

August 22, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399-4120

Dear Mr. Lawson:

It is with great pleasure that Florida State College at Jacksonville (FSCJ) submits the *Nassau County Transportation Education Institute* application for consideration under the Florida Job Growth Grant Fund.

Our region's growing logistics infrastructure necessitates additional education and training; Northeast Florida's two deep-water ports, three major interstates – I-95, I-10 and I-75, three major railroads and international airport system help Jacksonville rank as one of the best cities for logistics infrastructure. Utilizing strategic partnerships across Nassau County, the *Nassau County Transportation Education Institute* will implement evidence-based strategies to support job training and placement.

If selected as an awardee, as per guidance in the College's Administrative Procedure Manual based on the Board of Trustee's Rule and Title, 6Hx7-2.5, the College President has authority to sign contracts reflecting action by the Board as appropriate in order to execute the program.

There is a great need for this project within Nassau County, and I urge your support of this very important and valuable project. The College is extremely excited about this project and looks forward to the implementation process.

Sincerely,



Dr. John Avendano
College President



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: Florida State College at Jacksonville at Nassau County
Federal Employer Identification Number (if applicable): [Redacted]

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Workforce Training Grant Eligibility

Pursuant to 228.101, 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 a 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.

Nassau County and Northeast Florida companies have a rapidly growing need to hire Commercial Vehicle Drivers. FSCJ has implemented a Commercial Vehicle Driver training program since 2007 in Jacksonville at the Cecil Center. But currently, **no state colleges offer workforce certification training in Nassau County to prepare our residents for these jobs.** Florida State College at Jacksonville’s proposed project, the *Nassau County Transportation Education Institute*, will establish a **Truck Driving Training Facility at FSCJ’s Nassau Center to educate 463 participants** on the required driving classes and endorsements to obtain jobs in the transportation industry and move this **designated rural regional economy forward.** The project will use existing space and will require no construction of buildings. The proposed training is critical for the impending U.S. Department of Transportation February 2020 compliance date; the agency’s forthcoming driver training standards will impact thousands of new and existing truck drivers. The training will help fill the demand for **high-wage jobs**, with the aligned occupations receiving an average hourly wage of \$22. The *Nassau County Transportation Education Institute* will also utilize components of an industry-recognized apprenticeship model to upskill existing transportation employees. This project will meet Northeast Florida workforce needs with **student financial assistance** for training, **a truck driving practice yard, and training trucks at Florida State College at Jacksonville’s Nassau County campus.** The training will be a part of a larger, comprehensive effort to develop and deliver additional workforce education in high-wage transportation, logistic, and supply chain industries for residents in Nassau County. This effort includes the development of industry-specific, contextualized curriculum through current and future consultation with local partners Nassau County Economic Development Board, CareerSource Northeast Florida, Nassau County School District; industry associations such as National Association of Publically Funded Truck Driving Schools (NAPFTDS), the Florida Department of Highway Safety & Motor Vehicles (FDHSMV), the Florida Trucking Association (FTA), the Transportation Club of Jacksonville (TCJAX); and local transportation businesses and employers including Rayonier, Stein Mart, Port of Fernandina, Schneider and Cypress Truck Lines, Inc.

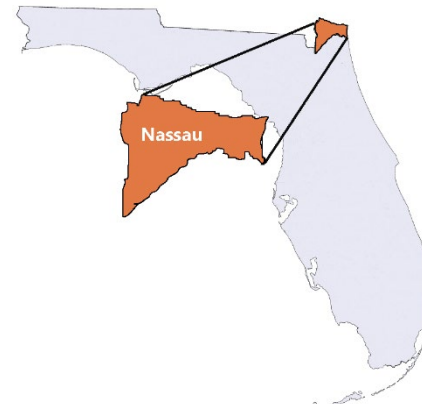


Figure 1. Nassau County, FL

*“For years, companies in Nassau County have struggled to find trained Truck Drivers for our job openings. **The jobs are here, but the educational programs to prepare people are not.***
 -Mike Bell, VP Public Affairs, Rayonier

The new *Nassau County Transportation Education Institute* will be located in the **heart of the Nassau County community** at Florida State College at Jacksonville’s **Nassau Center**. The Center is the county’s only public postsecondary resource and provides joint-use space to the Nassau County Take Stock in Children program, the Nassau County Economic Development Board, and Nassau County Public Library’s Yulee Branch. The College’s Nassau Center also partners with Florida Power & Light (FPL) to serve as the community’s staging

center for hurricane emergency operations.

As a major logistics hub in the nation, Florida’s **continued population growth and trade trends** necessitates unique solutions to transportation issues, **including a skilled workforce. Northeast Florida is one of the only centrally located East Coast regions offering all four pillars of logistics: rail, air, maritime, and highway, requiring a labor force skilled in the rapidly expanding transportation and logistics sector.** The number of transportation and infrastructure jobs is expanding rapidly, currently outpacing today’s available employment pool. The transportation industry is facing a growing shortage as the average age of the **current workforce is reaching retirement age.** According to the Transportation Learning Center and Jobs for the Future, 55% of the current workforce within the six largest transportation sectors are 45 years or older, 8.7% more than the national average.¹

The trucking industry is the lifeblood of the U.S. economy. According to CEO of Florida Trucking Association, Ken Armstrong, **85% of all cities and towns in Florida receive their goods only by truck.** As e-commerce increases from online retailers such as Amazon and Walmart, greater pressure is placed on the state’s transportation system which is already struggling to find drivers. **Floridians are used to getting what they want from a click of their mouse or touchpad, but this expectation of fast door-to-door service will be increasingly difficult to maintain if the state cannot train and place more drivers behind the wheel.** As the *Washington Post* reported this past May, “the trucking industry shows an extraordinary labor shortage in one corner of the economy can spill out and affect the economy more broadly.” The driving shortage will likely produce issues facing the state’s economy such as **product shortages, delivery delays, higher retail prices, and higher shipping costs** for residents.²

Recently, the North Florida Transportation Planning Organization detailed in its Framework Plan that the **region needs to further position itself as a freight, logistics, and intermodal hub** because of the following trends: **1) Shifting Global and National Trade Patterns, 2) National Mobility, Energy, and Consumer Needs, 3) National, State, and Regional Plans/Initiatives, and 4) Regional Growth and Support for Freight Infrastructure.** The

SOC Occupation	Regional Completions	Annual Openings
Heavy and Tractor-Trailer Truck Drivers	120	1,108

expanding need for drivers is apparent in local labor market data: local workforce board, CareerSource of Northeast Florida, projects 1,390 annual openings for Heavy and Tractor-Trailer Trucks on its 2019-2020 Regional Demand Occupations List. In recent EMSI data, there were only **120 student completers** in Florida State College at

Jacksonville’s **service area to fill the annual demand of 1,108 job openings** in the Heavy and Tractor-Trailer Truck Driver occupation (Table 1). In December 2017, the largest number of job openings in Nassau were for **Heavy and Tractor-Trailer Truck Drivers (634).** Truck drivers also have the largest number of forecasted openings in Nassau County between 2017-2025 with 11% total growth.⁴

This driver shortage is expected to grow as more workers retire in the coming decade: nationally **trade and logistics industries are expected to need a million workers by 2030 to replace retirees and fill new positions.**⁵ A recent 2018 report from the American Trucking Associations (ATA) states the

¹https://s3.amazonaws.com/PCRN/docs/Strengthening_Skills_Training_and_Career_Pathways_Across_Transportation_Industry_Data_Report.pdf

² https://www.washingtonpost.com/news/wonk/wp/2018/05/21/america-doesnt-have-enough-truckers-and-its-starting-to-cause-prices-of-about-everything-to-rise/?utm_term=.63cf72617461

³ EMSI, Annual Completions and Job Openings by County query

⁴ EMSI, Nassau County Occupation Growth query

⁵ MHI Solutions. “The State of the Supply Chain Workforce.” May 2013.

industry needs to hire almost 900,000 more drivers to meet rising demand.⁶ In addition to the driver shortages, fleets are also suffering from a lack of qualified drivers, which amplifies the effects of the shortage on carriers. ATA Chief Economist Bob Costello states, "This means that even as the shortage numbers fluctuate, it remains a serious concern for our industry, for the supply chain and for the economy at large."⁷ *New regulations for entry-level commercial truck drivers:* Compounding this issue of the growing driver shortage, the U.S. Department of Transportation -- Federal Motor Carrier Safety



Figure 1 Nassau County's Intermodal System, <http://nassauflorida.com/nassau-county-advantages/transportation->

Administration (FMCSA) **national standards for entry-level truck operators will require additional education by February 2020.** The new training standards will impact hundreds of Floridians from large **heavy duty truck drivers, warehouse managers, bus drivers, lineworkers, to mechanics who work on trucks.** In addition to establishing a core curriculum required to be taught to Commercial Driver's License (CDL) applicants and driver trainees, the rule institutes two other key changes: 1) Required behind-the-wheel training and 2) a registry of Federal Motor Carrier Safety Administration (FMCSA)-approved driver trainers from which CDL applicants must receive training. The rule also establishes separate standards for Class A and Class B CDL trainees, as well as requirements for endorsements like hazmat and passenger.

Nassau County: As the I-95 gateway to Florida, Nassau County touts "where tourism intersects with industry"; the area's railways and highways link to more than 61 million consumers, and the Port of Fernandina unites businesses with the world. As one local reporter stated "***the potential growth within Nassau County is unmistakable.***" Nassau County is on the brink of major development due to its land and infrastructure assets including the certified megasite, **Crawford Diamond Industrial Park**, as well as the **East Nassau Community Planning Area (ENCPA/Rayonier's Wildlight residential and commercial community)**, a 24,000 acre sector plan entitled for 11 million square feet of mixed use space along with an estimated 20,000 rooftops - the majority of which has only recently been released and marketed to the business community. **Both developments will bring industrial growth that will benefit the county's residents and require a skilled logistics workforce.**

The Crawford Diamond Industrial Park represents a strong future for Nassau County:

- The 1,814+ acre, 10.5 million square feet of industrial land use can include manufacturing, assembly, warehousing, and distribution as well as an intermodal inland port or logistics center.

⁶<http://progressive1.acs.playstream.com/truckline/progressive/ATAs%20Driver%20Shortage%20Report%202017.pdf>

⁷ <https://www.npr.org/2018/01/09/576752327/trucking-industry-struggles-with-growing-driver-shortage>


- It is the only site in Florida where two Class I railroads intersect and one of the few undeveloped dual-rail served sites remaining in the South, making it a truly rare, valuable site and location for a large-scale manufacturer or distributor.
- In addition to on-site frontage to both CSX and Norfolk Southern, Crawford Diamond is close to five deep-water ports, four marine terminals, and two interstates.

Table 2. Nassau County’s Intermodal Network

Interstates/Highway:

I-95 - serves the East Coast of the United States and terminates at the Houlton–Woodstock Border Crossing at the Canada-United States border
 I-295 - located 8 miles south of Nassau County provides access to the Port of Jacksonville and I-10, which runs from Jacksonville to Los Angeles, California
 I-10 - runs east to west across the southern United States and terminates in Santa Monica, California.
The Florida Council of 100’s Project Sunrise Report recommends investing in training programs that support the supply of skilled labor for the I-10 corridor.
 US 1 - runs from Fort Kent, Main at the Canadian border south to Key West, Florida, making it the longest north-south road in the United States
 US 17 - also known as the Coastal Highway, it is a north–south artery that spans the Southeastern United States. Its runs south to Punta Gorda, Florida and its northern terminus point is in downtown Winchester, Virginia. US 17 runs parallel to I-95 for much of its extent
 US 301 - runs from Sarasota, Florida to Glasgow, Delaware
 I-75 - less than one hour from the western part of the county, serves the Southeast and Midwest and terminates in Sault Ste. Marie in the Upper Peninsula of Michigan

Rail:



 CSX - Class I
 Norfolk Southern - Class I
 First Coast Railroad - Class III - Leases 32 miles of track from CSX and provides service from the Port of Fernandina to Yulee with connection to CSX and the Port of Jacksonville

Ports:



 Port of Fernandina
 JAXPORT

Airports:



 Jacksonville International Airport

FSCJ Nassau Center: Thanks to a 102-acre land donation from FSCJ board member Betty Cook who was born and raised in Nassau County, Florida State College at Jacksonville opened the Nassau Center location in Yulee in 1987. With 235 full-time enrolled students in 2017-2018, Nassau Center offers general education courses including dual enrollment for local high school students, healthcare training

courses, and most recently, FSCJ has expanded program offerings at Nassau Center to comprise of transportation-focused education programming. For example, in response to the rising popularity in drones, FSCJ now offers a course at the Nassau Center designed to prepare students for the Federal Aviation Administration (FAA) Remote Pilot knowledge test to earn their **FAA Remote Pilot Certificate for commercial drone operation**. In addition, FSCJ offers logistics programs of study including an **associate of science degree in Supply Chain Management** and a **bachelor's degree in Logistics** – both offered fully online.

By expanding the education and training programs not currently offered in rural Nassau County, this project allows for greater access of training opportunities in targeted skill development, industry credentials and hands-on learning for the citizens of Nassau County. The *Nassau County Transportation Education Institute* has a clear design backed by industry, academia, and historical references on effective programming to produce transportation workforce ready graduates skilled in principles of the commercial driving industry. Modernistic training systems and equipment will be ordered and installed to create a **truck driving practice yard including training trucks, back-up pad, and a pervious pavement road** that will give participants an opportunity to learn on vehicles they will interface with in real-life employment situations.

Proposed Workforce Training Program Description.

Statement of Work This proposal supports Florida State College at Jacksonville's **current program expansion of Commercial Vehicle Driving** (5100 - workforce certificate) and **its current Class A Commercial Driver's License (CDL)** credential. The Class A license is required to operate any combination of vehicles with a gross combination weight rating (GCWR) of 26,001 lbs. or more, to include a towed vehicle that is heavier than 10,000 lbs. Vehicles in this class include Tractor-trailer, Truck and trailer combinations, Flatbeds, and Tractor-trailer buses.

The proposal will add the following fast-track training and test preparation classes resulting in specific licenses and endorsements such as:

- Class B CDL -- Any single vehicle with a GVWR of 26,001 pounds or more towing another vehicle with a GVWR of 10,000 pounds or less. This class includes Straight truck; Large buses such as city buses, school buses, and tourists' buses; Segmented buses; Box trucks such as delivery drivers and couriers; and Dump trucks with smaller trailers.
- Class C CDL – Any vehicle that does not meet the criteria of either Class A or Class B and is meant to transport either A) at least 16 passengers or B) hazardous material. This class includes small HAZMAT vehicles and passenger vans.
- Additional/supplemental federal endorsements that require knowledge and/or skills tests including -
 - H Endorsement: *To operate vehicles containing hazardous materials*. Requires a written knowledge test.
 - N Endorsement: *To operate tank vehicles*. Requires an additional written knowledge test.
 - P Endorsement: *To operate a vehicle that carries over a specified number of passengers*. Requires written knowledge AND road skills tests.
 - S Endorsement: *Permits the operation of a school bus*. Requires written knowledge AND road skills tests. ALSO requires separate application forms, fees, and background checks.
 - T Endorsement: *To tow a double or triple trailer*. Requires an additional knowledge test.
 - X Endorsement: *Combination endorsement for HAZMAT and tank vehicles*. Requires a written knowledge test.

The FSCJ **Commercial Vehicle Driving (CVD) Workforce Certificate (W.C.)** program consists of four 80-hour courses totaling 320 hours. The first two-week course introduces students to the commercial driving industry. Students receive an overview to prepare for the Florida Department of Highway Safety and Motor Vehicles (FDHSMV) written examination required to obtain a Class A CVD Driver’s Permit. Subjects include combination vehicle operation and inspection, air brake component identification, and an introduction to the various regulations governing commercial vehicle driving.

The second two-week course is a continuation of the first and includes instruction on vehicle design, inspection and preventative maintenance. Federal Motor Carrier Safety Regulations (FMCSR) Hours of Service, logbooks, map reading and trip planning are core elements of this two-week course. Students are also introduced to tractor-trailer operation through the use of a high-fidelity driving simulator. Students then enter into a four-week block of instruction focused on fundamental and advanced driving skills, as well as vehicle inspection procedures. Students learn vehicle control skills including straight line and offset backing, parallel and alley docking. Students develop needed driving skills and vehicle control by means of urban, rural and expressway driving on public roadways throughout Northeast Florida. At the conclusion of the 320-hour program, a FDHSMV Third Party Tester tests students.

Upon successful completion of the FDHSMV test, students are eligible to receive their Class A Commercial Driver’s License. **CVD graduates are placed in jobs** at local, regional or national companies (*see page 11 for complete list of employers*), and some students become business owners, purchasing their own trucks and working as independent contractors.

Facilities/Infrastructure Plan including Equipment Acquisition.

To continue to serve our Nassau County students with educational excellence and improve access to those students who wish to improve their lives, a thorough **Facilities and Infrastructure Plan** has been created to bring needed workforce training programs to FSCJ’s Nassau Center to match the current needs of community. **This FDEO grant funding will kick off the first phase of a long-term initiative to meet the continuously growing needs now and in the future of companies/industry.** As requested by

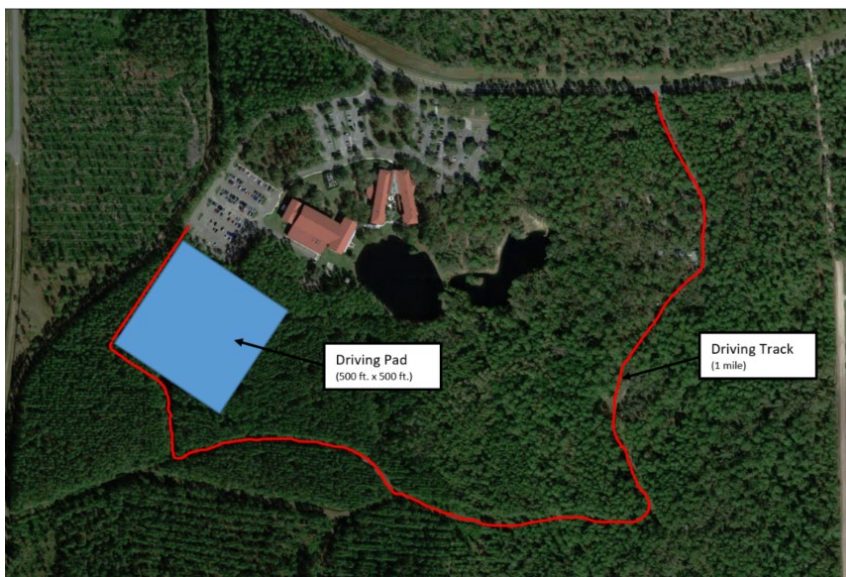


Figure 2 Nassau County Transportation Institute’s proposed driving range facility at Florida State College at Jacksonville’s Nassau Center

numerous industry partners, the *Nassau County Transportation Education Institute* will be poised to be **Nassau County’s premier transportation training facility for new and incumbent workers.** The Center will expand and adapt to future transportation and logistics workforce needs; industry partners will collaborate with faculty to develop cutting-edge and traditional instruction at FSCJ’s Nassau Center resulting in immediate job placement.

The proposed project will include development of the 5.7-acre Driving Pad and 1 mile Driving Track. The Driving Track will be constructed as a 500 foot by 500 foot pad adjacent to the existing facilities. The 1 mile Driving

Track will be a two-lane private road which utilizes existing fire and access roads starting adjacent to the Driving Pad and ending on William Burgess Blvd. The development will be split into two phases. Phase I will begin with the surveying, planning, and engineering of the project. Once the design is completed it will be submitted for all necessary permits (County, Water Management District, FDEP, etc.). Once appropriate approvals have been obtained, Phase II will include the track/road establishment and driving pad installation. External contractors will cut the path for the track using an existing fire road situated within in FSCJ’s Nassau Center which means less time and resources involved and minimal road clearing. The existing fire road and current parking lot at the Nassau Center will be built up using pervious pavement, a pavement technology this is considered a best practice recommended by the EPA and a cost-effective storm water management feature. This type of pavement also has the structural stability to support high-traffic and the large gross vehicle weight of heavy trucks. Land will be cleared to create driving pad required for the Basic Control Skills (BCS) training and testing that would be conducted during each cohort. The pad will meet minimum state measurements and be able to accommodate several trucks at once. This training pad will be used to teach students how to safely back up a tractor-trailer in various conditions, safely couple and uncouple a tractor-trailer and park and secure the vehicle. The College will work with contractors on the lighting for the practice yard and training road.

During the first several months of the project period, a fleet of three tractor-trailer trucks and one box truck will be procured and leased. Leasing with an option to buy allows for maximum economic benefit because the trucks remain covered under warranty, maintenance is included and this will ensure the latest technology is installed. Typically, training trucks have a seating capacity of four to five people including the instructor; these trucks have been specifically constructed to create a **mobile classroom**. The CVD Instructional Program Manager has already conducted research on instructional trucks for lease to meet the needs of the program.

Students will have access to following newly acquired instructional equipment for hands-on experiences at Nassau Center:

Table 3. Program Equipment, Tools	
<i>Commercial Vehicle Driving</i>	<ul style="list-style-type: none"> • 3 tractor-trailer trucks for class A instruction • 1 box truck for Class B instruction • 500x 500 single driving pad and track • Handbooks for supplemental endorsements

Supplemental endorsements for enrolled students and for incumbent workers:

- 40 hour CDL course refresher mandated by DMV offering 8-10 a year at Nassau County -
- CDL third party testing offered
- Other endorsements – offer test preparation course so that students can add-on industry endorsements to their existing CDL like:
 - T: Double/Triple Trailers
 - P: Passenger Vehicles
 - N: Tank Vehicles
 - H: Hazardous Materials
 - X: Tank Vehicle/Hazardous Materials Combination
 - S: School Bus

Timeline: As the infrastructure, equipment acquisition, and installment is occurring, students will simultaneously enroll and courses will begin in the classrooms at Nassau Center in Fall 2019. The Institute will launch and enroll participants in that semester, and following completion of an up-front assessment process, students will enter a work-based training model program with integrated high-demand industry certification training. Program participants will benefit from a combination of high

quality, modular training; computer-based, interactive industry certification test preparation; funds for tuition and certification exams; and earned industry certifications. The model will integrate stackable industry-recognized credentials so that, if the students wanted to continue their education, their coursework would articulate to A.S. degree programs and then to bachelor degree programs (*please see Figure 3 Career and Academic Pathways*).

In concert with our internal Facilities and Academic Departments along with assistance from external contractors, the planned approach will allow participant training to begin on day 1 of the project period. While the planning and resurfacing is occurring, the first several cohorts of students will be able to complete their first four weeks of classes at Nassau Center, and the final four weeks using the trucks and equipment at FSCJ’s Cecil Center. CDL testing will also occur at Cecil, located on Jacksonville’s Westside, until the work is complete at the Nassau Center.

Table 4. Task		Responsibility
First 3 months after grant award notification	Grant award agreement executed and project launched	General Counsel’s Office, Resource Development, Project Budgeting and Accounting
	Director of Program Development and Case Manager positions posted and hired	FSCJ Human Resources and college administration
	Outreach and Marketing campaign roll-out	College administration, Marketing department, Recruitment office, Nassau Center Executive Director
	Students enroll in CVD courses at Nassau Center with staggering start dates and cohort models; award scholarship funds	FSCJ Student Services, Financial Aid, CVD Instructional Program Manager
On-going	Supportive services, advising, case management provided as needed	Grant-funded Case Manager
	Recruitment of students poised to enter Transportation Institute and specific program tracks	Grant-funded Director and Case Manager; Nassau Center Executive Director
	Continued implementation of courses and equipment, students enrolling in programs	Grant-funded Director and Case Manager
	Students placed in employment and/or continue on career pathway degree programs	Grant-funded Director and Case Manager
Phase I: Planning and Design		Responsibility
6-8 months after grant award notification	Survey road, tree and land and obtain permits	FSCJ Facilities in concert College executive administration, Nassau Center Executive Director
	Submit engineering design to authorities having jurisdiction (St. Johns River Water Management District, FDEP, etc.)	FSCJ Facilities
	Create and secure bid solicitation for land clearance and pavement resurfacing work	Facilities, Purchasing and Procurement in concert College executive administration, Nassau Center Executive Director
	Secure bids for instructional tractor-trailer trucks, box truck, driving pad, installation begins	CVD Instructional Program Manager

	Students provide feedback on curricula activities, equipment usage and on their overall experience in the courses.	Grant-funded Director and Case Manager
	Supplemental endorsement(s) test preparation courses offered for students completing their CDL credential and/or incumbent workers who want add-on endorsements	CVD Instructional Program Manager, FSCJ Continuing Workforce Education Department, Industry
Phase II: Track/Road Establishment and Driving Pad Installation		
1 year after grant award notification	Land clearance for pad completed, fire road clearance, road built-up and drainage ditches complete	FSCJ Facilities in concert College executive administration, Nassau Center Executive Director
	Fleet of trucks secured and in place at Nassau Center	Grant-funded Director, CVD Instructional Program Manager
	Full launch and implementation of instructional programs at Nassau Center	College executive administration, Nassau Center Executive Director, CVD Instructional Program Manager and grant-funded Director
Ongoing Project Sustaining Activities		
	FSCJ continues offering courses, students entering & completing program	CVD Instructional Program Manager
	Cultivation of donors to support ongoing maintenance costs and expansion through FSCJ WORKS	FSCJ Foundation

Career Pathways. Nassau County Transportation Education Institute programs will provide completers with credentials that launch them on a transportation career and educational pathway to support changing workplace needs. Future Institute offerings will provide credentials that articulate to two different pathways: A.S. degree in Supply Chain Management leading to a Bachelor’s degree in Logistics or Supply Chain Management.

Nassau County Transportation Education Institute

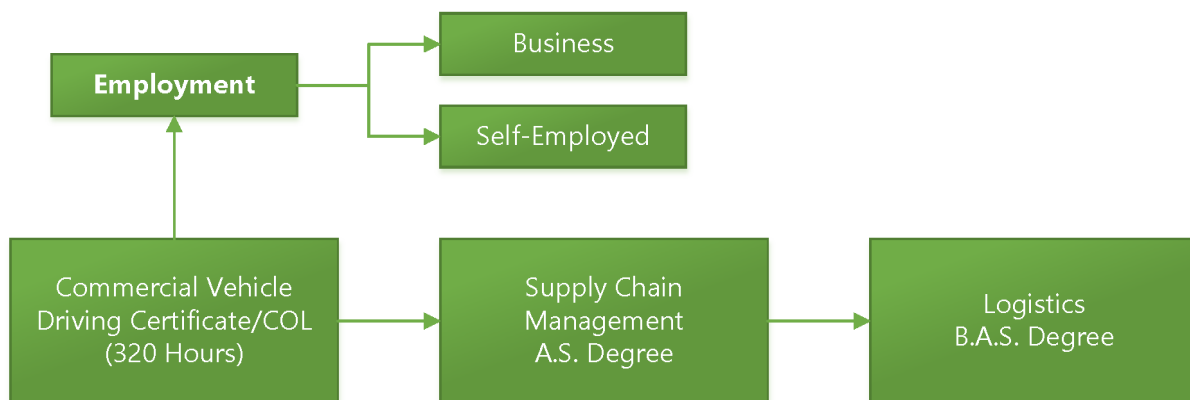


Figure 3 Career and Academic Pathways

Outreach and Enrollment. Program outreach and recruitment will be multi-faceted, relying on strong participation from program partners. Program staff will identify participants by publicizing eligibility criteria, project goals and objectives, and requesting referrals from the Florida Re-employment Assistance system, Job Clubs, CareerSource Northeast Florida, and community agencies and organizations. FSCJ

will prepare and distribute press releases for newspaper, radio, television, cable and other media, and design and print brochures, posters, fliers, and other materials related to the project for distribution on and off campus. The College’s social media will be utilized to share project information. Program personnel and team members will be tasked with ongoing engagement of additional partners who can support outreach, training, and placement into full-time employment.

Project Goals. By the end of the three-year project period, 463 students will have enrolled in training programs, and the *Nassau County Transportation Education Institute*, **thanks to the acquisition of enduring equipment and sustained training components, will have a continued return-on investment and impact on over 1,000 participants in Nassau County over the next decade.**

Goal 1: Create a *Transportation Education Institute* at FSCJ’s Nassau Center to include the **acquisition and installation of industry-standard equipment and hands-on tools** for the commercial vehicle driving program so students can access new technologies to practice and master skills.

- **Objective 1.1** Complete infrastructure tasks to develop a truck driving practice yard such as clearing land, building up asphalt, lighting and drainage.
- **Objective 1.2** Acquire practice trucks, instructional materials and tools in first 6-8 months following purchasing and procurement procedures.
- **Objective 1.3** Improve accessibility of transportation workforce programs by expanding programs in Nassau County including offering CDL classifications of Class A, B and C and supplemental add-on endorsements.

Goal 2: Train 463 individuals with industry-recognized transportation workforce competencies and credentials.

- **Objective 2.1** Provide scholarships for students entering programs of study.
- **Objective 2.2** Arrange/refer comprehensive supportive services for program participants to remove any environmental and/or educational barriers to complete training programs.
- **Objective 2.3** Offer job placement support for program completers.

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

The *Nassau County Transportation Education Institute* will expand FSCJ’s technician education programs in a rural County, offering local residents the opportunity to earn credentials that will help them gain job placement. Florida Job Growth grant funds will allow FSCJ to offer the following Transportation-related programs of study for the first time at our Nassau Center:

- **Commercial Vehicle Driving:** Utilize grant funds to procure tractor-trailer trucks and a box truck, fuel, maintenance, tires. Create truck driving practice yard including a track/road and driving pad which allows students to practice backing up, how to couple and uncouple a trailer, manage and adjust vehicle speed, execute shifting, vehicle inspections, how to read and control systems, manage and adjust vehicle space relations, how to identify and adjust to difficult and extreme driving conditions and other functions and skills required for an industry credential.

After receiving the CDL license, students can either obtain employment or move through the academic pathway to A.S. Supply Chain Management or B.A.S. Logistics degree programs.

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

The *Nassau County Transportation Education Institute* initial workforce training program in Commercial Vehicle Driving is supported by a **robust business advisory coalition** made up of over 15 companies including Southeastern Freight Lines, Landstar, JaxPort, and Raven Transport. **Over 50 companies that could hire program graduates are identified below.**

Table 5. Potential Employers

Ace Auto Carrier	Gate Petroleum	Roehl
Access Corp	Heartland Express	Rush Truck Centers
Anderson Colombia	HO Wolding	Ryder Truck
Argos	JaxPort	Seaonus
BFI	JB Hunt Transport	Schneider National
Bridgestone	J&R Schugel	Southeastern Freight Lines
Callaghan Tire	Landstar	Spectrum Logistics
CEVA Logistics	May Trucking	Suddath
CR England	Maudlin Truck Sales	Swift Transportation
ComCar Industries	Mckenzie Tank Lines	TLC Companies
Covenant Transport	Melton Truck Lines	US Xpress
Cypress Truck Lines	North Florida Sales	U.S.A. Mobile Drug Testing
CRST Van Lines	PAM Transport	Vulan Materials
C & S Wholesale Services	Portus	Waretranz
Cypress Truck Lines	Prime Inc.	Waste Management
DART Transit Co.	PTI	Werner Enterprises
D Mosley	Raven Transport	Windy Hill Foliage
Florida Rock & Tank	Rinaudo Heavy Haul	

The *Nassau County Transportation Education Institute* will be a long-term and comprehensive economic development game-changer for our county and its residents. With new and changing transportation jobs on the horizon and with the local growth of Crawford Diamond Industrial Park and the East Nassau Community Planning Area, the Institute will develop a critical pipeline of workers toward sustainable, high-paying careers in a skilled transportation workforce. It has all of the key ingredients needed to attract high caliber companies and bring more jobs to Nassau County.

The Nassau County Transportation Education Institute business coalition will: identify necessary skills, competencies and credentials; prioritize hiring qualified participants who complete the grant training program; provide ongoing feedback to FSCJ on suitability of trainees, and support long-term sustainability planning efforts. As evidenced by Table 6, the proposed training in this project integrates industry standards and workforce competencies that are transferable, sustainable and applicable to more than a single employer.

Table 6. Nassau County Transportation Education Institute Skills and Competencies

<i>Commercial Vehicle Driving</i>	Vehicle operation and inspection; air brake component identification; regulations governing commercial vehicle driving; vehicle design, inspection and preventative maintenance; Federal Motor Carrier Safety Regulations (FMCSR) Hours of Service; logbooks; map reading and trip planning; tractor-trailer operation through the use of a high-fidelity driving simulator; fundamental and advanced driving skills; vehicle control skills including straight line and offset backing; parallel and alley docking; driving skills and vehicle control by means of urban, rural and expressway driving on public roadways.
-----------------------------------	---

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

FSCJ will implement a multi-faceted plan to effectively market *Nassau County Transportation Education Institute* programs to prospective participants and recruit populations indicative of need including those who are that are **unemployed, underemployed, low income, incumbent workers, military veterans and their spouses, displaced workers, disadvantaged and underrepresented populations with barriers to employment** and those who have a significant need for workforce training. All participants will be over the age of 18, as required by federal regulation, and not enrolled in secondary education. The following comprehensive strategies will be utilized to identify and select participants:

- 1) Community Partnerships: We will collaborate with the following organizations to refer individuals from the target populations to our program: CareerSource NE FL (Workforce Investment Board), United Way of NE FL; the Nassau County School District; Barnabas Center; Nassau County Economic Development Board. Application materials will be supplied to these sites and information sessions will be held in conjunction with these organizations.
- 2) “Boots on the Ground.” One of our most effective strategies for building interest in programs at FSCJ’s Nassau Center has been to distribute program materials and applications directly to targeted community locations such as hair salons, churches, VFW’s, barber shops, laundromats and restaurants. For additional promotion, the program will look into Nassau County billboards in close proximity of the Nassau Center, ads in local Nassau newspapers, and postcard mailings to targeted Nassau residents. In addition, Nassau Center holds an annual Open House each Spring that materials will be generated. These efforts will help to generate positive “word of mouth” and momentum for our program.
- 3) Social Media/Web: We will use social platforms like FSCJ’s Facebook, Twitter, Instagram and LinkedIn presence to share success stories, disseminate information, post upbeat pictures and videos to build interest, distribute invitations/track attendance for recruitment events and engage in discussion with potential participants, trainees and program graduates. The program will also provide articles in the Collegewide newsletter and FSCJ homepage.
- 4) Aligning with FSCJ’s Recruitment and Marketing resources: FSCJ has vibrant departments of Marketing and Recruitment with great expertise and a collaborative spirit. As part of our proposal design, we met with these departments to discuss how they could help us recruit the target population in a cost-effective way. Recruitment staff have agreed to distribute program materials at college open houses, community fairs and events. FSCJ’s Marketing department committed to use their knowledge of high-impact outreach practices like sequenced messaging, web retargeting, event-based promotion, integrated communications, geo fencing and creative printed materials for recruiting participants.

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

This *Nassau County Transportation Education Institute* proposal is grounded in the Florida College System institution mission and responsibilities criteria outlined in section (s.) 1004.65, Florida Statutes (F.S.). Specifically, through this program, FSCJ will:

- 1) Respond to community needs for education and job training;
- 2) Provide high-quality, affordable education and training opportunities by expanding capacity; and
- 3) Maximize open access for students and serve students from underrepresented backgrounds to promote equity by recruiting individuals who are low-income, unemployed, underemployed, military veterans and their spouses, disadvantaged and/or those with barriers to employment.

In accordance with s. 1004.64(14), F.S., the FSCJ District Board of Trustees adopted the College’s Strategic Plan in 2017. Under Strategic Priority 1: Provide a Student-Centered Education, the College is charged with “increasing access opportunities for student enrollment, persistence and completion into programs that meet the educational needs of Duval and Nassau Counties (*Objective 1.2*). In selecting the proposed programs, FSCJ prepares workers skilled in high-need Transportation-related occupations and meets the institution’s Strategic Priority 2: Impact Community by “bridging educational attainment and workforce needs of our community and business partners (*Objective 2.2*).”

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

Yes No

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.

By 2045, Nassau County’s population is expected to increase by 60% from 80,456 to 128,750. As the region’s population grows, **growth will also occur in demand for transportation moving both people and products**. The proposed transportation workforce investment will improve access to jobs and education strengthening the rural-designated community, creating pathways to jobs, and improve the quality of life in Northeast Florida. While demand for transportation workers will vary by region,

*“The Nassau County Transportation Education Institute would be a **long-term and comprehensive economic development game-changer** for our county and **getting our residents jobs.**”*
-Laura Di Bella, Executive Director, Nassau County Economic Development Board

subsector, and occupation, these workforce changes will result in a large number of job openings for skilled and semi-skilled workers across the transportation sector over the next decade. The *Nassau County Transportation Education Institute* will address the Nassau County and Northeast Florida talent shortage for commercial vehicle drivers and these positions are critical to local businesses like: Rayonier, Landstar, Raven Transport, Suddath, and Florida Rock & Tank Lines.

The proposal focuses on a high-growth employment sector to expand workforce development opportunities for rural unemployed residents. The *Nassau County Transportation*

Education Institute has brought key stakeholders necessary to create accessible career pathways for residents, creating pipelines of opportunity that can be targeted to residents, expanding access to jobs and opportunities through strategic workforce development strategies.

The *Nassau County Transportation Education Institute* will enroll at least 463 students over the three-year project period, with at least 80% of the completers being placed in jobs.

Total Participants Served	463
Total Completers (80% completing)	370
Total Completers Receiving and Industry-Recognized Credential	370
Total Placed in Employment (80% of Completers placed in jobs within three months of program completion)	296

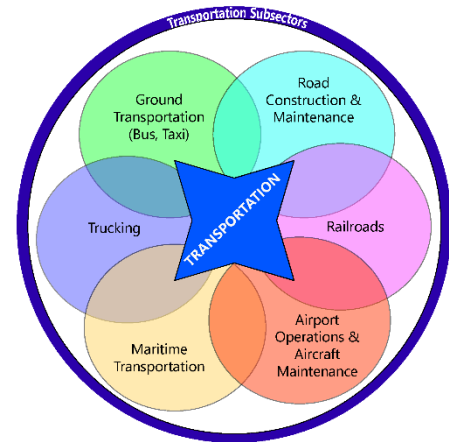
2. Additional information:

(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.

Currently, FSCJ’s Nassau Center does not have the adequate training equipment to offer workforce certificate programs for Commercial Vehicle Driving. Florida Job Growth grant funds will build FSCJ’s capacity to offer this program in Nassau County to meet the growing workforce needs of our coalition of industry partners. Grant funds will be used to purchase the training equipment we need to offer these programs at FSCJ’s Nassau Center. Tuition, credential testing fees, and job placement assistance will further support expansion of the programs by attracting and therefore serving more students in our programs in Nassau County.

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



- Yes No

If yes, please indicate the specific targeted industries with which the proposal aligns.
 If no, with which industries does the proposal align?

The transportation subsector of trucking from the proposed *Nassau County Transportation Education Institute* project directly aligns with Florida’s targeted industries of Homeland Security/Defense (*Transportation*) and Other Manufacturing (*Automotive*). In addition to the statewide targeted industries, this proposal aligns with the U.S. Department of Education, U.S. Department of Transportation, and U.S. Department of Labor analysis of future growth areas and employment “hot spots” in the transportation industry.⁸

- C. Does the proposal align with an occupation(s) on the Statewide Demand Occupations List and/or the Regional Demand Occupations List?

Figure 4 Transportation Subsectors

- Yes No

⁸https://s3.amazonaws.com/PCRN/docs/Strengthening_Skills_Training_and_Career_Pathways_Across_Transportation_Industry_Data_Report_091115.pdf

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

Table 8. 2019-2020 Regional and State Demand Occupations List * Identified as EFI Targeted Industry						
SOC	SOC Occupational Title	Annual Job Openings*		Mean Hourly Wage	% Growth	
		Region 8	FL		Region 8	FL
53-3032	Heavy and Tractor-Trailer Truck Drivers*	1,390	11,150	\$22.33	1.00	1.21
53-3021	Bus Drivers, Transit and Intercity*	1,524	1,524	\$16.28	1.38	1.38
53-1031	First-Lane Superv. Of Material-Moving Vehicle Operators*	133	1,392	\$26.47	.97	1.29

- 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.

FSCJ’s *Nassau Transportation Education Institute* Commercial Motor Vehicle training will be offered face-to-face at FSCJ. To maximize career pathway access identified in **Figure 3**, FSCJ’s Supply Chain Management A.S. and Logistics B.A.S. courses are offered online.

- E. Indicate the number of anticipated annual enrolled students and completers in the proposed program.
- Number of anticipated annual enrolled students: 154
 - Number of anticipated annual completers: 123
- F. Indicate the length of the program (e.g., quarters, semesters, weeks, etc.), including anticipated beginning and ending dates.

Begin Date: 10/1/2019 End Date: 09/30/2022

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

The *Nassau County Transportation Education Institute* will endure beyond the grant term, and the partners will continue to provide support, training, curriculum adjustments and assistance, thus creating viable sustainability strategies through college institutionalization. **The investment of Florida Job Growth grant funds to establish the workforce training program in Nassau County will net a robust return-on-investment.** During the grant period, FSCJ will build strong student enrollments that will drive future life of the Commercial Vehicle Driving program at FSCJ’s Nassau Center in Nassau County.

Equipment purchased through grant funds will also support future training. For sustainability, FSCJ will continue to support established systems designed to leverage training funds such as those awarded by **CareerSource Northeast Florida WIOA and Learn, Return & Earn programs that provide scholarships for students entering programs aligned to in-demand occupations and industries.** The scholarship provides funds for tuition, student fees, and books. The Institute personnel will assist students in qualifying for the scholarship, through assistance with the application, pre-hire letters, background checks, assessments, and Employ Florida Marketplace enrollment, if applicable. Additionally, the FSCJ Foundation’s **FSCJ Works** initiative will support project sustainability efforts through raising corporate funds to help continue the *Nassau County Transportation Education Institute* activities.

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 completers in each code, corresponding with Section E.

Table 9. Length of Program, Credentials, and % of Completers

FSCJ program of study	Degree and length of time	Industry Recognized Credential	CIP Code	% of completers for each CIP
Commercial Vehicle Driving	320 contact hours/8 weeks	Class A Commercial Driver’s License (CDL); Class B; Class C	649020500	363 (over the entire project period)

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).

Florida State College at Jacksonville – 35.9% facilities and administrative match at a total of \$977,310.01 over the project period.

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

Please see the following attached letters of support including:

- Florida State College at Jacksonville
- Nassau County Economic Development Board
- Nassau County Chamber of Commerce
- CareerSource of Northeast Florida
- Rayonier
- Stein Mart
- Windy Hill Foliage Inc.
- Schneider
- Miller Electric Company
- Cypress Truck Lines, Inc.

Additional information provided are the representative schematics for the Truck Driving range/practice yard to be established at the FSCJ Nassau Center.

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** \$ 2,979,543.20
 Florida Job Growth Grant Fund

A. Other Workforce Training Project Funding: Sources:

City/County	\$	
Private Sources	\$	
Other (grants, etc.)	\$	\$977,310.01
Total Other Funding	\$	

Please Specify: FSCJ -35.9% facilities and administrative match

B. Workforce Training Project Costs:

Equipment	\$	185,000.00
Personnel	\$	195,912.00
Facilities	\$	2,000,000.00
Tuition	\$	491,400.00
Training Materials	\$	12,000.00
Other	\$	95,231.20
Total Project Costs	\$	3,956,853.21

Please Specify: Marketing=\$20,000
Printing=\$3,000
Indirect=\$72,2231.20

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

C. 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.

Please see the attached budget narrative which is aligned with the project costs above and considers the project deliverables and the project timeline. Additionally, the timeline for the *Nassau County Transportation Education Institute* on pages 9 and 10 detail the deliverables and tasks related to equipment purchases.

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)?

The FSCJ General Counsel’s Office conducts an internal review of any grant agreement/contract prior to College President signature and execution of the program.

- 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.

Not applicable

- ii. State whether entity is willing and able to hold special meetings, and if so, upon how many days’ notice.


Not applicable

- 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.

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.

RULES OF THE BOARD OF TRUSTEES		
NUMBER	TITLE	PAGE
6Hx7-2.5	Signing Authority	2 - 17

- (1) The Chairman of the District Board of Trustees and the College President, or designee, shall have the authority to sign checks, contracts and other documents reflecting action by the Board as appropriate.
- A. In furtherance thereof, the College President designates:
1. the Provost/Vice President of Academic Affairs, Vice President of Business Services or the Associate Vice President of Finance, or designee, to sign contracts, external funding proposals and other documents and reports affecting or reporting on the operations of the College or other documents on behalf of the College President as appropriate;
 2. the Associate Vice President of Finance to sign financial documents and reports for the financial operation of the College;
 3. the Vice President of Institutional Advancement and Effectiveness and the Director of Resource Development to sign external grant funding proposals and associated documents on behalf of the College President;
 4. the Chief Business Affairs Officer and the Executive Director, Purchasing and Auxiliary Services, or designee, to sign contracts and purchase orders;
 5. the Registrar to sign College transcripts;
 6. the Director of Financial Aid to sign financial aid awards and termination letters;
 7. the Vice President of Student Services, the Director of Admissions, or their designees, to sign enrollment verifications and student mailings;
 8. the Executive Chairs/Campus Presidents, or their designees, to sign facility rental agreements and other campus-oriented agreements as appropriate and not otherwise in conflict with any other provision of this Rule; and
 9. the appropriate Vice President and/or Executive Chair/Campus President to sign customized training contracts;
 10. the Director of Risk Management to sign risk management documents and reports for the risk management operations of the College;
 11. the Vice President of Business Services, Chief Business Affairs Officer, or Director of

RULES OF THE BOARD OF TRUSTEES		
NUMBER	TITLE	PAGE
	6Hx7-2.5	2 – 17.1

Risk Management to negotiate and settle as appropriate liability and workers' compensation claims that are less than the College's \$200,000 insurance deductible and within budgeted spending authority.

12. the Executive Director Public Safety, Campus Security and Veteran Services or designee to sign training agreements/training contracts, facility use agreements and training certificates

13. the Vice President of Institutional Advancement and Effectiveness to sign state and federal reporting certifications and associated documents on behalf of the College President.

(2) The execution of any signature on behalf of the College shall be in furtherance of the approval granted by the College President and the District Board of Trustees.

(General Authority: F.S. 1001.64, 1001.65)

(Adopted 07/01/74, Revised 06/23/80, 3/20/85, 06/23/87, 05/27/93, 09/12/95, 10/05/99, 09/05/00, 12/05/00, 05/01/01, 06/07/05, 06/06/06, 04/07/11, 08/13/13, 04/08/14, 09/09/14, 06/14/16 Formerly 2.9)

Budget Narrative
Florida Job Growth Grant – Florida State College at Jacksonville
Nassau County Transportation Education Institute

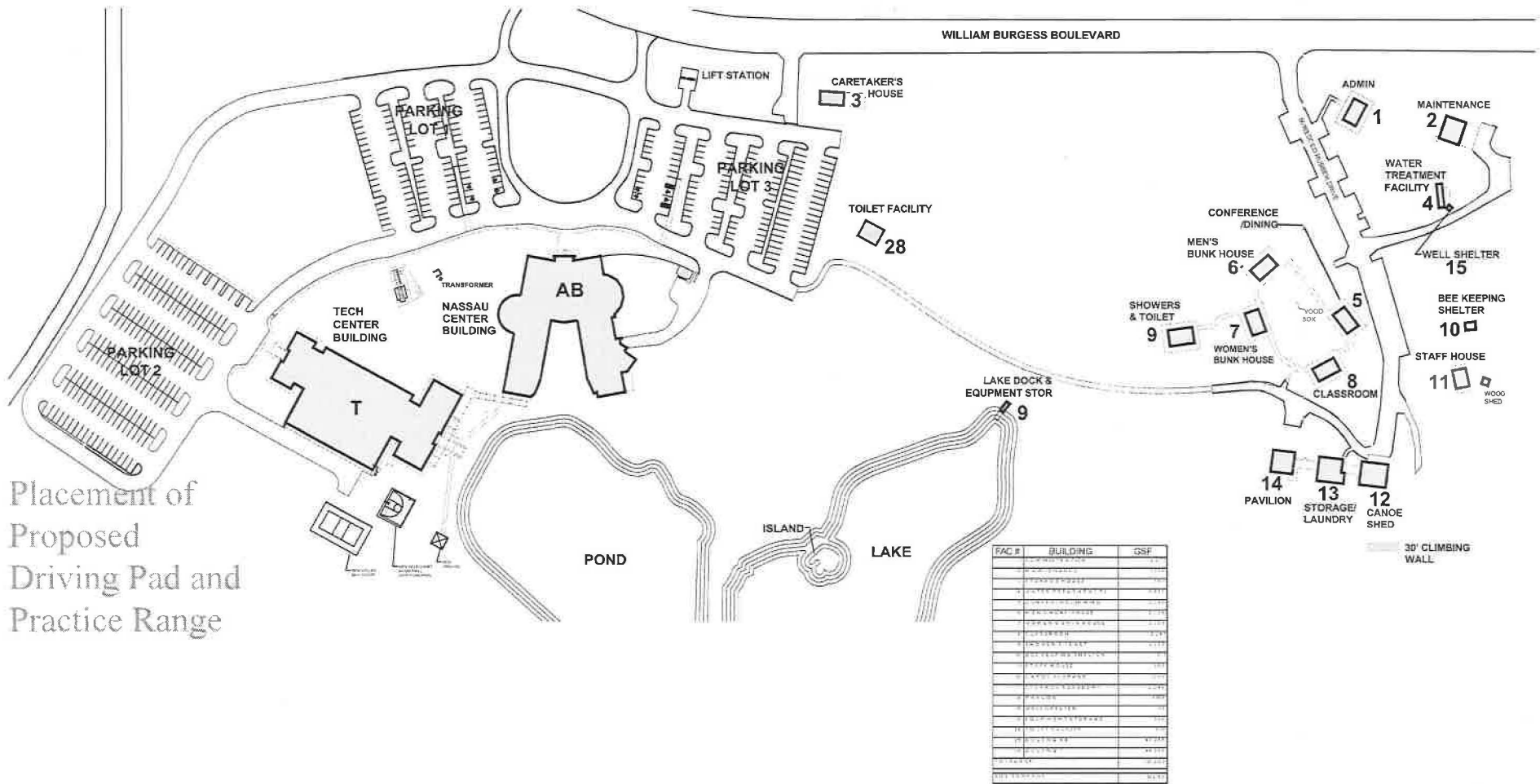
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>3-Year Total</i>
EQUIPMENT				
Equipment for workforce training: • 1 Box truck (purchased used): \$35,000 • 3 tractor-trailer trucks (purchased used): \$50,000 x 3 = \$150,000	\$185,000.00	\$0.00	\$0.00	\$185,000.00
Subtotal, Equipment	\$185,000.00	\$0.00	\$0.00	\$185,000.00
PERSONNEL – Direct Support to Project				
Salary, Project Coordinator – (Full-time, will dedicate 100% of time to project.) Coordinator provides overall supervision including budget and facilities coordination. The Coordinator provides assistance to grant participant intake and registration process, recruitment, enrollment development and follow up with students to provide support services/job placement.	\$46,656.00	\$47,966.00	\$49,315.00	\$143,937.00
Benefits, Project Coordinator – Benefits for full-time employees consist of federally mandated FICA @ .0620% of salary, worker's comp @ .003937% of salary, Medicare @ .0145% of salary; plus .0826% of salary toward Florida Retirement System premium, disability insurance @ .0024% of salary, life insurance @ .0023% of salary, health insurance at \$730.10 per month, and dental/vision insurance @ \$43.02 per month.	\$17,103.00	\$17,323.00	\$17,549.00	\$51,975.00
Subtotal, Personnel	\$63,759.00	\$65,289.00	\$66,864.00	\$195,912.00
FACILITIES				
Design (\$200,000), permitting (\$15,000), land clearing (\$50,000), and development of the Driving Pad and Track (\$1,735,000). The driving pad will include 5.7 acres of pavement area with stormwater drainage. The driving track will be approximately 1 mile in length (2.9 acres total) with stormwater drainage. The existing entrance and parking lot road will be improved to handle the increased truck traffic.	\$2,000,000.00	\$0.00	\$0.00	\$2,000,000.00
Subtotal, Facilities	\$2,000,000.00	\$0.00	\$0.00	\$2,000,000.00
SCHOLARSHIPS FOR COST OF ATTENDANCE				
Scholarships to cover tuition and fees estimated at an average of \$1,061.33 per student. It is expected that students may qualify for other workforce training funds such as WIOA; any excess funds from this line item will be utilized when participants need additional funds for training and credentials including testing fees for certifications and endorsements.	\$163,800.00	\$163,800.00	\$163,800.00	\$491,400.00
Subtotal, Tuition	\$163,800.00	\$163,800.00	\$163,800.00	\$491,400.00
TRAINING MATERIALS				
Educational Materials – continuing workforce education, certificate and degree programs and other instructional materials and other instructional materials such as DMV test prep materials, educational videos, cones, and barrels, etc.	\$5,000.00	\$5,000.00	\$2,000.00	\$12,000.00
Subtotal, Training Materials	\$5,000.00	\$5,000.00	\$2,000.00	\$12,000.00

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>3-Year Total</i>
OTHER				
Marketing/Outreach to recruit participants, include efforts such as direct mailings, flyers, Internet advertisements and billboards. First year launch funds include the following estimates: Static billboards in Nassau County; Postcard mailing to Nassau residents; Digital marketing campaign (web retargeting/geofencing); Print materials (brochures/fliers); and Newspaper ads (local Nassau papers). Years 2 and 3 will include continued use of most effective strategies.	\$10,000.00	\$5,000.00	\$5,000.00	\$20,000.00
Printing and Duplicating	\$1,250.00	\$1,250.00	\$500.00	\$3,000.00
Subtotal, Other	\$11,250.00	\$6,250.00	\$5,500.00	\$23,000.00

PROJECT DIRECT COSTS	\$2,428,809.00	\$240,339.00	\$238,164.00	\$2,907,312.00
Indirect Cost (calculated at 10%). FSCJ's negotiated rate is 45.9% as approved by DHHS.				
Personnel	\$6,375.90	\$6,528.90	\$6,686.40	\$19,591.20
Tuition	\$16,380.00	\$16,380.00	\$16,380.00	\$49,140.00
Training Materials	\$500.00	\$500.00	\$200.00	\$1,200.00
Other	\$1,125.00	\$625.00	\$550.00	\$2,300.00
Subtotal, Indirect Cost Recovery	\$24,380.90	\$24,033.90	\$23,816.40	\$72,231.20

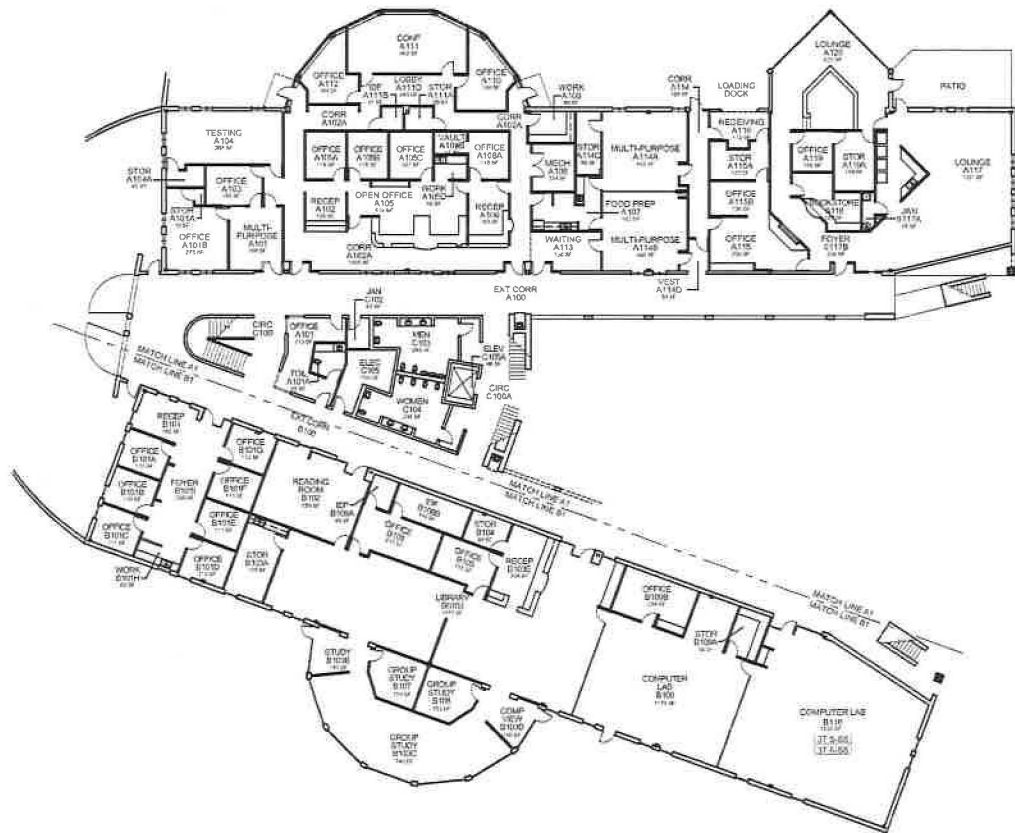
TOTAL PROJECT REQUEST from DEO	\$2,453,189.90	\$264,372.90	\$261,980.40	\$2,979,543.20
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FSCJ Match – 35.9% unrecovered portion from approved Indirect Cost Rate.	\$805,527.43	\$86,281.70	\$85,500.88	\$977,310.01
Total, FSCJ Match	\$805,527.43	\$86,281.70	\$85,500.88	\$977,310.01
TOTAL PROJECT BUDGET	\$3,258,717.33	\$350,654.60	\$347,481.28	\$3,956,853.21

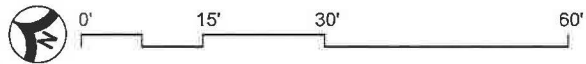


Placement of
Proposed
Driving Pad and
Practice Range



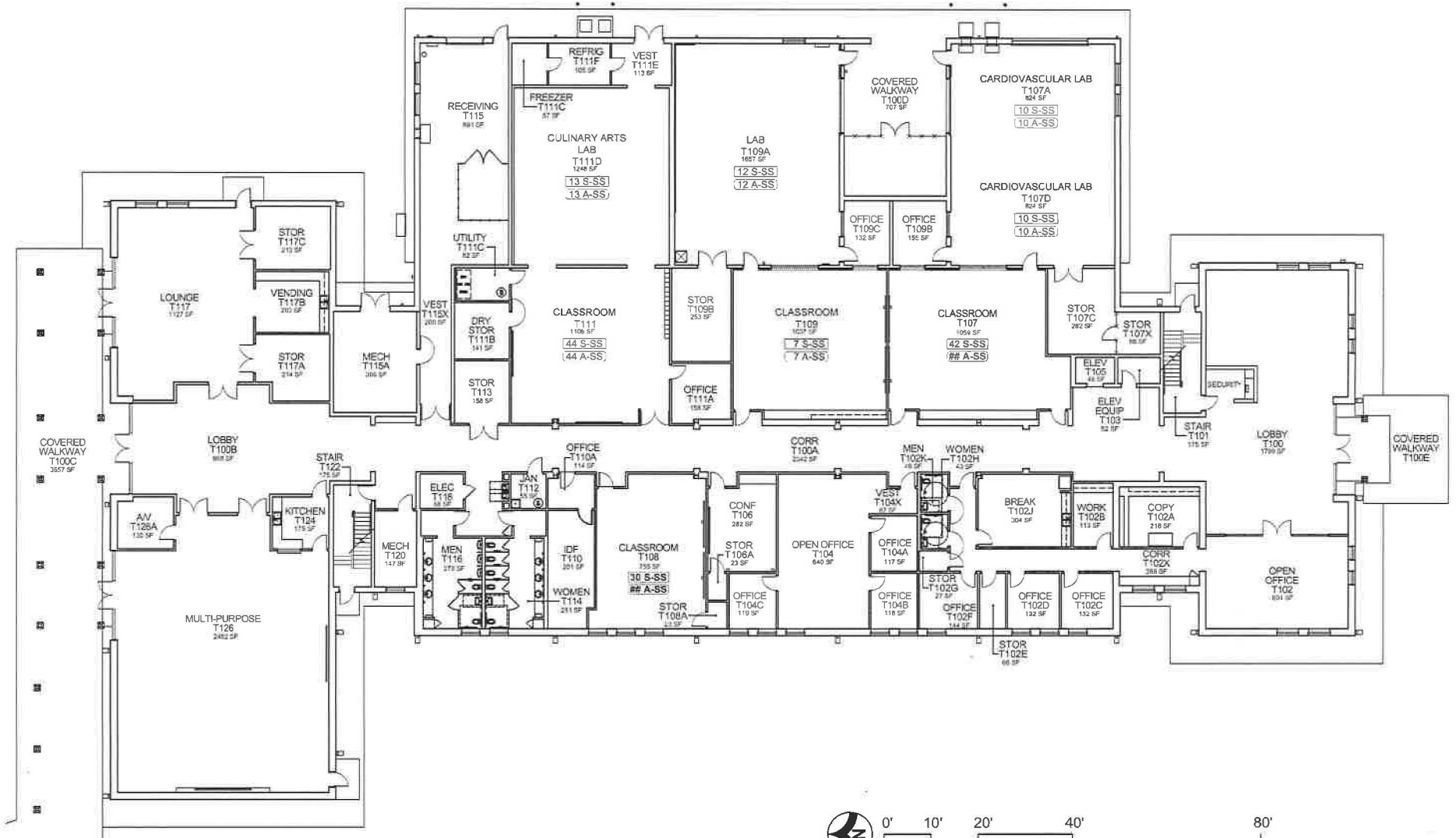


FACILITIES MANAGEMENT & CONSTRUCTION
 FLORIDA STATE COLLEGE at JACKSONVILLE
 JACKSONVILLE, FL 32202
 904-632-3368



FIRST FLOOR - BUILDING AB
 NASSAU CENTER, SITE 6, FAC 29

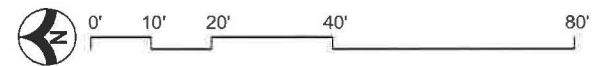
JUNE 13, 2018
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FACILITIES MANAGEMENT & CONSTRUCTION
 FLORIDA STATE COLLEGE at JACKSONVILLE
 JACKSONVILLE, FL 32202
 904-632-3368

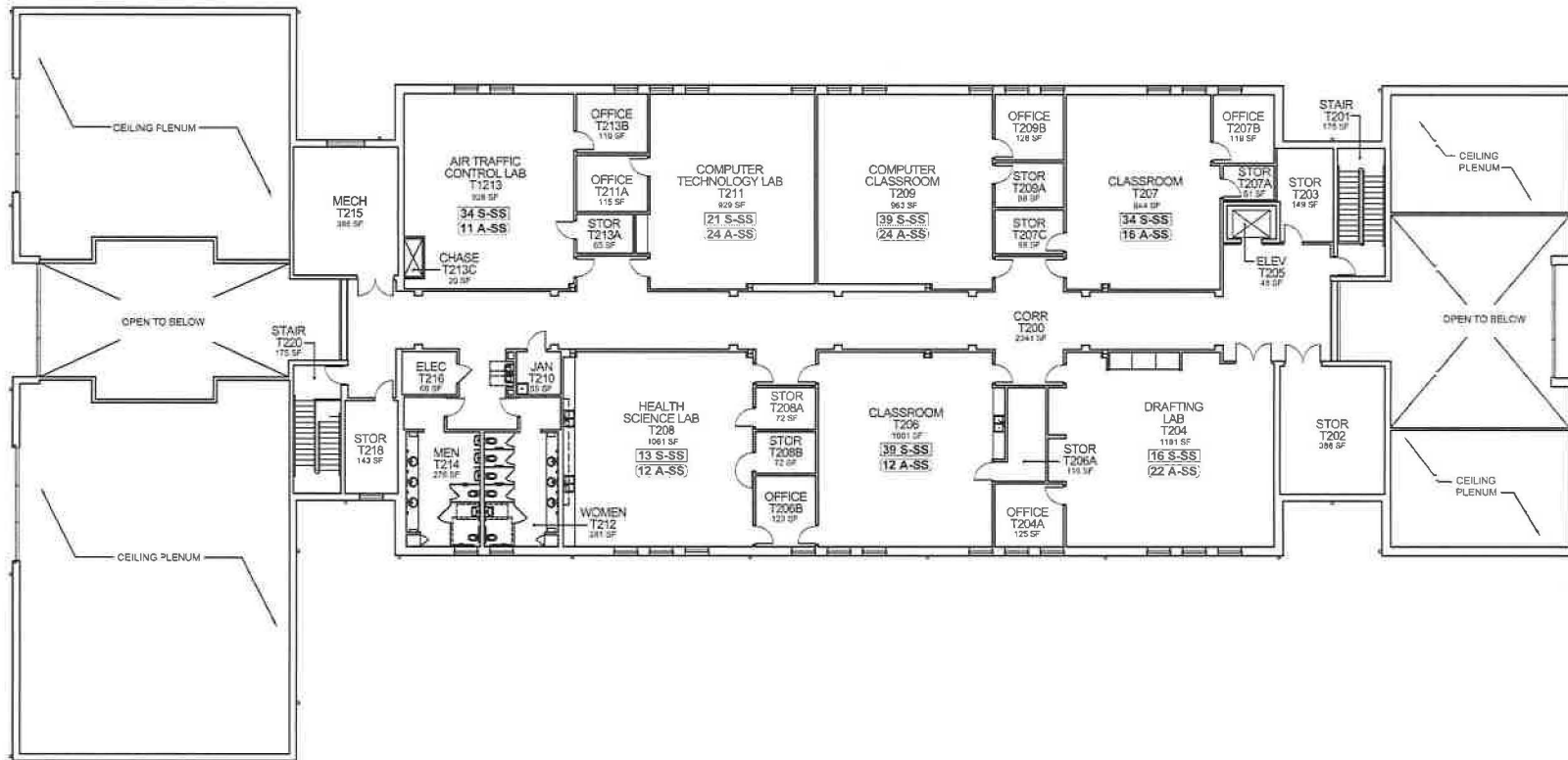
LEGEND

# SF	NET AREA - SQUARE FEET
# S-SS	STATE APPROVED STUDENT STATIONS
# A-SS	ACTUAL STUDENT STATIONS



FIRST FLOOR - BUILDING T
 NASSAU CENTER, SITE 6, FAC 30

JUNE 13, 2018
T1



FACILITIES MANAGEMENT & CONSTRUCTION
 FLORIDA STATE COLLEGE at JACKSONVILLE
 JACKSONVILLE, FL 32202
 904-632-3368

LEGEND

SF NET AREA - SQUARE FEET
 # S-SS STATE APPROVED STUDENT STATIONS
 # A-SS ACTUAL STUDENT STATIONS



SECOND FLOOR - BUILDING T
 NASSAU CENTER, SITE 6, FAC 30

JUNE 13, 2018

T2



August 23, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399-4120

Dear Mr. Lawson:

On behalf of the Nassau County Economic Development Board (NCEDB) and the Port of Fernandina, I am pleased to provide full support to Florida State College at Jacksonville's Nassau County Transportation Education Institute program expansion of Commercial Vehicle Driving to Nassau County. The project will be a long-term and comprehensive economic development game-changer for our county and getting our residents jobs.

NCEDB serves as the unified voice and single point-of-contact representing Nassau County, Florida as a desirable place to relocate a business or to grow and expand an existing business. Our mission is simple: to create, grow and attract business investment to Nassau County, Florida, and offer high-wage jobs to its residents and our future workforce. The Port of Fernandina is located on Florida's Atlantic coast and provides terminal service to numerous pulp and paper producers located throughout Florida and the Southeastern United States, as well as, steel export services to mills in the Southeast.

The Nassau County Transportation Education Institute can provide the proper training to ensure an adequate pool of qualified drivers in our region. NCEDB and the Port of Fernandina look forward to having an active role in FSCJ's project here in Nassau County.

Sincerely,

Laura DiBella
Executive Director, Nassau County Economic Development Board (NCEDB)
Port Director, Port of Fernandina

- Laura DiBella
Executive Director
- Sherri Mitchell
Director Workforce
Development
- Ta'Nasha Parker
Economic
Development Support
- Roger Rassman
Chairman
- Randy Knagge
Vice-Chairman
- Randy Knagge
Treasurer
- Royce Proctor
Immediate Past Chair
- Vicki Beaudry
- David Buchanan
- Jim Bush
- Mike Cole
- Chris Corr
- Pat Edwards
- Danny Fullwood
- Jodi Henson
- Ed Hubel
- Brent Lemond
- Donna Martin
- C.A. McDonald
- Carmen North
- Ronald "Chip" Ross
- Eric Schmidt
- Michael Cassel
- Jonathan Petree
- James Weaver
- Tracy Nazzaro



August 27, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee FL 32399-4120

Dear Mr. Lawson:

The Nassau County (Florida) Chamber of Commerce enthusiastically endorses Florida State College at Jacksonville's proposed *Nassau County Transportation Institute* program, which will expand a Commercial Motor Vehicle Driving program to the county.

The Chamber is a membership-based association of Nassau County businesses, professional leaders, and individuals working together to provide leadership that will aggressively promote and defend responsible economic growth, employment opportunities, government, and excellence in education and quality of life.

The county is bisected by busy Interstate 95 and positioned about equidistant between Miami and Charlotte, N.C. Transport is an important segment of our economy, and business leaders in the county are keenly aware of the need for more drivers with a commercial license or CDL.

The *Nassau County Transportation Institute* will provide a relatively fast, yet comprehensive, way for students to earn a Class "A" CDL through a 320-hour program that will provide behind-the-wheel experience on a realistic practice yard. Completers will have the opportunity to continue on and earn the Class "B" and Class "C" CDLs.

The Nassau County Chamber of Commerce looks forward to this worthwhile and needed program being implemented in the county, and we will work in any way we can to ensure its success.

Sincerely,

Regina Duncan
Nassau County Chamber of Commerce President



August 26, 2019

Mr. Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399-4120

Dear Mr. Lawson:

CareerSource Northeast Florida is pleased to support the proposed *Nassau County Transportation Education Institute* and its program expansion of Commercial Vehicle Driving to Nassau County.

CareerSource Northeast Florida provides innovative services that build a talent pipeline for the jobs of today and the future. Our legal name – First Coast Workforce Development Inc. – reflects our role as a publicly funded agency that provides workforce-related services to Baker, Clay, Duval, Nassau, Putnam and St. Johns counties in Northeast Florida. We open the door to improved employment opportunities through education, training and career services for workers.

CareerSource Northeast Florida will assist this worthwhile project by referring students for training; providing wraparound services to students, such as job placement assistance; and disseminating information to area employers who desire training for potential new hires.

The *Nassau County Transportation Education Institute* can provide the proper training to ensure an adequate pool of qualified drivers in Florida. Again, CareerSource Northeast Florida looks forward to having an active role in FSCJ's project in Nassau County.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bruce Ferguson, Jr.", is written over a white rectangular background.

Bruce Ferguson, Jr.
President



August 26, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399-4120

Dear Mr. Lawson:

I am pleased to provide this letter of support for Florida State College at Jacksonville's *Nassau County Transportation Education Institute* proposal. For years, companies in Nassau County have struggled to find trained Truck Drivers for our job openings. The jobs are here, but the educational programs to prepare people are not.

Rayonier is a leading timberland real estate investment trust (REIT) that owns, leases, or manages approximately 2.7 million acres of timberlands located in the U.S. South, U.S. Pacific Northwest and New Zealand. The company started 90 years ago in western Washington and relocated its headquarters to Jacksonville from Stamford, Connecticut in 2000. We recently opened a new 55,000-square-foot headquarters building in the heart of Nassau County's Wildlight Village. As our CEO and President has said, we firmly believe that the success of our company goes hand-in-hand with the prosperity of the community.

With this grant program, Florida State College at Jacksonville will significantly advance the County's long-term economic and workforce development goals. Establishing the *Nassau County Transportation Education Institute* will meet our community's workforce needs by eliminating education and training barriers while broadening the transportation talent pool to sustain a safe and efficient supply chain. The program will help our undereducated and underemployed residents by providing opportunities for people to significantly increase earning potential.

I ask that you please give full consideration to this groundbreaking project.

Sincerely,



Michael M. Bell
Vice President, Public Affairs



1200 RIVERPLACE BOULEVARD • JACKSONVILLE, FL 32207-1809 • (904) 346-1500

August 28, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399-4120

Dear Mr. Lawson:

As the Chief Executive Officer of Stein Mart, Inc., I'm pleased to express my company's support for the proposed *Nassau County Transportation Institute* and its expansion of a Commercial Motor Vehicle Driving program to Nassau County, Fla.

Stein Mart was founded by Sam Stein in the early 1900's. Our buyers hunt for surprising finds by up-and-coming designers and one-of-a-kind boutique pieces that will be offered in one of our 283 stores or on our web site at incredibly low prices.

Stein Mart relies on the trucking industry to distribute merchandise throughout our retail network. We are aware that a lack of candidates with a Commercial Driver's License (CDL) is preventing many trucking companies from finding all the drivers they need. The *Nassau County Transportation Institute* will provide those who would like to occupy the cabs of those trucks with a relatively quick, yet comprehensive, way to earn a Class "A" CDL while offering the opportunity to continue on toward Class "B" and "C" CDLs. This 320-hour program will offer actual behind-the-wheel experience on a true-to-life practice yard.

I and all of my logistics colleagues at Stein Mart are willing to assist this worthwhile and needed program in any way we can.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Hunt Hawkins". The signature is fluid and cursive, with a long horizontal stroke at the end.

D. Hunt Hawkins
Chief Executive Officer
Stein Mart Inc.



A better transportation experience.

August 19, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399-4120

Dear Mr. Lawson:

On behalf of Windy Hill Foliage Inc., I am happy to support the proposed *Nassau County Transportation Institute* and its program expansion of Commercial Vehicle Driving to Nassau County.

Wendy Hill Foliage is a family-owned company that was originated as a wholesale plant business operated by Jack and Janice Shortt in Marshfield, Wis. The Shortts incorporated the firm in 1976, and expanded into trucking after purchasing a terminal in Eustis, Fla. In 1985 the Shortts decided to focus solely on transportation, and today Wendy Hill Foliage maintains a fleet of 150 conventional tractors and 300 trailers.

There is always a need for qualified drivers at Windy Hill Foliage. We have had to let many driver vacancies go unfilled because of a lack of applicants holding a Class A Commercial Driver's License (CDL).

By allowing aspiring drivers to quickly obtain a Class A CDL and go on to earn the Class B and/or Class C CDLs, the *Nassau County Transportation Institute* will increase the pool of potential applicants for commercial transportation companies in this region. Windy Hill Foliage is pleased to endorse this program.

Sincerely,

A handwritten signature in blue ink, appearing to read "Donnie Graves", is written over a horizontal line.

Donnie Graves
Senior Filed Recruiter – Florida Division
Windy Hill Foliage



Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street Caldwell Building
Tallahassee, Florida 32399-4120

Dear Mr. Lawson:

On behalf of Schneider, I am happy to support the proposed Nassau County Transportation Institute and its program expansion of Commercial Vehicle Driving to Nassau County.

Schneider is a premier provider of transportation and logistics services. With \$4.8 billion in revenue in 2018, Schneider offers one of the broadest portfolios in the trucking industry. Our solutions include Regional and Long-Haul Truckload, Expedited, Dedicated, Bulk, Intermodal, Final Mile, LTL, Brokerage, Warehousing, Supply Chain Management, and Port Logistics.

Schneider has driver vacancies we are not able to fill because of the lack of candidates with a Commercial Driver's License (CDL). The Nassau County Transportation Institute will provide aspiring truck drivers with a relatively quick yet comprehensive way to earn a Class "A" CDL. The 320-hour program, offering actual behind-the-wheel experience on a true-to-life practice yard, will allow students to quickly obtain a Class "A" CDL while offering the opportunity to continue on toward the Class "B" and "C" CDLs.

I, along with my colleagues at Schneider, support this program and we are willing to assist in any way we can.

Sincerely,

Terrence K. Henry

Terrence Henry
Recruiting Manager (GA/FL)
404-640-8926



MILLER ELECTRIC COMPANY

Powering the Possibilities

P.O. Box 1799 (32201)
6805 Southpoint Parkway, Jacksonville FL 32216

August 28, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee FL 32399-4120

Dear Mr. Lawson:

Miller Electric Company is pleased to endorse this initiative by Florida State College at Jacksonville, *Nassau County Transportation Institute*, to expand a Commercial Motor Vehicle Driving program to Nassau County in Northeast Florida.

Founded in 1928 by Henry G. Miller, Miller Electric Company has grown from a local electrical contractor, to a national company with a diversified range of services. With over 2,000 employees, we are a licensed electrical contractor in almost 50 states. We have worked hard to preserve our founder's principles of quality and customer service while expanding our reach and capabilities. We maintain a commitment to a healthy balance sheet, and strong surety and banking relationships, which allow us to continue to internally finance our operations.

Our work involves using large commercial truck cranes, dump trucks and auger trucks and we struggle to have enough CDL licensed drivers to cover all of our projects. The *Nassau County Transportation Institute* will train drivers to fill some of the truck cabs that are vacant due to an insufficient number of applicants holding a Commercial Driver's License (CDL). This program will provide potential truck drivers with a relatively quick yet comprehensive way to earn a Class "A" CDL through a 320-hour program that will give them actual behind-the-wheel experience on a true-to-life practice yard. Once obtaining a Class "A" CDL, completers will be able to earn a Class "B" and Class "C" license.

The *Nassau County Transportation Institute* will broaden the transportation talent pool to help sustain a safe and efficient supply chain of qualified drivers. Miller Electric Company asks that you give full consideration to this worthwhile and needed program.

Respectfully,

A handwritten signature in black ink that reads "Tim Hinson". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Tim Hinson
Director of Corporate Training
Miller Electric Company
[904-388-8000](tel:904-388-8000)
thinson@mecojax.com

Aug 21 19, 08:26a

p.1

CYPRESS
TRUCK LINES, INC.

August 19, 2019

Ken Lawson
Executive Director
Department of Economic Opportunity
107 East Madison Street
Caldwell Building
Tallahassee, Florida 32399-4120

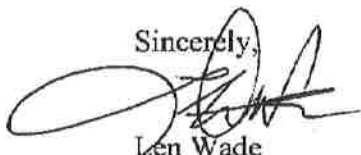
Dear Mr. Lawson:

On behalf of Cypress Truck Lines Inc., I am happy to support the proposed *Nassau County Transportation Institute* and its program expansion of Commercial Vehicle Driving to Nassau County.

Cypress Truck Lines is a family-owned and operated trucking company based in Jacksonville. Our strategically located terminals are in Jacksonville, FL, Tampa, FL, Abilene, TX, Smyrna GA, Wilmington NC (Leland), and South Pittsburg TN. With more than 1,200 flatbed trailers in our fleet, we are able to spot trailers at numerous sites throughout the country to be pre-loaded to allow most of our loads to be drop and hook.

It is well documented that the trucking industry is dealing with a shortage of qualified commercial vehicle drivers. Establishment of a practice yard for student truck drivers at FSCJ's Nassau Center will benefit our operations, not just in Jacksonville and Tampa but also in Georgia, North Carolina and South Carolina. Aspiring drivers from this region will benefit greatly from having a site where they can practice handling a big rig without worries about other traffic. Such practice will allow them to safely handle driving the large trucks in our fleet on actual runs. I, along with my colleagues at Cypress Truck Lines, are enthused about the *Nassau County Transportation Institute*, and we are willing to assist in any way we can to ensure its success.

Sincerely,



Len Wade
Student Development