

Application Transmittal Document

“WINGS – Workforce Innovative New Generation Solutions”

In consideration of the requirements specified in this Grant Solicitation titled, “WINGS – Workforce Innovation New Generations Solutions”, as issued by Workforce Florida, Inc. (WFI) on July 28, 2009 or as may have been amended by WFI, the undersigned submits the enclosed application. The undersigned understands and agrees that where there may exist or develop a discrepancy between this application and the grant solicitation issued by WFI, the grant solicitation will take precedence over the application.

1. Region Number:	7
--------------------------	---

2. Name of Contact Person Contact Phone # Contact Fax # Contact Email Address:	Anna C. Schneider, Operations Manager (386) 755-9026 x 3219 (386) 752-6461 acschneider@flcrown.org		
3. Printed Name of Executive Director:	John Chastain		
4. Executive Director’s Signature:		Date:	9/8/2009

NOTE: This signed Application Transmittal Document *MUST* be submitted with the application. The deadline for *receipt* of applications is 5:00 PM, Eastern Daylight, September 15, 2009.

FUNDING REQUEST

1. Amount of Funds Requested from WFI: (may not exceed \$500,000)	\$402,050
2. Amount of Local Leveraged Funds: (must be equal to or greater than funding request amount) a. Cash b. In-Kind	a. \$0.00 b. \$425,000 Total: \$425,000
Percent of Local Leverage:	106%
3. Total Number of Trainees:	140
4. Cost per Trainee: (Amount Requested ÷ Number of trainees)	\$2,872/Trainee¹ (many of our programs are college credit courses)

REMINDER: Attachment II, Application, must be completed and submitted with this Application Transmittal Document along with letters of support from partners *and* a one-page BUDGET document. The EO assurance document (Attachment II) **MUST** also be included. Attachments I & II cannot exceed 25 pages; letters from partners and the one-page budget do not count toward this 25-page limit.

¹ WFI understands that most of the funding being provided will not go to direct services to trainees. This cost/trainee however is a measure that WFI may use to assess overall return on investment. Cost/trainee is not rated as a separate item.

APPLICATION

“WINGS” – Workforce Innovation New Generation Solutions

This ‘Application’ document must be completed in full and submitted with – 1) Attachment I, Application Transmittal Document; 2) Attachment III, the EO assurance document; 3) letters from all partners; and, 4) a one-page budget document. This document is intended to be used as the application. DO NOT submit a separate application – applications must be submitted on these attachments. Attachments I & II cannot exceed 25 pages. Attachments I & II should be completed as electronic documents, then printed and signed and submitted to the address listed in Section 10.0. Six (6) copies of the application package must be submitted with one containing an original signature. RWBs are not required to but may submit additional information with their applications as long as Attachments I & II plus the additional information DO NOT exceed 25 pages.

1. Region Number: 7		1.a. Region Name:	Florida Crown Workforce Board, Inc.
1.b. County(ies) Being Served:	Columbia, Dixie, Gilchrist and Union Counties		

2. “WINGS” – Workforce Innovation New Generation Solutions.” In this section applicants will provide specific information regarding the program to be funded. Each blank in this section MUST be answered. Failure to input information in each of the areas below for the program may result in the application being rejected.	
2.a. Number of individuals identified to <u>participate</u> in the project	140
2.b. Total number of persons to be trained	140

3. Leveraged Funds (see 2.0, Page 2, and 6.0, Page 3):
The Applicant submitting this application will use this section to list the local leveraged funds required for this project. (Applicants may delete or add rows as necessary)

Source	Amount	‘X’ if Cash	Describe if In-Kind (List how the ‘value’ was determined)
Florida Crown Workforce Bd.	\$50,000		Leveraged funds were developed based upon historical operating costs.
Banner Center for Logistics (LCCC)	\$200,000		Leveraged funds were developed by partner based upon historical operating costs.
Lake City Community College	\$100,000		Leveraged funds were developed by partner based upon historical operating costs.
University of No. Florida	\$50,000		Leveraged funds were developed by partner based upon historical operating costs.
New Horizons	\$25,000		Leveraged funds were developed by partner based upon historical operating costs.

TOTAL	\$425,000		
-------	-----------	--	--

4. Administrative Costs (see 2.0 Page 2):
If the applicant submitting this application is seeking administrative costs (cannot exceed 10% of the overall amount requested), the percentage (%) of admin costs being requested must be indicated here. NOTE: Applicants requesting lower than 10% will receive a competitive advantage.

Response (indicate the % of admin costs, if any, being requested):	10%
---	------------

5. Project Plan (see 4.1.1, Page 3 and 9.1, page 6)
In this section applicants will provide a detailed timeline and plan with deliverables that describes how the board will address the workforce needs for this project. Has a coordinator been identified to oversee the initiative? How will potential participants be recruited, pre-assessed, enter into training, and placed, if applicable? Have the roles of each of the partners to accomplish the goals of this initiative been identified? Is this project innovative and creative? If so, why? Flowcharts can be inserted in the box or attached as long as such attachments do not cause the overall application (Attachments I & II plus attachments) to exceed the 25-page limit.
 The box below for the response will expand as the plan is input.

Response: RWB-7 is a rural region designed by the Governor as a Rural Area of Critical Economic Concern (RACEC). The following detailed Timeline and Plan, with deliverables, describes how RWB-7 will address the Workforce needs of this project:

- Timeline:**
1. Notice of Award;
 2. Within 5 days of notice of award Coordinator will be appointed and transferred to administer the program;
 3. Marketing and advertising will begin within 10 days of the notice of award;
 4. Recruitment and eligibility determination will begin within 10 days of the notice of award;
 5. Training will begin within 60 days of the notice of award. Each of the programs described below will be operated our educational partners with various start/completion dates across the academic year;
 6. Training will be completed by May 31, 2010.

Has a coordinator been identified to oversee the initiative? Yes, a Coordinator has been identified for the project. The person selected has management and leadership experience and has administered several large projects including the ARRA Summer Youth Project with commendable success.

How will potential participants be recruited, pre-assessed, entered into training, and placed, if applicable. In conjunction with our partners, mentioned above, potential participants will be recruited by Job Fairs, radio and newspaper advertising, webpage announcement, e-mail notices, audience presentations, posters, handouts, flyers, and through UC PREP orientations. Prospective participants will be pre-assessed, in a one-on-one setting, by the Project Coordinator using TABE and E-Choices testing, as necessary. Based upon the outcome of their interview, TABE and E-Choices, qualified candidates will be referred by the Project Coordinator to Lake City Community College (LCCC) or the Banner Center for Logistics and Distribution (Banner) or New Horizons where they will meet with an Admissions Counselor for completion of the enrollment process. Many of those participants going through the training programs listed below will already be employed. Those that are dislocated workers or otherwise unemployed will receive one-on-one counseling, job search assistance, job referrals and job development assistance from the Project Coordinator, Employer Services Team, and the WIA staff.

These institutions are already partners with RWB-7 and Banner under MOU. The Coordinator and Admissions staff will work with each participant to match their career goals, objectives, interests and abilities to the targeted

occupations of the Region and the State. We will work with the participants to tailor a program that enables them to receive the education and training they need to advance in their personal career goals and objectives while meeting the broader needs of the Region's workforce. All participants will be referred to WIA for eligibility determination and supportive services, if applicable. As RWB-7 is a primarily rural region with no mass transit, providing assistance to offset the costs of transportation is critical to our participants entering and completing educational/training programs. Supportive services may include gas cards, scholarships, books and fees. All partners will collaborate to place completers into self-sufficiency employment.

Have the roles of each of the partners to accomplish the goals of this initiative been identified? The roles of each of the partners to accomplish the goals of this initiative have been identified and are outlined in the Banner MOU. New Horizons is a private vendor and no MOU is required as services will be delivered under contract. Specifically, FCWB is the grant recipient and fiscal agent. As such, we will be responsible for hiring the Coordinator, marketing and outreach, eligibility determination, data input, supportive services, tuition, and job services, as appropriate. Banner, through its partnerships with LCCC and UNF, and FCWB through its partnership with New Horizons, will assist with marketing, recruiting, curriculum, classrooms, course delivery, distance learning, data entry, scholarships and financial assistance. The Banner Center's mission and third year deliverables are consistent with the purpose and scope of this grant and are described in Attachment IV.

Is this project innovative and creative? If so, why? The project is innovative and creative because it recognizes the explosive growth in North Florida. Two areas of critical importance are the Jacksonville Port Authority (JAXPORT) expansion, as one of the nation's premier import/export transportation/logistics hubs, and addresses the long range future of the Region and the partners as part of this development. This project the Progress Energy Florida's future site in Levy County which will build up to two (2) nuclear reactors, thus creating a need for more than 2,000 workers and more than 500 permanent workers to operate the plant. These two major economic drivers address the long range future of the Region and the partners as part of this development. This project represents the collaboration of leading academic experts in the field of green technology, broadband/communications technology, and entrepreneurship through logistics/transportation management. This program implements the intent and guidance of Workforce Florida, Inc. for the Regional Workforce Boards and the Banner Centers to work in partnership as outlined in the State's Strategic Plan. The Green IT programs offered by New Horizons are on the cutting edge of 21st century technology and will prepare the workforce necessary to support the growth at JAXPORT and in the nuclear technology industry.

Plan with Deliverables (deliverables in parenthesis after course descriptions):

Green:

RWB-7 will partner with Banner, which will leverage its existing partnerships with LCCC and UNF to address the Region's needs for green initiatives, broadband access and entrepreneurship training.

A large portion of emerging green jobs will be found in the traditional employment sectors of manufacturing, installation, fabrication, logistics and operations. The programs we are proposing are in line with *Defining Green Jobs for Florida* study of 2009. Additionally, two primary focuses of the ARRA green initiative are those that result in reduced carbon emissions, an improved environment and increasing energy efficiency in low-income homes by improving heating and cooling, insulation, lighting and weather stripping. Our plan is to offer the following programs under the Green Initiative to address these emerging green jobs: **Lean Six Sigma Green Belt, Lean and Green Six-Sigma Black Belt, Programmable Logic Controllers, Truck Driving Simulation Training and Energy Auditor.**

Six Sigma programs are nationally recognized throughout educational institutions and industry as green initiatives capable of designing the energy efficient manufacturing and logistics centers of the 21st century and preserving the environment through elimination or reduction of emissions.

Six Sigma is a Quality Improvement methodology structured to reduce product or service failure rates to a

negligible level (roughly 3.4 failures per million opportunities). To achieve Six Sigma levels, the Six Sigma process encompasses all aspects of a business, including management, service delivery, design, production and customer satisfaction. Six Sigma companies typically spend less than 5 percent of their revenues addressing and repairing quality problems. As a philosophy Six Sigma drives business culture and requires a nearly flawless execution of key processes making Six Sigma a high standard for companies and individuals to achieve. Customers place a high value on predictably consistent business processes and Six Sigma is a proven methodology for delivering consistent incremental improvement. By reducing process variation Six Sigma frees the organization to focus on improving process capability and as sigma levels increase, the cost of poor quality decreases and profitability increases. This is why Six Sigma is highly associated with the delivery of consistent world-class quality.

The courses which will be offered under this grant are a unified approach to achieving improved performance through a disciplined, data-driven approach and methodology for eliminating effects (driving towards six standard deviations between the mean and the nearest specification in any process). The Six Sigma process is to define, measure, analyze, improve/design, control and verify. Correctly utilized, Six Sigma will drive continuous improvement in performance. The approach can be applied in many situations and is equally relevant within the private and public sectors. Many major organizations have already adopted the methodology of Six Sigma and are experiencing remarkable improvements as a result. Six Sigma encompasses an extremely wide and comprehensive toolkit as well as a structured methodology for deploying these tools to increase customer satisfaction, drive out errors and waste, reduce cycle times, reduce costs and improve delivery.

Lean Six Sigma Green Belt: (80 hour course, National Industry Certification; 10 participants). This program is designed specifically for professionals in service, manufacturing or logistics professions. In becoming a Lean Six Sigma Green Belt, participants will learn how to contribute to and even lead green improvement teams. Participants will gain knowledge of how to apply the Six Sigma methodology to the improvement of processes enabling cost reductions and improvements in productivity, quality and customer satisfaction.

Six Sigma Green Belt training provides participants with enhanced problem-solving skills, with an emphasis on the DMAIC (Define, Measure, Analyze, Improve and Control) model. Six Sigma Green Belt certification helps the employee serve as a trained team member within his or her function-specific area of the organization. This focus allows the Green Belt to work on small, carefully defined Six Sigma projects, requiring less than a Black Belt's full-time commitment to Six Sigma throughout the organization.

The Green Belt has two primary tasks: first, to help successfully deploy Six Sigma techniques, and second, to lead small-scale improvement projects within their respective areas. As a support population, Green Belts can do much of the legwork in gathering data and executing experiments in support of a Black Belt project. They are practitioners that spend approximately 25% of their time on Six Sigma projects of their own or in support of Black Belt projects. During the Six Sigma Green Belt Training you will learn how to use many of the Six Sigma problem-solving methods and statistical tools to contribute to the success of your organization.

Whether in healthcare, finance, manufacturing, government, or any other type of service or product based industry. Six Sigma Green Belt Training is ideal for anyone looking to get the most out of their career. Students will learn how to apply statistical methods for business process improvements like:

- Communicating a business strategy across the organization
- Integrating with Lean Manufacturing, TOC, & other improvement methods
- Applying the DMAIC improvement process
- Selecting successful Six Sigma projects and project teams
- Planning and executing projects
- Significantly increasing profitability through Six Sigma projects
- Selecting the right statistical tools

Lean and Green Six Sigma Black Belt: (80 hour course, National Industry Certification; 10 participants). This

program is designed for the service sector of the economy. Healthcare, banking, utilities, insurance, finance, governmental agencies, military and education are all examples of industries focused on processing and/or delivering services. This program will teach how to effectively lead Six Sigma teams to generate process improvements. Participants will gain a strong knowledge of how to apply the Six Sigma methodology to the improvement of service-based processes enabling cost reductions and improvements in productivity, quality and customer satisfaction.

Six Sigma Black Belt Training provides a thorough knowledge of Six Sigma philosophies and principles (including supporting systems and tools). Black Belt teaches team leadership, understanding team dynamics, and how to assign roles and responsibilities to team members. Participants will gain a complete understanding of the DMAIC model in accordance with the Six Sigma principles, have a basic knowledge of lean enterprise concepts, and they can quickly identify “non-value-added” activities. Black Belts primarily focus on project execution. Black Belt training provides participants with the tools they need to receive their Six Sigma Black Belt certification, which is very important in helping them take on their role as supervisor over the Six Sigma program in their company. Black Belt training teaches how to oversee Six Sigma projects allowing participants to be directly responsible for these projects within their organization. Black Belts are expected to take on projects with savings ball-parked at around \$100,000 - \$250,000.

Whether in healthcare, finance, manufacturing, government, or any other type of service or product based industry. Six Sigma Black Belt is ideal for anyone looking to get the most out of their career. The following are just a few of the things that will be presented in the Black Belt training:

- Six Sigma philosophy of process improvement
- Customer centered business
- Lean principles
- Advanced statistics
- Coaching successful project teams
- Group/organizational assessment

Six Sigma Black Belt Certification will teach the following concepts:

- Work with and understand customer requirements
- Enhance the capability of processes to exceed customer expectations
- Identify projects and select project team members
- Work with sponsors to develop a Six Sigma deployment strategy
- Act as an internal consultant
- Lead Six Sigma projects
- Train/mentor/coach Green Belts and project teams
- Act as a catalyst for process improvement
- Provide teams with ongoing support and leadership
- Report and effectively communicate to a project sponsor
- Understand when and how to use Six Sigma tools
- Provide feedback to management

Programmable Logic Controllers : (16 hour course, Industry Certification; 10 participants). Programmable Logic Controllers (PLC)s are specifically designed to accomplish a range of automation tasks. These are typically industrial processes in manufacturing where the cost of developing and maintaining the automation system is high in relation to the total cost of the automation, and where changes to the system would be expected during its operational life. PLCs contain input and output devices compatible with industrial pilots and controls. PLC applications are typically highly customized so the cost of PLCs is low compared to the cost of a specific custom-built controller unit or machine. In the case of mass-produced goods, customized control systems are economical due to the lower cost of the components, which can be tailored and customized to support the manufacture of a variety of products instead of one machine that performs only one function.

PLCs are utilized where hundreds or thousands of units will be produced so that the development cost (design of power supplies and input/output hardware) can be spread over many sales units. Automotive applications are a primary example; millions of units are built each year. PLCs permit very complex process controls, such as used in the chemical industry, which may require very sophisticated algorithms in order to achieve high performance and precise quality control. Very high-speed or precision controls may also require customized solutions; for example, aircraft flight controls. Programmable controllers are widely used in motion control, positioning control and torque control.

This course will teach participants the fundamentals of PLCs to automate manufacturing, production and warehousing equipment. These are the essential components of all modern production and assembly lines within industrial and manufacturing facilities. This course teaches how to develop and build a solid foundation with a fundamental knowledge of PLCs. Participants will be introduced to basic PLC concepts and terminology and they will be exposed to PLC system hardware. Participants will also have an opportunity to use PLC software to perform basic system configuration tasks. This course will be taught by engineers on the operation and maintenance of high-tech computerized manufacturing equipment for use in modern industrial plants and industries. The skills learned in this class are in high demand for all modern warehouse/distribution centers, manufacturing and assembly plants. This course is unique in that it can be taught in the new mobile classroom which is a 53-foot van equipped with desks, computers, instructor's console and podium. This mobile classroom can be moved throughout our rural Region to help alleviate some of the shortfalls caused by lack of transportation by many of our customers.

Truck Driving Simulation Training: (8 hour course, Industry Credential; 20 participants). The truck driving simulator uses state of the art technology to create a realistic driving environment combining the look and feel of a variety of actual 18-wheel vehicles under various driving conditions and load configurations. 21st century technology delivers sharp visuals and crisp images to enhance the learning objectives. Force-loaded steering provides real-time feedback to augment muscle memory in situations such as tire blowout or sloshing-loads. More than 100 transmissions, 200 engines and a wide variety of axle ratios can be selected for maximum learning opportunities. The key value of this instruction is accident reduction through simulation that reinforces positive decision making by realistic training in a risk-free situation. The program also provides extensive training on fuel management by teaching proper driving and shifting techniques in various settings and terrains. This instruction can result in fuel savings of 2% - 15% with corresponding reductions in emissions. This training also can teach drivers to minimize damage to company owned equipment. The truck driving simulator is in much demand as it is highly mobile and can go directly to the employers' worksites.

Energy Auditor: (110 hour course, 4 National Industry Credentials; 10 participants). Energy Auditing is one of the new and emerging green occupations suggested by Ms. Rebecca Rust, Director of the Labor Market Statistics Center for Florida's Agency for Workforce Innovation. This program is designed specifically to create entry level energy auditors for low to moderate income housing. Participants will receive 3 national construction industry credentials plus a State credential through BCC. Community Weatherization Coalition (CWC), NCCER "Your Role in the Green Environment" and OSHA Safety curriculum will be utilized. The CWC curriculum is a unique program that focuses on basic weatherization knowledge and skills and on methods to educate the homeowner on how to become more energy efficient, thereby reducing their heating/cooling costs and improving the safety of their homes through energy efficiency measures. Energy efficiency measures performed through the program include air sealing (weather-stripping, caulking), wall and ceiling insulation, heating system improvements or replacement, efficiency improvements in lighting, hot water tank and pipe insulation, and refrigerator replacements with highly efficient Energy Star rated units. Household energy use reductions and resultant energy cost savings are significant, with an average savings in excess of 20%.

RWB-7 will also partner with New Horizons, for the following programs: **Server Virtualization (SV) Tech/ Desktop Virtualization (DV) Tech and Green-IT.**

Server Virtualization (SV) Tech: (40 hour course, National Industry Certification, 10 participants). The rapid

growth of “connectivity” in Florida’s economy has resulted in an unprecedented growth of computer servers that are used to help manage, route, and store the exponential growth of digital data. Due to the critical role servers play in an organization, there are often expensive consequences associated with server failure or “crash”. Many organizations have their entire computer systems, email, applications programs and phone systems administered through their servers – in the event of a server failure; productivity comes to a screeching halt. This dependency on servers has resulted in “industry best practices” published by Microsoft and other vendors. The critical nature of servers in an organization, combined with industry best practices, makes it common for small to medium size business to have over a dozen servers in their server room... larger organizations like a hospital, often have hundreds of servers.

Servers are horrific consumers of electricity and wasted energy. Unlike a desktop computer that can be hibernated or shut off when not in use, servers run 24hrs per day 365 days per year and have a minimum of dual power supplies (for redundancy) or triple power supplies rated at as much as 750 watts each. A single server can consume 2250 watts of energy 24/7/365. In addition to the power consumption, servers create a tremendous amount of heat and must operate in a climate controlled environment. Half a dozen servers in a server room typically require up to two tons of additional air conditioning equipment to address the excess heat generated. When you multiply that power consumption by 8 or 12 or 200 servers used in a single business, a typical server room can consume over 25% of the electricity used by a non-industrial business.

In the past year the IT industry has recognized and embraced a new technology called Server Virtualization which allows multiple server programs to run on a single server hardware box. While desktop computers have long been able to run multiple open programs at a time, allowing you to write a document in Word while also operating in Excel and connecting to the internet. Server Virtualization technology has overcome the stability issues traditionally associated with running numerous different programs on a single server and allows companies to dramatically reduce the number of physical servers they use which results in a significant electrical conservation effort. New Horizons has developed a comprehensive Server Virtualization curriculum to help train qualified candidates in this field to enable them to help conserve the environment at their employer’s business. The return on investment for New Horizon’s SV Tech Training is approximately 18 months for a small business and as few as 2 or 3 months for a larger business. This attractive ROI leads to a strong opportunity for this training initiative to become a sustainable program once grant funding is exhausted.

New Horizons has implemented SV Tech training (server virtualization technology) at their Gainesville campus with the following results:

- Reduction of the number of servers from fifteen (15) to three (3);
- Utilities savings from the reduction of servers >\$6000 per year;
- Installation of a solar energy grid necessary to generate the volume of electricity equal to the energy conserved through implementation of SV technology would cost in excess of \$250,000;
- Reduction in air conditioning load: ~ 3 tons of AC reduction.

Desktop Virtualization (DV) Tech: (40 hour course, National Industry Certification, 10 participants). Similar to SV Tech, DV Tech is the next logical step for efficient computing. DV Tech utilizes thin client computers at each workstation instead of traditional desktop computers. These computers use solid state flash memory with no moving parts which means no spinning hard drives to use extra power. Thin client computers route the majority of the computer processing requirements to the network server which greatly reduces heat, eliminates the requirement of a cooling fan and conserves a lot of electricity. A typical desktop computer has a 200 watt to 300 watt power supply in it – thin client computers consume a maximum of 9 watts. The cutting edge of efficiency is the Desktop Virtualization Technology which allows organizations with over 10 computers to run and manage those terminals off a single server. Advancements in desktop virtualization have resulted in true desktop-like computing for the end-users. Performance has historically been the major barrier to the adoption of terminal computing – now that this barrier has been cleared, the path is paved for substantial environmental conservation efforts while providing the adopting company’s IT department major efficiency advancements in time savings and network management. DV Tech, like SV Tech, changes the paradigm for IT managers and

staff. Once a company adopts DV Tech, all computer updates, software changes, upgrades and migrations only need to be performed once on a server and will automatically be present when the end-user logs in next at their thin client computer. This is the IT model of the future and New Horizons is training the technicians necessary to operate and maintain the green technology breakthroughs of the future.

Green Information Technology (GIT): (24 hour course, National Industry Certification, 10 participants) Green IT is an energy auditor course for Business Managers and IT Specialists. The Green IT course focuses on the measurement of an IT Departments carbon footprint and methods to reduce the adverse environmental impact of all IT related activities while saving money and maximizing the utilization of IT resources. The new IT environment emanating from Server Virtualization and Desktop Virtualization represents the way IT professionals will view their infrastructure needs moving forward. Managerial and operations teams need to be educated on the benefits and increased efficiencies not only to the environment but also the operational benefits that are realized through emerging technology. Virtually all aspects of desktop and server maintenance are streamlined with DV and SV Tech which greatly reduces the IT team's workload. Tremendous efficiencies are now possible that were beyond the capabilities of industry best practices only a few short years ago. This technology not only helps the environment through major energy conservation but also reduces the levels of hazardous materials from circuit boards, etc. that are often dumped in landfills. The New Horizons courses will prepare the IT workforce for the emerging high tech jobs of the future.

Broadband:

Community colleges and local Regional Workforce Boards will play an essential role in helping develop Florida's plan for and uses of the broadband network with the ultimate goal of developing and delivering training programs tailored to meet the needs of the community and region. This includes connecting students with new and innovative training courses and programs developed to support and stimulate workforce, economic and business development in the community. Our plan to address Broadband access is to work with our partners, identified above, to provide education and training to regional businesses and employers on the advantages and capabilities of broadband and its uses to help them become competitive in the global economic market. Our plan is to offer the following programs under the Broadband Initiative to address these emerging broadband jobs: **Broadband Business Management, Networking Technician Certification, and CISCO Certification.**

Broadband Business Management: (15 credit hours, College Credit Certification; 10 participants). Participants completing this certification will be among the elite in the broadband industry; well-suited to manage those who build and maintain cable plants, install, repair and service cable modems, telephonic and digital video in broadband networks. Holders of this certificate can expect to work as managers of field service technicians, bandwidth access technicians, head-end technicians, NOC technicians or customer service or sales representatives.

Networking Technician Certification: (12 credit hours, College Credit Certification; 10 participants). We will provide classes and instruction to the workforce on the skills, requirements and opportunities of working in the broadband career field through the Networking Technician course. Increasingly, digitized voice and video are joining data for transport over networks of all sizes. Technicians must have a comprehensive understanding of protocols such as TCP/IP, network architectures, network design and planning, and other such skills. Demonstrated knowledge of these concepts is necessary for technicians who work in broadband telecommunications and IT fields. This certificate prepares the technician to understand digital voice and video and various forms of data transport over networks.

CISCO Certification: (12 credit hours, College Credit Certification; 10 participants). CISCO is the world's leader in the manufacture, installation and management of wireless local area nets and wireless broadband systems. The courses that we teach will address site survey, wireless security, wireless voice networks, wireless local area nets, networking and voice over wireless. There is a worldwide demand for certified CISCO managers and technicians and these skills are crucial to the introduction of broadband into the rural regions of

Florida. Affordable broadband access and services will create jobs by helping existing businesses become more productive and competitive in the world marketplace.

This combination of broadband courses, targeted at both management and the skilled worker, will greatly enhance RWB-7's ability to compete in the global market of the 21st century.

Entrepreneurship:

Our proposed entrepreneurship programs will teach small businesses and individuals about import/export while expanding their expertise on how to use state of the art logistics management tools. It will provide businesses and employers, as well as participants, with knowledge to prepare their businesses to expand and compete in the global market. Our plan is to offer the following programs under the Entrepreneurship Initiative to address emerging needs within our region: **International Trade Certificate Program** and **Freight Broker Owner/Agent Program.**

International Trade Certificate Program: (24 hours, Florida Industry Certification; 10 participants). This program will address the needs for entrepreneurship through the Banner Center. This course will provide specialized training and industry-specific seminars and address every aspect of exporting. It is designed for small businesses that are new to export as well as growth-oriented businesses that want a better understanding of the opportunities and resources available. Developed by the *Florida Small Business Development Center (SBDC)* network, each session features subject matter experts and "live case studies". Participants learn from professionals and business owners who have expertise and practical experience in exporting. Topics include identifying markets (sources of information), finding partners (direct vs. indirect exporting), legal issues (regulations, contracts), international marketing strategy (pricing, promotion), logistics (freight forwarders, documentation, port operations), financing (payment methods, credit risk management), cross-cultural communications, management, organizing and planning. This course will be offered in professional classrooms and outstanding state-of-the-art training facilities. With special arrangements, this training program may be offered on-site at a company or organization's facility.

Freight Broker/Agent Training Program: (150 hours, Industry Certification; 10 participants). The curriculum for this program has been written by freight brokerage specialists. This course will provide the student with the knowledge and resources needed to break into the \$400 billion plus shipping industry. It will provide the participant with knowledge of how to identify markets (sources of information), develop partnerships, understanding of legal issues, regulations and contract, international marketing strategy to include pricing and promotion, logistics to include load calculations, distance, time, fuel and insurance costs, port operations and documentation, financing and communications.

Entrepreneur Magazine has rated the freight brokerage business as one of the top home-based businesses to own, and a recent Wall Street Journal article cited freight brokering and logistics as the largest growing sector of the transportation industry. Freight broker professionals are in demand. No matter the state of the economy, goods will always need to be shipped. A motivated and disciplined freight broker or freight agent, who has received the proper training, can build up his or her business into a six figure earning potential. It is an ideal home-business for a self-starter who enjoys fast-paced work. This program offers tremendous opportunities for persons with disabilities to operate a business from home.

The entrepreneurship courses identified above will provide industry-recognized certifications/credentials that address the expanding logistics and distribution needs arising from the rapid expansion of the ports of Jacksonville and Manatee, and the increased traffic of goods through the Panama Canal. A \$5.25 billion expansion of the canal is planned, and when completed in 2015, will accommodate even the largest container behemoths. Many of these ships laden with automobiles, televisions and computers from Japan, China, Korea and elsewhere across the Pacific rim will no longer have to dock in California but will be able to berth in the Port of Jacksonville (JAXPORT). The real challenge for Florida, says Elaine Puri, director of the Lake City-based Banner Center for Logistics and Distribution, is "filling those empty containers up again and sending

them back."

The continued expansion of JAXPORT is great news for job seekers looking for high-wage careers. The port's client, Mitsui O.S.K. Lines Ltd., promises delivery of more than tons of consumer goods to a new 158-acre container terminal under construction at Dames Point. The deal with the Japan-based shipping giant also promises to bring thousands of new jobs to the Jacksonville area, which has been expanded to include the counties of RWB-7. Ripple effects already are reaching across Northeast Florida with warehousing, logistics and transportation companies looking to be part of the action. Currently, the number of port-produced jobs is 50,000. JAXPORT projects the total will reach 75,000 to 100,000 in the next five to 10 years. Florida is in a position to become a major exporter as well as receiver of the world's goods.

According to the Agency for Workforce Innovation (AWI), Florida's logistics and distribution sector employs more than a half million people in about 56,000 locations in Florida. The supply chain industry, which includes logistics, distribution and transportation, is one of Florida's fastest-growing industries and is needed by virtually every company and government. The average annual wage for workers in the logistics and distribution industry was \$52,819 compared to the State's total annual average wage of \$39,776. According to labor market statistics more than 70% of Florida's current labor force will still be in its workforce system 12 years from now. Supply Chain and Logistics career are the second largest employment sector in the United States offering excellent salaries and advancement opportunities. All of the initiatives above, Green, Broadband and Entrepreneurship, will help the rural counties of RWB-7 to prepare their workforce to participate in the growth of jobs that is anticipated to come in the manufacturing/distribution/logistics arena.

6. Partnership Plan (see 4.1.2, Page 3 and 9.1, Page 6):

Describe how the applicant recruits and involves project partners in the region and how they will work together to craft creative and innovative workforce solutions. What is being newly deployed? What types of contributions—financial and in-kind—will be provided to support the project? Will this project result in commitments to hire persons? Will participants earn industry-recognized certifications? What types of agreements have been executed to clearly identify the roles and responsibilities of partners?

The box for the response below will expand as the project description is input.

Response:

Describe how the applicant recruits and involves project partners in the region and how they will work together to craft creative and innovative workforce solutions. RWB-7 has signed an MOU with Banner through which LCCC and UNF are leveraged in support of Workforce initiatives in this Region. This partnership is ongoing and continuous as we place WT, WIA and Dislocated Workers into their programs. Banner has a core relationship with the JAXPORT which will also give us access to expertise and job placement. Our networking with Banner has drawn in and will continue to draw in those partners with unique programs and solutions to meet future workforce needs. In conjunction with our partners, mentioned above, potential participants will be recruited by Job Fairs, radio and newspaper advertising, webpage announcement, e-mail notices, audience presentations, posters, handouts, flyers, and through UC PREP orientations. Prospective participants will be pre-assessed, in a one-on-one setting, by the Project Coordinator using TABE and E-Choices testing, as appropriate. Based upon the outcome of their interview, TABE and E-Choices testing, qualified candidates will be referred by the Project Coordinator to Banner, LCCC or New Horizons where they will meet with an Admissions Counselor for completion of the enrollment process. Many of those participants going through the training programs listed above will already be employed. Those dislocated workers or otherwise unemployed will receive one-on-one counseling, job search assistance, job referrals and job development assistance from the Project Coordinator, Employer Services Team, and the WIA staff.

What is being newly deployed? As part of this venture, LCCC and Banner have a state of the art truck driving simulator and, through the Community Based Jobs Training Grant, funding has been allocated for a mobile classroom for training which is scheduled for delivery in 2009/2010. This simulator will be used on-site or at

Banner. The curriculum provides intensive instruction to truck owners and operators enabling them to save as much as 2% - 15% of their annual fuel costs, per vehicle, through improved driving techniques. This also impacts our green initiative by reducing the amount of emissions emitted into the atmosphere. The curriculum being employed for the broadband program is brand new and reflects the cutting edge of educational programs addressing this critical regional need. Additionally, courses can be taught in LCCC's new mobile classroom which is a 53-foot van equipped with desks, computers, instructor's console and podium. This mobile classroom can be moved throughout our rural Region to help alleviate some of the shortfalls caused by lack of transportation by many of our customers. The New Horizons courses will use cutting edge hardware and software to teach 21st century IT green initiatives.

What types of contributions—financial and in-kind—will be provided to support the project? RWB-7 will contribute staff, facilities, computers, etc. for recruiting, screening, eligibility determination, marketing and outreach, data input, supportive services, financial assistance, job services. LCCC/Banner/UNF will assist with marketing, recruiting, curriculum, classrooms, course delivery, distance learning, data entry, scholarships and financial assistance. All partners will work together for placement. Banner, through its partnerships with UNF and LCCC, and FCWB through its partnership with New Horizons, will assist with marketing, recruiting, curriculum, classrooms, course delivery, distance learning, data entry, scholarships and financial assistance. The Banner Center's mission and year 3 deliverables are consistent with the purpose and scope of this grant and are described in Attachment IV.

Will this project result in commitments to hire persons? While much of this training will be directed at upgrading the skills of those already employed, 70% of those participants that are enrolled in Banner courses and are dislocated workers or unemployed, will be placed in self-sufficiency occupations. 90% of those participants that are enrolled in New Horizon courses and are dislocated workers or unemployed will complete the program and 80% will be placed in self-sufficiency occupations.

Will participants earn industry-recognized certifications? All participants will earn National Industry, Florida Industry or Industry-Recognized certifications. Many of the courses award credentials or college credits applicable to degree programs.

What types of agreements have been executed to clearly identify the roles and responsibilities of partners? An MOU is being coordinated which identifies the roles and responsibilities of the partners (Attachment V).

7. Training Plan (see 4.1.3, page 3 and 9.1, page 6)

How have the occupations of critical concern relative to the project been identified? How will individuals be recruited and how is this recruitment strategy customized to their needs? Describe the training for the occupations and how it will be offered, the costs, training outcomes and placement expectations, and whether industry-recognized certifications will be earned by individuals.

The box for the response below will expand as the project description is input.

Response:

How have the occupations of critical concern relative to the project been identified? The occupations addressed by this grant address the workforce needs of the region as reflected on the Targeted Occupations List and are in accordance with regional priorities as identified by our Workforce Services Plan. Our green initiatives are responsive to the directives of ARRA. The proposed training responds to the economic development plans put forth publicly by the respective Economic Development/Industrial Development Authorities of the region, as well as the Banner Center (see articles attached).

How will individuals be recruited and how is this recruitment strategy customized to their needs? In conjunction with our partners mentioned above, potential participants will be recruited by Job Fairs, radio and newspaper advertising, webpage announcement, e-mail notices, audience presentations, posters, handouts, flyers, and through UC PREP orientations. Each applicant will be personally interviewed by the Project Coordinator to help determine which of the various programs most clearly supports the applicant's career goals

and objectives. RWB-7 will offer TABE and E-Choices testing (Interest Inventory) to assist applicants in refining their goals and objectives. The program is further customized through the use of scholarships for employed workers that are in need of skills upgrade in order to retain employment. The program will also be offered to dislocated workers in need of retraining to return to self-sufficiency employment within the workforce. Adults will be enrolled to help them obtain requisite skills necessary to obtain self-sufficiency employment. This program is applicable to employed workers, WIA and WT customers, as well as Veterans and persons with disabilities.

Describe the training for the occupations and how it will be offered, the costs, training outcomes and placement expectations, and whether industry-recognized certifications will be earned by individuals.

GREEN INITIATIVES:

Lean Six Sigma Green Belt for Service, Manufacturing or Logistics Professions

- Participants will gain knowledge of how to apply the Six Sigma methodology to the improvement of processes enabling cost reductions and improvements in productivity, quality and customer satisfaction.
- Participants receive ten-days of intensive, workshop-focused instruction. This course will be offered in state of the art classrooms as well as at selective high-tech employer locations throughout the region.
- The tuition cost is \$4,000 per participant.
- 80% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive National Industry Recognized Certification.

Lean and Green Six Sigma Black Belt Certification

- Participants will gain a strong knowledge of how to apply the Six Sigma methodology to the improvement of service-based processes enabling cost reductions and improvements in productivity, quality and customer satisfaction.
- Participants receive two-weeks of intensive, workshop focused instruction. This course will be offered in state of the art classrooms as well as at selective high-tech employer locations throughout the region.
- The tuition cost is \$4,000 per participant.
- 80% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive National Industry Recognized Certification.

Programmable Logic Controllers

- This course will teach participants the fundamentals of PLCs to automate manufacturing, production and warehousing equipment. This course teaches how to develop and build a solid foundation with a fundamental knowledge of PLCs.
- Participants receive 16 hours (2 days) of intensive, workshop focused instruction. This course will be offered in state of the art classrooms as well as at selective high-tech employer locations throughout the region.
- The tuition cost is \$2,000 per participant.
- 80% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive industry recognized Certification.

Truck Driving Simulation Training

- This course will teach participants how to reduce accidents through simulation that reinforces positive decision making by realistic training in a risk-free situation. The program also provides extensive training on fuel management by teaching proper driving and shifting techniques in various settings and terrains. This instruction can result in fuel savings of 2% - 15% with corresponding reductions in

emissions.

- Participants receive 8 hours (1 day) of intensive simulation training. The simulator is highly mobile and can go directly to the employers' worksites.
- The tuition cost is \$200 per participant.
- 100% of those enrolled will complete the program.
- Participants will receive industry recognized Certification.

Energy Auditor

- This course will provide basic weatherization knowledge and skills and methods to educate homeowners on how to become more energy efficient.
- Participants receive 110 hours of intensive training in classrooms and on job-sites.
- The tuition cost is \$1,600 per participant.
- 80% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive four (4) National Industry Recognized Certifications.
-

SV Tech

- This course will provide training for the Information Technology workforce on the emerging technology of Server Virtualization.
- Participants receive 40 hours of intensive high tech training and instruction in state of the art classrooms.
- The tuition cost is \$3,000 per participant.
- 90% of those enrolled will complete the program; 80% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive and Industry Recognized Certification.
-

DV Tech

- This course will provide training for the Information Technology workforce on the emerging technology of Desktop Virtualization.
- Participants receive 40 hours of intensive high tech training and instruction in state of the art classrooms.
- The tuition cost is \$3,000 per participant.
- 90% of those enrolled will complete the program; 80% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive and Industry Recognized Certification.

Green IT

- This course will provide training for the Information Technology workforce on the emerging technology of Green IT, teaching IT workers to measure the carbon footprint and to reduce adverse environmental impacts related to IT.
- Participants receive 24 hours of intensive high tech training and instruction in state of the art classrooms.
- The tuition cost is \$1,800 per participant.
- 90% of those enrolled will complete the program; 80% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive and Industry Recognized Certification.

BROADBAND INITIATIVES:

Broadband Business Management

- This course will provide knowledge on how to manage, build and maintain broadband networks.

- Participants will receive 15 credit hours of intensive training in classrooms.
- The tuition cost is \$1,150 per participant.
- 80% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive College Credit Certification.

Networking Technician Certification

- This course will provide knowledge and comprehensive understanding of protocols such as TCP/IP, network architectures, network design and planning, and other such skills.
- Participants will receive 12 credit hours of intensive training in classrooms.
- The tuition cost is \$900 per participant.
- 70% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive College Credit Certification.

CISCO Certification

- This course will provide knowledge and comprehensive understanding of site survey, wireless security, wireless voice networks, wireless local area nets, networking and voice over wireless.
- Participants will receive 12 credit hours of intensive training in classrooms.
- The tuition cost is \$900 per participant.
- 70% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive College Credit Certification.

ENTREPRENEURSHIP INITIATIVES:

International Trade Certificate Program

- This course will provide specialized training and industry-specific seminars that address every aspect of exporting. It is designed for small businesses that are new to export as well as growth-oriented businesses that want a better understanding of the opportunities and resources available.
- Participants will receive 24 hours of intensive training in classrooms. With special arrangements, this training program may be offered on-site at a company or organization's facility.
- The tuition cost is \$400 per participant.
- 70% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive Florida Industry Certification.

Freight Broker/Agent Training Program

- This course will provide participants with the knowledge and resources needed to break into the \$400 billion plus shipping industry through creation of a home-based business. It will provide the participant with knowledge of how to identify markets (sources of information), develop partnerships, understanding of legal issues, regulations and contract, international marketing strategy to include pricing and promotion, logistics to include load calculations, distance, time, fuel and insurance costs, port operations and documentation, financing and communications. This program offers tremendous opportunities for persons with disabilities to operate a business from home.
- Participants will receive 150 hours of intensive training in classrooms.
- The tuition cost is \$1,500 per participant.
- 70% of those enrolled will complete the program; 70% of those not employed at time of registration will be placed into self-sufficiency employment.
- Participants will receive Industry Certification.

8. Financial Plan (see 4.1.4, Page 3 and 9.1, Page 6):

This section should describe the financing available for implementation of this project as well as how the project might be sustained following the end of this grant. The amounts of leveraged resources (cash and in-kind/public and private) should be identified and how they will affect outcomes of this project.

The box for the response below will expand as the project description is input.

Response:

Financing Available:

The training programs are already in existence within Banner, UNF and New Horizons. The funding from this grant will enable a more diverse group such as: large employers, small businesses and individuals to take full advantage of educational programs that will permit a higher level of participation in the courses being offered. WIA Adult and Dislocated Worker funding along with State Incumbent Worker Training funds will continue to contribute to sustaining the program along with tuition paid by private industry and students after the completion of this grant. The LCCC Community Based Training Jobs Grant also has funds available for scholarships which will continue to sustain the programs. Pell Grants will also continue to be available for the college credit courses.

Leveraged Resources:

RWB-7 will leverage \$50,000 for this program which includes community outreach through the Employers Services team, data entry, Resource Room and personnel, website, supplies, facilities and infrastructure.

Banner will leverage \$200,000 for this program which includes marketing, advertising, truck driving simulator, technical expertise and coordination assistance.

LCCC will leverage \$75,000 for this program which includes scholarships, classrooms, curriculum, instructors, and state of the art computer/communication equipment.

UNF will leverage \$75,000 for this program which includes classrooms, curriculum, instructors, and state of the art computer/communication equipment, including a mobile classroom.

New Horizons will leverage \$25,000.

Total amount leveraged: \$425,000

Effect of Leveraged Resources on Outcomes:

The leveraged funds will significantly contribute to the project by providing trained staff and instructors already familiar with screening and eligibility procedures and requirements, thus reducing administrative and overhead costs. The leveraged resources in terms of infrastructure, state of the art equipment and curriculum will enhance the participation rate and improve the chances of completion, placement and retention. LCCC, UNF and the Banner Center already have a highly developed relationship with JAXPORT that will ensure a pipeline to technical expertise and the job market.

9. Performance Tracking Plan (see 4.1.5, Page 3 and 9.1, Page 6):

How will the applicant track performances associated with the project?

The box for the response below will expand as the project description is input.

Response:

All participants will be enrolled in the EmployFlorida Marketplace system (EFM) which permits goal setting, case management, interest inventories, supportive services tracking, and performance outcomes. These will be tracked under a special project identifier code which will produce comprehensive performance data in a timely manner. Upon completion of the program, we will begin thirty, sixty, ninety and 180 day tracking to provide additional services, as necessary, to ensure employment and retention. FCWB has an on-staff monitor who will review and track progress and the outcomes of the program on a regular basis.

10. Sustainability Plan (see 4.1.6, Page 3 and 9.1, Page 6):

WFI is very interested in using the outcomes of these initiatives to improve Florida’s workforce. What noteworthy elements have merit for Florida? Can it be replicated in other areas of the state? How can it be sustained?

The box for the response below will expand as the project description is input.

Response:

Noteworthy Elements:

This initiative utilizes the academic strengths of LCCC and UNF, coupled with the expertise of the Banner Center, as well as New Horizons. The colleges have developed excellent green and broadband initiatives that will prepare the Region’s workforce for these developing career fields. The Banner Center is chartered to develop and propagate expertise on logistics and distribution Statewide. The rapidly expanding import/export trade which is developing at JAXPORT has a long range and global impact on entrepreneurs within the State of Florida. The combination of green, broadband and entrepreneurship initiatives will prepare the workforce of RWB-7 to move into these global occupations and ensure our workforce remains competitive.

Replication:

This initiative can easily be replicated throughout the State of Florida. The curriculum has been developed by the Banner Center which has a Statewide charter to distribute the curriculum Statewide.

Sustainability:

Most of the training programs are already in existence within Banner, LCCC, UNF and New Horizons. After an assessment of community needs, it was determined that new curriculum was needed to address industry needs of the future. Additionally, new curriculum will be developed for the Entrepreneurship Initiatives, which represents a capital investment for Banner and an asset that will be propagated throughout the State. The funding from this grant will enable a more diverse group such as: large employers, small businesses and individuals to take full advantage of what is being offered. WIA Adult and Dislocated Worker funding along with State Incumbent Worker Training funds will continue to contribute to sustaining the program along with tuition paid by private industry and students after the completion of this grant. The Banner Center also has funds available for scholarships which will continue to sustain the programs. Pell Grants will also continue to be available for the college credit courses and can be combined with Workforce funds from the WIA Program. The programs will also be sustained through student tuition, employer investment.

11. Budget (see 4.1.4, Page 3 and 10.0, Page 6):

Attach a one -page budget showing 1) where the funds are coming from (amounts & sources) to fund this project – that will include local matching funds and WFI funds; and 2) how the funds are projected to be spent – this part of the budget should differentiate between projected expenditures for *direct services* to the project and *administrative costs* (those costs associated with the ‘management’ of the project).

Budget attached.

BUDGET

1) Where the Funds are Coming From:

Source	Leverage	Grant
Florida Crown Workforce Board (RWB-7)	\$50,000	
Banner Center for Logistics (LCCC)	200,000	
Lake City Community College	75,000	
University of North Florida	75,000	
New Horizons	25,000	
WFI Grant		\$402,050
Total:	\$425,000	\$402,050

2) How the funds are projected to be spent: *this part of the budget should differentiate between projected expenditures for direct services to the project and administrative costs (those costs associated with the ‘management’ of the project).*

Program	# of Participants	Cost Per Participant	Cost	Administrative Cost	Total Cost
Lean Six Sigma Green Belt	10	\$4,000	\$40,000	\$4,000	\$44,000
Lean and Green Six Sigma Black Belt	10	4,000	40,000	4,000	44,000
Programmable Logic Controllers	10	2,000	20,000	2,000	22,000
Truck Driving Simulation Training	20	200	4,000	400	4,400
Energy Auditor	10	1,600	16,000	1,600	17,600
Server Virtualization Tech	10	3,500	35,000	3,500	38,500
Desktop Virtualization Tech	10	3,500	35,000	3,500	38,500
Green IT	10	1,800	18,000	1,800	19,800
Broadband Business Management	10	1,150	11,500	1,150	12,650
Networking Technician Certification	10	900	9,000	900	9,900
CISCO Certification	10	900	9,000	900	9,900
International Trade Certificate Program	10	400	4,000	400	4,400
Freight Broker/Agent Training Program	10	1,500	15,000	1,500	16,500
Coordinator’s Salary/Benefits (9 months)			34,000	3,400	37,400
Travel: Coordinator			3,000	300	3,300
Travel: Participant			25,000	2,500	27,500
Books/Fees			20,000	2,000	22,000
Marketing/Employer Awareness			12,000	1,200	13,200
Curriculum Development			15,000	1,500	16,500
Totals	140	\$2,872	\$365,500	\$36,550	\$402,050

13. *Letters from Partners* (see 8.0, Page 4):

Attach letters from each of the partners. Each letter from the partners should be on the organization's letterhead and should be signed by an officer of the organization. Each letter must describe with specificity the partner's role in the project and financial commitment, if applicable, to the project. All partners that are listed as sources for matching funds MUST list their financial contributions in the letters to be attached.

See attached.

Equal Opportunity Assurance Statement

Any organization, public or private, including regional workforce boards, seeking WIA funds from Workforce Florida Incorporated, ***MUST*** sign and submit this Equal Opportunity Assurance Statement or its proposal or grant proposal **may be rejected**.

As a condition of the proposal for this grant, the Applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1. Section 188 of the Workforce Investment Act of 1998 (WIA) which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I B financially assisted program or activity;
2. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
3. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
4. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
5. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The Applicant also assures that it will comply with 29 C.F.R. Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I – financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I – financially assisted program or activity. The Contractor understands that WFI and the United States have the right to seek judicial enforcement of the assurance.

By signing below, the Applicant certifies and assures that it will fully comply with the applicable assurances outlined above.

John Chastain, Executive Director
Name and Title of Authorized Representative

Applicant

Date

The Employ Florida Banner Center for Logistics and Distribution

The Banner Center Team has been working together since the inception of the Center in February 2007; it is a well established team of Colleges and Universities in partnerships formed around the state. Lake City Community College, Polk State College, and the University of North Florida formed the foundation of the educational roadmap. In addition to these founding partners, recruitment of additional partners into the Banner Center's public-private consortium is ongoing and builds on its previous partnerships.

The private sector brings an invaluable perspective and expertise that is used to ensure the training programs and curricula accommodate emerging trends and new industry technology, guaranteeing the relevance of training skill sets and their correspondence to workforce development needs. Collaboration with high quality education partners creates a unified continuum of training resources, spanning K-12 and career awareness through baccalaureate and graduate degrees.

Workforce partners leverage years of development experience, knowledge of economic development practices, access to unemployed populations, efficient referral and tracking systems, and a variety of state and federal resources help meet Employ Florida Banner Center program goals.

Implementation Plan for 2009/10

The 2009/10 implementation plan will distinguish the Banner Center as a leader in quality education, a forerunner in the field of knowledge of the supply chain business, and a clearinghouse for information.

The Banner Center's goals in achieving its mission will be built on collaborative partnerships that will

- Convene and maintain a council of industry experts to oversee Banner Center activities;
- Facilitate and coordinate statewide collaborations of educational partners;
- Serve as a clearinghouse for industry careers, knowledge, training resources, best practices, and trends;
- Conduct research, as needed, regarding industry needs and training strategies;
- Ensure correspondence and relevance of programs products and services to accommodate new industry technologies and emerging trends;
- Negotiate articulation agreements and new industry certifications in order to reduce gaps in workforce preparation pipelines;
- Provide support to program delivery partners to facilitate awareness, ensure easy access, and maintain both quality and diversity of program offerings throughout the State;
- Coordinate services and products with other Employ Florida Banner Centers;
- Represent Banner Center stakeholders at conferences and other public venues;
- Develop revenue streams based on return for value provided to industry partners, in terms of tuition for industry-based training, in-kind contribution of expertise, and donation of equipment that can be used to provide "hands on" training for participants.
- Practice continuous learning as a model organization.

Additionally, the Banner Center will develop cutting edge, industry driven curricula that meets the needs of employers in the logistics and distribution industry. The Banner Center will also seek to educate potential employees who may need retraining to enter the logistics and distribution fields.

The Implementation Plan provides for specific responsibilities and critical milestones to meet the terms of the contract.

Advisory Council

The Employ Florida Banner Center for Logistics and Distribution Partners have established a strong and representative Advisory Council. The Advisory Council membership includes business leaders, local economic development councils, regional workforce boards, and chambers of commerce and business associations.

The Banner Center receives feedback from influential industry representatives, including the General Manager of the Maersk Shipping line, the FDOT Transportation and Modal Administrator, the Director of CSX-Transportation, the Director of Cargo for the Tampa Port Authority, Director of International Operations for Landstar Global Logistics, President and CEO of the Florida Trucking Association, Vice President of Operations for Sysco Inc., CEO of LYNX Orlando, and the Director of Marketing for ICS Global. Members are actively invested in the process with attendance between 45 and 58 participants at every meeting. The Council meets three times a year as a whole, with separate sub-council task forces meetings as needed. The Education Task Force has been particularly active, conducting research on industry training needs and providing active feedback on curriculum development and review.

Extensive research, conducted in 2009/10, on industry certifications and how to integrate these within training programs and employer hiring policies. In addition, there are seventeen public/private workforce education providers that include four-year public/private colleges & universities, state and community colleges, school districts, corporate training and continuing education providers.

Training: Entry Level Jobs, Advanced Jobs & Skills Upgrade Training

The Banner Center will continue as an industry-driven workforce training center by delivering workforce training and education programs that meet the evolving needs of Florida's logistics and distribution industries. The Banner Center through its partners will provide training vehicles for entry level and advanced jobs, and skills upgrade and to ensure a continuous pipeline of skilled workers. The Banner Center will also increase the number of educational pathways for Florida's logistics and distribution workforce. Additionally, the Banner Center will serve as a statewide clearinghouse and supplier of logistics and distribution workforce training, education, and certification information/activities.

The following performance deliverables are in direct response to the challenges brought forward by industry partners.

Expand its outreach with two additional Banner Center offices at the University of North Florida and Polk State College. This will enable the Banner Center to assist the Workforce Boards in Region 3, 7, 8 and 17 to provide job seeker assistance with career planning programs and career placement.

Provide specialized logistics/supply chain/workforce training programs (including executive leadership and supervisor training for logistics companies, hazard prevention/safety and green driver training for the transportation industry, entry level warehouse certification training targeted for displaced workers, and, logistics education and training designed for traditional classroom and self-directed/online delivery);

Develop and deliver workforce training programs aligned with logistics/supply chain industry-recognized certifications (e.g., American Society of Transportation & Logistics Certification in Transportation Logistics (CTL) and Professional Logistics Specialist (PLS), Manufacturing Skill and Standards (MSSC) Certified Logistics Technician (CLT), and Lean/Green Six Sigma Certification).

Memorandum of Understanding
Between
Florida Crown Workforce Board, Inc.
and
Employ Florida Banner Center for Logistics and Distribution

1. Introduction

Florida Crown Workforce Board, Inc. (FCWB), serving Region 7 comprised of Columbia, Dixie, Gilchrist and Union Counties, is responsible for policy and oversight of job training and placement programs in Florida and seeks to ensure delivery of timely, quality services to businesses and job seekers through the One-Stop Career System (One-Stop) within this region.

2. Parties to this Memorandum of Understanding, and Term

This Memorandum of Understanding (MOU) is hereby entered into by and between FCWB and Lake City Community College (LCCC) and the Employ Florida Banner Center for Logistics and Distribution (BANNER), beginning on the date on which it is signed by both parties, and ending at midnight one year later.

3. Purpose of This MOU:

The purpose of this MOU is to establish the general conditions and joint processes that will enable FCWB, LCCC and BANNER offices to work as partners to encourage coordination of resources and services and actively participate in creating innovative proposals that address green jobs, rural needs relating to broadband/telecommunications access and business entrepreneurship.

4. Responsibilities of the Parties:

As a party to this MOU, FCWB, LCCC and BANNER agree to the following terms and conditions:

- a) Provide a wide range of innovative training and employment-related services and activities tailored to the specific needs as set forth in "Purpose of this MOU".
- b) Use funds in a manner that meets the short-term and long-term economic and employment needs of individuals, families and the community.
- c) Make meaningful and measurable progress toward creating and sustaining economic growth and employment opportunities;
- d) Aid in the identification and enrollment of eligible individuals in Federal, State and local programs;
- e) Implement outreach activities that reach targeted populations;
- f) Use marketing strategies that educate the public of program objectives;
- g) Develop cooperative strategies to provide comprehensive service packages for participating individuals.
- h) Work with employers who will support the creation of employment opportunities and sustaining economic growth.
- i) Retain this MOU and any amendments, along with pertinent documents, for the duration of the partnership.
- j) Participate in a process for joint review of the partnership to be conducted at least semi-annually.

5. Confidentiality Policy

All files and related information will be processed and maintained in accordance with applicable federal, state and local confidentiality policies. The Partners acknowledge their separate obligation to perform this Agreement in compliance with the requirements of the Public Records Law, Chapter 119, Florida Statutes and with other applicable statutes that constitute express exceptions to the requirements of Section 119.07 (1), Florida Statutes, by making certain categories of records confidential, exempt from disclosure, or accessible as prescribed by statutes. See Section 985.04, Florida Statutes. The Partners acknowledge that the data exchanged between agencies has been provided for official purposes and that public access to such data is limited and prescribed by statute. Both parties agree to disseminate data only in compliance with confidentiality restrictions and in recognition of the exemptions from disclosure provided by law and to provide advance copies of publications involving another agency's data for review.

6. Amendments

This MOU may be amended at any time provided the amendment is made in writing with mutual consent of both parties, and is attached to the original MOU.

7. Authorization for Signature

The parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed the day and year written below.

John Chastain
Executive Director
Florida Crown Workforce Board, Inc.

Date

Lake City Community College
By:

Date

(Print Name)

(Title)

Banner Center for Logistics & Distribution
By:

Date

(Print Name)

(Title)

Headline News & Articles



[Canal fever: Can we catch it?](#)

Gainesville.com - June 7, 2009

...A \$5.25 billion expansion of the canal is planned, and when completed in 2015, it'll accommodate even the largest container behemoths.

And that turns out to be good news for Florida and not so good news for California — because a lot of ships laden with automobiles, televisions and computers from Japan, China, Korea and elsewhere across the Pacific rim will no longer have to dock in the Golden State...

The real challenge for Florida, says Elaine Puri, director of the Lake City-based Banner Center for Logistics and Distribution, is "filling those empty containers up again and sending them back."

In other words, can Florida position itself to become a major exporter as well as receiver of the world's goods?...

[Delivering jobs by the thousands](#)

Jacksonville.com - July 27, 2008

There is positive news as JAXPORT continues to expand—it's great news for job seekers looking for high-wage careers.

The port's client, Mitsui O.S.K. Lines Ltd., promises delivery of much more than tons of consumer goods to a new 158-acre container terminal under construction at Dames Point. The deal with the Japan-based shipping giant is bringing thousands of job to Jacksonville.

Ripple effects already are reaching across Northeast Florida with warehousing, logistics and transportation companies looking to be part of the action.

Currently, the number of port-produced jobs is 50,000. JAXPORT projects the total will reach 75,000 to 100,000 in the next five to 10 years...