

# *Employ Florida Banner Center for Global Logistics*



## *Succession Plan 2011/12*

Prepared for:  
Workforce Florida, Inc.

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## The Banner Center Team

The Banner Center Team is a well-established team of campus leaders and experts that are critical to the development and delivery of logistics and distribution programs. The continued success of the Banner Center will be due to its ongoing contract with Workforce Florida and continued support from its partnerships formed around the state. Florida Gateway College (formerly Lake City Community College), Polk State College, and the University of North Florida form the foundation of the educational roadmap. In addition to these founding partners, recruitment of additional partners into the Banner Center's public-private consortium is ongoing and builds on its previous partnerships. The private sector brings an invaluable perspective and expertise that is instrumental in ensuring the training programs and curricula accommodate emerging trends and new industry technology, guaranteeing the relevance of training skill sets and their correspondence to workforce development needs.

Collaboration with high quality education partners creates a unified continuum of training resources, spanning K-12 and career awareness through baccalaureate and graduate degrees. Workforce partners leverage years of development experience, knowledge of economic development practices, access to unemployed populations, efficient referral and tracking systems, and a variety of state and federal resources to help meet the Employ Florida Banner Center for Global Logistics' program goals.

Because of the overlapping and dependent nature of the activities necessary to meet the contractual deliverables in the Succession Plan, communication and status updates are essential. Members of the Banner Center team will participate in reliable and reoccurring updates, status reports and input opportunities. These will include weekly meetings for status reporting, problem solving, and participation in best practices sessions and governance meetings.

The team will be expanded as other resources and expertise are available and required, and will include key Florida Gateway College subject matter experts, contractors and vendors, and other public and private sector experts providing key counsel, input, or resources.

## *The Banner Center Team*

### Florida Gateway College

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## Deliverable 1 – Succession Plan 2011/12

The 2011/12 Succession Plan will distinguish the Banner Center as a leader in quality education, a forerunner in the field of knowledge of the supply chain business, and a clearinghouse for information.

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

- Convene and maintain a council of industry experts to oversee Banner Center activities. The Banner Center team will meet regularly with the Advisory Council Executive Committee and bi-annually with the Advisory Council members in 2011/2012. Advisory Council meetings are projected to occur in September 2011 in Orlando and February-March 2012 in Jacksonville;
- Undertake activities to support Banner Center sustainability through outreach presentations and meetings;
- Enhance and/or update curriculum based on statewide stakeholder input from meetings with industry and education partners;
- Develop a strategic business plan by October 2012 approved by the Advisory Council Executive Committee;
- Deliver E-Newsletters to Banner Center stakeholders, industry groups/associations and students; projected January 2012 and May 2012;
- During 2011-2012 the Banner Center Web site will be updated to include new career pathways information as well as maintenance updates to the site;
- Negotiate agreements to expand the training delivery area in- and out-of-state as required by March 2012;
- Provide support to program delivery partners to facilitate awareness, ensure easy access, and maintain both quality and diversity of program offerings throughout the State;
- Coordinate services and products with other Employ Florida Banner Centers;
- Provide training services and programs that serve 190 individuals in training programs recognized and accepted by industry partners and future students.

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

*Employ Florida Banner Center for Global Logistics*

### *Management Strengths:*

- *Key Partnerships*
- *Team Alignment*
- *Responsive to Clients*
- *Reputation for Quality*
- *Statewide Outreach*
- *Continuous Learning*

## Deliverable 2 – Industry Advisory Council

The Employ Florida Banner Center for Global Logistics (Banner Center) shall confirm, reaffirm, or replace and organize the Banner Center for statewide advisory council meetings comprised of Logistics and Distribution industry leaders with emphasis on involving industry to the greatest extent possible. The Banner Center's Executive Steering Committee will make recommendations and review industry membership keeping the Banner Center focused to serving industry needs. Upon approval of the list by WFI, the Banner Center shall confirm or reaffirm the appointments by a letter to each member with a copy to WFI.

During the Renewal period, the statewide Advisory Council will meet bi-annually in person. Confirmation from industry that a majority of industry representation will be in attendance will be obtained prior to scheduling a meeting. Employ Florida Banner Center for Global Logistics Advisory Council meetings shall be conducted independent of any and all other Employ Florida Banner Center Industry Advisory Council meetings, so as to focus on the needs of the industry.

### *Projected Advisory Council Meetings Dates and Locations*

- *September 21, 2011 – Orlando*
- *On or before April 30, 2012 – Jacksonville*

## Deliverable 3 – Communications Strategy

### Strategic Business Plan

A Strategic Business Plan (The Plan) will be developed to guide the Banner Center's outreach to expand the visibility to businesses, students, secondary school educators, Career and Technical Deans in post-secondary education, local, statewide economic development organizations, regional workforce boards, and other organizations identified of value to the industry as well as outside Florida, as appropriate. The Banner Center will research markets and its environment for the promotion and expansion of its revenue generating products. The Plan shall include a situational analysis, marketing objectives, marketing strategies, and a break-even analysis of Banner Center products. The Plan must be approved by the Industry Advisory Council.

The Banner Center, where appropriate and applicable, shall explore connections with CAPE Career Academies, Post-Secondary institutions and assist partner college/universities in start-up programs. The Banner Center shall participate with the Florida Institute of Governance (FIOG) scheduled governance meetings (dates and places to be determined by WFI.) The Plan will include a calendar of events that shows milestones in the coming months. The Banner Center and Advisory Council will engage in dialogue relating to the transition to self-sustainability and organizational structure options for the 2012-2013 year.

### Website

The website will continue to serve as the approved format for the Banner Center in the dissemination of valuable information related to education, careers and education partners. The website will continue as a resource for the information developed by the Banner Center such as, but not limited to, previous products and services developed under earlier contracts with Workforce Florida, Inc., training availability, Industry Advisory Council members, recognition of key partners, notification of council meeting dates and links to Workforce Florida, Inc. website at

### Communications Strategy

- *Marketing Material Placement*  
(Ongoing):
  - *Website*
  - *Print*
  - *Virtual Venues, if appropriate*  
– *LinkedIn, Facebook, YouTube, Podcast, and DVD*
- *Track the number of participants receiving marketing materials (virtual and physical) Ongoing*
- *Moore Consulting compliance*
- *Website updates: On or before November 1, 2011*
- *Explore connections with educational institutions (Ongoing)*
- *Participate in FIOG meetings (TBD)*
- *Strategic Business Plan – On or before October 31, 2011*

[www.workforceflorida.com](http://www.workforceflorida.com) and [www.employflorida.com](http://www.employflorida.com). The website shall list at least two industry testimonials regarding the Banner Center for Global Logistics with at least one testimonial being unsolicited from the 2011-2012 contract period.

The Banner Center website, print mediums, and virtual venues such as LinkedIn, Facebook, YouTube, Podcast, and DVD, if applicable, shall be considered for marketing material placement and approved by the Industry Advisory Council. The Banner Center will track participants receiving virtual and physical marketing materials and the response rate and fully comply with the audits by Moore Consulting.

## *E-Newsletters*

Two (2) E-Newsletters shall be developed and distributed to an identified list of stakeholders, to include strategic groups and business organizations. Each E-Newsletter will contain one (1) solicited or unsolicited industry testimonial, articles and news provided by regional workforce boards, industry stakeholders and associations, career academies, education partners and students, and Banner Center news and announcements.

### *E-Newsletters*

- *Distributed to an identified list of stakeholders on or before ...*
- *First E-Newsletter:*  
*January, 2012*
- *Second E-Newsletter:*  
*May, 2012*

## **Deliverable 4 – Agreements to Expand Training Delivery Area Within and Outside of the State of Florida**

The Banner Center shall develop agreements with training, organization, and professional associations within and outside the state of Florida. The agreements shall be formatted in a way to create partnerships designed to enhance the Banner Center's delivery and training both inside and outside of the state of Florida through replication and/or innovative delivery agreements customized to mutually fulfill the needs of the customer. The goal is to deliver quality products and services of value to create sustainable income. The Banner Center will explore opportunities to renew expired or soon-to-be-expired training agreements, as well as provide a list of current and existing agreements.

### **Institution Training Agreements**

The Banner Center shall develop two (2) agreements with training institutions within and outside of the state of Florida. At least one (1) agreement shall be with a training institution inside the state of Florida to areas of the state **not previously served** and at least one (1) shall be with a training institution outside of the state of Florida. Training institutions are any technical or vocational school accredited by an accrediting institution recognized by the US Department of Education.

### **Organization/Association Training Agreements**

The Banner Center shall develop a minimum of two (2) agreements with organizations, associations, and/or employers within and outside the state of Florida. At least one (1) agreement shall be with an organization, association and/or employer within the state of Florida to areas of the state not previously served and at least one (1) shall be with an organization, association and/or employer outside the state of Florida **not previously served**.

### ***Training Agreements Goals - 2011/2012***

- *Partner with organizations, associations, and employers inside and outside of the state of Florida to expand training delivery to areas not previously served*
- *Partner with training entities, colleges, and/or employers inside and outside of the state of Florida to expand training delivery to areas not previously served*
- *Enhance and expand delivery and training inside and outside of the state of Florida*
- *Focus on customer needs*
- *Deliver quality goods and services*
- *Create sustainable income*

## **Deliverable 5 – Sustainability Report Tracking participant outcomes in the Employ Florida Marketplace on Training for Entry-Level Jobs, Advanced Jobs, and Skills Upgrade Training**

The mission of the Employ Florida Banner Centers is to create, deliver, and sustain an industry-driven workforce development training center capable of impacting the entire state's workforce needs within a targeted industry segment and prove market validation for the demand of the training in the industry sector.

During the term of this contract, at least 190 different individuals shall be enrolled in training programs recognized and accepted as industry driven. At least 162 individuals shall complete the training. The Banner Center shall place or retain 24 training completers into full-time unsubsidized employment or placement. At the six (6) month milestone, the Banner Center shall have obtained completion rate of 50% totaling 81 completers and 12 placed or retained.

The training outcomes for the participants who are trained under this Deliverable must be captured and input to Employ Florida Marketplace (EFM). Certificates and credentials, new employment placements, and employment upgrades for incumbent workers due to receiving the training must also be tracked in Employ Florida Marketplace (EFM).

The Banner Center shall provide training to eligible candidates. The training will be provided in the formats preferred by the industry partners and future students. The training programs will be flexible so that they can be delivered in a classroom (either on-site or at a business location), over the Internet, or combined format. Curriculum and instructional delivery will be customized according to the needs of the businesses receiving training or students receiving the training in educational or virtual settings. The Banner Center shall assist partner colleges, secondary institutions, and career academies with developing programs in logistics and distribution.

Workforce training represents such a significant component for Banner Center sustainability that the Banner Center shall request three (3) signed reports during the 2011-2012 contract period from the Agency of Workforce Innovation (AWI) that will

### *Sustainability Report Tracking*

- *Training Goal:*
  - *Enroll at least 190 different individuals by May 31, 2012*
  - *85% completion rate by May 31, 2012, equivalent to 162 different individuals*
  - *50% completion rate by six (6) months into Contract period, equivalent to:*
    - *81 completers*
    - *12 retained or placed*
- *Employ Florida Marketplace use required:*
  - *Certificates and credentials*
  - *New employment placements*
  - *Employment upgrades for incumbent workers*
- *Delivery:*
  - *Classroom (on-site or at a business location) or Internet or both*
- *AWI signed and dated report:*
  - *September 30, 2011*
  - *January 31, 2012*
  - *May 31, 2012*

document the training outcomes associated with the Banner Center. These training reports will provide information on utilization to date as well as future performance.

The report can also serve as one of the main vehicles for identifying the effectiveness of the Banner Center trainings.

Outcomes submitted will reflect enrollments, all courses completed, industry recognized credentials awarded, new employment placements/employment upgrades, skills upgrade, and retention by May 31, 2012.

**Deliverable 6 – Curricula Development**

The Banner Center will continue to develop relevant workforce training and education programs. By continuing to convene and coordinate the Advisory Council and targeted sub-committees the Center will be able to gain input and guidance on industry needs, emerging trends and technologies. The Banner Center will also rely on industry representatives for feedback on useful certifications and for input on the development and update of curricula and training programs.

The Banner Center shall enhance, modify and customize the Supply Chain Technology for certificate or degree programs as per industry needs during the term of the Contract. The enhancement or modification of this curriculum shall be developed as determined through the statewide Industry Advisory Council and any other appropriate mechanisms to determine the needs and preferences of businesses in the Global Logistics sector.

The curriculum will include training programs for entry level and incumbent workers. The curriculum developed, enhanced or modified shall be “industry-driven” in that it shall respond to the needs of industry as determined through the statewide Industry Advisory Council, focus and/or work groups, and any other mechanisms that Banner Center may employ to determine the needs and preferences of businesses in the logistics and distribution sector. This curriculum shall be focused on those incumbent workers and entry-level workers within the logistics sector. The needs of industry will determine which occupations require training that will be the subject of the curriculum enhanced or modified under this contract.

It is intended that, when applicable, the curriculum developed or modified under this contract shall be considered as products of the Banner Center, valued by industry, and thereby shall be used to generate sustainable income for the Center. These curricula can be marketed outside of the state of Florida, however preferential pricing benefits shall be offered to Florida’s businesses and extremely preferential pricing shall be used for delivery through the State’s public secondary and post-secondary educational facilities.

***Relevant Valued Workforce Training and Education Programs***

- *Enhance, modify, and customize the Supply Chain Technology for certificate or degree programs as per industry needs*
- *Focus on those workers with entry skills to gain employment within the logistics sector*
- *Provide documentation for each set of curriculum*
- *Leverage Banner Center curricula products*

The Banner Center shall provide for the logistics and distribution sector a set of curriculum that includes, when appropriate and applicable:

- Course frameworks and course outlines including length of the training program, components of the training program and a list of any prerequisites, if any, for advanced training programs
- Copies of all training materials that help demonstrate course presentation such as a link to look at the construction of the web-based component
- Description of the components of the training program (modularity)
- If the training program will lead to an industry - recognized certification, documentation of the certification shall be provided
- Description of the training methods that will be used for each program – classroom, lab, web-based, etc.
- A recommendation for how each training program should be deployed
- To the greatest extent possible, courses should articulate to secondary career academies and for credit at other postsecondary educational facilities
- Pricing training program curricula's components for curricula use and/or course replication

## Deliverable 7 – Outreach Presentations and Meetings

The Banner Center will undertake activities that support sustainability through the promotion and expansion of the Center's revenue generating products. The Banner Center shall disseminate information about its products and programs through presentations at conferences or other events associated with relevant professional associations throughout the state of Florida. This effort will be addressed through a minimum of six (6) business development outreaches to potential customers to include the following:

- Academic-based and private company training providers to encourage use of the Center's products;
- Academic education providers to promote the adoption of academic programs including Career Academy frameworks, PSAV Programs, AS/AAS degrees and College Credit Certificates. The Banner Center will reach out to education providers including:
  - School Districts
  - Technical Centers
  - Community and State Colleges
  - Private Colleges and Universities

### *Outreach Presentations and Meetings*

- *Three (3) to be conducted on or before February 2012*
- *Three (3) to be conducted on or before June 2012*

## Other Focus Areas

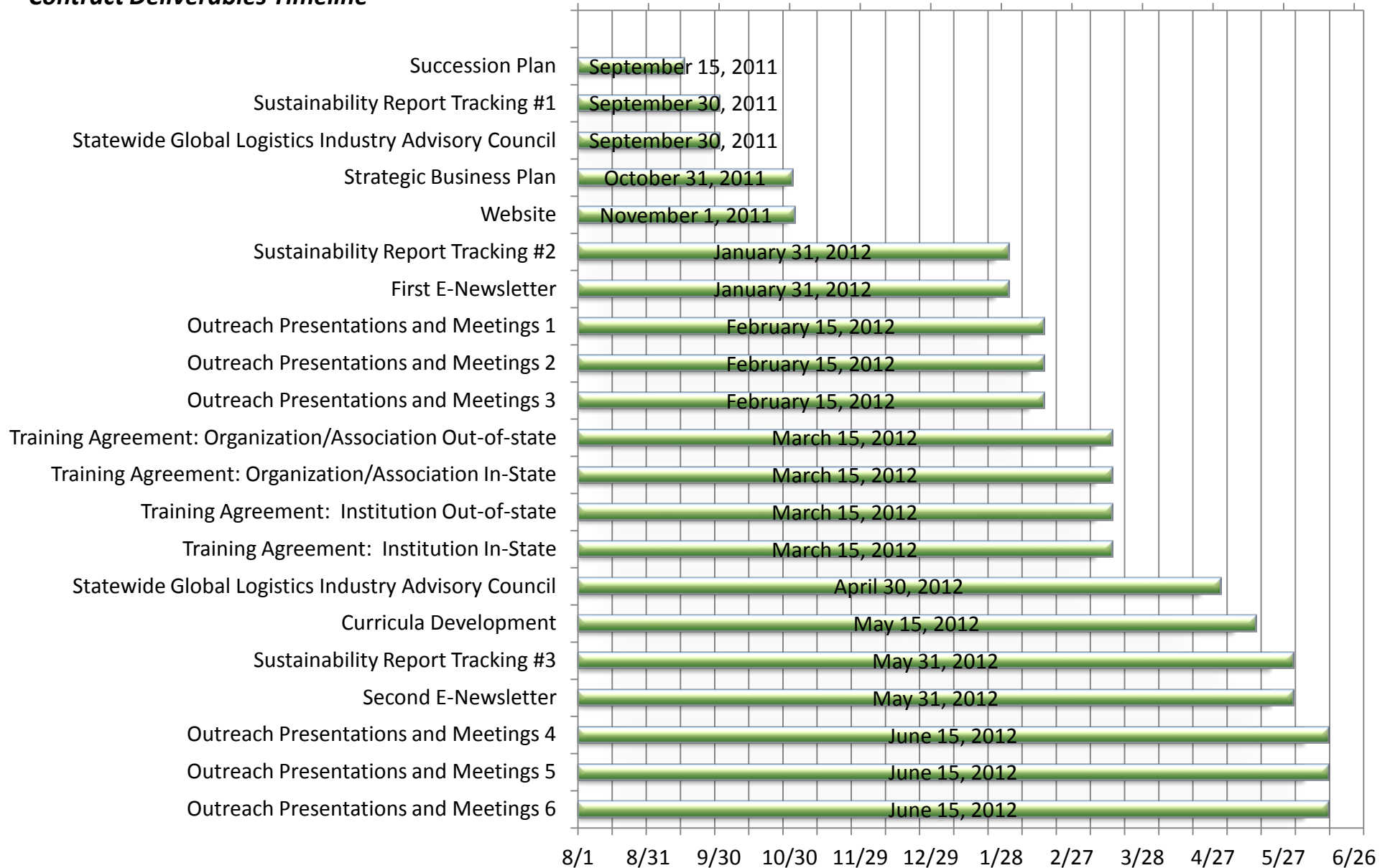
### *Continuous Learning*

As a partnership focused on supporting logistics and distribution businesses through quality programming, the Banner Center will promote the concept of continuous learning. The Banner Center further believes continuous learning begins with its own organization. The Banner Center will strive to utilize best practices in its own processes and team development. The Banner Center has become a model for the organizations it serves.

#### *Continuous Learning*

- *Learn from past*
- *Build on successes*
- *Plan for the future*
- *Utilize “Best Practices”*

**Contract Deliverables Timeline**



Member Type	LAST NAME	FIRST NAME	# Events Attended
Ex-Officio	Beck	Sandra	8
	Clancey	Rob	3
	Geunes	Joseph	3
	Haber	Terry	0
	Hickman	Tracy	5
	Huddleston	Terry	5
	Kline	Wayne	7
	McNamara	Paul	2
	Peeler	Serena	4
	Puri	Elaine	9
	Roe	Eric	5
	Watson	Rodney	3
	Wood	Robert "Bob"	6
Member	Day	Jeff	3
	Dicks	Terry	3
	Ferguson	Bruce	2
	Force	Crystal "Chris"	5
	Hamilton	Lynn	3
	Hart	Marion	2
	Hess	Belinda	4
	Huff	Michelle	2
	Hunt	Lewis	1
	Jones	Terrell	1
	Kazmierski	Joanne	10
	Lane	Scott	4
	Leuner	Richard "Rick"	7
	Lovelace	Greg	2
		Deborah	
	McDowell	"Debbie"	5
	Ming	Tom	1
	Moore	Craig	0
Morgan	Carla	4	
O' Leary	Michael	1	

<i>Owens</i>	<i>Eric</i>	<i>3</i>
<i>Rabakon</i>	<i>Bryan</i>	<i>3</i>
<i>Rajchel</i>	<i>Mary Lou</i>	<i>2</i>
<i>Register</i>	<i>Darryl</i>	<i>5</i>
<i>Reynolds</i>	<i>Gina</i>	<i>5</i>
<i>Revels</i>	<i>Claude</i>	<i>4</i>
<i>Rios</i>	<i>Sheila</i>	<i>0</i>
<i>Sandusky</i>	<i>Kathy</i>	<i>5</i>
<i>Sares</i>	<i>Renee</i>	<i>2</i>
<i>Sellers</i>	<i>Mike</i>	<i>8</i>
<i>Simmons</i>	<i>Jim</i>	<i>1</i>
<i>Steele</i>	<i>Bobby</i>	<i>5</i>
<i>Steinocher</i>	<i>Chris</i>	<i>1</i>
<i>Walker</i>	<i>Marian</i>	<i>0</i>
<i>Wellstead</i>	<i>Greg</i>	<i>0</i>
<i>Wentworth</i>	<i>Kathy</i>	<i>2</i>
<i>Williams</i>	<i>Richard</i>	<i>0</i>
<i>Wood</i>	<i>Don</i>	<i>6</i>