



2018-2019 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: DeSoto County Board of County Commissioners

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

Primary Contact Name: Michael Taber

Title: Economic and Tourism Development Coordinator

Mailing Address: 201 E Oak St
Arcadia, FL 34266

Phone Number: 863-993-4800

Email: m.taber@desotobocc.com

Secondary Contact Name: Mandy Hines

Title: County Administrator

Phone Number: 863-993-4800

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 criteria established by the state colleges and state technical centers.
- Prohibit the exclusion of applicants who are unemployed or underemployed.



Florida Job Growth Grant Fund Workforce Training Grant Proposal

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Entity Information

Name of Entity: Nuco Citrus, LLC

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

Contact Information:

Primary Contact Name: Annie Hong

Title: Director of Project Finance

Mailing Address: 20 S. Swinton Ave
Delray Beach, FL 33444

Phone Number: 718-795-5957

Email: ahong@nucocitrus.com

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.

Citrus Processing Workforce Revitalization Pogram

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

This program represents a strong and experienced partnership with DeSoto County, South Florida State College, DeSoto County School Board, and participating South Florida Citrus Processors.

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

See attached

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

This program is available to the complete public for enrollment.

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

See attached

- 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.

See attached

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.

-
- 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

- 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?

See attached

- 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

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

See attached

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

Begin Date: See attach

End Date: See attach

See attached

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

See attached

- 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

- 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

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

See attached

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** \$ 5,131,409
 Florida Job Growth Grant Fund _____

2.) Other Workforce Training Project Funding Sources:

City/County \$ _____
 Private Sources \$ 1,100,000 in kind _____

Other (grants, etc.) \$ _____
 Total Other Funding \$ _____

Please Specify: _____

3.) Workforce Training Project Costs:

Equipment \$ 1,015,000 _____
 Personnel \$ 2,089,866 _____
 Facilities \$ 640,000 _____
 Tuition \$ 1,500,000 _____
 Training Materials \$ 75,000 _____

Other \$ 540,000 _____
Total Project Costs \$ 6,231,409 _____

Please Specify: Online Devel

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

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)?

Approval by Board of County Commissioners

- 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.

DeSoto County Board of County Commissioners meet on the second Tuesday and the fourth Tuesday of each month. We would need notice by the Wednesday prior to the upcoming meeting.

- 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

WORKFORCE TRAINING GRANT PROPOSAL

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: DeSoto County

Name and Title of Authorized Representative: Mandy Hines, County Administrator

Representative Signature: *Mandy Hines*


Signature Date: 11/20/18



I, the undersigned, do hereby certify that I have express authority to sign this proposal on behalf of the above-described entity.

Name of Entity: Nuco Citrus, LLC

Name and Title of Authorized Representative: Frederick Beckett, CEO

Representative Signature: 

Signature Date: 15 Nov 2018

Nuco Citrus Proposal
Citrus Processing Workforce Revitalization Program
(CPWRP)

Submission is response to the
Florida Job Growth Grant Fund Workforce Training Grant

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Citrus Processing Workforce Revitalization Program (CPWRP) Florida Job Growth Grant Fund Workforce Training Grant Proposal

1. Program Requirements

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

Citrus Processing Workforce Revitalization Program (CPWRP)

Citrus Processing Workforce Revitalization Program (CPWRP) represents a strong and experienced partnership between South Florida State College (SFSC), the DeSoto County Board of Education and participating South Florida Citrus Processors to develop an innovative and lasting workforce education model with statewide impact. **Citrus Processing Workforce Revitalization Program (CPWRP)** will leverage a best practice workforce development model, and expand the support system directly into the instructional program offering students enhanced on-site support to ensure their success.

- *Citrus Processing Workforce Revitalization Program (CPWRP)* strategies will help employers meet industry demand and market forecasts in
 - Juice
 - Pectin, Juice Byproducts and essential oils
 - Cattle Feed

The *CPWRP* **proposal budget request, for \$5,131,409 Million**, allocates funding for the addition of vital equipment and resources needed to provide **1,000 participants** with exposure to relevant technology and processes **over a period of 5 years**. A complete budget narrative is attached to this document.

Program Description:

Citrus Processing Workforce Revitalization Program (CPWRP) will deliver program content using a cohesive, evidence-based approach to aid workers in earning stacked, latticed, and transferrable credentials. Program content will be delivered via face-to-face (classroom and lab) sessions, in plant hands on experiential learning, along with online and technology enabled learning. Program funding will support infrastructure enhancement that increases participant access to and support for industry-specific education, accelerated training and job placement.

The main components of the *CPWRP* approach are: Enhancement of infrastructure, Accelerated Training, Job Placement and Follow up. Participants will receive program support through Outreach and Assessment, Workplace Soft Skills Development, Case Management, Enrollment and Training, Work Readiness and Career Exploration Opportunities.

Infrastructure Enhancement: Using the national certifications such as the National Association of Manufacturers (NAM) endorsed Manufacturing Skills Certification System as a program model for training and certifications, *CPWRP* will include competency-based, customized education and training for the manufacturing of Citrus Products and Byproducts market sectors. There is strong evidence that the alignment of training with industry recognized skills certification systems is a promising practice offering high internal and external validity. Realignment and integration of programs across all related academic and career pathways, including standardization of training to meet national certification criteria will provide students with a holistic view to relationships between advanced industries. Business and industry will also benefit from creation of a focal point through which

they can access relevant training for current workers and seek prospective applicants.

Accelerated Training: A 2014 survey of Florida manufacturers measured employer success- or lack thereof- in recruiting skilled workers, and the impact of worker shortages on business operations. Highest shortages were reported for technology-enabled positions, including CNC Machinists, Operators, Programmers, Instrumentation and Automation, Programmable Logic Controllers and Mechatronics. Respondents found that shortages resulted in additional overtime and contract costs, driving production expenses up and profits down. CPWRP will help increase business access to skilled workers by focusing on three components: 1) in-depth skills assessment and acknowledgement of prior learning; 2) career training leading to industry credentials and articulated pathways to advanced degrees; and 3) an 8-week internship option for hands-on experiential learning.

Outreach and Assessment: A strong outreach campaign between partners will establish a stream of potential participants for training, giving priority to eligible workers and veterans. Program recruiters will have the lead role in outreach efforts, working directly with current employers, Veterans' Assistance programs and other unemployed and underemployed adults. CPWRP will also recruit through the local high school career academies and Post-Secondary Adult Vocational (PSAVs) programs, targeting those engaged in related training. An up-front, rigorous assessment will determine enrollment, the proper educational track and employability skills. Based on the outcome of the assessment, each participant will receive an Individual Development Plan (IDP) that charts out the steps and practices needed to achieve their employment goals.

Workplace Soft Skills Development: Technical skills will prepare participants for employment, but soft skills will equip them for retention and career progression. Each participant will take an evidence- based soft skills assessment tool as a pre-test within 30 days of enrollment. Assessment outcomes will provide the Job Developer (JD) & Case Manager (CM) with insight into those workplace competencies that each participant needs to strengthen. The assessment will generate a comprehensive assessment report and development plan for each participant that identifies strengths and needed areas of improvement. Based on results, participants will participate in soft skills development training to strengthen areas such as: decision- making, self-management, and commitment to quality. Job readiness training sessions will be conducted by the JD, providing employability, coaching and career plan navigation.

Coaching and Case Management: The CPWRP will provide comprehensive case management to program participants via group and 1-on-1 sessions. In the context of workforce development, case management guides participants on their path toward obtaining employment and career advancement. The order in which a job seeker receives specific case management services may vary depending on individual needs and goals, as well as program requirements and resources. All participants complete an assessment to identify employment and financial goals, create a career plan (CPs), receive screening for income supports, job coaching, and follow-up services.

CPWRP strives to provide holistic services. Participants are referred for legal, health and other supportive services as needed to remove barriers that prevent placement and increase the likelihood of sustainability. Case managers across workforce programs and other departments also have the opportunity to work together and brainstorm remedies to varied challenges to support the individuals in their respective programs and discover innovative ways for increased support. Case management activities are comprehensive, well integrated, and supported by quality tools (e.g., assessment instruments and career plans). A study at South Texas College found that 65% of students with case management support successfully completed courses, opposed to 59% of those not receiving the support. Further, case-managed participants had a retention rate of 76% opposed to 69% for those without case management.

Enrollment and Training: Once enrolled, trainees will work alongside their academic program coordinator, instructor and in some cases, mentors/advisors to design an Individual Development Plan (IDP). IDPs will be used to determine which training track each trainee will take, chart and document student progress and assist the recruiter in resume development and placement options. Through a thoughtful review of experience and training, industry certifications will articulate into college credit, leading to degrees in manufacturing, such as the Engineering Technology AS degree. After the instructional portion of training is complete, non-incumbent trainees will be ready for work-

based experience such as internships. An internship is estimated to last 6-10 weeks and will be coordinated by dedicated internship coordinators/business liaisons. Internship placements will be identified through work with specific employers, institutions and workforce boards. Once students complete the program, they will work with their local recruiter for placement options. Worksite training will primarily take place during the second half of the program.

Work Readiness & Career Exploration Opportunities. Our model is grounded in workforce development best practices ensuring that work readiness and career exploration via navigation of Career Plans are integrated throughout all aspects of the program from recruitment to follow-up. Our model incorporates stackable credentials and certifications, a series of ascending credentials that will allow participants to progress from a short-term certificate to an undergraduate degree & beyond. Work readiness, being ready to take on any job at any level, and transferability, providing participants with the opportunity to apply work skills in multiple settings and/or employment opportunities.

Employment Skills: Participants will benefit from navigational case management throughout the program and during follow-up. Participant IDPs will include the results of administered workforce readiness assessments, strategies and interventions that the CM and JD would have used to support participant goal achievement in (a) completing certifications (b) completing workforce readiness training. The IDP's Transitional Plan includes continued support in educational attainment and placement.

Job Placement and Follow Up: Regardless of the level at which they enter the career pathway program, participants will receive extensive and ongoing career guidance, directions for how to excel up the career pathway ladder, and assistance using the local resources can continue to benefit them. Specialized support services will be tailored by the career pathway level the participant is enrolled, such as mentorship. Dedicated mentors and instructors will place important roles in the success of these individuals. Pairing participants in internships with mentors who are leaders in their field will help impact student knowledge of advanced manufacturing, production and related technology. Placement will be led by South Florida State College (SFSC) Career Advisors and partnership with local manufacturers. This will provide program participants with the training and experience that will lead to high skill high wage (HSHW) employment.

Program Staffing:

SFSC will provide staff support for the participants through a Program Coordinator, Case Manager and Job Developer. The Program Coordinator will: manage day to day operation on the program; be responsible to QA/QI and evaluating the program data; recruit partners to support the program, conduct orientations for participants, monitor program eligibility and manage the direct service staff. The Job Developer will: develop public/private partnerships with employers; identify sites for work experience; establish MOUs with employers, match program participants with employers; conduct soft skills education, and assessments. The Case Manager will: work one on one with participants; develop career ladders and Individual Development Plans with participants; utilize assessments to determine participant strengths and weaknesses; assist with removing work readiness barriers and offer supports to ensure the ongoing success for participants. The Case Manager will also conduct outreach and recruitment activities to enroll participants, screen for eligibility and carryout follow up activities.

The South Florida State College will work with participants to complete program enrollment and ascertain prior work experiences eligible for certification and industry credentials. Advisors will work with participants to determine the specific elements of their IDP to achieve employment goals. Instructors will provide the technical instruction in the specific content areas, evaluate participant performance and job skills readiness and work with local employers to identify and deliver relevant instructional programs.

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

Support for State College Programs:

SFSC's strategic plan was adopted to focus on and achieve the critical metrics in higher education. CPWRP supports the state's performance measures by creating a pathway to completion for

unemployed, underemployed workers.

CPWRP is aligned with the eight Academic Pathways/Meta-majors established by the Florida College System for Florida's state colleges. These pathways include majors/courses of study grouped together by shared foundational coursework. The meta-major process provides students with an opportunity to explore career options and opportunities to maximize employment prospects and potential for earning degrees and industry-recognized credentials.

Program outcomes will foster communication with business and increase employer engagement. Development of program materials aligned to the state academic frameworks and industry deliverables will enable all state colleges to adopt and adapt these programs to meet local needs of business and industry.

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

Providing participants with transferable, sustainable skills: *CPWRP* is based on a set of concrete actionable measures to improve the employability of individuals within the workforce, making skills more transferable and workplaces more adaptable. By preliminarily assessing and anticipating rapidly changing skill needs and addressing gaps through *CPWRP* responsive education and training programs, individuals completing the training will receive transferable skills evidenced by national and/or regional certifications to improve the employability of the workforce. The project will offer participants the opportunity to offer certifications in each of the focus areas including:

- Manufacturing
 - Certified Senior Manufacturing Specialist
 - Certified Manufacturing Specialist
 - Certified Manufacturing Technician

- Production
 - Certified Senior Production Specialist
 - Certified Production Specialist
 - Certified Production Technician

- Related Technology
 - Certified Automation Professional
 - Certified Electronic Systems Technician
 - Certified Quality Technician
 - Certified Engineering Technologist
 - Certified Sales Representative
 - Certified Controls Technician

Development of highly qualified workers will facilitate economic growth in key industry sectors. *CPWRP* will offer stackable credentials through industry-recognized credential offered by a certificate or non-degree program, or a third-party certification or occupational license, which will articulate toward a higher-level certificate or associates degree in the same occupational area to enhance the transferability and sustainability of the workforce skills.

The *CPWRP* also operates a Financial Empowerment and Entrepreneurship Center in the state of Florida through the Department of Economic Opportunity. This contract provides in financial education, credit counseling, financial management, employment soft skills, job placement, small business development, and small business technical assistance and access to an alternative loan fund for unemployed, underemployed and otherwise vulnerable adults. Ultimately, these resources are

provided to ensure that individuals and families are able to successfully move up the economic ladder.

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

The *CPWRP* program design described above is based on the State Board of Education criteria for the approval of programs at Florida College System institutions, specifically the encouragement of cooperative programs particularly within regions. Furthermore, all programs offered through the *CPWRP* program is consistent with the state master plan adopted by the State Board of Education and the Florida College System curriculum frameworks. The Florida's Career & Technical Education (CTE) Curriculum Framework provides the criteria for developing and maintaining educational programs to prepare individuals for occupations important to Florida's economic development. Each program within *CPWRP* is aligned to a career cluster and is detailed in curriculum frameworks. Guided by the Florida Department of Education, education, business and industry, and trade associations develop the curriculum frameworks to provide program standards that are both academically integrated and responsive to business and industry.

Through participation in *CPWRP*'s certificate training programs, participants will earn credentials needed for High Skill High Wage jobs. Further, they will have the opportunity to apply these credentials towards industry-recognized certifications and/or a degree program. This process shortens the time required to complete degree programs, making it easier for the individual to continue learning and earning.

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 success of the proposed training.

CPWRP strategies were developed to meet industry demand and market forecasts. These major economic forecasts from government agencies, including the Bureau of Labor Statistics (BLS), and the National Institute of Standards and Technology (NIST) were used in planning program activities and forecasting program outcomes.

The Manufacturing sector, including Logistics and Distribution employs 27,279 workers with a 2.3% net projected growth rate by 2024¹. More than one fifth- of all jobs require a postsecondary degree or credential. Key sub-baccalaureate opportunities in Logistics and Distribution include: Heavy and tractor- trailer truck drivers, and mechanics and service technicians. Key Manufacturing sub-baccalaureate opportunities include: welders, machinists, and industrial machinery mechanics. Greatest projected long- term skills gaps include: wholesale and manufacturing sales agents and sales representatives, shipping, receiving, and traffic clerks, and maintenance and Repair Workers.

CPWRP is projected to create 1,000 highly qualified individuals across these three areas during the grant period, to fill the job openings anticipated within the next five years. It is expected that the *CPWRP* program will achieve the following benefits through attainment of program goals. *CPWRP* will:

- Serve 1,000 participants throughout DeSoto County, Florida during the grant period;
- Completion Rate – 85% will complete a training program;
- Addressing Skills Gap – 75% will obtain an industry certification¹, technical certification and/or college degree (Associate of Science, Associate of Arts or Bachelor of Applied Science degree);
- Job Placement Rate – 90% of the 85% of completers will be placed into work or a work-experience program (paid internship or apprenticeship);
- High-wage Jobs Wage Rate – the average wage on placements will be \$14/hour or greater; and

¹ Florida Department of Economic Opportunity, Florida Jobs by Industry, Workforce Development Area 22-Broward County (2016).

Florida Job Growth Grant Fund Workforce

Training Grant Proposal Local Matching

Funds

I. Does this project have a local match amount? If yes, please describe the entity providing the match and the amount.

Additional resources have been identified to support creation of CPWRP. They are shown below.

South Florida State College: will provide \$625,000 in in-kind grant matching services

- Facilities for training and project development on SFSC campuses
- Faculty mentors and academic advising of students for incorporating program components into academic/course maps to encompass designated entry level courses in graduation requirements.
- Certification of student completion of training and technical certificate programs
- Administrative support and use of office and equipment including a desk top computer, copier and internet access.
- Program Orientation for CPWRP students
- Professional Development for Faculty via online and face-to-face training.

Community Partners: Local manufacturing businesses will provide an in-kind grant match totaling

\$475,000 in resources and services during the grant period (five years). This assistance will include but not be limited to:

- Serving as Subject Matter Experts (SMEs), advising Manufacturing Faculty about Best Practices
- Classroom Speakers
- Resume Reviews
- Mock Interviewers
- Quarterly tours of area production and design facilities
- Student Internships, Apprenticeship, Job Shadowing
- Serving as Advisory Board Members and Mentors to faculty and students

In total, these in-kind resources are estimated at a value of \$1,100,000 over a five-year period.

- Job Retention Rate - 65% of those placed will stay employed for at least 120 days or longer in their trained field.
- Increase Employer Engagement – 10 new employers will be identified that will provide paid apprenticeships or sponsored tuition in targeted High Skill, High Wage occupations

2. Additional Information

A. Is this an expansion of an existing training program? If yes, please provide an explanation for how the funds from this grant will be used to enhance the existing program.

CPWRP is *not* an expansion of an existing training program, however, this program is an expansion to other technical degree programs offered.

CPWRP represents a new program for all three areas – Manufacturing, Production and Other related Technical disciplines, are integral to multiple academic and career pathways. Bringing faculty and training together from multiple academic and career pathways to deliver training that offers multiple applications will demonstrate how multiple disciplines are interconnected. Creation of this focal point will enrich course content, increase the value of training for participants through certifications relevant to processes in multiple industries and broaden industry access to highly skilled workers.

Advanced Manufacturing will address the need to increase technology-enabled production processes across all industries. The program will expand beyond the mechatronics program initiated in 2015, and the successful Supply Chain Management/Logistics program kicked off in 2013. This program model will provide participants with training and opportunities to earn industry certifications in eight key areas of manufacturing, warehousing, logistics and distribution that have been identified by the supply chain industry as vital to the nation’s economy. Program materials for these certification are available through a digital portal as well as face to face. The CPWRP will assist with training by providing participants with access to the materials at their location, and facilitate access to subject matter experts that will assist with training.

B. Does the proposal align with Florida’s Targeted Industries? If yes, please indicate the targeted industries with which the proposal aligns. If no, with which industries does the proposal align?

CPWRP will respond to the labor force shortages, skill gaps and employment trends by targeting workforce training for the following high-growth industries and those aligned with Florida’s Targeted Occupations List for 2017. CPWRP will focus on building skill sets in the key segments of the economy that represent the greatest opportunity for market growth and participant advancement. The skill sets will cross walk to multiple industries as identified by Enterprise Florida in its Targeted Industries for Incentives report.²

Manufacturing (F&B), Cleantech (Biomass), Life Sciences (Pharmaceuticals), including Logistics and Distributions (SOC Codes: 11, 13, 17, 41, 47, 49, 51, and 53). As a global leader in international business and trade, the State consistently ranks as one of the top ten for manufacturing and supply chain management, including aerospace products, boats, communication equipment, pharmaceuticals.

C. Does the proposal align with an occupation on the Statewide Demand Occupations List and/or the Regional Demand Occupations List? If yes, please indicate the occupations with which the proposal aligns. If no, with which occupation does the proposal align?

The three areas of focus in CPWRP; Engineering Technology, Advanced Manufacturing-including Logistics and Distribution, are well represented on the Florida Department of Economic Opportunity Regional Demand Occupations List. The biggest skills gap identified by employers were

² http://www.enterpriseflorida.com/wp-content/uploads/SI_Targeted_Industries.pdf

technical skills, followed by a lack of soft skills such as communication and leadership. A cross-sector gap exist for soft skills/workplace preparedness and hands-on experiences to improve technical skills. The Manufacturing Institute cited the top skills in demand as engineering, skilled trades, and production. These same skills gaps are aligned with the Statewide or Regional Demand Occupations List and are confirmed through the Consortium regions based on Burning Glass Technologies data.

Following is a list of occupations (Regional Demand Occupations List – 2016-17 – DeSoto County Area 22) aligned to the CPWRP training:

	SOC Code	State Demand Occupation List Title
Mechatronics, Engineering Technology and all listed certificate programs	491011	First Line Supervisors of Mechanics, Installers and Repairers
	511011	First Line Supervisors of Production and Operating Workers
	499041	Industrial Machinery Mechanics
	514041	Machinists
	492098	Security and Fire Alarm System Installers
	274011	Audio and Video Equipment Technicians
	514121	Welders, Cutters, Solderers and Brazers

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 target location(s) (e.g.; city, campus, etc.) where the training will be available.

To increase the pipeline in critical shortage occupations, *CPWRP* will promote and increase access by working within communities to offer computer-based online courses, face-to-face and blended learning opportunities. Specifically, Advanced Manufacturing, courses will be offered through online instruction with facilitation by CPWRP.

A trained and qualified CPWRP faculty member will offer instruction using the approved curriculum. Courses will be facilitated onsite as well as via digital resources and on-line streaming will be available to students through CPWRP’s instructional platform, which facilitates on-line access to instructional resources. The use of on-line instruction and streaming whenever appropriate will improve student access to course content, and provide them with flexibility to access materials within the constraints of work and other time commitments. A qualified and experienced lab assistant with related background in the specific industry certification or education program will be on-site at each regional site to support student success. Research shows that students taking online courses require support beyond the classroom teacher, therefore, the *CPWRP* program integrates these support systems within the instructional model for improved learning, with increased student engagement, interaction and completion rates.

E. Indicate the number of anticipated enrolled students and completers.

Through its unique model, *CPWRP* will serve a total of 1000 individuals, with approximately 300 participants in Advanced Manufacturing and Production Technology plus and an additional 400 participants in Other related fields within five years. Of those participants, 85% will complete an instruction program, and of the completers 75% will obtain an industry certification, technical

certificate, and/or degree program.

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

The program will be implemented over a five-year period with each participant taking 12-18 months to complete training and earn certifications. Four cohorts will complete the program, with additional participants in process by the end of the grant period. Implementation will occur in three segments: Segment one- Months 1-4, Program Framework and Development; Segment two- Month 5 and on, Faculty development and participant recruitment, enrollment and completion, and Segment three- Months 7-60, Evaluation, which will be continuous, using both formative and summative measures (see attachment).

- Segment One- Start Up: During the first four months, the plan will be operationalized, with identification and orientation of staff, ramping up for and development of the certificate program. Simultaneously, required hardware (equipment) and software (simulation licenses) will be procured. At the end of the period, faculty charged with teaching certificate programs will be hired.
- Segment Two- Design and Implementation: The second segment of the program will overlap with the first segment and include faculty training, identification of industry partners and student recruitment and assessment, via existing workforce/employers and other community partnership activities. Students will be enrolled, assessed, and receive an individualized training and employment plan that matches their current skill sets and a specified course of training to help them meet their desired employment goals. Student cohorts will include unemployed and under employed workers. Training sessions will include in class sessions that include simulation and hands-on activities. This training will develop the knowledge skills and abilities in participants necessary to acquire the nationally recognized industry certifications.
- Segment Three-Evaluation: During the third segment of the program implementation, Project evaluation will help pinpoint effective programs and those that can benefit from modifications in services to facilitate increased participant recruitment and application (formative) and actual success of the project in reaching its proposed objectives of student enrollment (summative). The framework that will be used to provide evaluation of *CPWRP* services, and reporting outcomes of those services. In addition to performance evaluation, the following methods will be used to evaluate the project:
 - Participant Evaluation: All participants will complete an evaluation form during enrollment and prior to program completion. The purpose of this evaluation is to determine whether participant expectations were met.
 - Staff Evaluation: *CPWRP* staff will meet with participants quarterly to provide feedback on achievement of academic, social and professional progress. They will provide suggestions on activities that can enhance achievement of IDP goals.
 - External/Employer Evaluation: A focus group of employers will be convened annually to determine program strengths and weaknesses. Further, employers will be asked to evaluate workplace readiness of each program intern during and after placement.

Actual results in **achieving program objectives** will be measured through a summative evaluation process. The project will use the results of the summative evaluation for both internal and external purposes. Internal (*CPWRP: DeSoto County Board of Education and SFSC staff*) includes modifying the methods used for various activities to ensure the project meets its objectives, and for improving the efficiency of the project. External includes performance and fiscal accountability for the College and the Florida Department of Economic Opportunity (DEO).

G. Describe the plan to support the sustainability of the proposal.

Grant funds will be used to realign the framework for delivery of training and certifications. Because the program is based on demonstrated industry demand, once the structure is established and

training created to prepare workers for specific certifications, the program will sustain itself through industry demand and participant enrollment. Further, for workers who are seeking to reenter the workforce, CPWRP will work with the local workforce development board, and SFSC, to register the specific training programs for WIOA reimbursement each community to enable participants to secure the training at no cost.

H. Identify any certifications, degrees, etc. that will result from the completion of the program. Please include the Classification of Instructional Programs (CIP) if applicable.

Certifications and Degree options are listed above. CIP Codes for these fields are as Follows:

Advanced Manufacturing	Program	Award Type	State CIP Code	Federal CIP Code
	Engineering Technology	A.S.	1615000001	150000
	Mechatronics	C.C.C.	615000013	150000
	Automation	C.C.C.	615040601	150406
	Engineering Technology Support Specialist	C.C.C.	615000007	150000
	Pneumatics, Hydraulics and Motors for Manufacturing	C.C.C.	615061303	150613
	Lean Manufacturing	C.C.C.	615061302	150613
	CNC Machinist/Fabricator	C.C.C.	648051002	480510
	Welding	C.C.C.	648050805	480508

I. Does this project have a local match amount? If yes, please describe the entity providing the match and the amount.

Additional resources have been identified to support creation of CPWRP. They are shown below.

South Florida State College: will provide **\$625,000** in in-kind grant matching services

- Facilities for training and project development on SFSC campuses
- Faculty mentors and academic advising of students for incorporating program components into academic/course maps to encompass designated entry level courses in graduation requirements.
- Certification of student completion of training and technical certificate programs
- Administrative support and use of office and equipment including a desk top computer, copier and internet access.
- Program Orientation for CPWRP students
- Professional Development for Faculty via online and face-to-face training.

3. Program Budget

CPWRP Budget Narrative			
Total Request: \$ 5,131,409			
Budget Items	Percent	Months	Request
EQUIPMENT: Funds for Classroom Renovations, Equipment Purchases			
Manufacturing (Total)			\$290,000
Production (Total)			\$480,000
Citrus Related Technology (Total)			\$245,000
Total Equipment			\$1,015,000
PERSONNEL SALARIES: Funds are requested for 3 full-time faculty, 2 in year 1 and 1 in year 3, stipends for 6 faculty to develop materials, A CPWRP Project Coordinator and an Employer Relationships Manager. The salaries are within the ranges established by SFSC's Human Resources job classification system.			
2 FT Faculty (Total) with 3% escalation	100%	12	\$500,000
6 Faculty Supplements (Total) with 3% escalation	100%	12	\$73,000
CPWRP Project Coordinator/Employee Relations Manager	100%	12	\$300,000
Total Salaries			\$873,000
PERSONNEL FRINGE BENEFITS: SFSC has a comprehensive fringe benefit package for full-time personnel based on a rate of 15.92% of base salary, plus fixed costs of \$9,720. The full benefit package includes Dental, Disability, Florida Retirement, Health, Life, Medicare insurance as well as the required payment into the Social Security system. The fringe benefit rate for hourly and part-time employees is 15.92%.			
Fringe Benefits for 3 FT Faculty, Project Coordinator, Employer Relationships Manager and 6 Faculty Supplements (Total)			
Total Fringe Benefits			\$488,409
Total Personnel Salary and Benefits			\$2,089,866
FACILITIES: Funds are requested to renovate classrooms and lab space to facilitate increased training capacity.			
Manufacturing (Total)			\$55,000
Production (Total)			\$550,000
Citrus Related Technology (Total)			\$35,000
Total Facilities			\$640,000
TUITION: Funding of preparation materials and vouchers for students @ approximately \$500 per participant, averaging three certifications.			
Manufacturing (Total)			\$500,000
Production (Total)			\$500,000
Citrus Related Technology (Total)			\$500,000
Total Tuition			\$1,500,000
TRAINING MATERIALS: Materials for Participants to prepare for certification exams and coursework			
Total Training Materials			\$75,000
OTHER: Contractual: Funds are requested for subcontracting Development and facilitation for online instruction.			
Online course Development and Facilitation			\$540,000
Total Other			\$540,000
TOTAL REQUEST			\$ 5,131,409

C. Provide a detailed budget narrative, including the timing the 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.

CPWRP Budget Narrative: Total Program Cost- \$5,131,409

Equipment (\$1,015,000):

As shown on the attached “CPWRP Budget Narrative” spreadsheet, the requested equipment funds will be used to expand the training opportunities in DeSoto County as follows:

- This would provide electrical, electronics, mechanical, and PLC workstations with integrated computer simulation software (\$100,000).
- This would provide fluid power, industrial controls, and process control workstations with integrated computer simulation software (\$125,000).
- This would provide a robotics laboratory with integrated computer simulation software (\$65,000).
- This would provide a complete 9-station Modular Production System along with desktop labs and project modules (\$370,000).
- This would provide a Modular Production System unit to enable Industry 4.0 Level 2 compatibility (\$80,000).
- This would provide Mindsight Hosed learning management system (LMS) with eSeries and ITZ Courseware for online access to all curriculum materials \$30,000).
- This would provide the specific related Citrus Processing Equipment (\$210,000)
- Instructional technology (approximately \$25,000) to smart podium & smart board, and projectors.
- All necessary equipment and tools requirement for such as hand tools, air compressors, student safety equipment, etc. (\$10,000).

Personnel (\$873,000):

As shown on the attached “CPWRP Budget Narrative” spreadsheet, the requested personnel funds will be used as follows:

- The hiring of two full-time faculty (\$500,000) to oversee curriculum development and content delivery in both the classroom and laboratory.
- The hiring of six adjunct instructors (approximately \$73,000) to be used for content delivery of all programs (both credit and non-credit) outlined in the proposal.
- The hiring of a CPWRP Project Coordinator/Employee Relations Manager (approximately \$300,000) to ensure timely and accurate completion of all of the activities within the proposal.

Personnel Fringe Benefits (\$488,409):

As shown on the attached “CPWRP Budget Narrative” spreadsheet, the requested personnel fringe benefits funds will be used as follows:

- Fringe benefits for three full-time and six part-time personnel are estimated (approximately \$488,409).

Facilities (\$640,000):

As shown on the attached “CPWRP Budget Narrative” spreadsheet, the requested facility funds will be used to make necessary facility upgrades at the SFSC DeSoto Campus for new and expanded opportunities as follows:

- Manufacturing Lab (approximately \$55,000) – to support required facility support service upgrades including electrical and security upgrades.
- Production Lab (approximately \$550,000) – to support required facility support service upgrades including electrical and security upgrades.
- Citrus Related Technology Lab (approximately \$35,000) – to support required facility support service upgrades including electrical and security upgrades.

Tuition (\$1,500,000):

As shown on the attached “CPWRP Budget Narrative” spreadsheet, the requested tuition funds will be used as follows:

- Student voucher for tuition and preparation materials for manufacturing courses (\$500,000)
- Student voucher for tuition and preparation materials for production courses (\$500,000)
- Student voucher for tuition and preparation materials for citrus-related technology courses (\$500,000)

Training Materials (\$75,000):

As shown on the attached “CPWRP Budget Narrative” spreadsheet, the requested training material funds will be used as follows:

- To help participants complete coursework and prepare for certification exams (\$75,000).

Other (\$540,000):

As shown on the attached “CPWRP Budget Narrative” spreadsheet, the requested “other” funds will be used as follows:

- To subcontract the development and facilitation of online instruction (\$540,000).

Community Partners: Local manufacturing businesses will provide an in-kind grant match totaling **\$475,000** in resources and services during the grant period (five years). This assistance will include but not be limited to:

- Serving as Subject Matter Experts (SMEs), advising Manufacturing Faculty about Best Practices
- Classroom Speakers
- Resume Reviews
- Mock Interviewers
- Quarterly tours of area production and design facilities
- Student Internships, Apprenticeship, Job Shadowing
- Serving as Advisory Board Members and Mentors to faculty and students

In total, these in-kind resources are estimated at a value of \$1,100,000 over a five-year period.

Here below are some pictures of SFSC and where the CPWRP will be administered.



This is where the equipment will be set up.



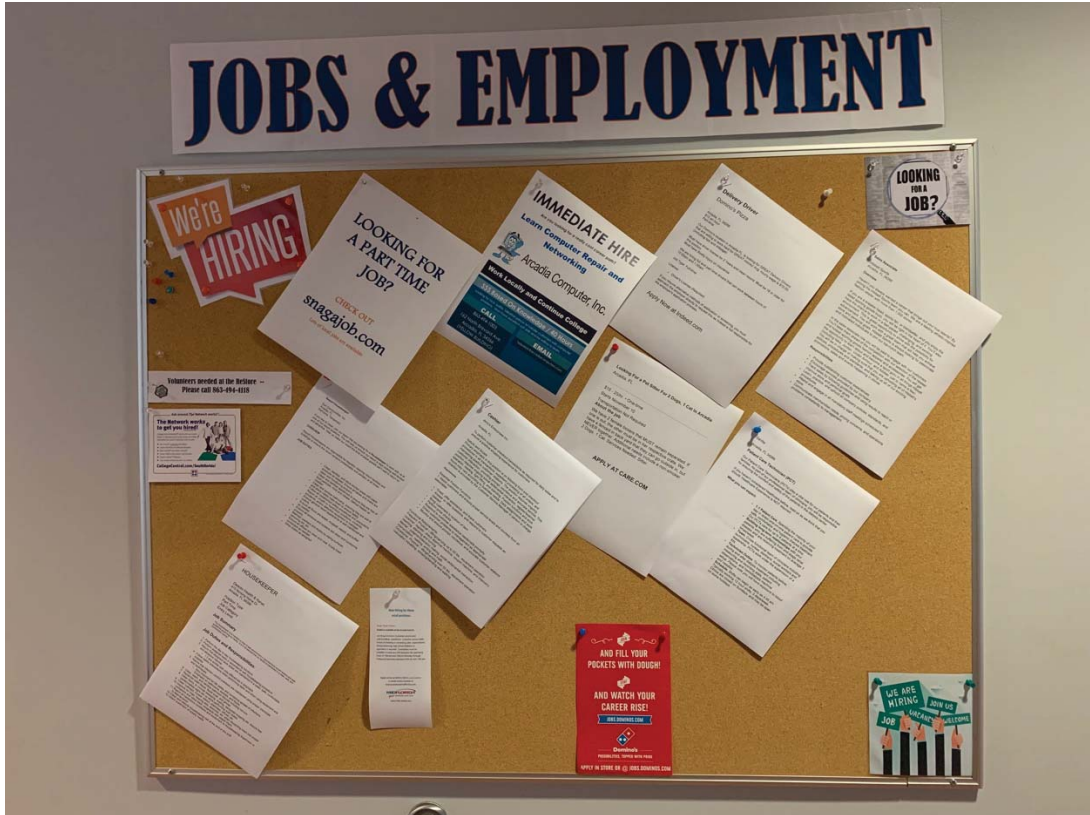
Computer room. With the help of the grant, we want to create separate computer classrooms for CPWRP.



These two pictures above show some of the technology needed for the students.



SFSC and the different programs/support for their students.



With the help of SFSC and our new CPWRP program, new jobs and employment will be created.



OFFICE OF THE PRESIDENT

October 18, 2018

Frederick Beckett
Chief Executive Officer and Director
NUCO CITRUS, LLC
20 S. Swinton Ave
Delray Beach, FL 33444

Dear Mr. Beckett:

On behalf of South Florida State College, it is my pleasure to give our strong support to *NUCO CITRUS, LLC's* grant application for their new and upcoming certification program called *Citrus Processing Workforce Revitalization Program*. This certification program will assist citrus industry companies with the on-going and difficult-to-solve problem of employee acquisition and retention in an economically depressed region.

We understand that the goal of this certification program is to develop an innovative and lasting workforce education model with statewide impact. Currently, there is no educational program to enhance the citrus industry, and this certification program will undeniably contribute to educational growth, future job creation, and an upgraded skillset within the industry. This program is much-needed in the citrus industry in order to keep Florida competitive in an ever-changing market.

I am pleased to endorse this certification program. I urge your favorable consideration of funding this proposal, as I believe it will provide a significant return on investment of state dollars in terms of job growth and economic activity, in an area that sorely needs it.

If you have any questions related to South Florida State College's support of the certification program, please do not hesitate to contact me.

Sincerely,



Thomas C. Leitzel, Ph.D.
President

600 West College Drive, Avon Park, Florida 33825-9356 | 863-784-7111
www.southflorida.edu | thomas.leitzel@southflorida.edu



October 18, 2018

To Whom it May Concern,

On behalf of the Florida Heartland Region of Economic Opportunity (FHERO), it is my pleasure to give our strong support to *NUCO CITRUS, LLC's* grant application for their new and upcoming certification program called *Citrus Processing Workforce Revitalization Program*. This certification program will assist citrus industry companies with the on-going and difficult-to-solve problem of employee acquisition and retention in the Florida Heartland Rural Area of Opportunity.

Additionally, we understand that the goal of this certification program is to develop an innovative and lasting workforce education model that would result statewide impact. Currently, there is no educational program to enhance the citrus industry, and this certification program will undeniably contribute to educational growth, future job creation, and an upgraded skillset within the industry. This program is much-needed in the citrus industry in order to keep Rural Florida competitive in an ever-changing market.

I urge your favorable consideration of funding this proposal, as we believe it will provide a significant return on investment of state dollars in terms of job growth and economic activity.

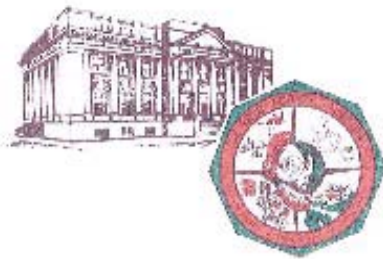
If you have any questions related to Florida Heartland Region of Economic Opportunity (FHERO)'s support of the certification program, please do not hesitate to contact us directly.

Sincerely,

Terry W. Burroughs

Terry Burroughs

Chairman



DeSoto County

Board of County Commissioners

Administration

201 East Oak Street, Suite 201

Arcadia, Florida 34266

(863) 993-4800

(863) 993-4809 fax

<http://www.desotobocce.com>

March 16, 2018

To Whom it May Concern:

DeSoto County has been working with Gramercy Hill Partners and NuCo Citrus for several months on a project to locate an operation in DeSoto County, FL. Discussions with Neil Duren and Rick Beckett have included our Economic Development Department, County Administrator, Elected Officials, Planning and Zoning Department and our Development Director.

DeSoto County is excited to support this project's location in community. Not only is the proposed operation consistent with our Economic Development goals, but it is a great fit for our community and our workforce. We look forward to working with NuCo Citrus and other partner resources to help make the operation successful.

Our Economic Development Office has identified a subject property that fits well for the operation, has the necessary infrastructure to support the project, and we have excellent land owner engagement with the current owners. These owners have told the County that a positive Phase 1 environmental study has been completed on the subject property.

If you have any questions related to this project or DeSoto County's support of this project going forward, please do not hesitate to contact us directly.

Sincerely,



Michael Taber
Economic Development



BOARD OF COUNTY COMMISSIONERS
DESOTO COUNTY

Administration Building
Suite 201

201 East Oak Street
Arcadia, Florida 34266
Telephone (863) 993-4800
SunCom 740-4800
Fax (863) 993-4809

Drug-Free Work Place

October 18, 2018

To Whom It May Concern,

The DeSoto County Economic Development Office is pleased to support *NUCO CITRUS, LLC's* grant application. We are certain that an investment in *NUCO's* project will enhance the economic impact on DeSoto County and Florida.

In terms of direct economic impact, *NUCO* will contribute directly to the local economy by providing construction jobs, paying plant employees' wages and salaries that are significantly higher than the local average, and creating teaching opportunities for a new specialized certification program at South Florida State College.

This grant will have significant impact on the economic growth of DeSoto County. A grant award would provide the opportunity to expand gas lines in the surrounding areas with much needed infrastructure improvements. This would add to the resiliency of a County that has been victim to Hurricanes Charley and Irma. Expanded gas lines and infrastructure improvement offers an opportunity to create an industrial cluster, further enhancing DeSoto County's business capacity.

Furthermore, we understand that pectin and citrus by-products are a growing global market. While the United States may be the largest importer of pectin in the world, there are currently no pectin plants in North America. *NUCO* has the opportunity to change the economic landscape of DeSoto County and Florida in a way that would be unique nationally.

If you have any questions related to DeSoto County Economic Development's support of this project going forward, please do not hesitate to contact us directly.

Sincerely,

Michael Faber
Economic and Tourism Development Coordinator

P.O. BOX 730
ARCADIA, FLORIDA 34265-0730



TELEPHONE (863) 494-0440
FAX (863) 993-3161

November 16, 2018

Frederick Beckett
Chief Executive Officer and Director
NUCO CITRUS, LLC
20 S. Swinton Ave
Delray Beach, FL 33444

Dear Mr. Beckett,

On behalf of Peace River Citrus Products, Inc., it is my pleasure to give our strong support to *NUCO CITRUS, LLC's* grant application for their new and upcoming certification program called *Citrus Processing Workforce Revitalization Program*. This certification program will assist citrus industry companies with the on-going and difficult-to-solve problem of employee acquisition and retention in a depressed region.

We understand that the goal of this certification program is to develop an innovative and lasting workforce education model with statewide impact. Currently, there is no educational program to enhance the citrus industry, and this certification program will undeniably contribute to educational growth, future job creation, and an upgraded skillset within the industry. This program is much-needed in the citrus industry in order to keep Florida competitive in an ever-changing market.

I am pleased to endorse this certification program. I urge your favorable consideration of funding this proposal, as we believe it will provide a significant return on investment of state dollars in terms of job growth and economic activity, in an area that sorely needs it.

If you have any questions related to [entity's] support of the certification program, please do not hesitate to contact us directly.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bart Plymale".

Bart Plymale
Senior Vice-President

BMP/clk
cc: File