

## 2019-2020 Florida Job Growth Grant Fund Workforce Training Grant Proposal

Proposal Instructions: The Florida Job Growth Grant Fund Proposal (this document) must be completed and signed by an authorized representative of the entity applying for the grant. Please read the proposal carefully as some questions may require a separate narrative to be completed. If additional space is needed, attach a word document with your entire answer.

### Entity Information

Name of Entity: Pemco World Air Services, Inc.

Federal Employer Identification Number (if applicable): ██████████

Primary Contact Name: Jorge Diaz

Title: Director - Training and Continuous Improvement

Mailing Address: 4102 N. Westshore Blvd.

Tampa, FL 33614

Phone Number: 813 727 7128

Email: jorge.diaz@pemcoair.com

Secondary Contact Name: Jeffrey Becker

Title: General Manager

Phone Number: 937 725 2049

### Workforce Training Grant Eligibility

Pursuant to 288.101, F.S., the Florida Job Growth Grant Fund was created to promote economic opportunity by improving public infrastructure and enhancing workforce training. This includes workforce training grants to support programs offered at state colleges and state technical centers.

Eligible entities must submit proposals that:

- Support programs and associated equipment at state colleges and state technical centers.
- Provide participants with transferable and sustainable workforce skills applicable to more than a single employer.
- Are offered to the public.
- Are based on criteria established by the state colleges and state technical centers.
- Prohibit the exclusion of applicants who are unemployed or underemployed.

**1. Program Requirements:**

(If additional space is needed, attach a word document with your entire answer.)

Each proposal must include the following information describing how the program satisfies the eligibility requirements listed on page 1.

- A.** Provide the title and a detailed description of the proposed workforce training.

Aircraft Structural/Electrical Technician Training Program  
SEE ATTACHED DOCUMENT

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- B.** Describe how this proposal supports programs at state colleges or state technical centers.

SEE ATTACHED DOCUMENT

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- C.** Describe how this proposal provides participants transferable, sustainable workforce skills applicable to more than a single employer.

SEE ATTACHED DOCUMENT

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- D.** Describe how this proposal supports a program(s) that is offered to the public?

SEE ATTACHED DOCUMENT

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- E.** Describe how this proposal is based on criteria established by the state colleges and state technical centers.

SEE ATTACHED DOCUMENT

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- F.** Does this proposal support a program(s) that will not exclude unemployed or underemployed individuals?

Yes       No

SEE ATTACHED DOCUMENT

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- G.** Describe how this proposal will promote economic opportunity by enhancing workforce training. Please include the number of program completers anticipated to be created from the proposed training. Further, please include the economic impact on the community, region, or state and the associated metrics used to measure the success of the proposed training.

SEE ATTACHED DOCUMENT

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**2. Additional Information:**

(If additional space is needed, attach a word document with your entire answer.)

- A.** Is this an expansion of an existing training program?  Yes  No  
 If yes, please provide an explanation for how the funds from this grant will be used to enhance the existing program.

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- B.** Does the proposal align with Florida's Targeted Industries?  Yes  No  
 (View Florida's Targeted Industries here.)  
 If yes, please indicate the specific targeted industries with which the proposal aligns.  
 If no, with which industries does the proposal align?

SEE ATTACHED DOCUMENT

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- C.** Does the proposal align with an occupation(s) on the Statewide Demand Occupations List and/or the Regional Demand Occupations List? (View Florida's Demand Occupations List here.)  Yes  No

If yes, please indicate the specific occupation(s) with which the proposal aligns.  
 If no, with which occupation does the proposal align?

SOC Code 49301 / HSHW, Aircraft Mechanics and Service Technicians

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- D. Indicate how the training will be delivered (e.g., classroom-based, computer-based, other).  
If in-person, identify the location(s) (e.g., city, campus, etc.)  
where the training will be available.

If computer-based, identify the targeted location(s) (e.g. city, county, statewide  
where the training will be available.

SEE ATTACHED DOCUMENT

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- E. Indicate the number of anticipated annual enrolled students and completers in the proposed program.

SEE ATTACHED DOCUMENT

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- F. Indicate the length of program (e.g., quarters, semesters, weeks, etc.), including anticipated beginning and ending dates.

Begin Date: 10/1/2019

End Date: 9/30/2020

SEE ATTACHED DOCUMENT

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- G. Describe the plan to support the sustainability of the program after grant completion.

SEE ATTACHED DOCUMENT

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- H. Identify any certifications, degrees, etc. that will result from the completion of the program. Please include the Classification of Instructional Programs (CIP) code and the percent of completer in each code, corresponding with Section E.

SEE ATTACHED DOCUMENT

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- I. Does this project have a local match amount?

Yes  No

If yes, please describe the entity providing the match and the amount (Do not include in-kind).

SEE ATTACHED DOCUMENT

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J. Provide any additional information or attachments to be considered for the proposal.

SEE ATTACHED DOCUMENT

### 3. Program Budget

(If additional space is needed, attach a word document with your entire answer.)

**Estimated Costs and Sources of Funding:** Include all applicable workforce training costs and other funding sources available to support the proposal.

1.) **Total Amount Requested**      \$ SEE ATTACHED DOCUMENT  
 Florida Job Growth Grant Fund \_\_\_\_\_

2.) Other Workforce Training Project Funding Sources:

City/County                                      \$ \_\_\_\_\_

Private Sources                                      \$ \_\_\_\_\_

Other (grants, etc.)                                      \$ \_\_\_\_\_

Please Specify: \_\_\_\_\_

Total Other Funding                                      \$ \_\_\_\_\_

3.) Workforce Training Project Costs:

Equipment    \$ \_\_\_\_\_

Personnel    \$ \_\_\_\_\_

Facilities    \$ \_\_\_\_\_

Tuition     \$ \_\_\_\_\_

Training Materials                                      \$ \_\_\_\_\_

Other     \$ \_\_\_\_\_

Please Specify: \_\_\_\_\_

**Total Project Costs**                                      \$ \_\_\_\_\_

**Note:** The total amount of the project should equal the total amount requested plus the total other funding.

- 4.) Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding, how equipment purchases will be associated with the training program, if applicable, and any other pertinent budget-related information.

SEE ATTACHED DOCUMENT

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#### 4. Approvals and Authority

(If additional space is needed, attach a word document with your entire answer.)

- A. If entity is awarded grant funds based on this proposal, what approvals must be obtained before it can execute a grant agreement with the Florida Department of Economic Opportunity (e.g., approval of a board, commission or council)?

SEE ATTACHED DOCUMENT

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- B. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the entity and the Florida Department of Economic Opportunity:

- i. Provide the schedule of upcoming meetings for the group for a period of at least six months.
- ii. State whether entity is willing and able to hold special meetings, and if so, upon how many days' notice.

No board approval will be required.

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- C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.

SEE ATTACHED DOCUMENT

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I, the undersigned, do hereby certify that I have express authority to sign this proposal on behalf of the above-described entity and to the best of my knowledge, that all data and information submitted in proposal is truthful and accurate and no material fact has been omitted.

Name of Entity: Pemco World Air Services, Inc.

Name and Title of Authorized Representative: Jeffrey Becker, General Manager

Representative Signature: *Jeffrey Becker*

Signature Date: 9/4/2019



**Signature Authority Summary Effective April 1, 2018**

- 1. All Agreements ..... AMES President, or General Manager or VP, Operations, and AMES Director of Contracts (approver not signatory).  
\* AMES President to be copied on all finished, counter-signed agreements
- 2. Amendments:
  - Process, cost or material changes ..... General Manager
  - Service or location changes ..... General Manager or VP, Operations or Director, Planning
  - Administrative ..... General Manager or Director of Planning and AMES Director of Contracts (approver not signatory)
- 3. Capital Expenditures (Equipment, Tooling, Hangar Improvements)
  - ATSG policies apply. AMES Controller will assure compliance and all signatures and permissions are in place.
  - All Capital ..... AMES President, AMES Controller, General Manager and Controller
  - NOTE: Any capital expenditure commitment between \$10,000 and \$2,000,000 not included in the capital expenditure budget approved by the ATSG Board of Directors must be approved and signed in writing by the CEO or CFO. Once the commitment for a capital expenditure is properly approved in this way, the invoice payment (disbursement) approval shall be made in accordance with the signature authority disbursement guidelines above. Disbursements for commitments signed by only one authorized person are not to be approved by that same Person.
- 4. Speculative Inventory ..... Manager, MRO Sales; and General Manager or PEMCO Controller
- 5. Project Costs (Materials)
  - Purchase Orders greater than \$25,000 ..... Director, Materials; and General Manager or PEMCO Controller
  - Purchase Orders less than \$25,000 ..... Director, Materials
  - Purchase Orders less than \$15,000 ..... Buyer

Project Costs (Outside Services/Other)

  - Invoices greater than \$25,000 ..... Vice President and General Manager or PEMCO Controller
  - Invoices less than \$25,000 ..... Vice President
  - Invoices less than \$15,000 ..... Buyer





**Signature Authority Summary effective April 1, 2018**

- 6. Operating Expenses
  - With charges greater than \$50,000..... AMES President, AMES Controller, General Manager, PEMCO Controller
  - With charges Less than \$50,000..... General Manager and PEMCO Controller
  - With charges less than \$25,000..... Vice President and PEMCO Controller
  - With charges less than \$10,000..... Director and PEMCO Controller
  - With charges less than \$5,000..... Director

*Notes:*

  - In all cases, a higher-level authority may approve in the absence of the listed authority (i.e., General Manager or Vice President may sign in absence of Program Manager).
  - In the absence of both the General Manager and the VP of Operations, the signature authority on contractual obligations escalates to AMES' President or VP, Business Development.
  
- Z. Operating Expense Additional Exceptions (to # 6 above)
  - Medical Insurance invoices with charges less than \$300,000..... Director HR and PEMCO Controller
  - Medical Insurance invoices with charges greater than \$300,000..... Director HR and PEMCO Controller and ATSG Dir HR
  - Boeing Royalty payments more than \$1,000,000..... AMES President (in addition to signatures below)
  - Boeing Royalty payments less than \$1,000,000..... PEMCO Controller, General Manager, AMES Controller
  - American Express invoices with charges less than \$25,000..... PEMCO Controller
  - 401K Contribution payments (including employer match) less than \$100,000..... Director HR and PEMCO Controller
  - 401K Contribution payments (including match) greater than \$100,000..... Director HR and PEMCO Controller and ATSG Manager-Payroll
  - Life Insurance payments..... Director HR and PEMCO Controller
  - Contract Labor invoices with charges less than \$100,000..... Director HR and PEMCO Controller
  - Freight charges greater than \$5,000..... Director, Materials; and PEMCO Controller
  - Freight charges less than \$5,000..... Director, Material or PEMCO Controller
  - Tool Calibration and Repair invoices with charges greater than \$2,500..... Manager, Materials and Director, Materials
  - Tool Calibration and Repair invoices with charges less than \$2,500..... Manager, Materials
  - Tool Calibration and Repair invoices with charges less than \$1,000..... Supervisor, Tooling
  - Utility or rent invoices with charges greater than \$50,000..... Manager, Facilities; VP, Operations; and PEMCO Controller
  - Utility or rent invoices with charges less than \$50,000..... Manager, Facilities
  - The General Manager approves the PEMCO Controller as his delegated representative.



DELEGATION OF AUTHORITY AGREEMENT

To Florida Job Growth Grant Fund:

By means of this letter, I, Brady T. Templeton, President of AMES/PEMCO, hereby delegate the authority described herein to Jeffrey Becker, General Manager of PEMCO, on the following terms and conditions.

- I. Jeffrey Becker may review and execute on behalf of Pemco World Air Services, Inc., contracts and amendments per our Corporate Signature Authority Summary.
II. The contracts/amendments subject to this delegation are any type of contracts/amendments for Pemco World Air Services, Inc., without limitation.
III. This delegation shall run until revoked by the delegating official or their successor.
IV. The authority that has been delegated cannot be further delegated. No sub-delegation is permissible.
V. This delegation is made pursuant to—and subject to—the AMES/PEMCO Signature Authority Summary.

[Signature of Brady T. Templeton]
Brady T. Templeton

Brady T. Templeton
President AMES/PEMCO

[Signature of Jeffrey Becker]
Jeffrey Becker

Jeffrey Becker
General Manager PEMCO

By signing this agreement letter, I acknowledge that I have read, understand, and agree to all elements of both this letter and AMES/PEMCO Signature Authority Summary.

[Signature of Brady T. Templeton]
Brady T. Templeton

September 3, 2019
Official Date

**1. Program requirements.**

**A. Provide the title and a detailed description of the proposed workforce training.**

PEMCO/Airborne Tampa is a two-hangar, 320,000 sq. ft. Aircraft Maintenance Repair facility located at the Tampa International Airport. PEMCO/Airborne Tampa is entering a phase of growth and is looking to continue their employment growth this year into next. This program will allow PEMCO/Airborne Tampa, to provide skills training and employment to local residents who are interested in a career in aviation.

The current labor force is rapidly shrinking due to many skilled mechanics that are aging out of the job, as well as an increase in demand from other industries which require similar skills. The shortage of aircraft maintenance technicians is hurting aviation companies, the aerospace sector, and the entire U.S. economy.

In an effort to provide a stream of qualified personnel to our company and industry, we are implementing a training program whereby we will hire local residents such as new high school graduates, unemployed, or under employed individuals, ex-military, as well as those seeking a new career path. Previous aviation experience is NOT required, but a desire to work in aviation is!

The training program will teach the individuals the basics of aviation such as how aircraft fly, the various components, their functions, regulations, and safe practices. They will also be taught the hands on skills required to perform complicated repairs and modifications to an aircraft structure including, how to read technical drawings, the proper and safe use of hand tools, drill metal, install rivets, and fasteners, proper sealant, and protective coating applications, housekeeping, and the use of personal protective equipment.

A full set of tools and tool box will be provided to each trainee during their employment at our company. This will remove the need for them to purchase their tools to perform the work in the class and save them thousands of dollars. They can continue to use the tools as long as they are employed here.

After the classroom training portion of the training is completed, each apprentice will be assigned to a mentor for an average period of 3 months. During which, the mentor will continue to teach the apprentice the intricacies of performing the more complicated tasks with a hands on approach.

Some estimate that there will be a need for over 600,000 skilled employees in the aviation field by 2036. We need to start building this workforce now. By providing this training to our local residents we are helping our business, industry, and community in a great way!

**B. Describe how this proposal supports programs at state colleges or state technical centers.**

This program will support the current Aviation Maintenance & Aerospace Technology programs at several state colleges such as, Eastern Florida State College, Polk State College, Florida State College at Jacksonville, as well as the National Aviation Academy in Tampa. We are also partnering with Career Source Tampa Bay, and the American Job Center network, to bring in applicants from their technical training programs, which have an interest in aviation.

**C. Describe how this proposal provides participants transferable, sustainable workforce skills applicable to more than a single employer.**

The skills they learn as a successful graduate of the Structural Repair Technician program will allow the students to be issued an FAA Repairman certificate, allowing them to sign and authorize the work they perform on aircraft documents. They will also be eligible, after 18 months of combined training and OJT, to test for an FAA Airframe license. This license will allow the individual to seek employment as an aircraft technician at a multitude of aviation maintenance organizations around the world.

**D. Describe how this proposal supports programs that are offered to the public.**

This program is being implemented to provide unskilled individuals with no previous experience, the opportunity to embark on a career in aviation, with no fees, or obligations. We recognize that some of the applicants may not have the financial resources required at other aviation training facilities, so we will provide them with a full set of tools for them to use free of charge during their training and continued employment. They will also be issued uniform shirts to wear as an employee of the company.

We are also partnering with Career Source Tampa Bay, and the American Job Center network, to bring in applicants from our local technical training programs, which have an interest in aviation. As well as local area public schools with technical programs. We can teach the skills, we need students with a desire to learn and a love of aviation.

**E. Describe how this proposal is based on criteria established by state colleges and state technical centers.**

This program is based on the FAA, OSHA, NTSB, and other, regulations, guidelines, and safe practices that are currently in place for the safety of our citizens. These are the same criteria used for the programs at all of our state colleges and technical centers that provide the same or similar skill training. The criterion for offering the training and apprenticeship program includes a review of the State and Regional Demand Occupations List, and the Bureau of Labor Market Statistics Employment Projections.

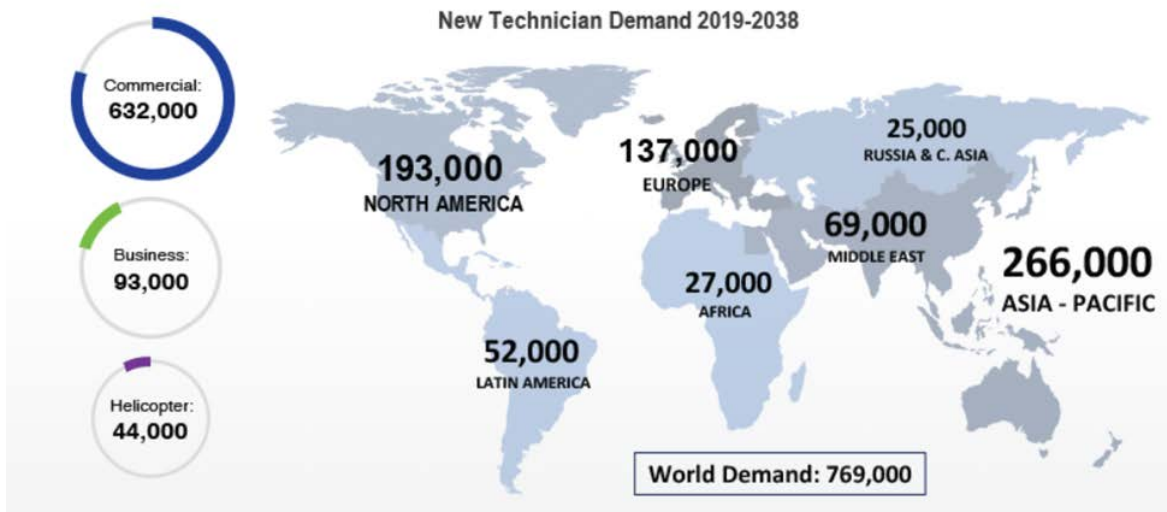
**F. Does this proposal support a program that will not exclude unemployed or underemployed individuals?**

YES

**G. Describe how this proposal will promote economic opportunity by enhancing workforce training. Please include the number of jobs anticipated to be created from the proposed training. Further, please include the economic impact on the community, region, or state and the associated metrics used to measure the success of the proposed training.**

According to the 2019 Boeing Pilot & Technician Outlook, over the next 20 years there will be a need for an additional 193,000 Aircraft Technicians in North America alone. The world wide demand will be over 769,000!

### Technician Outlook by Region



The Aviation Technician Education Council said in December that “about 30 percent of aircraft mechanics are at or near retirement age and they’re retiring faster than they’re being replaced. The average age of a mechanic is 51 and, more than a quarter are older than 64 years.” There is a high demand for the skills that our trainees will be learning and perfecting.

The 2018 – 2019 Regional Demand occupations List indicates an annual increase statewide of 1.28 for aircraft technicians, and almost 1300 openings projected in the state. PEMCO/ Airborne Tampa is taking charge of our future and investing in our local residents to supply the skills that we need now and In the future.

Our program will train approximately 30 – 50 technicians per year to start. The average aircraft technician’s annual salary, as reported by ZipRecruiter, is \$51,734.00, with a low of \$23,000.00 and a high of \$83,500.00. This could result in average annual salaries of over \$2

million for the group of graduates over the course of their careers. Additional classes may be added on a 2<sup>nd</sup> shift if the demand warrants it. This could potentially double the economic impact to our local region and state.

**2. Additional Information**

**A. Is this an expansion of an existing program**

NO

**B. Does this proposal align with Florida’s Targeted Industries?**

a. Yes

i. Aviation and Aerospace

**C. Does the proposal align with an occupation on the Statewide Demand Occupation List and/or the Regional Demand Occupations list?**

a. Yes

b. If yes, please indicate the occupation(s) with the proposal aligns.

i. Aircraft Mechanics and Service Technicians

**D. Indicate how the training will be delivered (e.g., classroom based, computer based, other)**

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**COURSE OVERVIEW**

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*PEMCO/AIRBORNE TAMPA Course Number: MRO-STR-401*

*Course Title: Structures Apprenticeship Program*

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**Training Objective: To prepare trainee structures technicians for the mentorship program**

*Target Audience: Un-licensed applicants with a desire to start a career in aviation structures.*

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**Course Hours: 480**

**Course Day(s): 60**

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**Location:**

*PEMCO/ Airborne Tampa Hangar Training Department, 4420 N. Westshore Blvd, Tampa, FL, 33614*

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**Instructor to Trainee Ratio:**

*Academic – 1:8 or 1:10*

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**Curriculum Prerequisites:**

*None*

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**Student Measurement:**

*Practical and knowledge examinations*

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**Completion Standard:**

*PEMCO/AIRBORNE TAMPA maintains a completion standard as identified in the PEMCO/ Airborne Tampa Technical Training Manual*

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**Instructional Design:**

Lecture/Discussion; Audio/Visual; Practical

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**Equipment Required:**

PEMCO/ AIRBORNE TAMPA supplied: Aircraft specific training materials and facilities, pc/projection equipment, markers, etc.

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**Reference Material:**

Structural Repair Manual, A/C documentation, RSQM

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**Performance Objectives:**

- Completion of all practical projects to the standard of airworthiness.
  - Satisfactory completion of all employee assessments
  - Acceptance into phase II of apprenticeship program.
- 

**Administration:**

Subject order may be arranged to fit the requirements of PEMCO/ AIRBORNE TAMPA production schedule. Times listed in this document are the maximum hours dedicated to this program. Course completion is based on the satisfactory achievement of the course objectives. Interpretation of course material will require additional time.

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**Attendance:**

Each Student is required to attend 100% of training

For issuance of successful completion, the student must comply with the attendance standards or training center approved makeup and successful completion of all exams.

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**Examinations and Assessments:**

PEMCO/ AIRBORNE TAMPA courses are developed using Instructional System Principles. Dependent upon learning outcome, courses may or may not require Knowledge Exams (KE) or Practical Assessments.

For Issuance of successful completion certification, the trainee must sit examinations in accordance with the current examination procedures described in the PEMCO/ AIRBORNE TAMPA TPM.

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**Record of Training/Curriculum Areas:**

<u>Modules</u>	<u>Hours</u>		<u>Modules</u>	<u>Hours</u>
One	80.0		Four	80.0
Two	80.0		Five	80.0
Three	80.0		Six	80.0
			<b>Total Hours</b>	<b>480.0</b>

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**COURSE SYLLABUS**

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Course Title: Structures Apprenticeship Program  
 PEMCO/ AIRBORNE TAMPA Course Number: MRO-STR-401

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**Delivery/Presentation Style:** (A) Academic; (LD) Lecture/Discussion; (P) Practical; (C) CBT;  
 (F) Field trip (On acft); (AV) Audio Visual

MODULE	DAY	SUBJECT	CLASS	SHOP	DELIVERY
<b>Module 1</b>					
	<b>1</b>	<b>Badging</b>	1.0		(P)
		<b>Experience (R-93)</b>	0.5		(LD)
		<b>Benefits</b>	2.5		(LD)(AV)
		<b>General Safety</b>	4.0		(LD)(AV)
	<b>2</b>	<b>RSQM</b>	4.0		(LD) (AV)
		<b>Human Factors</b>	4.0		(LD) (AV)
	<b>3</b>	<b>Introduction to computers</b>	2.0		(LD)(AV)(P)
		Wings Benefits			
		Wings parts inquiry and ordering			
		Wings requisition			
		MRONET			
		Access to manuals			
		Adobe Connect access			
		Benefits access (My Self Service)			
		<b>Introduction to forms and manuals</b>	6.0		(LD)(AV)
		ATA systems			
		Page blocks			
		Maintenance forms			
	<b>4</b>	<b>Hearing test</b>	1.0		(P)
		<b>Direct Deposit</b>	1.0		(P)
		<b>Introduction to CBT</b>	6.0		(LD)(P)
	<b>5</b>	<b>Hangar, CRO and shops tour</b>	4.0		(P)
		<b>Tool kit issue/inventory/shadowing</b>		4.0	(P)
	<b>6</b>	<b>General Aircraft Familiarization Part 1</b>	6.0		(LD)(AV)
		<b>Toolbox shadowing</b>		2.0	(P)
<b>1 cont.</b>	<b>7</b>	<b>Quiz over part 1</b>	1.0		(P)
		<b>SRM chapter 51</b>	1.0		(LD) (AV)
		<b>General aircraft familiarization, Part 2 Math</b>	5.0		(LD)(AV)
		<b>Toolbox shadowing</b>		1.0	(P)
	<b>8</b>	<b>Quiz over part 2</b>	1.0		(P)
		<b>General aircraft familiarization, Part 3 Aerodynamics/Physics</b>	6.0		(LD)(AV)



MODULE	DAY	SUBJECT	CLASS	SHOP	DELIVERY
		<b>Toolbox Shadowing or Adobe</b>		1.0	(P) (CBT)
	9	<b>Quiz over part 3</b>	1.0		(P)
		<b>General aircraft familiarization, Part 4 Safety</b>	6.0		(LD)(AV)
		<b>Toolbox shadowing or Adobe</b>		1.0	(P) (CBT)
	10	<b>Test – Module 1</b>	2.0		(P)
		<b>General tool and shop safety</b>	2.0	2.0	(LD)(P)
		<b>CBT or finish Toolbox shadowing</b>	2.0		(CBT) (P)
<b>Module 1 Total Hours</b>			<b>69.0</b>	<b>11.0</b>	
<b>Module 2</b>					
	1	<b>Basic drawings</b>	5.0		(LD)(AV)
		<b>Precision Measuring</b>	3.0		(LD)(AV)
	2	<b>Quiz over Drawings and Measuring</b>	1.0		(P)
		<b>Materials and Fasteners – Rivets and hi-locs</b>	7.0		(LD)(AV)
	3	<b>Rivet Pattern layout</b>	4.0		(LD)(AV)
		<b>Rivet Gauge Fabrication DWG 63617DSD06TRNG</b>		4.0	(P)
	4	<b>Rivet Gauge Fabrication DWG 63617DSD06TRNG</b>		8.0	(P)
	5	<b>Cleco tray pattern layout and drilling DWG 63617DSD06 TRNG</b>		8.0	(P)
	6	<b>Rivet gun and bucking bar usage</b>		1.0	(P)
		<b>Manufacture and assembly of button head rivet plate</b>		7.0	(P)
		Manufacture 2 each 63617DSD01TRNG-201 plates			
		Layout, drill, and assemble plates per DWG 63617ASD01TRNG			
	7	<b>Manufacture and assembly of button head rivet plate</b>		8.0	(P)
	8	<b>Demonstrate button head rivet removal</b>		1.0	(P)
		<b>Button rivet removal and replacement per DWG 63617ASD02TRNG</b>		2.0	(P)
		<b>Button rivet removal and replacement per DWG 63617ASD03TRNG</b>		3.0	(P)
		<b>Countersinking and dimpling of metal</b>		1.0	(P)
		<b>Installation of Countersunk fasteners</b>		1.0	(P)
		Demonstrate correct methods			
		Demonstrate methods of correction			
		Demonstrate countersunk rivet installation and removal			
	9	<b>Manufacture and assembly of countersunk rivet plate</b>		4.0	(P)
		Manufacture 1 each 63617DSD01TRNG-201 plate			

MODULE	DAY	SUBJECT	CLASS	SHOP	DELIVERY
		Manufacture 1 each 63617DSD02TRNG-202 plate			
		Layout, drill, and assemble plates per DWG 63617ASD05TRNG			
		<b>Rework of button head rivet plate per 63617ASD06TRNG</b>		2.0	(P)
		<b>Rework of countersink rivet plate per 63617ASD07TRNG</b>		2.0	(P)
	10	<b>Test – Module 2</b>		2.0	(P)
		<b>Team riveting project</b>		6.0	(P)
		Manufacture 2 each 63617DSD02TRNG-202			
		Layout, drill, and assemble plates per DWG 63617ASD11TRNG			
		Rework of team riveting plate per DWG 63617ASD12TRNG			
<b>Module 2 Total Hours</b>			<b>20.0</b>	<b>60.0</b>	
<b>Module 3</b>					
	1	<b>SRM- up to Material ID / basis MBF</b>	8.0		(LD)(AV)
<b>3 cont.</b>	2	<b>Bend allowance and setback</b>	6.0		(LD)(AV)
		<b>Break usage and safety</b>	1.0	1.0	(LD)(AV)(P)
	3	<b>Bend flanges on cleco tray DWG 63617ASD11TRNG</b>		8.0	(P)
	4	<b>“U” channel fabrication per DWG 63617DSD07TRNG</b>		4.0	(P)
		<b>“L” angle fabrication 2 each per DWG 63617DSD07TRNG</b>		4.0	(P)
	5	<b>Iridite training at CRO</b>		4.0	(P)
		<b>“U” channel fabrication per DWG 63617DSD07TRNG</b>		2.0	(P)
		<b>“L” angle fabrication 2 each per DWG 63617DSD07TRNG</b>		2.0	(P)
	6	<b>Installation and Removal of cherrymax and hi-loks</b>		1.0	(P)
		<b>Rework of Button rivet plate per DWG 63617ASD04TRNG</b>		7.0	(P)
	7	<b>Rework of countersunk rivet plate per DWG 63617ASD08TRNG</b>		4.0	(P)
		<b>Corrosion and metal protection/topcoats</b>	4.0		(LD)(AV)
	8	<b>Manufacture and assembly sealing plate per DWG 63617ASD14TRNG</b>		8.0	(P)
	9	<b>Sealing</b>	4.0	4.0	(LD) (AV) (P)
	10	<b>“U” channel assembly per 63617ASD09-TRNG</b>		7.0	(P)
		<b>Test over Module3</b>	1.0		(P)
<b>Module 3 Total Hours</b>			<b>24.0</b>	<b>56.0</b>	

MODULE	DAY	SUBJECT	CLASS	SHOP	DELIVERY
<b>Module 4</b>					
	1	Shrinker/Stretcher usage and safety		2.0	(P)
		Team forming of bulk shear ties 2 each per DWG 63617DSD04TRNG		6.0	(P)
	2	Continuation of bulk shear tie forming (Team)		8.0	(P)
4 cont.	3	Hand forming of parts		2.0	(LD)(AV)
		Team hand forming of 2 each fr PEMCO/Airborne Tampa per DWG 63617DSD03TRNG		6.0	
	4	Continuation of team frame forming		8.0	(P)
	5	Heat treat of fr PEMCO/Airborne Tampa demonstration at CRO		4.0	(P)
		Team forming of 4 each "Z" stringers per DWG 63617DSD03TRNG		4.0	(P)
	6	Continuation of team forming of "Z" stringers		8.0	(P)
	7	Continuation of team forming of "Z" stringers		8.0	(P)
	8	Team cutout of 2 each skin panels and 4 each shear ties per DWG 63617DSD03TRNG		4.0	(P)
		Slip roller usage and safety		2.0	(LD)(AV)
		Rolling of skin panels per DWG 63617DSD03TRNG		2.0	(P)
	9	Team laying out and pilot drilling of skin section parts per DWG 63617ASD10TRNG		8.0	(P)
	10	Continuation of laying out and pilot drilling of skin section parts		8.0	(P)
<b>Module 4 Total Hours</b>			<b>0.0</b>	<b>80.0</b>	
<b>Module 5</b>					
	1	Team countersinking of skins and final sizing of parts per DWG 63617ASD10TRNG		8.0	(P)
	2	Continuation of C/S of skin panels and final sizing for parts		8.0	(P)
	3	Team assembly of skin section per DWG 63617ASD10TRNG		8.0	(P)
	4	Continuation of skin section assembly		8.0	(P)
	5	Continuation of skin section assembly		8.0	(P)
	6	Roto-Peening	4.0	4.0	(LD)(AV)(P)

MODULE	DAY	SUBJECT	CLASS	SHOP	DELIVERY
5 cont.	7	Boeing Drawings – in depth	8.0		(LD) (AV)
	8	Damage assessments	8.0		(LD) (AV)
	9	Team damage assessment on skin panel	4.0		(LD) (AV)
		Team cutout damage and layout repair on damaged skin section		4.0	(P)
	10	Continuation Team cutout damage and layout repair on damaged skin section		8.0	(P)
<b>Module 5 Total Hours</b>			<b>24.0</b>	<b>56.0</b>	
<b>Module 6</b>					
	1	Team fabricate repair doublers and fillers for damaged skin section		8.0	(P)
	2	Team assembly of skin repair		8.0	(P)
	3	Team assembly of skin repair continuation		8.0	(P)
	4	Electrical bonding of fasteners to aluminum and composite surfaces	4.0	4.0	(LD)(AV)(P)
	5	Delta P&P	8.0		(LD) (AV)
	6	Structures Assessment Test		2.0	(P)
		2 people per day, 2 ½ hrs. ea.			
		Manlift training		2.0	(P)
		Panel Installation		4.0	(P)
		Proper installation of screws			
		Removal of stuck/damaged screws			
		Gilliner installation taping			
	7	Structures Assessment Test		2.0	(P)
		2 people per day, 2 ½ hrs. ea.			
		Manlift training		2.0	(P)
		Panel Installation		4.0	(P)
		Proper installation of screws			
6 cont.		Removal of stuck/damaged screws			
		Gilliner installation taping			
	8	Structures Assessment Test		2.0	(P)
		2 people per day, 2 ½ hrs. ea.			
		CBT, if not finished	3.0		(CBT)
		Lift tray or tote tray manufacture		3.0	(P)
	9	Structures Assessment Test		2.0	(P)
		2 people per day, 2 ½ hrs. ea.			
		ATI GMM Training	2.0		(AV)
		CBT, if not finished	2.0		(CBT)
		Lift tray or tote tray manufacture		2.0	(P)

MODULE	DAY	SUBJECT	CLASS	SHOP	DELIVERY
	10	Toolbox audit		1.0	(P)
		Course Final	2.0		(P)
		Final employee review	2.0		
		Team Building Cookout/Meet and greet with family		3.0	(P)
Module 6 Total Hours			23.0	57.0	
Course Total Hours			159	321	

**E. Indicate the number of anticipated annual enrolled students and completers in the proposed program.**

The program is designed to train 30 – 50 apprentices per year. Our expectations are that this will result in an average of 31 students after attrition. Plans are in place to increase and double that number by providing a second shift class in the afternoon, after fine tuning the pilot program.

**F. Indicate the length of the program (e.g. quarters, semesters, weeks, etc.) including anticipated beginning and ending dates.**

Training will consist of 3 months of classroom and workshop training followed by 3 months of OJT with a mentor. New classes will start every 3 months. The first class is set to start on September 1<sup>st</sup>, 2019, with a completion set on November 30<sup>th</sup>. The second class will commence on December 1<sup>st</sup>, and so on

**G. Describe the plan to support the sustainability of the program after grant completion.**

The program is vital to the future of PEMCO/Airborne Tampa and the entire Aircraft MRO industry, in Florida, and the world. We must find ways to provide the skills necessary to perform the intricate and demanding repairs to an ever growing aircraft inventory. This program will allow us to provide the needed training, to our community residents, in order to staff our industry with skilled technicians who understand the importance of quality and safety in aviation. We must sustain it as it is one of our best investments.

**H. Identify any certifications, degrees, etc., that will result from the completion of the program. Please include the Classification of Instructional Programs (CIP) code and the percent of completer in each code, corresponding with Section E.**

Graduates will be eligible for an FAA Repairman certificate after the Classroom/Workshop/Mentoring phase. And, eligible to apply for an FAA Airframe License after 18 months of documented work.

CIP Code 47.0607 Airframe Mechanics and Aircraft Maintenance Technology/Technician.

Estimate 90% of all students/apprentices will complete the training.

**I. Does this project have a local match amount?**

No local match, but we are partnering with Career Source of Hillsborough County and participating in their OJT program which reimburses PEMCO/Airborne Tampa with 50% of the Career Source participant wages for the first 6 months of the training.

**J. Provide any additional information or attachments to be considered for the proposal.**

- There is an ongoing global shortage of skilled and experienced Aviation Maintenance Technicians (AMT's) in part due to:
  - Historic volatility within the aviation industry as well as varying changes to staffing models across the years
  - Demand swings during recessionary periods such as those seen after 9/11 in 2001 and in 2008
  - Baby boomer AMT's are approaching retirement age
  - Non-aviation industries value Licensed Mechanics and desire them for technical positions
  - The nature of the work often times performed out of doors, on weekends, holidays and on varying shifts, does not appeal to youth looking to make their way in the world
- Obtaining the skills necessary to perform the tasks of an AMT can be accomplished through:
  - Federal Aviation Administration (FAA) certified vocational education at the High School level
  - FAA certified post high school 22-month long programs – many fail to complete due to the stringent attendance standards; those who complete often do not complete FAA testing & licensure process
  - Military training & experience that does not generally provide technician with FAA license(s); or
  - 18-30 months of documented on-the-job training (OJT)
  - After obtaining the requisite skills, the individual completes written, oral & practical tests on General regulation, Airframe Structures (A) and Power Plant Systems (P) to obtain FAA licensure.
- The Maintenance, Repair & Overhaul (MRO) business model provides supplemental maintenance to aircraft owners & operators at a lower cost than what they can do it themselves.
  - MRO's have played a key role in the developing talent pipeline by hiring & training inexperienced techs at the lower end of pay spectrum and bridging the skill gaps with additional OJT experience.
  - As technicians gain skill, it is typical that they transition to higher paying positions at the passenger airlines or other major industry.
  - The recovering economy has condensed the pipeline and MRO's are facing head to head competition from the airlines and industry, offering higher wages for students with no experience.
  - Delta & United are both providing financial support to certified AMT schools to gain access to the top students.

- PEMCO/Airborne Tampa recruitment efforts include:
  - Daily resume data base searches result in 400 cold calls & 500-600 email/text blasts made weekly
  - Quarterly job fairs conducted at FAA certified AMT schools in FL.
  - Industry monitoring and target marketing aimed at getting attention of passive candidates or those are facing company closure or reductions in force
  - Regular attendance at military transition center job fairs at MacDill.
- There is no silver bullet to our staffing needs. The Florida Job Growth Grant Fund will be a very important component to our efforts to meet staffing needs.

### 3. Program Budget

**Estimated Costs and Sources of Funding:** Include all applicable workforce training costs and other funding sources available to support the proposal.

1.) Total Amount Requested                      \$            264,644.00

Florida Job Growth Grant Fund

2.) Other Workforce Training Project Funding Sources.

City/County	\$	0.0
Private Sources	\$	0.0
Other (Grants, etc.)	\$	217,728.00
<b>Total Other Funding</b>	<b>\$</b>	<b>217,728.00</b>

3.) Workforce Training Projected Costs

Equipment	\$	21,910.50
Personnel	\$	137,244.00
Facilities	\$	30,989.50
Tuition	\$	0.00
Training Materials	\$	74,500.00
Other	\$	0.00

**Total Project Costs                                      \$            264,644.00**

4.) **Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding, how equipment purchases will be associated with the training program, if applicable, and any other pertinent budget related information.**

The funding is a significant financial commitment for PEMCO/Airborne Tampa and will be paid for as straight draws from corporate treasury until other sources can be obtained to kick start the program. Once a source is determined to pay for the first year costs, the company will be committing considerable funding on an ongoing basis. The grant request is only to pay to the point of break even. That is, until the trained workers are productive

enough to make the program self-sustaining, or when the program reaches an inflection point of return higher than cost.

The startup costs include the outfitting of a classroom, instructor wages, toolkits, and materials including sheet metal. And, a considerable amount of time of apprenticeship until they gain enough experience to be trusted to perform the work on their own. This amount of time will vary with each student and is something that we cannot predict or fall short on, as the quality of their work will provide the safety required in the air.

Career Source Tampa Bay (CS) will provide applicants for us to interview and accept into the program. CS will source candidates, pre-screen eligibility, perform an assessment, provide WIOA Orientation and enrollment, and finally refer the candidate to PEMCO/Airborne Tampa for an interview. Successful applicants will be accepted into the program. CS will reimburse 50% of the hourly rate of each trainee on a monthly basis.

(A copy of the fully executed Career Source Tampa Bay ON THE JOB (OJT) TRAINING EMPLOYER AGREEMENT PROGRAM YEAR 2019/2020 is available for review upon request.)

#### **Approvals and Authority**

- A. If entity is awarded grant funds based on this proposal, what approvals must be obtained before it can execute a grant agreement with the Florida Department of Economic Opportunity? (e.g., approval of a board, commission or council)**

An internal corporate legal review of any contracts must be conducted, as well as HR and Subsidiary president signature requirements.

- B. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the entity and the Florida Department of Economic opportunity:**

Board approval will not be required.

- ~~i. Provide the schedule of upcoming meetings for the group for a period of at least six months.~~
- ~~ii. State whether entity is willing to hold special meetings . and if so, upon how many days notice.~~

- C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.**