



STRATEGIC PLAN

Background

The Employ Florida Banner Center for Construction (BCC) established at Santa Fe Community College was created to assist in improving economic development within Florida. The BCC can advance existing recruitment, assessment, and training practices by improving access to construction-specific information for educators, workers, employers, students and workforce professionals.

BCC guiding tenets are:

- Assist in providing a pipeline of workers for the construction industry from entry level to advanced
- Promote relevant programs within Florida's educational institutions that meet construction industry needs and standards
- Maximize lifelong learning in settings demanded by today's marketplace, including on campus, virtual and construction site training
- Allow the industry on-going access to research and educational developments
- Provide the industry a streamlined source for skilled workers
- Promote "best practices" within BCC focus areas and assist new and existing programs in maximizing resources

The initial seven months of BCC activities have focused on identifying and prioritizing industry needs, clarifying the actions needed to address those needs and creating some of the possible services or programs needed to meet those priorities.

Recruitment

To address recruitment needs, the BCC has created a new program called "A Career in Construction" (CIC). Utilizing industry-recognized certification processes, this program qualifies entry level workers for construction employment. CIC provides successful completers three nationally recognized, industry credentials; these open doors of opportunity and guide workers through a structured career/educational track leading to higher wages and more rapid advancement. CIC also focuses on safety education and the soft skills that employers consider valuable. The recruitment pipeline is further enhanced by the Mobile Training Center (MTC), a portable assessment and training trailer. Equipped with the latest construction training technology, the MTC offers today's technically savvy youth a new insight into construction careers.

Assessment

BCC has identified the latest assessment programs including written, hands-on, and computer based processes. Using the MTC technology, BCC demonstrates to employers, educators, and workforce professionals, the state-of-the-art testing processes that can save them both money and time. Both entry level and incumbent workers benefit from these assessment processes. Effective assessment processes provide workers with greater income potential through better job placement and help workers identify educational paths leading to better career advancement.

Training

Both knowledge and ability are needed for career advancement in construction, consequently individuals still have great control over their pace of learning relative to career goals. While the great diversity of our industry provides numerous high paying career choices, there is great improvement needed in easing worker and employer access to proper career planning. Until the creation of the Employ Florida Banner Center for Construction, no entity had focused on assisting all industry sectors and trades into the constructive articulation needed for this career planning. No single entity has taken statewide responsibility for collecting and communicating inner industry “best practices” for training. BCC will seek to become the neutral partner to bring competitors together for planning better economic growth through more effective training applications. Unlike other Employ Florida Banner Centers, BCC has the advantage of already established national training standards through the efforts of employers creating the National Center for Construction Education and Research. Many employers and workforce organizations have no understanding of these standards and how they can become a financial advantage. BCC has the potential to change this paradigm.

The Future

The BCC strategic plan is directly related to the deliverables and potential, sustainable income resources outlined in our renewal proposal. Growth is the driving force, defined as:

- Growth in statewide awareness that BCC exists
- Growth in creating viable local partnerships which deliver more effective training and job placement services
- Growth in collecting existing best practices and disseminating those practices throughout the State
- Growth in creating better articulation models so that the industry and local educators can more effectively train workers

Continued Industry Involvement

BCC will continue to involve industry in both the maintenance of existing programs and the design of new ones. We have begun a statewide marketing effort to identify specific industry sector needs relative to recruitment, training, and assessment. Through discussion with leaders within those industry sectors, we will determine how BCC can assist in finding solutions for those needs. As an example, we have just made a

presentation to the Florida Crane Owners Council regarding portable assessment services. We are already involved in identifying local partnership opportunities through state entities such as Associated Builders and Contractors, the Florida Masonry Apprenticeship and Education Foundation, and the Florida Department of Corrections. In addition we will be contacting all of the Florida Workforce Boards about partnership opportunities and, through them, will identify local contractor needs in order to develop curriculum models to service local partnerships.

Expanded Course Offerings

Through the Florida Department of Corrections (DOC) and direct contact with local workforce boards, the BCC will expand the “A Careers in Construction” program. We have had preliminary meetings with several DOC departments who are very interested in the CIC program and BCC assessments through NCCER. Both will give inmates with existing trades skills the credentials needed to get and maintain valuable jobs and advanced placement.

We are also investigating the feasibility of delivering onsite safety training and task training for incumbent workers. Although current training programs throughout the state provide apprenticeship services, these programs typically occur in fixed locations requiring employee travel. Sometimes this is a great burden to the employee and the employer. Not all employers of employees require a regular apprenticeship model. BCC could provide onsite services for short term or task training as well as the OSHA certificate training needed to create a safer workforce.

The extent of assessment and task training services will be determined by BCC becoming an NCCER Accredited Training Sponsor and Assessment Center. To qualify to do this under NCCER guidelines, BCC will have to become a 501©3 Corp, probably under the heading of Educational Foundation. The underlying intent of our statewide activities will be to identify local NCCER Sponsors. Many NCCER Sponsors are limited either geographically or by trade designations on where and how they can offer training. There are few Assessment Sponsors. Most of the apprenticeship program sponsors which are NCCER accredited offer only apprenticeship training, not task training. BCC can fill that void. We can also assist a local employer or association who may want to become a NCCER site, or become a registered apprenticeship site, by getting a local program successfully operating and then helping them to become accredited and/or registered. Industry-recognized management courses for foremen and supervisors can also be offered through local educational facilities or employer facilities.

Articulation

Various secondary to post-secondary articulation agreements exist throughout the state. BCC will endeavor to collect those articulations agreements in order to create models for other regional systems wishing to set up articulations.

- Through local Focus Groups, BCC will assist local partnerships in identifying local programs and areas of curriculum overlap.
- The creation of the Florida Construction Educators Association (FCEA) can become the focal point for this activity. Creating model articulations and

communicating “best practices” becomes a value-added service for FCEA members.

- Through our website, through a partnership with the Florida Association for Career and Technical Education (FACTE), and through FCEA, we can create additional secondary/post-secondary/industry partnerships. These can be of particular value in promoting articulation among different apprenticeship programs, and between apprenticeship programs and community colleges.

Year Two Outcomes

In the new plan year, BCC will be developing curricula focused on “best practices” in school recruitment. We have already formulated new ideas and outreach for existing, successful processes and instituted a beta test process to verify the new ideas. This curriculum will be available to any interested party for download from our website. We plan to institute a minimum of four CIC programs within the state that will fall under the next grant funding. We will assist local partnerships in creating more CIC programs based on the availability of local funding and certified instructors. As we receive contractor and educator feedback on the MTC, we will expand the MTC curriculum to include additional services. A chart of Year Two Deliverables follows.

Year Two Deliverables	No. to be Achieved
Training Enrollments (statewide)	80
Training Completions (statewide)	60
Industry Certifications (statewide)	180 (3 per completer)
Job Placements (statewide)	50
No. Focus Group Meetings	6 - with at least 4 new Workforce Regions
No. Advisory Council Meetings	3
Curricula Developed (identify program titles)	1 - “5 Student Recruitment Projects” a written collection of “Best Practices”
Curricula Modified (identify program titles)	Mobile Training Center Operations Manual

Following is the Employ Florida Banner Center for Construction proposed budget for year two.

Proposed Year Two Budget

USE CATEGORY	SOURCE	AMOUNT
GRANT MANAGEMENT		WFI IN-KIND
Director	In-Kind	\$20,000
Coordinator	WFI	\$50,000
P/T Clerical - SFCC	In-Kind	\$5,000
P/T Clerical – WFI	WFI	\$15,000
FOCUS GROUP AND ADVISORY COUNCIL		
Focus Group Facilitator – Coordinate Expansion of Focus Group meetings	WFI	\$1,500
Focus Group Facilitator- SFCC	In-Kind	\$4,000
Focus Group Hosting	WFI	\$3,000
Advisory Council Facilitator	WFI	\$1,500
Advisory Council Facilitator - SFCC	In-Kind	\$4,000
Advisory Council Coordinator – Coordinate meeting and expand membership	WFI	\$3000
CURRICULUM DEVELOPMENT AND INSTRUCTION		
Curriculum Developer	WFI	\$9,400
Curriculum Developer – NCCER	In-Kind	\$10,000
Subject Matter Expert	WFI	\$8,500
Subject Matter Expert – Industry & SFCC	In-Kind	\$21,500
Education Manager	WFI	\$12,850
Instructor Training	WFI	\$9,500
Instructor Training - Bilingual	WFI	\$2,000
Lab Module Production	WFI	\$15,250
Lab Module Production –SFCC & Industry	In-Kind	\$10,800
Web Enhancement – to expand web site content and interactivity	WFI	\$10,350
Web Enhancement	In-Kind	\$2,000
DEPLOYMENT		
Promotion – to enhance and promote understanding and offerings of BCC	WFI	\$10,750
Promotion by Partners	In-Kind	\$14,650

USE CATEGORY	SOURCE	AMOUNT
DEPLOYMENT (CONT)		WFI IN-KIND
Training – CIC & OSHA 10	WFI	\$18,650
Community Technical and Adult Education (CTAE) – CIC Class Recruitment and Delivery	In-Kind	\$4,500
RECRUITMENT, JOB PLACEMENT & TRACKING		
Recruitment – Florida Works	In-Kind	10,000
Job Placement – Florida Works	In-Kind	5,000
Tracking – Florida Works	In-Kind	5,000
TRAVEL		WFI In-Kind
Accommodations and Facilities for CIC Program Expansion	WFI	\$16,250
MTC Expenses – Maintenance, Upgrades, Gas, Insurance	WFI	\$12,500
OTHER		
Facilities, Equipment & Material Utilization – SFCC	In-Kind	\$20,000
Builders Association of North Central Florida – Industry Expertise, Curriculum Validation	In-Kind	\$15,000
School Board Alachua County – Articulation, Curriculum Validation	In-Kind	\$20,000
Alachua/Bradford Regional Workforce Board	In-Kind	\$10,000
CTAE – Advisory Council – Curriculum Validation	In-Kind	\$5,500
ABC – Advisory Council – Focus Group Expansion	In-Kind	\$2,500
TOTAL WFI	WFI	\$200,000
TOTAL IN-KIND	In-Kind	\$189,450
TOTAL BUDGET	WFI & In-Kind	\$389,450