, and Social Sciences
- Transportation and Material Moving
- Healthcare Support
- Business and Financial
- Construction and Extraction
- Community and Social Services
- Computer and Mathematical
- Educational Instruction and Library
- Installation, Maintenance, and Repair
- Management
- Food Preparation and Serving
- Personal Care and Service

Conversely, there are **7** occupational groups that do not match to the fastest-growing categories:

- Protective Service
- Office and Administrative Support
- Architecture and Engineering
- Legal
- Arts, Design, Entertainment, Sports, and Media
- Farming, Fishing and Forestry

From this analysis, we can conclude that higher educational institutions are likely to be aware of the fastest-growing occupations and training is being adequately addressed in these areas. For the areas of mismatch, however, curriculum adjustments may not be that simple.

The Role of Higher Education Institutions

The forecasted shortfall of jobs in matched categories could be met by examination of current programs/majors and adding courses as necessary to fulfill these job growth requirements. We would encourage the OEED to share our shortfall list of 1,718 jobs in 202 occupations as shown in Table 10 Appendices (Appendix Table 10.9) with the area colleges so that this correction be undertaken.

As delineated in Task 2, colleges within fifty miles of Cape Coral granted **12,891** degrees in 2022. A recap of the 10 most popular programs/majors for the Cape Coral instructions is shown in the table following:

Programs/Majors	2022	
	Total	Rank
Liberal Arts and Sciences, General Studies and Humanities	3,586	1
Health Professions and Related Programs	1,287	2
Business, Management, Marketing, and Related Support Services	967	3
Health Professions and Related Programs	743	4
Education	306	5
Multi/Interdisciplinary Studies	305	6
Psychology	298	7
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	254	8
Biological and Biomedical Sciences	189	9
Communication, Journalism, and Related Programs	180	10
Top 10 Most popular programs/majors degrees	8,115	
Top 10 Most popular programs/majors degrees by %	82%	

For the areas of mismatch, we do not see adequate attention applied to **architecture/engineering, legal, and visual/performing arts**. This conclusion is reinforced by the Task 2 comparison of Cape Coral area intuitions versus the University of Florida. In that evaluation, key areas of weakness we noted in the following areas:

- Engineering
- Biological and biomedical sciences
- Social sciences
- Communication, journalism, and related Programs
- Computer and information sciences and support services
- Visual and performing arts
- Physical sciences

For Architecture and Engineering, the most sought-after degree is the Bachelor’s degree. In Legal, it is the Doctoral/ or Professional. And, in Arts, Design, Entertainment, Sports and Media, it is again the Bachelor’s degree. These 4 year-plus educational commitments might suggest the need for new university or college in Cape Coral. While this is a noble undertaking, it may not be necessary as online learning has become universally accepted over brick-and-mortar requirements.

US News and World Report annually publishes a ranking of the “best” online bachelor’s degrees⁶. The **10** leading schools on the 2024 list are as follows:

- University of Buffalo-SUNY (1st)
- University of Florida (2nd)
- University of Illinois-Chicago (3rd)
- Arizona State University (tied for 4th)
- North Carolina State University (tied for 4th)
- Oregon State University (tied for 4th)
- Ohio State University (tied for 7th)
- Texas A&M University (tied for 7th)
- University of Central Florida (tied for 7th)
- University of North Carolina-Charlotte (tied for 7th)

Given that there are two Florida colleges on this list, the opportunity for online study is quite adequate for nearly all job requirements for the shortfall list. It is estimated the University of Florida's (UF) Online program has graduated over 4,000 students since the 2021–2022 academic year. Other institutions also offer associate and certificate degrees and awards that are suitable for those shortfall positions requiring such credentials.

Accordingly, unless there is a compelling reason to construct a new college in Cape Coral, we do not see the immediate need. A better idea would be to promote online learning as a cost-effective and reasonable alternative to expensive college education for working families. The OEBD should continue coordination with local higher education institutions in the area to expand course offerings in the shortfall curriculums so that a work-ready labor force can be utilized to successfully support the targeted industries and clusters.

Cape Coral Executive Corps

With the high number of retirees in Cape Coral from varied business backgrounds, there is the potential to develop teacher cadre similar to the Teach for America⁷ (Teacher Corps) program currently active in Jacksonville, Miami, and Central Florida. An interview held with the Cape Coral Technical College director revealed the shortage of teachers in vocational education fields. We would recommend the active recruitment of retired executives and company owners who would care to help train the workforce for tomorrow. Afterwork and early evening classes for interested

⁶ US Nes & World Report; Best Online Bachelor’s Programs; <https://www.usnews.com/education/online-education/bachelors/rankings>

⁷ Teach for America; <https://www.teachforamerica.org/florida#teacher-corps-sites>

persons could be held at the two library facilities in Cape Coral which have excellent training rooms available up to 190 persons each. The use of these facilities should also be encouraged for upskilling and lifelong learning applications.

A survey of current residents should be conducted to ascertain the numbers and experience level of volunteers who would participate. Although not official trained as educators, this corps of knowledgeable business leaders could undergo some very basic teaching training by the Cape Coral Technical College and then be paid by the City for lectures or seminars that they conduct.

We believe that becoming a member of the Executive Corps would be a celebratory achievement. The OEBC should create a plaque or award program to honor those individuals who will participate.

Business Incubators and Accelerators

The City of Cape Coral has effectively partnered with Florida Gulf Coast University's Small Business Development Center (SBDC) satellite office near City Hall by providing advisory services to startups. We believe, however, that a more direct effort should be enacted as a catalyst to the targeted industries and clusters.

Business Incubators

Incubators provide access to a shared physical space and networking opportunities with peers and experts across the full range of business disciplines. They are usually operated by nonprofit organizations that support businesses with slower, consistent growth over the long term.

Business Accelerators

Business accelerators are programs that provide startup businesses with capital funding, expert mentorship and access to additional resources such as supply chain and manufacturing connections. Accelerators focus on rapid business growth and typically last three to six months. The programs offer their services in return for an equity stake in the business, generally between 4% and 10%, depending on the program.

Cape Coral Startup Support Center

We recommend the establishment of a Cape Coral startup support program that will operate as a hybrid between both types of programs. While the incubator component focuses on refining startup ideas and providing a supportive environment, the accelerator component will offer more structured, intensive programs to turn startups into scalable businesses. A suitable commercial

space should be obtained for use and the program should be formed as a public-private-partnership between the OEBD and angel investors or venture capitalists. The objective will be the formation of new companies in the targeted clusters.

Conclusions

To reach the target goal of 13,640 new jobs in Cape Coral, recruitment from outside of the region is inevitable. While the capture of some portion of the 58,000 workers who leave the City each day, there is still a shortfall of 1,718 jobs. Some of these can be made up by enhancing graduation levels at local colleges and universities within the Cape Coral area or by online education. Other efforts such as business incubation and upskilling will prove effective. But there are occupations that simply are not present in the Cape-Coral-Fort Myer MSA that may need to be recruited until the labor force is more organically expanded through the education system.

OEBD should be aware of the shortfall jobs forecasted in this study can be addressed by active promotion regionally and nationally. A concerted effort should be made to seek professionals and specialists to consider Cape Coral as a new place to live, work and recreate. Attracting professional talent to a city is essential for economic growth and community vibrancy.

Some key strategies that are successfully employed in other cities to attract and retain talented individuals include:

Quality of Life Enhancement

- Highlight Cape Coral’s unique lifestyle advantages. Showcase recreational opportunities, cultural amenities, green spaces, and a vibrant social scene.
- Emphasize work-life balance, affordable housing, and family-friendly environments.
- Promote outdoor activities, such as parks, trails, and waterfronts.
- Access to nature and recreational spaces appeals to professionals seeking a healthier lifestyle.

Financial Incentives and Relocation Programs

- Offer relocation incentives to professionals willing to move to Cape Coral. Programs like “Choose Topeka” in Kansas and similar initiatives in Tulsa, Oklahoma, provide financial incentives (up to \$15,000) to attract talent. Highlight that residents can shape the city’s future.
- Collaborate with local employers to create job placement programs for newcomers. Connecting talent with job opportunities enhances their willingness to relocate

Digital Tools and Tech Infrastructure

- Leverage digital platforms to showcase Cape Coral’s offerings. Use social media, websites, and virtual tours to highlight amenities, job opportunities, and community events.
- Invest in high-speed internet infrastructure. Professionals often seek cities with reliable connectivity for remote work and entrepreneurial ventures.

Education and Lifelong Learning

- Partner with educational institutions to offer lifelong learning opportunities. Workshops, seminars, and skill development programs attract professionals seeking continuous growth.
- Promote access to quality education for families. Good schools and universities are strong magnets for talent.

Cultural Diversity and Inclusion

- Celebrate diversity and create an inclusive environment. Professionals appreciate cities that embrace different cultures, languages, and traditions.
- Organize cultural events, festivals, and international food fairs. These foster connections and make the city more appealing.

Collaborate with Local Businesses and Startups

- Support entrepreneurship. Encourage startups and innovation hubs. Professionals are drawn to cities with a thriving entrepreneurial ecosystem.
- Create networking opportunities. Regular meetups, industry conferences, and business forums allow professionals to connect and exchange ideas.

Infrastructure and Transportation

- Invest in efficient public transportation. Professionals value easy commuting options.
- Develop walkable neighborhoods. Accessible urban areas with amenities close by are attractive to talent

Attracting professional talent is not just about jobs. It is about creating an environment where people want to live, work, and contribute to the city’s growth. By focusing on these strategies, Cape Coral can position itself as appealing destination for professionals.

10.c – Task 10 Progress Report/video conference

We conducted a video conference with the Project Review Committee on May 15, 2024. Work product to date was discussed and the materials covered were previously uploaded to the website.