



October 12, 2023 - 9:00 A.M.
Hybrid Meeting – EpiCenter
13805 58th St. N.
Room 1-455
Clearwater, FL 33760

Zoom

*Join via Zoom – Meeting ID: 338 034 9468

[Zoom Link](#)

*Dial In via Phone – Meeting ID: 338 034 9468

Phone: +1 646-558-8656

One-Stop Committee Agenda

I. Welcome and IntroductionsMark Hunt, Chair

II. Public Comment

*Members of the public may raise their virtual hand during the Public Comment portion of the meeting.
Members of the public who do so will be acknowledged by the Chair and provided up to three minutes
to make public comment.*

III. Roll Call

IV. Action/Discussion Items

1. Approval of minutes - August 10, 2023 One-Stop Committee Meeting Page 1

V. Information Items

1. PY'2023 – 2024 One-Stop Committee Goals Page 4
2. Able Trust Update..... Page 7
3. Nonprofit Workforce Survey Results..... Page 45
4. Summer Pays Summary..... Page 90
5. 2023 CareerSource Impact Report..... Page 93
6. Performance Indicators Page 98
7. One-Stop Operator Report Page 99
8. Key Performance Report Page 103
9. Marketing Report Page 112
10. Lealman Agreement Page 120
11. Grant Status Report..... Page 121

VI. Other Administrative Matters

(Items of urgency not meeting the seven-day guideline for review.)

VII. Open Discussion

VIII. Adjournment

Next One-Stop Committee – February 8, 2024 (9:00 am - 10:00 am)

**All parties are advised that if you decide to appeal any decision made by the Board with respect to any matter considered at the meeting or hearing, you will need a record of the proceedings, and that, for such purpose, you may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

**If you have a disability and need an accommodation in order to participate in this meeting, please contact the Executive Assistant at 727-608-2551 or admin@careersourcepinellas.com at least two business days in advance of the meeting.*

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ACTION ITEM 1

Approval of Minutes

In accordance with Article VII, Section 1(H), of the approved WorkNet Pinellas By-Laws: Minutes shall be kept of all Board and Committee meetings. Minutes shall be reviewed and approved at the next CareerSource Pinellas Board or Committee meeting as appropriate.

The official minutes of meetings of the Board and Committees of the Board are public record and shall be open to inspection by the public. They shall be kept on file by the Board Secretary at the administrative office of CareerSource Pinellas as the record of the official actions of the Board of Directors.

The draft minutes from the August 10, 2023 meeting of the One-Stop Committee have been prepared and are enclosed.

RECOMMENDATION

Approval of the draft minutes, to include any amendments necessary.

**CareerSource Pinellas
One-Stop Committee Meeting Minutes**

Date: August 10, 2023 @ 9:00am

Location: Hybrid meeting – Zoom/EpiCenter, 13805 58th St. N., Room 1 - 455, Clearwater, FL 33760

Call to Order

Chair Mark Hunt called the meeting to order at 8:59am.

Members in Attendance

Mark Hunt (In person), Dr. Rebecca Sarlo (Zoom), John Howell (Zoom), Tony Manatine (Zoom), Jody Armstrong (In person), Zachary White (Zoom)

Members Not in Attendance

Candida Duff, Patricia Sawyer, Michael Jalazo, Tiffany Nozicka, Ryan Becker, Sandy Traynor

Staff in Attendance

Steven Meier (In person), Jay Burkey (Zoom), Leah Geis (In person), Jason Druding (In person), Lysandra Montijo (In person), Michelle Moeller (In person)

Guests in Attendance

Shellonda Rucker – (In person)

Sean Kennedy – Attended on Michael Jalazo's behalf. (In person)

Public Comments

There were no public comments.

Action Item 1 – Approval of Minutes

The minutes of the April 20, 2023, One-Stop Committee meeting were presented for approval.

RECOMMENDATION

Approval of the draft minutes, to include any amendments necessary.

Discussion: None

Motion:	Zachary White
Second:	John Howell

The minutes were approved as presented. This motion carried unanimously.

Action Item 2 – Approval of ITA Cap Decrease

CareerSource Pinellas WIOA Training, Supportive Services and Needs-Related Payments policy update.

Highlighted Changes:

- Tuition caps decrease from \$7,500/year, \$15,000/lifetime to \$5,000/year, \$10,000/lifetime.
- CareerSource Pinellas (CSPIN) along with 21 other LWDBs received a reduction in overall funding for PY'23 - 24.
- This will allow CSPIN to continue supporting training needs effectively while being able to serve an additional number of eligible candidates.
- CareerSource Tampa Bay recently reduced their ITA tuition cap to \$5,000 annually and lifetime.

RECOMMENDATION

Approval of the updated WIOA 23-01 Training, Supportive Services and Needs-Related Payments Policy.

Discussion: None

Motion:	Dr. Rebecca Sarlo
Second:	Zachary White

The One-Stop Committee members made a motion for approval of the updated WIOA 23-01 Training, Supportive Services and Needs-Related Payments Policy. The motion carried unanimously.

INFORMATION ITEM 1 (TURNED INTO ACTION ITEM) – One-Stop Committee Duties, Responsibilities & Goals

After discussion amongst the committee, Jody Armstrong offered up a motion to accept and approve these duties, responsibilities and goals as official goals for the One-Stop Committee for this program year, 2023 – 2024.

Motion:	Jody Armstrong
Second:	Dr. Rebecca Sarlo

The One-Stop Committee members made a motion to accept and approve these duties, responsibilities and goals as official goals for the One-Stop Committee for this program year, 2023 – 2024. The motion carried unanimously.

INFORMATION ITEM 2 – One-Stop Committee Members

A list of current One-Stop Committee members was included in the packet for review.

INFORMATION ITEM 3 – Crafting Local Talent

A summary of the Crafting Local Talent report from Lightcast, as well as the report itself, was included in the packet for review.

INFORMATION ITEM 4 – Description of Funding Streams for 2023 - 2024

A description of our funding streams was included in the packet for review.

INFORMATION ITEM 5 – WIOA Youth Factsheet

A report was included in the packet for review.

INFORMATION ITEM 6 – Grant Status Report

The report was included in the packet for review.

INFORMATION ITEM 7 – CSPIN Program Reporting

The report was included in the packet for review.

INFORMATION ITEM 8 – Marketing Report PY'2022 - 2023

The report was included in the packet for review.

Other Administrative Matters – None.

Adjournment – Chair Mark Hunt adjourned the meeting at 9:58am.



INFORMATION ITEM 1

One-Stop Committee Goals for PY'2023 – 2024

The following represents the Duties and Responsibilities of the One-Stop Committee taken from the Organization's by-laws:

SECTION 5 – One Stop Committee Membership, Duties and Responsibilities

The One Stop Committee shall be chaired by a Board Member appointed by the Board Chair and shall consist of those members deemed appropriate and appointed to the committee by the One Stop Committee Chair. The One Stop Committee shall be responsible for advising the Board of Directors on matters related to the following committee areas of oversight:

- Providing assistance with planning, operational and other issues relating to the one- stop delivery system;
- Providing assistance with planning, operational, and other issues relating to the provision of services to youth;
- Providing assistance with planning, operational and other issues relating to the provision of services to individuals with disabilities;
- Reviewing the plans and services of other agencies and one-stop partners with the intent to improve coordination of services;
- Reviewing customer survey feedback to ensure customer input is made part of the plan of service;
- Reviewing the enrollment and training of individuals under the Workforce Investment Act;
- Reviewing the services delivered to welfare transition customers;
- Reviewing services and programs delivered to recognized target groups;
- Reviewing the operation and performance of any grants or other funding received;
- Reviewing periodic reports on performance in accordance with the committee's annual strategic plan; and
- Planning for future changes and improvements to the one-stop system.



INFORMATION ITEM 1 (cont.)

One-Stop Committee Goals for PY'2023 – 2024

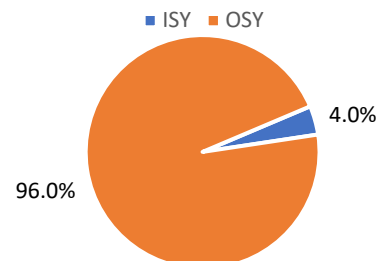
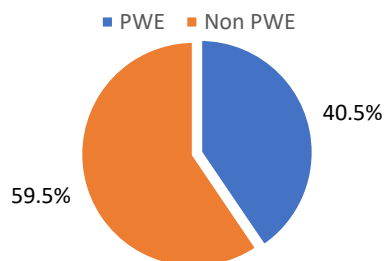
1. One-stop Delivery system:

- a. Increase traffic by 20% in career centers, while continuing to offer quality virtual services.
- b. Increase participation in workshops by 20%.
- c. Increase the number of EF participants by 10%.

2. Youth:

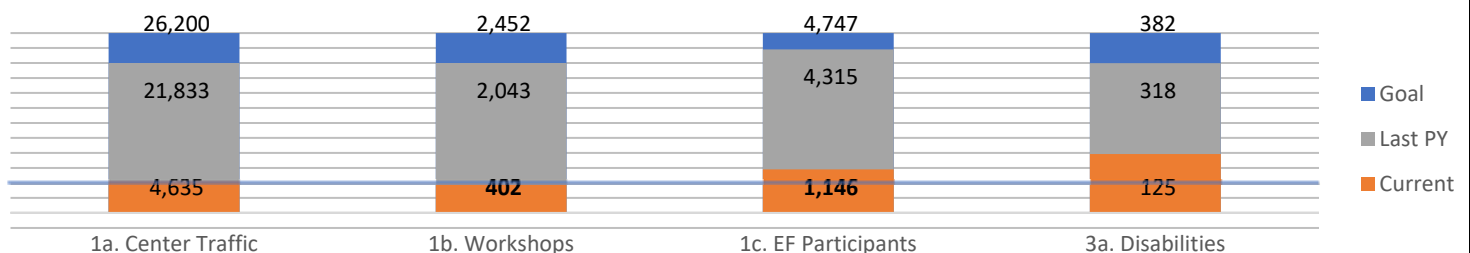
- a. Meet required WIOA metrics of 20% paid work experience and 50% of Out-of-School Youth.
- b. Meet or exceed 90% of negotiated performance goals for Credential Attainment Rate (84.1%) and Measurable Skill Gains (65%).

**Reported on the WIOA Performance Indicators Page*



3. Provision of Services to individuals with Disabilities:

- a. Increase services to individuals with disabilities by 20%.





INFORMATION ITEM 1 (cont.)

One-Stop Committee Goals for PY'2023 – 2024

4. Training of Individuals under the Workforce Innovative Opportunity Act:

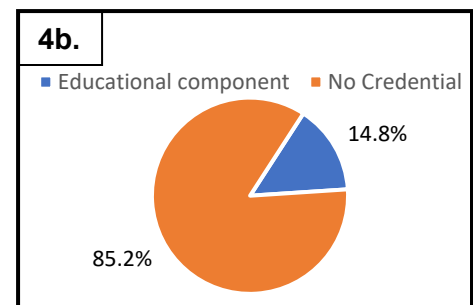
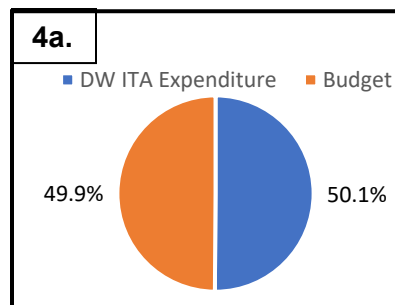
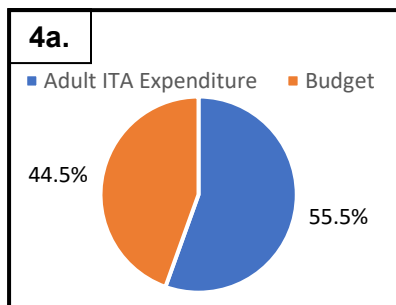
- a. Meet required WIOA metrics of 35% for Individual Training Account (ITA) expenditures for both WIOA Adult and WIOA Dislocated Workers.
- b. Meet or exceed 90% of negotiated performance goals for Credential Attainment Rate (87%) and Measurable Skill Gains (65%) for WIOA Adults.

**Reported on the WIOA Performance Indicators Page*

- c. Meet or exceed 90% of negotiated performance goals for Credential Attainment Rate (86.5%) and Measurable Skill Gains (65%) for WIOA Dislocated Workers

**Reported on the WIOA Performance Indicators Page*

- d. Increase the number of job placements for WIOA participants by 10%.

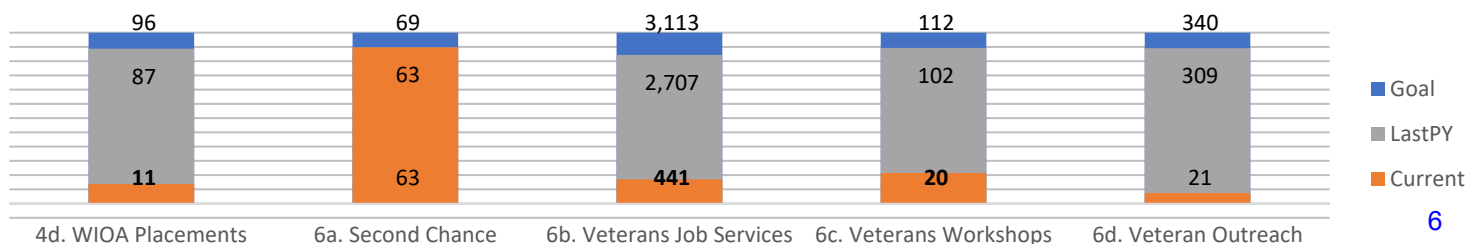


5. Welfare Transition Customers:

- a. Ensure at least 5% of Welfare Transition and SNAP customers utilize any educational training component.
- b. Co-enroll 5% of Welfare Transition and/or SNAP customers into WIOA Title II and Title IV programs.

6. Services and Programs delivered to recognized target groups:

- a. Increase the number of Second Chance employers by 10%.
- b. Increase the number of job assisted job services to veterans by 15%.
- c. Increase the number of veterans participating in workshops by 10%.
- d. Increase the number of employer outreach for veterans by 10%.





INFORMATION ITEM 2

Industry Analysis & Pathways to Career Success for Persons with Disabilities – The Able Trust

The attached report, undertaken by Lightcast and commissioned by The Able Trust, does not aim to catalog all of the unique experiences felt by Persons with disabilities (PWD) in the workforce, but it does aim to highlight how employment of PWDs (and associated challenges) manifests across the state of Florida. The report offers observations that can be used to address those challenges and opportunities while remaining cognizant of the unique context of the state and of its people.

- The Able Trust is a direct support organization for the Dept of Education, Division of Vocational Rehabilitation in support of collaboration with employers, community-based organizations, and career development partners to provide assistance to persons with disabilities (PWDs) entering the workforce.
- In 2021, there were approximately 11 million working-age adults in Florida, of which an estimated 1.2 million had one or more disabilities. Yet, despite making up 11% of the state's working-age population, PWDs only accounted for 6% of those participating in the labor force.
- The estimated joblessness rate for working-age adults with disabilities in Florida in 2021 was 60.9% compared to 21.3% for those without disabilities, a difference of 39.6 percentage points. This means that working-age adults with disabilities are nearly six times as likely to be jobless as working-age adults without disabilities.
- The median annual income for employed working-age adults with disabilities in Florida in 2021 was \$30,000 and approximately \$11,000 less than the median annual income for the working-age population without disabilities.
- Increasing the rate at which PWDs in Florida secure full-time employment would not only help reduce the disability earnings gap but also increase access to employer-sponsored health plans and retirement plans which may lead to a reduction in reliance on government assistance.
- Labor force participation for PWDs in Florida lags that of peers. The analysis found that PWDs are unemployed at a higher rate in California, but they are less likely to participate in the labor force and more likely to experience joblessness in Florida.
- Workers with disabilities in Florida are highly concentrated in the Health Care and Social Assistance and Retail Trade industries.
- The share of workers with disabilities in Florida employed in the manufacturing sector (5.7%) is significantly less than that at the national level (10.9%).



INFORMATION ITEM 2 (cont.)

Industry Analysis & Pathways to Career Success for Persons with Disabilities – The Able Trust

- Several occupations – Office and Administrative Support, Sales, Management, Building and Grounds Maintenance, Food Preparation, and others – have greater representation of workers with disabilities in Florida than is observed at the national level.
- Conversely, workers with disabilities in Florida are less represented than their peers across the US in occupations like Transportation and Materials Moving, Production, and Healthcare Support.

An Opportunity: Career Pathways Aligned to Transferable Skills

About one-quarter of workers with disabilities in Florida are concentrated in jobs within two Occupation families:

- Office and Administrative Support
- Sales and Related Occupations

Career pathing can cater to PWDs in two ways: focusing upskilling scaffolding on the occupations that PWDs are in today and ensuring that adequate accessibility considerations are in place for this cohort to complete skills training and connect to open jobs. The following are occupation families employing a large concentration of workers with disabilities today:

- Office and Administrative Support Occupations
- Transportation and Material Moving Occupations
- Food Preparation and Serving Related Occupations
- Building and Grounds Cleaning and Maintenance Occupations



Industry Analysis and Pathways to Career Success for Persons with Disabilities



Introduction

The Able Trust, also known as the Florida Endowment Foundation for Vocational Rehabilitation, is a 501(c)(3) public charity established by the Florida Legislature in 1990 as a direct support organization for the Florida Department of Education, Division of Vocational Rehabilitation (FLDOE/VR). Through their support of FLDOE/VR, The Able Trust collaborates with Florida employers, community organizations, and career development partners to help Floridians with disabilities of all ages enter the workforce.

The current workforce and employment landscape has created unique opportunities to expand employment among people with disabilities (PWDs). Recent moves towards remote and flexible work arrangements are broadly beneficial and especially so for some PWDs, as they have long sought a range of accommodations and assistive technologies to enable greater accessibility. As accommodations that enhance accessibility and productivity become more widespread across all workers, uptake among PWDs will follow suit.

While a burgeoning openness to new work arrangements may be a boon for current and aspiring workers with disabilities, there is no shortage of challenges to overcome. The labor force participation rate for PWDs has remained stubbornly low for the last several decades. Mechanisms to attract, prepare, place, and onboard PWDs are disappointingly underdeveloped. PWDs and their families struggle to identify and access services that can promote and unlock viable career opportunities and enable employability. Policies designed to ensure basic living expenses for PWDs continue to disincentivize work. At the same time, the state of Florida is engaged in work to enhance workforce development services, and FLDOE/VR, with the support of The Able Trust, is well positioned to promote PWDs as a key source of talent who can ameliorate talent shortages and align the state's service delivery network to meet the needs of employers.

It should be noted that PWDs represent every facet of Florida's population. As well, within the broader population of PWDs, the type of disability varies widely, as does the severity, age and cause of onset.

This report, undertaken by Lightcast and commissioned by The Able Trust, does not aim to catalog all of the unique experiences felt by PWD in the workforce, but it does aim to highlight how employment of PWDs (and



associated challenges) manifests across the state of Florida. The report offers observations that can be used to address those challenges and opportunities while remaining cognizant of the unique context of the state and of its people. The report also explores various issues within existing efforts to maximize employment and economic opportunity for Floridians with disabilities. By examining macro-economic data, stakeholder perspectives, and practice examples from other states, this research aims to provide practical insights into the challenges and opportunities that (a) PWDs face in gaining employment and economic mobility, (b) employers face in engaging and accommodating underutilized talent pools, (c) service providers face in supporting PWDs and their families. Together, these perspectives are a valuable resource for cultivating Florida's vocational rehabilitation system in a manner that optimizes benefits to stakeholders, and in turn advances economic health across Florida.



Methodology

The research for this report consisted of the following:

- **Literature Review.** More than 100 national and regional studies were reviewed to identify resources, challenges, opportunities, and best practices related to employment of PWDs.
- **Macro-Economic Research.** The 2021 1-year and 2015-2019 5-year American Community Survey (ACS) microdata samples from IPUMS USA were used to analyze the employment outcomes of working-age adults (ages 25 to 64) by disability status and type. The following geographies were included in the analysis:
 - The United States
 - The state of Florida and peer states
 - Substate regions in Florida
 - Rural and urban areas
 - FLDOE/VR areas

The 2021 ACS 1-year estimates – the most recent data available from IPUMS USA – were used where possible, but as per guidance issued by US Census Bureau, the 2015-2019 ACS 5-year estimates were used to compare outcomes at the occupation and industry level.¹

- **Comparison State Research.** The Able Trust identified California, Massachusetts, Pennsylvania, and Texas as states with effective services in support of employment for PWDs. Data from the ACS, Lightcast's job posting database, and other sources were used to draw comparisons between Florida and the four comparison states regarding overall employment data for PWDs in those states. Additionally, the literature review revealed those states' practices and resources that Florida may choose to emulate, replicate, and otherwise apply within the unique context of Florida.
- **Stakeholder Interviews.** The Able Trust and the research team convened PWDs and their families, employers, and agencies providing



¹ The US Census Bureau recommends using the 5-year ACS microdata for the best precision and most reliable estimates, particularly when analyzing smaller populations, such as detailed occupation groupings at the subnational level. Because of data collection delays, issues with sampling the population of people with disabilities, and quality control issues with the 2020 Census, this report uses the 2015-2019 ACS 5-year estimates for a historical benchmark and the 2021 ACS 1-year sample for an actualized addendum where sample sizes allow.

employment and other services for listening sessions across the state and virtually. In total more than 60 people across these stakeholder groups provided input and perspective via these sessions

- **Survey.** The research team distributed surveys to each of the stakeholder groups identified above, garnering more than 500 responses.

This study defines Disability as per the ACS, which classifies disabilities in 6 categories:

1. Ambulatory Difficulty - Serious difficulty walking or climbing stairs.
2. Cognitive Difficulty - Serious difficulty remembering, concentrating, or making decisions.
3. Hearing Difficulty - Deaf or serious difficulty hearing.
4. Vision Difficulty - Blind or serious difficulty seeing, even with corrective lenses.
5. Self-Care Difficulty - Serious difficulty bathing or dressing.
6. Independent Living Difficulty - Serious difficulty performing basic activities outside the home.

Each person experiences their disability in unique ways, and each employer and service provider must be sensitive to the personal nature of disability and its implications for preparing for, engaging in, and succeeding at work. This report recognizes the importance of these unique experiences and aims to provide some broad perspective by disaggregating statistics by disability type.



Employment Landscape for People with Disabilities in Florida

Initiatives to improve access to employment opportunities and workplace accommodations for PWDs have contributed to steady growth in their labor force participation and employment in recent years. However, the gap in labor force participation for PWDs compared to the general population remains high at 38 percentage points as of 2021. Closing the labor force participation gap for Floridians with disabilities would benefit not only the workers, but also employers who have been struggling to address ongoing labor shortages. In addition to bringing many more people into the workforce, increasing labor force participation among PWDs by 10 percentage points over the next ten years would add an estimated \$111 billion to the Florida economy, and \$1.08 billion to state tax revenues.²

Through interviews and focus groups, employers reported a desire to engage a wider talent pool and an openness to intentionally engaging PWDs as a potential target population. To do so, it will be important to increase employers' awareness of the relevant supports, programs, and assistance available to them. Most businesses reported that they had not worked with the Vocational Rehabilitation programs or the service providers within the network. Employers also expressed some unease with whether or how to ask applicants about their disabilities, about whether to encourage or invite self-disclosure, and how best to do so. Employers welcomed training and support for how they can best reach out to, engage, accommodate, and support PWDs throughout the recruitment, application, interview, hiring and onboarding experiences.

Developing an approach to increase labor force participation among PWDs requires first taking stock of the current employment landscape for PWDs in Florida. To this end, the following sections supply an overview of key employment outcomes and identifies areas of need and opportunity where partners across the state can focus and strategically employ investments and resources.

² Read the full report here: <https://www.abletrust.org/wp-content/uploads/2022/09/The-Able-Trust-Economic-Impact-Report.pdf>

Important Considerations for Data Related to People with Disabilities

Measuring Disability

Rather than directly asking respondents if they have a disability, surveys like the ACS use proxy questions to generate population estimates. It is important to note that such techniques can lead to under-counting PWDs. A recent study found that the six questions used by the ACS to assess disability underestimated prevalence by approximately 20%. Disability prevalence was most often underestimated for the population with mental health related disabilities.³

Population Parameters

The population included in a survey sample can have a significant impact on Disability estimates and findings. For example, our analysis of ACS data for the working-age population shows prevalence rates of 11%, but CDC estimates show that 1 in 4 adults (ages 18 and up) have a disability.

Self-Reporting

The accuracy of disability data is dependent on the questions asked and respondents' willingness to voluntarily disclose disabilities. Further, studies have linked underreporting of disability status to a general reluctance to self-disclose disabilities. This is particularly true for people with highly stigmatized disabilities, such as mental illnesses.⁴

Visible and Invisible Disabilities

Not all disabilities are apparent and easily observed by others. People with invisible disabilities - such as mental illnesses and chronic diseases - may be less inclined to disclose their disability, whether in workplace settings or in a government survey. This can make it difficult for PWDs to ask for or receive the accommodation necessary for them to succeed.

3 Comparing Measures of Functional Difficulty With Self-Identified Disability: Implications For Health Policy, Jean P. Hall, Noelle K. Kurth, Catherine Ipsen, Andrew Myers, and Kelsey Goddard, Health Affairs 2022 41:10, 1433-1441

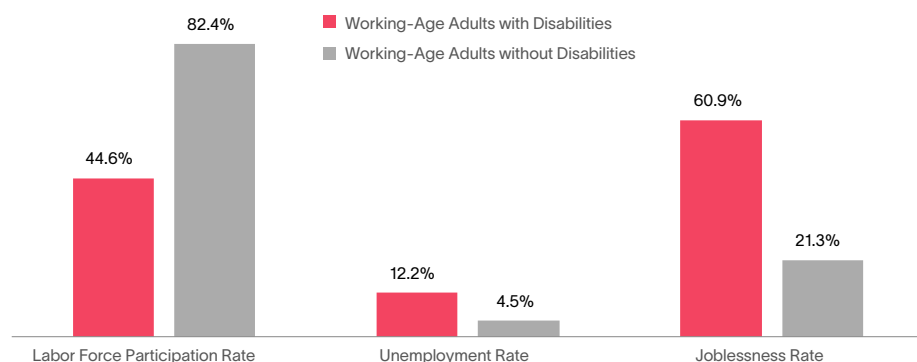
4 Ibid.

Labor Force Participation, Unemployment, and Joblessness

Labor force participation rate, unemployment rate, and joblessness rate are key indicators for understanding the economic situation of PWDs in Florida. We compare these outcomes for working-age adults with disabilities to working-age adults not reporting a disability.

The labor force participation rate reflects the percentage of civilian noninstitutionalized working-age population that is employed or actively looking for work. In 2021, there were approximately 11 million working age adults in Florida, of which an estimated 1.2 million had one or more disabilities. Yet, despite making up 11% of the state's working age population, PWDs only accounted for 6% of those participating in the labor force. As shown in Figure 1 below, the labor force participation rate for working-age adults with disabilities in Florida is nearly 44 percentage points lower than the rate for those without disabilities.

Figure 1: Labor Force Participation, Unemployment, and Joblessness Rates for Working-Age Adults with and without Disabilities in Florida, 2021



Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA.

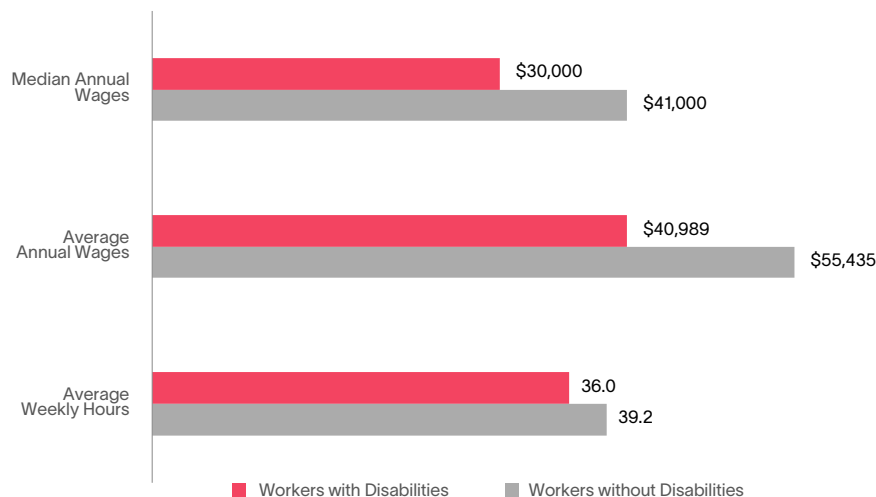
The unemployment rate is the number of people not working but actively looking for work expressed as a percentage of the labor force (the labor force is the sum of the employed and unemployed). In 2021, the unemployment rate was just under eight percentage points higher for working age-adults with disabilities compared to those without disabilities.

The joblessness rate is the percentage of working-age adults who are not working, regardless of job-seeking status (i.e., not in labor force or unemployed). Because it disregards job-seeking status, the joblessness rate can often serve as an even better indicator of underemployment than the unemployment rate. For example, workers with disabilities who become discouraged and stop looking for work qualify as jobless, but these individuals are not included in unemployment calculations since they have given up the job search. The estimated joblessness rate for working-age adults with disabilities in Florida in 2021 was 60.9% compared to 21.3% for those without disabilities, a difference of 39.6 percentage points. This means that working-age adults with disabilities are nearly six times as likely to be jobless as working-age adults without disabilities.

Earnings

To identify disparities among employed working-age adults in Florida, we examined differences in median and average annual wages, as well as average weekly hours worked for the aggregate populations.⁵ Figure 2 below shows these estimates.

Figure 2: Median and Average Annual Wages and Average Weekly Hours for Employed Working-Age Adults with and without Disabilities in Florida, 2021



Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA.

Our analysis found that the median annual income for employed working-age adults with disabilities in Florida in 2021 was \$30,000 and approximately \$11,000 less than the median annual income for the working-age population without disabilities. Comparing median wages can erase differences among high earners, so this report also considers the difference in average wages. A comparison of estimated average annual wages suggests an earnings premium of nearly \$14,500 for workers without disabilities. Similar trends exist nationwide.

Although our methodology for wage estimates was designed to remove biases stemming from average hours worked, it is important to recognize that across all occupations and industries, working-age adults without a disability in Florida work an average of 3.2 hours more than PWDs per week, totals just over 165 hours per year. For workers earning the state's average hourly wage of \$25, this difference in average weekly hours equates to an estimated \$4,150 in lost earnings per year. Additionally, 29% of employed Floridians with disabilities in 2021 reported working part-time compared to just 19% of those without disabilities. With part-time and seasonal workers less likely to receive promotions and more likely to be low-wage workers, these trends explain, in

⁵ In contrast to many studies that estimate wages for PWDs, we took additional steps to ensure our analysis provides the most accurate estimates possible for the target populations. Although the ACS reports annual wages for respondents, these estimates cannot be compared without assuming that all members of the population are full-time employees working year-round. We address this limitation by using individual responses for average weeks and hours worked to get average hourly wages for each member of the sample. Then, the new hourly wage estimates were used to calculate comparable average annual and median wages.

part, the difference in average and median wages for workers with and without disabilities.

Increasing the rate at which PWDs in Florida secure full-time employment would not only help reduce the disability earnings gap but also increase access to employer sponsored health plans and retirement plans. People with disabilities may not aspire to the same types of jobs or the same level of workforce participation as those without disabilities, and the nature and severity of some disabilities likely impacts the ability to do some work. Nonetheless, higher earnings are rarely perceived or experienced negatively and the identification of these disparities can give those serving PWDs a benchmark for improvement, if not complete erasure of the current wage premium afforded to workers without disabilities.

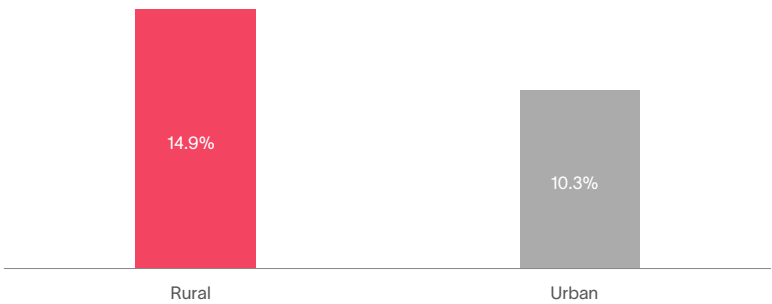
Substate Employment of Floridians with Disabilities

The employment landscape for PWDs is unique across Florida’s diverse economic and geographical regions. Workforce development initiatives and support services will be most effective when strategically tailored to meet the needs of each region. To support informed decision-making, we compared employment outcomes for working-age adults with and without disabilities for the state’s rural/urban areas and its seven FLDOE/VR regions.⁶

Rural-Urban Disparities

As shown in Figures 3 and 4 below, an estimated 15% of the working-age adult population living in rural Florida (not in a Florida MSA) has a disability, compared to only 10% of the population living in an urban area (within a Florida MSA). Broken down by disability type, prevalence rates are consistently higher for working-age adults living in rural areas. Our analysis found that ambulatory and cognitive disabilities were 2.2 percentage points more prevalent in rural areas than in urban areas.

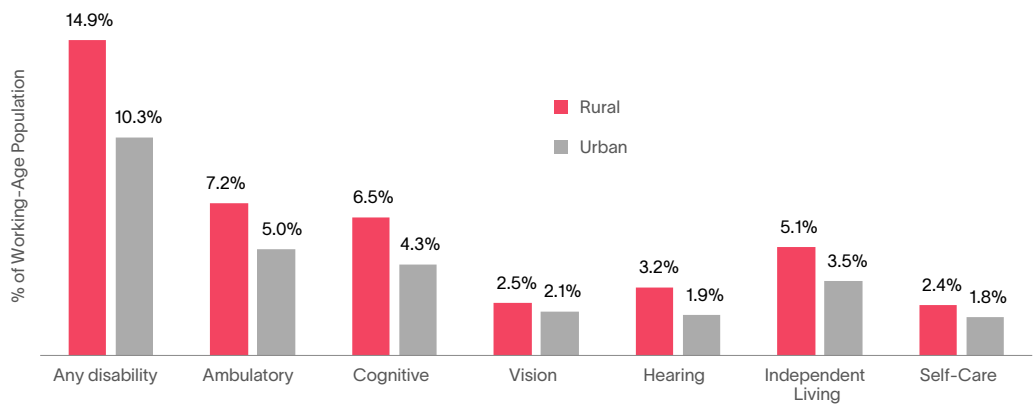
Figure 3: Disability Prevalence Among Working-Age Floridians by Rural/Urban Status, 2021



Source: Lightcast Analysis of 2021 ACS 1-year estimates from IPUMS USA.

⁶ The report defines the rural population as all people living outside of a Florida MSA. The ACS does not report data for VR regions, so we produced estimates by assigning a VR region to each Florida PUMA. It must be noted that the estimates for VR Regions have a relatively small n, and greater fluctuations across regions may be attributable to sample size. A detailed map of the Florida Department of Education Vocational Rehabilitation regions can be found in the Appendix.

Figure 4: Disability Prevalence Among Working-Age Floridians by Disability Type and Rural/Urban Status, 2021



Source: Lightcast analysis of 2021 ACS 1-year microdata from IPUMS USA

Our analysis found that there is a sizable difference in labor force participation among working-age adults with disabilities across urban and rural contexts. The labor force participation rates for rural working-age adults with disabilities in Florida lags that of their urban peers by nearly 5 percentage points.

Figure 5: Labor Force Participation Rate Among Working-Age Floridians with Disabilities by Rural/Urban Status, 2021



Source: Lightcast Analysis of 2021 ACS 1-year data from IPUMS USA.

Among rural working-age adults, people without disabilities are more than three times as likely as PWDs to be employed. In urban areas, PWDs are approximately 2.8 times less likely than people without disabilities to be employed. However, comparing employment for working-age adults with disabilities in urban and rural regions, our analysis found that relative to population sizes, PWDs living in urban areas are only slightly more likely to be working than those living in rural Florida.

The need for inclusive workforce services for PWDs is acute in Florida’s rural areas. Although the total number of working-age adults with a disability is greater in urban areas, those living in rural areas face a higher prevalence of disabilities and a lower labor force participation rate.

VR Regions

Disability prevalence rates vary significantly across the seven FLDOE/VR Areas. Working-age Floridians with disabilities are highly concentrated in Areas 1 and 2. The two areas combined are home to 22% of working-age Floridians but 28% of those with disabilities. Areas 1 and 2 also have the highest disability prevalence rates, at 15% and 13%, respectively. The relative concentration of PWDs in these areas is unsurprising, as they cover the Florida Panhandle and by extension, much of the state’s rural population.

Apart from Area 7, the labor force participation rate gap for PWDs is consistent across the seven FLDOE/VR Areas. As depicted in Figure 6 below, there is little difference in labor force participation among working-age adults without disabilities across the areas, but when looking at the population with disabilities, those living in Area 7 are much more likely to participate in the labor force. In Area 4, there is a 41-percentage point labor force participation rate gap for PWDs, the highest of all the FLDOE/VR Areas.

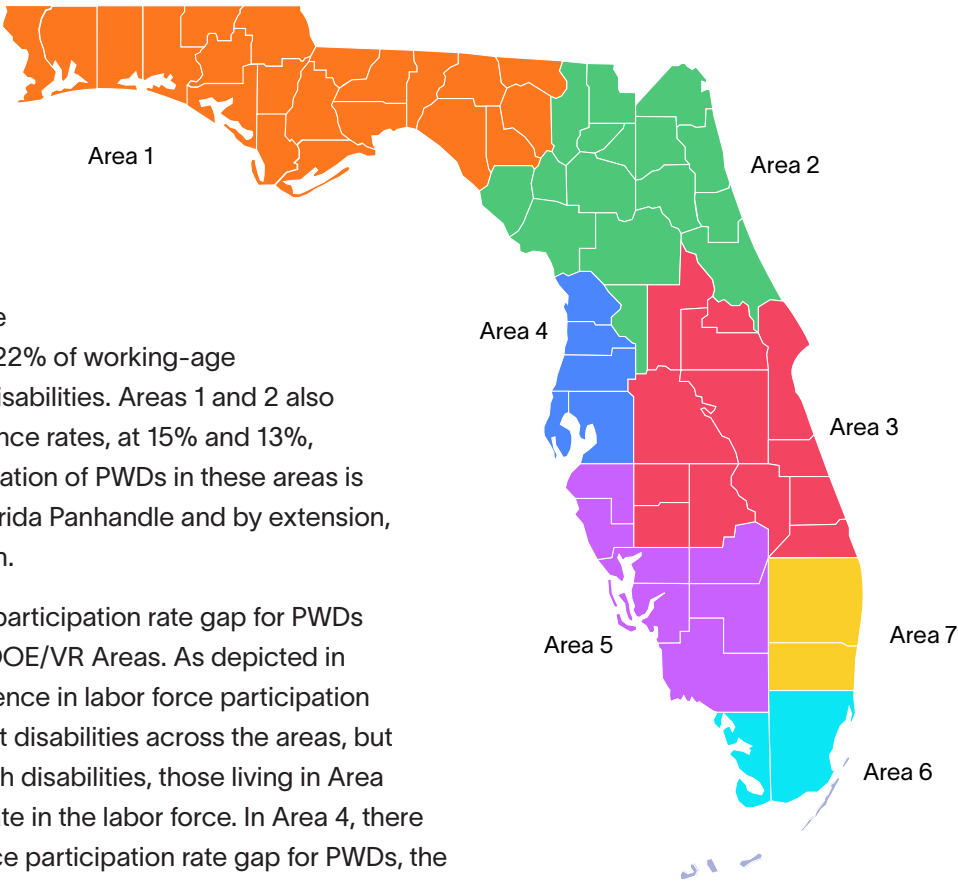
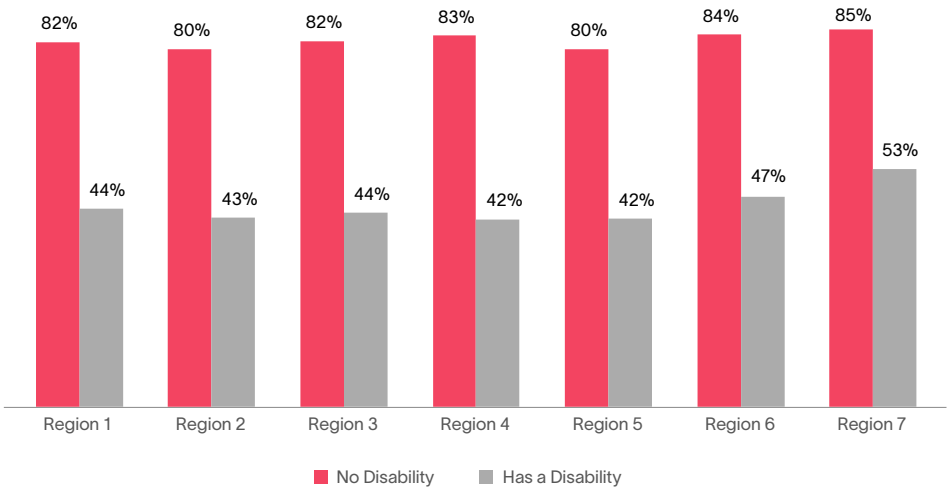


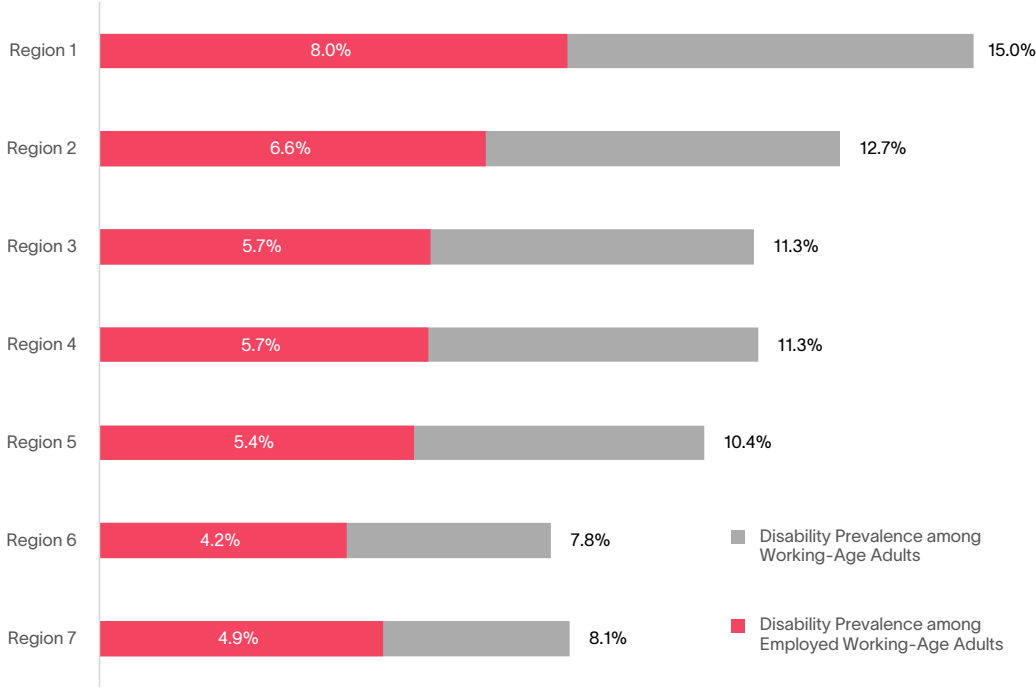
Figure 6: Labor Force Participation Rate for Working-Age Floridians with and without Disabilities by FLDOE/VR Region, 2021



Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

Figure 7 below visualizes the disproportionate representation of PWDs in the overall and employed working-age adult populations across the seven FLDOE/VR Regions. Region 6, which includes the highly urban Miami-Dade and Monroe counties, has the lowest disability prevalence rates for the overall and employed working-age adult populations, with PWDs accounting for 7.8% of the region's working age adults and 4.2% of those who are employed. Regions 1 and 2 have the greatest disparities between the percent of working-age adults with disabilities and the percent of the employed population with disabilities, at 6-7 percentage points.

Figure 7: Comparison of Disability Prevalence Among the Overall and Employed Working Age Adult Populations by FLDOE/VR Region, 2021



Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

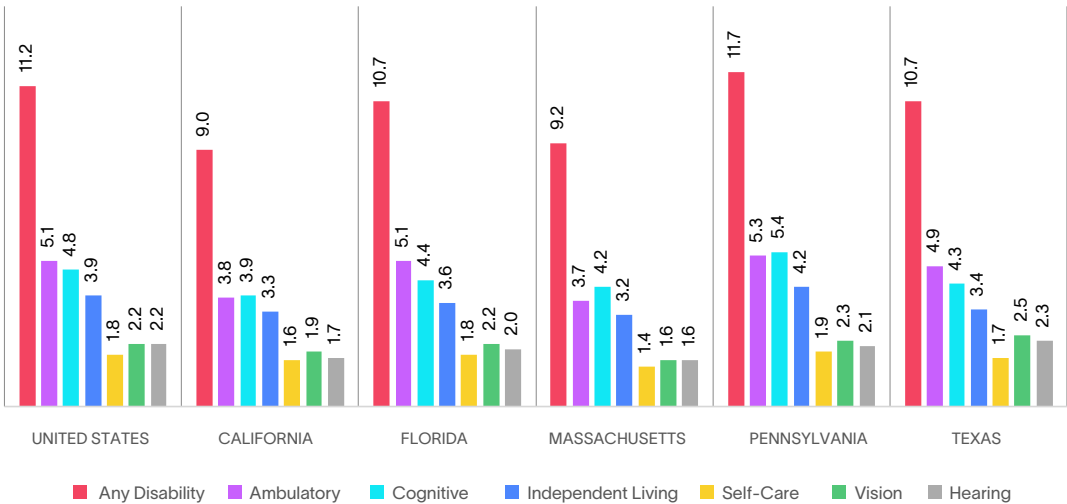
Comparison Regions

To better understand labor market outcomes for PWDs in Florida, it helps to compare against other states. The Able Trust identified California, Massachusetts, Pennsylvania, and Texas whose population and employment outcomes can serve as a benchmark for Florida and enable Florida's network of providers to consider how to target occupations and industries for outreach, engagement, and workforce development investments.

Disability Prevalence Rates

Before comparing employment outcomes, we considered the similarity of disability prevalence rates for the working age population in the selected geographical regions. The prevalence of disability among working age adults in Florida is on par with Texas, Pennsylvania, and the national average, but lower than in Massachusetts and California.

Figure 8: Disability Prevalence Rates by Disability Type for Benchmark Regions, 2021



Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

Key Employment Outcomes

We found disparate employment outcomes for PWDs in all benchmark states. Yet, comparatively, peer states outperformed Florida on nearly all selected indicators: labor force participation, unemployment, and joblessness.⁷

⁷ As referenced earlier, the **labor force participation rate** is the percentage of the civilian noninstitutional working-age population that is working or actively looking for work. The **unemployment rate** represents the number of people not working but actively looking for work as a percentage of the labor force (the labor force is the sum of the employed and unemployed). **Jobless** people are working-age adults who are not working, regardless of job-seeking status (i.e., not in labor force or unemployed)

Figure 9: Key Employment Outcomes for Working Age Adults with Disabilities by Benchmark Region, 2021Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

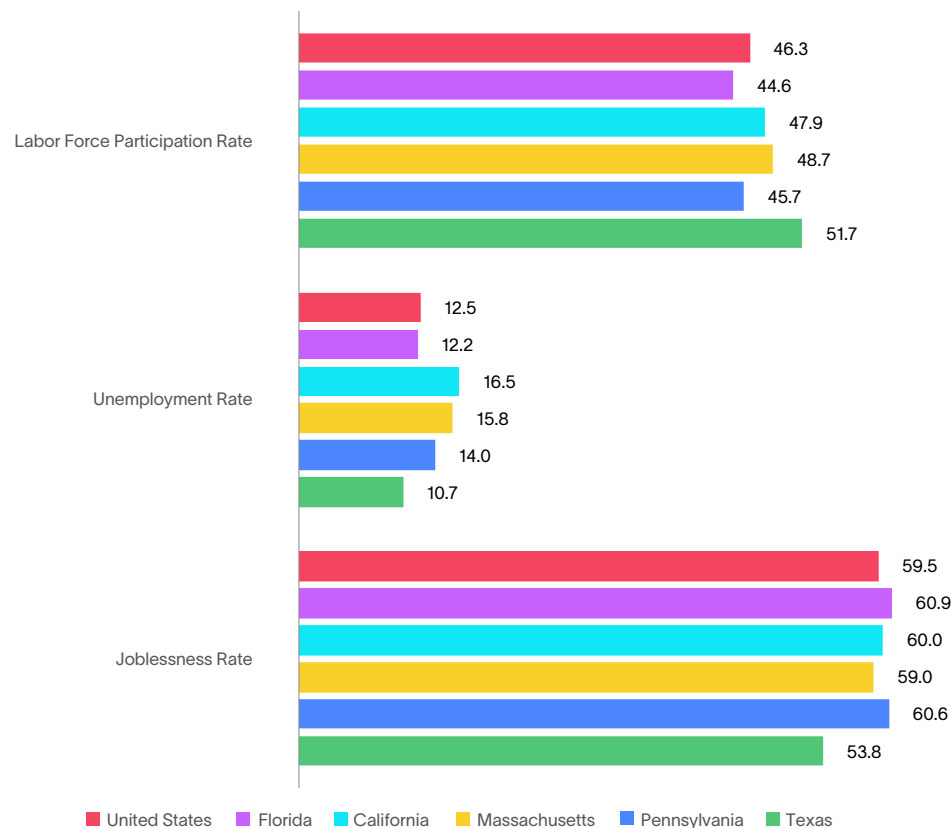


Figure 9 above shows labor force participation unemployment, and joblessness rates in Florida, comparison states, and the US overall. Labor force participation for PWDs in Florida lags that of peers. Our analysis found that PWDs are unemployed at a higher rate in California, but they are less likely to participate in the labor force and more likely to be experiencing joblessness in Florida.

Labor force participation for PWDs in Florida lags that of peers. Our analysis found that PWDs are unemployed at a higher rate in California, but they are less likely to participate in the labor force and more likely to be experiencing joblessness in Florida.

It is possible that higher rates of joblessness among working age PWDs are due to more PWDs in Florida being unwilling or unable to work due to the severity of their disabilities, which is not captured by the ACS disability measures. More frequent joblessness may also be indicative of PWDs in Florida experiencing more pervasive long-term unemployment, leading to discouraged workers dropping out of the labor force or passively seeking work. We investigate this further with data collected during our engagements with PWDs.

Our analysis suggests that PWDs in peer geographical regions generally experience greater success securing employment. This should not be seen as discouraging but rather as evidence that peer regions can be a source of best practices and strategies to engage and support PWDs in the workforce.

Industry and Occupation Dynamics for People with Disabilities in Florida

Understanding the industry and occupation mix for PWDs assists job placement, career pathing, outreach, employer engagement, and targeted job training. This section discusses the occupation and industry dynamics of PWDs in Florida and peer regions.

Industry Mix

Workers with disabilities in Florida are highly concentrated in the Health Care and Social Assistance and Retail Trade industries. Although Lightcast projects growth within the Health Care and Social Science industry, Retail Trade job openings are expected to decline by 2% in Florida over the next decade.

Massachusetts aside, Florida employs a greater share of PWDs in Professional, Scientific, and Technical Services. This sector is expected to grow faster than average and employs many higher-wage occupations. Florida also employs a greater share of PWDs in Accommodation and Food Services in which growth is expected to be much faster than average for the region. Employment in a growing sector means that the risk of job loss is lower. At the same time, special attention should be paid to earnings and career advancement opportunities for workers with disabilities in Accommodation and Food Services since this sector tends to perform worse along these metrics than other industries. The concentration of PWDs in this sector should not limit the labor market outcomes earned by this cohort.

The share of workers with disabilities in Florida employed in the manufacturing sector (5.7%) is significantly less than that at the national level (10.9%). Similarly, all peer states reviewed had a much greater share of workers with disabilities employed in manufacturing. Manufacturing jobs are expected to grow, and the industry is seeking to fill jobs that became available during the pandemic, creating opportunities for workers with and without disabilities.



Table 1: Industry Distribution of Workforce with Disabilities by State, 2021

Industry (2-Digit NAICS)	Florida		California		Massachusetts		Pennsylvania		Texas		United States	
	Rank	% of Workforce with Disabilities	Rank	% of Workforce with Disabilities	Rank	% of Workforce with Disabilities	Rank	% of Workforce with Disabilities	Rank	% of Workforce with Disabilities	Rank	% of Workforce with Disabilities
Retail Trade	1	13.9%	2	10.9%	2	10.7%	2	12.1%	2	11.9%	2	12.3%
Health Care and Social Assistance	2	12.5%	1	15.4%	1	20.5%	1	19.7%	1	13.9%	1	15.7%
Professional, Scientific, and Technical Services	3	7.9%	4	7.8%	4	8.4%	7	5.4%	7	6.4%	5	6.4%
Accommodation and Food Services	4	7.6%	8	5.4%	9	4.7%	4	5.8%	8	5.9%	6	6.0%
Administrative and Support and Waste Management and Remediation Services	5	7.6%	6	6.1%	11	4.0%	11	4.1%	10	5.5%	9	5.2%
Construction	6	7.6%	5	7.2%	6	5.5%	5	5.6%	4	8.0%	4	7.0%
Transportation and Warehousing	7	6.0%	9	5.4%	10	4.0%	8	5.1%	6	6.4%	7	5.8%
Manufacturing	8	5.7%	3	8.7%	3	10.3%	3	11.7%	3	9.1%	3	10.9%
Other Services (Except Public Administration)	9	4.9%	7	5.7%	7	5.1%	9	4.7%	9	5.8%	10	5.0%
Educational Services	10	4.8%	10	5.4%	5	6.2%	6	5.5%	5	6.6%	8	5.5%
Finance and Insurance	11	4.4%	15	2.2%	8	4.7%	10	4.3%	11	3.8%	12	3.6%
Active-Duty Military	12	3.6%	12	3.6%	12	3.2%	13	2.6%	12	3.4%	11	3.6%
Real Estate and Rental and Leasing	13	2.8%	18	1.9%	17	1.8%	18	1.2%	15	2.0%	15	1.9%
Public Administration	14	2.6%	11	4.1%	13	2.5%	15	2.1%	13	3.1%	13	3.0%
Wholesale Trade	15	2.3%	14	2.4%	16	2.0%	12	3.5%	14	2.2%	14	2.1%
Information	16	2.2%	13	2.6%	15	1.7%	14	2.6%	16	1.7%	16	1.8%
Arts, Entertainment, and Recreation	17	2.0%	16	2.1%	14	1.2%	16	1.7%	17	1.2%	17	1.7%
Utilities	18	0.9%	19	0.8%	18	1.1%	17	1.3%	19	1.1%	19	0.9%
Agriculture, Forestry, Fishing and Hunting	19	0.6%	17	2.0%	19	0.8%	19	0.8%	20	0.8%	18	1.2%
Management of Companies and Enterprises	20	0.2%	21	0.1%	20	0.2%	21	0.0%	21	0.2%	21	0.1%
Mining, Quarrying, and Oil and Gas Extraction	21	0.0%	20	0.2%	21	1.1%	20	0.3%	18	1.1%	20	0.4%

Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

Growing Industries

Several of Florida's industries are projected to grow at a rapid pace over the next decade. Most of the sectors experiencing the most rapid growth do not employ large shares of PWDs. Those rapidly growing industries represent expanded sets of opportunities for all Floridians, and industry partners can be approached to look to PWDs as an important source of talent. Table 2 below shows the current industry distribution of Florida's workforce with disabilities for the industries with the fastest projected growth rates.

Table 2: Current Industry Distribution of Florida's Workforce with Disabilities for Florida's Fastest Growing Sectors

Industry (2-Digit NAICS)	Projected Growth*	2022 Jobs	2032 Jobs, Projected	% of Workforce with Disabilities in Florida
Arts, Entertainment, and Recreation	39.7%	216,369	302,310	2.0%
Accommodation and Food Services	29.4%	947,214	1,225,671	7.6%
Mining, Quarrying, and Oil and Gas Extraction	18.3%	3,883	4,593	0.0%
Educational Services	17.1%	205,445	240,564	4.8%
Transportation and Warehousing	15.7%	391,294	452,693	6.0%
Professional, Scientific, and Technical Services	15.4%	682,255	787,208	7.9%
Health Care and Social Assistance	13.9%	1,200,256	1,367,306	12.5%
Other Services (except Public Administration)	12.7%	453,326	510,757	4.9%
Agriculture, Forestry, Fishing and Hunting	12.0%	97,127	108,785	0.6%

Source: Lightcast growth projections and analysis of 2021 ACS 1-year estimates from IPUMS USA

Occupation Mix

Across all industries, the representation of workers with disabilities varies by occupation. Several occupations – Office and Administrative Support, Sales, Management, Building and Grounds Maintenance, Food Preparation, and others – have greater representation of workers with disabilities in Florida than is observed at the national level. Conversely, workers with disabilities in Florida are less represented than their peers across the US in occupations like Transportation and Materials Moving, Production, and Healthcare Support.

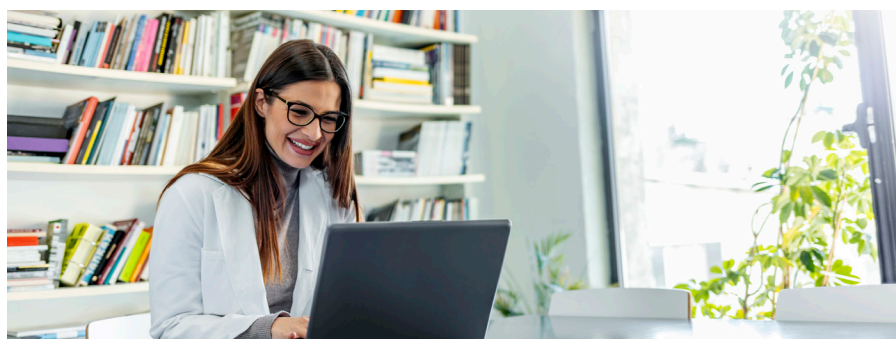


Table 3: Comparison of Occupation Family Distribution of Workforce with Disabilities in Florida and Nationwide, 2021

Occupation Family 2-digit SOC)	Florida		United States	
	Workers with Disabilities	% of Workforce with Disabilities	Workers with Disabilities	% of Workforce with Disabilities
Office and Administrative Support	68,024	14.7%	950,376	12.3%
Sales and Related	49,578	10.7%	729,961	9.4%
Management	47,973	10.4%	659,548	8.5%
Transportation and Material Moving	38,934	8.4%	710,517	9.2%
Building and Grounds Cleaning and Maintenance	28,453	6.2%	373,046	4.8%
Food Preparation and Serving Related	25,689	5.6%	388,016	5.0%
Construction and Extraction	23,485	5.1%	377,796	4.9%
Healthcare Practitioners and Technical	22,788	4.9%	392,579	5.1%
Educational Instruction and Library	22,704	4.9%	374,028	4.8%
Business and Financial Operations	20,340	4.4%	410,483	5.3%
Production	16,411	3.6%	256,096	3.3%
Installation, Maintenance, and Repair	16,052	3.5%	523,827	6.8%
Healthcare Support	14,625	3.2%	288,863	3.7%
Personal Care and Service	13,701	3.0%	341,683	4.4%
Protective Service Occupations	10,754	2.3%	182,732	2.4%
Computer and Mathematical	10,200	2.2%	173,099	2.2%
Arts, Design, Entertainment, Sports, and Media	7,774	1.7%	148,765	1.9%
Community and Social Service	7,035	1.5%	130,032	1.7%
Architecture and Engineering	6,995	1.5%	127,063	1.6%
Legal	4,706	1.0%	70,998	0.9%
Farming, Fishing, and Forestry	2,664	0.6%	60,591	0.8%
Life, Physical, and Social Science	1,254	0.3%	20,605	0.3%

Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

Workers with disabilities in Florida are concentrated in occupation families in which Lightcast projects growth will be significantly slower than the average rate of 10.4%. The two largest Occupation families employing PWDs are also the two with the slowest projected growth rates. While PWDs have clearly experienced success finding employment in the Sales and Related and Office and Administrative Support Occupation families, those with growth rates faster than average will be struggling to find talent to meet their workforce needs. This will create new opportunities for PWDs to enter the labor market or to move into occupations that workers with a disability

have historically been underrepresented in, such as Personal Care and Service, Healthcare Support, and Management Occupations.

Occupations by Disability Type

While The Able Trust and the support and service systems in Florida are dedicated to addressing the needs of the broader population with disabilities, Floridians (as elsewhere) experience disability in a number of ways, and any individual's specific disability will have a different impact on the types of work that they seek and are able to do, the types of workplace accommodations (if needed) available, and employers' perceptions (right or wrong) about whether a person with a given disability will be able to meet job expectations.

Table 4 below shows the representation of people in Florida with the major disability types within the top occupation families. These estimates were calculated using the ACS 5-year microdata for 2015-2019 to ensure the reliability of findings, given that population sizes are relatively small when grouped by occupation and disability type. Our analysis found that workers with sensory and ambulatory disabilities have the highest rates of employment within Management occupations, whereas those with independent and self-care disabilities are more concentrated in Production occupations.

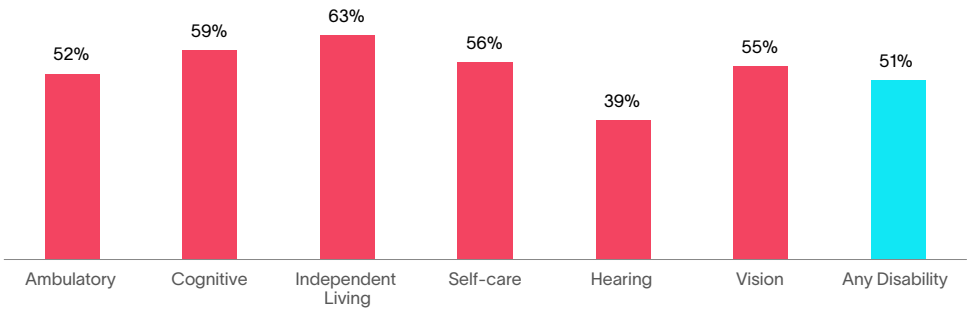
Table 4: Occupation Family Distribution of Workforce with Disabilities in Florida by Disability Type, 2015-2019

	AMBULATORY	COGNITIVE	INDEPENDENT LIVING	SELF-CARE	HEARING	VISION
Occupation	% with Disability Rank	% with Disability Rank	% with Disability Rank	% with Disability Rank	% with Disability Rank	% with Disability Rank
Office and Administrative Support	11%	9%	10%	9%	8%	9%
Sales and Related	10%	10%	9%	10%	8%	10%
Management	10%	7%	7%	9%	11%	10%
Transportation and Material Moving	9%	10%	10%	10%	9%	8%
Building and Grounds Cleaning and Maintenance	5%	7%	8%	5%	5%	7%
Food Preparation and Serving Related	8%	11%	11%	5%	5%	8%
Construction and Extraction	5%	6%	5%	6%	7%	6%
Healthcare Practitioners and Technical	5%	5%	4%	4%	6%	5%
Educational Instruction and Library	8%	7%	6%	7%	8%	7%
Business and Financial Operations	4%	3%	3%	4%	3%	4%

Source: Lightcast analysis of 2015-2019 ACS 5-year estimates from IPUMS USA

The occupation mix contributes to the average earnings by disability type. The chart below shows the share of workers by disability type earning less than 80% of the Florida AMI in 2021. The share of workers reporting having difficulty with independent living activities, self-care, and vision exceeds the overall percentage of workers with disabilities employed in low-wage occupations.

Figure 10: Distribution of Workers with Disabilities Earning Less than 80% Florida AMI by Disability Type, 2021



Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

Average Annual Wages/Hours Worked

Workers without disabilities work, on average, more hours per week, resulting in higher wages. Additionally, workers with disabilities in Florida, on average, earn less than 80% of the state’s AMI in occupation families where they are overrepresented, including: Transportation and Material Moving Occupations, Food Preparation and Serving Related Occupations, and Building and Grounds Cleaning and Maintenance Occupations.



Table 5: Average Annual Wages and Weekly Hours by Disability Status and Occupation Family for Working-Age Adults in Florida, 2021

Occupation Family (2-Digit SOC)	Average Weekly Hours (Adjusted Based on Average Annual Weeks Worked)		Average Annual Wages (\$)	
	Workers with Disabilities	Workers without Disabilities	Workers with Disabilities	Workers without Disabilities
Architecture and Engineering	37.1	41.2	59,649	82,229
Arts, Design, Entertainment, Sports, and Media	34.1	35.2	30,253	42,533
Building and Grounds Cleaning and Maintenance	30.4	35.1	19,270	22,004
Business and Financial Operations	37.7	40.4	55,727	69,448
Community and Social Service	37.5	38.6	42,367	44,033
Computer and Mathematical	37.9	41.0	65,957	80,849
Construction and Extraction	33.6	38.5	29,550	35,996
Educational Instruction and Library	36.6	37.0	43,173	44,693
Food Preparation and Serving Related	23.6	32.8	16,248	25,677
Healthcare Practitioners and Technical	39.3	38.3	51,706	67,488
Healthcare Support	40.2	35.3	23,684	26,898
Installation, Maintenance, and Repair	38.9	41.2	45,474	46,769
Legal	40.3	41.4	69,547	77,697
Life, Physical, and Social Science	38.2	40.2	52,354	63,758
Management	41.7	43.6	63,172	77,411
Office and Administrative Support	35.2	37.1	33,007	38,538
Personal Care and Service	23.9	32.0	23,436	22,833
Production	39.9	39.1	33,205	39,270
Protective Service	41.8	42.4	47,668	57,762
Sales and Related	32.4	38.5	33,692	51,552
Transportation and Material Moving	30.3	39.3	23,676	38,631

Source: Lightcast analysis of 2021 ACS 1-year estimates from IPUMS USA

Transition and Destination Occupations

PWDs are concentrated in some occupations and underrepresented in others. This section focuses on the occupations where workers with disabilities are concentrated. By targeting career services around these occupations, Able Trust and other workforce development partners would naturally oversample the community of PWDs.

FLDOE/VR, The Able Trust and their partners can use data on current employment, wages, and representation of PWDs in occupations in Florida to connect this population to meaningful job opportunities.⁸ Using these metrics, we created two categories, transition occupations and destination occupations. These categories can inform the design and implementation of career services offered to PWDs.

Transition occupations. Career service providers should target workers in these occupations for upskilling and reskilling into other occupations. These jobs tend to pay lower wages than other occupations that require similar levels of education and experience, and/or they are projected to shed jobs over the next ten years. PWDs are also highly represented in these occupations, so career services that target these workers will naturally oversample PWD. Career services can build on the skills developed in these occupations and add new skills through job training to facilitate worker transitions into occupations with stronger labor market outcomes.⁹

Destination occupations. Career service providers should develop programming to connect PWDs to these occupations. These jobs tend to pay more than other occupations that require similar levels of education and experience, and Florida is projected to add employment in these occupations over the next ten years. Additionally, PWDs are well represented in these occupations, which is a positive proxy for the ability of employers to structure employment in these occupations in a way that is conducive to the success of PWDs. Career service providers can advertise these occupations as target occupations for PWDs. Career service providers that work with PWDs can develop job training and job placement programs to connect workers to these occupations, building on the already strong representation of PWDs in these occupations.¹⁰

Additional details on each of the occupations listed, including the total number of Floridians with disabilities employed, average annual wages, and disability disparity ratios, can be found in Tables 6 and 7, below, for the top 15 occupations in each of the above categories. Because the 1-year ACS microdata lacks sufficient sample sizes to provide reliable occupation-level data for Florida's workers with disabilities, these values were calculated using the 2015-2019 ACS 5-year microdata from IPUMS USA.

8 We quantify and differentiate the representation across occupations using a Disability Disparity Ratio (DDR), which measures the degree to which PWDs are represented in any given occupation relative to their representation across all occupations as compared to the share of people with disabilities employed in that same occupation relative to their representation across all occupations. If we divide the rate for PWDs by the rate for people without disabilities and the outcome is 1.5, then we know that workers with disabilities are 1.5 times more likely to be employed in that occupation than workers without disabilities. Conversely, if the result is .75, then PWDs are 25% less likely than workers without disabilities to be employed in that occupation. A ratio of 1.0 indicates that the representation of PWDs in that occupation matches their representation in the overall employed population.

9 Destination occupations meet the following criteria: $DDR \geq 1$ AND (Wages \geq 80% AMI AND Growth ≥ 0)

10 Destination occupations meet the following criteria: $DDR \geq 1$ AND (Wages \geq 80% AMI AND Growth ≥ 0)

Table 6: Top 15 Transition Occupations by total employment of PWDs in Florida, 2015-2019

Transition Occupations	Total Employed PWDs	Annual Average Wages for PWDs	Disparity Ratio
Janitors and Building Cleaners	7,521	\$16,481	1.8
Maids and Housekeeping Cleaners	4,661	\$11,515	1.1
Stockers And Order Fillers	4,493	\$18,734	1.9
Laborers and Freight, Stock, and Material Movers, Hand	4,331	\$19,444	1.9
Construction Laborers	4,048	\$16,591	1.1
Cooks	3,519	\$18,387	1.1
Security Guards and Gambling Surveillance Officers	3,330	\$27,570	1.8
Landscaping And Groundskeeping Workers	3,130	\$17,455	1.2
Nursing Assistants	2,842	\$20,360	1.1
Carpenters	2,841	\$28,104	1.2
Office Clerks, General	2,511	\$26,722	1.1
Receptionists and Information Clerks	2,396	\$23,467	1.2
Food Preparation Workers	2,124	\$12,657	1.9
Teaching Assistants	1,479	\$21,666	1.1
Painters and Paperhangers	1,448	\$23,277	1.1

Table 7: Top 15 Destination Occupations by total employment of PWDs in Florida, 2015-2019

Destination Occupations	Total Employed PWDs	Annual Average Wages for PWDs	Disparity Ratio
Bookkeeping, Accounting, and Auditing Clerks	2,655	\$31,045	1.1
First-Line Supervisors of Construction Trades and Extraction Workers	1,916	\$50,430	1.3
Construction Managers	1,899	\$54,641	1.1
Licensed Practical and Licensed Vocational Nurses	1,867	\$37,054	1.2
Management Analysts	1,635	\$80,906	1.1
Property, Real Estate, and Community Association Managers	1,465	\$42,920	1.0
Computer Occupations, All Other	1,441	\$45,483	1.1
Maintenance and Repair Workers, General	1,338	\$40,644	1.4
Computer Support Specialists	1,252	\$51,072	1.1
Billing and Posting Clerks	1,238	\$30,611	1.2
Other Office and Administrative Support Workers	1,195	\$34,293	1.0
Other Teachers and Instructors	1,178	\$31,290	1.2
Social Workers, All Other	1,025	\$42,844	1.1
Other Installation, Maintenance, And Repair Workers	1,016	\$34,264	1.2
Insurance Claims and Policy Processing Clerks	876	\$31,172	1.2

Growing Occupations

Florida's economy continues to grow, offering increasing numbers of job opportunities to Floridians. Employers are challenged to fill openings for occupations with the fastest growth and may look to PWDs as a source of talent – heretofore underutilized – to supply the number of workers commensurate with workforce demand.

Table 8 shows Florida's fastest growing occupations that also pay more than 80% AMI based on 2015–2019 estimates. The table also shows the level of representation of PWDs in them and the disability disparity ratio, which is a measure of whether PWDs are underrepresented (values below 1) or well represented values above 1). Fast-growing occupations that pay well but employ less than their equivalent share of PWDs are areas of opportunity to increase representation and should receive particular attention from The Able Trust, FLDOE/VR, and workforce partners.

Occupations showing the most rapid growth may be experiencing the most acute talent constraints, and therefore may be more open to tapping underutilized sources of talent, expanding their recruitment efforts to include PWDs, and implementing accommodations to enable these Floridians to join their workforce.



Table 8: Top Growing Occupations by Projected Employment Gain

Occupation Name	Projected 10yr Employment Gain	Total Employment of PWDs (2015-2019)	Disability Disparity Ratio	Annual Average Wages PWDs (2015-2019)	Growth	Typical Entry-level Education
Other Managers	22,002	6,752	0.9	\$69,456	14%	Sub-Bachelor's
Software Developers	11,309	1,129	0.6	\$89,619	30%	Bachelor's +
Financial Managers	10,343	1,429	0.6	\$68,468	20%	Bachelor's +
Accountants and Auditors	8,713	2,982	0.8	\$50,055	12%	Bachelor's +
Medical and Health Services Managers	8,482	1,047	0.7	\$65,875	27%	Bachelor's +
Postsecondary Teachers	8,200	1,555	0.8	\$52,673	19%	Bachelor's +
Real Estate Brokers and Sales Agents	6,973	2,159	0.8	\$36,365	13%	Sub-Bachelor's
Lawyers, and judges, magistrates, and other judicial workers	6,113	1,358	0.6	\$129,216	14%	Bachelor's +
General and Operations Managers	5,995	1,615	0.7	\$87,350	13%	Bachelor's +
Insurance Sales Agents	4,950	1,102	0.7	\$43,601	16%	Sub-Bachelor's
Paralegals and Legal Assistants	3,974	1,075	0.9	\$51,042	16%	Sub-Bachelor's
Other Designers	3,965	400	0.7	\$46,903	32%	Bachelor's +
Education And Childcare Administrators	3,757	1,185	0.7	\$56,790	11%	Bachelor's +
Marketing Managers	3,715	604	0.5	\$62,718	16%	Bachelor's +
Physicians	3,676	709	0.4	\$209,651	10%	Bachelor's +
Computer and Information Systems Managers	3,350	785	0.7	\$101,434	15%	Bachelor's +
Human Resources Workers	3,324	1,181	0.8	\$59,573	11%	Bachelor's +
Flight Attendants	3,102	141	0.4	\$45,783	39%	Sub-Bachelor's
Coaches And Scouts	2,906	138	0.3	\$34,428	36%	Bachelor's +
Project Management Specialists	2,814	788	0.6	\$64,133	11%	Bachelor's +
Aircraft Pilots and Flight Engineers	2,618	97	0.2	\$134,185	22%	Bachelor's +
Market Research Analysts and Marketing Specialists	2,564	490	0.9	\$46,224	24%	Bachelor's +
Physical Therapists	2,517	120	0.2	\$36,739	22%	Bachelor's +
Computer Systems Analysts	2,429	717	0.8	\$62,693	13%	Bachelor's +
Sales Managers	2,335	648	0.6	\$70,352	10%	Bachelor's +

Strategies and Recommendations

While the labor force participation rate and quality of workforce experiences of PWDs has lagged that of the general population over the past 30 years, the current economic climate and evolution in the world of work opens new possibilities for PWDs. Employers' acute demand for talent does not appear to be abating, especially in a state like Florida whose economy continues to expand. Employers' openness to distance and hybrid work and use of assistive technologies creates new possibilities for all workers, PWDs included.

Florida's vocational rehabilitation system with the support of The Able Trust is positioned to lead the state in cultivating a more inclusive labor force by providing the research and facilitation that will activate this latent talent pool; enable employers to identify, recruit, and support these workers; and improve effectiveness and efficiency of the service delivery system.

Comparison States

Each of the comparison states used for this study (California, Massachusetts, Pennsylvania, and Texas) takes its own approach to organizing services and resources to support employment of PWDs. A review of programs and policy from each of the comparison states has revealed approaches that may be helpful in aligning, improving, and focusing efforts to increase employment for PWDs in Florida.

Texas is unique in that Vocational Rehabilitation is operated through its 28 Workforce Development boards. Texas Vocational Rehabilitation was moved to the Texas Workforce Commission in 2016 and is now the Texas Workforce Solutions- Vocational Rehabilitation Services (TWS-VRS). Each Workforce Solutions board across the state collaborates with TWS-VRS for their region's specific VR needs and offers services tailored to the needs of the specific local population.

The Texas Workforce Commission partnered with the University of Texas to develop training, credentialing, and endorsement programs for contracted vocational rehabilitation service providers across the state. Providers learn to appropriately train, place, and support employees with disabilities. The goal is to obtain more successful employment outcomes while holding providers to a higher standard of service.

None of the 4 states reviewed have a direct support organization in the form of an endowment fund. They all are fully funded through the government rather than a foundation that strives to raise money from community donors.



All 4 states reviewed and Florida have specialized departments or commissions for the blind and visually impaired that provide separate VR services.

VR counselors are highly compensated in the comparison states. The wage and education differentials may result in higher levels of staff turnover in Florida. Qualitative research indicated frustration among Florida VR program participants who report frequent turnover of VR counselors resulting in service changes and delays.

Industry Targeting

The industries in Florida where PWDs are a larger share of the workforce relative to the rest of the nation include:

- Retail Trade, where Floridians with disabilities have slightly higher representation than in the national Retail Trade sector
- Accommodation and Food Service, which is large in Florida and in which PWDs are proportionally more represented than in the nation as a whole
- Construction, where Floridians also exceed national representation as a share of the sector's total workforce

A deeper examination of these industries' outreach and hiring practices can reveal how they have conducted outreach and recruitment, used assistive technologies, implemented inclusive practices, and otherwise arranged themselves to be more welcoming and supportive of PWDs.

Industries in which Floridians with disabilities lag their counterparts nationally in representation include Healthcare and Social Assistance, and Manufacturing. Both sectors offer opportunities for PWDs, The Able Trust can support FLDOE /VR in helping Floridan's with disabilities achieve representation on par with national averages within these sectors by engaging employers and promoting associated career pathways, education, and training.

Growing industries, like Arts, Entertainment, and Recreation, offer expanded employment opportunities for all Floridians. PWDs can be valuable talent resources for employers seeking to fill new openings in these areas. FLDOE/VR is already taking steps to prepare PWDs for these opportunities through initiatives like the ArtCIE Project. The ArtCIE Project is a pilot program that will help subminimum wage workers with disabilities build skills needed in competitive industries like the Arts. Continued implementation of such programs will support increased employability of PWDs.

Occupation Targeting

Career services for PWDs can cater to the specific labor force patterns of this population while also taking into consideration their unique concerns.

Job placement

Efforts to support the employment of PWDs can target occupations where PWDs have strong representation today. About one-quarter of workers with disabilities in Florida are concentrated in jobs within two Occupation families:

- Office and Administrative Support
- Sales and Related Occupations

Career pathing

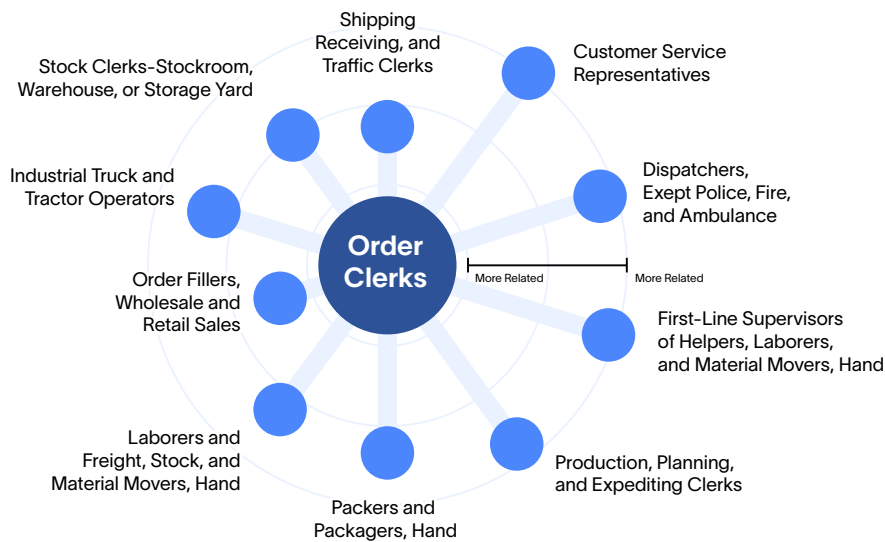
Career pathing can cater to PWDs in two ways: focusing upskilling scaffolding on the occupations that PWDs are in today and ensuring that adequate accessibility considerations are in place for this cohort to complete skills training and connect to open jobs. The following are occupation families employing a large concentration of workers with disabilities today:

- Office and Administrative Support Occupations
- Transportation and Material Moving Occupations
- Food Preparation and Serving Related Occupations
- Building and Grounds Cleaning and Maintenance Occupations

Furthermore, career pathing can focus on the specific occupations that pay less than 80% AMI. Occupations that our analysis of 2015-2019 ACS 5-year microdata indicate earn less than this threshold and employ a high concentration of workers with disabilities include the following:

- | | |
|--|--|
| ▪ Maids and Housekeeping Cleaners | ▪ Nursing Assistants |
| ▪ Stockers And Order Fillers | ▪ Carpenters |
| ▪ Laborers and Freight, Stock, and Material Movers, Hand | ▪ Office Clerks, General |
| ▪ Construction Laborers | ▪ Receptionists and Information Clerks |
| ▪ Cooks | ▪ Food Preparation Workers |
| ▪ Security Guards and Gambling Surveillance Officers | ▪ Teaching Assistants |
| ▪ Landscaping And Groundskeeping Workers | ▪ Painters and Paperhangers |

Sound career pathing includes reviewing the skills overlaps and gaps between different occupations along the career pathways. To better illustrate the potential of career pathing, consider the example of a person with a disability who is currently employed as an Order Clerk. The diagram below illustrates feasible transitions that an Order Clerk could make in today's labor market.



For example, Customer Service Representatives have skills similar to Order Clerks, but a higher average salary and greater upward advancement potential. To support such career transitions, workforce development practitioners can study the specific skills underlying the transition between two occupations. Continuing with the example above, here are the skill gaps that the Order Clerk would need to fill to successfully transition:

	Specialized Skills	Importance
1	Customer Service	✓✓✓✓
2	Customer Contact	✓
3	Sales	✓
4	Appointment Setting	✓
5	Prospective Clients	✓
6	Scheduling	✓
7	Customer Relationship Management (CRM)	✓
8	Repair	✓
9	Customer Billing	✓
10	Personal Protective Equipment (PPE)	✓

Catering Career Services to Occupational Characteristics

The data and tables presented in this report provide the groundwork for the development and delivery of career services for Florida’s working-age population with disabilities. The Transition and Destination Occupations Section offers insights regarding how to structure career services, so they have the most impact. Transition occupations are lower paying than comparable occupations or projected to shed jobs over the next ten years, and they employ a disproportionate number of PWDs. Focusing upskilling efforts on people currently employed in transition occupations will naturally oversample PWDs and provide them with training needed to advance from their current jobs.

The Transition and Destination Occupations section can also inform job placement and employer engagement. Destination occupations are accessible (indicated by proportional or overrepresentation of PWDs), growing, and pay above average wages, making them favorable landing spots for workers moving out of transition occupations. Focusing job placement and employer engagement efforts on destination occupations will provide PWDs links to occupations where evidence suggests they have strong chances for success.

Growing Occupations identified in this report provide information on potential occupation targets in which PWDs are underrepresented, as indicated by a disability disparity ratio is less than 1. Work in these occupations likely presents various barriers to the success of PWDs in the workplace. Career services for these occupation targets should focus on employer accommodations or accessibility. In occupations where underrepresentation is an issue of awareness, services should focus on outreach to PWDs about these opportunities.

Taking Advantage of Remote Work Opportunities

The workforce development system can accommodate PWDs by taking into consideration the volume of remote work opportunities and the current representation by disability type of PWDs in those occupations.

Like all job opportunities for PWDs, remote work accommodations will be a function of disability type. When building remote work accommodations, workforce development practitioners should target occupation groups with a high volume of remote job postings and relatively strong representation of a disability type. The table below summarizes these opportunities.

Table 8: Top Growing Occupations by Projected Employment Gain

Top 10 Remote Occupations by Demand	Remote Job Postings 2019-2022	Ambulatory		Cognitive		Hearing		Vision	
		% Working Remote	Total in Occupation	% Working Remote	Total in Occupation	% Working Remote	Total in Occupation	% Working Remote	Total in Occupation
Software Developers	36,876	23%	384	19%	286	34%	423	25%	449
Customer Service Representatives	23,262	8%	3,826	9%	2488	7%	2,342	10%	2,074
Insurance Sales Agents	19,787	23%	576	14%	350	20%	490	1%	397
Computer Occupations, All Other	15,192	22%	758	53%	339	18%	560	12%	538
Registered Nurses	13,128	5%	3,013	-	1782	3%	2,355	3%	1,932
Accountants and Auditors	9,359	16%	1,335	8%	837	2%	1,007	3%	918
Management Analysts	8,514	21%	589	53%	335	33%	753	19%	503
Marketing Managers	7,903	35%	298	47%	131	0%	208	15%	239
Web Developers	7,549	38%	56	0%	75	44%	39	0%	66
Sales Managers	7,474	8%	325	5%	231	6%	432	6%	198

Sources: Lightcast analysis of job postings data and 2015-2019 ACS 5-year estimates from IPUMS USA

Remote work accommodations include myriad supports. Accessibility.com lists the following: flexible working hours, standing desks, auto-captioning software, screen readers, speech-to-text software, adaptive computer mouse or phone, noise-canceling headphones, visual search engines, and more.¹¹

11. Read the Accessibility.com article here: <https://www.accessibility.com/blog/remote-work-and-accessibility-accommodations-at-home>

Coordination and Convening

Florida has taken monumental steps towards the strategic alignment and coordination of education and workforce initiatives, including those serving PWDs.

In 2021, the Florida Legislature passed the Reimagining Education and Career Help (REACH) Act, which intends to streamline all access points to education and career assistance across the state's workforce resources in the Florida Department of Children and Families, FLDOE, FL [Digital Service], and CareerSource Florida. The REACH Act also requires Florida's workforce agencies to collaborate with business and industry leaders to create a state-approved list of credentials to align training with workforce demands.

A more streamlined approach to workforce service delivery offers many benefits, including coordinating and convening providers, reducing redundancy and confusion, and routing individuals towards the most appropriate services, providing much needed clarity for people with disabilities, their families, employers, and service providers. As this initiative gets underway, FLDOE/VR with the support of The Able Trust are positioned to ensure PWDs gain access to, and benefit from, the broad spectrum of career services and training programs available within the state.

Encouraging self-advocacy among PWDs and advocating on their behalf will be an important step in ensuring that the needs and priorities of PWDs are taken into consideration as the state revamps its workforce system. Doing so will also help to situate Floridians with disabilities as part of the workforce solution for Florida businesses and employers.

Increasing Awareness

This report identified industries offering many viable job and career opportunities for PWDs. The focus groups and listening sessions indicated that PWDs and their families were often unaware of employment opportunities in general, and more specifically, of industries and occupations that are more disability-friendly in terms of accessibility and accommodations.

An aggressive campaign to increase job, industry, and career awareness among PWDs, their families, and the organizations who serve them can help connect them to the most viable opportunities and enable them to seek appropriate education and training experiences to increase their competitiveness for those opportunities. A career awareness campaign can also help drive education and training programs that serve PWDs to focus on the most viable options, and to ensure that relevant instruction and accommodation strategies are addressed.

A common theme articulated in the surveys and focus groups is that many employers do not understand how to manage and/or work with PWDs, and need assistance in visualizing how the situation will be a success. Workers with disabilities face an uphill battle for employment across the entire state with the

challenges being most profound in the rural areas. Pockets of relative success can be found but most are concentrated in fields that are not considered “good” jobs.

Employers have not shown the initiative to foster more inclusive workplaces. Such actions may include actively recruiting and engaging PWDs and providing accommodations to support their success in the workplace. Through an aggressive campaign to reach Florida employees, FLDOE/VR with the support of The Able Trust can provide not only the needed awareness, but actual resources and supports to help Florida businesses succeed in hiring PWD.

Policy

Disability Service Workers

Professionals and paraprofessionals who work with PWDs often earn lower wages. Advocacy for workers in the disability services system and support for more favorable wages can help to increase the number and quality of those workers, and in turn, result in higher quality services and better outcomes.

System Alignment

PWDs can have a difficult time navigating the large and complex service delivery system. With a high-level, statewide view of the service delivery system, the FLDOE/VR and The Able Trust can identify redundancies and gaps in the system and advocate for services that can ensure that services are available where and how they are most needed. Reviewing current offerings and adding new services can work to ensure:

- Service availability across the state, with sufficient services especially in rural areas
- Service availability that addresses the range of disability types, including disabilities that are both seen and unseen
- Service availability to those connected to state-supported institutions, such as education and social service organizations, and to those not connected to the institutions via community-based organizations and proactive efforts to connect to PWDs
- Active promotional campaigns to ensure that all Floridians with disabilities are aware of the services in their community, that home care services are available, and that eligibility for services considers characteristics including but not limited to age, disability status, language, and family situation.

Training and Support for Workforce System Partners

For institutions that serve the general population (including PWDs), the FLDOE/VR and The Able Trust can lead efforts to ensure that those organizations

receive training and materials to better enable them to serve PWDs and refer to organizations with more specialized services and resources for PWDs as appropriate. Workforce Centers and educational institutions are well-positioned to assist PWDs to achieve employment and can especially benefit from deeper understanding of the challenges and opportunities they face and an enhanced set of services, resources, and referral capabilities to engage and serve this population more effectively.

Training and Support for Employers

Employers are often unaware of best practices, resources, and services available to them that can enhance their ability to hire PWDs. A campaign to increase awareness of the benefits of hiring PWDs; employment referral sources that serve PWDs; and assistive technologies and other accommodations for PWDs can increase hiring and enhance connections between employers and workers with disabilities. An education campaign to increase employers' understanding of common discriminatory practices and their responsibilities under the Americans with Disabilities Act (ADA) is also warranted.

Research and Thought Leadership

FLDOE/VR with the support of The Able Trust and other organizations supporting PWDs in Florida can and should expand on current research and thought leadership to support this population. The resources below would contribute to a body of knowledge that would enable further support of PWDs in the workforce.

Employer Best Practices

Many employers reported in the listening sessions that they do not have expertise as it relates to PWDs, making them hesitant to embrace the perceived "challenges" of recruiting and onboarding workers with disabilities. PWDs are aware of these concerns, making them reluctant to self-identify as having a disability. Consequently, workers with disabilities often forgo rights and accommodations to which they are entitled, and from which they would greatly benefit. Employers with experience employing and supporting PWDs can be the best advocates for dispelling myths and misunderstandings within the broader community of employers.

Similarly, the unique and impactful initiatives of employers currently engaging large numbers of workers with disabilities can serve as models of "best practice" for their counterparts interested in cultivating a stronger, more inclusive workforce.

The identification and dissemination of such examples can both guide employers in recruiting and supporting workers with disabilities and illustrate the benefits of making such efforts. Based recruit and support workers with disabilities how they can recruit workers through non-traditional avenues,

access and utilize assistive technologies more efficiently and affordably than they might realize, access supportive services, reimagine the time/place/manner in which work happens, and accommodation of special needs that can enable greater participation by PWDs.

Post High-School Experiences

The high school graduation rates for all PWDs are improving each year and persons with sensory disabilities have a graduation rate that exceeds that of the general population. People with disabilities can succeed in educational attainment, and yet that success is not as frequently reflected in their subsequent employment outcomes. Following those successful high school completers can reveal what disrupts their positive trajectories, and aid in the identification of interventions to support PWDs as they transition high school experience with postsecondary and/or work experience. Further research questions may include:

- What proportion of high school graduates with disabilities transition to postsecondary education? Of those:
 - What proportion enter four-year programs?
 - What proportion enter two-year degree programs?
 - What proportion enter technical or vocational programs?
 - For each of the program types indicated, what special services or disability accommodations are available?
 - Do high school graduates with disabilities (ambulatory, vision, cognitive, etc.) cluster by disability type into different types of programs or at different types of providers?
- What proportion of high school graduates with disabilities transition directly to work? Of those that do:
 - Do they commonly disclose their disabilities to their employers in the interview or onboarding process?
 - What are the most common occupational, industry, and career areas post high school?
 - Do their post high-school career areas differ based on where they reside in Florida and/or the nature of their disability?
- What proportion of high school graduates with disabilities neither work nor continue their education after high school?

With better employment outcomes for young adults with disabilities, further research can inform how approaches that appear to work for young adults can also benefit older PWDs. Longitudinal studies can help to determine the benefits of intervention at a younger age endure as the individuals get older, or whether different services and supports for older individuals are needed.

Appendix

Vocational Regions Map





INFORMATION ITEM 3

Nonprofit Workforce Survey Results

2023 Nonprofit Workforce Survey Results: Communities Suffer as the Nonprofit Workforce Shortage Crisis Continues

- Nearly three out of four nonprofits (74.6%) completing the survey reported job vacancies.
- More than half of nonprofits (51.7%) reported they have more vacancies now compared to before the COVID-19 pandemic, and nearly three out of ten (28.1%) have longer waiting lists for services.
- The nonprofit jobs most commonly unfilled are those that interact with the public the most.
- Almost three out of four respondents (74.0%) reported vacancies in their program and service delivery positions, and two out of five (41.1%) reported vacant entry-level positions.
- Almost three out of four respondents (72.2%) said salary competition affects their ability to recruit and retain employees, followed by budget constraints/insufficient funds (66.3%). Additional causes for nonprofit workforce shortages reported by nonprofits were stress and burnout (50.2%) and challenges caused by government grants and contracts (20.6%).

Nonprofits responding to the 2023 survey identified the following barriers to recruiting and retaining nonprofit staff:

- Salary competition was the most frequently cited challenge, having been identified by nearly three out of four respondents (72.2%).
- Two-thirds of those completing the survey (66.3%) named budget constraints/insufficient funds as a factor, which, of course, impacts salary competition.
- More than half (50.2%) pointed to stress and burnout.
- One out of five respondents (20.6%) identified challenges caused by government grants and contracts as a major cause of nonprofit workforce shortages.
- The lack of available, affordable childcare continues to be a major problem impacting recruitment and retention, according to 14.6% of respondents.



INFORMATION ITEM 3 (cont.)

Nonprofit Workforce Survey Results

The 2023 nonprofit survey invited nonprofits to elaborate on any challenges they face in addition to the ones identified in the survey document. One in five (20.3%) survey respondents chose this response option and provided insights.

- Some nonprofits shared that it is usually not just one thing, but the cumulative effect of multiple factors that cause employees to leave.
- “Losing institutional knowledge has created gaps in understanding and diminished the strength of relationships our organization has in the community.”
- Some employees leave their jobs and move from the community because of the increased costs of housing as they search for more affordable housing options. This same barrier in turn prevents job candidates from accepting job offers and relocating.
- Hiring delays caused by nonprofits conducting background checks cause many impatient job candidates to take other positions rather than wait.
- Wage gaps are also a pay equity issue. As one nonprofit pointed out, since BIPOC staff “often do not have the financial support structures in place that white people do,” and without more financial resources, many nonprofits cannot recruit a more diverse workforce.



2023

Nonprofit Workforce Survey Results

Communities Suffer as the Nonprofit Workforce
Shortage Crisis Continues

Table of Contents

Executive Summary	ii
Introduction	1
The Scope of the Problem	3
Why It Matters: The Consequences to People, Communities, and Missions	5
Delays in Services – Long Waiting Lists	5
Barriers to Nonprofits Retaining and Recruiting Employees	9
Salary Competition	10
Budget Constraints	11
Stress and Burnout	13
Government Grants and Contracting Challenges	15
Child care	17
Other Factors.....	19
External Factors Impacting Nonprofits	21
Charitable Giving	21
Impact of Natural Disasters on Nonprofits and Community Service	23
The End of the Pandemic Public Health Emergency	24
Additional External Challenges and Events	26
Solutions and Recommendations	27
Practical Solutions Implemented by Nonprofits	27
Practical Solutions Proposed by Nonprofits.....	29
Public Policy Solutions	30
General Application	30
Reforming Government Grants and Contracting Systems	30
Profiles of Nonprofits Completing the Survey	35
Who completed the survey – by budget size	35
Who completed the survey – by the primary communities the nonprofit serves	36
Who completed the survey – by subsector	37
Appendix: State Reports	38

Executive Summary

An initial survey of nonprofit workforce shortages in late 2021 documented that the nonprofit sector was in crisis and that the individuals and communities served by charitable organizations were suffering as a result. The data from the survey, presented in [Nonprofit Workforce Shortages: A Crisis that Affects Everyone](#), demonstrated that nonprofits were experiencing intolerably high job vacancy rates, resulting in growing waiting lists for services or the denial of services altogether. Nonprofits were clear on the causes for the job vacancies: salary competition from the for-profit and governmental sectors, the inability of potential job applicants to find child care, challenges caused by problems related to government grants and contracts, and stress and burnout. The news media and the public took notice of the nonprofit workforce crisis, and policymakers at the local, state, and federal levels, to their credit, adopted some reforms aimed at alleviating the pressures.

A second nationwide survey in Spring 2023 sought to determine whether the workforce shortages nonprofits had identified 18 months earlier were still at crisis level, had abated, or were morphing into new challenges. More than 1,600 nonprofit professionals from all 50 states and the District of Columbia completed the survey, providing both quantitative data as well as qualitative insights on their experiences, actions, and recommendations for alleviating the workforce challenges.

Collectively, the data confirm that nonprofits are still enduring a shortage of employees and, as a natural consequence, the public continues to suffer because fewer employees mean reduced capacity, longer waiting lists for services, reduced amounts and types of services provided, and sometimes a complete end of needed services.

Key Findings

- Nearly three out of four nonprofits (74.6%) completing the survey reported job vacancies.
- More than half of nonprofits (51.7%) reported they have more vacancies now compared to before the COVID-19 pandemic, and nearly three out of ten (28.1%) have longer waiting lists for services.
- The nonprofit jobs most commonly unfilled are those that interact with the public the most. Almost three out of four respondents (74.0%) reported vacancies in their program and service delivery positions, and two out of five (41.1%) reported vacant entry-level positions.
- Almost three out of four respondents (72.2%) said salary competition affects their ability to recruit and retain employees, followed by budget constraints/insufficient funds (66.3%). Additional causes for nonprofit workforce shortages reported by nonprofits were stress and burnout (50.2%) and challenges caused by government grants and contracts (20.6%).

- Seven out of ten nonprofits (70.5%) anticipate charitable giving to decrease or remain flat in 2023, while 68.7% of nonprofits anticipate the number of donors to decrease or remain unchanged.

Why It Matters: Consequences for the Public

When nonprofits cannot hire enough employees to provide vital services, the public suffers. Data from this survey and others show that along with increased demands for services, there are longer waiting lists, reduced services, and sometimes elimination of services. When any of those happen, the ripple effects cannot be ignored: communities lose access to food, shelter, mental health care, and other vital services on which people depend.

Barriers Creating Nonprofit Workforce Shortages

Nonprofits responding to the 2023 survey identified the following barriers to recruiting and retaining nonprofit staff:

- Salary competition was the most frequently cited challenge, having been identified by nearly three out of four respondents (72.2%).
- Two-thirds of those completing the survey (66.3%) named budget constraints/insufficient funds as a factor, which, of course, impacts salary competition.
- More than half (50.2%) pointed to stress and burnout.
- One out of five respondents (20.6%) identified challenges caused by government grants and contracts as a major cause of nonprofit workforce shortages.
- The lack of available, affordable child care continues to be a major problem impacting recruitment and retention, according to 14.6% of respondents.

Practical and Public Policy Solutions

Recognizing that the people leading, working in, and volunteering for charitable nonprofits are, by nature, problem solvers, the 2023 survey invited participants to share solutions they had utilized or identified to mitigate the nonprofit workforce shortages crisis. They provided ample examples of practical solutions they implemented or are considering, as well as pointed to public policy solutions of general applicability, especially essential reforms to government grants and contracting systems.

- Nearly two-thirds (66%) of nonprofits participating in the 2023 survey raised salaries, and more than half (57.7%) implemented a remote work policy in their organizations.

- Other frequently used strategies to retain employees, according to respondents, have been providing more benefits to their employees (40.9%), awarding one-time bonuses (39.3%), and implementing diversity, equity, and inclusion trainings and strategies (39.2%).
- Respondents identified other notable strategies, including offering career advancement opportunities, expanding mental health benefits and wellness programs, and notifying employees about their eligibility for the Public Service Loan Forgiveness program.
- Survey participants also recommended numerous systemic reforms that would help many organizations. These include adopting a focus on equity, expanding the professional pipeline through educational programs, confronting burnout through wellness programs, and encouraging funders to cover the full costs of programs.
- Public policy recommendations of general applicability call for expansion of student loan forgiveness and greater investment in affordable housing – two barriers that hinder the ability of workers to take jobs in the nonprofit sector.
- The most robust area of recommendations focuses on reforming the grantmaking and contracting systems of governments at all levels.

Introduction

In late 2021, the National Council of Nonprofits' networks conducted a nationwide survey examining the impact of pandemic-related nonprofit workforce shortages. [A report analyzing responses](#) from more than 1,000 nonprofits from all 50 states revealed significant adverse consequences to the public and nonprofits alike. The report demonstrated that nonprofits were enduring intolerably high job vacancy rates, resulting in growing waiting lists for services or the denial of services altogether.

Nonprofits were clear on the causes for the job vacancies: salary competition from the for-profit and governmental sectors, the inability of potential job applicants to find child care, challenges caused by problems related to government grants and contracts, and stress and burnout. A human services provider in Vermont summarized the sector-wide workforce crisis by sharing their condition: "We are overworked, underpaid, and see no relief in sight. At this point, we're just hoping to survive."

The news media and the public took notice of the nonprofit workforce crisis, and policymakers at the local, state, and federal levels, to their credit, adopted some reforms aimed at alleviating the pressures.

That initial report proposed changes to public policies and identified practical mitigating steps for nonprofits to consider. [An update in July 2022](#) highlighted some positive actions governments at all levels had taken to alleviate workforce shortages. It also underscored that for nonprofits to continue providing essential services to the public, they needed more resources and approaches to recruit and retain employees.

In April 2023, the networks of the National Council of Nonprofits conducted a second nationwide survey to secure the latest, comprehensive information about the nonprofit workforce. The following report analyzes the more than 1,600 responses collected from all 50 states and the District of Columbia. It also references data from reports by state associations of nonprofits and other charitable nonprofits to present the most current information on the challenges nonprofits face. Where appropriate, the report compares the 2023 survey data with results from the 2021 survey.

The first section of the report lays out the survey data on staff vacancies at charitable nonprofits. The next section explains why the data matter by analyzing the impact on those organizations' abilities to serve individuals in their communities and advance their missions. The third section identifies numerous factors leading to workforce shortages, including salary competition, stress and burnout, challenges caused by government grants and contracts, and other shortcomings such as a lack of available, affordable child care. A fourth section briefly addresses external factors such as natural disasters and the end of relief policies that affect nonprofit employment. The final section identifies a range of solutions that individual organizations, philanthropy, and policymakers can take to limit the

risks to the public when charitable organizations do not have adequate staffing. Throughout, the report presents comments from survey respondents – identified as “*Data In Context – Insights from Frontline Nonprofits*”¹ – to tell the story beyond the data. In total, the data and comments present a compelling narrative on the state of nonprofit workforce recruitment and retention in the aftermath of the Covid-19 pandemic.

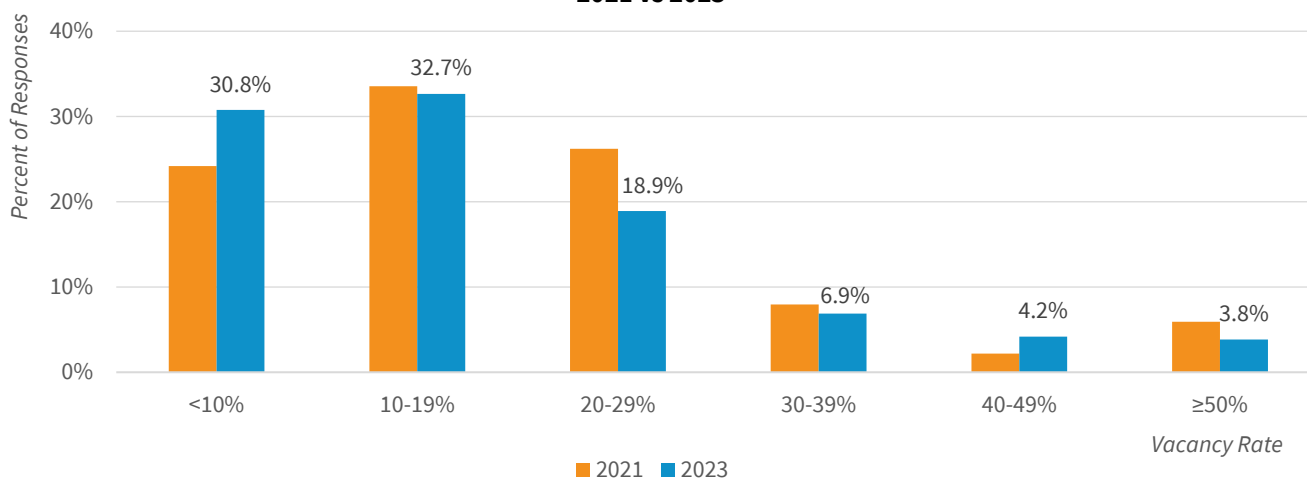
¹ The survey asked respondents to provide additional comments that would put their responses in context. The survey also gave participants the option of remaining anonymous or of having the name of their organization identified in this report. All quotes herein honor the respondents’ selections; those requesting anonymity are identified only by state and subsector where appropriate.

The Scope of the Problem

The challenge of nonprofit job vacancies is widespread and troublingly high, according to survey responses in both nationwide surveys. Three out of four respondents report job vacancies (74.6% in 2023, 76% in 2021). This finding in 2021 generated considerable attention from the news media, the public, and policymakers and resulted in greater awareness of the correlation between nonprofit staffing and wellbeing in communities.² By comparison, only a third (33.0%) of private businesses had job vacancies at any time between August 2021 and September 2022, according to U.S. Department of Labor data.³

The severity of the vacancy crisis at nonprofits appears to have ebbed slightly in the ensuing 18 months since the 2021 survey, yet a third (33.8%) of the responding nonprofits with vacancies reported 20% or more of their jobs were going unfilled. Nearly another third (32.7%) identified vacancy rates of between 10% and 19%.

**Figure 1: Nonprofits' Job Vacancy Rates
2021 vs 2023**



The survey separately asked participants whether they were experiencing greater or fewer vacancies now compared to before the pandemic. More than half of the respondents (51.7%) reported experiencing more job vacancies, while only 6.5% indicated they had fewer vacancies (see Table 1, below on page 6).

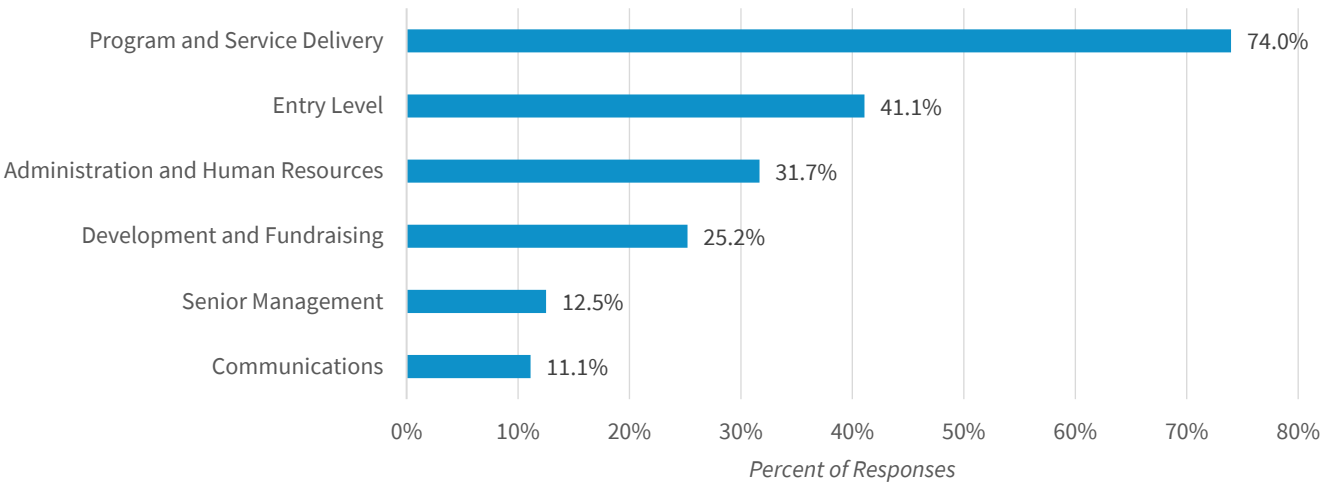
² For the broader impact on communities, see [Nonprofit Workforce Shortages: A Crisis that Affects Everyone](#), National Council of Nonprofits, July 2022.

³ Bureau of Labor Statistics, U.S. Department of Labor, “More than half of establishments with job vacancies in 2021–22 had fewer than 10 employees,” [The Economics Daily](#), Chart Data, Aug. 4, 2023.

The concerns about the widespread and high job vacancy rates are compounded when considering which jobs most frequently go unfilled. The data show that of the nonprofits reporting vacancies, nearly three out of four nonprofits (74.0%) identified program and service delivery positions as vacant, followed by entry-level positions at 41.1%. These positions are more likely to interact with the public the most and require in-person responsibilities, thus aggravating the challenges of providing services while navigating evolving work expectations.

Figure 2: Nonprofit Job Categories with Vacancies in April 2023

Number of Nonprofits that Identified Job Categories: 1,222



Nonprofits expressed concerns in their comments about specific unfilled direct services positions, including nurses, clinicians, social workers/counselors, and other healthcare staff. Nonprofit leaders also said they are short on specialists in finance and accounting, interns, maintenance staff, and grant writers.

Why It Matters: The Consequences to People, Communities, and Missions

When nonprofits cannot secure the workforce needed to provide vital services, the public suffers. Data from this survey and others show that along with increased demands for services, there are longer waiting lists, reduced services, and sometimes elimination of services.⁴ When any of these happen, the ripple effects cannot be ignored: communities lose access to food, shelter, mental health care, and other vital services on which people depend.

Delays in Services – Long Waiting Lists

The 2023 survey asked nonprofits whether demand had outpaced their ability to immediately deliver services. One out of four respondents (24.4%) indicated they had waiting lists of more than a week, with 11.5% of all respondents reporting waiting lists of one to four weeks, and 12.9% with waiting lists of more than a month long, some stretching out longer than a year. Another 20.7% reported that waiting lists vary by program, so they could not give a precise estimate. Those numbers represent some recovery from the troubling rates reported in the 2021 survey (e.g., 26% of responding organizations in 2021 reported having a waiting list that was more than a month long).

The survey sought to clarify the interplay between workforce shortages and length of waiting lists. It first asked whether the organization had either “more” or “fewer” *job vacancies* compared to before the pandemic. Next, the survey asked whether the organization’s current *waiting lists* were “longer” or

“Months long delays in receiving assessments and services can have a long-term negative impact on a child's developmental potential. This time cannot be ‘made up.’”

Human services provider in Connecticut

⁴ Other recent studies on the condition of the nonprofit workforce include [State of Nonprofits in 2023: What Funders Need to Know](#), Center for Effective Philanthropy, June 22, 2023 (based on a Jan.-Feb. 2023 survey: “Almost half of nonprofit leaders said staff-related issues were the biggest challenge facing their organization. ... These issues included managing staff capacity and avoiding burnout, hiring and staffing, retaining staff, paying equitably, and raising salaries. The obstacles leaders face internally are connected with external factors, such as the economic outlook, lingering impacts of the pandemic, and demand for services”); *Salary & Benefits Survey, 2023*, Nonprofit Association of the Midlands (40% of nonprofits in Nebraska and western Iowa responding to an early 2023 survey reported that their job vacancies lasted longer than two months and up to 12 months); *New Jersey Nonprofits – Trends and Outlook 2023*, New Jersey Center for Nonprofits (based on a Feb. 2023 survey: “The biggest obstacles to filling vacancies included difficulty offering competitive compensation due to budget constraints or lack of funding; trouble recruiting credentialed employees for positions that require them; and competition for employment from other sectors.”); and *State of the Sector – 2023*; New York Council of Nonprofits (in responses to a Jan. 2023 survey, “61% of members identifying hiring as a challenge cite the primary reason as an inability to offer competitive salaries due to budget constraints. Some nonprofits, like those addressing food insecurity and substance abuse – have seen need for their services increase in the last two years, with no sign of subsiding.”).

“shorter” compared to before the pandemic. The results reveal that nonprofits continue to experience the consequences of the dual health and economic emergencies caused by Covid-19. Greater than half (51.7%) of respondents reported experiencing more job vacancies, while only 6.5% reported fewer. The views on waiting lists were similarly dramatic: more than a quarter (28.1%) said their waiting lists had grown since March 2020, while only 2.4% reported shorter waiting lists.

Table 1: Vacancies and Waiting Lists in April 2023 Compared to March 2020

	Changes Observed in April 2023 vs. March 2020	Percent of Responses In 2023
Vacancies	More job vacancies	51.7%
	Fewer job vacancies	6.5%
	No change to vacancies	9.0%
Waiting List	Longer waiting list for services	28.1%
	Shorter waiting list for services	2.4%
	No change to waiting list	13.1%
Other	Other	5.1%
	Did not select an option	25.4%

The data in Table 1 reveal a strong correlation between the number of job vacancies and the length of the waiting lists, with more job vacancies connected to longer waiting lists and fewer vacancies linked to shorter waiting lists. The data reinforce common sense: if an entity does not have enough employees to meet the demand for goods or services, then its waiting list gets longer.

Just as the charitable nonprofit sector is not monolithic, the impact of nonprofit job vacancies on the public can vary by populations served:

- More than half of nonprofits primarily serving people with disabilities (56.1%) said they had more vacancies now than before the pandemic.
- More than half of nonprofits primarily serving people of color (53.1%) reported experiencing more job vacancies now compared to before the pandemic.
- Nearly half of nonprofits based in rural communities (47.1%) indicated more job vacancies now.
- For nonprofits primarily serving the LGBTQ+ community, almost half (44.8%) indicated having more vacancies now compared to before March 2020

Similarly, nonprofits primarily serving these distinct populations reported having longer waiting lists compared to before the pandemic:

- 40.2% of nonprofits primarily serving people with disabilities reported longer waiting lists.
- 29.1% of nonprofits primarily serving the LGBTQ+ community reported longer waiting lists.
- 28.8% of nonprofits primarily serving people of color reported longer waiting lists.

DATA IN CONTEXT - NONPROFIT TESTIMONIALS

In response to the survey's open-ended questions, nonprofit professionals throughout the country expressed clear testimony on the adverse impact of the shortage of nonprofit employees on the people and communities they are dedicated to serving.

The Public Suffers Delays in Services Due to Waiting Lists

- A mental health provider in Oregon with a wait time for an initial assessment of four-to-five weeks painted a stark picture: "Individuals have to wait to get into services instead of being able to start services when they are ready. Weeks later, many are no longer ready to start services, or they may have relapsed, overdosed, or ended up in jail during that wait time."
- A New Hampshire healthcare provider lamented that having such a long waiting list is "essentially a refusal of services for mental health care."
- A human services provider in Minnesota shared that they have not had waiting lists in the past, but instead they are forced "to deny admissions to programs because we know we can't hire labor resources to provide the services."

The Public is Forced to Travel Further for Services

- To avoid resorting to a waiting list, a nonprofit professional in Virginia wrote they had to consolidate their service locations, but that change caused challenges for individuals furthest from those locations, which essentially denies services if someone cannot get to the alternative locations.

The Public Suffers Loss of Needed Services

- For Bridging the Gap in Oregon, workforce shortages mean that "thousands are without resources or left in dangerous situations (especially those who are in a [domestic violence] or sex trafficking situation) simply because we don't have the funds, capacity, or staff."
- A child care provider in Washington state reported it cannot open certain programs to "full capacity" because of a lack of staff, leaving working families with fewer options.

- An education nonprofit in Delaware had to cease their middle school and sports programs, leaving students without after school or summer school options.
- A heartbroken human services provider in California, recognizing that the action they needed to take would lead to a reduction in services, has been forced to refrain from seeking “new grant opportunities because we are not confident we can hire new staff to provide new services.” For nonprofits with government grants and contracts as a significant part of their revenue, this puts their financial sustainability at risk.

Barriers to Nonprofits Retaining and Recruiting Employees

When asked in the 2023 survey to identify the major factors affecting their ability to recruit and retain employees, most respondents selected these five factors:

- Salary competition is the most frequent factor limiting the nonprofit workforce, according to nearly three out of four respondents (72.2%).
- Two-thirds of the respondents (66.3%) identified budget constraints/insufficient funds, which, of course, is related to salary competition.
- More than half of the nonprofits responding (50.2%) pointed to stress and burnout.
- One out of five respondents (20.6%) said challenges caused by government grants and contracts were a major factor contributing to workforce shortages.
- The lack of available, affordable child care continues to be a major problem, according to 14.6% of respondents, although that’s an improvement from 2021, when 23% identified it as a major impediment to nonprofit employment.

Table 2: Factors Affecting Nonprofit Recruitment and Retention

Factor Affecting Recruitment and Retention	Number of Responses	Percent of Responses
Salary competition	1,183	72.2%
Budget constraints/insufficient funds	1,087	66.3%
Stress/burnout	823	50.2%
Challenges caused by government grants/contracts	338	20.6%
Other	332	20.3%
Lack of child care	239	14.6%
Not Sure	166	10.1%
COVID-19 and vaccinations	107	6.5%

The following section of the report presents these five major factors affecting nonprofit retention and recruitment of employees, listed in descending order of frequency in which they were reported. It also puts the data in context by sharing insights provided by frontline nonprofits when they completed the survey. As will be shown, some factors are felt more acutely in some subsectors, as with the impact of government grants and contracts in the human services subsector, and in

individual states, such as where natural disasters have hit.⁵ This section also presents additional key challenges that nonprofits identified that make it difficult for them to operate at full capacity.

1. Salary Competition

As with the 2021 survey, nonprofits reported that salary competition is the greatest factor affecting their recruitment and retention efforts.⁶ The 2023 survey results found that 72.2% of nonprofits confront this challenge. Breaking down the data further reveals:

- **Smaller organizations face greater salary competition challenges:** More than half (56.0%) of nonprofits with an annual operating budget of less than \$5 million – which make up 97% of all charitable nonprofits⁷ – reported they struggle with salary competition, presumably because they are less likely to have the financial resources to offer more competitive salaries.
- **Subsector differences:** Providers of human services account for almost a third (30.1%) of all nonprofits reporting salary competition as a factor affecting recruitment and retention.
- **Service area differences:** More than one out of four (26.2%) nonprofits primarily serving rural communities identified salary competition as a challenge.
- **Geographic differences:** Looking at the responses by nonprofits in states that identified salary competition as a major challenge, nearly nine out of ten (88.6%) nonprofits in Connecticut are struggling with salary competition, followed by Pennsylvania (86.8%), New York (82.2%), North Carolina (81.0%), and Illinois (80.4%).

⁵ The National Council of Nonprofits has prepared state-specific reports for the 23 states with at least 25 survey responses. Links to these individual reports can be found in Appendix A.

⁶ See [Nonprofit Workforce Shortages: A Crisis that Affects Everyone](#), National Council of Nonprofits, Dec. 13, 2021.

⁷ [Nonprofit Impact Matters](#), National Council of Nonprofits, Fall 2019.

Table 3: States with the Highest Percentage of Nonprofits that Reported Salary Competition as a Factor Affecting Recruitment and Retention

Ranking	State	Percent of Nonprofits in the State That Reported This Factor
1	Connecticut	88.6%
2	Pennsylvania	86.8%
3	New York	82.2%
4	North Carolina	81.0%
5	Illinois	80.4%

DATA IN CONTEXT - NONPROFIT TESTIMONIALS

- A human services provider in Illinois increased the starting salary for its direct service staff by 19% since 2020, but it is still having trouble with recruitment since “other organizations have been able to raise their starting salaries even more.”
- For a mental health provider in Utah, grantmaking practices contribute to challenges offering higher salaries: “We need funders to relax on their expectations around salaries. Our case managers need to be paid more to make a living wage but ... funders don't think case managers should be making so much.”
- An arts, culture, and humanities nonprofit in Minnesota said their biggest salary competition is from “larger nonprofits, the for-profit sector, and government.” They explained that with their annual operating budget of \$1 million, the organization just “cannot compete,” especially when “philanthropic dollars are not keeping pace with inflationary pressures.”
- Of course, hiking pay to remain competitive with other sectors creates sustainability challenges for nonprofits. As a child care provider in Washington shared, recent salary increases, bonuses, and increased benefits for employees have impacted their unrestricted reserves, and this year they will operate at a loss, which has forced them to increase their fees by nearly 10%.

2. Budget Constraints

Budget constraints prevent two out of three nonprofits (66.3%) from raising salaries, hiring more staff, or upgrading equipment, according to survey responses. This all-too-common barrier limiting nonprofits from overcoming their staffing challenges becomes even more pronounced for certain nonprofits.

- **Differences based on budget size:** Lack of financial resources is an even more severe challenge for nonprofits with annual operating budgets between \$100,001 and \$500,000;

nearly three out of four (73.2%) nonprofits in this category reported budget constraints as a factor affecting their recruitment and retention of employees.

- **Subsector differences:** Nearly four out of five respondents (78.6%) in arts, culture, and humanities said they struggle with budget constraints when it comes to employment, as do two out of three (66.9%) human services providers.
- **Geographic differences:** The greatest concentration of nonprofits identifying budget constraints as a factor in their workforce shortages were based in these states: Connecticut (84.1%), New Jersey (78.4%), Arizona (75.0%), Michigan (74.1%), and New York (73.8%).

Table 4: States with the Highest Percentage of Nonprofits that Reported Budget Constraints as a Factor Affecting Recruitment and Retention

Ranking	State	Percent of Nonprofits in the State That Reported This Factor
1	Connecticut	84.1%
2	New Jersey	78.4%
3	Arizona	75.0%
4	Michigan	74.1%
5	New York	73.8%

DATA IN CONTEXT - NONPROFIT TESTIMONIALS

- A healthcare provider in Alaska cited “budgeting constraints” and “award stagnation” as factors. That organization reported having not seen funding increases in more than ten years, leaving them vulnerable to changes in wages and cost of living.
- A human services provider in Nebraska acknowledged that they do not have vacancies, but only because they were forced to eliminate staff positions they could not afford to pay.
- A human services provider in Oregon noted that budget constraints make it “difficult” to pay a competitive salary for the positions they need to operate, leaving staff feeling like they are “stretched too thin, not accomplishing all that they need to, etc.” As will be seen, this challenge also leads to stress and burnout.
- In Illinois, a mental health provider recognized the need to provide even more services to the public, but they cannot add more staff due to budget constraints.

3. Stress and Burnout

In a vicious cycle, virtually all of the factors identified in the survey contribute to the stress and burnout of the nonprofit workforce that was reported by half of the survey respondents (50.2%) as contributing to difficulties in retaining and attracting employees. Not having enough resources for basic operations, let alone to offer competitive salaries, can be demoralizing. Challenges arising from government grants and contracts, discussed in the next section, typically extract a personal toll on employees because agreements to provide essential services to the public often do not pay the full costs to deliver those services, impose excessive bureaucratic burdens, and cause financial strains by delaying payments. But these factors are not the only sources of stress and burnout.

Workforce shortages themselves erode the nonprofit workforce as job vacancies shift workload burdens onto remaining staff. When an employee leaves, their responsibilities get transferred to at least one person, creating heavier loads that add stress, fueling further burnout. When nonprofits cannot hire employees soon enough, the onus on remaining employees makes it more likely that they, in turn, will leave the organization. These strains are especially heavy as the public's demand for more services continues to rise.⁸ The downward cycle of vacancies causing burnout/stress causing vacancies will continue until significant remedial action is taken – whether in the workplace or through policy changes.

- **Differences based on budget size:** Three out of ten nonprofits (30.6%) with annual operating budgets below \$1 million identified stress and burnout as a factor affecting their ability to retain and recruit employees.
- **Subsector differences:** The challenges of burnout and stress are particularly acute for nonprofit human services providers, which comprised 29.6% of all survey participants identifying stress and burnout as a factor.
- **Populations served:** Of the nonprofits reporting stress and burnout, 24.9% primarily served people with disabilities.

⁸ See, for example, recent survey results in New Jersey, where “Nearly four-fifths (78%) of surveyed nonprofits reported that demand for services rose in 2022, but only 51% said that their funding increased in the same period.” *New Jersey – Trends and Outlook 2023*, New Jersey Center for Nonprofits. The increased demands are, in fact, a nationwide phenomenon. A Federal Reserve survey in August 2022 found that about 70% of nonprofits reported an increase in demand for their services, with 43% noting a significant increase. See [Perspectives from Main Street: The Impact of COVID-19 on Low- to Moderate-Income Communities and the Entities Serving Them](#), Nishesh Chalise, Violeta Gutkowski, and Heidi Kaplan, Federal Reserve, November 2022; see also [Federal Reserve Data Reveals Continuing Disruption from COVID-19 Pandemic Among Organizations and Communities](#), Amy Silver O’Leary, National Council of Nonprofits, Nov. 19, 2022.

- **Geographic differences:** More than two out of three nonprofits responding in five states reported stress and burnout as a major cause of their workforce shortages: Connecticut (77.3%), Wyoming (67.6%), Alaska (66.0%), Oregon (63.4%), and Illinois (63%).

Table 5: States with the Highest Percentage of Nonprofits that Reported Stress/Burnout as a Factor Affecting Recruitment and Retention

Ranking	State	Percent of Nonprofits in the State That Reported This Factor
1	Connecticut	77.3%
2	Wyoming	67.6%
3	Alaska	66.0%
4	Oregon	63.4%
5	Illinois	63.0%

DATA IN CONTEXT - NONPROFIT TESTIMONIALS⁹

- A nonprofit in New York reported that staff burnout is increasing since they have to “keep pace with the increase in referrals and the program capacity demands of our funders.”
- A Montana nonprofit noted that the employees struggling the most with burnout due to their workloads are upper-level staff, while the greatest concentration of vacancies are entry-level positions, which makes it harder to operate than before the pandemic.
- A mental health provider in Utah observed a “trend of greater rates of existing burnout from new hires, presumably from world events.”
- Swan Valley Connections in Montana shared an experience many nonprofits are also facing: “We just can’t keep up with the need for fundraising, the increasing demands for our services and classes, the rate of pay that we need to pay people, and the cost of rent.”

⁹ Other observers confirm the heavy toll on the nonprofit workforce. For instance, the President and CEO of the California Wellness Foundation recently shared her observations about the current condition of the nonprofit workforce: “Folks are exhausted and stretched as they strive to meet the needs of the communities they serve, while at the same time struggling with the day-to-day pressures on their teams and wondering how to keep their organizations and their people vibrant and strong.” See [Funders Can Do More: 5 Next Best Practices](#), Judy Belk, Center for Effective Philanthropy, July 11, 2023.

4. Government Grants and Contracting Challenges

Ineffective grantmaking and contracting systems by governments at all levels that impose inefficiencies, financial hardships, and operational instability have bedeviled charitable nonprofits for decades before the Covid-19 pandemic. Nationwide research has long documented multiple systemic and fundamental problems that charitable organizations routinely endure when performing services to the public on behalf of governments pursuant to written agreements.¹⁰ Those challenges consistently fall into five categories:

- 1) failure to pay full costs,
- 2) needlessly complex application processes,
- 3) overly burdensome reporting requirements,
- 4) inappropriate mid-stream changes to grants and contracts, and
- 5) late payments.¹¹

Charitable organizations continue to point to problems with government grants and contracting as exacerbating the nonprofit workforce shortage crisis.¹² This year, one out of five respondents (20.6%) identified challenges and limitations resulting from government grants and contracts as factors causing difficulty for nonprofits to retain and recruit staff.

Governments routinely set artificially low limits on how much they will reimburse nonprofits for salaries for employees doing the work governments have hired nonprofits to perform. These and other government-nonprofit grantmaking and contracting problems generate significant employment barriers for certain parts of the nonprofit community, according to survey responses, including:

- **Subsector differences:** Within the survey population, the subsector that most often contracts with governments to provide services – human service providers – represent 37.0% of

¹⁰ See, e.g., research posted at [Government-Nonprofit Contracting Reform](#), Council of Nonprofits website, updated June 2023.

¹¹ These five challenges for nonprofits with government grants and contracts are not mutually exclusive and often overlap, as vividly shown by a recent survey of nonprofits in New York. The New York Council of Nonprofits (NYCON) surveyed its members in January 2023. Of the 67% of NYCON members reporting contracts or grants with the state government, “80% said New York State funding doesn’t cover the cost of delivering the service or program expected by the state,” while “62% of state-funded members said they experienced delays in payment from one month to more than a year,” which forced 25% to use a line of credit due to a delay in receiving state funding. See *State of the Sector – 2023*, New York Council of Nonprofits.

¹² The eight examples presented in the 2021 report, [The Scope and Impact of Nonprofit Workforce Shortages](#), are only a sampling of the scores of comments respondents submitted to the 2021 survey.

nonprofits that report a connection between government grant and contracting challenges and job vacancies.

- **Populations served:** Nearly four out of ten nonprofits (39.9%) that primarily serve Black, Indigenous, and People of Color communities reported problems resulting from government grants and contracts. Similarly, almost a third of nonprofits (30.5%) primarily serving people with disabilities point to problems with employee recruitment and retention caused largely by problems with government grants and contracts.
- **Geographic differences:** One out of three nonprofits operating in rural communities (33.7%) said government grantmaking and contracting challenges are responsible for their workforce challenges.

Nonprofits in certain states report greater strains causing workforce shortages due to challenges with government grants/contracting. The states with the highest percentage of nonprofits reporting workforce shortages attributed in part to government grants and contracting practices are Connecticut (40.9), New York (31.8%), Pennsylvania (30.2%), Vermont (26.9%), and New Jersey (24.3%). Recent research by the state associations of nonprofits in Oregon and Washington identify specific grantmaking and contracting challenges and offered important policy solutions.¹³

Table 6: States with the Highest Percentage of Nonprofits that Reported Government Grants and Contracting Challenges as a Factor Affecting Recruitment and Retention

	State	Percent of Nonprofits in the State That Reported This Factor
1	Connecticut	40.9%
2	New York	31.8%
3	Pennsylvania	30.2%
4	Vermont	26.9%
5	New Jersey	24.3%

DATA IN CONTEXT - NONPROFIT TESTIMONIALS

- St. Paul's Center in New York reported that funding from the U.S. Department of Housing and Urban Development (HUD) has not increased from their original agreement issued four years ago.

¹³ See the Nonprofit Association of Oregon ([Services, Systems, and Solutions: A Study of Government to Nonprofit Contracts in Oregon](#), 2022) and the Nonprofit Association of Washington ([2022 Government Contracting Report](#)).

- Another nonprofit in New York that primarily earns revenue performing services on behalf of governments stated that their main challenge is the grant timeline: “when grants are for only one year, more time is spent hiring and training than on the impact we are trying to make.”
- For a mental health provider in Alaska, their grants “for the most part are flat once again, not even cost of living or inflationary adjustments in them.” They concluded that the “continued ‘do more for less’ mantra is wearing quite thin.”
- A Michigan human services provider found that one of the biggest barriers to hiring and retaining staff is the “complex compliance and reporting requirements” of government grants that leave staff overworked.
- In Connecticut, a nonprofit observed that government grants have “continuously” increased the amount and frequency of reporting, but they are seeing “no increase” in funding to cover growing expenses to fulfill these administrative requirements.
- A mental health provider in Maryland found it difficult to raise wages to recruit and retain staff due to “budget constraints from Medicaid reimbursement by the government.”
- A nonprofit in Oregon reports that one-year grants serve as disincentives for hiring because job candidates do not want to work for an organization with “insecure funding,” and many funding regulations are “too restrictive” on administrative costs.

“Staff said in exit interviews that burdensome data entry requirements of government contracts and high expectations from community members were the two most common factors leading to burnout/dissatisfaction with work.”

Human services provider in Minnesota

5. Child care

The 2021 survey found that nearly a quarter of respondents (23%) stated that the inability to find child care affected nonprofit employee recruitment and retention. Comments from the nonprofits completing the survey pointed to the two-pronged challenge related to child care. First, nonprofit child care providers expressed difficulty attracting and retaining staff. Second, parents who could not find available, affordable child care for their children were not able to take job offers from nonprofits.

Subsequent research confirmed these challenges. A February 2022 survey found that 39% of women caregivers had left the workforce or reduced their work hours since the pandemic began; 83% of

women in the survey said they could not afford to stop working.¹⁴ Bureau of Labor Statistics data show that more than one child care worker in 10 had not returned to their pre-pandemic jobs by mid-2022, creating a shortage of nearly 100,000 workers.¹⁵

In response to the April 2023 nonprofit survey, 14.6% of nonprofits reported lack of child care as a factor affecting recruitment and retention of employees. While this response is less daunting than in the 2021 survey, the testimonials from child care providers and other nonprofits illustrate that significant challenges continue, reinforcing the importance of child care in the economy and communities.

- **Subsector differences:** Human services providers are also affected by a lack of child care and made up 32.6% of responses that point to a lack of child care as a factor.
- **Populations served:** For nonprofits primarily serving Black, Indigenous, and People of Color, access to child care is especially challenging: one-third (33.5%) of these nonprofits cited a lack of child care as a reason they cannot fill vacancies. Nonprofits primarily serving rural communities and people with disabilities reported similar rates of 31.4% and 30.5%, respectively.
- **Geographic differences:** Nonprofits in Alaska (35.8%), Oregon (27.7%), Maine (22.0%), Montana (20.6%), and Vermont (19.2%) posted the highest rates of nonprofits identifying child care access and affordability as a factor affecting their recruitment and retention of employees.

¹⁴ [Forced Out of Work: The Pandemic's Persistent Effects on Women and Work](#), Fact Sheet, RAPID, Stanford University, June 30, 2022. See also, [Jobs Aplenty, but a Shortage of Care Keeps Many Women From Benefiting](#), Lydia DePillis, Jeanna Smialek, and Ben Casselman, *New York Times*, July 7, 2022.

¹⁵ U.S. Bureau of Labor Statistics, [All Employees, Child Day Care Services](#) [CES6562440001], retrieved from FRED, Federal Reserve Bank of St. Louis, July 8, 2022.

Table 7: States with the Highest Percentage of Nonprofits that Reported Child Care as a Factor Affecting Recruitment and Retention

Ranking	State	Percent of Nonprofits in the State That Reported This Factor
1	Alaska	35.8%
2	Oregon	27.7%
3	Maine	22.0%
4	Montana	20.6%
5	Vermont	19.2%

DATA IN CONTEXT - NONPROFIT TESTIMONIALS

- Columbus Early Learning Centers in Ohio illustrated the challenge based on their experience: “Families cannot work without access to child care, and the young children are missing valuable pre-kindergarten education that is proven to foster school success, especially levelling the playing field for those born into generational poverty.”
- A child care provider in Alaska summarized the challenge this way: child care shortages “further strain labor markets and economic recovery.”
- A nonprofit child care provider in Texas said, “competition is tight,” which is driven largely by salary competition. They explained, “it’s challenging to compete if applicants can earn up to \$5 more an hour working in a field other than child care.” But “increasing rates to cover salary increases results in making our services unaffordable.”
- A child care provider in Oregon noted that if child care centers stop receiving subsidies, many will close, thereby creating a crisis in many communities. These providers called for funding to increase wages and cover operating costs without increasing tuition.

Other Factors

The 2023 nonprofit survey invited nonprofits to elaborate on any challenges they face in addition to the ones identified in the survey document. One in five (20.3%) survey respondents chose this response option and provided insights. Here are a few of the challenges they expressed:

- Some nonprofits shared that it is usually not just one thing, but the cumulative effect of multiple factors that cause employees to leave.
- An arts nonprofit in Minnesota has seen turnover among long-serving employees as a greater issue and acknowledged that some employees who left had been “long overdue” for raises and adequate compensation. The nonprofit also shared the impact of those departures:

“Losing institutional knowledge has created gaps in understanding and diminished the strength of relationships our organization has in the community.”

- Some employees leave their jobs and move from the community because of the increased costs of housing as they search for more affordable housing options. This same barrier in turn prevents job candidates from accepting job offers and relocating.
- Hiring delays caused by nonprofits conducting background checks cause many impatient job candidates to take other positions rather than wait.
- There is also a shortage of bilingual employees, survey participants reported. APOYO in Washington elaborated on this challenge, noting that many of their bilingual employees attend university, and then leave the region after graduating.
- Wage gaps are also a pay equity issue. As one nonprofit pointed out, since BIPOC staff “often do not have the financial support structures in place that white people do,” and without more financial resources, many nonprofits cannot recruit a more diverse workforce. A housing nonprofit in Oregon commented that pay equity has been cited as a reason for employees, specifically women, to find work elsewhere.

External Factors Impacting Nonprofits

Going beyond the scope of the earlier survey, the 2023 nonprofit survey sought to quantify how much three external factors have impacted nonprofit employment challenges: 1) charitable giving; 2) natural disasters; and 3) the end of enhanced benefits provided during the declared public health emergency. The results vary widely depending on, among other things, the respondent's subsector, geographic location, and demographics of people served.

1. Charitable Giving

Charitable giving comprises only about a seventh (14%) of resources upon which the charitable sector relies,¹⁶ yet rises and declines in giving can greatly affect whether individual organizations can expand to meet increased demand, maintain current programming, or reduce or shut down operations. Responses to the 2023 survey show that many nonprofits are seeing declines or the same rates of donations, which over time will make their ability to operate at full capacity more difficult. In survey responses, seven out of ten nonprofits (70.5%) anticipate charitable donations to decrease or remain flat in 2023. About the same number of nonprofit respondents (68.7%) anticipate the number of donors to decrease or remain flat.

Their anticipation is based on well-documented giving trends: last year, charitable giving by corporations, foundations, individuals, and bequests to support the work of nonprofits decreased by 3.4% in current dollars and 10.5% adjusted for inflation, according to the latest annual Giving USA report.¹⁷ Giving by individuals in 2022 fell by an astonishing rate of 13.4% after factoring in inflation, coinciding with federal government tax policies changes. This news is especially troubling considering the challenges nonprofits face with workforce shortages and decreasing revenue sources.

This survey finding also comes at a time when inflation has caused higher costs for services and demand for those services continues to rise.¹⁸ Also, according to the Nonprofit Finance Fund, between FY2019 and FY2021, demand for services significantly increased for 52% of nonprofits.¹⁹ As a

¹⁶ [Nonprofit Impact Matters](#), National Council of Nonprofits, Fall 2019.

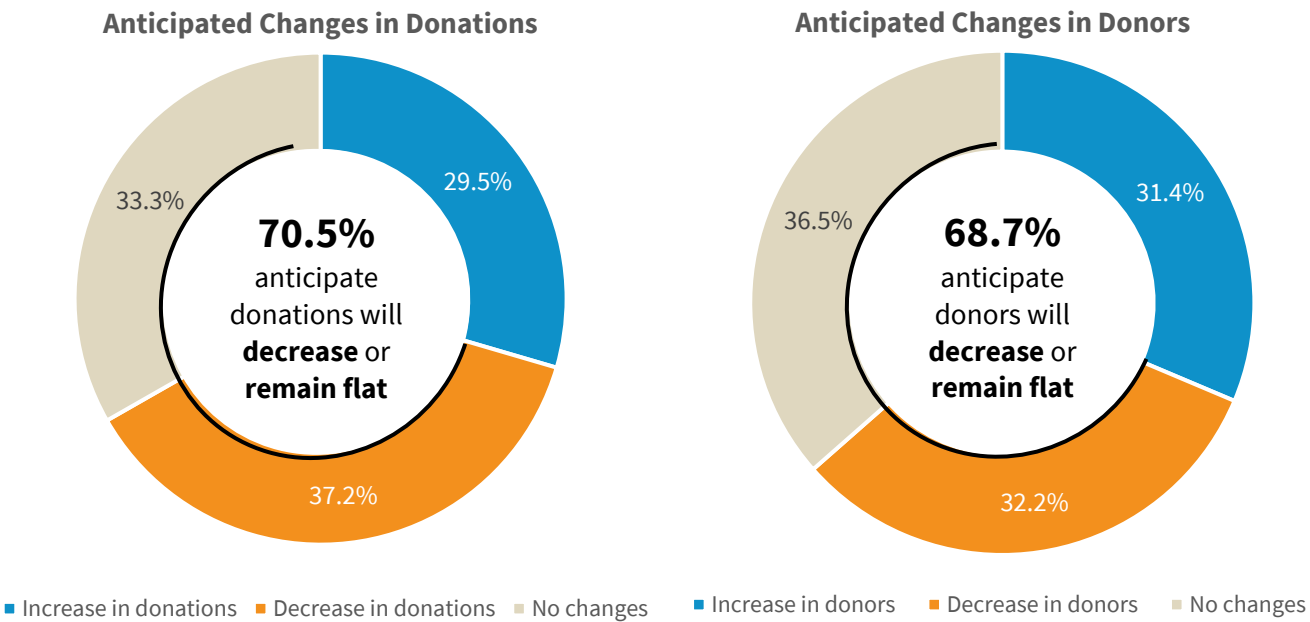
¹⁷ [Giving USA: Total U.S. charitable giving declined in 2022 to \\$499.33 billion following two years of record generosity](#), Giving USA news release, June 20, 2023.

¹⁸ Inflation ate away 13.96% of buying power on a compounded basis the last two years (7% in 2021 and a further 6.5% in 2022), yet donations did not keep pace to cover those higher costs. See Bureau of Labor Statistics, U.S. Department of Labor, The Economics Daily, [Consumer Price Index: 2022 in Review](#), Jan. 17, 2023.

¹⁹ [2022 State of the Nonprofit Sector Survey](#), Nonprofit Finance Fund, June 2022.

result, nonprofits expect giving to decline in real terms while the needs of residents remain high and are going up.

Figure 3: Nonprofits’ Anticipated Changes in Donations and Donors for 2023



DATA IN CONTEXT - NONPROFIT TESTIMONIALS

- A nonprofit in Florida noted that it’s “hard to find donors due to competition, less gifts from donors, changing donor demographics and giving patterns.”
- For a nonprofit in Tennessee, the donor and grant pool have “all dropped off the scale.”
- A human services provider in Michigan has not been able to find funding for capital improvement projects, so they cannot afford “refurbishing or new construction” for much-needed work on aging buildings.
- An Illinois nonprofit has launched an endowment-building campaign and is finding that many of their prospects are “reluctant to make significant pledges or gifts.” This is causing a “longer and heavier fundraising lift” that decreases the organization’s community work and programming.
- In Pennsylvania, a human services provider worries that donors are losing trust in the nonprofit sector.

2. Impact of Natural Disasters on Nonprofits and Community Service

Residents of communities suffering from natural disasters normally turn to charitable nonprofits for assistance. Too often, they find that the nonprofits where they seek relief are themselves experiencing disruptions while still trying to provide local relief – on top of struggling to recover from the significantly added workloads they endured throughout the pandemic. Natural disasters impact nonprofits in many ways, mainly in increased costs of providing services and higher demand for services, all while staff are impacted in their own lives.

The recent survey asked respondents to share their experiences in providing services during and in the aftermath of disasters and the toll on their operations. As was to be expected, the responses varied depending on where individual nonprofits operate and the frequency and impact of natural disasters in their regions. Overall, most nonprofits (63.0%) reported that the question did not apply to their organization. Among those experiencing an impact, and presumably operating in disaster zones, more than a fifth (21.8%) responded that they experienced increased costs of providing services, and 21.3% saw increased demand for services. One in ten nonprofits (10.4%) acknowledged that staff had been impacted by natural disasters.

Table 8: Impact of Natural Disasters on Nonprofits

Impact of Natural Disasters	Number of Responses	Percent of Responses
Not applicable	1,032	63.0%
Increased costs of providing services/unbudgeted costs	354	21.8%
Increased demand for services	349	21.3%
Staff impacted by natural disasters	170	10.4%
Building/office damage	116	7.1%
Unable to provide services	86	5.2%
Other, please specify	50	3.1%

According to the Center for Disaster Philanthropy, there have been more than 1,028 tornadoes confirmed in the United States as of August 17, 2023, and the year is “stacking up to be one of the highest on record” in terms of fatalities.²⁰ During the first 32 weeks of 2023, FEMA issued 67 disaster declarations in the United States for natural disasters in **30 states** and more will be expected as hurricane season continues.²¹

²⁰ [2023 U.S. Tornadoes](#), Center for Disaster Philanthropy, updated Aug. 17, 2023.

²¹ Declared [Disasters](#), FEMA, accessed August 13, 2023.

As the frequency of major natural disasters increases, so will the economic toll on communities, and the number of nonprofits that must adjust their operations to meet the needs in impacted areas. The three states with the most nonprofit survey responses noting that natural disasters affect their ability to retain and recruit employees – **Oregon, Washington, and Montana** – made up 23.6% of nonprofits that reported being impacted by natural disasters in some form. Half of Oregon’s nonprofits reported at least one way in which their operations were impacted by natural disasters, some of which include wildfires and flooding, a trend that has continued for at least a decade.²²

DATA IN CONTEXT - NONPROFIT TESTIMONIALS

- The Canyon Crisis and Resource Center in Oregon reported that the area was “devastated” by wildfires, and the organization has seen an increase in unhoused clients with mental health needs, but not enough available shelters or shelter beds.
- To continue providing youth programs, a nonprofit in Arizona had to reduce their total number of days from May to June because of extreme heat and drought.
- A human services provider in Florida shared that insurance in their state does not cover much, leading to more financial strains.
- Nonprofits in other states are also seeing increases in insurance costs or a withdrawal of insurance providers from their states altogether.²³

3. The End of the Pandemic Public Health Emergency

The survey was in the field in April 2023, shortly before the end of the national public health emergency declaration on May 11, 2023. After the public health emergency expired, many federal and state relief policies were phased out, terminating [pandemic relief for tens of millions of people](#). Consequently, the loss of financial supports mean the public needs even more services as [SNAP benefits](#) have been reduced (affecting 30 million people), [Medicaid](#) eligibility changed (cancelling health care insurance for as many as 15 million people), access to free over-the-counter COVID-19 tests for Medicare beneficiaries and no-cost coverage of COVID-19 testing under private insurance were eliminated, and [child care](#) support ends in September, “wiping out 3.2 million slots and \$9 billion in annual parent earnings.”

²² [Oregon has had a dozen weather disasters in the past decade, report finds](#), Drew Costley, *Associated Press*, Nov. 17, 2022.

²³ [State Farm decision to stop issuing homeowners insurance in California may drive up premiums](#), Katie Nielsen, *CBS Bay Area*, May 30, 2023.

According to survey responses, many nonprofits anticipated that the expiration of those supplemental programs would impact their operations. In fact, 69.1% of survey respondents shared what impact, if any, they expected:

- A human services provider in Washington expressed the worry that the lack of additional funds means “not replacing vacant staff positions, reductions in service, and more potential for staff burnout.”
- A respondent in Minnesota anticipated grants challenges: “this will result in additional tracking to manage our grant award and an increased need for additional funds.” The response continues, “We expect to see a higher demand for our services from the public when the national COVID-19 public health emergency declaration expires and upon which many federal and state support and relief programs rely because ending government programs doesn't end human needs.”

Many nonprofit providers anticipate that Medicaid recipients will lose their insurance and no longer be able to access services.

- A mental health provider in Kentucky explained: “Medicare and Medicaid patients will become uninsured, at least for a period of time,” and as a result, “they will not be able to receive treatment for behavioral, health, or dependency issues, they won't be able to afford COVID tests that were free, they may not receive booster vaccinations or a first vaccination if not already vaccinated.”
- In Montana, access to child care remains a priority, and a provider noted the influx of funding child care received, and the subsequent loss of funding, will impact availability for working parents.

The overall end of relief programs is causing nonprofits further anxiety as they adjust to challenges that remain while supports are going away.

- The Studios of Key West in Florida said they will no longer benefit directly from relief programs, and “participation in our programs, especially by older audiences, appears to be permanently impacted.”
- A shelter in Alaska stressed the importance of free COVID-19 testing to prevent outbreaks in their facility and disruptions to their services.
- For a nonprofit in Oregon, the “county and state losing funding has already resulted in cuts to contracts/services.”

Additional External Challenges and Events

Finally, the survey invited respondents to elaborate on other challenges and events that go beyond impacting workforce shortages. Many organizations underscored how inflation has affected their operating costs, specifically for utilities and supplies, leaving them with fewer financial resources.

- In Connecticut, a provider of residential programs reported experiencing increased housing costs.
- A housing nonprofit in Maine has seen rising costs of construction materials that directly impact their ability to build homes.
- A new issue for some nonprofits is cybersecurity. Yet, with smaller budgets nonprofits cannot find affordable products and services, much less hire the staff needed to protect their information.

For other nonprofits, legislative changes are making it increasingly difficult to recruit or retain a workforce and continue providing programs and services. Responses included:

- A nonprofit in Florida shared their experience with recent laws enacted in the state: “Our work is focused on helping the most vulnerable and on health equity, but the laws being passed against race education and the LGBTQIA population are actively challenging our work and the work of our partners and governments.” They continued, “As a public health organization, the anti-science and disinformation campaigns even from our own state government has posed significant challenges to provide education and support.”
- A Minnesota nonprofit expressed overall “fatigue, fear, and frustration” of and for their employees and the people they serve when it comes to their community’s “racism” and “anti-LGBTQ” mentality. Some nonprofits also seek guidance on navigating the political landscape in their community to ensure they remain nonpartisan.

Solutions and Recommendations

Recognizing that the people leading, working in, and volunteering for charitable nonprofits are, by nature, problem solvers, the 2023 survey invited participants to share the solutions they had already implemented or identified for addressing the nonprofit workforce shortages crisis. They provided ample practical solutions and proposed public policy solutions.

Practical Solutions Implemented by Nonprofits

Charitable nonprofits have responded to the workforce shortages crisis by implementing new internal practices and policies to prevent turnover. Two-thirds (66%) of responding nonprofits had **raised salaries**, and more than half (57.7%) had adopted a **remote work** policy for their organizations. Two out of five respondents (40.9%) increased the benefits provided to their employees, more than a third (39.3%) reported paying **one-time bonuses**, and almost the same percentage (39.2%) indicated they had implemented **diversity, equity, and inclusion** trainings and strategies to address systemic issues in the nonprofit sector. Table 9, below, reveals the wide variety of actions nonprofit leaders have been deploying.

Table 9: Practical Solutions Implemented by Nonprofits

Implemented Practices	Number of Responses	Percent of Responses
Salary increases	1,081	66.0%
Remote work options (hybrid, full-time, etc.)	945	57.7%
Benefits increased (health insurance, transportation, etc.)	670	40.9%
One-time bonuses	644	39.3%
Diversity, Equity, and Inclusion trainings and strategies	643	39.2%
Career advancement opportunities (training, mentorship, etc.)	586	35.8%
Mental health (expanded benefits, counseling, etc.)	389	23.7%
Wellness programs (4-day workweek, additional time off, retreats, sabbaticals, etc.)	371	22.6%
Notified employees about their eligibility for Public Service Loan Forgiveness	349	21.3%

Implemented Practices	Number of Responses	Percent of Responses
Signing bonus	271	16.5%
Not applicable	151	9.2%
Other	79	4.8%

One approach used by one out of five nonprofits (21.3%) may be adopted by more charitable nonprofits. When the Supreme Court recently struck down the Biden Administration’s plan to cancel up to \$20,000 in student loan debt for some borrowers, it kept the [Public Service Loan Forgiveness \(PSLF\)](#) program intact. That program allows borrowers who work full-time for charitable nonprofits to earn federal student loan debt forgiveness after working 10 years for a charitable nonprofit or government and making 120 qualifying monthly payments under a qualifying repayment plan. Nonprofits can use this program as a powerful inducement to attract employees and incentivize them to remain in the sector.²⁴

In their open-ended responses, survey participants identified other creative options they have utilized, including: an Employee of the Month bonus, quarterly retention bonuses instead of signing bonuses, student loan repayment assistance, expanded parental and family care paid leave, benefits like wellness and cell phone stipends, and transparency around salary ranges for “more equitable hiring and promotions.” An environment and animal welfare nonprofit in North Carolina reported making “significant” changes to benefits and culture because they are “deeply committed to DEI and because we need to tool up for a new workforce reality.”

Recognizing burnout and stress as key factors in employees leaving organizations, some nonprofits around the country have modeled creative approaches to ease stress and reduce burnout. For example, the Montana Nonprofit Association piloted a [four-day work week](#), which it has since adopted, that maintains pay while promoting greater efficiency.²⁵ This summer, Nonprofit New York hosted a training session, [Anti-Burnout Culture: Strategies to Prioritize Employee Wellbeing](#). Learn more about creative approaches nonprofits across the country have been using to combat stress and burnout.²⁶

Impact of American Rescue Plan Act Funds: The survey asked respondents to share their nonprofits’ success in securing resources from state and local governments that were allocated \$350 billion through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) enacted as part of

²⁴ For more about how to use this benefit, see [The Public Service Loan Forgiveness program still solidly in place – and more valuable than ever to nonprofits and their employees](#), Tiffany Gorley Carter and Amy Silver O’Leary, National Council of Nonprofits, July 19, 2023.

²⁵ See [The Four-Day Work Week: one nonprofit’s positive experience](#), Allison Higgins and Amy Silver O’Leary, National Council of Nonprofits, June 22, 2023.

²⁶ See [Creative Approaches to the Nonprofit Workforce Shortage](#), National Council of Nonprofits.

the American Rescue Plan Act (ARPA). More than three out of four (76.6%) nonprofits provided input on whether they have received ARPA dollars and how those dollars affected workforce challenges. Many nonprofits used funds they received to keep staff employed, provide salary increases and retention bonuses, close funding gaps amid inflation, and purchase personal protective equipment (PPE) to keep operating. Because most of these funds were used for one-time grants or contracts, there has been a concern about sustaining operations into the future.

Practical Solutions Proposed by Nonprofits

As experts in their communities, nonprofits are aware of the challenges and some of the solutions that can be implemented or adjusted to reduce or eliminate their job vacancy rates. Here are several practical solutions proposed by survey participants:

Covering Full Costs: Many nonprofits called for more unrestricted funding opportunities that can cover the costs of administrative/development staff salaries, program staff salaries, and staff investments/benefits like professional development.

Focus on Equity: A human services provider in Minnesota believes there needs to be more support for nonprofit professionals, “especially those from marginalized communities, to reduce stress, build community, and advance their careers.” From a Washington grantee’s perspective, working with multiple funders can also lead to salary inequities: “With positions that are fully funded at a higher wage, it creates equity and retention issues because not all funders operate with this philosophy. As a result, two employees could be doing very similar jobs but have a huge discrepancy in their wages paid simply due to the difference in funders.”

Professional Pipeline: For a human services provider in Kentucky, there are key solutions to increase the pipeline into the nonprofit sector: “For positions that require licensing or master’s degrees, we need programs that will help to incentivize people to enter these fields (i.e., social work) and strengthen the pipeline of future professionals. There simply are not enough of them, which has exacerbated challenges.” A child care provider in Nevada suggested adjusting requirements for college graduation that include internships at nonprofits, more coordinated industry-specific job fairs, and creating workforce development grants to relieve barriers to employment such as transportation and certifications.

Small Size Matters: A human services nonprofit in Nebraska called for a shift in funding philosophy: “Smaller nonprofits fill important gaps and, because of their agility, often can reach folks larger organizations cannot. Both are needed. The trend seems to be financial support heading to larger nonprofits. Smaller nonprofits need to be able to hire/retain high quality staff too.”

Public Policy Solutions

The Fall 2021 survey report identified numerous public policy solutions to the nonprofit workforce shortages crisis, including promoting sound investment of American Rescue Plan Act resources, extension of the federal Employee Retention Tax Credit, and expansion of student loan forgiveness, as well as several longstanding reform proposals related to government grants and contracts.²⁷ A July 2022 update to the initial analysis provided examples of actions taken at the local, state, and federal levels to advance some of those solutions.²⁸

Responses to the April 2023 survey reaffirm the need for many of the previously recommended solutions and provide greater context and a sense of urgency given the ongoing crisis of nonprofit workforce shortages that affect everyone.

General Application

- **Charitable Giving Incentives:** Many nonprofits called for Congress to restore the ability for all individuals to receive tax deductions for making charitable contributions.²⁹ A mental health provider in Kentucky recommended tax incentives for landlords leasing space to nonprofits in behavioral health services.
- **Affordable Housing:** Seeing how nonprofit employees are struggling, several nonprofits expressed support for more investments in affordable housing, “transit-oriented development,” and legislation to prevent significant rent increases that force their staff and clients to leave their communities.

Reforming Government Grants and Contracting Systems

Responses to this survey and many others demonstrate that systemic and fundamental problems embedded in federal, state, and local government grantmaking and contracting systems impose unnecessary inefficiencies, financial hardships, and operational instability on nonprofits that governments hire to deliver services to the public. Among the consequences, according to 20.6% of the survey respondents, is that problems related to government grants and contracts are responsible for creating or exacerbating the nonprofit workforce shortage crisis by making it difficult for nonprofits to retain and recruit staff.

The National Council of Nonprofits has determined from previous investigations that there is not one universal legislative or regulatory fix that will realign government-nonprofit grantmaking and contracting systems. We have found, and documented,³⁰ that almost all systems break down and

²⁷ [The Scope and Impact of Nonprofit Workforce Shortages](#), National Council of Nonprofits, Dec. 13, 2021, pages 8-13.

²⁸ [Nonprofit Workforce Shortages: A Crisis that Affects Everyone](#), National Council of Nonprofits, July 2022.

²⁹ See generally, [Federal Charitable Giving Incentive](#), National Council of Nonprofits, updated regularly.

³⁰ [Towards Common Sense Contracting: What Taxpayers Deserve](#), National Council of Nonprofits, May 2014.

become dysfunctional over time. As a result, targeted reforms and adjustments are regularly needed. Below are specific reforms offered by nonprofits across the country in response to the 2023 survey. As in the earlier survey, challenges caused by government grants and contracts garnered a series of reform proposals worth advancing.

Failure to Cover True Costs: Perhaps the most common grievance of charitable nonprofits working pursuant to written agreements with governments is that governments – which cover the costs plus pay profits to for-profit entities – regularly fail to cover the costs nonprofits incur, whether those costs are called indirect costs, overhead, administrative costs, or in the next case, true costs. A large Kentucky human services provider explained that “grants and contracts should all pay the true cost of the service, including the cost of the critical infrastructure needed to run our businesses effectively.” They stress that “pay sources must include consistent increases in reimbursement rates into the future to help organizations to have the opportunity to pay better wages,” noting that “some of our reimbursements have not changed in 20 years.”

Paperwork Burdens and Workforce Shortages: A Minnesota nonprofit with staffing vacancies shared that during exit interviews, departing staff cited “burdensome data entry requirements of government contracts [as one of] two most common factors leading to burnout/dissatisfaction with work.” The correlation between burdensome and unnecessary paperwork and the workforce shortage is also explained eloquently by this Illinois nonprofit’s comment: “Many staff say the requirements for the government grants (documentation, assessments, multiple systems to have to work in) is too much and too stressful.” A New York nonprofit reported, “Monitoring of contracts with government is much more painful,” warning that “unreasonable petty demands may result in organizations closing.”

A small nonprofit providing crisis services in Connecticut revealed that “government grants have continuously increased the amount and frequency of reporting but provide no increase in grants to cover the increase in expenses to cover these tasks.” A Maine nonprofit echoed this theme, writing: “We are being asked to provide more and more information related to our work by our grantors. Yet no one wants to pay for administrative costs. We cannot keep up the demand for all the administrative work that is being required of us without it being funded.”

Data Collection: It’s not unusual for any government grantee or contractor to point to data collection requirements as an example of excessive bureaucracy. A Connecticut nonprofit expressed their exasperation this way: “Don’t gather data just to gather data.” They encourage “streamlining data to key indicators and reduce the data that is not being used or interpreted.” They also encourage governments to unify “expectations across all departments,” pointing out that “interpretation of rules varies across state and federal departments.” In addition to needed reforms and consolidation of federal grants portals and data collection requirements, frontline nonprofits recommend these two field-tested actions to reduce burdens and complexity:

- **Document Vault:** An Idaho nonprofit, that has as many as 20 federal and/or state grants at any one time, shared that most are for three years in length while one runs for five years. “All of the applications and continuation grants require many of the same organizational documents (501(c)(3) status, board list, assurances, audit, indirect rate).” That nonprofit’s plea is compelling: “Couldn’t all of these be uploaded to one place for our organization and updated annually rather than uploading them so many times?” The proposed solution – utilization of a “document vault” – is already in use by some governments.³¹
- **Standardized and Coordinated Reporting:** A nonprofit asked: “Across federal agencies, reporting varies considerably. Could semi-annual and annual or some other schedules be standardized for all federal grants?”

Complexification³²: Grant applications can be extremely long and often require a great deal of redundancy (e.g., state & federal certifications, attestations, and other documents nonprofits must fill out a dozen times each year). Smaller organizations typically do not have the capacity to undertake the extensive effort to apply. A North Carolina nonprofit opined that it seems that duplicative forms could be filled out once per year and kept on file by governments. A small Vermont nonprofit explained that federal grants are simply too complex, stating, “The most recent application that we decided not to pursue is the Community Block Economic Development Program.” The reason: “It was far too cumbersome and not nonprofit friendly.”

Overly Prescriptive Grant Requirements: A small human services nonprofit in Washington State expressed frustration that grants tend to include seemingly arbitrary and costly service requirements that are not fully funded. The nonprofit professional completing the workforce shortages survey wrote, “Narrowly focused grant or contract requirements do not provide baseline support for nonprofit administration and operations.” They go on to explain, “Nonprofits often know the community needs but fund[ing] sources dictate program design based on what they ‘think’ community needs.” Their conclusion: “This seems backwards.”

Grant Duration: The shorter the length of a grant, the less likely small or new organizations will seek to access the funding opportunity. “When grants are for only one year,” a small New York nonprofit explained, “more time is spent hiring and training than on the impact we are trying to make.” A North Carolina nonprofit focusing on substance abuse prevention observed that all the federal grants they have require reapplication each year, even when the grant award is a multi-year award. For example, for the DFC grant, “we were awarded our initial grant in 2016 and it was a 10-

³¹ See [Toward Common Sense Contracting: What Taxpayers Deserve](#), National Council of Nonprofits, May 2014, for more information.

³² See [Costs, Complexification, and Crisis: Government’s Human Services Contracting “System” Hurts Everyone](#), National Council of Nonprofits, October 2010.

year award,” yet, “each year [we] had to submit a ‘non-competing application,’ which is just as long but is generally just a formality.”

The rationale for supporting grants that extend beyond one year should be self-evident. Multi-year grants promote access for smaller organizations, reduce administrative costs for applicants and governments alike, and enable governments and nonprofits to evaluate progress and, when done right, adjust over time.

Reimbursable Grants vs. Up-Front Payments: The fact that most government grants for services are paid on a reimbursement basis is a significant challenge that charitable organizations are seeking to overcome. “Government grants and contracts are often approved on a reimbursement basis, and they do not always cover our program and/or admin costs,” wrote a large Oregon human services provider. In that state, and several others across the country, pending legislation would flip the practice and mandate lump-sum or partially pre-paid grants in many circumstances. This approach would make grants more accessible, and improve planning for nonprofits, enabling them to staff up and provide ongoing training to ensure both performance and accountability.

The system of requiring performance first and seeking reimbursement later imposes a burden on service providers to essentially front the governments’ start-up costs and trust that the government program management and accounts payable processes are properly functioning. The culture in government of only paying on a reimbursement basis is so prevalent that the U.S. Treasury Department had to expressly override it last year when instructing state and local governments on the rules governing spending of Coronavirus State and Local Fiscal Recovery Funds allocated under the American Rescue Plan Act.³³ In fact, the practice of reimbursement-only grants is so destructive that nonprofits are actively seeking reforms at the state level to ensure that grants to charitable nonprofits include an up-front expenditure component.³⁴

At a minimum, nonprofits believe Congress and state lawmakers should mandate that government departments and agencies cover the start-up costs and early operational expenses that charitable nonprofits reasonably incur in performing services on behalf of governments. The mandate should extend to the use of federal funds by pass-through entities like state and local governments.

³³ The “[Treasury] Department does not require or have a preference as to the payment structure for recipients that transfer funds to subrecipients (e.g., advance payments, reimbursement basis, etc.). Ultimately, recipients must comply with the eligible use requirements and any other applicable laws or requirements and are responsible for the actions of their subrecipients or beneficiaries.” [Final Rule for the State and Local Fiscal Recovery Funds](#), Treasury Department, Jan. 27, 2022, 87 Fed. Reg. at 4379, footnote 230. Elsewhere, the ARPA Final Rule states, “Recipients may transfer funds to subrecipients in several ways, including advance payments and on a reimbursement basis.” Final Rule, Treasury Department, Jan. 27, 2022, 87 Fed. Reg. at 4380.

³⁴ See **California** [A.B. 590](#) (stipulating an advance payment structure and request process); **North Carolina** [H.B. 259](#) (requiring full or quarterly disbursement of grant funds); and **Oregon** [S.B. 606](#) (restricting use of reimbursement as a mechanism for grant payments except in limited circumstances).

Funding Capacity Building: Frontline nonprofits report the recurring challenge of performing services on behalf of governments based on reimbursement rates that do not permit use of funds to build or maintain the required internal capacity. A very small Tennessee human services provider explained: “Most funders want to support programming, but programs don't manage themselves. There have to be people to lead, manage, report, and oversee those programs.” (Emphasis added.) Both as a practice that promotes access to federal grantmaking and as a way to ensure better outcomes, policymakers can improve outcomes and help overcome the nonprofit workforce shortages crisis by expressly funding capacity building programs such as grants management and reporting.

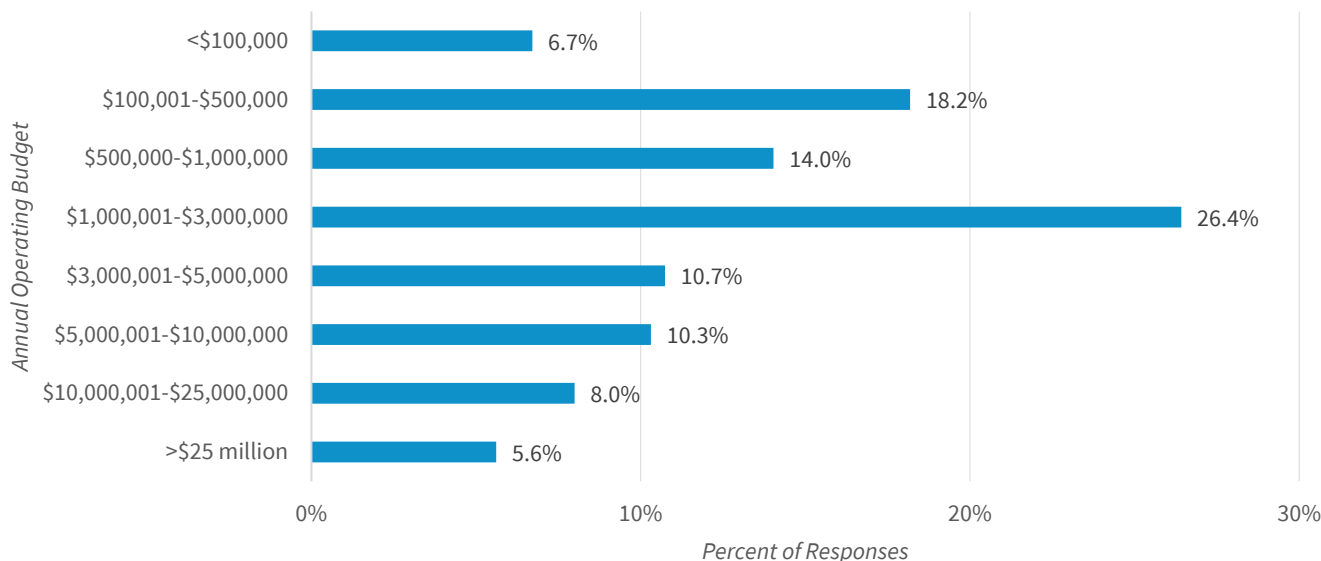
Profiles of Nonprofits Completing the Survey

This report is based primarily on responses to an online survey the National Council of Nonprofits developed and distributed electronically through its networks and newsletters in April 2023. The survey was open to all charitable nonprofits. More than 1,600 people from all 50 states and D.C. submitted responses to the survey. NCN staff collected the responses, analyzed the data, and wrote this report.

Who completed the survey - by budget size

Although workforce shortages impact nonprofits from all sectors and budgets, smaller nonprofits presumably feel the impact more. Nonprofits with annual operating budgets below \$1 million make up nearly four out of ten (38.9%) respondents, and 56.0% of them reported vacancies. Those with budgets of between \$1 million and \$3 million represent an estimated one out of four (26.4%) survey responses, and 79.9% indicated that their nonprofit had vacancies. Another 23.9% of nonprofits reported an annual operating budget greater than \$5 million, and 93.0% of nonprofits with that budget size reported vacancies.

Figure 4: Nonprofits' Annual Operating Budget



Who completed the survey - by the primary communities the nonprofit serves

Table 10: Communities Primarily Served by Nonprofits

Communities Primarily Served	Number of Responses	Percent of Responses
American Indian or Alaskan Native, Asian, Black, Native Hawaiian or Pacific Islander, Middle Eastern/North African, Hispanic/Latino/Latina/Latinx, or multi-racial/multi-ethnic	490	29.9%
People living in rural communities	456	27.8%
People with disabilities	358	21.8%
People who identify as LGBTQ+	134	8.2%
None of the above	574	35.0%

Who completed the survey - by subsector

Nearly three out of ten responses came from the human services sector. Respondents that selected “other” elaborated that they worked in advocacy, agriculture, community development, economic development, legal aid, workforce development, and youth services.

Table 11: Responses to the Nonprofit Workforce Shortages Survey by Subsector

Subsector	Number of Responses	Percent of Responses
Human Services	465	28.4%
Other	244	14.9%
Arts, Culture, and Humanities	154	9.4%
Education (excluding higher education)	137	8.4%
Public/Societal Benefit	105	6.4%
Community/Civic Engagement	103	6.3%
Healthcare	88	5.4%
Housing	71	4.3%
Mental Health	65	4.0%
Multiple Subsectors	60	3.7%
Environment and Animal Welfare	56	3.4%
Child Care	55	3.4%
Research	12	0.7%
Religion	11	0.7%
Higher Education	7	0.4%
International	4	0.2%
Hospitals	2	0.1%

Appendix: State Reports

The National Council of Nonprofits has prepared state-specific reports in the 23 states with at least 25 survey responses.

- [Alaska](#)
- [Arizona](#)
- [California](#)
- [Connecticut](#)
- [Florida](#)
- [Illinois](#)
- [Kentucky](#)
- [Maine](#)
- [Maryland](#)
- [Michigan](#)
- [Minnesota](#)
- [Montana](#)
- [Nebraska](#)
- [New Jersey](#)
- [New York](#)
- [North Carolina](#)
- [Oregon](#)
- [Pennsylvania](#)
- [South Carolina](#)
- [Tennessee](#)
- [Vermont](#)
- [Washington](#)
- [Wyoming](#)



INFORMATION ITEM 4

Summer PAYS 2023

CareerSource Pinellas managed the 2023 Youth Employment Program, Summer PAYS, for the third consecutive year. There was an increased interest from youth, employers, and community agencies. Youth were offered the opportunity to gain real experience working in various trades within our community.

We worked with several cohorts which included Pinellas County Schools, Boys & Girls Club, Family Center on Deafness, and Harborside Christian Church. We had several returning youth and youth that heard of us through word of mouth, social media, and community outreach.

We had 104 employers express an interest in participating in Summer PAYS working in the industries of IT/Tech, Healthcare, Manufacturing, Teaching/Education, Animal Services, Automotive, Food and Hospitalitys, Youth Programming, and Skilled Trades. Youth worked with employers like City of Largo, St. Pete, Clearwater, and Pinellas Park. They worked with the Pinellas County Clerk of Court and Animal Services. Worked at places like Lockheed Martin, McManus & McManus, Day Star Life Center, Daddies Donuts & Delites, and even the Clearwater Marine Aquarium just to name a few.

In addition to work experience youth attended virtual workshops including the Florida Ready to Work Soft Skills credential and a financial literacy workshop hosted by Bank of America. For completing these workshops, they earned \$75 per workshop and the credential earned from Florida Ready to Work can be put on their resume along with their record of employment.

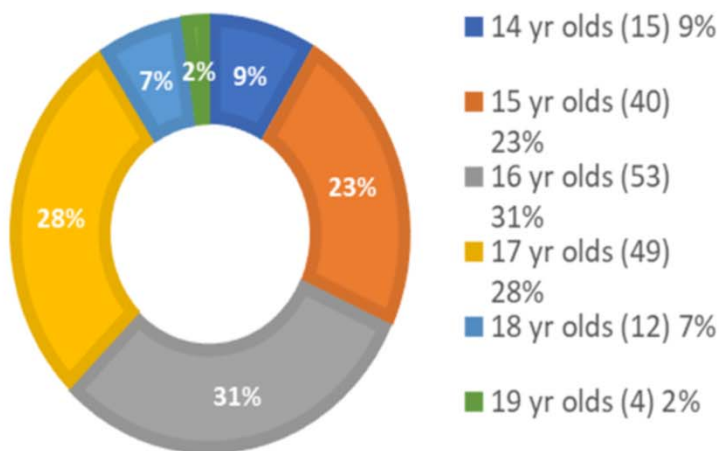
All Summer PAYS participants were paid \$15.00 an hour. Full time or part time hours were determined based on the employer and youth's needs. In total youth worked 29,766 hours earning a total of \$615,012. We hired four teachers from Pinellas County Schools for the summer who assist with enrollment, matching youth with employers, follow ups and onsite visits earning \$75,960 in total.

SUMMER PAYS

Summer P.A.Y.S. (Preparing Area Youth for Success) is a summer employment and training program for eligible Pinellas County residents. CareerSource Pinellas teamed up with local employers to provide a hands-on learning experience, giving students work experience in high-demand industries. Students also had the opportunity to attend workshops to further develop valuable skills necessary for the workforce.

Interest Form and Enrollment	2023	2022
Completed	382	301
Applications Approved	191	156
Final Number of Participants	172	126

AGE OF PARTICIPANTS



SUMMER PAYS EMPLOYERS AND FINANCIALS

Employer Interest and Enrollment	2023	PCSB Employers
Completed Online Interst Form	104	69
Failed to Complete Business Service's Approval Process	14	9
Approved Employers assigned Youth	53	50
Approved Employers with no Youth assigned	17	12



Grand Total - \$695,474



**2022-2023 Career Source
Classroom Grant Impact Reports**

Total Funding:	\$10,000
Teachers Impacted:	48
Students Impacted:	2,785
Grades Served:	Kindergarten, 4th – 12th



**2022-2023 Career Source
Impact Reports**

Teacher: Amber Petrie
School: Pinellas Park High School
Grade: 10th & 11th
Grant: *Solar & Wind Power*
Subject: Science/Technology/Career Technical Education

Impact to My Classroom

This grant allowed my students to create working models of classroom discussion points. This enabled them to work together cooperatively to build new ideas and comprehensive demonstrations of course work.

Number of Students Impacted: 160

A Note of Thanks

I would like to say thank you to our grant sponsor for choosing our program to support, I often have a difficult time finding materials and projects that the county will fund due to being the only program in the county teaching this curriculum and subject matter. Your help enabled me to open the eyes of many students and develop real-work demonstrations of how their subject matter works.



**2022-2023 Career Source
Impact Reports**

Teacher: Vanessa Barkman
School: Safety Harbor Middle School
Grade: 6th, 7th & 8th
Grant: *SHMS Water Quality Improvement Project*
Subject: Math/Science/Technology/Engineering/Career Technical Education

Impact to My Classroom

My students have had a chance to work as scientists and build an experiment to test a hypothesis to improve the water quality of our storm water pond. It has given them a chance to try on a career and to be stewards of the environment. We are growing the next generation of environmentalists.

Number of Students Impacted: 935

A Note of Thanks

Thank you for the grant. You have given my students a chance to work as scientists and engineers to discover ways to improve the water quality of our storm water pond. They were able to explore careers related to water management. I am deeply grateful for your donation. Thank you for supporting my students.



Pinellas Education Foundation

2022-2023 Career Source Impact Reports

Teacher: Shelley Kappler
School: Westgate Elementary School
Grade: K, 4th & 5th
Grant: *STEM Peer Mentor Project*
Subject: Math/Science/Career Technical Education

Impact to My Classroom

We are just implementing this grant this spring and students are already signing up to be peer mentors for our kindergarten students. They are learning the product and practicing communicating the STEM lessons to the student they will be paired up with.

Number of Students Impacted: 350

A Note of Thanks

Thank you for supporting our STEM Project. This is a new and exciting program at our school that gives an opportunity for older students to develop STEM peer mentoring skills, to gain confidence with their STEM vocabulary and communication and to convey their learning and knowledge to younger students. This program is designed to promote additional interest in STEM careers and high level STEM related academic opportunities. We have had a huge response for participation in the program.



2022-2023 Career Source Impact Reports

Teacher: Judith Deeley

School: Dunedin High School

Grade: 9th, 10th, 11th & 12th

Grant: *Statistical Analysis and Python Coding*

Subject: Math/Science/Technology/Engineering/Career Technical Education/Robotics/STEAM

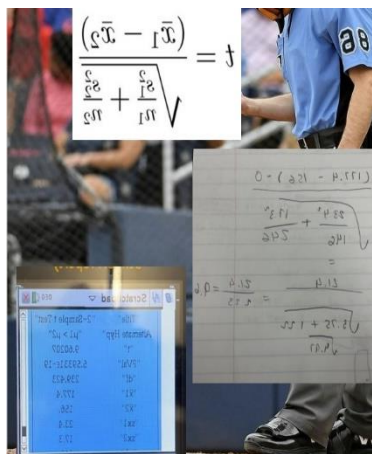
Impact to My Classroom

Students smoothly moved from data, to graph, to equations to analysis. For robotics, students use the Python coding to have the rover perform a variety of functions. This tool allows students to quickly experience the direct result of the rover from code. Otherwise, they had to build a robot first from materials before the coding they worked would function. Students experienced logic and sequencing. Future use will be to show geometry, trigonometry, pre - calculus, calculus and AP computer science teachers how to use the coding to demonstrate math concepts such as triangle theories, quadratic formula, integrals and more. Additional future is to collaborate with science teachers with the temperature, motion, sound and light probes and sensors that work with the TIInspire calculators.

Number of Students Impacted: 1,310

A Note of Thanks

Please know how valuable the effects of the receipt of this grant has been with the acquisition of the most robust resource of the TIInspire CXII calculators with the Innovator Rovers. Students and teachers alike will continue to use this in a collaborative way to engage our students and bring hands-on experiences with math, science, and technology concepts. Students and are greatly appreciative of your generosity.





INFORMATION ITEM 6

LWDB 14

Measures	PY2021-2022 4th Quarter Performance	PY2021-2022 % of Performance Goal Met For Q4	PY2021-2022 Performance Goals	PY2022-2023 1st Quarter Performance	PY2022-2023 % of Performance Goal Met For Q1	PY2022-2023 2nd Quarter Performance	PY2022-2023 % of Performance Goal Met For Q2	PY2022-2023 3rd Quarter Performance	PY2022-2023 % of Performance Goal Met For Q3	PY2022-2023 4th Quarter Performance	PY2022-2023 % of Performance Goal Met For Q4	PY2022-2023 Performance Goals
Adults:												
Employed 2nd Qtr After Exit	82.60	91.78	90.00	81.80	88.91	75.80	82.39	80.10	87.07	82.90	90.11	92.00
Median Wage 2nd Quarter After Exit	\$11,068	153.72	\$7,200	\$10,506.00	97.82	\$10,619.00	98.87	\$10,506	97.82	\$9,755	90.83	\$10,740
Employed 4th Qtr After Exit	92.90	108.65	85.50	90.60	100.44	75.40	83.59	82.80	91.80	83.60	92.68	90.20
Credential Attainment Rate	86.90	120.69	72.00	80.40	92.41	67.10	77.13	67.20	77.24	63.90	73.45	87.00
Measurable Skill Gains	66.20	135.10	49.00	58.30	89.69	56.60	87.08	56.30	86.62	65.10	100.15	65.00
Dislocated Workers:												
Employed 2nd Qtr After Exit	80.30	89.22	90.00	78.60	89.32	71.80	8159.09%	73.20	83.18	80.50	91.48	88.00
Median Wage 2nd Quarter After Exit	\$12,112	170.59	\$7,100	\$11,409.00	121.77	\$11,667.00	124.53	\$11,667	124.53	\$12,574	134.20	\$9,369
Employed 4th Qtr After Exit	87.50	102.70	85.20	90.40	107.36	77.20	91.69	79.30	94.18	76.80	91.21	84.20
Credential Attainment Rate	93.30	133.29	70.00	93.50	108.09	86.90	100.46	87.30	100.92	82.50	95.38	86.50
Measurable Skill Gains	57.50	117.35	49.00	45.00	69.23	39.20	60.31	39.80	61.23	55.60	85.54	65.00
Youth:												
Employed 2nd Qtr After Exit	83.50	98.82	84.50	82.30	98.56	81.00	97.01	82.20	98.44	88.60	106.11	83.50
Median Wage 2nd Quarter After Exit	\$4,726	147.69	\$3,200	\$4,866.00	103.58	\$4,965	105.68	\$5,282	112.42	\$6,019	128.12	\$4,698
Employed 4th Qtr After Exit	86.00	110.26	78.00	86.40	106.67	77.00	95.06	82.00	101.23	82.60	101.98	81.00
Credential Attainment Rate	82.90	96.06	86.30	79.80	94.89	80.30	95.48	81.50	96.91	80.70	95.96	84.10
Measurable Skill Gains	69.20	141.22	49.00	55.70	85.69	50.70	78.00	52.60	80.92	74.80	115.08	65.00
Wagner Peyser:												
Employed 2nd Qtr After Exit	59.60	91.69	65.00	60.90	96.36	60.20	95.25	65.60	103.80	65.60	103.80	63.20
Median Wage 2nd Quarter After Exit	\$6,686	133.72	\$5,000	\$6,839.00	104.97	\$6,808.00	104.50	\$7,421	113.91	\$7,552	115.92	\$6,515
Employed 4th Qtr After Exit	60.40	94.08	64.20	63.60	100.63	61.40	97.15	66.40	105.06	67.20	106.33	63.20

Not Met (less than 90% of negotiated)

Met (90-100% of negotiated)

Exceeded (greater than 100% of negotiated)

ONE STOP OPERATOR REPORT



Informational Item
October 12, 2023

Maintain Linkages




Dynamic Workforce Solutions, Inc. (DWFS), has been the contracted One Stop Operator (OSO) for CareerSource Pinellas since 2018. The OSO has a responsibility to maintain an up-to-date list of partners, and coordinate opportunities for cross-training of services, and leveraging of resources, through partner referrals.

Number of Required Partners	20
Number of Community-Based Partners	27
Number of New Partners this Program Year	0
Total Number of Partners	47

Four new partnerships pending MOA execution, including the Disability Achievement Center, SailFuture Academy, Alpha House Pinellas, and Year Up Tampa Bay.

Partner Referrals

Crosswalk Partner Portal, is a closed network that allows partner agencies to send and receive referrals and provide a personal hand-off of shared customers to increase responsiveness to customer needs.

 Total Referrals Referrals Sent and Received 22 Export to Excel	 Sent Referrals Total Referrals Sent 15	 Received Referrals Total Referrals Received 9
--	---	--

Agency Received From	Service Location	# Received
Boley Centers, Inc.	Pinellas	2
CareerSource Pinellas	Pinellas	2

Agency Sent To	Service Location	# Sent
CareerSource Pinellas	Pinellas	2
Division of Blind Services	Pinellas	1
Dress for Success Tampa Bay	Pinellas	7
Homeless Leadership Alliance of Pinellas	Pinellas	1
Housing Authority of the City of St. Petersburg	Pinellas	2
Operation PAR, Inc	Pinellas	2

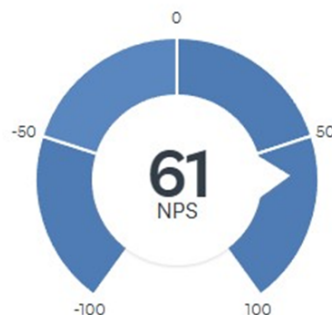
If your agency name is not listed here, we are requesting to train or re-train your team to send and receive referrals during the month of November.

Customer Experience

[Net Promoter Score®](#), or NPS®, measures customer experience and predicts business growth. This proven metric transformed the business world and now provides the core measurement for customer experience management programs the world round.

How likely is it that you would recommend CareerSource Pinellas to a friend or colleague?

CareerSource Pinellas has a NPS Target of 47. The customers receiving in-person and virtual services are offered the opportunity to share their experience within 15 days after the close of the month of service. July 2023 NPS Score was at an all time high.



All Career Centers exceeded the NPS score. The virtual score for July was 40%, which exceed last program year's average score of 34%.

COMBINED NPS SCORES

NPS Score							Target
Period	Region	G2B	Tarpon	Lealman	St. Pete	Virtual	
JUL	61%	67%	67%	100%	50%	40%	47%

There is an expectation of an average 15% survey response rate, which is an increase from 10%.

Month	Total Invitations Sent	Total Surveys Completed	Response Rate
JUL	310	39	13%

Workshops

- St. Pete College hosts remote workshops and CareerSource Pinellas program staff offer in-person workshops at Gulf 2 Bay and St. Petersburg Career Centers to support career seekers in preparing for employment opportunities.

Career Source Pinellas – Region 14 Remote Workshop Satisfaction						
Workshop Survey - 2023 1 st Quarter (07/01-09/30)						
Which Workshop did you attend?						
Month	July 2023		August 2023		September 2023	
Answer Options	Percent	Count	Percent	Count	Percent	Count
How to Get Hired: Tips on Researching Employers	0.00%	0	0.00%	0	0.00%	0
Cleaning Up Your Online Presence	0.00%	0	0.00%	0	0.00%	0
LinkedIn	0.00%	0	0.00%	0	60.00%	3
Interview Preparation	0.00%	0	0.00%	0	0.00%	0
Professional Etiquette: How to Make a First Impression	0.00%	0	0.00%	0	0.00%	0
Branding the Professional YOU	0.00%	0	0.00%	0	0.00%	0
Resume	0.00%	0	0.00%	0	20.00%	1
How to Navigate the Employ Florida Website	0.00%	0	0.00%	0	0.00%	0
Professional Networking Group	0.00%	0	0.00%	0	0.00%	0
Career Networking Group	0.00%	0	0.00%	0	0.00%	0
Other	100.00%	1	100.00%	1	20.00%	1
Total Monthly		1		1		5
(Quarterly) Answered Question						7

Overall, how satisfied were you with the workshop?						
Month	July 2023		August 2023		September 2023	
Answer Options	Percent	Count	Percent	Count	Percent	Count
5 - Very Satisfied	100.00%	1	100.00%	2	80.00%	4
4 - Satisfied	0.00%	0	0.00%	0	20.00%	1
3 - Neither Satisfied <u>or</u> Dissatisfied	0.00%	0	0.00%	0	0.00%	0
2 - Dissatisfied	0.00%	0	0.00%	0	0.00%	0
1 - Very Dissatisfied	0.00%	0	0.00%	0	0.00%	0
Total Monthly		1		2		5
Weighted Average Monthly		5.00		5.00		4.80
<i>(Quarterly) Answered Question</i>						8
<i>(Quarterly) Skipped Question</i>						1
<i>(Quarterly) Weighted Average</i>						4.88

Career Source Pinellas – Region 14 Live Workshop Satisfaction						
Workshop Survey - 2023 1 st Quarter (07/01-09/30)						
Which Workshop did you attend?						
Month	July 2023		August 2023		September 2023	
Answer Options	Percent	Count	Percent	Count	Percent	Count
How to Navigate Employ Florida	54.55%	6	28.57%	2	0.00%	0
Basic Computer Literacy	18.18%	2	14.29%	1	10.00%	1
Overcoming Barriers	27.27%	3	42.86%	3	80.00%	8
Get Hired - Resume and Interviewing Tips (Gulf to Bay)	0.00%	0	14.29%	1	0.00%	0
Other	0.00%	0	0.00%	0	10.00%	1
Total Monthly		11		7		10
<i>(Quarterly) Answered Question</i>						28

Overall, how satisfied were you with the workshop?						
Month	July 2023		August 2023		September 2023	
Answer Options	Percent	Count	Percent	Count	Percent	Count
5 - Very Satisfied	90.91%	10	85.71%	6	70.00%	7
4 - Satisfied	9.09%	1	0.00%	0	30.00%	3
3 - Neither Satisfied <u>or</u> Dissatisfied	0.00%	0	0.00%	0	0.00%	0
2 - Dissatisfied	0.00%	0	0.00%	0	0.00%	0
1 - Very Dissatisfied	0.00%	0	14.29%	1	0.00%	0
Total Monthly		11		7		10
Weighted Average Monthly		4.91		4.43		4.70
<i>(Quarterly) Answered Question</i>						28
<i>(Quarterly) Skipped Question</i>						0
<i>(Quarterly) Weighted Average</i>						4.71

Staff Training

- Assistive Technology training for Disability Navigators and Resource Room Staff Nov. 2023

KEY PERFORMANCE RESULTS (KPR)



1,369

Individuals Assisted



333

Exited with Employment



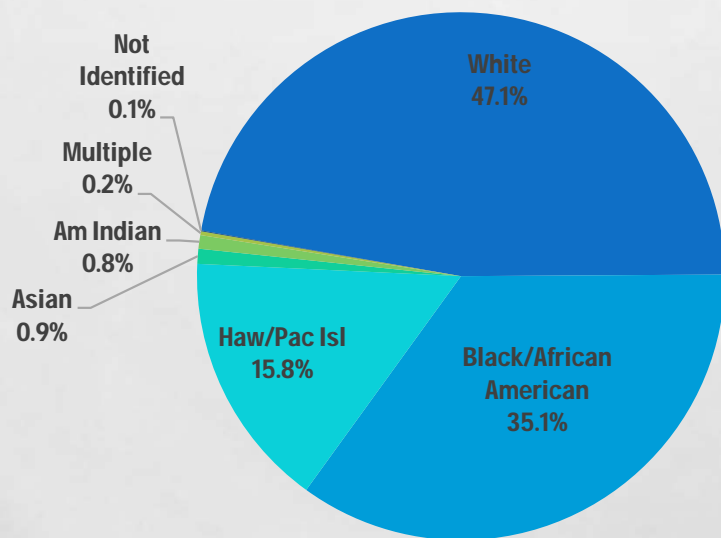
\$17.96

Average Wage

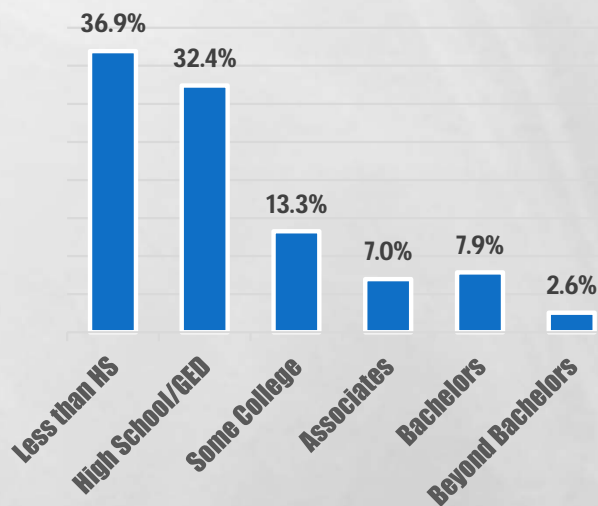
	PY23/24 (thru Aug)		PY22/23		PY21/22	
	Individuals Assisted	Exited with Employment	Individuals Assisted	Exited with Employment	Individuals Assisted	Exited with Employment
Wagner-Peyser	1,146	291	4,315	1,576	5,395	1,823
WIOA	360	11	650	87	613	196
Special Grants	67	0	73	4	76	15
Welfare Transition	104	13	474	96	634	146
SNAP	119	17	603	117	876	162

Program Year 2023-2024

Customers by Race/Ethnicity



Customers By Education



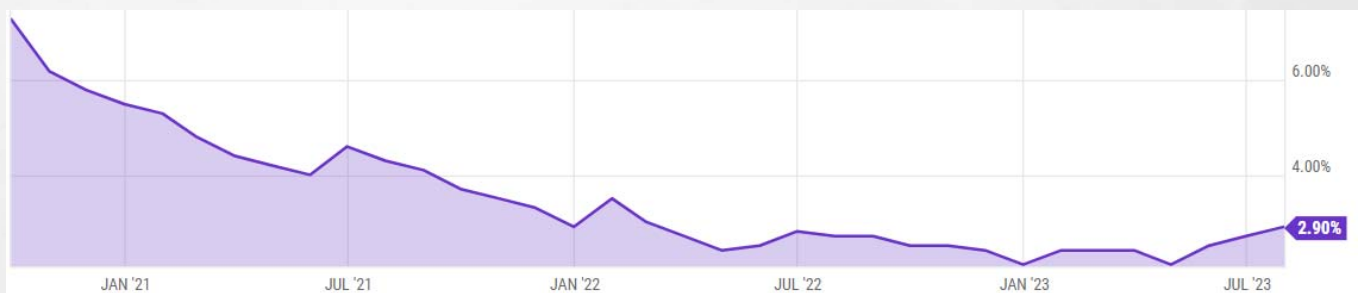
Customers by Desired Occupation



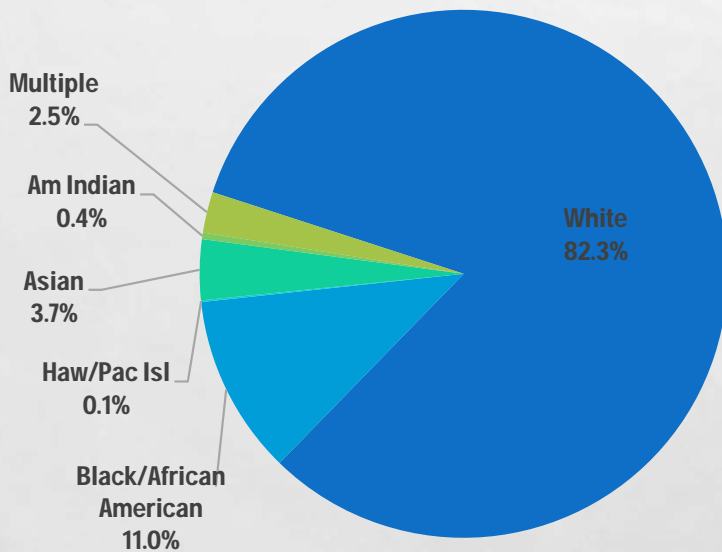
PINELLAS COUNTY OVERVIEW/SUMMARY

2.90%
Pinellas County
Unemployment Rate

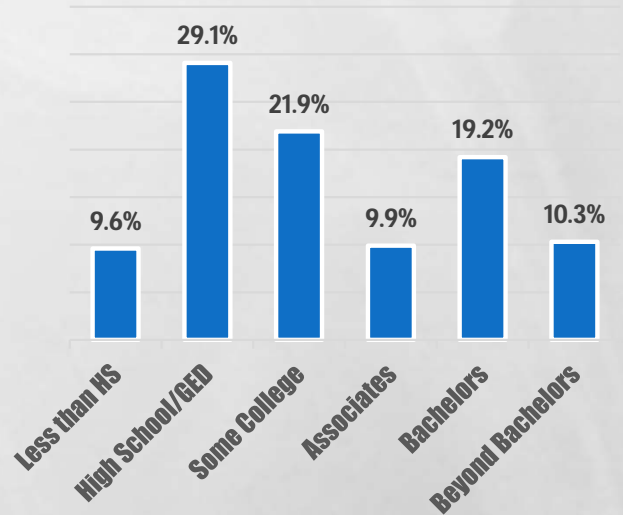
Pinellas County Unemployment Rate Sep 2020 – Jul 2023



Residents by Race/Ethnicity



Residents By Education



Job Openings by Occupation



WAGNER-PEYSER



291

Staff Assisted who
Obtained Employment



187

Job Referrals provided
to Participants



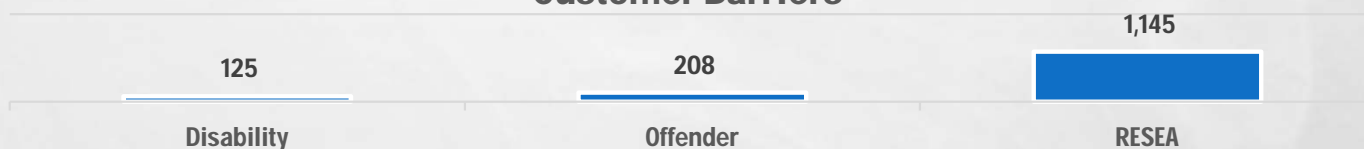
1,146

Staff Assisted Services to
Participants

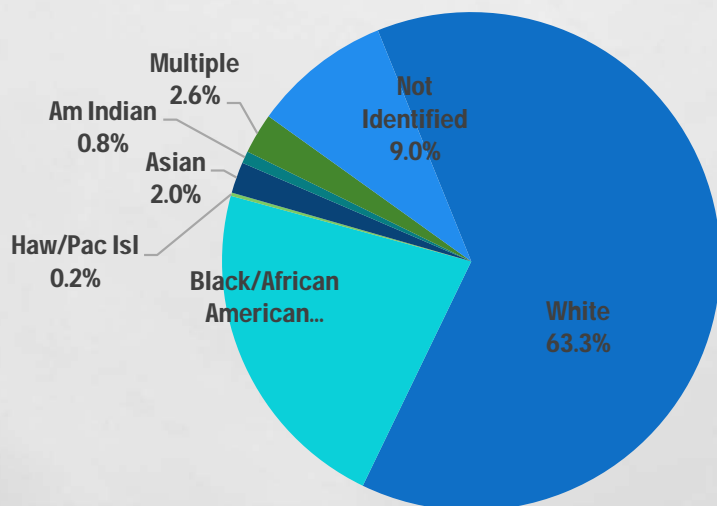
	PY23/24 (thru Aug)		PY22/23		PY21/22	
	Individuals Assisted	# EF Codes Entered	Individuals Assisted	# EF Codes Entered	Individuals Assisted	# EF Codes Entered
Employment	1,058	291	4,315	1,576	5,395	1,823
Job Referrals	74	187	949	3,051	1,425	5,257
Service	933	2,634	4,092	21,996	5,270	28,052

Program Year 2023-2024

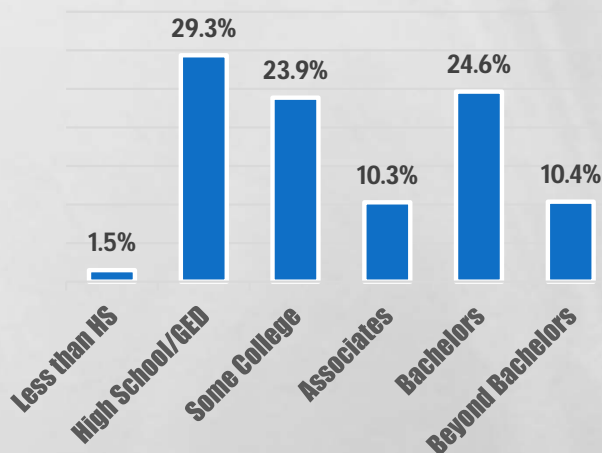
Customer Barriers



Customers by Race/Ethnicity



Customers By Education



Measure	PY20/21	PY21/22	PY22/23	Current Goal
Employed 2 nd Qtr After Exit	59.5%	59.6%	65.6%	63.2%
Median Wage 2 nd Qtr After Exit	\$5,651	\$6,686	\$7,552	\$6,515
Employed 4th Qtr After Exit	61.2%	60.4%	67.2%	63.2%

WIOA ADULT



198

Individuals Assisted



8

Exited with Employment



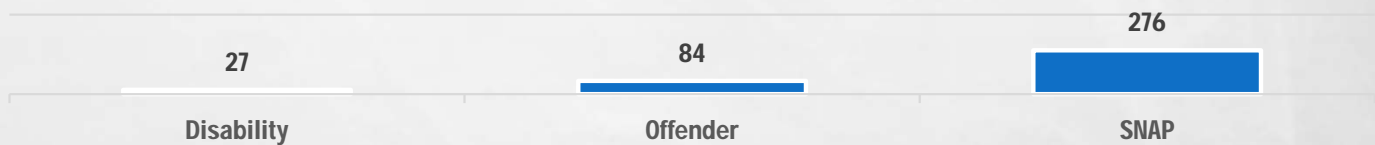
\$23.89

Average Wage

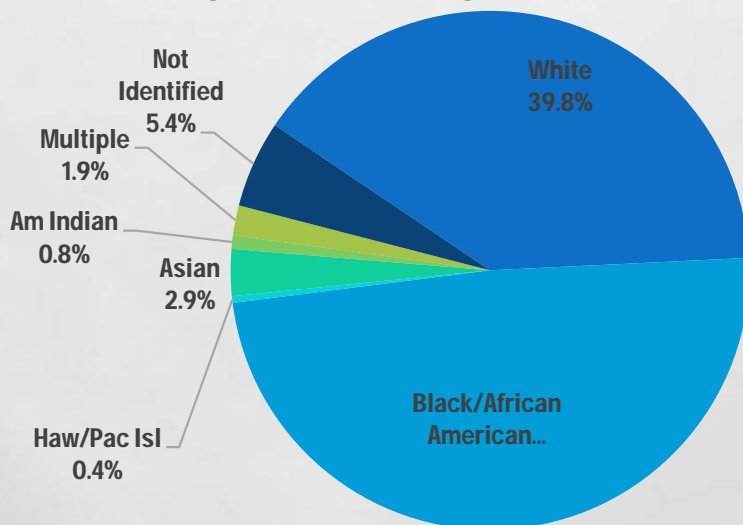
	PY23/24 (thru Aug)		PY22/23		PY21/22	
	Individuals Assisted	Exited with employment	Individuals Assisted	Exited with employment	Individuals Assisted	Exited with employment
Adult	198	8	585	56	696	39

Program Year 2023-2024

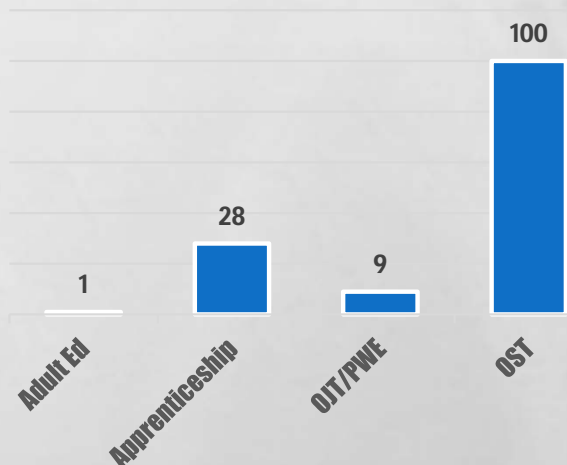
WIOA Adult Barriers



WIOA Adult by Race/Ethnicity



WIOA Adult By Training Type



Measure	PY20/21	PY21/22	PY22/23	Current Goal
Employed 2 nd Qtr After Exit	94.5%	82.6%	82.9%	92.0%
Median Wage 2 nd Qtr After Exit	\$11,970	\$11,068	\$9,755	\$10,740
Employed 4th Qtr After Exit	87.5%	92.9%	83.6%	90.2%
Credential Attainment Rate	95.5%	86.9%	63.9	87.0%
Measurable Skill Gains	76.6%	66.2%	65.1	65.0%

WIOA DISLOCATED WORKER



43

Individuals Assisted



2

Exited with Employment



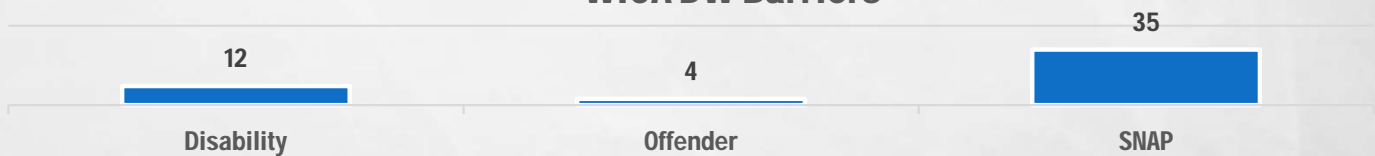
\$20.50

Average Wage

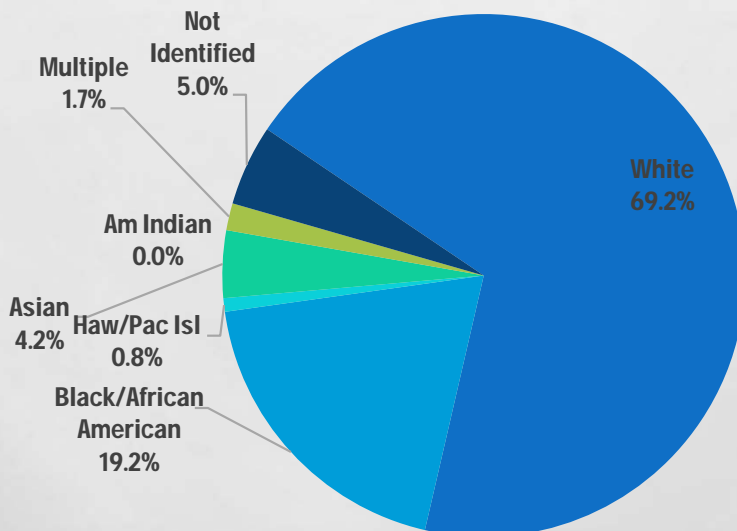
	PY23/24 (thru Aug)		PY22/23		PY21/22	
	Individuals Assisted	Exited with employment	Individuals Assisted	Exited with employment	Individuals Assisted	Exited with employment
DW	43	2	213	32	515	63

Program Year 2023-2024

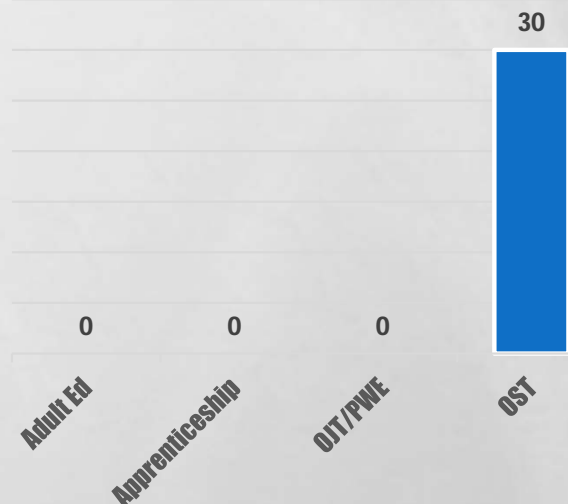
WIOA DW Barriers



WIOA DW by Race/Ethnicity



WIOA DW By Training Type



Measure	PY20/21	PY21/22	PY22/23	Current Goal
Employed 2 nd Qtr After Exit	90.1%	80.3%	80.5%	88.0%
Median Wage 2 nd Qtr After Exit	\$10,846	\$12,112	\$12,574	\$9,369
Employed 4th Qtr After Exit	72.9%	87.5%	76.8%	84.2%
Credential Attainment Rate	87.6%	93.3%	82.5%	86.5%
Measurable Skill Gains	88.7%	57.5%	55.6%	65.0%

WIOA YOUTH



119

Individuals Assisted



87.9%

Out-of-School Youth



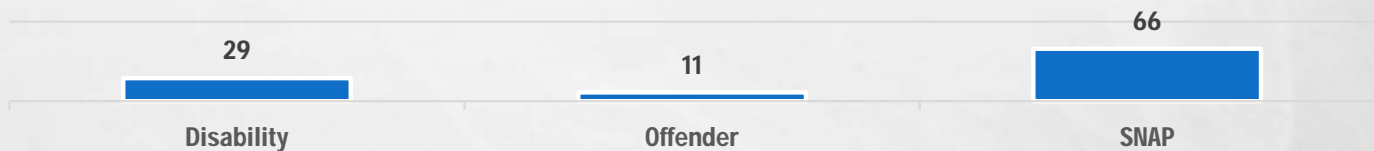
\$15.00

Average Wage

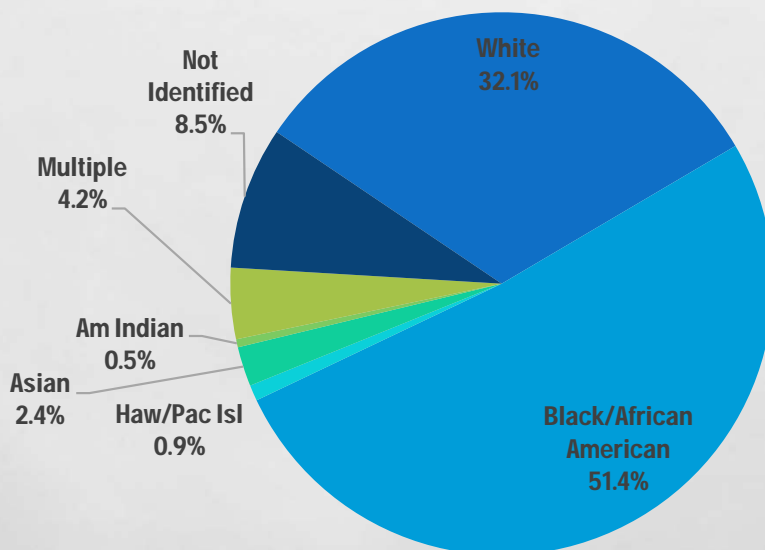
	PY23/24 (thru Aug)		PY22/23		PY21/22	
	Individuals Assisted	Exited with employment	Individuals Assisted	Exited with employment	Individuals Assisted	Exited with employment
PEF	54	1	167	17	333	68
WIOA Youth	65	0	107	2	109	6

Program Year 2022-2023

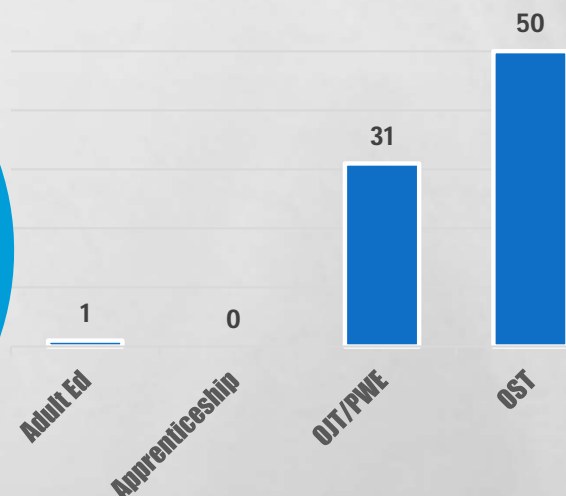
WIOA Youth Barriers



WIOA Youth by Race/Ethnicity



WIOA Youth By Training Type



Measure	PY20/21	PY21/22	PY22/23	Current Goal
Employed 2 nd Qtr After Exit	89.8%	83.5%	86.6%	83.5%
Median Wage 2 nd Qtr After Exit	\$4,739	\$4,726	\$6,019	\$4,698
Employed 4th Qtr After Exit	86.0%	86.0%	82.6%	81.0%
Credential Attainment Rate	76.0%	82.9%	80.7%	84.1%
Measurable Skill Gains	80.3%	69.2%	74.8%	65.0%

SNAP

(SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM)



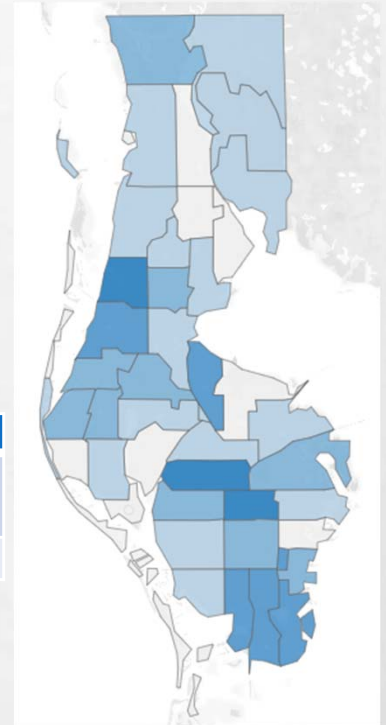
119

Individuals Assisted



\$13.15

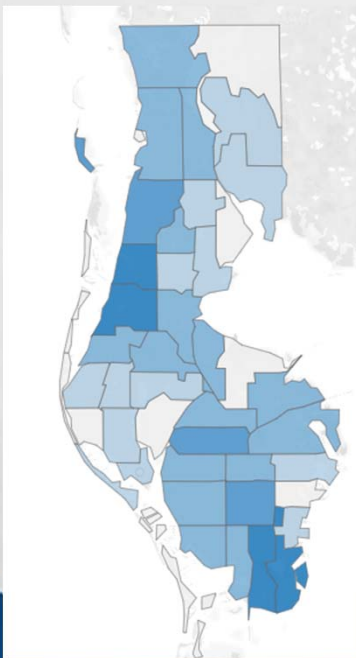
Average Wage



SNAP Recipient Density

	PY23/24 (thru Aug)		PY22/23		PY21/22	
	Individuals Assisted	Employed	Individuals Assisted	Employed	Individuals Assisted	Employed
SNAP	119	17	603	112	876	171

Poverty Density



WELFARE TRANSITION



104

Individuals Assisted



\$17.10

Average Wage

	PY23/24 (thru Aug)		PY22/23		PY21/22	
	Individuals Assisted	Employed	Individuals Assisted	Employed	Individuals Assisted	Employed
WT	104	13	474	129	634	158

* Darker shades indicate higher population.

Map data courtesy of Florida Chamber of Commerce <https://www.flchamber.com/floridagapmap/>

VETERAN



220

Individuals Assisted



7

Employments



107

Outreach Activities



17+

**Community
Partners**

CareerSource Pinellas offers innovative veteran services to help the those who have served this country thrive in meaningful careers. Veteran services include career exploration, skills training, referral services and more!

To help veterans succeed in their job search, CareerSource Pinellas partners with local employers to expand employment opportunities for military men, women and their spouses. Local Veteran services staff meet directly with community partners, businesses, VA medical centers, community-based organizations and reserve guard units to create new employment opportunities for veterans in need.

DISABILITY NAVIGATOR



394

**Individuals in
System**



253

**Individuals
Outreached to
by Staff**



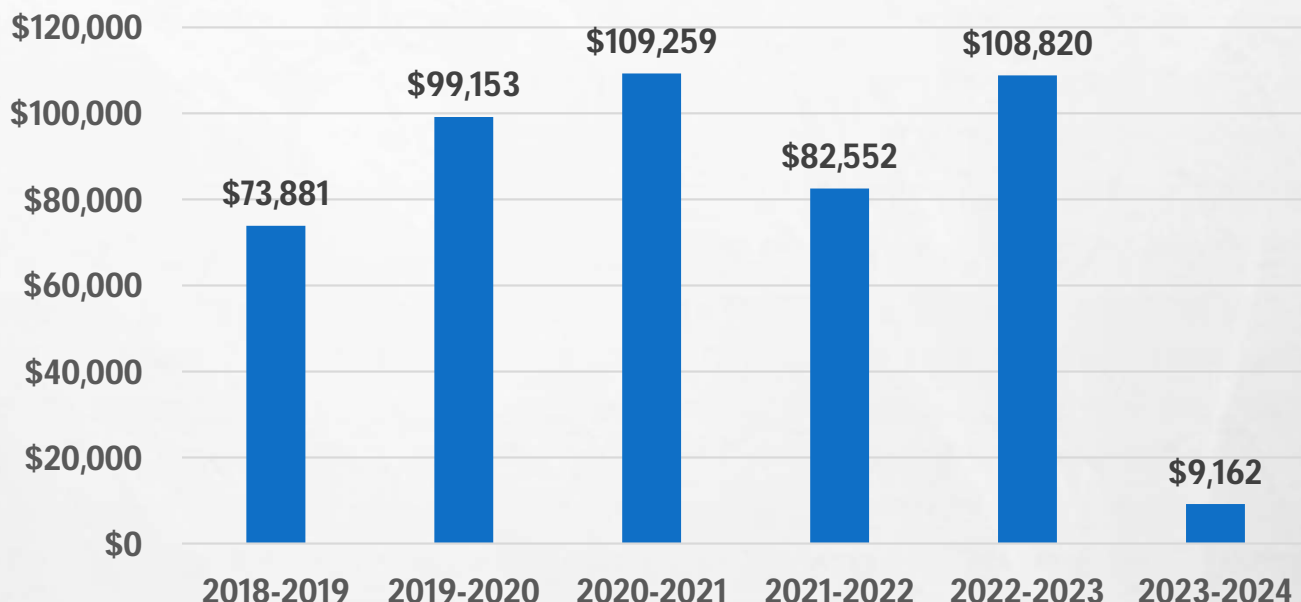
26

**Working with
Disability
Navigator Staff**

Social Security's Ticket to Work (TTW) program, assists individuals ages 18-64 who receive disability benefits, SSDI (Social Security Disability Insurance) and/or SSI (Supplemental Security Income).

It's a free and voluntary program that supports career development for those that want to work. The purpose of this program is to offer support that one would need to increase both their ability to work, increase their earnings and reduce their reliance on cash benefits. TTW offers resources for improving employability skills and increasing career opportunities to those who are interested in working toward full time employment and being self-sufficient.

TICKET TO WORK REVENUE



SPECIAL GRANTS

GET THERE FASTER



102

**Participants
Enrolled**



46

Credentials



45%

**Of Credential
Rate Goal**

The Get There Faster Grant launched in October 2021. Low-Income Returning Adult Learners provides adults and youth seeking education and training the opportunity to earn industry-recognized cloud computing or other IT related credentials of value identified by the Florida Department of Education (FDOE). This grant has been extended through June 2024.

At-Risk Floridians (Added July 2023)- Provides adults and youth who are justice connected or in recovery from substance use seeking education and training the opportunity to earn industry-recognized credentials within the fields of Construction, Manufacturing, Healthcare, and Hospitality. The projected closing date is June 2024.



MARKETING

& SOCIAL MEDIA

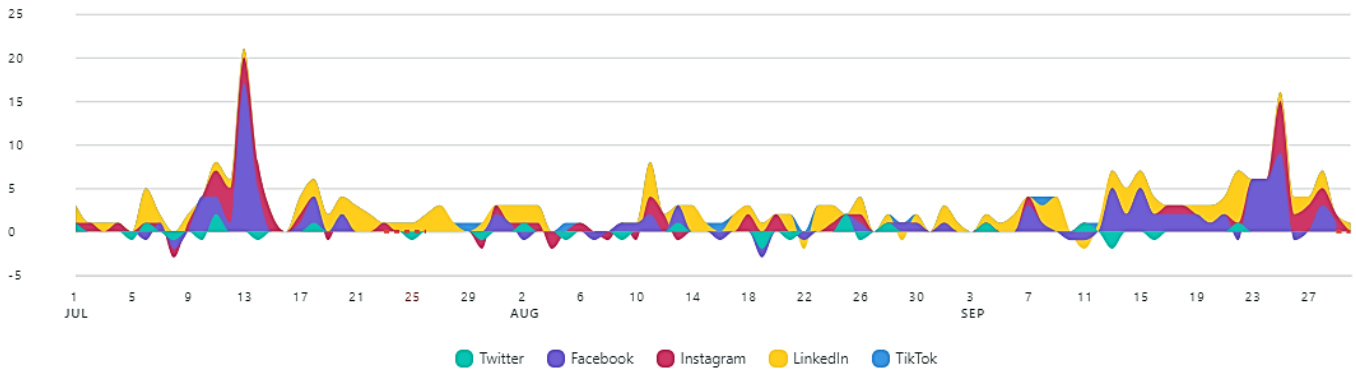
UPDATE



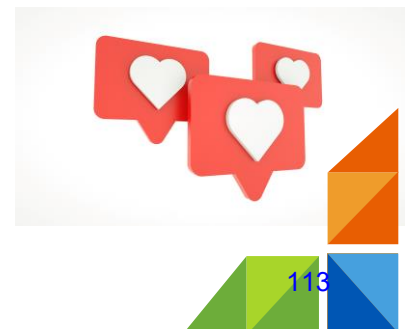
SOCIAL MEDIA PERFORMANCE SUMMARY

PERIOD (JULY 01 2023- SEPTEMBER 30 2023)
VS (JULY 01 2022- SEPTEMBER 30 2022)

AUDIENCE GROWTH



Audience Metrics	Totals
Total Audience	9,809
Total Net Audience Growth	235
Twitter Net Follower Growth	-2
Facebook Net Follower Growth	90
Instagram Net Follower Growth	42
LinkedIn Net Follower Growth	101
TikTok Net Follower Growth	4

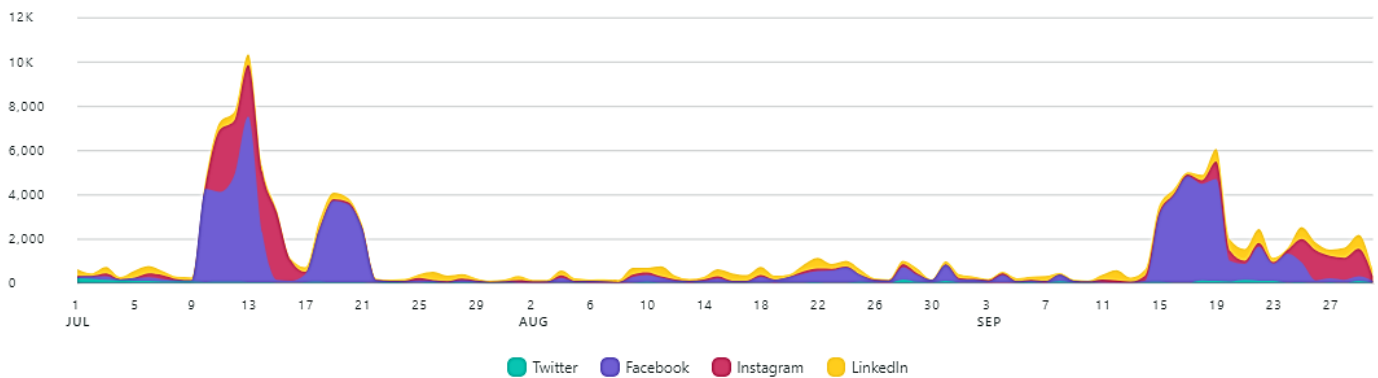




SOCIAL MEDIA PERFORMANCE SUMMARY

PERIOD (JULY 01 2023- SEPTEMBER 30 2023)
VS (JULY 01 2022- SEPTEMBER 30 2022)

IMPRESSIONS



<u>Total Impressions</u>	122,398
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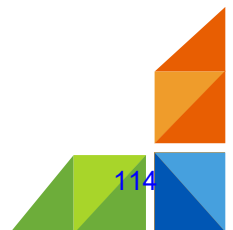
<u>Twitter Impressions</u>	3,123
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<u>Facebook Impressions</u>	72,602
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<u>Instagram Impressions</u>	26,151
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<u>LinkedIn Impressions</u>	20,522
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 **CHANGE**
+184.1%

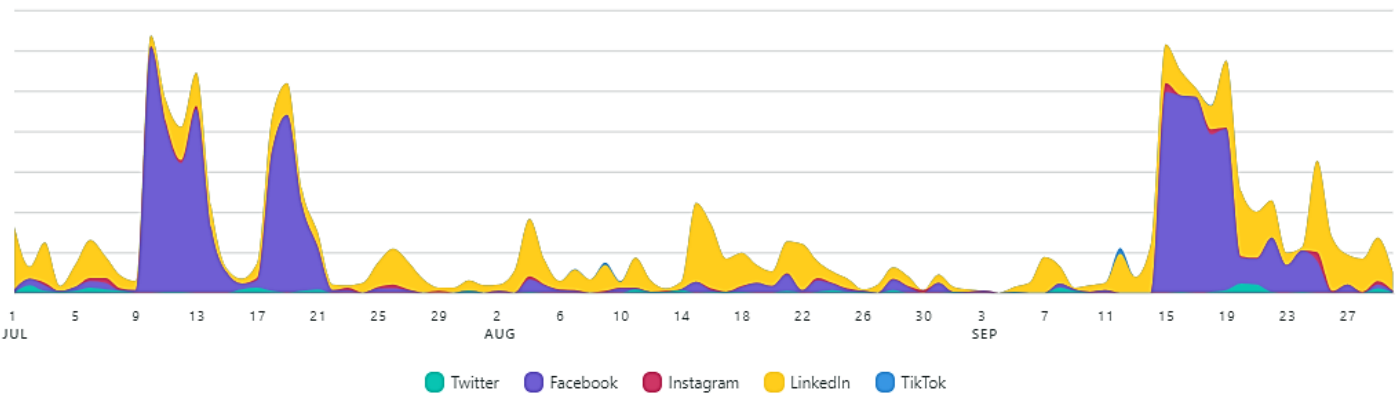




SOCIAL MEDIA PERFORMANCE SUMMARY

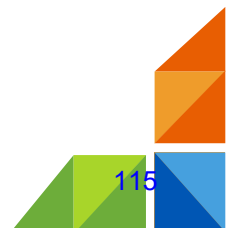
PERIOD (JULY 01 2023- SEPTEMBER 30 2023)
VS (JULY 01 2022- SEPTEMBER 30 2022)

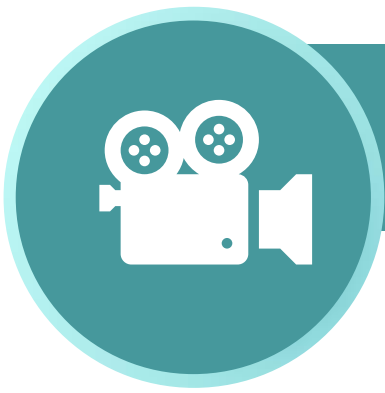
ENGAGEMENT



<u>Total Engagements</u>	5,947
<u>Twitter Engagements</u>	114
<u>Facebook Engagements</u>	3,208
<u>Instagram Engagements</u>	109
<u>LinkedIn Engagements</u>	2,503
<u>TikTok Engagements</u>	13

 **CHANGE**
+152.3%

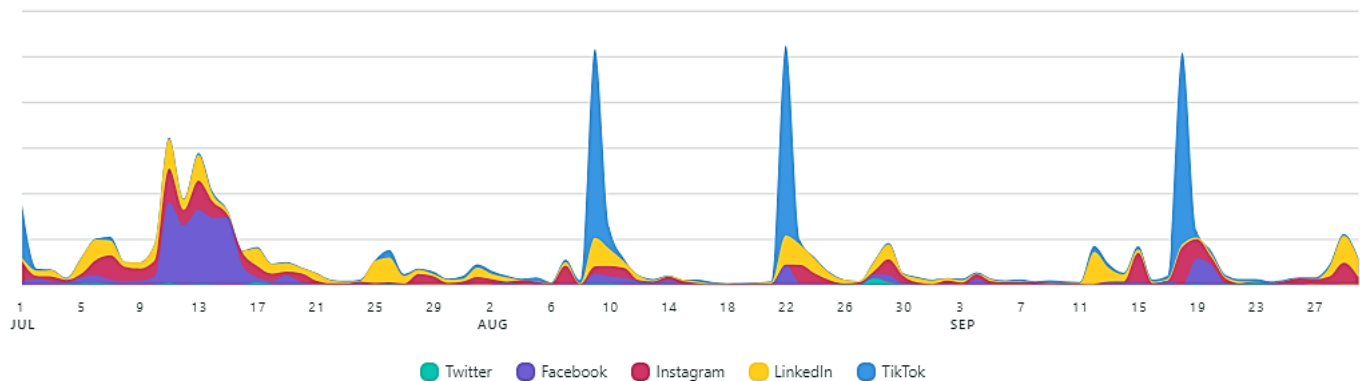




SOCIAL MEDIA PERFORMANCE SUMMARY

PERIOD (JULY 01 2023- SEPTEMBER 30 2023)
VS (JULY 01 2022- SEPTEMBER 30 2022)

VIDEO VIEWS



Video Views

11,418

Twitter Video Views

108

Facebook Video Views

2,506

Instagram Post Video Views

2,577

LinkedIn Video Views

2,768

TikTok Video Views

3,459



CHANGE
+221.3%



RECOVERY AWARENESS EXPO HIGHLIGHTS

FRIDAY, SEPTEMBER 29TH





RECOVERY AWARENESS EXPO HIGHLIGHTS

FRIDAY, SEPTEMBER 29TH





RECOVERY AWARENESS EXPO HIGHLIGHTS

FRIDAY, SEPTEMBER 29TH





INFORMATION ITEM 10

Lealman Exchange Agreement Update

The Lealman Exchange Community Center is owned by Pinellas County and operated as a public/private partnership between the County, the St. Petersburg Foundation, and the Community Foundation of Tampa Bay.

As a partner agency of the Lealman Exchange Community Center, CareerSource Pinellas connects businesses with qualified, skilled talent and job seekers with employment and career development opportunities. Professionals and entry level candidates can benefit from workshops, career services, training opportunities and other resources.

As part of our partnership, the Lealman Exchange recently shared a copy of their Tenant Handbook for review by CareerSource Pinellas Leadership. The only suggested update to the Handbook was a clarification of our business hours at the center.

CareerSource Pinellas																
Grant Status Report																
8/31/2023													2023-2024 Fiscal Year			
											Total Grant		17% through the Fiscal year as of 8/31/2023			
	Program					9/21/2023	Cash Drawn	Funds	LTD Expenditures	Unexpended			2023/2024	2023/2024	Unexpended	Percentage
MIP Fund #	Year	NFA ID	Program Name	Start Date	End Date	NFA Award	9/21/2023	Available	8/31/2023	Funds	% Funds Spent	Time % of Grant	Budget Mod I	Spending	Funds	Spent FY
Workforce Innovation & Opportunity Act																
0307/0407	2022	41376	WIOA Youth 2022	4/1/2022	6/30/2024	1,083,069	282,000	801,069	257,688	825,381	24%	63%	1,150,000	257,688	892,312	22%
0308/0408	2023	42512	WIOA Youth 2023	4/1/2023	6/30/2025	918,857	-	918,857	-	918,857	0%	19%				
0107	2022	41522	WIOA - Adult - 2022-2024	7/1/2022	6/30/2024	1,363,109	1,302,000	61,109	1,282,427	80,682	94%	58%	1,400,000	397,025	1,002,975	28%
0108	2023	42799	WIOA - Adult - 2023-2025	7/1/2023	6/30/2025	1,145,026	-	1,145,026	-	1,145,026	0%	8%				
0207	2022	41546	WIOA - Dislocated Worker - 2022-2024	7/1/2022	6/30/2024	1,452,166	335,750	1,116,416	238,121	1,214,046	16%	58%	1,750,000	112,293	1,637,707	6%
0208	2023	42852	WIOA - Dislocated Worker - 2023-2025	7/1/2023	6/30/2025	1,208,487		1,208,487		1,208,487	0%	8%				
0551	2022	42828	Rapid Response - 2023	7/1/2023	6/30/2024	75,000	4,000	71,000	4,283	70,717	6%	17%	100,000	4,283	95,717	4%
0556	2022	42490	Get There Faster Low Inc. Returning Adult Learners	7/1/2022	6/30/2024	344,500	230,500	114,000	200,533	143,967	58%	58%	280,890	136,923	143,967	49%
0570	2023	43056	WIOA Hope Florida	7/1/2023	6/30/2025	128,127		128,127	-	128,127	0%	8%	128,127	-	128,127	0%
0580	2023	43106	Hurricane Idalia Emergency DW Grant	8/28/2023	8/27/2025	500,000		500,000	-	500,000	0%		-	-	-	#DIV/0!
						8,218,341	2,154,250	5,435,964	1,983,052	5,607,162			4,809,017	908,212	3,772,679	19%
Employment Services																
1408	2022	42212	Local Veterans - 2022-2024	10/1/2022	12/31/2024	44,325	15,449	28,876	14,286	30,038	32%	41%	24,000	7,191	16,809	30%
1308	2022	42343	Disabled Veterans -2022-2024	10/1/2022	12/31/2024	150,637	43,639	106,998	37,742	112,895	25%	41%	120,000	17,193	102,807	14%
1107	2022	41601	Wagner Peyser 2022-2023	7/1/2022	9/30/2023	898,712	780,465	118,247	730,284	168,428	81%	93%	850,000	118,389	731,611	14%
1108	2023	42880	Wagner Peyser 2023-2024	7/1/2023	9/30/2024	776,626	-	776,626	-	776,626	0%	13%				
0531	2021	42388	Recovery Navigator Project 2021-2021	7/1/2022	12/31/2023	50,000	41,430	8,570	32,749	17,251	65%	78%	100,000	32,749	67,251	33%
1150	2023	43032	Florida Hope Navigator	7/1/2023	6/30/2025	89,689		89,689	-	89,689	0%	8%	89,689	-	89,689	0%
0527	2023	42911	Apprenticeship Navigator -2023	7/1/2023	6/30/2024	62,500	6,000	56,500	1,773	60,727	3%	117%	65,000	1,773	63,227	3%
3108	2022	41943	RESEA 2022-2023	1/1/2022	9/30/2024	359,403	302,028	57,375	270,956	88,447	75%	61%	425,000	129,873	295,127	31%
3109	2023	43081	RESEA 2023-2024	1/1/2023	9/30/2024	482,814	-	482,814	-	482,814	0%	38%	-	-	-	#DIV/0!
						2,914,706	1,189,011	1,725,695	1,087,791	1,826,914			1,673,689	307,168	1,366,521	#DIV/0!
Supplemental Nutrition Assistance Program																
1508	2022	41968	Supplemental Nutrition Assistance Program - 2022	10/1/2022	9/30/2023	411,628	411,628	-	395,512	16,116	96%	92%	400,000	77,019	322,981	19%
						411,628	411,628	-	395,512	16,116			400,000	77,019	322,981	19%
Welfare Transition																
2612	2022	41913	Welfare Transition Prog -Oct - Aug 2023	10/1/2022	8/31/2023	1,515,675	1,515,675	-	1,515,675	-	100%	100%	2,150,000	566,739		
2613	2023	42771	Welfare Transition Prog - July - Sept 2023	7/1/2023	9/30/2023	470,652	431,640	39,012	306,384	164,268	65%	67%				
						1,986,327	1,947,315	39,012	1,822,059	164,268			2,150,000	566,739	1,583,261	26%
Trade Adjustment Assistance																
2007	2022	42003	Trade Adj Assistance - Training 2022	10/1/2022	9/30/2023	103,718	8,335	95,382	8,394	95,324	8%	92%	6,000	3,686		61%
2107	2022	41986	Trade Adj Assistance - Case Management 2022	10/1/2022	9/30/2023	19,398	3,550	15,848	3,557	15,841	18%	92%	4,000	1,578		39%
						123,116	11,885	111,231	11,952	111,164			10,000	5,264	4,736	53%
Direct Services																
			Transition Costs										309,553			
8000			Corporate\Unrestricted			-				-			73,950	17,703	56,247	24%
						-	-	-	-	-			383,503	17,703	365,800	#DIV/0!
						13,654,117	5,714,090	7,311,901	5,300,365	7,725,626			9,426,209	1,882,104	7,415,978	20%
	Program						LTD Expend	LTD	LTD Expend		Category			1,091,001	Check total	
MIP Fund #	Year	NFA ID	Program Name	Start Date	End Date	NFA Award	8/31/2023	Admin	Less Admin	Category	Amount	Percentage	Goal	(791,103.06)		
0307/0407	2022	41376	WIOA Youth 2022	4/1/2022	6/30/2024	\$ 1,083,069	\$ 257,688	\$ 24,303	\$ 233,385	PWE	95,354	40.9%	20%			
0308/0408	2023	42512	WIOA Youth 2023	4/1/2023	6/30/2025	\$ 918,857	\$ -	\$ -	\$ -	OSY	224,090	96.0%	50%			
						\$ 2,001,926	\$ 257,688	\$ 24,303	\$ 233,385							
0107	2022	41522	WIOA - Adult - PY22	7/1/2022	6/30/2024	\$ 1,363,109	\$ 1,282,427	\$ 126,677	\$ 1,155,750	ITA State	641,380	55.5%	35%			
0108	2023	42799	WIOA - Adult - PY23	7/1/2023	6/30/2025	\$ 1,145,026	\$ -	\$ -	\$ -	ITA State	-	#DIV/0!	35%			
						\$ 2,508,135	\$ 1,282,427	\$ 126,677	\$ 1,155,750							
0207	2022	41546	WIOA - Dislocated Worker - PY22	7/1/2022	6/30/2024	1,452,166	238,121	\$ 23,151	\$ 214,970	ITA State	107,625	50.1%	35%			121
0208	2021	42852	WIOA - Dislocated Worker - 2023-2025	7/1/2023	6/30/2025	1,208,487	-	\$ -	\$ -	ITA State	-	#DIV/0!	35%			