2009 Innovations Awards Program
APPLICATION

CSG reserves the right to use or publish in other CSG products and services the information provided in this Innovations Awards Program Application. If your agency objects to this policy, please advise us in a separate attachment to your program’s application.

ID # (assigned by CSG): 09-S-03FL

Please provide the following information, adding space as necessary:

State: FLORIDA

Assign Program Category (applicant): Workforce Development (Use list at end of application)

1. Program Name
   Employ Florida Banner Centers

2. Administering Agency
   Workforce Florida, Inc.

3. Contact Person (Name and Title)
   Andra S. Cornelius, CEcD Vice President, Workforce and Economic Development Opportunities

4. Address
   1580 Waldo Palmer Lane, Suite 1, Tallahassee, FL 32308

5. Telephone Number
   850-921-1119

6. FAX Number
   850-921-1101

7. E-mail Address
   acornelius@workforceflorida.com

8. Web site Address
   www.workforceflorida.com

9. Please provide a two-sentence description of the program.
   Employ Florida Banner Centers are industry-driven workforce development centers that offer products and services designed to fulfill their targeted industry’s current and emerging workforce needs. Banner centers unite industry, education, workforce and economic development to create relevant, market-driven training aligned to industry standards to address the state’s economic priority of increasing skilled workers in high-skill, high-wage industry sectors.
10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 2, 2009 to be considered.
The first Employ Florida Banner Center – for the Aviation/Aerospace sector – was designated in December 2006. Since then, Workforce Florida has established a total of 11 Banner Centers in areas critical to Florida’s economic diversification and talent development. The graphic below lists the primary education partner (in italics) along with affiliated educational partners.

11. Why was the program created? What problem[s] or issue[s] was it designed to address?
The Banner Center concept originally surfaced in response to the 2004 Governor’s Roadmap for Florida’s Future – the state strategic plan for economic development – as one of Florida’s strategic priorities to raise the bar for excellence in education and workforce development. The overall goal was to design a statewide system of regionally concentrated and industry-driven workforce education centers. The guiding principles of the innovative initiative are to:

- Give Florida’s businesses in the targeted industry sectors an opportunity to directly guide the workforce system and education to address their current and future need for workforce talent.
- Become the statewide nexus for industry knowledge related to creating a globally competitive workforce for the targeted industry sector and talent development to support job placement, retention and creation.
- Use industry leadership and guidance to deploy and refine workforce development products and services, such as cutting-edge curriculum, and ease of
access to the products and services statewide that meet the needs of business today and in the future.

- Support worker pipeline development by working to align seamless educational pathways and marketing of career pathways for entry-level to advanced workers.
- Create collaborative delivery partnerships with industry, education and training providers; secondary and postsecondary, public and private; designed to impact all regions of the state.
- Provide support to delivery partners through curriculum support, faculty support, customized curriculum development, alignment with industry certification, and access to industry expertise.
- Promote economic development by serving as the leading resource and focal point to address the state’s economic priority of increasing talent in high-skill, high-wage targeted sectors and demonstrating ease of access to Banner Center products and services.
- Utilize the value of products and services developed to create sustainable revenue streams to enable the long-term viability of the Employ Florida Banner Centers.
- Agree to a comprehensive external performance and accountability outcome evaluation as directed by WFI, to ensure relevance of products and services to the industry sector and return on investment.

12. Describe the specific activities and operations of the program in chronological order.
- **December 2006:** First Banner Center for Aviation/Aerospace designated through a competitive process.
- **2008:** Banner Centers for Alternative Energy and Digital Media designated.
- **2009:** Banner Centers for Agriscience and Travel/Tourism in planning stage.

13. Why is the program a new and creative approach or method?
Banner Centers not only directly connect industry, education, workforce and economic development in an effective way to support industry sectors critical to strengthening Florida’s economy, but also unite them in striving toward the common goal of cultivating skilled talent to support Florida’s businesses now and in the future. Banner Centers are designed to provide workers at all levels with a statewide go-to resource for the cutting-edge training in high-value industry sectors that will put them on sound career pathways and empower them to earn family supporting wages.

14. What were the program’s start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)
Workforce Florida provided each Banner Center with an initial $500,000 to cover specific performance deliverables in an executed, performance-based contract. Deliverable payments were structured to cover technology and staffing needs in each educational institution. In addition, Workforce Florida has one designated staff person, supervised by a Vice President, whose single responsibility is to act as the chief liaison between the Banner Centers.
15. What are the program’s annual operational costs?
Beyond the performance-based contracts identified above, and the staffs identified, there are no additional operational costs.

16. How is the program funded?
To fund the Banner Centers initiative, Workforce Florida has invested more than $8.8 million in federal Workforce Investment Act funds reserved at the state-level as well as one-time appropriation of state general revenue funds. Another $8 million has been leveraged through education and industry partnerships.

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.
The Banner Centers initiative was endorsed by the Workforce Florida Board of Directors and required no legislation.

With Governor Charlie Crist’s support, the 2008 Florida Legislature approved $1.5 million in funding for Florida’s existing Banner Centers. However the Legislature later was forced to recapture these funds due to state funding shortfalls.

18. What equipment, technology and software are used to operate and administer this program?
We currently have Adobe webinar capabilities which facilitate enhanced communications between Banner Centers, their respective industry advisory councils and Workforce Florida.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator’s name, present address, telephone number and e-mail address.
Yes. The Banner Center concept is a product of the state’s strategic plan, the 2004 Roadmap to Florida’s Future, an economic development blueprint for Florida. The concept remains a world-class talent component of the blueprint’s latest iteration – the 2007-2012 Roadmap. The 2004 plan first envisioned Banner Centers – then referred to as Workforce Education Cluster Centers – as a way to facilitate collaboration between industry, workforce, education and economic development to meet the talent needs of targeted industry sectors, and regional and local economies. The centers are a product of the Workforce Florida Board of Directors.

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?
We are aware of no similar programs in other states.

21. Has the program been fully implemented? If NO, what actions remain to be taken?
No. We currently are working to implement the overall governance and marketing structure. Additionally, we have put forth a new competitive RFP under which existing and prospective Banner Centers may respond. Elements within this new RFP are designed to help move the initiative into a more mature and robust program.

22. Briefly evaluate (pro and con) the program’s effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

PROS

● Spurred more cross-collaboration among community colleges and universities.
• Heightened education’s responsiveness to critical industry sectors.
• Generated real income improvements for participants. According to an independent evaluation by the Florida Education and Training Placement Information Program persons receiving training from the Employ Florida Banner Centers experienced an overall wage gain of 56%, pre-training versus post-training. This single measure has the potential to push Florida’s overall per capita income statistic higher.
• Focused on industry-relevant training needs and industry-recognized certifications.
• Built a talent pipeline process from secondary academies through to postsecondary education on to four-year training.
• Allows Florida to showcase true talent development and repository of talent.
• Puts critical industry sector businesses in the driver’s seat for relevant education and workforce development training.
• Eliminates duplication and repeatedly paying for curriculum development.

CONS
• Fostering collaboration across man-made education institution and regional workforce board geographic boundaries to spread Banner Center products and services can sometimes be challenging.
• Educational institutions excel at developing training, but staffs do not always have the necessary entrepreneurial mindset or marketing skills necessary to solicit funding from industry and other sources to make these programs self-sustaining.
• Overall Banner Center governance must start from the top, and we are now playing catch-up to create a clearly communicated governance strategy for the initiative, and create a well-articulated communication plan among designated Banner Centers and all stakeholders.

23. How has the program grown and/or changed since its inception?
Most of the 11 Banner Centers currently are in their third year of operation. New Banner Centers have been proposed in the areas of water resources, agriscience and travel/tourism.

In 2008, Workforce Florida convened a dynamic cross-section of Employ Florida Banner Center stakeholders and partners to participate in a retreat dedicated to bolstering the business model for this initiative. With assistance from the Florida Institute of Government at the University of South Florida, retreat participants developed and refined a customer-value proposition, enhanced advisory board governance, brand marketing and a communication method for sharing best practices.

As this initiative moves into its third year, Workforce Florida’s leadership plans to embed these findings and recommendations in the present RFP as well as operations going forward.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?
• Securing enough private-sector funding to make the program self-sustaining.
• Engaging critical stakeholder—industry, education, economic development and workforce development—on a common objective of raising the bar for talent development.
2009 Innovations Awards Program
Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state’s submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development
- Business/Commerce
- Economic Development
- Transportation

Government Operations
- Administration
- Elections
- Public Information
- Revenue

Health & Human Services
- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education
- Education
- Labor
- Management
- Personnel
- Training and Development
- **Workforce Development**

Natural Resources
- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections
- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

CSG Innovations Awards 2009
The Council of State Governments
2760 Research Park Drive, P.O. Box 11910
Lexington, KY 40578-1910

Contact:
Nancy J. Vickers, National Program Administrator
Phone: 859.244.8105
Fax: 859.244.8001 – Attn: Innovations Awards Program
The Council of State Governments
E-mail: nvickers@csg.org

This application is also available at www.csg.org, in the Programs section.

**Revised Deadline: March 23, 2009**