



# The Florida Senate

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Committee on Commerce

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## EMPLOY FLORIDA BANNER CENTERS

### Statement of the Issue

“Workforce education” is a general term used to describe adult general education, career education, continuing workforce education courses or programs of study leading to an occupational completion point, a career certificate, an applied technology diploma, or a career degree.<sup>1</sup> In Florida, postsecondary workforce education is provided by a variety of public and private entities.<sup>2</sup>

Public workforce education is primarily funded through the Department of Education (DOE) and provided by secondary and post-secondary schools. DOE’s Divisions of Workforce Education and Community Colleges are responsible for curriculum development and coordinating these services.

Workforce Florida, Inc. (WFI), funds and coordinates workforce training and programs that address the education needs of specific target groups. These services are delivered through the Quick Response Training (QRT) Program, the Incumbent Worker Training (IWT) Program, and the Regional Workforce Board (RWB) Employed Worker Training Programs. In addition, training resources are allocated to the Regional Workforce Boards (RWBs) to fund services through individual training accounts.

Since 2006, WFI has initiated the development of eleven Employ Florida Banner Centers as a complement to the state’s workforce education efforts. WFI reports that the development process is characterized as a “business-driven” approach which facilitates the collaboration of industry, local economic development entities, regional workforce boards, and educational institutions to create relevant and rigorous new curricula aligned to industry standards. The process is intended to be responsive to emerging needs, corresponding to Enterprise Florida, Inc.’s (EFI) list of targeted industry sectors and to targeted occupations in key growth industries. According to WFI, the goal is to “build and maintain a pipeline of skilled workers” to address the emerging needs of Florida’s economy.<sup>3</sup>

Contrary to what the name implies, a “Banner Center” is not primarily a place for instruction or training. Rather, this is a designation given to education entities that contract with WFI to develop curricula for workforce training and instruction. The training or instruction is provided principally by Florida universities, community colleges, and school districts using existing resources.

Banner Centers are designated after WFI identifies the industry needs, partners with pre-existing academic programs, or education leaders with the capacity to address the identified needs, and enlists the participation of the relevant industries. From this collaboration, curricula are developed for workforce training and certification programs. Key features of this collaboration are the integration of an industry advisory board in the development, implementation, and on-going review of the curricula, and the requirement that the curricula be transferable and available to other educational institutions.

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<sup>1</sup> Section 1004.02(26), F.S. It is also referred to as “career and professional education” and, by some providers, as “career & technical training.”

<sup>2</sup> Private postsecondary workforce education offer career training instead of the traditional college experience. For specific information regarding private for profit educational institutions in Florida, see:

[http://www.fapsc.org/images/Fast\\_Facts\\_Brochure\\_FINAL\\_5.22.07.pdf](http://www.fapsc.org/images/Fast_Facts_Brochure_FINAL_5.22.07.pdf)

<sup>3</sup> Adapted from information provided by WFI, August 15, 2008. Document on file with the committee.

WFI may be uniquely situated to quickly and efficiently initiate and facilitate the coordination of education and training responses to emerging workforce needs. The WFI Board of Directors is comprised of industry, economic development, education and workforce representatives. WFI also has access to the Agency for Workforce Innovation's (AWI) "in-house" resources that identify and track emerging workforce and occupational trends. WFI, AWI and the RWBs have experience in tailoring specific training programs for industry sectors or individual employers. In addition, WFI is able to use federal funds to support workforce education and training initiatives.

As a member of the board of directors of WFI, DOE's Commissioner of Education participates in the development of policy by WFI and the selection of targeted industries to be served by Employ Florida Banner Centers. Florida community colleges and universities partner with WFI in the development of the curricula and the implementation of the programs coordinated through the Banner Centers.

Most Banner Centers correspond to Enterprise Florida's list of targeted industry sectors – Aviation/ Aerospace, Biotechnology, Homeland Security and Defense, Logistics and Distribution, and Manufacturing. The remaining Banner Centers correspond to targeted occupation in key growth industries – Alternative Energy, Construction, Digital Media, Energy, and Health Sciences. The Banner Centers are based at Florida community colleges or universities, and partner with other public colleges or private educational or research institutions.

The Banner Center of Excellence for Secondary Career Academies, the eleventh Banner Center, was established to create a model for career education in Florida secondary schools.

This Issue Brief:

- Provides an overview of workforce education coordinated through the Florida Department of Education;
- Provides an overview of the general missions of Workforce Florida, Inc., and the Agency for Workforce Innovation, and the concept of the Employ Florida Banner Centers;
- Outlines the process for selection and development of Employ Florida Banner Centers; and
- Provides WFI's profiles of the respective Employ Florida Banners Centers. (*See Appendix*)

## Discussion

### *Workforce Education: DOE*

In Florida, public financed post-secondary workforce education – also referred to as career and professional education – is developed, coordinated, facilitated or overseen by the Florida Department of Education (DOE), through its Divisions of Workforce Education (WFE), Community Colleges, Vocational Rehabilitation, Blind Services, Accountability, Research and Measurement, and Public Schools.<sup>4</sup> Services are provided by contractors, local school districts, and community colleges.

DOE develops curriculum frameworks for career and technical education programs and has programmatic oversight of the adult and postsecondary workforce education programs, as well as secondary (middle and high school) level career and technical education programs.<sup>5</sup> The following is a general description of these programs:<sup>6</sup>

<sup>4</sup> DOE also contributes to the provision of workforce related career and professional education programs provided by the public high schools. See ss. 1003.491 – 496, F.S. (Also see "Consolidation of Leadership for Effective Career Education," Senate Committee on Education Pre-K – 12, Interim Project Report 2008-119, October 2007.)

<sup>5</sup> Adapted from information provided by the Division of Workforce Education, August 29, 2008. Document on file with the committee.

<sup>6</sup> Information provided by the Division of Workforce Education, August 29, 2008. Document on file with the committee. While these programs represent DOE's "core" career and professional education services, it has recently initiated or participated in the implementation of major efforts to address emerging workforce needs.

(1) Between 2005 and 2007, the Legislature funded the "SUCCEED, Florida!" program to provide \$73 million in grants to institutions to expand capacity and enrollment in the following targeted programs: Crucial Professionals (teaching, nursing

- *Adult General Education.* These programs are to help adults become literate and obtain the knowledge and skills necessary for employment and self-sufficiency, and to aid in the completion of a secondary education diploma. Program areas include: Basic Literacy (Adult Basic Education), Adult High School, GED, English for Speakers of Other Languages (ESOL)/Citizenship, Vocational Preparatory Instruction.
- *Associate in Science/Associate in Applied Science Degrees.* These are programs of instruction consisting of college-level courses to prepare students for entry into employment or transfer to a four-year institution. These degrees are only offered by community colleges in Florida.
- *College Credit Certificates.* This is a program of instruction consisting of college credit courses that prepare students for entry into employment and result in a certificate.
- *Apprenticeship.* This is a course of instruction (on-the-job and classroom) with an industry sponsor and program standards registered with the Department of Education.
- *Career Certificates (Clock Hr)/Applied Technology Diploma.* These are non-credit career certificate programs to provide students with specific occupational skills, necessary to obtain employment in high wage, high skill and high demand fields. The applied technology diploma program is considered part of a technical degree program, has a length of less than 60 credit hours, and leads to employment in a specific occupation. The program may include either technical credit or college credit.
- *Continuing Workforce Education.* Continuing workforce education programs are for the following: individuals requiring training for licensure or certification renewal; new or expanding businesses; business, industry and government agencies requiring retraining of employees due to changes in products or services or to increase efficiency and productivity; and individuals enhancing occupational skills to maintain current employment, cross-train, or upgrade employment.

Funding for adult and post-secondary workforce education is generally provided to school districts (which include technical schools) and community colleges. **Table 1** shows the estimated appropriations for FY 2008/09.<sup>7</sup>

**TABLE 1**  
**Estimated Appropriations for Workforce Education FY 2008/09**

Category	General Revenue Ed Enhancement TF	Trust Funds	Fund Totals From GAA	Local Revenue (Fees)	Total State and Local Revenue
Comm. College Workforce Programs	473,159,620		473,159,620	227,304,524	698,545,141
School District Workforce Programs	390,143,999	7,167,471	397,311,470	34,934,782	432,246,252
Adult Basic Education		41,552,472	41,552,472		41,552,472
Vocational Formula Funds	77,144,852		77,144,852		77,144,852
Comm. Coll. AA and other programs	616,772,627		616,772,627	325,551,803	939,736,129
<b>Total Funding</b>	<b>1,557,221,098</b>	<b>48,719,943</b>	<b>1,605,941,041</b>	<b>587,791,109</b>	<b>2,189,224,846</b>

Source: Senate Education Appropriation Committee, September, 2008.

### **Industry Participation in DOE Programs**

Coordination with industries in the development of DOE programs is an important factor in providing relevant products or services. DOE's Division of Workforce Education (WFE) staff reports that while in the past they have

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and allied health); Career Paths (Secondary Career and Professional Academies); and Postsecondary Programs (manufacturing, automotive, and aerospace).

(2) In response to the Federal Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV), WFE has sought and received \$134 million in federal funds over the past two years to improve career and technical education programs in Florida. These funds will be used to fund programs that result in a degree, certificate or credential, rather than programs that prepare students with a narrow job skill. This reflects the emerging emphasis by WFE to implement programs that result in certification and articulation to post-secondary degrees.

(3) WFE is also participating in the implementation of the Career and Professional Education Act of 2007 (ch. 2007-216, L.O.F., which amended s. 1003.491, F.S.).

<sup>7</sup> Provided by the DOE, Division of Workforce Education, August 29, 2008. Document on file with the committee.

worked with partners to update existing programs and develop new programs, the process has not been as comprehensive, consistent, inclusive or transparent as it should be.<sup>8</sup>

However, WFE has recently initiated an effort to integrate industry partners into a comprehensive review of its curriculum development and revision process. One guiding principle in this review is that the process be “driven by business and industry.” To this end, eight of the 16 members of the “Next Generation Standards for Career and Technical Education Steering Committee” are representatives from the economic development, workforce or business community. Each Career Cluster Working Group is chaired by a business/industry representative and reflects the composition of the Steering Committee. The goal of the working groups is to ensure that the occupations included in the career clusters and the corresponding curricula are aligned with the needs of Florida’s business and industry.<sup>9</sup>

### ***Overview of Workforce Services in Florida: WFI, AWI, & RWBs***

With Florida’s Workforce Innovation Act of 2000,<sup>10</sup> the Legislature created Workforce Florida, Inc., (WFI) and the Agency for Workforce Innovation (AWI). In addition, the act revised the duties of the 24 Regional Workforce Boards (RWBs). Established as a not-for-profit corporation, WFI is the principal workforce policy organization for the state.

The Governor appoints WFI’s board of directors, and a majority of its members must be representatives from the business community. Other board members represent organized labor, private staffing firms, private colleges and universities, the Department of Education, and workforce services customers.<sup>11</sup> This public/private partnership is characterized by WFI in this way:

Every state has a state workforce board, but what many don’t have is a workforce system that empowers business leaders by putting them in charge of change.

Rather than give business leaders advisory status on a board responsible for making recommendations to the governor and other elected officials or a state labor department, changes to Florida’s workforce system in 2000 established a statewide nonprofit, business-led board — Workforce Florida — with control of the appropriated resources.

The structure is similar at the local level with business leaders playing a major role on the boards of directors for regional workforce boards. Allowing the private sector-led boards to evaluate and influence what government does ensures accountability, transparency and responsiveness.<sup>12</sup>

AWI is an independent agency under the Department of Management Services that ensures the state appropriately administers federal and state workforce funding by administering the plans and policies of WFI under contract with WFI. In addition, it is the lead state agency for implementing the state’s unemployment compensation program. The agency also includes the Office of Early Learning, which administers the state’s Voluntary Pre-Kindergarten (VPK) program and the state’s school readiness programs.<sup>13</sup>

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<sup>8</sup> Adapted from information provided by the Division of Workforce Education, August 29, 2008. Document on file with the committee.

<sup>9</sup> Adapted from information provided by the Division of Workforce Education, August 29, 2008. Documents on file with the committee.

<sup>10</sup> Chapter 2000-165, L.O.F.

<sup>11</sup> Special Examination: Review of the Workforce Development System Report No. 03-10 January 2003 Office of Program Policy and Government Accountability. Page 4.

<sup>12</sup> “Vision, Innovation and Action: A Look at Florida’s Workforce Success,” a Special Report 2000-2007. Workforce Florida, Inc. 2007. Page 20. [http://www.workforceflorida.com/news/docs/WFI\\_SuccessReportFull\\_Low.pdf](http://www.workforceflorida.com/news/docs/WFI_SuccessReportFull_Low.pdf)

<sup>13</sup> Section 20.50(1), F.S.

AWI's Office of Workforce Program Support also houses the Labor Market Statistics program which produces, analyzes, and distributes labor market statistics and information addressing labor force, total employment, employment by industry and occupation, unemployment, unemployment rates, mass layoffs, projections of employment by industry and occupation, and wages by industry and occupation. The agency also produces a Targeted Occupations List, which identifies high wage, high skill or high demand employment opportunities. The office also serves as the Census Data Center for Florida.<sup>14</sup>

Workforce development services are delivered by 24 Regional Workforce Boards, which implement the policies developed by WFI, consistent with the parameters set by the US Department of Labor and federal law.<sup>15</sup> These services include workforce training programs, some of which are tailored for specific industry sectors or individual employers.

### **Workforce Training: WFI & RWBs**

The mission of WFI is to:

“...develop the state's business climate by designing and implementing strategies that help Floridians enter, remain and advance in the workforce, becoming more highly skilled and successful, benefiting Florida business and the entire state.”<sup>16</sup>

To meet this goal, WFI attempts to link “workforce, economic development and education strategies through business-driven initiatives and programs.”<sup>17</sup> One strategy is to provide specialized workforce education services that address the education needs of specific industry or occupational target groups.<sup>18</sup> These services include the Quick Response Training (QRT) Program, the Incumbent Worker Training (IWT) Program, the RWB Employed Worker Training Programs, and programs funded through individual training accounts administered by the RWBs.

The Quick Response Training Program provides grant funding for customized training for new or expanding businesses that produce an exportable product or service. The companies must be creating full-time, high-quality jobs requiring specialized training that is not available in the local community. Priority is given to businesses in targeted industries and in distressed urban and rural areas of Florida.<sup>19</sup>

The Incumbent Worker Training Program provides expense reimbursement grants for customized skills upgrade training and is available to existing for-profit Florida businesses. Businesses with 25 or fewer employees receive priority and, as with the Quick Response Training Program, priority is given to businesses in targeted industries and in distressed urban and rural parts of Florida.<sup>20</sup>

RWB Employed Worker Training Programs are developed and administered by the Regional Workforce Boards to address regional employer needs. These programs are funded by WIA Title I funds appropriated to the RWBs.

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<sup>14</sup> [http://www.floridajobs.org/about%20awi/awi\\_structure.html](http://www.floridajobs.org/about%20awi/awi_structure.html)

<sup>15</sup> Section 445.007, F.S.

<sup>16</sup> WFI 2006-2007 Annual Report. [http://www.workforceflorida.com/news/reports/ar/06-07\\_WFI\\_Annual\\_Report.pdf](http://www.workforceflorida.com/news/reports/ar/06-07_WFI_Annual_Report.pdf)

<sup>17</sup> WFI 2006-2007 Annual Report, p. 4. [http://www.workforceflorida.com/news/reports/ar/06-07\\_WFI\\_Annual\\_Report.pdf](http://www.workforceflorida.com/news/reports/ar/06-07_WFI_Annual_Report.pdf)

<sup>18</sup> “Workforce Education Funding Review,” Interim Project Report 2006-119, Senate Committee on Education Appropriations, October, 2005.

<sup>19</sup> State of Florida 2007-2009 Draft Workforce Investment Act Plan and Waivers, p. 65.

[http://www.workforceflorida.com/news/docs/WIA/Master\\_Draft\\_2-Year\\_WIA\\_Plan\\_4-19-07\\_Rev6.pdf](http://www.workforceflorida.com/news/docs/WIA/Master_Draft_2-Year_WIA_Plan_4-19-07_Rev6.pdf)

Also see WFI 2006-2007 Annual Report, pp. 9. In FY 2008/9, \$5,000,000 was appropriated for the QRT program.

<sup>20</sup> State of Florida 2007-2009 Draft Workforce Investment Act Plan and Waivers, p. 65.

[http://www.workforceflorida.com/news/docs/WIA/Master\\_Draft\\_2-Year\\_WIA\\_Plan\\_4-19-07\\_Rev6.pdf](http://www.workforceflorida.com/news/docs/WIA/Master_Draft_2-Year_WIA_Plan_4-19-07_Rev6.pdf)

Also see s. 445.003(3)(a)3., F.S. In 2008/9, \$2,000,000 was appropriated from the Employment Security Administration Trust Fund for the IWT program.

In addition, training resources are allocated to fund services through individual training accounts administered by the RWBs. Such funds may only be used for programs that prepare people to enter high-wage occupations identified by the state's Workforce Estimating Conference, or other programs as approved by WFI.<sup>21</sup>

Another "business-driven" strategy implemented by WFI and AWI is through the establishment of the Employ Florida Banner Centers.

### ***WFI's Employ Florida Banner Centers***

In 2004, Enterprise Florida, Inc. (EFI), recommended the establishment of regional, industry-driven workforce education cluster centers that focus on the development of workforce skills to meet the demands of industries critical to Florida's economy.<sup>22</sup> In 2006, WFI began the development and deployment of Banner Centers to implement this recommendation.

WFI reports that the mission of the Employ Florida Banner Centers is

"...to serve as Florida's catalyst for education's collaboration with industry, workforce and economic development using innovative environments to create and deliver world-class talent pipelines for Florida's targeted industry sectors."<sup>23</sup>

WFI reports that the development process is characterized as a "business-driven" approach which leads to the creation of relevant and rigorous new curricula aligned to industry standards, and is responsive to emerging needs, corresponding to Enterprise Florida, Inc.'s (EFI) list of targeted industry sectors<sup>24</sup> and to targeted occupations in key growth industries.<sup>25</sup> The curricula are designed to be replicated throughout the state.

Banner Centers are "led by colleges and universities recognized as leaders in program development for their targeted industry sector, and partnering with other educational institutions with specific industry knowledge."<sup>26</sup> Designation as a Banner Center typically expands the existing education mission and services to include a workforce component, providing instruction and training which may lead to certification. Instruction and training are provided principally by Florida universities, community colleges, school districts, and may be provided by other participating private educational and research institutions.

Ten Employ Florida Banner Centers correspond to the following list of targeted industry sectors or occupations in key growth industries: (*See Appendix for specific information*)

- Alternative Energy (University of Central Florida's Florida Solar Energy Center);
- Aviation and Aerospace (Florida Community College at Jacksonville);
- Biotechnology (University of Florida);
- Construction (Santa Fe College);
- Digital Media (Seminole Community College);
- Energy (Lake-Sumter Community College);
- Health Sciences (Valencia Community College);
- Homeland Security and Defense (Indian River Community College);

<sup>21</sup> See s. 445.009(8), F.S.

<sup>22</sup> 2004-2009 *Roadmap to Florida's Future*, Enterprise Florida, Inc.

<sup>23</sup> From a document provided by WFI, August 15, 2008, on file with the committee.

<sup>24</sup> Pursuant to s. 288.106(1), F.S., EFI and the Office of Tourism, Trade and Economic Development (OTTED) annually develop a targeted industry list. To view the list, see page 51 of the 2007 Incentives Report, EFI, at [http://www.eflorida.com/uploadedFiles/Florida\\_Knowledge\\_Center/Resource\\_Center/Resource\\_Links/2007%20Incentives%20Report.pdf](http://www.eflorida.com/uploadedFiles/Florida_Knowledge_Center/Resource_Center/Resource_Links/2007%20Incentives%20Report.pdf). EFI is a public-private partnership responsible for leading Florida's economic development, international trade, and business marketing efforts. See s. 288.9015(1), F.S.

<sup>25</sup> The Targeted Occupational Lists are developed annually by AWI using state labor market data and other regional sources of information. The OTL identifies high wage, high skill or high demand employment opportunities for Florida's workforce.

<sup>26</sup> From documents provided by WFI, August 15, 2008. On file with the committee.

- Logistics and Distribution (Lake City Community College); and
- Manufacturing (Hillsborough Community College).

The Banner Center of Excellence for Secondary Career Academies, the eleventh Banner Center, was established to create a model for career education in Florida secondary schools.<sup>27</sup>

At this time, WFI has identified occupations relating to water and wastewater as a new high demand occupation that could benefit from the designation of new Banner Centers.

### ***Funding for Banner Centers***

Between Fiscal Years 2005/06 – 2007/08, over \$8,800,000 was appropriated or allocated to establish and fund the Employ Florida Banner Centers. In 2008/09, the Legislature appropriated \$1,500,000 in non-recurring trust funds to continue existing Banner Centers, and WFI allocated \$3,300,000 in WIA funds.

**TABLE 2**  
**Funding for Employ Florida Banner Centers**  
**FY 2006-07 through FY 2008/09**

	<b>General Revenue (Non-Recurring)</b>	<b>Federal WIA Funds (Workforce Investment Act) (WFI Discretionary Funds)</b>	<b>Special Employment Security Administration Trust Fund (Non-Recurring)</b>
2006-07	\$ 4 million	\$ 2.2 million	--
2007-08	--	\$ 2.6 million	--
2008-09	--	\$ 3.3 million	\$ 1.5 million

Source: WFI, September 2008

### ***Selection of Banner Centers***

Banner Centers are developed in response to workforce needs identified by EFI, AWI, and industry representatives. After an evaluation of the identified needs, the Board of Directors of WFI selects a specific industry to address. Staff of WFI then develop a Request for Proposal (RFP) and submit it to all public and private post-secondary institutions in Florida. Responses to the RFP are evaluated by a team of reviewers selected from relevant industries and educational institutions. The team's recommendations are then considered by WFI and one respondent is chosen. WFI then enters into a performance-based contract with the selected respondent.

The most recent contracts with WFI require the selected respondent to:<sup>28</sup>

- Develop an implementation plan with a schedule of activities designed to accomplish the requirements of the contract;
- Designate and organize a statewide advisory board comprised of members from relevant industry, workforce, and educational organizations to provide initial and on-going guidance;
- Conduct focus group meetings with relevant industry representatives to assess current and future occupational needs, knowledge and skill gaps with entry-level and incumbent worker levels, and certifications valued by industry;
- Develop a state-wide needs assessment for the industry sector;
- Develop curricula which respond to the needs of the industry as determined through the advisory council, focus groups, or labor market;
- Deploy a “train the trainer” program to certify course instructors;

<sup>27</sup> This center is housed at Florida State University. See Ch. 2007-216, L.O.F., which requires a statewide planning partnership between business and education communities in the establishment of Career and Professional Academies in high schools throughout the state. Participating public high schools would be required to offer a rigorous and relevant curriculum that leads to industry-recognized certification in high-demand occupations; the award of a standard high school diploma; and opportunities for high school students to simultaneously earn college credit. Also see “Consolidation of Leadership for Effective Career Education,” Senate Committee on Education Pre-K – 12, Interim Project Report 2008-119, October 2007.

<sup>28</sup> Adapted from the Contract for Services between WFI and the University of Central Florida for the development and deployment of the Employ Florida Banner Center for Alternative Energy.

- Track participant outcomes in the Employ Florida Marketplace;
- Develop a Marketing and Outreach Plan to guide the centers outreach to expand the visibility to businesses, students, secondary school educators, Career and Technical Deans in postsecondary education, local and statewide economic development organizations, and regional workforce boards;
- Develop and maintain a website to be used as a portal for clearinghouse activities and to serve as a marketing tool for the Banner Center as well as a communications tool for partners, Advisory Council members, and interested businesses;
- Develop a newsletter designed to communicate the actions of the Banner Center, current and future plans, successes of the Banner Center and highlight the successful partnerships developed due to this collaborative effort; and
- Provide a strategic plan highlighting the industry's projected needs over the next 5 years and how the center will offer value to the industry.

### ***Outcomes: Industry Curricula Developed During Startup Phase***

According to WFI, the Employ Florida Banner Centers are completing the startup phase, focusing on product development. Each Banner Center relied on industry guidance from their newly formed statewide Industry Advisory Council and from a series of Industry Focus Groups held throughout the state. As of March 2008, 30 curricula have been developed, leading to postsecondary credit, certification, or licensure. An additional 21 curricula are scheduled for development by March 2009.<sup>29</sup> (See TABLE 3.)

**TABLE 3**  
**Curricula Developed Through Employ Florida Banner Centers**

	PS	CRT	LIC	T/T	PS + CRT	PS + LIC	CRT + LIC	VR/SIM + CRT	Total Curricula Developed
Courses Currently Developed	2	9	2	1	9	4	2	1	<b>30</b>
Scheduled for Development By March 2009	7	6	0	2	5	0	0	1	<b>21</b>
PS -	Course offers Postsecondary credit				T/T -	Train-the-Trainer course			
CRT -	Course leads to a certification				LIC -	Course leads to a licensure exam			
VR/SIM -	Course uses Virtual Reality or Simulation								

As for the Banner Center efforts related to secondary schools, courses for four Secondary Career Academies have been developed. WFI reports that courses for 2 additional academies will be developed by March, 2009.

### ***Outcomes: Individuals Receiving Training***

WFI reports that as of March 30, 2008, 1,582 entry-level job seekers and employed workers have been trained through Banner Centers, with 841 receiving industry certifications. Of the 133 unemployed entry-level workers who have received training, 106 have gotten new jobs within one quarter after receiving the training, for a 79.7% placement rate for entry level students. The Banner Centers' training programs which lead to either postsecondary education credit, preparation for occupational licensure, industry certification, or a combination of these outcomes, have benefited 1,449 employed, underemployed, or incumbent workers, with 266 of these employed workers receiving better jobs or promotions in the ninety days after taking one of a Banner Centers' courses.<sup>30</sup>

### ***Profiles of the Respective Employ Florida Banners Centers***

See the following Appendix for an overview of the eleven Employ Florida Banner Centers, as provided by WFI.

<sup>29</sup> Information provided by WFI, 15 October, 2008. Document on file with the committee.

<sup>30</sup> Information provided by WFI, 15 October, 2008. Document on file with the committee.



### **What are Employ Florida Banner Centers and where did the concept originate?**

The concept surfaced formally in the 2004-2009 *Roadmap to Florida's Future* and remains a world-class talent component of the latest economic development blueprint for Florida—the 2007-2010 plan. Workforce Florida, Inc., charged with serving as a catalyst for developing workforce talent in Florida, responded to the call with the creation of Employ Florida Banner Centers. Based on what the *Roadmap* says about these centers, referred to as Workforce Education Cluster Centers, the guiding principles are:

- ❖ Become the intersection between education and businesses in Florida's targeted industry sectors.
- ❖ Enhance existing industry knowledge as the **statewide nexus** for information related to the workforce needs of a targeted industry.
- ❖ Create industry-driven workforce development products and services valued by businesses designed to train a globally competitive workforce.
- ❖ Support the pipeline development needs of the industry from entry-level to advanced workers.
- ❖ Deliver workforce development products, services, training, and access to certifications valued by industry.
- ❖ Expand delivery through partnerships with industry and other educational facilities across the state; secondary and postsecondary, public and private.
- ❖ Promote and support economic development in a targeted industry throughout the state.
- ❖ Utilize the value of products and services developed to create income/revenue streams.
- ❖ Apply a business model for becoming a self-sustaining entity within five years.

They were given the name Banner Centers because they are designed to serve as the leading resource and focal point to address the state's economic priority of increasing talent in high-skill, high-wage targeted sectors.

### **What do they do and who is involved?**

With the first center designated in 2006, Banner Centers are charged with becoming a **statewide, go-to resource** for cutting-edge training for entry-level and experienced workers who need to upgrade their skills in high-value sectors such as biotechnology, aviation/aerospace, health sciences, logistics and distribution, construction, energy, alternative energy, digital media and manufacturing. Each Banner Center is led by a Florida community college or university, using existing infrastructure to serve as its home base, designed to become new industry focused business units within the college.

Banner Centers partner with industry in targeted sectors to identify training needs and, among other things, create new curricula. A key objective is to create timely and relevant training that can be shared across multiple educational institutions for access by businesses in other areas of the state, thus reducing duplication. In other words, you can create it in one place and use it in another without another institution having to start from the beginning to address identical industry training needs in its community. Currently, there are 11 Banner Centers involving at least 27 different educational partners. (*Please see the map on page 2.*)



### What’s the Value of Banner Centers for Florida Business?

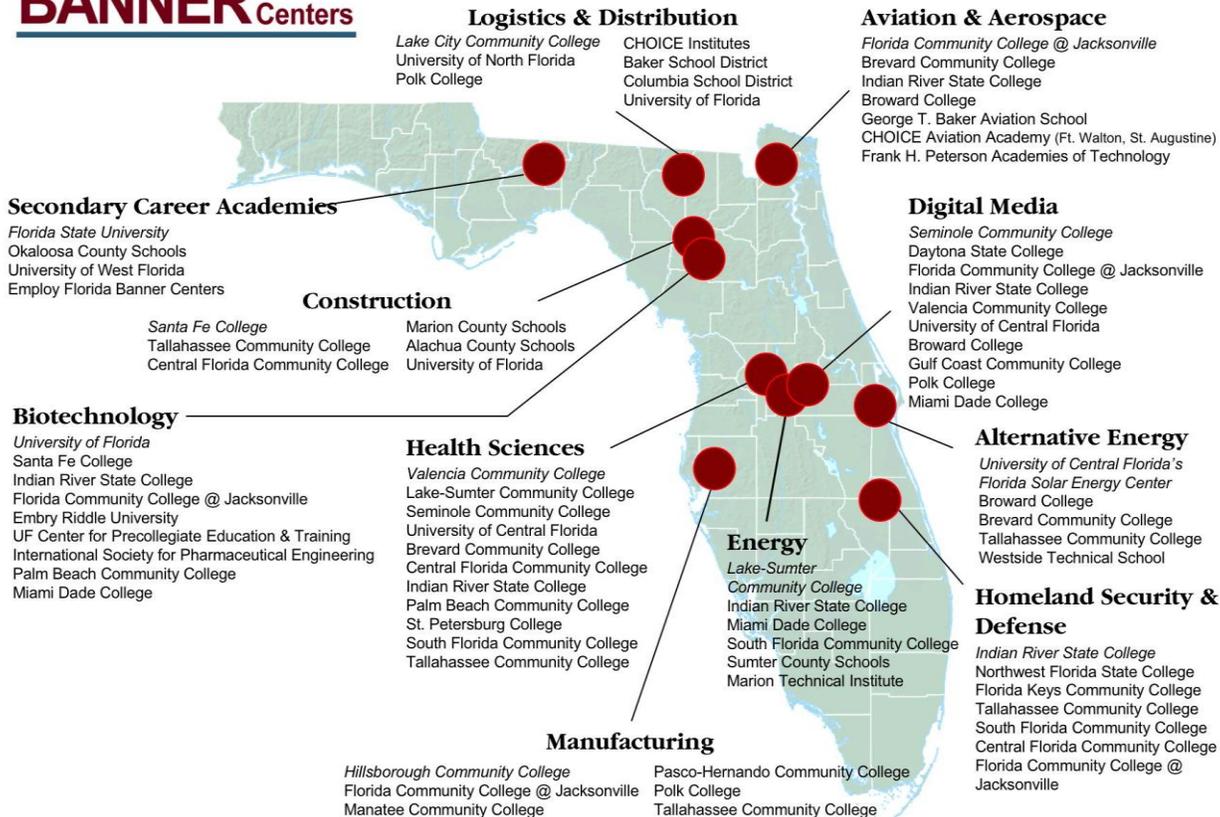
Consider the workforce of 2020. According to labor market statistics, more than 70 percent of Florida’s *current* labor force will still be in the state’s workforce 12 years from now. That’s why skills upgrade training is critical to businesses and critical to Florida’s future. Banner Centers are being designed to respond to these needs in a way that hadn’t previously existed before in Florida with *workforce, education* and *industry* all working together through postsecondary institutions to address existing, real-time and emerging needs for training.

### How are they funded?

Workforce Florida has invested more than \$8.8 million in state general revenue and federal Workforce Investment Act funding to create the Banner Centers. Another \$8 million has been leveraged through education and industry partnerships.

With support from Governor Charlie Crist, the 2008 Florida Legislature approved \$1.5 million in funding for Florida’s existing Banner Centers. At its May 15, 2008, meeting, Workforce Florida’s Board of Directors approved \$3.3 million in additional funding to support current centers as well as to establish new centers tied to state priorities, including one focused on bolstering skilled talent to support Florida’s water needs.

## EMPLOY FLORIDA BANNER Centers





## OVERVIEW

Boosting Florida's alternative energy workforce is the aim of the **Employ Florida Banner Center for Alternative Energy**. Based at the University of Central Florida's Florida Solar Energy Center in Cocoa, the Banner Center for Alternative Energy is a partnership of renewable energy research centers, universities, community colleges, technical institutes, workforce agencies and the alternative energy industry. All share a common goal: ensuring a prepared workforce is available to support Florida's growing alternative energy industry.

The Banner Center's mission is to supply education, training and workforce placement in alternative energy technologies statewide. Started in 2008, the center's initial focus is on solar thermal energy and photovoltaics. As the center matures, additional forms of alternative energy such as biomass will also be considered for future training programs. The timing for this Banner Center couldn't be better.

Increased attention and focus in Florida on alternative and renewable energy resources, along with rising demand for energy, will lead to new opportunities for "green jobs" in the state. The Banner Center is positioned to support Florida's goal of becoming a global leader in the emerging "green economy."

Alternative energy technology curriculum and educational programs are mostly nonexistent in Florida and elsewhere in the nation. Because of that, training in these technologies is not routinely available at traditional vocational schools, community colleges or universities. This void creates an exciting opportunity for the Banner Center, creating industry-driven curriculum and programs will also create valuable high demand products can stimulate internationally marketable programs capable of generating revenue streams for growth and sustainability.

However, the Florida Solar Energy Center is a national leader in filling this education and training void. And through its work, in collaboration with the Florida Solar Energy Center, the Banner Center seeks to expand such training in our state. Already, the Banner Center has offered train-the-trainer courses for faculty that will allow its primary partner schools—[Brevard Community College](#) in Cocoa, [Westside Tech](#) in Orlando, [Tallahassee Community College](#) and [Broward College](#)—to offer solar thermal and photovoltaic training at their institutions beginning this summer. A critical component of the instructional programs will be hands-on experiential learning and, in some cases, on-the-job training.

Banner Center for Alternative Energy partners and advisory council members include:

- Brevard Community College
- Broward College
- Tallahassee Community College
- Westside Tech



- Brevard Workforce Development Board
- Florida Solar Energy Research and Education Foundation
- Progress Energy
- JEA
- Gainesville Regional Utilities
- Orlando Utilities Commission
- Enterprise Florida
- Okaloosa County Schools
- The Energy Store
- WORKFORCE plus
- Workforce Florida
- AllSolar Service Company
- Heliocol USA
- International Sun Protection
- Harriman's Inc.
- Solar Energy Systems
- Electrical National Joint Apprenticeship & Training Committee
- Central Florida Electrical Joint Apprenticeship & Training Committee
- U.S. Department of Energy
- Florida Energy Office, Department of Environmental Protection
- Interstate Renewable Energy Council/Photovoltaics for You (PV4You)
- Building Officials Association of Florida

Already off to a strong start, the Banner Center is seeking to develop new partnerships with other institutions to expand its training statewide. Meanwhile, the community colleges already offering the training plan to use it as a foundation for creating an Associate of Science Degree in Alternative Energy as well as offering certificate or non-credit training in the specialized areas. The vocational schools are planning to provide a certificate in solar thermal or photovoltaic installation, while keeping an eye to biomass and other emerging forms of alternative energy.

For more information on the Banner Center for Alternative Energy, visit <http://www.fsec.ucf.edu/en/education/banner/index.htm> or contact Dr. David Block at (321) 638-1001.





## OVERVIEW

The **Employ Florida Banner Center for Aviation and Aerospace** is more commonly known as the Aerospace Resource Center. Headquartered on the Florida Community College at Jacksonville (FCCJ) Cecil Center South Campus/Aviation Center of Excellence, this was the first Banner Center created through Workforce Florida's initiative to develop statewide, go-to centers that serve as clearinghouses for developing entry-level and advanced talent for high-value industry sectors. Joining FCCJ as a founding partner in the Banner Center is Brevard Community College.

The Aerospace Resource Center provides training, certification and support for the continuation and expansion of Florida's aviation and space industries. Besides crafting relevant curricula that address technological advances and changing workforce skills requirements, the Aerospace Resource Center engages in business incubation initiatives, skills identification and credentialing, pipeline development and supports economic development.

The Banner Center's Advisory Council includes representatives from:

- Embry-Riddle Aeronautical University
- Enterprise Florida
- Liberty Aerospace
- Brevard Job Link
- WorkForce One
- Adacel Systems
- First Coast Workforce Development
- Okaloosa County Schools
- George T. Baker Aviation School
- Broward Community College
- Wyle Laboratories
- Florida Aviation Aerospace Alliance
- Lockheed Martin Space Systems
- Florida International University
- Space Florida
- SpaceTEC/Aerospace Programs
- New Piper Aircraft
- DayJet
- Florida Department of Education
- NASA
- Workforce Florida
- Polk County School Board
- Workforce Development Board of Okaloosa and Walton Counties
- Greater Miami Aviation Association

The industry knowledge gained through the collaborative environment of the Employ Florida Banner Center initiative is creating synergistic opportunities to expand funding and the mission of the Banner Center.



Since its inception in 2006, the Aerospace Resource Center has developed 10 curricula for the aviation and space sectors. These training courses provide aviation and space industry training for entry-level workers as well as skills upgrade training for incumbent workers—in direct response to industry-identified needs. Of those workers who have been trained using these new curricula about 85 percent were incumbent workers and 15 percent were new hires. This training also has supported economic development efforts led by Enterprise Florida to attract or retain businesses in Florida.

Florida's aviation and space sectors are critical to the goal of diversifying the state economy, and bolster efforts to seize business growth opportunities created in today's knowledge-based marketplace. The Aerospace Resource Center is currently working with the Brevard Workforce Development Board in its efforts to respond to emerging workforce transition and training needs prompted by the planned retirement of the national Space Shuttle program and the shift to the new Constellation program.

The Banner Center's work to date has been well received by industry as it seeks to continue to develop technically savvy talent that will keep Florida aviation and space businesses competitive in today's global economy.

For more information on the Aerospace Resource Center, go to or contact J. B. Renninger, Principal Investigator, at 904-317-3801 [www.aerocenter.org](http://www.aerocenter.org) or [jbrennin@fccj.edu](mailto:jbrennin@fccj.edu); Mike Kozak, Program Manager, at 904-317-3842, or [mkozak@fccj.edu](mailto:mkozak@fccj.edu); or Sam Fischer, Aviation Training Coordinator, at 904-317-3844 or [sfischer@fccj.edu](mailto:sfischer@fccj.edu).





## OVERVIEW

Efforts to ensure Florida's biotechnology industry has the highly skilled workforce it needs to continue to grow received a major boost with the establishment of the **Employ Florida Banner Center for Biotechnology** at the University of Florida.

Housed in the university's Center of Excellence for Regenerative Health Biotechnology (CERHB), the Banner Center started in 2006. It serves as a state-of-the-art resource for biotechnology education and training in Florida and is creating and delivering industry-approved curricula in industrial biotechnology for workforce training.

The Banner Center for Biotechnology focuses on:

- Assisting in providing a pipeline of workers, entry-level to advanced, for biotechnology
- Ensuring that programs within Florida's educational institutions are relevant and meet the biotechnology industry's needs and standards
- Establishing such centers as leaders of industry training and programmatic expertise with consulting capability to direct other Florida institutions to programs and practices of industry responsiveness and relevance
- Maximizing lifelong learning in settings demanded by today's marketplace including on-campus, virtual and on-site (business) training
- Allowing industry ongoing access to research and educational developments
- Promoting economic development in the biotechnology industry

The state has long been home to a thriving biotechnology industry that is expected to grow considerably as big bioscience research institutes attract spin-offs and other businesses. As this sector expands and transforms from a research and development industry to a high-growth manufacturing sector, the Banner Center for Biotechnology will help increase the availability of skills training so that Floridians are prepared to seize the resulting new high-skill, high-wage career opportunities.

Banner Center for Biotechnology partners, advisory council members and collaborating institutions include:



- FloridaWorks
- Florida Community College at Jacksonville
- Santa Fe College
- Indian River State College
- Embry-Riddle Aeronautical
- International Society for Pharmaceutical Engineering
- Gainesville Area Chamber of Commerce
- University of Florida Center for Precollegiate Education and Training
- Scripps Florida
- Medtronic
- Mayo Clinic
- Regeneration Technologies
- Bayer
- BioFlorida
- The Florida Chamber of Commerce
- Encore Biotechnology
- Emergent Growth Fund, LLC
- iXion
- Pasteuria Bioscience
- Nanotherapeutics
- Banyan Biomarkers
- NanoMedex
- NovaMin
- Pegasus Biologics
- Sid Martin Biotechnology Development Incubator
- Gainesville CEO Council for Economic Research
- Florida Association of Science Teachers
- RFE Pharma
- EDA University Center
- The Palm Beach County Business Development Board
- EcoArray
- W. Lorenz Surgical
- Jacksonville Cornerstone
- NovaBone

The Banner Center for Biotechnology counts among its achievements the creation of a statewide advisory council comprised of representatives from industry, education, workforce and economic development; semi-annual industry focus groups to maintain solid connectivity to the training needs of Florida biotechnology companies; and an industrial biotechnology needs assessment and pipeline study.

The Banner Center continues to work to create new partnerships and expand existing ones, and to produce new, industry-driven programs that address regional needs and that will lead to industry-recognized certifications. It also is aiming to provide online courses, increase collaboration with regional workforce boards and secure funding to support its sustainability.

For more information on the Banner Center for Biotechnology visit [http://cerhb.rgp.ufl.edu/education\\_wfi.html](http://cerhb.rgp.ufl.edu/education_wfi.html) or contact Richard O. Snyder, Director, at 386-418-1642 or [rsnyder@cerhb.ufl.edu](mailto:rsnyder@cerhb.ufl.edu).





## OVERVIEW

Strengthening the pipeline for entry-level workers in construction and building the skills and credentials of those already employed in the industry are goals of the **Employ Florida Banner Center for Construction**. The Banner Center focuses on bringing together workers, entry-level to advanced, and employers in the most economical manner and ensuring that construction programs within Florida educational institutions are relevant and meet the industry's needs and standards.

Launched in 2007, the Banner Center for Construction is based in Gainesville and housed within Santa Fe College's successful Institute of Construction and Technical Education. Under the program, Santa Fe and its partner institutions have expanded the availability of skilled crafts training using existing curricula as well as created new courses for workers in trades such as carpentry, electrical, masonry and plumbing. Among other things, the Banner Center has used its new, state-of-the-art mobile training unit to boost opportunities for Florida workers to acquire new technical skills.

Despite the current economic slowdown, construction remains a vital driver of the state economy. Additionally, projections are that commercial and industrial construction sectors will grow with new infrastructure and commercial projects planned throughout the state.

Helping to shape the industry-driven curriculum and training created by the Banner Center are its partners and advisory council members including:

- Santa Fe College
- Tallahassee Community College
- Central Florida Community College
- Lake City Community College
- Central Florida Community College
- Marion County Schools
- Alachua County Schools
- University of Florida
- Builders Association of North Central Florida
- National Center for Construction Education and Research
- Florida Masonry Apprentice and Educational Foundation
- FloridaWorks
- Florida Technet
- Florida Site for Adult Education Technology & Distance Learning
- Florida Home Builders Association
- Florida Department of Juvenile Justice's Office of Educational Development
- Florida Department of Corrections' Training Program



- Florida Department of Business and Professional Regulation
- Associated Builders and Contractors Institute
- Painter Masonry
- Gainesville Area Chamber of Commerce
- American Welding Society
- Suffolk Construction Company
- Florida Manufactured Housing Association

Among goals listed in the Banner Center for Construction's 2007-2011 strategic plan are: increased awareness of its existence throughout Florida; continued industry involvement in the maintenance of existing construction skills programs and the design of new ones; more outreach through regional workforce boards to bolster training opportunities; and expansion of Florida Department of Corrections' "A Careers in Construction" program, which gives inmates with existing trades skills the credentials needed to get and retain jobs following their incarceration.

For more information on the Banner Center for Construction, visit <http://www.buildflorida.org/index.php> or contact, Jim McMullen, Project Director, at 352-395-5363 or [jim.mcmullen@sfcc.edu](mailto:jim.mcmullen@sfcc.edu).





## OVERVIEW

The **Employ Florida Banner Center for Digital Media's** focus is to ensure Florida has the capacity to grow the talent necessary to fuel its expanding digital media industry.

Started in 2008, the Banner Center for Digital Media is based at Seminole Community College's new Center for Economic Development at Heathrow. The college is a recognized leader in information technology education and training.

The Banner Center's mission is to impact Florida's economy by forging and strengthening relationships among industry, education, economic development and public workforce resources; collaboratively engaging them in a creative and innovative environment to address current and future workforce needs of the digital media industry; and helping to catalyze this sector's competitiveness. Its objectives include:

- Providing a pipeline of skilled workers, entry-level to advanced, for the digital media industry
- Ensuring Florida's educational programs are relevant and meet the industry's needs and standards
- Maximizing lifelong learning in settings demanded by today's marketplace

Digital media is a rapidly growing key industry in Florida. A recent survey by the Digital Media Alliance Florida identified about 25,000 companies in Florida's digital media industry. The digital media industry payroll statewide exceeds \$1 billion, and this emerging sector is poised to boost the state's economy through continued growth in high-skill, high-wage jobs and total revenues through this decade and beyond.

Among those supporting the Banner Center, as partners or advisory council members are:

- |   |   |
|---|---|
| • Daytona State College                     | • Governor's Office of Film and Entertainment   |
| • Digital Media Alliance Florida            | • Indian River State College                    |
| • First Coast Workforce Development Board   | • Metro Orlando Economic Development Commission |
| • Florida Community College at Jacksonville | • Orlando Tech                                  |



- Seminole County Economic Development Department
- University of Central Florida
- Valencia Community College
- Workforce Central Florida
- Electronic Arts – Tiburon
- Digitec Interactive
- Engineering & Computer Simulations
- The Center for Business Excellence
- Hunton Brady Architects
- National Center for Simulation
- Florida High Tech Corridor Council

One of Florida's newest Banner Centers, the Banner Center for Digital Media is focused on, among other things, developing a needs assessment for its targeted state sector that will better position the state to create a continuous pipeline of high-tech talent to meet the current and future demands for a strong digital media workforce.

For more information on the Banner Center for Digital Media, visit <http://www.digitalmediabannercenter.com/> or contact Jud French, Director, at 407-708-4651 or [FrenchJ@scc-fl.edu](mailto:FrenchJ@scc-fl.edu).





## OVERVIEW

Helping to grow the skilled energy workforce is the central objective of the **Employ Florida Banner Center for Energy**, which is based at and led by Lake-Sumter Community College (LSCC). A key focus for the center is developing curricula and increasing training opportunities for electric utility line workers and power plant employees.

Started in January 2007, the Banner Center for Energy is housed within the Sumterville Campus, which also is home to the Lake-Sumter Community College's Electric Utility Institute. The Banner Center's mission is to:

- Serve as a resource center for electric utility education and training in Florida
- Promote energy-related career opportunities
- Facilitate ongoing communication between energy providers in Florida
- Understand the needs and workforce issues of the energy industry
- Bring together industry, education, economic development and workforce entities to help meet identified needs and resolve issues

A key partner in this initiative is Indian River State College which, in conjunction with its already established and recognized Power Plant Technology Institute, is taking a lead role in developing new, industry-shaped curriculum for training for in-demand occupations in power generation such as power plant operators and maintenance mechanics. Other founding partners of the Banner Center for Energy are: Gulf Power and Sumter County Schools.

Critical to the efforts of this Banner Center, and underscoring the urgency and significance of its work, is the recognized workforce needs of the electric utility industry given, as noted in the National Bureau of Labor Statistics, that more than half of today's electric utility workforce will be eligible for retirement over the next 10 years. The positions that will experience the highest rates of attrition will be in the skilled/craft employee ranks.

Helping to shape the industry-driven curriculum and training created by the Banner Center for Energy is its advisory council that includes:



- Florida Power & Light
- Metro Orlando Economic Development Commission
- Workforce Central Florida
- Florida Municipal Electric Association
- Fort Pierce Utilities
- Workforce Development Board of the Treasure Coast
- Economic Development Council of St. Lucie County
- TECO Energy
- Gulf Power
- Progress Energy
- Workforce Florida
- Florida Electric Cooperative Association
- CLM Workforce
- Florida Public Utilities
- Workforce Development Board of Okaloosa & Walton Counties
- Okaloosa County Schools
- JEA
- Orlando Utilities Commission
- Withlacoochee River Electric Cooperative
- Enterprise Florida
- Center for Energy Workforce Development
- Lakeland Electric
- Sumter County School Board
- Marion Technical Institute
- Gresco Utility Supply
- Utilities Commission, City of New Smyrna Beach

Since its start, the Banner Center counts among its accomplishments: the creation of its statewide advisory council comprised of representatives from industry, education, workforce, and economic development; the completion of a needs assessment/gap analysis examining the Florida energy sector's training needs as well as current opportunities to begin meeting demands for incumbent worker and entry-level training; entry-level training and job placement for line technicians in collaboration with the Orlando Utilities Commission and the City of Bushnell; incumbent worker technical training for utility workers from Sumter Electric and the city of Leesburg.

The Banner Center is focused on a number of goals including: increasing its collaboration and curricula sharing with career academies to introduce and prepare more high school students for well-paying career opportunities in the energy sector; working to articulate the training created through the center to Associate Degree level requirements for participants who wish to continue their education; expanding mobile training to boost accessibility throughout the state; and implementing Web-based training to provide online skills development options.

For more information on the Banner Center for Energy, go to <http://bannercenterforenergy.com/> or contact, Bill Tyler, Director, at 352-568-0001, Ext. 1006, or [tylerb@lsc.edu](mailto:tylerb@lsc.edu).





## OVERVIEW

In 2007, Florida gained a valuable tool in its ongoing efforts to meet state demand for allied health and nursing professionals: the **Employ Florida Banner Center for Health Sciences**. Based at Valencia Community College (VCC), a leader in high-skill, high-wage health sciences training, the Banner Center seeks to expand training opportunities for entry-level and experienced health care workers.

The Banner Center for Health Sciences' mission is to impact Florida's economy by collaboratively engaging industry, education, workforce and economic development in a creative and innovative environment to address the current and future workforce needs in the health care industry.

Over the next 10 years, every healthcare profession in Florida is projected to increase at an annual rate of 3.5 percent. As life expectancy increases, the demand for these jobs is expected to increase exponentially. The Banner Center not only represents a significant step forward in Florida's efforts to meet Central Florida's current and future regional demand for more skilled health care professionals, but also positions the Banner Center to take on a greater leadership role in tackling the statewide personnel shortage in the allied health and nursing fields.

Banner Center for Health Sciences partners and advisory council members include:

- Lake-Sumter Community College
- Seminole Community College
- University of Central Florida
- Workforce Central Florida
- Metro Orlando Economic Development Commission
- Florida Center for Nursing
- Workforce Central Florida
- Workforce Florida
- WorkNet Pinellas
- Baycare Health Systems
- Blue Cross Blue Shield of Florida
- Central Florida Regional Hospital
- City of Orlando Fire Department
- Comprehensive Sleep Disorder Center
- Florida Association for Homes & Services for the Aging
- Florida Health Care Association
- Florida Hospital Association
- Florida Hospital
- HCA Healthcare
- Health Central
- Laerdal Medical Corporation
- Medical Center Radiology Group



- Orange County Fire Rescue Department
- Orlando Regional Medical Center
- Osceola Regional Medical Center
- The Villages Regional Hospital/ Leesburg Regional Medical Center
- Brevard Community College
- Central Florida Community College
- Florida Department of Education, Office of Workforce Development
- Indian River State College
- Palm Beach Community College
- Pensacola Junior College
- Seminole Community College
- South Florida Community College
- St. Petersburg College
- Tallahassee Community College
- University of Central Florida
- University of Miami

Since its inception, the Banner Center counts among its achievements: the creation of its statewide advisory council comprised of representatives from industry, education, workforce and economic development; hosting the 2008 Florida Summit on Health Sciences, which focused on “Collaboration Across Professions,” and expanded the Banner Center’s focus from nursing only to all areas of allied health; hosting a statewide Boot Camp/Workshop on simulation training; conducting needs assessments in the areas of radiography, dental hygiene and simulation; developing curricula in health information management and paramedic certification; finalizing linkage agreements for statewide expansion of program delivery; and creating a strategic plan for Banner Center sustainability.

On the Banner Center’s horizon are a number of goals, including continuing and expanding industry involvement; expanding alternative delivery of course offerings including developing programs that provide training for persons seeking advanced-level occupations; exploring the expansion of existing and creating new articulation partnerships between secondary, two-year, and four-year degree granting institutions; and increasing the statewide awareness of the Banner Center and its programs/course offerings.

For more information on the Banner Center for Health Sciences, visit <http://www.valenciacc.edu/employflorida/> or contact Dr. Louise Pitts, Principal Investigator, at 407-582-1412 or [lpitts@valenciacc.edu](mailto:lpitts@valenciacc.edu) or Jill Geraghty, Director, at 407-582-5427 or [jgeraghty2@valenciacc.edu](mailto:jgeraghty2@valenciacc.edu).





The **Employ Florida Banner Center for Homeland Security and Defense** is based at Indian River State College. It serves as a go-to resource center for education, training and information on homeland security, an emerging industry that has become increasingly prominent since September 11, 2001.

Among the Banner Center's critical work to date has been a statewide needs assessment that identifies gaps in training related to awareness, preparedness and prevention of terrorist acts. Since its start in 2007, the Banner Center also has developed and provided training to companies such as Florida Power and Light and governmental agencies such as the Florida Department of Transportation (FDOT) aimed at mitigating opportunities for terrorism.

The center focuses on curriculum development and training for entry-level and experienced workers in nuclear power plant, airport, port, highway and rail security.

Educational partners include: Central Florida Community College in Ocala, Florida Community College at Jacksonville, Florida Keys Community College in Key West, Northwest Florida State College in Niceville, South Florida Community College in Avon Park and Tallahassee Community College.

Among the industry leaders who help guide the Banner Center's work, including curriculum development, are: the Florida Department of Transportation, F4W, Fed-Ex Shipping, the Florida Department of Law Enforcement, the FBI, the Florida Department of Agriculture and Consumer Services, Florida Power & Light Company and Tropicana Products.

Other accomplishments to date include:

- Providing Critical Facility Response Training (CFRT) to infrastructure and security workers as well as law enforcement officers that helped them to better understand federal emergency management models and how to incorporate such information and practices into local disaster planning.
- Completing a job analysis for the Florida of Department of Transportation related to nuclear and radiological detection and threat assessment, which will help define the skills needed for this special assignment.
- Participating in the Department of Homeland Security's Southeast Transportation Corridor Pilot Project.



- Working to expand virtual training opportunities for law enforcement, security and other criminal justice professionals.

For more information on the Banner Center for Homeland Security and Defense, go to [www.ircc.edu/bchsd](http://www.ircc.edu/bchsd) or contact Evan Berry, Indian River State College, 772-462-7966 or [eberry@ircc.edu](mailto:eberry@ircc.edu).





## **OVERVIEW**

The **Employ Florida Banner Center for Logistics and Distribution** aims to develop a pipeline of well-qualified, entry-level workers and improve the skills of the logistics and distribution industry's current workforce.

Launched in 2007, the Banner Center for Logistics and Distribution is led by Lake City Community College. It was the first Banner Center located in one of the state's Rural Areas of Critical Economic Concern.

The supply chain industry, including logistics, distribution and transportation, is one Florida's fastest-growing industries and is crucial to the operation of virtually every corporate and governmental entity. About 11,000 new workers are needed annually in Florida's supply chain industry.

The Banner Center is committed to:

- Helping employees remain prepared to do their jobs well now and in the future
- Ensuring employers have a qualified, capable, highly trained, certified workforce to help make these companies more competitive
- Retaining and attracting logistics and distribution companies and jobs to Florida

Key partners in this initiative include the Employ Florida Banner Center for Secondary Career Academies, Florida Community College at Jacksonville, Lake City Community College, Northwest Florida State College, Polk College's Corporate College, the University of Florida SCALE Center and the University of North Florida Division of Continuing Education.

Helping to shape the industry-driven curriculum and training created by the Banner Center are its partners and advisory council members including:

- Family Dollar
- Dollar General
- Florida Community College at Jacksonville
- United States Cold Storage, Inc.
- Grimes Company
- Maersk Line
- Workforce Florida
- Gainesville Chamber & Council for Economic Outreach
- Lake City Chamber of Commerce



- Florida Trucking Association
- Polk College
- Davis-Express
- Baker County Chamber of Commerce
- Publix Super Markets
- JM Family Enterprises
- Dicks Enterprises
- BDB of Palm Beach County
- Cushman Wakefield
- CHOICE Institutes
- BlueLinx Corp
- University of Florida
- American Red Cross of Central Florida
- Sysco
- CEVA Logistics - North America
- Nordstrom
- Florida Department of Education
- Revolutionary Marketing
- Target
- Wal-Mart
- Saint John's County School District
- CSX/TRANSFLO
- Northwest Florida State College
- Tampa Bay Partnership
- Port of Jacksonville
- LYNX Orlando
- *Florida Trend*
- ICS Logistics
- Penser SC
- 3SM
- NAI RealVest
- University of North Florida
- Tampa Port Authority
- Telecommunications Industry-IBM Corporation
- Global Stevedoring/ICS Global
- Landstar Global Logistics
- Enterprise Florida
- Chipola Regional Workforce Planning Board
- Polk Works

The Banner Center is home to a state-of-the-art truck driving simulator and its curricula development and state industry focus group work has led two colleges, Lake City Community College and Polk College, to begin offering degrees in supply chain management and logistics. It's also focused on marketing and outreach so more companies become aware of the resources available through the Banner Center to support skills development for this sector and more Floridians gain awareness of career opportunities in logistics and distribution.

The center also has begun to attract international attention—hosting a business delegation from Russia—for its innovative approach to boosting training through education, workforce, industry and economic development partnerships.

For more information on the Banner Center for Logistics and Distribution, visit <http://logisticsbannercenter.com/default.aspx> or contact Elaine Puri, Director, at 386.754.4492 or [purie@lakecitycc.edu](mailto:purie@lakecitycc.edu).



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**EMPLOY FLORIDA**  
**BANNER** Center  
**Manufacturing**

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## **OVERVIEW**

Efforts to ensure the skills of Florida manufacturing workers are as modern as the microchips, metals and medical devices they make every day is the chief goal of the **Employ Florida Banner Center for Manufacturing.**

Headquartered on the Hillsborough Community College (HCC) Brandon Campus, and operating since August 2006, the Banner Center is a consortium of academic, workforce, economic development and industry partners.

The center provides curriculum and training, as well as certification resources and support for the continuation and expansion of Florida's manufacturing industries. Accordingly, the initiative serves as a resource center for creating a unified workforce education and training system to meet the needs of Florida's advanced manufacturing industry.

Industry representation on the center's Advisory Council provides oversight to ensure that activities continue to support industry's needs. Representatives on the council include executives from Biomet Microfixation, Colomer USA, Duratek, Florida's Natural Growers, FTSI, Haller Industries, IsoAid, Jabil Circuits, Knight's Armament Company, Lockheed Martin, Manufacturers Association of Florida, PGT Industries, Precast Technologies and Tropicana.

Through the Banner Center and with its partners, Hillsborough Community College has created ready-for-the-marketplace training curricula with industry input that prepares entry-level and incumbent workers to test for the Certified Production Technician (CPT) credential. The CPT was developed by the Manufacturing Skill Standards Council (MSSC) and is endorsed by the National Association of Manufacturers. The Banner Center curricula focus on five areas: employability skills, safety, quality, production processes and maintenance awareness.

Several community colleges and corporate partners across the state have begun using the curricula to train workers. The Banner Center also enjoys strong support from the Manufacturers Association of Florida as well as regional manufacturing organizations throughout the state.



Joining HCC as founding partners are:

- Florida Community College at Jacksonville
- Polk College
- Manatee Community College
- Pasco-Hernando Community College
- Tampa Bay Workforce Alliance
- Bay Area Manufacturers Association
- Sarasota-Manatee Area Manufacturers Association
- First Coast Manufacturers Association
- Pasco County Economic Development Council
- WorkSource
- Pasco-Hernando Jobs and Education Regional Partnership Board
- Suncoast Workforce Board
- Polk Works
- Polk Manufacturers Council

Since its start, the Banner Center for Manufacturing has provided increasing value to Florida's manufacturers by, among other things:

- Being among the first in the nation to develop training curricula that aligns with the MSSC's CPT Certification
- Delivering newly developed training to the unemployed and underemployed through partnerships with Regional Workforce Boards and community colleges statewide
- Supporting the integration of the Banner Center's curricula into career academies in support of the Florida Career and Professional Education (CAPE) Act
- Establishing nine certified MSSC Assessment Centers in Florida
- Disseminating manufacturing training and career information to more than 1,700 job seekers
- Partnering with industry and academic training providers to train entry-level/incumbent workers

The Banner Center for Manufacturing also has garnered national attention from other state's interested in Florida's innovative approach to creating cutting-edge new training for this high-skill, high-wage industry.

For more information on the Banner Center for Manufacturing, go to [www.banner-mfg.org](http://www.banner-mfg.org) or contact Eric Roe, Ph.D., Principal Investigator, 813-259-6579.





## OVERVIEW

The **Employ Florida Banner Center for Career Academies** has a mission that's slightly different from, albeit complementary of, the work of the state's other Banner Centers. While most target specific high-value state industries that help to diversify the state's economy, the Banner Center for Career Academies' focus isn't tied to a particular sector. Instead, the Banner Center supports talent pipeline development for multiple industries designed to drive regional economies by offering expertise to school districts and the targeted industry sector Banner Centers, creating linkages for rigorous and relevant secondary school career academies throughout the state.

It does so by providing technical support to school districts throughout the state wanting to start new career academies or overhaul existing programs; developing standards and accountability measures for career education programs; and researching and highlighting best practices in career education that serve to help Florida maintain and improve its globally competitive workforce.

Started in April of 2007, the Banner Center for Secondary Career Academies' work became even more important following the passage of the Career and Professional Education (CAPE) Act.

The Banner Center, which has its origins in the Okaloosa County School District and the district's CHOICE Institutes, is administered by Florida State University. Since its start, Banner Center leaders have traveled the state offering how-to advice on improving technical education programs and connecting them to industry-relevant skills and credentials such as the professional certifications valued by businesses. The center also serves as a resource for state policymakers.

Its work—to ensure that education, industry, workforce and economic development partners, in every community, are working together to create new, meaningful opportunities to prepare students for the high-skill, high-wage jobs—is shaped by a statewide advisory council. Members of the council include leaders from the 10 other industry-specific Banner Centers, Enterprise Florida, regional workforce boards, regional economic development organizations, the Florida Department Education, Workforce Florida and the Florida Chamber of Commerce as well as executive leadership and career academy representatives from Okaloosa, St. Johns and St. Lucie Counties, among others.

For more information, go to <http://www.bannersecondary.com/index.html> or contact, Frank Fuller, Ph.D., at 850-833-7587, Ext. 254, or [fullerf@mail.okaloosa.k12.fl.us](mailto:fullerf@mail.okaloosa.k12.fl.us).

