

**Strategic Plan supporting the
Employ Florida Banner Center for Energy**



Prepared for:

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&
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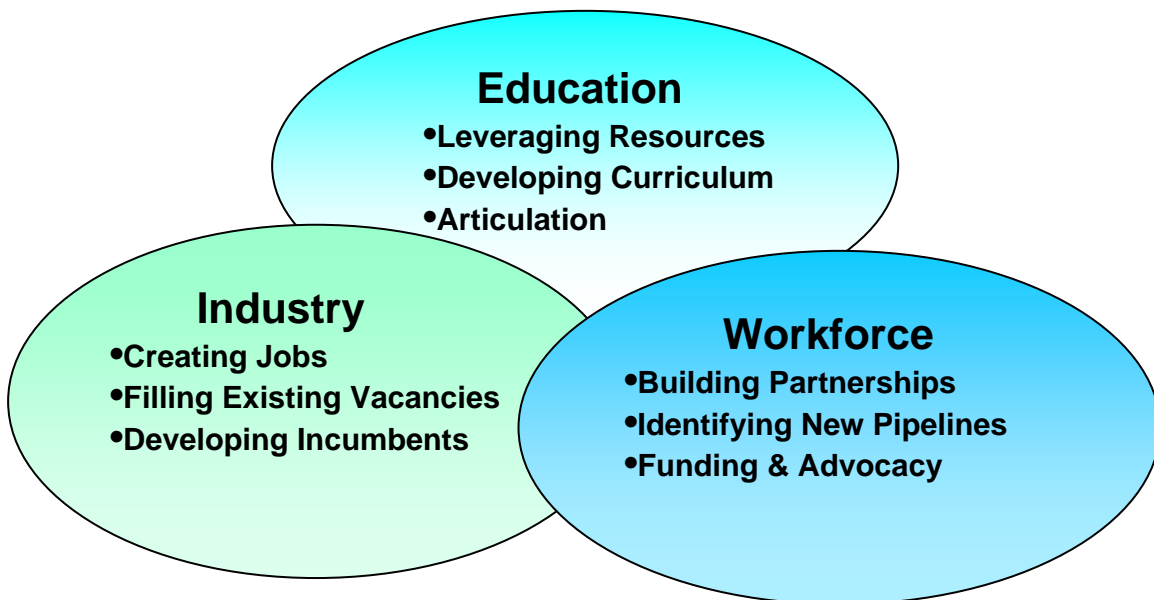
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Executive Summary

In January 2007, Lake-Sumter Community College and Florida Workforce Development finalized a contract that created the Employ Florida BANNER Center for Energy.

Workforce Florida has created ten BANNER Centers throughout the state. These Centers are focused on targeted key industries that are critical to the economic stability of the state. The Employ Florida BANNER Center concept is a unique solution to the forecasted shortages of qualified workers that are now available in the workplace. By developing three way partnerships between Workforce, Educational institutions and Industry, new solutions to workforce training will be developed.

The Employ Florida BANNER Center for Energy, located in Sumterville, Florida, is tasked with the design, development and delivery of Workforce training and information services related to the Energy industry. The remainder of this document will serve as a Strategic Plan for the implementation and expansion of this BANNER Center for Energy. This five year plan will allow LSCC to build on an already-established local program and develop it into a statewide industry resource that is designed to provide a variety of benefits to Florida's energy industry.



Employ Florida BANNER Center for Energy

Vision –

The Employ Florida BANNER Center will become a strategic ally to all segments of the industry located in the State of Florida. We will strive to build statewide partnerships across the Florida energy industry to advance energy education, workforce growth and economic development.

Mission –

With support from Workforce Florida, Inc. and cooperation from a variety of partners, The Employ Florida BANNER Center for Energy will provide curriculum, training and support to meet the current and future workforce needs of utility companies in Florida. Specifically we will:

- *Serve as a resource center for utility education and training in Florida.*
- *Promote energy related career opportunities.*
- *Develop articulation strategies for high wage, high skill occupations.*
- *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 with shared problem solving.*
- *Provide a forum for electric utilities to address current and emerging issues and to share best practices related to workforce development.*

Values

In keeping with the values of our founding institution, the Values of the Employ Florida BANNER Center for Energy include:

Respect – *We hold that all people deserve courtesy and an environment affirming that we are genuinely concerned for their welfare.*

Honesty and Integrity – *We pledge to be constantly truthful, trustworthy, thoughtful and caring in all our dealings. We take responsibility in managing the human, physical and financial resources entrusted to us. Everyone we encounter can count on us.*

Teamwork – *We will use cooperation, collaboration and teamwork in working toward shared goals for the greater benefit of our College and its communities.*

Service – *We strive to serve all our clients professionally, while focusing on the needs of each individual.*

Scholarship – *We believe that the pursuit and attainment of knowledge is a basic right of everyone.*

High Performance – *We applaud not only the acquisition of knowledge, but also the ability to apply insight and reasoning to deduce superb solutions.*

Guiding Principles

The following principles are fundamental to the development of this strategic plan. These principles act as guideposts, providing direction. We believe they are the tenants that will ensure the success of The Employ Florida BANNER Center.

- ❖ High Quality Educational Opportunities
- ❖ Long Term Sustainability
- ❖ Sensitivity to Dynamic Industry Needs
- ❖ Universal State-wide Access
- ❖ Strategic Partnering
- ❖ Demand Driven Business Model
- ❖ Proactive Problem Solving
- ❖ Superior Service and Follow Through
- ❖ Cost-effective, In-state Training Resources

Environmental Scan – A Look at the Electrical Industry

Nationally Florida ranks third in total energy consumption (United States Energy Information Administration, 2001). Florida's demand for energy is expected to grow by approximately 58 percent between 2002 and 2020. Fueling this growth in demand is the continued population expansion being realized in Florida—four of Florida's 67 counties placed in the list of 100 fastest growing counties in the United States, with two of these placed in the top 10.

The electrical utility industry in Florida is comprised of 57 electric utilities, consisting of five investor-owned (IOU), 18 cooperatively owned and 34 municipally owned utilities. The largest investor owned utilities are Florida Power and Light, Progress Energy, Tampa Electric Company and Gulf Power Company. The largest cooperatively owned utility is Seminole Electric Cooperative and the largest municipally owned utilities are Jacksonville Electric Authority and the Orlando Utilities commission.

It is important to note that the electrical energy industry is broken into three distinct service sectors. These sectors include generation, transmission and distribution. Generation is the creation of electrical power. Typically in the state of Florida this includes nuclear or fossil fuel power plants. Transmission is the process of transporting the power created at the plant and moving it throughout the region via high voltage transmission lines. Distribution is the transfer of current to smaller local lines for ultimate service to customers.

Unlike many other geographic service areas, Florida's largest market segment is its residential customers (51%). This adds a unique burden on the provider because of the changing needs of the residential customer throughout the day. Air conditioning usage adds an additional system burden during the summer months. These unusually strong usage cycles make it a challenge for providers to meet customer demand, and an even greater challenge to maintain reliability during storm-driven outage situations.

The energy industry in Florida has been impacted by severe weather events in the last few years. In 2004 and 2005 hurricanes required the import of labor to rebuild distribution lines across the state. In 2007, tornados cut a path of destruction through central Florida that also required thousands of hours of manpower for reconstruction. Although in some of these events the system was severely disabled, power for the majority of affected users was fully restored in less than 72 hours (although some took much longer).

The ability to achieve rapid recovery from natural disasters is made possible through the availability of trained and experienced utility workers. However, this quick recovery capability is in danger of becoming thing of the past. A recent study conducted by the Hay Group, a global organizational and human resources consulting firm, shows that a substantial percentage of mission critical employees in the utilities industry from executives to lineman are reaching retirement eligibility in the very near future. These employees are in key positions that include management, senior engineers, operations, nuclear operators, and linemen. The Hay Group Utilities Study found that on average these employees are older than their counterparts in other industries and represent an alarming 50% - 60% of the industry's knowledge base. The needs assessment portion of the Employ Florida BANNER Center for Energy confirmed that this accelerated retirement situation, with its recruitment, and retraining costs, is an issue of major concern to Florida's electric utilities. An item of equal concern to these utilities is the related loss-of-knowledge accompanying departing veteran workers.

Information specific to the Energy Industry shows that there is already a critical shortage of workers in many key positions at all energy providers throughout the state. Currently, industry statistics show that a high percentage of all linemen now employed throughout the state of Florida are eligible for retirement. Due to the physical needs of this position, many of these aging linemen are being forced to ground positions that do not require aerial work. This leaves major field vacancies in an industry that is integral to the economic infrastructure of our State.

The Workforce Imperative

Changing trends in the Workforce across all industry sectors will require that both employers and learning institutions engage students in new ways. The US Department of Labor has projected that in the year 2010, the U.S. will face a labor shortage of more than 10,033,000 workers.

This hiring crunch is further complicated by changing industry trends. In some cases, industries are growing and in need of workers due to expansion (e.g., health services). In other cases, socio-economic indicators point to changing workforce characteristics that indicate future declines in eligible employee pools. These changing characteristics include an aging workforce, changes in individual educational goals, perceived job satisfaction and perceived future growth in salaries.

The forecasted crunch in hiring is further complicated by the worker perception of industries within the workplace. Young students and workers are preparing for positions in high technology/ high growth career fields. As children reach the age when career paths need to be selected, parents tend to advocate programs oriented toward traditional college degrees. Careers oriented toward areas such as health care, IT applications, and higher level sciences are generally perceived as offering higher salaries and better long term opportunities. Parents as well as guidance counselors direct students to these paths.

Conversely, careers in the energy industry are not considered to offer much in the way of financial reward or career growth. To be sure, though, there is a consistent, but smaller pipeline of interested, committed students aspiring to join the energy field; however, this pipeline feeds principally the area of utility line worker, where, over twenty-five percent of the experienced workforce is near or already eligible for retirement. The pipeline simply is too small to meet the demand for resources.

In their book entitled "Impending Crisis" Herman, Olivio and Gioia note that industry associations and businesses are finding success in partnering

with vocational schools and colleges to help design curriculum that fits the needs of their workplace. Two such models for successful partnering can be seen in both the Collision industry and in the Kitchen and Bath Design industry. In the case of kitchen and bath design, the National Kitchen and Bath Association (NKBA) created an endorsed college program that ensures that adequate training and education opportunities are available throughout the country for those individuals who are seeking positions in the industry. Association members worked with college staff to create relevant, credit curriculum, as well as a certification process to facilitate student entry into the industry. Models like these have been successful in providing a solution to a shortage of qualified applicants; they have also been successful in shortening the length of training and apprentice programs.

Workforce Florida, Inc., in meeting its mission of designing and implementing programs to develop the skilled workforce needed to meet the needs of the State's economic infrastructure, has been following the trends unfolding in virtually all areas. Indeed, the State of Florida has earmarked up to \$6.2 million in funding to establish programs focusing on timely and up-to-date training for workers in areas deemed critical to the growth of Florida's diverse economy. Referred to as "BANNER Centers", ten such programs have already been launched across the state, with the Employ Florida BANNER Center for Energy now joining this list. Alert energy industry stakeholders are now partnering with WFI, through the BANNER Center for Energy, to address the impending workforce crisis and to build a training facility that will meet their needs in the years ahead.

Most of the BANNER Centers are based at Florida community colleges or universities, where they engage educational institutions, businesses, and workforce and economic development partners, among others, to provide a focal point for industry-specific skills training. They also serve as clearinghouses for companies needing training, create relevant and rigorous new curricula for entry-level and advanced workers who need to upgrade their skills, and ensure that training and education offered in Florida meets industry standards.

The Employ Florida BANNER Center for Career Academies, however, has a slightly different, though complementary, mission. Led by the Okaloosa County School District, it will provide technical support to school districts wanting to start new career academies in secondary schools or overhaul existing programs. The Career Academy will develop standards and accountability measures for high school career education programs.

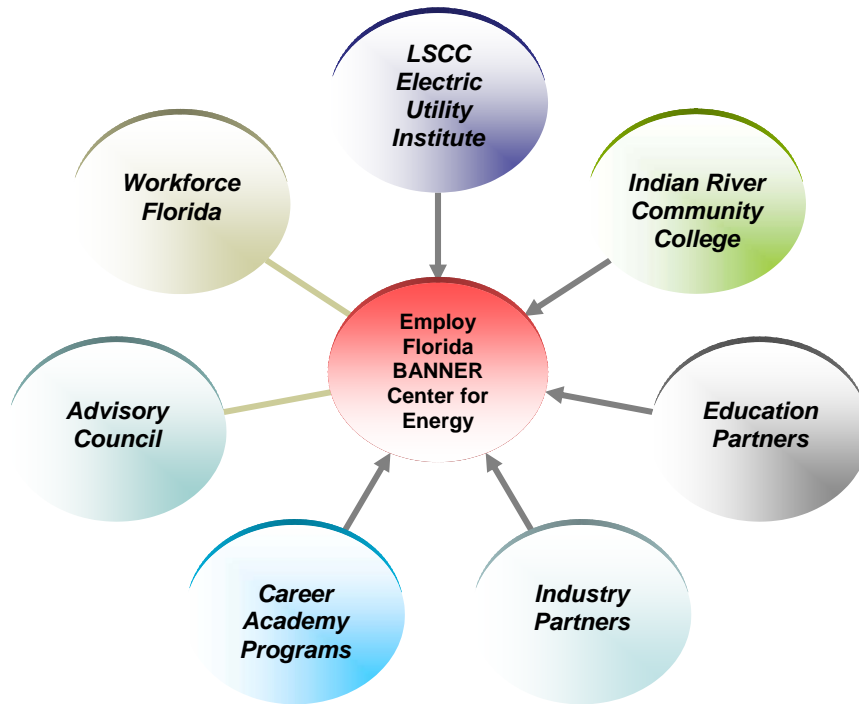
Lake-Sumter Community College

Lake-Sumter Community College (LSCC) is a growing community college located in the heart of Florida. Four years ago, LSCC worked with Sumter Electric Cooperative (SECO) and other business partners (City of Leesburg and City of Bushnell) to develop a unique training program for incumbent energy workers. Now known as the Electric Utility Institute, this program provides upgraded worker training for business partners along with the opportunity for both incumbent workers and students not yet employed in the energy industry to earn Basic and Advanced certificates in Electrical Distribution Technology (EDT) as well as an Associate of Applied Science (AAS) degree in EDT. This already established foundation in electrical distribution training makes LSCC uniquely qualified to host The Employ Florida BANNER Center for Energy. The LSCC Institute's facilities, which were built with assistance and in-kind materials provided by several partnering utility entities, are housed at the College's Sumterville campus, and offer students the ability to apply classroom theories by practicing in a "hands-on" setting.

As part of The Employ Florida BANNER Center Initiative, and as an enhancement to the experience that LSCC has with the Energy industry, the college has entered into a partnership with Indian River Community College (IRCC) to build upon a program for Power Generation Employees. IRCC, located in St. Lucie County, Florida, has recently implemented curriculum that supports an Associates of Applied Science degree in Power Plant Technology. This program has been created with the assistance of Florida Power and Light, who provides power to over half of Florida's population and is engaged in the generation of electricity within the state.

Employ Florida BANNER Center for Energy

Housed at Lake-Sumter Community College's Sumterville Campus, the Employ Florida BANNER Center for Energy is tasked with developing and delivering comprehensive services to the energy industry. As it develops, the Employ Florida BANNER Center for Energy will serve as a resource center for electric utility education and training; will promote energy related career opportunities and will facilitate ongoing communication between energy providers in the State of Florida. To accomplish these strategic goals, it is essential that a series of partnerships, as shown below, be established and maintained.



Partners

Workforce Florida

The day-to-day operational strategies and tasks associated with the BANNER Center for Energy are managed and coordinated by the staff of the Electrical Utility Institute, with oversight provided by LSCC and Workforce Florida, Inc., and a BANNER Center Steering committee. This Steering Committee is composed of key project team members responsible for critical elements of the implementation plan and reports directly to Workforce Florida, Inc.

Advisory Council

The Employ Florida BANNER Center for Energy is guided by an Advisory Council comprised of key industry representatives. The Advisory Council's charge is to set the goals and specific objectives of the Center. Membership in the Advisory Council is approved by Workforce Florida and includes member specifically designated by Workforce. In other cases members were elected based on their roll in the statewide energy industry. These industry representatives help to ensure that The Employ Florida BANNER Center for Energy meets the needs of Industry at all points along the way. Policy and day to day guidance comes from a Steering Committee made up of key stakeholder representatives including (but not limited to) Lake-Sumter Community College, Indian River Community College, Gulf Power and Sumter County School System. This Steering Committee will be augmented from time-to-time with other industry, academic, or governmental representatives as the BANNER Center evolves.

Industry Partners

Participation and guidance from industry partners are core elements of the strategic direction of The Employ Florida BANNER Center concept. Understanding the unique training needs of the Energy Industry will enable BANNER Centers to provide relevant programs that will ensure participant success in the workplace. It is essential therefore, that open communication is established so that trends and

changes in industry needs can be incorporated into the BANNER Centers in a timely manner. It should be emphasized here that Gulf Power—a named project partner—will assist with the implementation of an Energy Academy at Sumter County Schools. This Energy Academy will be instrumental in establishing and preparing a pipeline of employees for Central Florida’s energy industry.

Indian River Community College

Indian River Community College is a critical partner with LSCC in the development of The Employ Florida BANNER Center. While LSCC has a depth of experience with the Lineman program and related training, Indian River has established itself as a premier provider of Power Generation education and training programs. The marriage of these two closely related disciplines is essential to the long-term viability of the BANNER Center for Energy in that it complements the existing distribution-oriented programs established at LSCC.

Education Partners

The Employ Florida BANNER Center for Energy will become a statewide information and training resource for all energy providers. Accordingly, partnerships with other community colleges and universities, K-12 programs, and selected private training providers will be an essential component of the delivery mechanism. Education partners will be instrumental in the development of new programs, replication of existing programs, development of K-12 academies, and articulation agreements to four year programs.

LSCC Electric Utility Institute Staff

The LSCC EUI staff is comprised of an Institute Manager, a staff assistant and staff instructors who are recognized as subject matter experts and resources to the energy industry. Staff Instructors both develop and deliver course content. Staff instructors are from different institutions including the Electric Utility Institute, Indian River Electrical Program and other partner organizations. Additionally, the staff is assisted by two internal LSCC employees who have been assigned project implementation tasks as well as two external consultants who bring a depth of

related experience needed for specific implementation goals. Going forward, it is recognized that the BANNER Center for Energy will need to augment its staff with experienced trainers and individuals having applied knowledge of the utility industry. Curiously, the very problem that is fueling the industry's crisis—the aging workforce—may also offer a partial solution. The BANNER Center for Energy will need to build partnerships with industry “graduates” (a.k.a., retirees) to ensure a viable and ready source of instructors into the future.

Year One Project Status

The Employ Florida BANNER Center for Energy is well underway with many start-up tasks completed. By the end of March, 2007, after only three short months of work, the Center will have completed its needs assessment, had its first Advisory Council Meeting, and completed the initial set of focus group meetings.

Schedule of Activities – A project plan has been created and approved by team members. This project plan outlines detailed schedules for all deliverables in Year 1.

Advisory Council - The first meeting of the Advisory Council was conducted on March 28th, 2007. At this meeting, industry leaders came together to discuss The Employ Florida BANNER Center for Energy, the plans for the Center, the mechanisms for providing input on the direction that the Center will take. This council is comprised of twenty decision makers from across the state, including representatives from investor-owned utilities, cooperative organizations and municipal energy providers. Council members also include members from local Workforce Boards, Economic Development Boards and industry associations. The Council will meet at least quarterly to discuss industry needs and explore potential projects and roles that the BANNER Center can provide the Industry.

Needs Assessment – During the months of February and March the Center conducted its first training needs assessment. The purpose of this assessment was to itemize the current and projected staffing levels in Florida's 56 load-serving electric utilities, and to compile training and certification data associated with several primary groups of utility workers (i.e., Electrical Line workers, Electrical Design Personnel, and Electrical Generation Workers). Survey participants were also asked to weigh in on current and emerging trends that have the potential to impact their workforce development efforts in the years ahead. As a by-product of the needs assessment, the project team developed a data base of detail information that, when completed, will serve later phases of the BANNER Center's formation and evolution.

Details from this Needs Assessment indicate that workforce issues are indeed beginning to surface throughout the state and that new hire training will be a critical key component to ensuring workforce stability within the energy industry.

Focus Groups – Focus Groups were conducted throughout the state during the month of March. Sixteen percent of the energy providers across the state participated in these focus group sessions. Participants were asked to assist with the development of curriculum by listing key skills necessary for specific new hire positions. In addition, participants identified key learning strategies and discussed the current use of certifications in the industry. Using data resulting from the focus group discussions, The Employ Florida BANNER Center for Energy will be better prepared to begin the development of curriculum and to address on-going needs that were identified in the sessions. Focus groups were also instrumental in identifying suggestions for ancillary roles of The Employ Florida BANNER Center for Energy.

Curriculum – The Employ Florida BANNER Center for Energy is fortunate that it has resident experts readily available from the electrical industry. These subject matter experts are instructors with the Electric Utility Institute and have experience in designing and delivering curriculum that fits the needs of industry. The Institute already has proven curriculum for Lineman Basics and well as several specialty courses. These courses include Pole Climbing, Ropes, Rigging; Trucks and Excavating Equipment; Electrical Distribution Structures and Power Line Equipment. In all, the Electrical Institute has 17 classes that are specifically associated with Power Distribution Technology.

Programs at the Electrical Utility Institute lead to either a Basic Certificate, an Advanced Certificate or to an Associates of Applied Science in Electrical Distribution Technology. Program completers will possess the skills necessary for employment as a line worker in the field of Electrical Utility Distribution construction, maintenance and operation.

Indian River Community College has developed a program that supports the power generation portion of the electric utility industry. The program at IRCC is

specifically designed to provide comprehensive education in this area, and is articulated toward an Associate of Science degree. This program includes an extensive internship component that offers real life application of the concepts learned in the classroom.

Website Development - Planning is underway for a comprehensive website that will serve as an outreach vehicle for those individuals who are interested in furthering their education in the areas of Electrical generation, distribution and ultimately transmission. The web-site will provide a complete listing of programs available throughout the state of Florida and will provide information for high school academies and higher level articulation strategies. It is also anticipated that the Employ Florida BANNER Center for Energy website will serve as a repository for a variety of industry-related documents published by such organizations as Florida Energy Workforce Consortium et. al.

Long-Range plans

At the heart of this grant is the need to develop a strategy that will provide energy education/training opportunities throughout the state for all levels of students. It is also the intent of Workforce Florida that The Employ Florida BANNER Centers will be able to act as a clearing house for workforce information related to specific industries. This information clearing house will provide the industry and its current and potential workers with relevant data on job opportunities, available training options and articulation paths with state secondary educational institutions. Likewise, the BANNER Centers will provide, to the industries they support, a forum for identifying and understanding emerging issues, and for sharing information on best practices adopted by companies in that industry.

BANNER Center Strengths and Weaknesses

During the Employ Florida BANNER Center for Energy's early formation stages, the project team reviewed the resources available conducted an analysis of the strengths, weaknesses, opportunities and threats (SWOT) associated with creation of an entity of this type and magnitude. The following general observations resulted from this fundamental planning step.

Strengths

With its established base of industry training expertise and its track record of effectively applied training, LSCC is well-positioned to hit the ground running in the BANNER Center arena. Similarly, the facilities already in place at LSCC's Sumterville Campus present a sound base for the evolution of the BANNER Center for Energy.

Weaknesses

The relatively short timeframe adopted for the BANNER Center formation process does not provide the luxury of protracted study of alternatives; however, the strengths outlined in the preceding item tend to mitigate this concern. The absence of a clear customer service perspective, though, is a weakness that needs to be addressed as the BANNER Center's customer grows beyond its previously small customer base, along with other logistical concerns like the BANNER Center's relatively remote location, area student housing unavailability, and the like.

Opportunities

The crisis issues discussed earlier in this document offer a variety of opportunities for the BANNER Center to become an instrument of service to the electric utility industry. Meeting training needs for worker replacement is certainly a major opportunity, but such related areas as third-part certification services, energy industry consulting, forums for sharing best-practices and industry information, and a medium for bringing related associations (FCEA, FMEA, et. al.) together in a cooperative setting offer many others.

Threats

Competition among private training providers will be a threat to the long-range development of the BANNER Center for Energy, as will the inherent lack of funding certainty that comes with any government supported undertaking. The future viability of the BANNER Center for Energy, then, will be largely dependent on its ability to become self-sustaining within a reasonable period of time. Another threat is the low level of interest in the utility industry as a career choice among students; this threat will require that careful attention be placed on promoting career awareness among educational partners.

BANNER Center for Energy
SWOT Analysis

<p>Strengths</p> <p>Technical Knowledge Experience in Training Topics Staff Enthusiasm Workforce Florida Easily Accessible Facility Current Funding Current Facility Room for Expansion Readily available Existing Mobile Lab Local Community Support Established Partnerships Interest of Industry Momentum</p>	<p>Weaknesses</p> <p>Short Timelines Changing Needs of Employers Serving Segmented Industry Credentialing of Instructors Internal Staffing Customer Service Location Lack of Nearby Accommodations Availability of Instructors Capitalization Complexity of Equipment Needed</p>
<p>Opportunities</p> <p>Development of Industry Certification Potential for Funding Web Based Programs Web Based Information Center Become Repository for Assoc. Info Open Enrollment Programs Residential Facility Demonstration Centers Consulting for Energy Documentation</p>	<p>Threats</p> <p>Continued Funding Long-term Commitment of Partners College Bureaucracy External Politics Lack of Student Pipeline Competition for External Providers</p>

Year Two Project Imperatives

Expanding Partnerships

Partnerships will be essential to the on-going sustainability of the Employ Florida BANNER Center for Energy. Continuing emphasis will need to be placed on ensuring that partnering remains part of the foundation of the BANNER Center for Energy throughout all of its development stages. Specific Strategies will include:

- ❖ Identify the most effective professional associations for the energy industry as well as K-12 and secondary institutions. It is essential that outreach and partnering efforts at these venues be introduced.
- ❖ Combine Partnering efforts with other BANNER Centers to minimize costs
- ❖ Advertise in appropriate journals and publications
- ❖ Identify priority industry partners and make personal contact with key decision makers
- ❖ Develop specific Business marketing plan to effectively integrate information at appropriate venues and decision levels.

Performance Metrics

- Best Practices from other BANNER centers to Be Benchmarked and Ranked
- Costs reduced by Combining Efforts with Other BANNER Centers to reach potential pipeline
- Program Articulation of BANNER Programs will be addressed at State-wide Institution Meetings

Expand Curriculum and Mobile Labs

Program success will be contingent upon the variety and applicability of course offerings available. Year two efforts will include the delivery and modification of existing programs as well as the development of additional programs to address focus group and needs assessment findings.

As a prelude to the BANNER Center's future development, it should be noted that steps have been finalized to provide programs to a new customer outside of the geographic area traditionally served by LSCC. This expansion will take place during April, 2007, and will provide valuable experience in the propagation of established programs to new areas. Since beginning the formation of the BANNER Center for Energy, we have seen a heightened interest in the programs encompassing the Center's initial catalog, and we anticipate continued interest in this area.

Beyond the course offerings already available through the BANNER Center, several new areas are being considered for development. Among these are:

- Transmission Short Course in Operation and Maintenance of High Voltage Systems
- Hot Stick Course
- Underground Troubleshooting and Maintenance
- Underground Secondary Networks

BANNER Center Staff will also evaluate the need for programs to support the following positions:

- Design Technician Program
- Substation Technician
- Meter Technicians
-

Course content for all programs will be developed in conjunction with Industry Subject-Matter Experts, with input from Advisory Council Members and education partners. All programs will become FDOE approved.

LSCC has recently begun acquiring equipment that will aid the mobile delivery of programs across the state of Florida. Partnering with Energy providers has proven to be a good source of equipment that can be readily used for classroom/laboratory training.

Indian River Community College is working towards the expansion of generation programs include curriculum consistent with the outcomes of focus groups.

Curriculum for 2008 will include

- Process Measurements Fundamentals
- Programmable Logic Controllers I
- Electronic Devices I

Performance Metrics

- Year two Graduates from Boot Camp will Meet or Exceed 40 participants
- Completer Placements will exceed 25
- Two-Four new Classes will be Added to curriculum
- Program Costs will be Offset by Open Enrollment Tuitions and Industry Sponsorships
- Additional Grants will be Researched

Expansion of Articulation Agreements

As programs are delivered, it will become necessary to ensure articulation for completed course work. LSCC will partner with educational institutions across the state to develop a model for articulation of coursework according to Florida Department of Education guidelines.

As part of this process, faculty at partner institutions will develop procedures to support the transfer of students and streamline the credit transfer process. Procedures will address curriculum issues, instructor credentialing and student assessment.

Development of inter-institutional agreements will be pursued with partner institutions. Key faculty and administrative staff from secondary, career academies, community colleges, and universities will collaborate in the development of these agreements. As agreements are approved at the local level, information will be posted on the BANNER website.

Performance Metrics

- Approved articulation agreements with career academies, community colleges and four-year institutions.
- Program Articulation of Energy Programs will be addressed at Statewide Institution Meetings

Industry Involvement in Programs

Input from industry partners is key to ensuring success of all BANNER Center programs. This input will not only ensure relevant content, but it will also foster an understanding of the goals and services of The Employ Florida BANNER Center for Energy. In short, we believe that participation of key players in the development and maintenance of the programs will ensure industry enrollments as well as continued sponsorship of efforts around the state.

Specifically during years one and two, The Employ Florida BANNER Center will:

- Continue to hold Statewide Advisory Council meetings
- Host meeting for the Florida Energy Workforce Consortium.
- Create a location on The Employ Florida BANNER Center Website for Florida Energy Workforce Consortium Information
- Offer to host BANNER Center Best Practices Workshop
- Explore offering Leadership and Customer Service Programs at Energy provider locations
- Work with Industry leaders to host best practices workshops, focused on mid-level managers in an effort to encourage networking at new levels in all organizations.

Performance Metrics

- Improved Customer Service Satisfaction Levels
- Increased Awareness of Services Provided
- Receive Assistance from Local Workforce Boards with Training Grants and Promotion
- Increase in Training Numbers

Coordinate Focus Groups

Focus groups will provide the BANNER Center with valuable information about course selection, content and exit competencies. Focus groups also become a vital link to industry contacts and industry trends. It is essential that focus groups continue as an integral part of the Center outreach plan.

Specifically during year one and two, The Employ Florida BANNER Center will:

- Plan and conduct focus groups as part of the curriculum development process
- Expand industry participation in focus groups
- Expand focus group discussions to include consulting services and ancillary services needed by industry

Performance Metrics

- Focus group will be coordinated throughout the year
- Focus group topics will be expanded to include transmission topics
- Focus groups will be conducted throughout state
- Advisory council members will provide input into process and will support initiative

Needs Assessment

The initial needs assessment conducted by the BANNER Center included responses from almost twenty percent of the industry. While this is higher than the average needs assessment completion rate, the BANNER Center for Energy will continue development of the needs assessment to acquire a complete picture of the Electrical Industry. The BANNER Center will begin to develop comprehensive information on the contractors and transmission offerings

As work on Phase Two of the Needs Assessment begins, the BANNER Center for Energy will prepare a list of all contractors that are active in the distribution industry throughout the State of Florida. These organizations will be contacted and will be asked to provide information for the Needs Assessment.

Continued efforts will continue to contact those organizations who have not yet responded and include their information in the Needs Assessment document.

Performance Metrics

- Needs Assessment respondents will increase
- Needs Assessment information will be expanded to include contractor information
- Needs Assessment information will be validated by Advisory Council

Development of Entry Level Curriculum

Continued development of curriculum is an on-going effort of the BANNER Center for Energy. At the heart of the Workforce BANNER Center initiative is the development of curriculum to support the pipeline of new workers. Making this curriculum available statewide is also key to the success of the BANNER Center initiative.

The BANNER Center for Energy is staffed with four instructors who are experienced in the development and delivery of industry training. The expertise of these instructors will allow the Center to develop new classes and add to the catalog of courses offered.

Performance Metrics

- Develop 2-4 Courses for web distribution
- Develop an open-enrollment program accessible to students from across the state
- Support open-enrollment with registration and outreach activities
- Develop price structure that ensures accessibility yet adds to sustainability of center.

Expand Career Academy Programs

The BANNER Center is committed to partnering with local school systems and other educational entities to promote and assist with the set up of Career Academies throughout the state of Florida. These Career academies will become an essential tool in developing the pipeline of workers so desperately needed by industry.

As Career Academy efforts are expanded the Center will work with industry partners to pair partners with local schools in an effort to replicate successful program models. Specifically the Center will:

- Open dialog with interested industry partners to examine available resources and commitment
- Contact local school systems to discuss advancement of career academies in critical geographic locations
- Use Advisory Board Council to guide process of partnering industry and schools.

Performance Metrics

- Complete planning and initial implementation of Power Academy at Sumter County Schools
- Meet with School officials in geographic locations to determine partnership potential
- Select curriculum and replication plan
- Develop schedule of activities for set-up of additional centers

Hiring of Instructors

The BANNER Center has successfully hired three new instructors during Year One of the project. These individuals were screened from a larger pool of candidates. Candidates were located through the use of several strategies that included advertising in trade publications, on the website, Workforce Florida One-stop Career Centers as well as local associations and industry groups.

These proven hiring strategies will be replicated as capacity needs increase during the year. Hiring will also be essential as specialized skills are needed in the instructor toolbox as new classes are added to the schedule.

Cross-training will also be a critical process. Honing the skills of instructors on staff will include classroom monitoring and allowing instructors to audit classes and topics they do not normally teach.

Performance Metrics

- Fully staffed Instructor pool
- Experienced instructors will be cross-trained to gain new expertise
- Every instructor will be evaluated during classroom presentations
- All full-time and part-time instructors will receive formal evaluation of classroom and out of classroom performance

Expand Website

Employ Florida BANNER Center Website will be a critical outreach tool that can be used as an industry tool for information and training opportunities. Website links will be added and options will be added that will make the Website an Internet location of choice for job seekers and industry professionals.

As the pipeline development begins, it will be essential to link the center with those students who are entering into high-school. This link will need to be attractive to this generation and must provide relevant services that engage that user. Special attention will also be given to needs of high school guidance counselors.

Performance Metrics

- Benchmark websites that are used to capture youth
- Develop website presence geared to high-school visitors
- Increase web traffic by building both industry specific web site
- Link to FACTS.org



Looking Forward

Five Year Plan

Year Two Budget

Year Two Projected Revenues

**Lake-Sumter Community College
BANNER Center for Energy
3 Year Goals**

Phase 1 – January 2007- June 30, 2007	July 1, 2007 – June 30, 2008	July 1, 2008 – June 30, 2009
<ul style="list-style-type: none"> • Form Advisory Council 	<ul style="list-style-type: none"> • Maintain Advisory Council and expand as appropriate 	<ul style="list-style-type: none"> • Expand Council to include new segment of energy industry
<ul style="list-style-type: none"> • Coordinate Focus groups to discuss emerging training needs for Generation and Distribution 	<ul style="list-style-type: none"> • Coordinate additional focus groups to include transmission training needs • Identify additional electrical job classes for training programs • Assess need for Leadership training and Customer Service training as part of Center offerings 	<ul style="list-style-type: none"> • Prepare/conduct Focus Groups to include new Energy segments (i.e. Gas) • Conduct focus groups to identify training gaps to be addressed in new field
<ul style="list-style-type: none"> • Conduct Needs Assessment for Lineman and Generation programs 	<ul style="list-style-type: none"> • Conduct needs assessment for Transmission and Contractor requirements 	<ul style="list-style-type: none"> • Complete Needs assessment for new energy segments
<ul style="list-style-type: none"> • Develop entry level curriculum 	<ul style="list-style-type: none"> • Develop four on-line training programs to include basic skills. • Develop open-enrollment program for lineman and generation 	<ul style="list-style-type: none"> • Enhance curriculum to develop new classes • Expand open-enrollment offerings • Mobilize certification program

**Lake-Sumter Community College
BANNER Center for Energy
3 Year Goals**

Phase 1 – January 2007- June 30, 2007	July 1, 2007 – June 30, 2008	July 1, 2008 – June 30, 2009
	<ul style="list-style-type: none"> participants • Begin planning for a BANNER Center certification program for Lineman • Evaluate curriculum and program outcomes 	<ul style="list-style-type: none"> • Update curriculum and course offerings as suggested by Advisory Council
<ul style="list-style-type: none"> • Develop brochures and marketing plan to target pipeline of students for programs 	<ul style="list-style-type: none"> • Expand Career academy programs throughout the state 	<ul style="list-style-type: none"> • Enhance career academy curriculum
<ul style="list-style-type: none"> • Expand partnerships to support mobile programs across state 	<ul style="list-style-type: none"> • Develop partnerships that include mobile sites that support course offerings • Develop center into a regional gathering site for disaster response as it relates to Energy needs 	<ul style="list-style-type: none"> • Enhance investment in mobile training labs for remote training throughout state of Florida

**Lake-Sumter Community College
BANNER Center for Energy
3 Year Goals**

Phase 1 – January 2007- June 30, 2007	July 1, 2007 – June 30, 2008	July 1, 2008 – June 30, 2009
<ul style="list-style-type: none"> • Recruit faculty to expand training capacity 	<ul style="list-style-type: none"> • Cross-train teaching staff • Begin safety training for Energy field workers and for other industries as appropriate 	<ul style="list-style-type: none"> • Develop concept of Industrial Safety Institute • Explore grants through national safety institute • Explore partnering with USF safety programs
<ul style="list-style-type: none"> • Create an informational website 	<ul style="list-style-type: none"> • Expand website with on-line learning opportunities appropriate for Energy employees. • Expand web-site as repository for industry sharing/Statewide BANNER Center support 	<ul style="list-style-type: none"> • Expand web-site to include energy information related to careers in alternate energy fields
<ul style="list-style-type: none"> • Provide training opportunities for new and incumbent workers 	<ul style="list-style-type: none"> • Expand classroom capacity to accommodate training 	<ul style="list-style-type: none"> • Develop 24 bed bunk-house for training

**Lake-Sumter Community College
BANNER Center for Energy
3 Year Goals**

Phase 1 – January 2007- June 30, 2007	July 1, 2007 – June 30, 2008	July 1, 2008 – June 30, 2009
<ul style="list-style-type: none"> • Develop a marketing plan for a state-wide outreach program to reach potential program participants, their parents and guidance counselors 	<ul style="list-style-type: none"> • Attend appropriate conferences and recruiting opportunities to continue outreach goals 	<ul style="list-style-type: none"> • Sustain marketing efforts with continued outreach
	<ul style="list-style-type: none"> • Identify and develop consulting services as needed by target industry. Potential services may include procedural process documentation, customer service training, customized computer programs. 	<ul style="list-style-type: none"> • Expand consulting services as appropriate to include performance and resource planning as well as advanced human resources services such as succession planning.

**Lake-Sumter Community College
BANNER Center for Energy
Year 2 Budget**

July 1, 2007 – June 30, 2008	Budget Detail	Projected Needed Budget – Year 2
<ul style="list-style-type: none"> • Maintain Advisory Council 	4 meetings x \$1500 - \$2500	\$6,000 - \$10,000
<ul style="list-style-type: none"> • Coordinate additional focus groups to include transmission training needs • Identify additional electrical job classes for training programs • Assess need for Leadership training and Customer Service training as part of Center offerings 	6 focus groups (6 x \$4000.00 - \$5000.00)	\$24,000 - \$30,000
<ul style="list-style-type: none"> • Conduct needs assessment for Transmission and Contractor requirements 	\$22,000 – \$32,000	\$22,000 - \$32,000
<ul style="list-style-type: none"> • Develop four on-line training programs to include basic skills. • Develop open-enrollment program for linemen and generation participants – 10 completers from open classes (\$2,000 per completer) 	2-4 classes at \$25,000 \$15, 000 - \$20,000	115,000 - \$180,000

**Lake-Sumter Community College
BANNER Center for Energy
Year 2 Budget**

July 1, 2007 – June 30, 2008	Budget Detail	Projected Needed Budget – Year 2
<ul style="list-style-type: none"> • Develop and implement a BANNER certification program for Lineman <ul style="list-style-type: none"> Certify 20 Lineman in Basic skills • Evaluate curriculum and program outcomes 	<p>\$30,000 - \$40,000</p> <p>\$20,000</p>	
<ul style="list-style-type: none"> • Expand Career academy programs throughout the state 	<p>2 programs at \$12,500 - \$15,000</p>	\$25,000 - \$30,000
<ul style="list-style-type: none"> • Develop partnerships that include mobile sites that support course offerings • Develop plan to become a regional gathering site for disaster response as it relates to Energy needs 	<p>2 sites 2 times per year \$4,000 - \$5,000 per usage</p> <p>\$2,000</p>	\$18,000 - \$22,000
<ul style="list-style-type: none"> • Cross-train teaching staff • Begin safety training for Energy field workers and for other industries as appropriate 	<p>\$10,000 (cross-training expense)</p> <p>\$14,000 (program start-up)</p>	\$24,000 - \$25,000
<ul style="list-style-type: none"> • Expand website with on-line learning opportunities appropriate for Energy employees. 	\$15, 000 - \$18,000	\$20,000 - \$23,000

**Lake-Sumter Community College
BANNER Center for Energy
Year 2 Budget**

July 1, 2007 – June 30, 2008	Budget Detail	Projected Needed Budget – Year 2
<ul style="list-style-type: none"> Expand web-site as repository for industry sharing/Statewide BANNER Center support 	\$5,000	
<ul style="list-style-type: none"> Expand classroom capacity to accommodate training 	\$123, 000 - \$150,000	\$123,000 - \$150,000
<ul style="list-style-type: none"> Attend appropriate conferences and recruiting opportunities to continue outreach goals 	\$15,000	\$15,000
<ul style="list-style-type: none"> Identify and develop consulting services as needed by target industry. Potential services may include procedural. process documentation, customer service training, customized computer programs. 	\$7,500	\$7,500
Host National Energy Summit in Florida	\$45,000	\$45,000
Host Best Practices BANNER Workshop	\$20,000	\$20,000
	Total Year 2	\$464,500 - \$595,500

**Lake-Sumter Community College
BANNER Center for Energy
Year 2 Budget**

Employ Florida BANNER Center for Energy

Year 2 - Forecasted Revenue

	Tuition	Other Charges	Per Person Total	Enrollments	Totals
Corporate Boot-Camp	\$ 3,975.00	\$ 200.00	\$4,175.00	\$ 45.00	\$187,875.00
Open Enrollment Boot camp	3,975.00	200.00	4,175.00	15.00	62,625.00
Rubber Glove	445.00		445.00	175.00	77,875.00
Other Distribution Classes	550.00	50.00	600.00	55.00	33,000.00
				Subtotal	361,375.00
Other Services		Fee		Quantity	
Course Licensing		15,000.00		2.00	30,000.00
Consulting Services		75.00		200.00	15,000.00
Host BANNER Workshop		20,000.00		1.00	20,000.00
Host Energy Summit		45,000.00		1.00	45,000.00
				Subtotal	110,000.00
				Total	\$471,375.00

**Lake-Sumter Community College
BANNER Center for Energy
Year 2 Budget**

Category	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30, 2011
Advisory Council	<ul style="list-style-type: none"> • Expand Council to include Academy representatives 	<ul style="list-style-type: none"> • Add new segments of Energy Industry to Council membership
Focus Groups	<ul style="list-style-type: none"> • Conduct Focus Groups with Potential Students for Career Academies 	<ul style="list-style-type: none"> • Conduct Focus Groups with Guidance Counselors
Needs Assessment	<ul style="list-style-type: none"> • Update Needs Assessment 	<ul style="list-style-type: none"> • Update Needs Assessment
Curriculum	<ul style="list-style-type: none"> • Plan development of programs necessary for incumbent workers and for advanced new hires to move to next level 	<ul style="list-style-type: none"> • Develop additional courseware for classroom, mobile labs and web-based as necessary.
K-12 Career Academies	<ul style="list-style-type: none"> • Maintain and Expand Career Academy Programs as possible 	<ul style="list-style-type: none"> • Maintain and Expand Career Academy Programs as possible
Mobile Programs	<ul style="list-style-type: none"> • Partner to build satellite locations 	<ul style="list-style-type: none"> • Replicate programs as needed to remote locations around state
Expand Curriculum	<ul style="list-style-type: none"> • Enhance resident instructor safety certifications to include master trainers and instructors 	<ul style="list-style-type: none"> • Conduct safety programs for participants as well as train the trainers
Web-Site	<ul style="list-style-type: none"> • Add components to Web-site to aid K-12 education and accessibility to ensure interest of targeted K-12 population 	<ul style="list-style-type: none"> • Build K-12 learning modules to introduce school age children to career opportunities at early age

**Lake-Sumter Community College
BANNER Center for Energy
Year 2 Budget**

Category	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30, 2011
Facilities	<ul style="list-style-type: none"> • Build Bunk-house 	<ul style="list-style-type: none"> • Open bunk-house to accommodate resident program participants
Outreach/marketing	<ul style="list-style-type: none"> • Target youth publications • Evaluate outreach efforts/re-align as necessary 	<ul style="list-style-type: none"> • Evaluate outreach programs and readjust as necessary
Other Services	<ul style="list-style-type: none"> • Meet with Advisory Council to identify consulting opportunities. • Recruit necessary staff for consulting programs 	<ul style="list-style-type: none"> • Evaluate consulting services – revise as necessary.