



POLK STATE
COLLEGE

ELEVATE WORKFORCE
INNOVATION PROJECT
(*ELEVATE*)

Florida Department of Economic Opportunity
2021-2022 Florida Job Growth Grant Fund
Workforce Training Grant Proposal

POLK STATE COLLEGE
Dr. Angela Garcia Falconetti, President



November 11, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

Polk State College is proud to submit the **Elevate Workforce Innovation Project (ELEVATE)** for your consideration for Florida Job Growth Grant Funding.

The *ELEVATE* Project is a dynamic training initiative designed to broaden the high-skill talent pipeline and rapidly produce workers to meet skill needs in four industries that are key economic drivers in Polk County and across Florida: **advanced manufacturing, logistics and distribution, aerospace, and healthcare.**

These industries are critically important to Polk County, as **they collectively generate \$7.4 billion in gross regional product (GRP) and account for 71,175 jobs with average annual earnings of \$64,506 per job, nearly \$15,000 more than the Polk County median income.** Ensuring a stable and sustainable talent pipeline for these industries contributes to the economic growth and prosperity of the county.

Polk State College has a longstanding track record of providing exceptional workforce training programs that address regional workforce needs in areas including manufacturing, aviation, logistics and transportation, and health sciences. Polk State's graduates are highly sought after by regional employers, and with 70 percent of Polk State students remaining in Polk County after graduation, they are the professionals fueling our workforce and the economic development of our community.

Thank you for considering Polk State College's *ELEVATE* workforce training project, which will support economic growth across Florida and the goal to become No. 1 in workforce education by 2030.

Regards,

A handwritten signature in black ink that reads "Angela Garcia Falconetti".

Dr. Angela Garcia Falconetti, CFRE
President, Polk State College
Chair, Florida College System Council of Presidents

Polk State Office of the President

999 Avenue H, N.E.
Winter Haven, FL
33881-4299
o 863.297.1098

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2021-2022 Florida Job Growth Grant Fund Workforce Training Grant Proposal

Proposal Instructions: Please read this document carefully and provide the information requested below. Some questions may request that a separate narrative be completed. If additional space is needed, attach a word document with your entire answer.

Entity Information

Name of Entity: Polk State College

Federal Employer Identification Number (if applicable): [REDACTED]

Primary Contact Name: Dr. Angela Garcia Falconetti

Title: President

Mailing Address: 999 Avenue H. NE

Winter Haven, FL 33881

Phone Number: 863.297.1098

Email: agarciafalconetti@polk.edu

Secondary Contact Name: Dr. Julie Alexander

Title: Interim Senior Vice President, Academic Affairs and Workforce Development

Phone Number: 863.669.2939

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.

See Attachment A

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

See Attachment A

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

See Attachment A

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

See Attachment A

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

See Attachment A

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

Yes No

See Attachment A

- 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 Attachment A

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.

See Attachment A

- 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 Attachment A

- C.** Does the proposal align with an occupation(s) on the Statewide Demand Occupations List and/ or the Regional Demand Occupations List? Yes No
 ([View Florida’s Demand Occupations Lists here.](#))
 If yes, please indicate the specific occupation(s) with which the proposal aligns.
 If no, with which occupation does the proposal align?

See Attachment A

- 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, etc.) where the training will be available.

See Attachment A

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

See Attachment A

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

Begin Date: _____

End Date: _____

See Attachment A

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

See Attachment A

- 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.

See Attachment A

- 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 Attachment A

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

See Attachment A

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	\$	<u>\$5,976,707</u>
Florida Job Growth Grant Fund		

A. Other Workforce Training Project Funding: Sources:

City/County	\$	<u>\$0</u>
Private Sources	\$	<u>\$108,000</u>
Other (grants, etc.)	\$	<u>\$1,538,990</u>
Total Other Funding	\$	<u>\$1,646,990</u>

Please Specify: See Attachment A

B. Workforce Training Project Costs:

Equipment	\$	<u>\$3,584,847</u>
Personnel	\$	<u>\$2,091,840</u>
Facilities	\$	<u>\$98,997</u>
Tuition	\$	<u>\$350,000</u>
Training Materials	\$	<u>\$99,695</u>
Other	\$	<u>\$1,398,318</u>
Total Project Costs	\$	<u>\$7,623,697</u>

Please Specify: See Attachment A

Note: The total amount requested must be calculated by subtracting the total Other Workforce Training Project Funding Sources in A. from the total Workforce Training Project Costs in B.

- 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.

See Attachment A

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)?

No additional approvals are necessary.

- 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.

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.

The President of the College has authority to "approve, execute, and administer contracts" under Florida Statutes section 1001.65.

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: Polk State College

Name and Title of Authorized Representative: Dr. Angela Garcia Falconetti, President

Representative Signature: *Angela M. Falconetti*

Signature Date: November 11, 2021

THE *ELEVATE* WORKFORCE INNOVATION PROJECT

ATTACHMENTS:

- Attachment A: Narrative
- Attachment B: Partner Letters
- Attachment C: Airside Center Renovation Plans
- Attachment D: Indirect Cost Rate Agreement



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Attachment A

1. PROGRAM REQUIREMENTS

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

Polk State College requests Florida Job Growth Grant funding for the *ELEVATE Workforce Innovation Project (ELEVATE)*, a dynamic training initiative designed to broaden the high-skill talent pipeline and rapidly produce workers to meet skill needs in four industries that are key economic drivers in Polk County and across Florida: **advanced manufacturing, logistics and distribution, aerospace, and healthcare**. These industries are critically important to Polk County, as they collectively generate \$7.4 billion in gross regional product (GRP) and account for 71,175 jobs averaging **\$64,506** in earnings per job,¹ nearly \$15,000 more in annual earnings than the Polk County median income. *ELEVATE* will prepare students for employment in eight occupations designated as high-skill/high-wage on the 2021-2022 Regional Demand List for Region 17 – Polk County, with median hourly wages ranging from \$25.37.² Ensuring a stable and sustainable talent pipeline for these industries contributes to the economic growth and prosperity of the county.

ELEVATE focuses on the skills and competencies workers need as companies across industries integrate Industry 4.0 technologies such as the Internet of Things, artificial intelligence, advanced robotics, 3-D printing, big data, connected and autonomous systems, augmented and virtual reality, and customizable automation, into business operations. *ELEVATE* will also provide for scholarships, paid internships, financial and employability skills training, career mentors, and cost-free accelerated non-credit training to individuals particularly impacted by the pandemic who are in search of re-engineering their technical skillsets toward a stable, sustainable career.

According to the Florida Chamber Foundation’s Florida Workforce 2030 Report: An Updated Look at Building America’s Best Workforce, workforce shifts related to technological advances, artificial intelligence, automation and other innovations are important factors to consider when creating talent development strategies. Industries heavily represented in Polk County, such as *ELEVATE*’s target industries, are incorporating Industry 4.0 technology and capabilities to increase efficiency and safety, better serve patients, and improve production and distribution. For example, in BayCare Health System’s Updated Economic Impact Report (2020), it refers to its embrace of technological advances creating skill gaps in medical professionals. Companies in Polk County such as Cola-Cola, Amazon, Nucor, and PalletOne, are pioneers in integrating Industry 4.0 solutions to improve processes. The operation of these industries and the careers

¹ EMSI Industry Snapshot Report -Polk County (NAICS 31-33, 48-49, 62).

² Florida Department of Economic Opportunity (DEO) 2021-22 Regional Demand Occupations List: Region 17-Polk County. <https://floridajobs.org/workforce-statistics/publications-and-reports/labor-market-information-reports/regional-demand-occupations-list>

they hire for are impacted by the Industry 4.0 momentum. The modern workforce requires Industry 4.0 competencies related to:

- Industry Internet of Things (IIOT)- wired and wireless technology connections between computers, machines and personnel,
- Autonomous Robotics- the use of self-learning machines and systems to perform tasks
- Extended Reality- support of technology used to assist in training, repairing or manufacturing tasks by way of Virtual Reality (VR), Augmented Reality (AR) and other wearable systems,
- 5G- wireless connections for high-speed data transfer between users, systems and computer components
- Artificial intelligence (AI)- this encompasses developing of machines capable of learning actions and replicated motions
- Data Analytics- the use of statistics to manage operational changes, implement innovative solutions to existing problems, and increase access to information

Without the appropriate training to keep pace with advanced in technology, the talent pool is not sustainable.

Over the next decade, *ELEVATE* has the potential to result in approximately 4,660 additional credentials resulting from stackable training programs and upskilling aimed at employment in mid to high wage occupations. Increasing the number of students enrolled in and completing workforce training in aerospace, advanced manufacturing, supply chain management, and nursing will result in benefits to employers by supplying a steady talent pool to meet workforce demand, benefits to students by increasing lifetime earnings and reducing the likelihood of becoming unemployed, benefits to the community by increasing local consumer spending, and benefits to Floridians by strengthening the state's globally competitive workforce and increasing local and state tax revenue.

Initiatives that increase access to postsecondary workforce training programs, such as *ELEVATE*, are particularly important in Polk County where 47.5% of individuals 25 and over only have a high school diploma or less. The poverty rate for that group is 15.2%, almost double the 7.7% poverty rate of those with some college or a degree.³ The County has the 11th highest unemployment rate of all counties in Florida.⁴ The median household income in Polk is \$50,600, \$5,000 lower than the Florida median income of \$55,700.⁵ Relatively high unemployment rates, coupled with lower incomes and educational attainment rates create conditions ripe for projects such as *ELEVATE* that prepare individuals for mid and high-wage jobs.

³ U.S. Census Bureau, 2019 ACS 1-Year Estimates. Reports S1501 and S1701.

⁴ Florida DEO, Florida's September Employment Figures.

⁵ U.S. Census Bureau, 2019 ACS 1-Year Estimates.

Industry partners across the county support this initiative by providing labor market data, industry trends, employment and internship opportunities, and needs assessments. Countywide partners include the Central Florida Development Council, Winter Haven Economic Development Council, and CareerSource Polk as well as corporate partners listed below:

Targeted Industry	Industry Partners
Aviation and Aerospace	Lakeland Linder International Airport
	Aerospace Center of Excellence
	Fly Lakeland
Manufacturing	Nucor Florida
	Pallet-One
	Florida Makes
Logistics and Distribution	Saddle Creek Logistics and Distribution
	Manufacturing and Supply Chain Alliance (representing 60 employers)
Healthcare	AdventHealth
	BayCare Health System
	Lakeland Regional
Letters from <i>ELEVATE</i> partners can be found in Attachment B.	

ELEVATE expands and innovates the college’s programs that serve as a talent pool for these industries. Industry partners, including PalletOne, Coca-Cola, and other members of the college’s respective program advisory boards, have reported workforce shortages and a skills mismatch because current and prospective workers do not have the Industry 4.0 digital and technical competencies they need to do the work. A report commissioned by the Florida Hospital Association and Safety Net Hospital Alliance of Florida projects that by 2035 the state will lack 37,400 registered nurses and 21,700 licensed practical nurses needed to care for all its residents.⁶

To that end, *ELEVATE* is premised on expanding and innovating four training programs at Polk State College that will yield a strong workforce equipped with industry-recognized certifications technical competencies and employability skills. The four training programs that will provide a trained labor pool for the respective industry are:

- Engineering Technology/Advanced Manufacturing
- Aerospace Sciences

⁶ Florida Nurse Workforce Projections: 2019-2035. (2021). Prepared for the Florida Hospital Association and the Safety Net Hospital Alliance of Florida. Accessed at: <https://documentcloud.adobe.com/link/track?uri=urn%3Aaaid%3Aascds%3AUS%3Aac48ae7d-ff75-4a08-9a3d-cebbd0d08c27#pageNum=1>

- Nursing/ Licensed Practical Nurse
- Supply Chain Management/Logistics and Distribution

Engineering Technology/Advanced Manufacturing

To address the workforce needs of the advanced manufacturing industry, Polk State offers short-term certificate programs, two specializations within the Engineering Technology Associate of Science (AS) degree, as well as continuing education, non-credit training in advanced manufacturing.

Polk State’s AS Engineering Technology program offers two specializations: Advanced Manufacturing and Mechanical Design and Fabrication. Students who pursue the Advanced Manufacturing specialization receive training on production processes, automation, safety, and instrumentation. The Mechanical Design and Fabrication specialization provides training on material fabrication using computer numerical control machining and computer-aided manufacturing. Individuals who enroll in the program and have already earned the Manufacturing Skill Standards Council (MMSC) Certified Production Technician (CPT) credential will have 18 articulated credit hours applied to the AS, Engineering Technology degree. The four college credit certificates built within the AS degree provide multiple entry and exit ramps from education to employment and vice versa.

Engineering Technology	
AS, Engineering Technology- Specializations in Advanced Manufacturing and Mechanical Design and Fabrication	1615000001
CCC, Automation	0615040601
CCC, Engineering Technology Support Specialist	0615000007
CCC, Mechatronics	0615000013
CCC, Pneumatics, Hydraulics, Motors for Manufacturing	0615061303

Polk State Corporate College’s Advanced Manufacturing Institute (AMI) provides continuing education non-credit training to address workforce skill needs of regional manufacturers. AMI offers training programs such as mechatronics and industrial instrumentation and customized training for specific employers that incorporates multiple industry competencies to assist them in upskilling or cross-training efforts. Certification opportunities have been afforded to local industry partners with specific training needs, incarcerated individuals via an active partnership with the Florida Department of Corrections, and the Polk County School District’s technical colleges and adult education facilities.

ELEVATE proposes to innovate Engineering Technology/Advanced Manufacturing training programs by developing and updating curricula to include Industry 4.0 competencies and adding Industry 4.0 training equipment including robots, electric actuators, and high tech connectivity to the Engineering Technology/Advanced Manufacturing Learning Lab. This equipment mimics the current Industry 4.0 standards in advanced manufacturing ecosystems. Professional development for faculty will be provided to maximize the effectiveness of the new training technology. Moreover, to institutionalize the employment of Industry 4.0 competencies, a new college credit certificate will be developed that focuses on and trains for these advanced standards. This would be the first Industry 4.0 certificate program in Florida and would need to be submitted for approval to the FLDOE and State Board of Education approval. Polk State College's Engineering Technology program is an active participant in the consortium of Engineering Technology programs at state colleges. The consortium would work collaboratively to draft and propose a new CCC for consideration. This new CCC will serve as an additional on-ramp toward the AS, Engineering Technology. Anticipated annual enrollment in the planned new CCC is 30 students.

Accelerated non-credit training leading to national industry certifications in advanced manufacturing will be offered cost-free to 76 unemployed or low income students through **ELEVATE**. Industry certifications earned in the non-credit setting that articulate credit to college credentials play a critical role in Florida's system of stackable credentials. MSSC (Manufacturing Skill Standards Council) is the certifying body for advanced manufacturing. Participants will earn an MSSC-Certified Production Technician (CPT) credential after completing the training program and passing four competency assessments. Students in the CPT training program can also earn a PMMI Mechanical Components I certification. Three tracks of machinist training will prepare students to earn NIMS industry certifications: Computer Numerical Control (CNC) Machining Operator, CNC Programming, and Manual Machining. Polk State is a certified MSSC testing site and proctored exams will be offered to **ELEVATE** participants free of charge at the Advanced Technology Center. Participants will develop skills and earn industry certifications that prepare them for immediate employment.

For AS Engineering Technology related SOC Code 49-9041 Industrial Machinery Mechanic, a high skill/high wage demand occupation in Polk, the projected job growth from 2020 to 2028 is 7.4%.⁷ Currently there are 1,210 Industrial Machinery Mechanic jobs in Polk, 122 current job openings, with 46 new hires per month on average from January 2021 to October 2021.⁸ Current enrollment in the Engineering Technology AS and CCC programs is 90. Through **ELEVATE**, an anticipated 140 additional students will enroll each year and 123 additional students are reasonably expected to complete these programs each year to meet labor market demand.

⁷ Florida Department of Economic Opportunity, Employment Projections: 2020-2028 Statewide, Regional, and County Data, accessed at: <https://floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections>

⁸ EMSI Occupational Report: Industrial Machinery Mechanics 2021-2028.

Aerospace

Polk State’s Aerospace programs operate on the grounds of the Lakeland Linder International Airport at the Polk State College Airside Center. The program utilizes a state-of-the-art approach to training that allows students from all aerospace degree paths to share knowledge and experience in a blended learning environment modeled on the actual operations of the modern aerospace industry. The program relies on the guiding principles of the Safety Management System concept, now an industry standard, for all professional aviation operations. Polk State College offers the following Aerospace training programs leading to degrees and industry certifications as listed:

Aerospace Programs	CIP
Bachelor of Science (BS) degree in Aerospace Sciences with two specializations: Aerospace Administration and Professional Pilot	49.0101
AS, Professional Pilot Science	1649010200
AS, Aerospace Administration	1649010403
AS, Aviation Maintenance Administration	1647060700
CCC, Airline Management	0649010403
CCC, Airport Management	0649010405
CCC, Commercial Pilot	0649010202
FAA Aircraft Dispatcher Certification Program (accelerated non-credit)	NA

ELEVATE proposes to innovate the Aerospace program by creating an on-site Aerospace Training Lab equipped with flight simulation and virtual reality training equipment; this infusion of advanced training equipment will require renovating a section of Polk State’s Airside East Center, where the Aerospace program is housed. Professional development for faculty will be provided to maximize the effectiveness of the new technology. In addition, Go Pro cameras will be procured and installed in and on aircraft used for in-flight training to record various maneuvers and vantage points. Students fly each maneuver as listed in the skills manual to create a digital version of this critical student resource. Students will be able to visualize each maneuver they are required to complete prior to ever stepping foot in the airplane, allowing for practical, safe, and cost-effective training on the ground.

Scholarships will be provided for in-flight training hours and testing fees required to earn an FAA Professional Pilot Certification. These scholarships will eliminate the financial barrier students often face in an attempt to complete in flight training. In-flight training, provided by a third-party vendor, is expensive and not covered by Pell student financial aid. Exact numbers are not known but many students get to the final stage of their training only to run out of funds just short of training completion. This equates to a large amount of wasted money in flight training

funding that did not lead to certification. *ELEVATE* “bridge” scholarships will help 25 students complete the FAA Professional Pilot Certification and move on to additional training opportunities. Not only does this shore up student success and program completion numbers, but it also has a direct impact on improving the pilot workforce.

Work-based learning opportunities through paid internships will positively impact program completion and job placement rates. Furthermore, to address the lack of gender parity in the industry and reflected in the aerospace programs at Polk State (12% female in Professional Pilot AS, 20% female in Aerospace Administration, 0% female in Aviation Maintenance Administration) and to support greater numbers of women in the program, *ELEVATE* will provide scholarships to cover the cost of annual memberships in Women in Aviation International (WAI), including national and local chapter fees. Membership is open to all students, regardless of gender. WAI offers scholarships and provides access to mentors, professional development, and information about job opportunities.

For the related SOC Codes 53-2012 Commercial Pilots, 53-2011 Airline Pilots, Copilots, and Flight Engineers, and 49-3011 Aircraft Mechanics and Service Technicians, the projected job growth from 2020 to 2028 is 18.4%, unchanging, and 7.4% respectively. And there are 110, 3, and 975 job openings respectively.⁹ Current enrollment in the AS, Professional Pilot Science, Aerospace Administration, and Aviation Maintenance Administration programs are 130, 17, 42 respectively. Through *ELEVATE* anticipated annual enrollment in Aerospace programs will increase by 161 and annual completers will increase by 145.

Nursing/Licensed Practical Nursing

The Practical Nursing program prepares individuals to work in hospitals, clinics, nursing homes and home health; individuals learn how to provide the foundational principles and practices of patient care. The critical nursing shortage experienced across the nation is no less evident in Polk County.

Nursing Programs	CIP
Nursing RN, AS	1351380100
Practical Nursing	H1070607

For SOC Codes 29-2061 Licensed Practical and Licensed Vocational Nurses, the current job openings are 146 with an anticipated 12.5% growth from 2020 to 2028.¹⁰ To address this significant gap between demand and supply, *ELEVATE* proposes to launch an LPN program

⁹ Florida Department of Economic Opportunity, Employment Projections: 2020-2028 Statewide, Regional, and County Data, accessed at: <https://floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections>

¹⁰ Ibid.

with a clear pathway to the college's Nursing, RN program. The college will target enrollment at 100 students per year and anticipates that 75 will complete the program ready to serve local hospitals, nursing homes, and clinics as Licensed Practical Nurses.

Instituting an LPN program establishes a sustainable on-ramp for a career pathway and nursing pipeline for Polk County and central Florida. Completers of the LPN program are eligible to transition to the college's AS, Nursing program, and further, to the college's baccalaureate degree in Nursing.

Through the *ELEVATE* grant, Polk State will develop curriculum for a new Practical Nursing (LPN) Certificate Program. The twelve-month Practical Nursing Certificate Program at Polk State College will be designed to prepare students to perform on a health team in the care and rehabilitation of the sick and injured and in the prevention of further injury or illness. The Practical Nursing Certificate Program will prepare graduates to successfully complete the National Licensure Examination for Practical Nursing (NCLEX-PN). Achievement of a passing score on this exam and subsequent licensure by the Florida State Board of Nursing will enable graduates to seek employment as a Licensed Practical Nurse in the State of Florida. Through a statewide articulation agreement, the Licensed Practical Nurse (LPN) credential articulates 10 credits to the Nursing Associate of Science (AS) program, positioning LPNs to move one step up to become Registered Nurses, a high skill/high wage occupations. Completers earn the clock-hour certificate and the Licensed Practical Nurse industry certification.

Polk State will use grant funds to equip an expanded Nursing/LPN training lab with simulation training equipment and to expand the education pipeline of students preparing to enter the Nursing Program, Polk State will add high-fidelity simulation technology to use in Anatomy and Physiology courses required for the Nursing program. Professional development for faculty will be provided to maximize the effective use of equipment.

Supply Chain Management (SCM)

The recent pandemic severely crippled the supply chain industry at all steps of operation including procurement, warehousing, and distribution. The crisis in supply chain management prompts deliberate and impactful response. The need for workers with Logistics and Distribution competencies is clear.¹¹ Polk County is a major Distribution and Logistics center with a cluster of 1,360 sector establishments employing more than 33,000 workers. In the next four years, about 3,500 new jobs will be created in the industry. In 2020 in Polk County there were 550 business in the industry, with 20,903 jobs paying on average \$57,344 per year. These industries collectively generate \$1.6 billion GRP.¹² In 2021 there was a 6.5% increase in jobs (1,363) and

¹¹ FLDEO defines Logistics as Wholesale Trade, Transportation and Warehousing, Process and Logistics Consulting Services, and Packaging and Labeling Services. See DEO Labor Market Industry Profile – Florida Logistics Industry (2020 Edition).

¹² EMSI Industry Report.

over the next five years, jobs in these industries in Polk County are forecasted to grow 22.1%, adding 4,630 more jobs to the local economy.¹³

By 2028, Polk County is projected to add 223 new jobs for SOC 53-1031 First Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators and 57 new jobs for SOC 11.3071 Transportation, Storage and Distribution Managers, the two SOC codes associated with the Supply Chain Management AS program. With an average 137 job postings per month, Polk has more monthly job openings than the national average and between January 2020 and October 2021, there were 79 monthly new hires in SOC 53-1031 and 10 monthly new hires in SOC 11-3071. Currently there are 49 students in the SCM AS and Certificate program and this Spring, 2022 it is expected that 14 students will complete the program. With the assistance of this grant, it is reasonably anticipated that an additional 50 students annually will complete the SCM short-term certificate or AS program to help fill projected openings.

Supply chain management (SCM) encompasses all functions related to the movement and storage of materials. This includes logistics and distribution management, purchasing and inventory management, production planning and scheduling, and quality management. Polk State's SCM program is designed to prepare students with cross-functional skills necessary for the integration of logistics principles and business processes. The curriculum provides a study of planning and acquisition, as well as the flow and distribution of goods and services. SCM programs currently offered at Polk State College:

Supply Chain Management Programs	CIP
AS, Supply Chain Management	1652020901
CCC, Transportation and Logistics Specialist	0652020901

Students in the SCM AS and CCC programs have the opportunity to earn up to nine nationally recognized SCPro Fundamentals certifications through the Council of Supply Chain Management Professionals (CSCMP):

- Supply Chain Management Principles
- Customer Service Operations
- Transportation Operations
- Warehousing Operations
- Demand Planning
- Inventory Management
- Manufacturing & Service Operations
- Supply Management and Procurement
- SCPro Level 1 Certification

¹³ Ibid.

ELEVATE proposes to address the current and emergent workforce competency needs in this rapidly evolving industry by developing a robust educational pipeline of high school graduates who have chosen to enroll in distribution and logistics/supply chain management training. Polk State will coordinate with Polk County Public Schools Career Academies to deliver dual enrollment course offerings. Secondly, all curricula will be reviewed and revised to align with the skills needs of SCM professionals and requirements of the job market, develop curriculum for CGS 1100- Computer Applications for Business, and integrate the use of Excel, Word, Power Point, Visio, and Project Manager into all SCM courses. Thirdly, educational versions of SCM software packages to be used throughout the SCM program will be procured. A SCM Capstone course will be developed and implemented. The Capstone course will include work-based learning through paid internships and simulated problem solving projects in collaboration with industry partners.

ELEVATE will provide support for a feasibility study for two new concentrations in the Bachelor of Science (BS) in Business Management program: 1) Operations Management and 2) Supply Chain Management. This would add to the stackable credentials in SCM and expand the opportunity to work with area postsecondary institutions, like Florida Southern College, to align the new BS concentrations with graduate-level SCM programs.

Polk State Corporate College will provide cost-free Logistics and Distribution non-credit training to low-income and unemployed participants. The training will be aligned with two industry certifications in logistics and distribution: MSSC Certified Logistics Associate (CLA) and Certified Logistics Technician (CLT). Certification exam preparation sessions will also be offered. To increase access to the CLA and CLT training programs, grant funds will be used to adapt the programs for online delivery. **ELEVATE** participants will take the certification exams free of charge at the Advanced Technology Center.

***ELEVATE* Student Support Strategies:**

In addition to the program specific strategies, the **ELEVATE** Project will provide sustainable student support services to increase retention and accelerate completion:

- 1) **Employer-driven career coaching/mentoring** for students in Engineering Technology or and Supply Chain Management training programs: Fundamental to the success of the **ELEVATE** project is capacity to facilitate job placement and job retention for program completers. Florida Makes will partner with Polk State to provide an innovative career progression program that utilizes community employers to deploy internships, company-wide tours, presentations, mock interviews, job fairs, as well as coaching and mentoring.
- 2) **Financial literacy training:** Polk State will offer and deploy the National Council for Continuing Education & Training [NCCET] certified Financial Literacy curriculum to all participants in the **ELEVATE** series of classes and training programs. Topics to be covered

include Budgeting, Handling Credit, Home Ownership, Savings and Investments, Services of a Bank, Buying Insurance, Income Taxes, and Social Security.

- 3) **Career-ready soft skills training:** One of the biggest challenges for employers today is identifying talent with the adequate skill set to add value within a reasonable amount of on the job training. Conventional thinking indicates that the required technical skills are what is lacking. However, choosing between two seemingly equal candidates, organizations are now prioritizing “soft skills” as the key differentiator. In fact, in LinkedIn’s Global Talent Trends report, 92% of talent acquisition professionals reported that soft skills are equally or more important to hire for than hard or technical skills. In addition, 89% said that when a new hire doesn’t work out, it’s because they lack critical soft skills. In Florida, 92% of employers who responded to a Florida Chamber of Commerce Survey, plan to hire, yet 81% say lack of key employability skills is a threat to their business.¹⁴

To address this challenge, *ELEVATE* students will use Career Centers located on both main campuses to participate in soft skills training using the new soft skills solution from Florida Ready to Work. The program focuses on developing a work-ready talent pipeline with the essential employability skills required for individual, business, and whole community economic well-being and growth. The Florida Soft Skills training features highly interactive digital content focused on in-demand employability skills such as conveying professionalism, communicating effectively, teamwork and collaboration, and thinking critically to solve problems. Students earn a certification signed by the Governor to validate soft skill competency.

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

ELEVATE supports the Florida College System’s mission to provide access to high-quality, affordable academic and career education programs that maximize student learning and success, develop a globally competitive workforce, and respond rapidly to diverse state and community needs. The project aligns directly with Polk State College’s mission to transform lives through the power of education. The project enhances academic and career pathways to and from Polk State College by strengthening communication and curricular alignment with academic partners. Working closely with Polk County School District, Ridge Technical College and Traviss Technical College, the pipeline from the school district to Polk State College will be bolstered through the programs and activities supported in this project. Additionally, Polk State College programs will articulate seamlessly into programs offered at sister Florida College System institutions and State University System partner institutions.

¹⁴ Florida Workforce 2030: An Updated Look At Building America’s Best Workforce. Florida Chamber Foundation.

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

ELEVATE will produce skilled workers to meet the workforce needs of manufacturing, logistics, nursing and aerospace companies countywide and across Florida. The project aligns with five AS degrees, the proposed LPN program, one bachelor's degree, eight CCCs and one proposed new CCC, and 31 nationally recognized industry certifications that validate the holder's knowledge and skills in specific technical areas. These credentials are transferable to a broad range of employers in the aerospace/aviation, supply chain management, manufacturing, and healthcare industries. Additionally, individuals adept at supply chain management principles can apply their knowledge and skills in many industries, making them nimble workers who can easily pivot to new companies in different industries with minimum reskilling.

D. DESCRIBE HOW THIS PROPOSAL SUPPORTS A PROGRAM(S) THAT IS OFFERED TO THE PUBLIC?

The proposed programs will be offered to the public in the same manner as all other Polk State College programs. Targeting Polk County residents, including students matriculating from high school and adults with some or no college, Polk State College develops strategies to promote all programs to the community. Polk State College hosts informational sessions, open houses, and college tours. Office of Communication and Public Affairs (OCPA) will promote *ELEVATE* through social media, announcements on the College website and in monthly Polk State College newsletters. Polk State College Advisors and Career Counselors, as well as partners such as CareerSource Polk will refer students. Industry and community partners will also promote the program.

E. DESCRIBE HOW THE PROPOSAL IS BASED ON CRITERIA ESTABLISHED BY THE STATE COLLEGES AND STATE TECHNICAL CENTERS.

Polk State College's Aerospace, Supply Chain Management, Engineering Technology, and Nursing AS degrees, CCCs, and proposed career certificate align with learning competencies detailed in the Florida Board of Education approved Career and Technical Education (CTE) Curriculum Frameworks. New programs and curriculum are subject to a rigorous review and approval process through Polk State's Academic Quality Council, a committee comprised of faculty representing general education and workforce programs and key representatives from academic affairs, student services, institutional effectiveness, and financial aid.

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

Yes. The proposed program will not exclude unemployed or underemployed individuals.

Polk State College will recruit individuals for *ELEVATE* who are: 1) unemployed, underemployed, or furloughed, 2) low-income, 3) recent high school graduates, 3) military veterans and their spouses, 4) disadvantaged or underrepresented individuals with barriers to employment, 5) incumbent workers who need upskills/reskills training, and 6) current career and technical education students who have been identified with barriers to completing their workforce training program and earning a credential with value in the labor market.

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

Over the next decade, *ELEVATE* has the potential to result in an **additional 4,660** individuals completing training programs preparing them for employment in mid to high wage occupations in aerospace, advanced manufacturing, logistics and distribution, and nursing. These industries were selected because they are important to Polk County, accounting for 71,175 jobs averaging \$64,506 in earnings per job.¹⁵

Growth in the target industries is limited by a lack of skilled workers. The *ELEVATE* project will expand the high-skill talent pipeline, providing workers with skills necessary to keep pace with rapid developments in Industry 4.0 (digital) technologies that are transforming the way businesses operate and in turn changing the skills workers need to access economic opportunity. Access to a high-skill talent pool will allow existing businesses to expand. Access to a skilled workforce also impacts companies' decisions on where to locate. A skilled labor pool will help attract new manufacturing, logistics and distribution, healthcare, and aerospace businesses to the region. In addition to jobs directly supported by new or expanded businesses, indirect jobs are also created. This ripple effect, or jobs multiplier effect, happens in two ways: the business purchases materials or services from suppliers, indirectly supporting supplier jobs, and workers spend wages in the community, indirectly supporting jobs in restaurants, retail stores, or doctors' offices for example.

¹⁵ EMSI Industry Snapshot Report -Polk County (NAICS 31-33, 48-49, 62).

Increasing the number of students enrolled in and completing workforce training and earning stackable credentials in aerospace, advanced manufacturing, supply chain management, and nursing will benefit students by increasing wages and lifetime earnings, reducing the likelihood of becoming unemployed and therefore in need of government assistance, and enhancing quality of life. Higher wages will allow program completers to spend more money in the community, benefitting the regional economy. Workers with Industry 4.0 skills will have increased adaptability and resiliency. *ELEVATE* will also benefit Florida taxpayers by being a part of the statewide initiative to build a globally competitive workforce and increasing local and state tax revenue through property and sales tax.

Available data, detailed below, indicates that demand will sustain growth in these industries both statewide and in Polk County, ensuring that the proposed Florida Job Growth grant investment will generate a high return on investment in both the short and long terms:

In 2020 there were 573 manufacturing establishments with 17,929 jobs in Polk County.¹⁶ Almost 50% of the manufacturing jobs in Polk are in production occupations aligned with *ELEVATE* workforce training.¹⁷ As of June 2021, Polk County saw 500 new jobs in manufacturing but employers report there are not enough skilled workers to fill many of the positions.¹⁸ The number of manufacturing jobs in Polk is forecasted to grow to 18,710 by 2025.¹⁹ According to the most recent Labor Market Profile of the Florida Manufacturing Industry (2020 Edition) prepared by the Florida Department of Economic Opportunity (DEO), in 2019 manufacturers accounted for 4.3 percent of all employment statewide, with a total of 20,782 establishments and 383,541 jobs, an increase of 11,962 jobs from the prior year.²⁰ The average annual wage in this sector is \$63,887 in Florida, about 23% above the average wage for all industries.²¹ Manufacturing sector wages statewide total \$6.5 billion dollars.²²

A March 2019 Florida Statewide Aviation Economic Impact Study reports that Polk County's four airports and associated businesses provided an \$878-million-dollar economic impact statewide. As air cargo capacity grows, more distribution centers, warehouses, and manufacturers will be attracted to the region, spurring economic development, creating jobs, and

¹⁶ Economic Modeling Specialists International (EMSI), Manufacturing Industry Report (NAICS 31-33) Report, Polk County.

¹⁷ Ibid.

¹⁸ Current Employment Statistics, Job Growth Map June 2021. Florida Bureau of Workforce Statistics and Economic Research, Current Employment Statistics, released July 2021. Accessed at http://lmsresources.labormarketinfo.com/industry_maps/index.html

¹⁹ EMSI Industry Report – Manufacturing NAICs 31-33 - Polk County

²⁰ Florida Manufacturing Industry Profile, 2020 Edition, Florida Department of Economic Opportunity. The report notes that the data was published prior to March 2020 so it does not capture the immediate or lasting impacts of the Covid-19 pandemic.

²¹ Ibid.

²² Enterprise Florida Manufacturing, accessed online at <https://www.enterpriseflorida.com/industries/manufacturing/>.

increasing prosperity in Polk County. Demand for distribution and warehouse space is driving millions of square feet of industrial development in Polk. Over seven million square feet of space is allocated to logistics businesses in West Lakeland alone, the area in which the Lakeland Linder International Airport is located.

In 2020 there were 45 aerospace/aviation establishments (not including aerospace manufacturing) in Polk County²³ and 2,295 jobs in aviation/aerospace occupations.²⁴ The number of jobs in the aviation industry is forecasted to increase 14.6% in Polk by 2025.²⁵ In 2020 there were 212 aerospace/aviation businesses statewide (not including aerospace manufacturing) with employment of 3,208.²⁶ The number of aviation/aerospace jobs statewide is forecasted to increase 13.8% from 2021 to 2025.²⁷

Polk County is a major Distribution and Logistics center with a cluster of 1,360 sector establishments²⁸ employing 33,000 workers.²⁹ In the next five years 1,982 new jobs will be created in the industry. According to the Florida Chamber Foundation's Regional Metro Skills Report for Lakeland-Winter Haven, logistics competencies such as inventory, purchasing, and stock control have been identified as key hard-to-find-skills.

According to the Lakeland-Winter Haven Regional Metro Skills Report, there is a 9,929 gap between the number of workers needed with healthcare skills and competencies and the number available. Licensed Practical Nurses is an occupation with a tremendous demand-supply gap.

Initiatives that increase access to postsecondary workforce training programs, such as *ELEVATE*, are particularly important in Polk County where 47.5% of individuals 25 and over only have a high school diploma or less. The poverty rate for that group is 15.2%, almost double the 7.7% poverty rate of those with some college or a degree.³⁰ The County has the 11th highest unemployment rate of all counties in Florida.³¹ *ELEVATE* aims to increase the number of Polk County citizens with postsecondary credentials of value thereby reducing the unemployment rate.

²³ According to the Florida Aviation and Aerospace Industry Profile, 2020 Edition, prepared by DEO, the aviation industry cluster includes Scheduled Passenger Air Transportation, Scheduled Freight Transportation, Nonscheduled Air Freight Chartering, Nonscheduled Air Passenger Chartering, Other Non-scheduled Air Transportation, Air Traffic Control, Other Airport Operations, and Other Support Activities.

²⁴ EMSI Aerospace/Aviation Industry Cluster Legacy Report (see footnote 9 for list of industries included in analysis)

²⁵ Ibid.

²⁶ Ibid.

²⁷ Ibid.

²⁸ Logistics is defined as Wholesale Trade, Transportation and Warehousing, Process and Logistics Consulting Services, and Packaging and Labeling Services. See DEO Labor Market Industry Profile – Florida Logistics Industry (2020 Edition).

²⁹ EMSI Legacy Industry Overview using 2020 data.

³⁰ U.S. Census Bureau, 2019 ACS 1-Year Estimates. Reports S1501 and S1701.

³¹ Florida Department of Economic Opportunity, Florida's September Employment Figures.

The metrics to be used to measure program success will be enrollment, completion, and job placement numbers and rates, as well as matriculation into related degree programs.

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 existing programs.

Yes, *ELEVATE* is an expansion of existing programs that address training needs in four areas of study as detailed in the chart below:

- Engineering Technology/Advanced Manufacturing
- Aerospace
- Supply Chain Management/Logistics and Distribution
- Nursing

These broad areas include:

- Five (5) Associate of Science (AS) programs
- Two (2) Bachelor of Science (BS) programs
- Eight (8) College Credit Certificate (CCC) programs with a proposed additional CCC related to Industry 4.0 skills
- Proposed Practical Nurse certificate program

These programs are detailed in the table below along with a brief summary of how grant funds will be used to expand and enhance the existing programs.

Discipline	CIP	How Grant Funds Will be Used
Aerospace Science		
AS, Professional Pilot Science	1649010200	Grant funds will be used to create the Aerospace Learning Lab at the PSC Airside Center and equip it with virtual reality and simulation training technology, scholarships for required flight training hours, tuition scholarships, and paid internships.
AS, Aerospace Administration	1649010403	
AS, Aviation Maintenance Administration	1647060700	
CCC Airline Management	0649010403	
CCC Airport Management	0649010405	
CCC Commercial Pilot	0649010202	
Engineering Technology		
AS, Engineering Technology-Specializations in Advanced	1615000001	Grant funds will be used to develop an Industry 4.0 AS specialization and CCC,

Manufacturing and in Mechanical Design and Fabrication		purchase Industry 4.0 training equipment, develop and update curriculum, paid internships, tuition scholarships, provide cost-free non-credit training to low income/unemployed individuals, and partner with FL Makes to implement a community-based career mentor program for ET and SCM students.
CCC, Automation	0615040601	
CCC, Engineering Technology Support Specialist	0615000007	
CCC, Mechatronics	0615000013	
CCC, Pneumatics, Hydraulics, Motors for Manufacturing	0615061303	
New Industry 4.0 AS specialization and CCC		
Supply Chain Management (SCM)		
AS, Supply Chain Management	1652020901	Grant funds will be used evaluate and purchase SCM training software, develop and update curriculum, offer paid internships and tuition scholarships, and partner with FL Makes to implement a community-based career mentor program.
CCC, Transportation and Logistics Specialist	0652020901	
Nursing		
AS, Nursing, Nursing Transition Track for those who hold a license of certificate as a LPN, Paramedic, or Respiratory Therapist.	1351380100	Grant funds will be used to develop a Practical Nurse program, hire faculty and staff for the program, equip a newly expanded Nursing/Practical Nursing Training Lab with simulation training technology
New Practical Nurse program will be developed	H170607	

Additionally, Polk State Corporate College offers accelerated non-credit training to rapidly address employer workforce needs in Advanced Manufacturing and Logistics and Distribution. The non-credit programs align with six industry certifications. Exams for the industry certifications are offered at the ATC Testing Center. PSC is a certified Manufacturing Skills Standards Council (MSSC) testing site. *ELEVATE* funds will be used to train an additional 114 low-income, unemployed, or underemployed students free of charge, adapt the CLA and CLT training for online delivery, equipping the training lab with Industry 4.0 training technology, and offering community-based career mentors.

Students in all programs will benefit from NCCET-certified online financial literacy training and social skills training using the Florida Ready to Work certification system.

B. Does the Proposal align with Florida Targeted Industries? Yes

ELEVATE aligns with four of Florida’s Targeted Industries:

- 1) Advanced Manufacturing (NAICS 31-33: 331, 312, 325, 332, 333, 336, 339)
- 2) Global Logistics & Trade (NAICS 42)

- 3) Transportation and Warehousing (NAICS 48-49)
- 4) Ambulatory Medical Care/ Medical and Diagnostic Labs (NAICS 621)

C. Does the proposal align with occupations on the State Demand Occupations List and or Regional Occupations List? Yes

ELEVATE prepares students for employment in eight in-demand High Skill/High Wage (HSHW) occupations. Licensed Practical Nurses are one stackable credential away from becoming a Registered Nurse, a pathway accelerated through a statewide articulation agreement.

SOC	HSHW	In Demand Occupations List 2021 – 2022 Region 17	Entry hourly wage	Median hourly wage	Job Openings
532012	HSHW	Commercial Pilots	\$26.04	\$78.64	110
532011	HSHW	Airline Pilots, Copilots, and Flight Engineers	\$69.15	\$113.51	3
493011	HSHW	Aircraft Mechanics and Service Technicians	\$16.75	\$31.54	95
131199	HSHW	Business Operations Specialists	\$18.61	\$30.00	173
113071	HSHW	Transportation, Storage and Distribution Manager	\$26.13	\$46.32	176
511011	HSHW	First-line Supervisors of Production and Operating Workers	\$17.63	\$28.41	139
499041	HSHW	Industrial Machinery Mechanics	\$16.21	\$25.37	122
292061		Licensed Practical Nurses (LPN)	\$17.08	\$20.64	146
291141	HSHW	Registered Nurses	\$26.11	\$30.42	301

D. Indicate how the training will be delivered.

Training will be offered traditional face-to-face, online, and in a hybrid format. Learning labs in each of the programs, equipped with Industry 4.0 training technology, will be delivered at four Polk State College locations:

Polk State College Winter Haven Campus 999 Ave. H, NE Winter Haven, FL 33881	Polk State College Airside Center- East 2949 Airside Center Drive Lakeland, FL 88811
Polk State College Lakeland Campus 3425 Winter Lake Road Lakeland, FL 338803	Clear Springs Advanced Technology Center 310 Technology Drive Bartow, FL 33830

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

The table below shows annual enrollment and completion data for the training programs targeted in the *ELEVATE* project as well as the number of additional annual enrollments and completions resulting from the project. Across *ELEVATE* targeted programs, the project is expected to increase annual enrollments by 548 per year. With existing enrollment at 777 in the target programs, Polk State anticipates that 1,325 students will be enrolled annually in these programs by the 2023-24 academic year. The project is expected to increase annual completers by 481. With existing annual completions at 287, Polk State anticipates that 768 students will complete the targeted programs each year. Over the next decade, it is reasonably expected that the proposed project will result in an additional **5,480** students enrolled and an additional **4,810** students will complete target programs.

ADDED Annual Enrollments and Completions		
	ADDED Enrollment	ADDED Completions
CCC Airline Management	30	25
CCC Airport Management	30	25
CCC Commercial Pilot	50	40
AS, Aviation Maintenance Administration	13	7
AS, Professional Pilot Science	20	35
AS, Aerospace Administration	18	13
CCC, Automation	28	25
CCC, Engineering Technology Support	13	10
CCC, Pneumatics, Hydraulics, Motors & Manufacturing	28	25
CCC, Mechatronics	17	17
AS, Engineering Technology	54	46
MSSC CPT/PMMI Mechanical Components 1 (non-credit)	20	17
NIMS Operator, Programming, Manual	18	18
CCC, Transportation and Logistics Specialist	16	14
AS, Supply Chain Management	46	36
MSSC CLA/CLT (non-credit)	40	39
LPN Certificate	100	75
AS , Nursing	20	15
Annual Added	548	481

Recruitment Plan

Polk State College will leverage current relationships and outreach opportunities, as well as the expertise of Polk State's Office of Communications and Public Affairs (OCPA), to develop and launch a new campaign to recruit prospective participants and increase enrollment in *ELEVATE* programs. The College maintains an active and engaged social media presence in a variety of venues. OCPA will leverage the College's social media presence to promote *ELEVATE* programs. OCPA will do press releases about the *ELEVATE* Project.

Targeted recruitment efforts will focus on individuals who are: 1) unemployed, under-employed, or furloughed, 2) low-income, 3) recent high school graduates, 3) military veterans and their spouses, 4) disadvantaged or underrepresented individuals with barriers to employment, 5) incumbent workers who need upskills/reskills training, and 6) those who program staff determine need assistance and encouragement to complete their workforce training program and earn a credential with value in the labor market.

Polk State College's Workforce Education team will work with OCPA to develop digital and print informational materials and engaging presentations designed for target audiences. Polk State will work collaboratively with project partners, such as Career Source Polk and the Manufacturing and Supply Chain Association, to distribute materials to its clientele, host presentations, and share informational materials with key community stakeholders, such as employers and community organizations.

During each major term, the College holds an open house for prospective students to engage with and learn about all of the Career and Technical Education (CTE) programs. CTE program directors provide information about curriculum, program length, and related career opportunities. The programs included in the *ELEVATE* project will be highlighted during these sessions.

The Polk County School District operates a network of career academies that prepare juniors and seniors for selected career pathways. Multiple career academies align with the programs targeted in the *ELEVATE* Project, such as the Central Florida Aerospace Academy and the AER (Aviation, Engineering, and Robotics) Academy. The College routinely presents Career and Technical Education (CTE) programs to career academy students to provide exposure to a range of related occupations and the academic pathway to success. *ELEVATE* programs will be highlighted in future presentations as applicable. Moreover, the College will leverage the career dual enrollment opportunities in place to showcase the benefits of short term certificates.

Polk State College has three charter high schools on its campuses. Outreach to these students to promote *ELEVATE* programs will include working with the principals, counselors, and instructors to increase student awareness of these stackable credential pathways.

Information about certificate pathways will be shared with the Polk County School District’s two adult schools. Polk State will make presentations about the certificate programs and the scholarship opportunities provided through the FI Job Growth Grant to encourage adult students to continue on to post-secondary education and earn credentials that lead to employment in in-demand occupations.

F. Indicate the length of the program, including anticipated beginning and end dates:

Grant Period: Begin Date: January 2, 2022

End Date: December 31, 2023

ELEVATE focuses on credit and non-credit workforce training in aerospace, supply chain management, advanced manufacturing, and nursing as well as training in financial literacy and social skills. Each program prepares students to earn national industry certifications or a state license and offers stackable credential options that allow students to experience success and gain confidence as they incrementally progress.

Time to completion varies depending on the program. Time to completion for college credit program depends on the program, part or fulltime enrollment, course sequencing requirements within the program, and prerequisites. Each college credit program at Polk State has a program map intended as a guide to support timely completion. The following table summarizes program length by discipline, beginning with non-credit training that articulates credit to a college credit program, often creating the first credential in a stackable credential pathway. Completion times assume fulltime enrollment.

Program dates for CCC and AS Programs will align with the start and end dates of four terms during the grant period: Spring 2022, Fall, 2022, Spring 2023, Fall, 2022. Non-credit programs will be offered twice per year during the Fall and Spring terms.

Program Length, Stackable Credentials, and Articulation Pathway			
Training Program	Program Length	Credits	Articulation Pathway
Aerospace Programs			
FAA Aircraft Dispatcher Certification	Accelerated 6 weeks	Non-credit	24 credits to Aerospace Administration AS
CCC Airline Management	8 – 12 months	18	Aerospace Administration AS
CCC Airport Management	8 -12 months	18	Aerospace Administration AS
CCC Commercial Pilot	12 – 18 months	25	Professional Pilot AS

FAA certifications: Commercial Pilot, Single-Engine and Multi-Engine Land designations with an Instrument Rating		+ flight hours	
AS, Professional Pilot FAA certifications: Private Pilot, Commercial Pilot, Single-Engine and Multi-Engine Land designations with an Instrument Rating, Flight Instructor	2 – 3 years with flight training	64	Restricted Airline Transport Pilot (R-ATP) endorsement Aerospace Science BS- Professional Pilot Concentration
AS, Aerospace Administration	2 years	60	Aerospace Science BS- Aerospace Administration
AS, Aviation Maintenance Administration (30 credits articulated from FAA non-credit training)	1 year	30	Aerospace Science BS- Aerospace Administration
BS, Aerospace Science	2 years	60	Graduate program
Engineering Technology			
MSSC Certified Production Technician and PMMI Mechanical Components I	Accelerated 8 weeks	Non-credit	Up to 18 credits to Engineering Technology AS or CCC
Computerized Numerical Control (CNC) Lathe Operations, Mill Operations	320 hours - 8 weeks	Non-credit	4 credits to Engineering Technology
CCC, Automation	4 – 8 months	12	Engineering Technology AS
CCC, Engineering Technology Support Specialist	8 months	18	Engineering Technology AS
CCC, Pneumatics, Hydraulics, Motors for Manufacturing	4 – 8 months	12	Engineering Technology AS
CCC, Mechatronics	12 – 18 months	31	Engineering Technology AS
AS, Engineering Technology- Specializations in Advanced Manufacturing and in Mechanical Design and Fabrication – optional industry certifications: Quality ASQ-CQIA, Lean,	2 years	60	Engineering Technology BS

Lean Bronze and Instrumentation (ISA-CCST)			
Supply Chain Management			
MSSC Certified Logistics Associate/Certified Logistics Technician	Accelerated 80 hours	Non-credit	Articulates 6 credits to CCC, 9 credits to AS
CCC, Transportation and Logistics Specialist	8-12 months	18	AS, Supply Chain Management
AS, Supply Chain Management Industry Certifications: Council of Supply Chain Management Professionals (CSCMP) <ul style="list-style-type: none"> • Supply Chain Management Principles • Customer Service Operations • Transportation Operations • Warehousing Operations • Demand Planning • Inventory Management • Manufacturing & Service Operations • Supply Management and Procurement • SCPro Level 1 Certification (available in Year 4 of initiative) 	2 years	60	Bachelor of Applied Science proposed new Operations Management and Supply Chain Management concentrations
Nursing			
Practical Nurse	12 months	1,350 clock hours	10 credits to Nursing RN AS degree
Nursing Transition Track for LPNs	Accelerated	72	BS Nursing
Nursing		72	BS Nursing
RN to BS Nursing			Masters in Nursing

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

ELEVATE supports the College’s initiative to integrate Industry 4.0 technologies, skills, and competencies across target programs. Infrastructure and resources created through the *ELEVATE* grant will be fully sustainable at the end of the program period. Polk State will institutionalize newly created programs and learning lab facilities and seek external funding to provide scholarships. Endowed Engineering scholarships (totaling approximately \$100,000) will provide annual scholarships in the amount of approximately \$9,000 per year into perpetuity. The Aerospace Center of Excellence will continue providing scholarships as well.

H. Identify any certifications, degrees, etc. that will result from the completion of the program and the percent of completers in each code:

Percentage of Annual Completers by CIP Code		
Certifications, Degrees, Certificates	CIP Code	
CCC Airline Management	0649010403	3.3%
CCC Airport Management	0649010405	3.3%
CCC Commercial Pilot	0649010202	5.3%
AS, Aviation Maintenance Administration	1647060700	2.7%
AS, Professional Pilot Science	1649010200	9.3%
AS, Aerospace Administration	1649010403	3.3%
CCC, Automation	0615040601	3.3%
CCC, Engineering Technology Support Specialist	0615000007	3.3%
CCC, Pneumatics, Hydraulics, Motors & Manufacturing	0615061303	3.3%
CCC, Mechatronics	0615000013	2.3%
AS, Engineering Technology	1615000001	13.4%
MSSC Certified Production Technician and PMMI Mechanical Components I	Industry Cert	2.3%
NIMS Operator, Programming, or Manual Machining	Industry Cert	2.3%
CCC, Transportation and Logistics Specialist	0652020901	2.1%
AS, Supply Chain Management	1652020901	6.4%
MSSC Certified Logistics Associate/Certified Logistics Technician	Industry Cert	5.2%
LPN Certificate	H1070607	4.5%
AS, Nursing	1351380100	13.2%

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

If yes, please describe the entity providing the match and the amount:

Total match: \$1,646,990

- The Aerospace Center of Excellence will provide scholarships to students in the Aerospace Program in the amount of \$90,000. Polk State College Foundation will provide scholarships to students in Engineering Technology programs in the amount of \$18,000. The Open Door Grant will provide \$27,000 in scholarships to students in two Engineering Technology and Supply Chain Management CCC programs. Polk State College has a Negotiated Indirect Cost Rate Agreement of 66.6% of salaries, wages, and

all fringe benefits. The amount of unrecovered approved indirect costs totals \$304,118. Existing faculty in Engineering Technology, Aerospace, Supply Chain Management programs necessary to execute the project: \$1,207,872.

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

Polk State College is submitting the following attachments to supplement the signed grant application:

- **Attachment 1:** The narrative response to the application questions (this document)
- **Attachment 2:** *ELEVATE* letters of commitment
- **Attachment 3:** Airside Campus - Aerospace renovation rendering and cost analysis
- **Attachment 4:** Negotiated Indirect Cost Rate Agreement

3. PROGRAM BUDGET

1.) Total Amount Requested – Florida Job Growth Grant Fund: \$5,976,707

A. Other Workforce Training Project Funding: Sources

City/County: \$0

Private Sources: \$108,000

Other (grants, etc.- please specify): Institutional Funds: \$1,511,990 including faculty to implement the project and remaining 51.7% of Approved Indirect Costs. Open Door Grant scholarships in the amount of \$27,000 for Engineering Technology Support Specialist CCC and Logistics and Transportation Specialist CCC

Total Other Funding: \$1,646,990

B. Workforce Training Project

Equipment: **\$3,584,847**

Personnel: **\$2,091,840**

Facilities: **\$98,997**

Tuition: **\$350,000**

Training Materials: **\$99,695**

Other (please specify): **\$1,398,318** covering cost of consultants to develop curriculum and adapt curriculum for online delivery, contracted instruction for non-credit including materials, testing fees, exam proctoring, membership dues for students in Women International Aviation, SCMPro Certification testing fees, paid internships, and a community-based career mentoring program.

Total Workforce Training Project Costs: \$7,623,697

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

ELEVATE WORKFORCE PROJECT BUDGET NARRATIVE			
	Year 1	Year 2	Total
PERSONNEL			
Salaries and Wages			
Grant Project Manager (50% FTE)	\$30,283	\$31,191	\$61,474
Grant Project Administrative Assistant (50% FTE)	\$19,021	\$19,306	\$38,327
Faculty Coordinator Stipend- \$26 per hour	\$24,960	\$20,567	\$45,527
Practical Nurse Program Director (100% FTE)	\$67,077	\$69,809	\$136,165
Practical Nurse Program Clinical Coordinator (100% FTE)	\$27,345	\$56,331	\$83,676
Practical Nurse Program Fulltime Faculty (start date July 2022) (\$52,419 x 2 faculty)	\$52,419	\$107,983	\$160,402
Administrative Assistant (50% FTE) (start date July 2022)	\$9,511	\$19,502	\$29,102
Advisor (50% FTE) (start date July 2022)	\$11,361	\$23,403	\$34,764
Simulation Training Coordinator (50% FTE) (start date July 2022)	\$13,715	\$28,253	\$41,968
➤ TOTAL SALARY AND WAGES	\$255,691	\$375,715	\$631,406
<p>Fringe Benefits are computed based on current Polk State College rates. Institutional average is 40%. Polk State offers specific benefit packages that vary slightly for each employee. The package includes Social Security (6.2%) and Medicare (1.45%), Florida Retirement System (10.8%), health/medical, dental, and vision insurance varies by plan, life insurance (0.31%), and disability insurance (0.27%).</p>			
Grant Project Manager	\$12,113	\$12,477	\$24,590
Grant Project Administrative Assistant	\$7,608	\$7,723	\$15,311
Faculty Coordinator Stipend	\$9,984	\$8,227	\$18,211
Practical Nurse Program Director	\$26,831	\$27,636	\$54,466
Practical Nurse Program Clinical Coordinator	\$10,938	\$22,532	\$33,470
Practical Nurse Program Fulltime Faculty (2)	\$20,968	\$43,193	\$64,161
Administrative Assistant	\$3,804	\$7,837	\$11,641

Advisor	\$4,544	\$9,361	\$13,905
Simulation Training Coordinator	\$5,468	\$11,391	\$16,787
➤ TOTAL FRINGE BENEFITS	\$102,276	\$150,286	\$252,562
EQUIPMENT			
Aerospace Program Redbird KA350 Simulator @ \$208,944, Redbird LD Simulator @ \$39,945, VR classroom computers 24 @\$2,000, HP Reverb G2 24 @\$ 600, Honeycomb Flight Yokes 20 @ \$250, Honeycomb throttle quadrants 20 @ \$250, GoPro Max 360 cameras 2 @ \$500, GoProHero9 cameras 4 @ \$400, GoPro camera accessories \$2,300, Nflightcam aircraft audio adapter 2@ \$125, Stratus 3 ADS-B receivers 12 @ \$700.	\$332,439	\$0	\$332,439
Engineering Technology/Advanced Manufacturing Program: Fanuc & Miller Weld-Cell with iRVision and magnetic Working Hold kit: \$104,613.50, APT-Fanuc Connected Smart Manufacturing: \$479,320, APT MT Fenceless for Side load Fanuc Robodrill with options and curriculum \$181,764, AugmentedArc Augmented Reality kit: \$89, Upgraded FMS-20 for Manufacturing 4.0,\$611,000, Upgraded existing training aids to meet Manufacturing 4.0 \$189,000.	\$1,654,949	\$0	\$1,654,949
Practical Nurse and Nursing Program Simulation technology, option kits, software, and related supplies. A detailed list is available upon request.	\$1,597,460	\$0	\$1,597,460
➤ TOTAL EQUIPMENT	\$3,584,847	\$0	\$3,584,847
FACILITIES			
Airside renovation for Aerospace Training Lab (see detailed quote and drawing in the Attachment C.	\$60,000	\$0	\$60,000
Lease additional 1,857 sq. feet at the Airside Center to accommodate program expansion @ \$1,624.88 per month.	\$19,499	\$19,499	\$38,997
➤ TOTAL FACILITIES	\$79,499	\$19,499	\$98,997
TRAINING MATERIALS			
Educational supplies, printing costs for informational materials	\$8,000	\$8,000	\$16,000
X-Plane 11 digital licenses 24 @ \$600	\$1,440	\$1,440	\$2,800
MS Visio, MS Project Management licenses 5 @ \$990	\$3,960	\$3,960	\$7,920

Polk State College: 2021 Florida Jobs Growth Fund Proposal

Minitab Statistical Software license	\$3,960	\$3,960	\$5,200
Laptops (20) and charging cart for non-credit training	\$17,695	\$0	\$17,695
Financial Literacy online training license (5,000 students)	\$50,000	\$0	\$50,000
➤ TOTAL TRAINING MATERIALS	\$83,695	\$16,000	\$99,695
OTHER			
Consultant to develop Practical Nurse curriculum	\$25,000	\$0	\$25,000
Contracted Instruction- non-credit training leading to industry certifications, including instruction, materials, software, testing fees, and proctoring for 186 low-income or unemployed individuals. Advanced Manufacturing: \$151,360. Logistics and Distribution-Year 1: \$25,590, Year 2: \$54,885.	\$176,950	\$206,245	\$383,195
Consultant to adapt CLA/CLT training for online delivery	\$50,000	\$0	\$50,000
Community-based Career Coach/Mentor Initiative with Florida Makes	\$50,000	\$50,000	\$100,000
Scholarships for flight-hours training- Scholarships up to \$5,000, at least 25 students per year	\$125,000	\$125,000	\$250,000
Woman in Aviation International dues	\$2,100	\$2,100	\$4,200
Paid Internships – Up to \$2,250 per student, at least 20 students per year	\$45,000	\$45,000	\$90,000
Tuition and books scholarships – Up to \$2,000 per student per year, at least 25 students	\$50,000	\$50,000	\$100,000
SCM Pro Certifications exam fees for students in the Supply Chain Management program	\$11,110	\$11,110	\$22,200
➤ TOTAL OTHER	\$535,150	\$489,445	1,024,595
TOTAL DIRECT	\$4,641,158	\$1,050,945	\$5,692,102
INDIRECT COSTS (5%) Indirect funds calculated at 5% of direct costs. Polk State College has a negotiated indirect cost rate agreement with the U.S. Department of Health and Human Services. The rate is 66.6% of salaries and wages including all fringe benefits.	\$232,058	\$52,547	\$284,605
TOTAL	\$4,873,216	\$1,103,492	\$5,976,707



THE FLORIDA SENATE

Tallahassee, Florida 32399-1100

SENATOR BEN ALBRITTON

26th District

COMMITTEES:

Appropriations Subcommittee on Agriculture,
Environment, and General Government, *Chair*
Children, Families, and Elder Affairs, *Vice Chair*
Appropriations
Children, Families, and Elder Affairs
Environment and Natural Resources
Health Policy
Regulated Industries
Rules

JOINT COMMITTEE:

Joint Administrative Procedures Committee,
Alternating Chair

November 11, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

I write to you in full support of the regional workforce training program proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to the skill needs in four industries that are key economic drivers in Polk County: advanced manufacturing, logistics and distribution, aerospace, and healthcare.

Polk State College has a longstanding track record of providing exceptional workforce training programs that address regional workforce needs in areas including manufacturing, aviation, logistics and transportation, and health sciences. Polk State's graduates are highly sought after by regional employers, and with 70 percent of Polk State students remaining in Polk County after graduation, they are the professionals fueling our workforce and the economic development of our community.

The proposed expansion and enhancement of programs including Polk State Nursing will ensure a robust talent pipeline of qualified workers to support job growth in our healthcare industry. With a longstanding reputation of excellence and Polk State Nursing graduates continuing to exceed state and national pass rates on the National Council Licensure Examination (NCLEX-RN), Polk State is a top choice for this ELEVATE workforce training project. In 2020, Polk State Nursing graduates achieved a 96.27 percent pass rate on the NCLEX-RN, far exceeding the 62.9 percent pass rate at the state level and the 82.82 percent pass rate at the national level.

Thank you for considering Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ben Albritton".

Senator Ben Albritton

REPLY TO:

- 150 North Central Avenue, Bartow, Florida 33830 (863) 534-0073
- 410 Taylor Street, Suite 106, Punta Gorda, Florida 33950 (941) 575-5717
- 314 Senate Building, 404 South Monroe Street, Tallahassee, Florida 32399-1100 (850) 487-5026

Senate's Website: www.flsenate.gov

WILTON SIMPSON
President of the Senate

AARON BEAN
President Pro Tempore



Lakeland Regional Health™

1324 LAKELAND HILLS BLVD
LAKELAND, FL 33805

PO BOX 95448
LAKELAND, FL 33804-5448

863.687.1100 + myLRH.org

November 11, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

Lakeland Regional Health Medical Center fully supports the regional workforce training program proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to many employers throughout Polk County and across the State.

Polk State College has a longstanding track record of providing exceptional workforce training programs that address regional workforce needs in manufacturing, aviation, logistics/distribution, and health sciences. We have hired many Polk State graduates and find them to be highly skilled, quality professionals and we will continue to hire them well into the future due to their reputation of excellence.

We expect to hire 11,000 employees over the next five years. The proposed expansion and enhancement of Polk State's Nursing Program will ensure there is a robust talent pipeline of qualified workers to support job growth in our industry. ELEVATE programs are offered in an accelerated format to ensure that new hires and incumbent workers have the skills necessary to do their jobs.

Please accept this letter as assurance that Lakeland Regional Health Medical Center is committed to working with Polk State to ensure success of the ELEVATE training program. We look forward to supporting this important initiative in the following ways:

- 1) Contributing subject matter expertise to curriculum development and project design
- 2) Providing participants with internships or other work-based learning opportunities as available
- 3) Interviewing qualified program completers for possible employment
- 4) Providing learning experiences such as guest lectures and workplace tours
- 5) Serving on a program advisory board

We ask that you consider funding Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

A handwritten signature in cursive script, appearing to read "Danielle Drummond".

Danielle Drummond, MS, FACHE
President/CEO



4798 S. Florida Ave
Box 200
Lakeland, FL 33813

August 4, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

Florida Makes Manufacturing and Supply Chain Alliance of Mid-Florida (MSCA), Polk County's regional manufacturing association, is pleased to collaborate with Polk State College on the ***Elevate Workforce Innovation Project (ELEVATE)***, its application to the Florida Job Growth Fund- Workforce Training Grant. ELEVATE focuses on the aviation/aerospace, manufacturing, and logistics/distribution industries.

If awarded, the Elevate project will enhance and expand Polk State College's training capacity in its Aerospace, Engineering Technology, and Supply Chain Management degree programs, and non-credit offerings by adding Industry 4.0 workforce competencies and training equipment into curricula.

To support student retention, success, and job placement, MSCA and its 40 member companies will provide an innovative career progression program that will utilize our membership to deploy Internships, company-wide tours, presentations, mock interviews, job fairs, coaching and mentoring to students who complete the Polk State College training in Advanced Manufacturing and Supply Chain, Logistics and distribution. The credentials earned by the participants will position them for high wage high skill employment opportunities.

Please accept this letter as assurance that MSCA is committed to working with PSC to ensure the success of the project. We look forward to supporting this vital workforce training program in the following ways:

- Contributing subject matter expertise to curriculum development
- Providing learning experiences such as guest lecturers and workplace site tours
- Serving on the project advisory board
- Providing Internships, company-wide tours, presentations, mock interviews, job fairs, coaching and mentoring.

We urge you to consider the ELEVATE project for FL Job Growth funding. This important training program will accomplish two vital objectives: It will provide participants with the opportunity obtain college and industry credentials that lead to high paying jobs with sustainable and steady employment for years to come. Additionally, the project will support job growth in key industries in the state and region.

Sincerely,

A handwritten signature in blue ink, appearing to read "Larry Bull". The signature is fluid and cursive, with the first name "Larry" and the last name "Bull" clearly distinguishable.

Larry Bull
President / Board Chair



November 4, 2021

The Honorable Ronald DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

The FloridaMakes Network fully supports the regional workforce training program proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to many employers throughout Polk County and across the State.

Polk State College has a longstanding track record of providing excellent workforce training programs that address regional workforce needs in manufacturing, aviation, and logistics/distribution. The proposed expansion and enhancement of Polk State's Engineering Technology, Advanced Manufacturing and Supply Chain Management programs will ensure there is robust talent pipeline of qualified workers to support job growth in our industries. ELEVATE programs are offered in an accelerated format to ensure that new hires and incumbent workers have the skills necessary to do their jobs.

Please accept this letter as assurance that the FloridaMakes Network is committed to working with Polk State College to ensure success of the ELEVATE training program. We look forward to supporting this important initiative in the following ways:

- 1) Contributing subject matter expertise to curriculum development and project design
- 2) Providing participants with internships or other work-based learning opportunities as available
- 3) Providing mock interview training
- 4) Providing mentoring to student participants through our vast network
- 5) Interviewing qualified program completers for possible employment
- 6) Providing learning experiences such as guest lectures and workplace tours
- 7) Serving on a program advisory board

The FloridaMakes Network is a statewide, industry-led, public-private partnership operated by an alliance of Florida's regional manufacturers associations with the sole mission of strengthening and advancing Florida's economy by improving the competitiveness, productivity and technological performance of its manufacturing sector, with an emphasis on small- and medium-sized firms. FloridaMakes is the official representative of the NIST Manufacturing Extension Partnership (MEP) National Network in the state of Florida.



More information about the FloridaMakes network is available at <https://www.floridamakes.com>

We ask that you consider funding Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Carr".

Kevin Carr
Chief Executive Officer



September 27, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis:

NUCOR is North America's most diversified steel and steel products company. But we're also a **team forged around a vision for leading our industry** by providing unparalleled customer care, building trusted partnerships and creating sustained value. Nucor is the largest steel producer in the U.S. and North America's largest recycler. Our steel is produced in modern steel recycling facilities to ensure the highest quality and to create sustainable value.

We are pleased to collaborate with Polk State College in their application for the Florida Job Growth Fund-Workforce Training Grant to support the Elevate Workforce Innovation Project [*ELEVATE*]. If awarded, the Elevate project will enhance and expand Polk State College's training capacity in its Aerospace, Engineering Technology, and Supply Chain management degree programs, and non-credit offerings by adding Industry 4.0 workforce competencies into its curricula.

To support student retention, success and job placement, Nucor Steel Florida will participate in providing an innovative career progression program to explore and deploy internships, company tours, presentations, mock interviews, participation in job fairs, coaching and mentoring to students who complete the Polk State College training in Advanced Manufacturing and Supply Chain, Logistics and Distribution.

Nucor Steel Florida is committed to working with Polk State College to ensure the success of this initiative. We look forward to supporting this vital workforce training program in the following ways:

- Contributing subject matter expertise to curriculum development & enhancement
- Providing learning experiences such as guest lecturers and workplace site tours
- Serving on the advisory board through MSCA membership
- Providing internships, company tours, presentations, mock interviews, coaching and mentoring.

We urge you to strongly consider the ELEVATE project for the Florida Job Growth funding. This important training initiative will provide students with the opportunity to obtain college and industry credentials that lead to high-wage, high-skill jobs with sustainable and

steady employment for years to come. In addition, the project will support job growth in key industries in the state and the region.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Drew Wilcox', with a large, sweeping flourish at the end.

M. Drew Wilcox
Vice President and General Manager
Nucor Steel Florida Inc.

October 31, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

Career Source Polk is pleased to collaborate with Polk State College on its proposed ***Elevate Workforce Innovation Project (ELEVATE)*** to expand and enhance its Aerospace, Engineering Technology, Logistics and Nursing degree and certificate programs and accelerated non-credit training. The proposed project positions Polk State to address rapidly evolving workforce skills needs as companies incorporate Industry 4.0 technologies into its business operations.

As the regional workforce board for Polk County, we encourage programs that can expedite the training of a talent pipeline to meet specific needs of industries growing and hiring within the region. This is accomplished by supporting workforce training programs and resources that can partner with us to fulfill these vital needs.

Polk State's Elevate Workforce Innovation Project (ELEVATE) supports regional and statewide goals to increase job growth and economic development by preparing a skilled workforce in Florida's manufacturing, aviation, logistics and health science sectors. This important training program will provide participants with the opportunity obtain college and industry credentials that can lead them to high paying jobs with sustainable and steady employment for years to come.

To support the project, CareerSource Polk will serve as a bridge between local industry partners and the programs offered by the college, particularly the short-term training certificates identified in this grant opportunity. As such, CareerSource Polk will ensure that individuals in need of upskilling or reskilling toward gainful employment in these key areas will have an opportunity to select Polk State College as a training provider. Moreover, CareerSource Polk will provide the counseling and appropriate financial support for approved clients.

We look forward to this partnership in support of advancing the economic growth of Polk County and the State of Florida.

Sincerely,



Stacy Campbell-Domineck
CEO, CareerSource Polk

info@careersourcepolk.com

600 N Broadway Ave., Suite B | Bartow, FL 33830

p: 863.508.1600 | f: 863.508.1601

November 8, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis:

Saddle Creek Logistics Services, headquartered in Lakeland, Florida is an omnichannel supply chain solutions company providing a variety of integrated logistics services, including omnichannel fulfillment, warehouse, and transportation. Our custom solutions leverage advanced operational methods and sophisticated technologies to help retailers, manufacturers, and ecommerce companies get products where they need to be quickly, cost-effectively and seamlessly.

Saddle Creek manages over 4.5M square feet of warehouse space in 26 buildings across Florida. We operate a fleet of nearly 200 trucks and employ over 1000 Floridians. While we have locations all over the country, we were founded in Lakeland in 1996 and that continues to serve as our corporate headquarters. Since our founding, Saddle Creek has increased in revenue every single year and has grown to be one of the largest family-owned 3PLs in the country. We are a value driven company that believes in putting our associates first and providing them an environment in which they can grow professionally and personally along with the company.

We are pleased to collaborate with Polk State College on the Elevate Workforce Innovation Project [*ELEVATE*], in their application for the Florida Job Growth Fund-Workforce Training Grant. If awarded, the Elevate project will enhance and expand Polk State College's training capacity in its Aerospace, Engineering Technology, and Supply Chain management degree programs, and non-credit offerings by adding Industry 4.0 workforce competencies into curricula.

Please accept this letter as assurance that Saddle Creek is committed to working with Polk State College to ensure the success of the initiative. We look forward to supporting this vital workforce training program in the following ways:

- Contributing subject matter expertise to curriculum development & enhancement
- Providing learning experiences such as guest lecturers and workplace site tours
- Serving on the advisory board through MSCA membership



We urge you to strongly consider the ELEVATE project for the Florida Job Growth funding. This important training initiative will accomplish two vital objectives: It will provide completers with the opportunity to obtain college and industry credentials that lead to high wage high skill jobs with sustainable and steady employment for years to come. In addition, the project will support job growth in key industries in the state and the region.

Sincerely,

Michael Porter

A handwritten signature in black ink, appearing to read 'Michael Porter', is written over a horizontal line.

August 13, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

PalletOne fully supports the regional workforce training program being proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to many employers throughout Polk County and across the State.

Polk State College has a strong reputation for providing excellent workforce training programs that address regional needs in manufacturing, aviation, and logistics/distribution. We have hired Polk State graduates in the past and have found them to be high quality workers and will continue to hire them well into the future.

We expect to hire 20-30 high skill, high wage robotics employees over the next 2 years. The proposed expansion and enhancement of Polk State's Engineering Technology and Advanced Manufacturing programs will ensure there is robust talent pipeline of qualified workers to support job growth in our industry. ELEVATE programs are offered in an accelerated format to ensure that new hires and incumbent workers have the skills necessary to do their jobs.

Please accept this letter as assurance that PalletOne, is committed to working with Polk State to ensure success of ELEVATE training program. We look forward to supporting this important initiative in the these ways:

- 1) Contributing subject matter expertise to curriculum development and project design
- 2) Providing participants with internships or other work-based learning opportunities as available
- 3) Interviewing qualified program completers for possible employment
- 4) Providing learning experiences such as guest lectures and workplace tours

We ask that you consider funding Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,



Kon Champavannarath

Chief Information Officer

PalletOne, Inc.

August 23, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

The Aerospace Center for Excellence (ACE) fully supports the regional workforce training program being proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to many employers throughout Polk County and across the State.

Polk State College has a longstanding track record of providing excellent workforce training programs that address regional workforce needs in manufacturing, aviation, and logistics/distribution. We have enjoyed our collaboration with Polk State as an industry advisory board member and are excited to see the current and future impacts of this program in providing the future aviation/aerospace workforce.

We have provided over \$279,000 in scholarships to Polk State Aerospace students since the program began. We look forward to continuing this partnership with Polk State as, together, we continue to engage, educate, and accelerate the next generation of aerospace professionals

The proposed expansion and enhancement of Polk State's Aerospace program will ensure there is robust talent pipeline of qualified workers to support job growth in our industry. ELEVATE programs are offered in an accelerated format to ensure that new hires and incumbent workers have the skills necessary to do their jobs.

Please accept this letter as assurance that ACE, is committed to working with Polk State to ensure success of ELEVATE training program. We look forward to supporting this important initiative in the following ways:

- 1) Contributing subject matter expertise to curriculum development and project design
- 2) Providing participants with internships or other work-based learning opportunities as available
- 3) Interviewing qualified program completers for possible employment
- 4) Providing learning experiences such as guest lectures and workplace tours
- 5) Serving on a program advisory board
- 6) Offering scholarships to qualified, motivated students

We ask that you consider funding Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

John R. "Lite" Leenhouts
President & CEO

Home of



August 16, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

The Lakeland Linder International Airport fully supports the regional workforce training program being proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to many employers throughout Polk County and across the State.

Polk State College has a longstanding track record of providing excellent workforce training programs that address regional workforce needs in manufacturing, aviation, and logistics/distribution. We have hired Polk State graduates in the past and have found them to be high quality workers and will continue to hire them well into the future. Additionally, we own and maintain the space that Polk State Aerospace utilizes for their program operations. We are dedicated to collaborating with Polk State to provide cost-effective space for their continued growth and expansion.

The proposed expansion and enhancement of Polk State's Aerospace program will ensure there is robust talent pipeline of qualified workers to support job growth in our industry. ELEVATE programs are offered in an accelerated format to ensure that new hires and incumbent workers have the skills necessary to do their jobs.

Please accept this letter as assurance that Lakeland Linder International Airport, is committed to working with Polk State to ensure success of ELEVATE training program. We look forward to supporting this important initiative in the following ways:

- 1) Contributing subject matter expertise to curriculum development and project design
- 2) Providing participants with internships or other work-based learning opportunities as available
- 3) Interviewing qualified program completers for possible employment
- 4) Providing learning experiences such as guest lectures and workplace tours
- 5) Serving on a program advisory board
- 6) Offering cost-effective classroom and operational space for the continued growth of the program

We ask that you consider funding Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

A handwritten signature in blue ink, reading "Eugene B. Conrad III". The signature is fluid and cursive, with the first name "Eugene" being the most prominent.

Eugene B. Conrad III, C.M
Airport Director
Lakeland Linder International Airport



Office of the City Manager

Post Office Box 2277
Winter Haven, Florida 33883-2277

Phone: 863/291-5613
FAX: 863/291-5623

November 11, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

I write to you in full support of the regional workforce training program proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to the skill needs in four industries that are key economic drivers in Polk County: advanced manufacturing, logistics and distribution, aerospace, and healthcare.

As City Manager for the City of Winter Haven, I write specifically in support of Polk State due to its quality advanced manufacturing training that continues to meet the growing and everchanging needs of the industry and our community. Florida Can Manufacturing, a part of Florida Caribbean Distillers, is constructing a can manufacturing facility near the CSX intermodal terminal off State Road 60 that is estimated to bring up to 500 jobs to Winter Haven. Polk State College will train more than 300 employees in areas including Certified Production Technician, Mechanical Troubleshooting Electrical Troubleshooting, Automated Systems Troubleshooting, Precision Maintenance, and Operator Equipment Care.

This exceptional training is a key factor in the decision for many companies to locate to our region. The proposed expansion and enhancement of Polk State's advanced manufacturing training will ensure a robust talent pipeline of qualified workers to support job growth in our manufacturing industry.

Thank you for considering Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

Mike Herr
City Manager
City of Winter Haven



November 11, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

I write to you in full support of the regional workforce training program proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to the skill needs in four industries that are key economic drivers in Polk County: advanced manufacturing, logistics and distribution, aerospace, and healthcare.

As the President of the Winter Haven Economic Development Council (WHEDC), I see the ELEVATE Project as an opportunity to build upon and enhance existing local economic development efforts, and I foresee that the possibilities for partnership are significant, especially in the areas of this project's focus.

Winter Haven has a long history of partnerships for the purpose of economic and community development including the partnership between BayCare Winter Haven Hospital and Florida State University College of Medicine to create a family medical residency program to address the severe shortage of primary care physicians in rural communities.

Also, community leaders in the fields of aerospace and government have been a part of a US Economic Development Administration-funded Aviation Cluster Study involving seven airports across five counties in Central Florida to identify regional aviation assets and develop a collaborative plan to support the rapid growth of the aviation industry.

Finally, the most recent partnership between the City of Winter Haven and the State of Florida for the purpose of addressing infrastructure needs to serve industrial growth surrounding the Central Florida (CSX) Intermodal Logistics Terminal. Winter Haven was the recipient of \$9.4 million in funding from Florida's Job Growth Grant fund and the Florida Department of Transportation to address roadway improvements that will provide direct access to a growing employment hub and enhance traffic safety within the ILC and in the surrounding community. This investment will have a significant positive impact on the growth of industrial development surrounding the terminal where we expect to build up to 10,000,000sf of industrial space and create over 1,000 jobs.

(O) 863.837.5280
bruce@whedc.com

150 Third St SW
Winter Haven, FL 33880



Polk State College is a key partner in all of these initiatives, providing exceptional, quality education and training for our local industry, ensuring that businesses can maintain competitiveness and expand operations with highly qualified personnel.

Polk State's exceptional training is a key factor for many companies to locate to our region. The proposed expansion and enhancement of Polk State's training activities through the ELEVATE Project will ensure a robust talent pipeline of qualified workers to support job growth in our most critical, and highest growth industries, all of which create local, regional and statewide economic benefits.

Thank you for considering Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

A handwritten signature in black ink, appearing to be "BL", with a long horizontal line extending to the right.

Bruce Lyon
President



November 1, 2021

The Honorable Ron DeSantis
Office of the Governor
400 South Monroe Street
Tallahassee, Florida 32399

Dear Governor DeSantis,

The Central Florida Development Council (CFDC) is pleased to collaborate with Polk State College and other project partners on the ELEVATE project, Polk State College's application to the Florida Job Growth Grant Fund-Workforce Training Grant Proposal. As Polk County's economic development partnership, CFDC understands the significant impact robust workforce training programs have on job creation. ELEVATE focuses on four target industries in Florida and Polk County: aviation/aerospace, manufacturing, logistics and distribution, and nursing including starting a new Licenses Practical Nurse certificate program. Availability of a skilled workforce in these industries is essential for successful economic growth in a region.

The ELEVATE project will enhance and expand Polk State College's capacity in its Aerospace, Engineering Technology, Supply Chain Management, and Nursing degree programs as well as non-credit training to rapidly meet workforce needs as companies adopt digitized data, artificial intelligence, and other Industry 4.0 technologies to transform their business operations. This initiative will have a significant impact on producing workers with the skills and credentials to address workforce demand, as well as the creation of hundreds of quality jobs.

CFDC leverages the tremendous growth that central Florida is experiencing and invites prospective businesses to the region, as well as existing businesses to expand. This grant project affords the region greater training opportunities for manufacturers, distributors, hospitals, clinics, as well as pilots and airport administrators. In support of this project, the CFDC will include this expanded training program offering in presentations to site selectors and interested investors.

The CFDC urges your favorable consideration of Polk State's funding request through the Florida Job Growth Fund. It will provide a strong return on investment in terms of economic activity and job growth. Thank you very much for your longstanding commitment to creating a pro-business environment allowing communities to flourish.

Sincerely,

Sean Malott
President & CEO, Central Florida Development Council



Florida House of Representatives
State Representative Colleen Burton
District 40

District Office:
100 S. Kentucky Ave., Suite 260
Lakeland, Florida 33801
863-413-2640
colleen.burton@myfloridahouse.gov

Tallahassee Office:
422 C
402 S. Monroe
Tallahassee, Florida 32399
850-717-5040

November 11, 2021

The Honorable Ron DeSantis
Office of the Governor – 400 S. Monroe
Tallahassee, Florida 32399

Dear Governor DeSantis:

I write to you in full support of the regional workforce training program proposed by Polk State College to the Florida Jobs Growth Grant Fund. This Elevate Workforce Innovation Project (ELEVATE) will provide transferable, sustainable workforce skills applicable to the skill needs in four industries that are key economic drivers in Polk County: advanced manufacturing, logistics and distribution, aerospace, and healthcare.

Polk State College has a longstanding track record of providing exceptional workforce training programs that address regional workforce needs in areas including manufacturing, aviation, logistics and transportation, and health sciences. Polk State's graduates are highly sought after by regional employers, and with 70 percent of Polk State students remaining in Polk County after graduation, they are the professionals fueling our workforce and the economic development of our community.

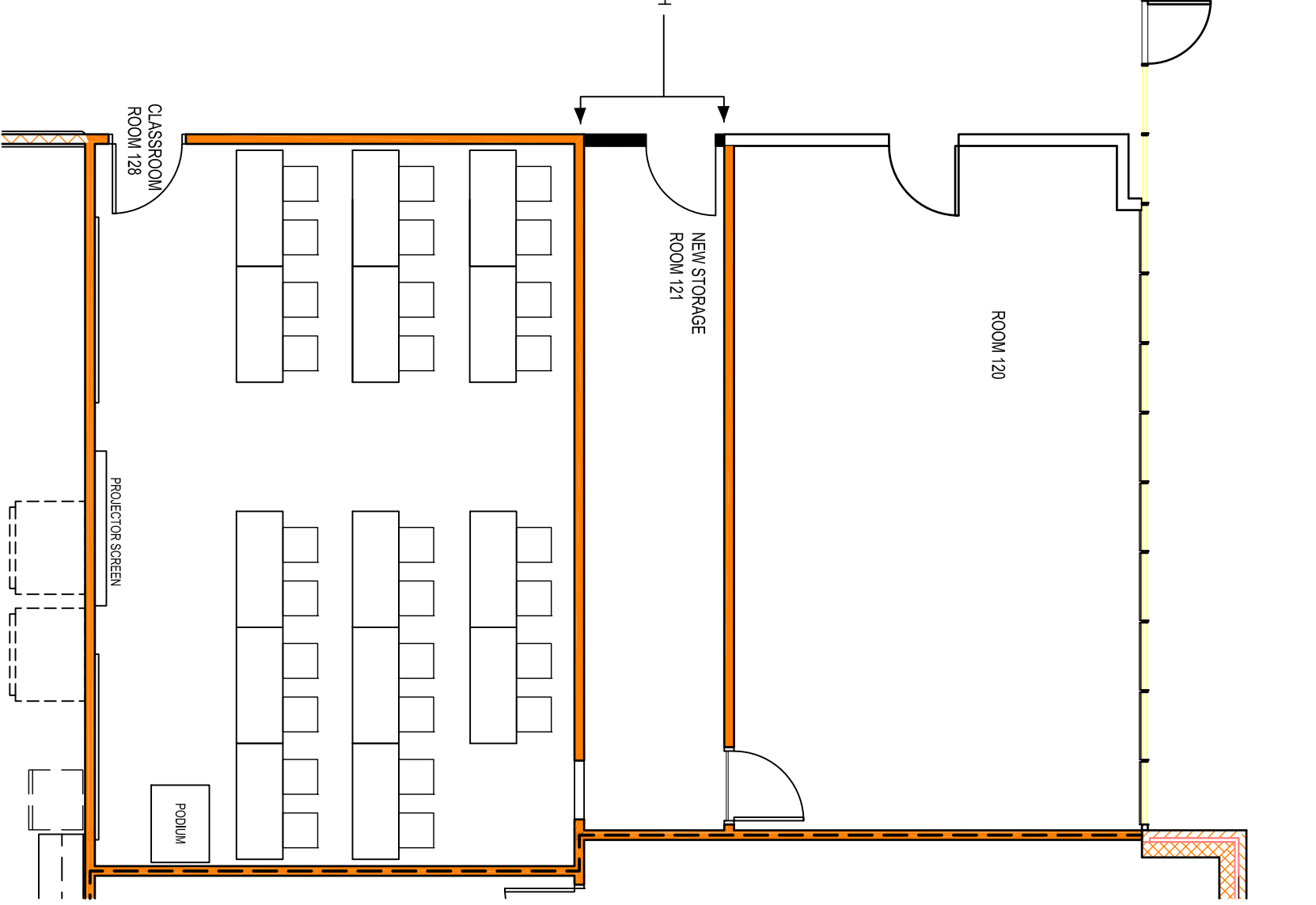
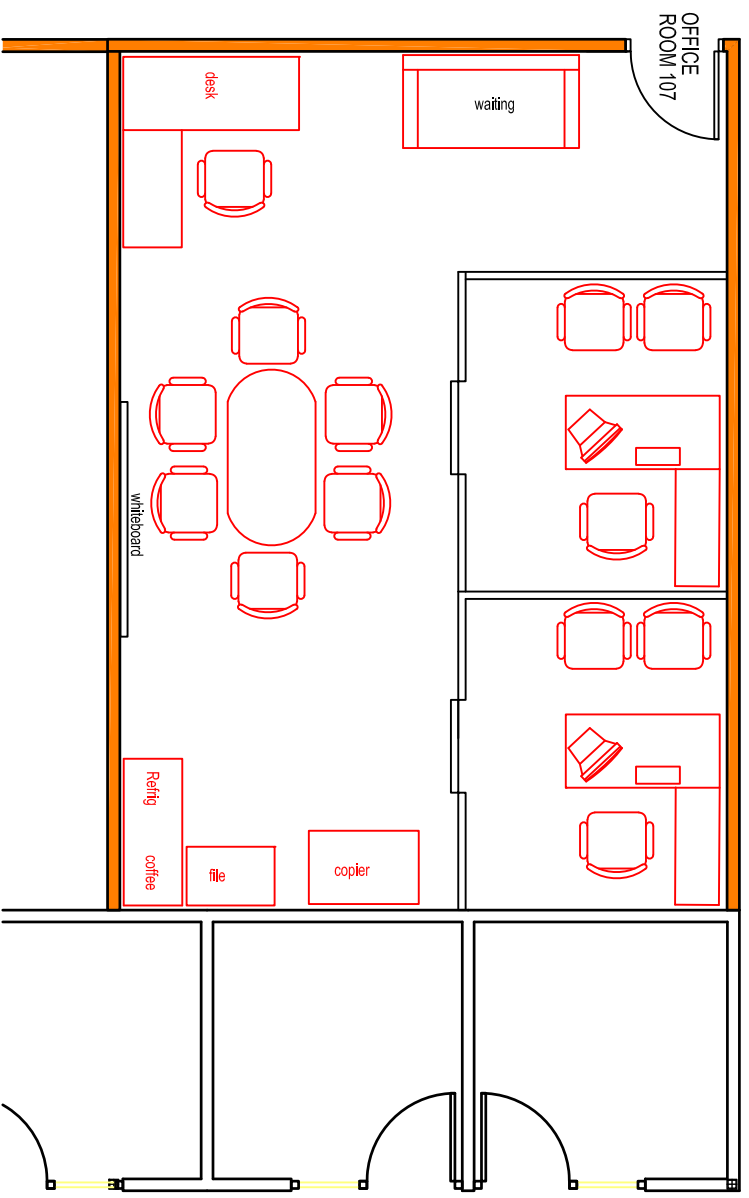
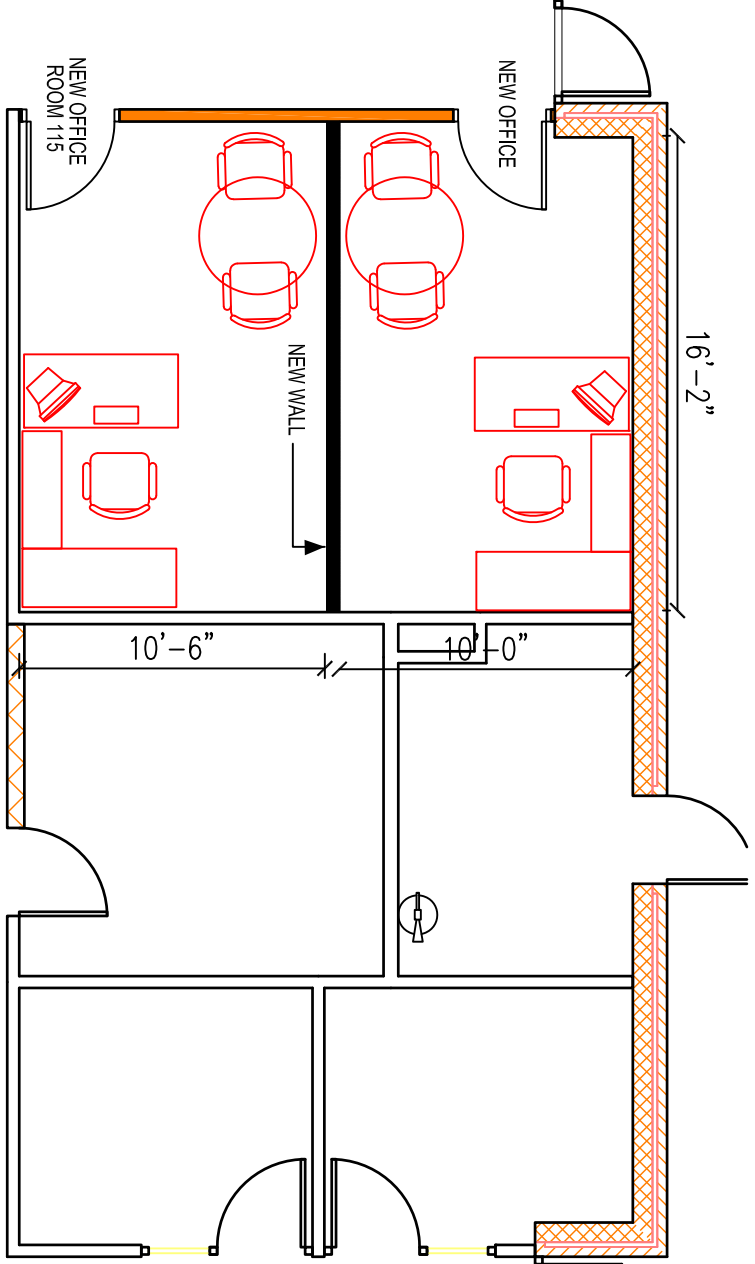
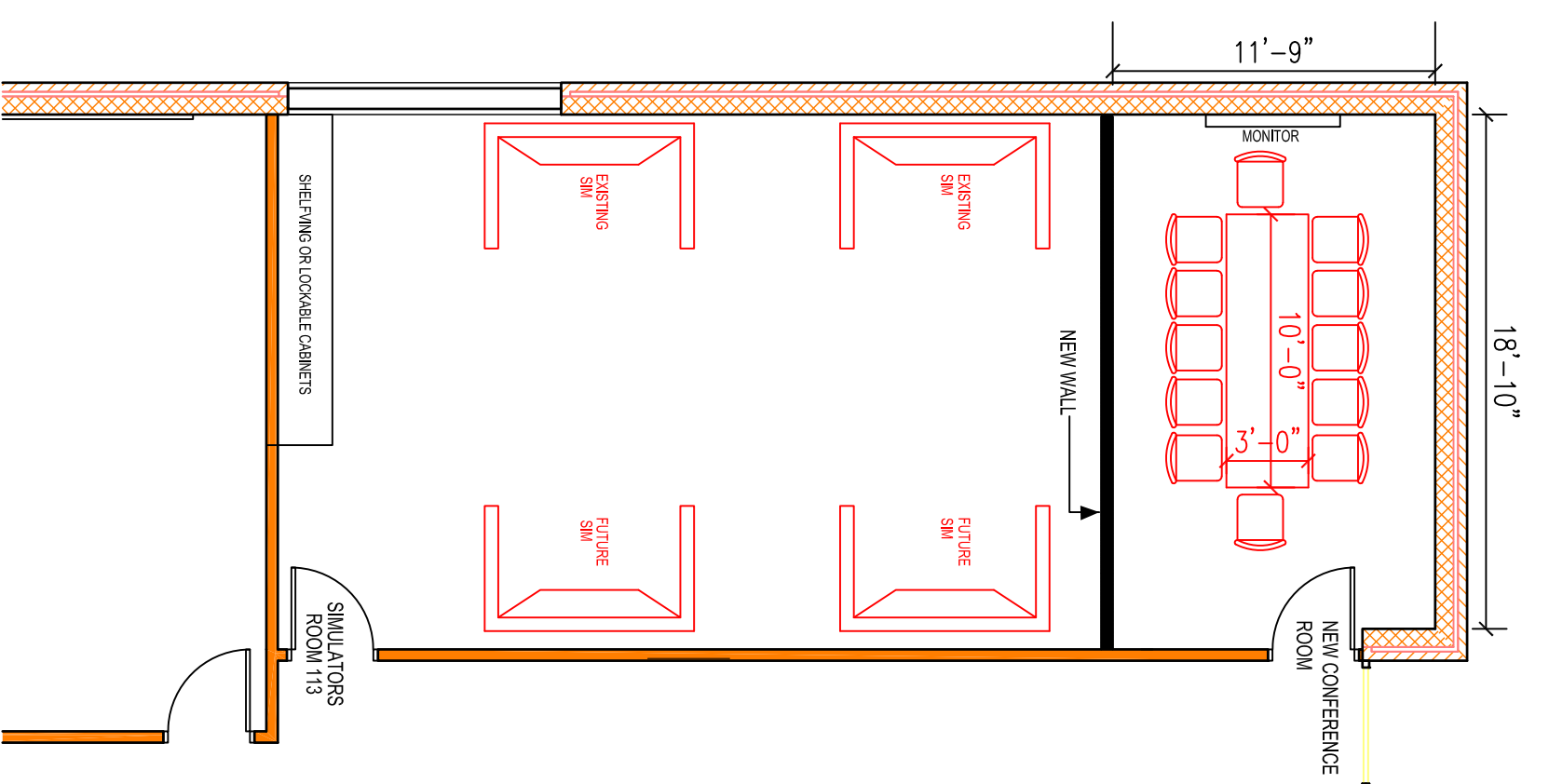
The proposed expansion and enhancement of programs including Polk State Nursing will ensure a robust talent pipeline of qualified workers to support job growth in our healthcare industry. With a longstanding reputation of excellence and Polk State Nursing graduates continuing to exceed state and national pass rates on the National Council Licensure Examination (NCLEX-RN), Polk State is a top choice for this ELEVATE workforce training project. In 2020, Polk State Nursing graduates achieved a 96.27 percent pass rate on the NCLEX-RN, far exceeding the 62.9 percent pass rate at the state level and the 82.82 percent pass rate at the national level. Thank you for considering Polk State College's ELEVATE workforce training project to support economic growth across Florida.

Sincerely,

A handwritten signature in black ink that reads "Colleen Burton".

Colleen Burton

Committees: Health & Human Services Committee Chair; Appropriations Committee



ASE Upgrades budget

BUDGET OVERVIEW	Budget	PO Number	Notes:
Architect	\$ 6,000.00		
CM / New wall construction	\$ 15,000.00		
Inspection & permitting	\$ 1,500.00		
New data drops	\$ 3,000.00		
Painting	\$ 2,500.00		
HVAC modifications	\$ 3,500.00		
Ceiling repairs	\$ 2,500.00		
New furniture allowance	\$ 15,000.00		
Electrical	\$ 5,500.00		
Signage allowance	\$ 500.00		
Contingency	\$ 5,000.00		
Total	\$ 60,000.00		

By Rmanikis 10/8/19

Preliminary Schedule for Project

- PO/ Contract completed by TBD.
- Ordering of long lead items (furniture & materials) by TBD.
- Construction starts by TBD .
- Construction completed by TBD.
- Moving of staff into new space by TBD.

COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN: 59-1209033

DATE:09/24/2021

ORGANIZATION:

FILING REF.: The preceding agreement was dated 02/27/2014

Polk State College

999 Avenue H, Northeast

Winter Haven, FL 33881-4299

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: Facilities And Administrative Cost Rates

RATE TYPES: FIXED FINAL PROV. (PROVISIONAL) PRED. (PREDETERMINED)

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	07/01/2017	06/30/2022	65.00	On-Campus	All Programs
PRED.	07/01/2017	06/30/2022	21.30	Off-Campus	All Programs
PRED.	07/01/2022	06/30/2024	66.60	On-Campus	All Programs
PRED.	07/01/2022	06/30/2024	18.90	Off-Campus	All Programs
PROV.	07/01/2024	Until Amended			Use same rates and conditions as those cited for fiscal year ending June 30, 2024.

*BASE

Direct salaries and wages including all fringe benefits.

ORGANIZATION: Polk State College

AGREEMENT DATE: 9/24/2021

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:

The fringe benefits are specifically identified to each employee and are charged individually as direct costs. The directly claimed fringe benefits are listed below.

TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims are not made for the cost of these paid absences.

Fringe Benefits include: FICA, Retirement, and Health and Life Insurance, Worker's Compensation, Unemployment Insurance, Dental, Group Long-term Disability, and Retirement.

Equipment means tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds \$5000.

** The next F&A Proposal for FYE 06/30/2023 is due by 12/31/2023.

ORGANIZATION: Polk State College

AGREEMENT DATE: 9/24/2021

SECTION III: GENERAL

A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its facilities and administrative cost pools as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as facilities and administrative costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from facilities and administrative to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

E. OTHER:

If any Federal contract, grant or other agreement is reimbursing facilities and administrative costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of facilities and administrative costs allocable to these programs.

BY THE INSTITUTION:

Polk State College

(INSTITUTION)

E. Allen Bottorff

(SIGNATURE)

Allen Bottorff

(NAME)

Y.P. Business Administration and Finance / CBO and CRO

(TITLE)

2021.10.28

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Darryl W. Mayes

-S

(SIGNATURE)

Darryl W. Mayes

(NAME)

Deputy Director, Cost Allocation Services

(TITLE)

9/24/2021

(DATE) 5472

HHS REPRESENTATIVE: Jasvinder Kaur

Telephone: (301) 492-4855