

WIRED Northwest Florida Initiative Implementation Plan as of August 11, 2006

Executive Summary

Northwest Florida is at a crossroads. It must either transform to a knowledge-based industry development focus or be satisfied with declining employment in the traditional primary industries, rapid job creation in low-wage, low-skill service sector industries associated with tourism and retail, and a continuing degradation of standard of living and quality of life. The cost of living throughout the region has been rapidly increasing. The ACCRA Cost of Living Index for the metropolitan statistical areas (MSA) in the region is at or above the national average (100% or higher). At the same time, the per capita average annual wage for the region is more than 20% below the national average, meaning the northwest Florida economy is experiencing a high cost of living that is attempting to be sustained by a low-wage economy. The gap between wage structure and cost of living is widening due to a preponderance of job creation in low-wage industries. Only a focus on job creation in selected primary target industries will provide a solution. This is not a quick turn-around issue, and only developing long-term, sustainable programs with regional perspective will provide an acceptable solution.

As with the balance of the state, northwest Florida has experienced layoffs associated with declining manufacturing industries, military realignments (although the region as a whole has experienced positive military and defense industry growth), relocation and business disruption associated with the 2004 and 2005 hurricane season activity, and plant closings, especially in the textile, metal products manufacturing, and food processing industries associated with foreign competition. However, these are short-term influences that have contributed to a long-term issue. The true issues driving the need for this grant deal with the need for a region-wide, long-term vision and strategy that evaluates the changing business development opportunities that are achievable based on the region's strengths and weaknesses, identifies the region's existing or developable comparative advantages, addresses the weaknesses that must be overcome to facilitate those comparative advantages, develops a long-term, comprehensive strategy, and implements that strategy. Prior to the last two years, that vision and regional strategy had not developed in northwest Florida, although parts of it were forming on a localized basis. The strategy has been developed. The WIRED Northwest Florida Initiative, with the assistance of this grant, provides the basis for implementing the strategy.

The primary goal of the grant is to increase the size and quality of the workforce necessary to support and expand those targeted knowledge-based industries that create high-skill, high-wage jobs and that provide the region with a comparable advantage on the national and international levels. For northwest Florida, those target areas are: aerospace and defense, life sciences, information technology/electronics engineering and alternative energy. Additionally, as the lack of required levels of workforce housing in the region represents a fatal flaw in our ability to meet employment growth in our targeted knowledge-based industries, supporting workforce development in and expansion of construction trades is also a targeted industry for the WIRED Northwest Florida Initiative.

Additional goals are to develop an enhanced educational pipeline which supports competency development enabling high-wage job growth in targeted industries and to increase the number and success of targeted industry businesses in the region.

WIRED Northwest Florida Initiative Goals

Goal 1: Increase the size and quality of the workforce necessary to support and expand those targeted knowledge-based industries (aerospace & defense, information technology, life sciences and alternative energy) that create high-skill, high-wage jobs and that provide the region with a competitive advantage on the national and international levels; support trained workforce expansion in construction industry.

Goal 2: Develop an enhanced educational pipeline which supports competency development enabling high-wage job growth in targeted industries

Goal 3: Increase the number and success of targeted industry businesses in the region

Please see attached Excel spreadsheet, Attachment 1, for implementation details

Governance

All components of the WIRED Northwest Florida Initiative existed prior to the grant award in the long-range strategic plan for Florida's Great Northwest, which is governed by a voluntary Board of Directors from the organization's partners in regional economic development. This Board of Directors is accountable for successful implementation of all Florida's Great Northwest actions.

The activities within the WIRED Northwest Florida Initiative are directly overseen by a voluntary Governance Council composed of targeted industry business leaders, representatives from secondary and post-secondary educational systems, workforce development boards and local economic development organizations. By design, a majority of the Governance Council is from the business community. Additionally, all Governance Council members are senior executives within their respective organizations. Please see Attachment 2 for the WIRED Northwest Florida Initiative Governance Council roster.

The Governance Council met on May 18 and June 20, 2006. At its first meeting, the Governance Council reviewed and approved the grant guidelines and initiative operating procedures and conducted business including the approval of the Initiative's first two Entrepreneurship grants. (Please see Attachments 3, 4, 5 & 6 for grant guidelines) At its June 20 meeting, the Governance Council reviewed eight grant requests for Secondary Education workforce training programs, approving four, tabling one and declining three. The Governance Council will continue monthly meetings to oversee the implementation of the WIRED Northwest Florida Initiative.

Advisory Councils for each of the targeted industries, also with a majority representation from the private sector, will provide regional data to assist the Governance Council in the implementation of the Strategic Program Development:

- further define the target industries, target industry workforce skill requirements, identify the baseline of available skilled workforce, identify the skills gaps between available workforce and projected demand,
- identify pre-employment skill requirements,
- identify post-employment skill development requirements,

- identify the degree program requirements, certification program requirements, and approved training program requirements,
- develop sub-regional strategies for program development,
- identify region and sub-region comparable advantages,
- identify additional regional and state partners to assist both financially and creatively in delivering the workforce development training and developing best practices,
- develop a best practices identification and sharing strategy, and
- implement the outreach strategy

Rosters for each Advisory Council follow as Attachments 7, 8, 9, 10 & 11

Copies of the WIRED Northwest Florida Initiative governing documents follow as Attachments 12 & 13.

Three of the Advisory Councils have had their first meeting. Tremendous interaction among Council members occurred and they demonstrated a terrific understanding of the industry, but did not demonstrate an understanding of best practices or innovation in workforce development.

The hiring of additional staff was necessary to ensure appropriate administrative oversight to the WIRED initiative. Staff will bear the responsibility of researching best practices to share with each Advisory Council. Initial expectations were for grant requests to be around \$500,000 each however, early applications received for the grants have been in the \$40,000 to \$100,000 range, indicating a greater volume of grants to be monitored and administered.

Operations

Internal Communications

Communication among the WIRED Northwest Florida Initiative occurs in several ways. The Governance Council meets monthly to review the Strategic Plan Development progress, review grant applications and manage other WIRED program activities. Materials relevant to the meeting discussion are distributed to each Governance Council member prior to the meetings to ensure maximum productivity. These face-to-face meetings allow for in-depth discussion on the WIRED Northwest Florida Initiative program and keep all Governance Council members involved and engaged. Additional communications between meetings are distributed via email. Once the WIRED collaborative workspace is functional, we envision utilizing it as an additional communications vehicle to keep all partners in the project informed. Governance Council members from the targeted industries also serve on their corresponding Advisory Councils providing cross-communication between the Councils.

Advisory Councils serve as a tool to provide regional workforce data relative to the employment demands in the targeted industries, skill sets required for those positions and training centers available to provide the needed skills development to meet the demand. They meet on a quarterly basis to share input, which will be coordinated with state and national data obtained via technical assistance provided with the grant. Each Advisory Council is chaired by a member of the Florida's Great Northwest Executive Committee to facilitate communications between the Councils and the Board of Directors. Similar to the Governance Council, communications are

held face-to-face during their quarterly meetings, by email between meetings, and via the collaborative workspace when it is functional.

Florida's Great Northwest staff administers all meetings of the Governance and Advisory Council and serves as an additional cross-communications source within the WIRED Northwest Florida Initiative.

External Communications

Press releases are issued regularly communicating the significant activities of the WIRED Northwest Florida Initiative to television, print and radio media throughout the region. This assists in the promotion of the initiative and has also brought additional partners to the project.

All WIRED information is posted on Florida's Great Northwest website, with grant information and applications downloadable. Site visits/traffic will be monitored and content will be updated at least on a monthly basis.

Public presentations on the WIRED Northwest Florida Initiative have been made and are planned to continue to be held throughout the region to local economic development organizations, chambers of commerce, targeted industry associations, local governments, etc. The purpose of these presentations is to educate the region on the WIRED Northwest Florida Initiative, to solicit additional partners in the initiative, and to gain support for the long-term sustainability of the project. We will move to identifying best practices, asset mapping, etc. as those are developed.

Public notice for all meetings of the Governance Council is made through announcement in the four major daily newspapers covering the region.

Sustainability

While we recognize that the USDOL WIRED grant has a three-year funding cycle, Florida's Great Northwest intends for this to be a long-term and continuing initiative well past the federal grant funding. This is expected to be accomplished by:

- 1) Development of the working Governance and Advisory Councils composed of business, education and civic leadership. The Council participants are volunteers, not recipients of the \$15 million grant funds, and assisting the Initiative to support the region's betterment. As their participation is not being driven by interest in receiving grant funds, their input and activities will drive the long-term strategic direction as the main sustainability component.
- 2) Input obtained through research and regional industry employers will continue on an ongoing basis to ensure identification of what is needed for successful long-term transformation in workforce training and development,
- 3) The creation of career academies and the identification of skills training gaps to be addressed by post-secondary education providers will be critical in the systematic transformation in the development of pre-employment workforce skills on a long-term, sustained program level, and therefore are included in our grant program,
- 4) A secondary goal of the Advisory Councils is to foster the creation of intra-industry networking and cross-business development. As similar-interest business leaders forge

relationships within the region, the likelihood of improving and/or creating business clusters is enhanced, furthering transformation in the region,

5) As the WIRED Northwest Florida Initiative is implemented, a formal Outreach Program will be developed to create a Northwest Florida Online Career Portal to raise awareness and understanding of the target industries, key jobs, salary structures, career progressions, and necessary knowledge and skill requirements for success in these industries with the intent of attracting students and potential workforce to the high-skill, high wage positions created in the region, and

6) Florida's Great Northwest intends to conduct a 5-year capital campaign beginning in early 2007 to solicit private pledges and funds to continue the WIRED program in the region after federal funding expires. Our plan is to obtain commitments for \$2 million per year for five years, extending the WIRED Northwest Florida Initiative through 2014.

Program Evaluation

A series of annual surveys will be incorporated into the plan to measure: program performance, partner satisfaction and employer satisfaction. The results of the surveys will be annually shared with the northwest Florida partners, U.S. Department of Labor WIRED Initiative, and other U.S. DOL WIRED grant recipients as part of the best practices sharing.

Budget Allocations & Fiscal Management

A detailed WIRED Northwest Florida Initiative budget has been created. The allocation of funds is such to ensure maximum results of the Initiative via the re-granting of WIRED funds to targeted industry businesses for workforce development needs and for business start-up and expansion. Re-granting funds are also allocated to assist with the long-term sustainability of the region's transformation to a knowledge-based economy through the support of the development of appropriate workforce training programs to provide a workforce able to meet the high-skill, high-wage jobs that will be created in the region. Each re-grant will be based on the re-grant applicant's ability to support transformational outcomes to further the WIRED Northwest Florida Initiative regional workforce development and economic development transformational agenda.

Florida's Great Northwest has contracted with a consultant with more than 30-years experience with the Georgia Department of Labor as well as federal grant management. With his expertise in the project, we are assured of not only federal grant compliance requirements but also sound project financial oversight. Additionally, we utilize the services of an outside professional accounting firm and a separate firm for annual auditing services.

Based on input and recommendations from this financial oversight team, Florida's Great Northwest has modified its accounting and financial management policies to incorporate policies to ensure compliance with federal grant requirements. Strict segregation of WIRED and FG NW funds and expenses has been implemented. An attorney has been hired to assist with the creation and monitoring of contracts and contractual obligations of entities receiving re-granted funds through the WIRED Northwest Florida Initiative.

Anticipated Technical Assistance Requests

As we continue the early implementation of our Initiative, additional assistance from the Resource Team members in the following areas would be beneficial to the overall success of the Northwest Florida Initiative:

- Council on Competitiveness – Facilitate a summit with the leadership teams of Florida’s Great Northwest and the WIRED Governance Council to ensure understanding of the role of innovation as it relates to increased regional economic and talent development and success; help leadership teams to understand how FG NW and our WIRED Initiative fits into overall global competitiveness agenda.
- CAEL – Provide counsel and guidance to create an integrated workforce system, bringing into alignment the public education system, higher education, business and industry and the public workforce system and using this integrated partnership to leverage our WIRED Initiative intended outcomes in the region, bringing assurances that our workforce sub-grants are part of an overall plan and do not become stand-alone programs.
- NES –
 - Provide global market analysis to determine how Northwest Florida compares to other emerging communities/regions with similar industry cluster development; identify best practices successfully implemented in other regions for our targeted industry cluster development, etc.
 - We are eagerly awaiting the launch of the WITS program and believe much of our data research needs will be met with its usage. As we become familiar with the program’s capabilities, available data and our ability to extrapolate desired reports, additional technical assistance will be required to assist with data analysis beyond our staff’s capabilities, specific to industry cluster identification, competencies required for employment within our target industries and current talent levels of the workforce, etc. as well as extended training of our regional data team so that we can conduct these types of activities on our own
 - Provide understanding as to how to connect regional assets around our capacity to innovate; bring individual WIRED participants/partners needs and expectations in synch with the desired regional outcomes

ATTACHMENT 1

Northwest Florida Goals Matrix

Goal 1: Increase the size and quality of the workforce necessary to support and expand those targeted knowledge-based industries that create high-skill, high-wage jobs and that provide the region with a comparable advantage on the national and international levels

	Key Strategies		Activities	Responsible Parties	Timeframes/Milestones	Resources Needed	Desired Outcomes/Metrics
1.1	Enlarge skilled labor pool available to meet targeted industry employer workforce demands	1.1A	Create online career portal to promote career opportunities in targeted industries to high school students, entry level employees, and potential relocaters.	Governance Council; Advisory Councils; Outreach Committee; FG NW staff	Form Outreach Committee by October 1, 2006; 1st meeting 11/06; Identify portal components 2/07; seek bids for site development 2/07	allocated WIRED Outreach funds	Live site by May 2007
		1.1B	Create career opportunity report for targeted industries detailing positions available, skills required, training providers for those skill competencies, average wage for positions in targeted industries	Governance Council; Advisory Councils; Outreach Committee; TA providers; FG NW staff	Advisory Council regional input by July 06; national input by 12/06; merged data by 1/07	Technical assistance to identify positions, skill sets and training sites; allocated WIRED Outreach funds	Increased training program enrollment in skills development programs supporting targeted industry talent requirements
		1.1C	Educate career training professionals, parents & students about employment opportunities in targeted industries	Governance Council; Advisory Councils; Outreach Committee; education/training facility personnel; FG NW staff	Ongoing presentations to target audiences to present transformational workforce development concept and gain acceptance for targeted industry career pursuit	FG NW staff time	Active promotion of targeted industries career opportunities from career counselors; increased enrollment in targeted industries skills training

1.2	Increase availability of workforce housing in region to accommodate employment growth in primary targeted industries	1.2A	Include Construction Trades in targeted industry listing to encourage increased workforce in this industry and to attract construction materials manufacturers & distributors to locate/expand in region	Governance Council; FGNW staff	Included in original grant proposal		Successfully accomplished
		1.2B	Offer Customized Job Training grants to financially assist new or expanding businesses in training employees in construction trades skills (see Attachment 3)	Governance Council; Advisory Councils; training facilities; FGNW staff	Award allocated funds by January 31, 2007	allocated \$1,693,730 WIRED funds	Increased inventory of \$90 - \$240K housing in region
		1.2C	Offer Secondary Education grants to support creation of innovative training opportunities for individuals seeking to gain skills for employment in construction industry (see Attachment 5)	Governance Council; Advisory Councils; education/training facilities; FGNW staff	Award allocated funds by January 31, 2007	allocated \$750,000 WIRED funds	Increased number of employable entry-level workers in construction trades industry
		1.2D	Offer Post-Secondary Education grants to support creation of innovative training opportunities for individuals seeking to gain skills for employment in construction industry (guidelines under development)	Governance Council; Advisory Councils; training facilities; FGNW staff	Award allocated funds by January 31, 2007	allocated \$750,000 WIRED funds	Increased skilled trades employment in construction trades industry

		1.2E	Create career opportunity report detailing positions available, skills required, training providers, average wage for positions in targeted industries	Governance Council; Advisory Councils; Outreach Committee; TA providers; FGNW staff		Technical assistance to identify positions, skill sets and training sites	Increased enrollment in construction trades skills development programs
1.3	Increase regional awareness of career opportunities in targeted industries	1.3A	Create online career portal to promote career opportunities in targeted industries to high school students, entry level employees, and potential relocaters.	Governance Council; Advisory Councils; Outreach Committee; FGNW staff	Form Outreach Committee by October 1, 2006; 1st meeting 11/06; Identify portal components 2/07; seek bids for site development 2/07	allocated WIRED Outreach funds	Live site by May 2007
		1.3B	Promote career opportunities through public presentations to community, business & educational groups	Outreach Committee; FGNW staff			Increased enrollment in targeted industry skills development training programs; increased employment in targeted industry employers

Goal 2: Develop an enhanced educational pipeline which supports competency development enabling high-wage job growth in targeted industries

	Key Strategies		Activities	Responsible Parties	Timeframes/Milestones	Resources Needed	Desired Outcomes/Metrics
2.1	Define skilled workforce needs, competencies and employment levels, to support targeted industry growth in region	2.1A	Collect and compile data from partners, targeted industry representatives, and other available data resources	Governance Council; Advisory Councils; Technical Assistance partners; FGNW staff	1-Apr-07	WITS, USDOL Technical Assistance	Clear understanding of skill sets and personnel counts required to foster growth in targeted industries

2.2	Increase awareness among regional partners of skills & competencies required to support a knowledge-based economy in targeted industries	2.2A	Create meaningful dialog among industry, education and workforce representatives	Advisory Councils; education/training providers; Workforce Boards; FGNW staff			Adequate availability of quality training programs in region with sufficient capacity to meet targeted industries current and future needs.
		2.2B	Promote findings through public presentations to community, business & educational groups	Outreach Committee; FGNW staff			Increased enrollment in targeted industry skills development training programs
			Offer Secondary Education grants to support innovative STEM education opportunities (CHOICE replication) with post-secondary articulation agreements to increase base skills of high school graduates as entry level workforce, or for further education/training and skills development for employment in targeted industries (see Attachment 5)	Governance Council; Advisory Councils; Workforce Boards; local School Districts, FGNW staff	Award allocated funds by January 31, 2007	\$750,000 WIRED funds for secondary education	Supply industry employers with adequately trained entry-level workforce in skills required to transform region to knowledge based economy; develop workforce pool that will serve as an attractant to new businesses in targeted industries for relocation/expansion/start-up within region
2.2	Develop trained workforce from local potential workers	2.2A					

2.3A	Offer Post-Secondary Education grants to support innovative educational programs that increase skill competencies for employment in targeted industries (guidelines under development)	Governance Council; Advisory Councils; Workforce Boards; training facilities; FG NW staff	Award allocated funds by January 31, 2007	\$750,000 WIRED funds for post-secondary training	Supply industry employers with adequate trained workforce in skills required to transform region to knowledge based economy; develop workforce pool that will serve as an attractant to new businesses in targeted industries for relocation/expansion/start-up within region
------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------	-------------------------------------------	---------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Goal 3: Increase the number and success of targeted industry businesses in the region

	Key Strategies	Activities	Responsible Parties	Timeframes/Milestones	Resources Needed	Desired Outcomes/Metrics
3.1	Increase number of employers in targeted industries	3.1A Offer Entrepreneurship grants to financially assist new businesses in targeted industries with seed funding and expense of start-up staffing (see Attachment 4)	Governance Council; business community; FG NW staff	Award allocated funds by January 31, 2007	\$750,000 WIRED funds	Increase number of employers in targeted industries in region
		3.1B Promote successes to targeted industry representatives with potential of locating in region	Outreach Committee; FG NW staff	WIRED area on FG NW website live May 2006 FG NW postcard mailing May 2006	WIRED area on FG NW website; collaborative workspace; FG NW postcard mailings	Increase number of employers in targeted industries in region

3.2	Assist creation of high-skill, high-wage positions to support regional economy transformation	3.2A	Offer Entrepreneurship grants to financially assist newer businesses with seed funding; businesses must meet employment creation requirement (see Attachment 4)	Governance Council; business community; FGNW staff	Award allocated funds by January 31, 2007	\$750,000 WIRED funds	Increase number of high-skill, high-wage positions in targeted industries in region
		3.2B	Offer Customized Job Training grants to financially assist businesses in targeted industries with training workforce in required skills (see Attachment 3)	Governance Council; business community; FGNW staff	Award allocated funds by January 31, 2007	\$1,693,730 WIRED funds	Increase number of high-skill, high-wage individuals/positions in targeted industries in region
3.3	Nurture industry cluster development to set stage for regional economy transformation	3.3A	Provide opportunities for business leaders from each targeted industry to network with each other and form collaborations	Advisory Councils; FGNW staff			Multiple regional business collaboration on projects/programs
		3.3B	Identify and replicate successful skills training programs	Advisory Councils; training providers; FGNW staff			Increased enrollment at training facilities successfully providing innovative skills development for targeted industries
		3.3C	Support development of identified training programs needed to fill training gaps	Advisory Councils; Training Institutions; FGNW staff			Creation of innovative skills training programs by qualified providers within region
		3.3D	Promote region as desirable location for targeted industries and their support industries	FGNW staff			Viable, interactive intra-industry business interaction

ATTACHMENT 2

WIRED Northwest Florida Initiative Governance Council

Bernard Jacob, VP External Affairs and Corporate Services, Gulf Power, Chairman
Joe Brown, President & CEO, Optical Integrity
Jerry Cartwright, State Director, Small Business Development Center
John Cavanaugh, President, University of West Florida
Col. (Ret.) Mike Coburn, President, Talla-Tech, Inc.
Bob Cordes, Manager Economic & Community Development, Gulf Power
Phillip Creel, Vice President, Couch USA
Brad Day, Executive Director, Economic Development Council of Tallahassee/Leon Co.
Gene Franklin, Senior Loan Officer, Seminole Funding
Don Gaetz, Superintendent, Okaloosa County School District
Steve Gorlin, President, Gorlin Companies
Jeff Helms, Vice President, PBS&J
Rus Howard, Principal & Fund Manager, Whitesand Investments
Paul Hsu, Chairman, Total Parts Plus
Rick Kearney, President, Mainline Information Systems
Rob Koeneman, President, Dimensional Research Associates
William D. Law, Jr., President, Tallahassee Community College
Al McCambry, General Manager, Knology
Tim McDonald, President, Fort Walton Machining
Jane McNabb, Executive Director, St. Joe Community Foundation
Matt Miller, Director of Panama City Operations, EDO Corporation
Bob Richburg, President, Okaloosa Walton College
Bill Rimes, President & CEO, West Florida Electric Cooperative
J. Wyatt Pope, Deputy Director for Workforce Services, Agency for Workforce Innovation
Bill Stanton, Executive Director, Jackson County Development Council
Al Ward, General Manager, Florida Transformer
Al Wenstrand, Executive Director, Florida's Great Northwest
Richard Williams, Executive Director, Chipola Regional Workforce Development Board

ATTACHMENT 3

CUSTOMIZED JOB TRAINING WIRED Northwest Florida Initiative

The **WIRED Northwest Florida Initiative** is designed to create high-wage, high-skill jobs in the target industries of Aerospace and Defense, Life Science (Medical Device Manufacturing, Medical Technologies, Health Services, and Biotechnology), Information Technology, Software Development & Electronics Engineering, Alternative Energy and Construction Services. The WIRED Northwest Florida Initiative is administrated by Florida's Great Northwest, Inc., a sixteen county regional economic development effort. Florida's Great Northwest's membership is composed of county-based economic development organizations, workforce development boards, post-secondary education institutions, and regional business leaders. The WIRED Northwest Florida Initiative expands this base to include partners in secondary education, philanthropic endeavors, Florida's Small Business Development Network, and a wide range of business participation.

The purpose of the **WIRED Northwest Florida Customized Job Training Grant Program** is to provide employee training assistance to businesses in targeted industries that expand and diversify the region's economic base and, in the process, create quality, high-wage, high-skill jobs for Northwest Florida residents.

ELIGIBLE BUSINESSES

The primary goal of the grant application is to increase the size and quality of the workforce necessary to support and expand those targeted, knowledge-based industries that create high-skill, high-wage jobs and that provide the region with a competitive advantage on the national and international levels. For northwest Florida, those targeted industries are:

- Aerospace and Defense
- Life Sciences
 - Medical Device Manufacturing
 - Medical Technologies
 - Health Services, where a minimum of 70% of the organization's or the division's revenue is generated by sales outside of the northwest Florida region.
- Information Technology, Software Development, and Electronics Engineering,
- Alternative Energy
- Construction trades employers and/or manufacturers of construction materials and building products
- Distribution activities that support the target industries

The business must produce an exportable (beyond the regional market) good or service.

Eligible Wage Structure:

A minimum wage level requirement is established for all job creation funded through the Customized Job Training Grant Program. That minimum qualifying wage level is 125% of the county, metropolitan statistical area (MSA), or regional average annual wage, whichever is lower, plus a comprehensive, industry comparable benefits package. The benefits package must account for a minimum non-FICA fringe benefit of fifteen percent (15%) of the wage rate and must include at a minimum:

- health care where the employer must pay a significant portion of the insurance premium,
- paid vacation and sick leave,
- employer matching contribution to a retirement benefit (IRA, 401K, or Pension Plan).

Additional consideration will be given to benefit package enhancements such as disability and life insurance where the employer pays at least a portion of the premium. Employers cannot substitute higher wage structure for fewer benefits.

Only those newly created, full-time (35+ hours per week) positions that pay at or above the 125% base at the end of the first year of employment will be eligible for grant funding. This provision allows adequate time for job training and for completing a probationary period.

2006 Minimum Qualifying Wage Guidelines

County	Average Annual Wage	Average Wage Per Hour	Qualifying Annual Wage	Qualifying Wage Per Hour
Bay	\$30,281	\$14.56	\$37,851	\$18.20
Calhoun	\$20,346	\$ 9.78	\$25,433	\$12.23
Escambia	\$30,998	\$14.90	\$38,748	\$18.63
Franklin	\$22,931	\$11.02	\$28,664	\$13.78
Gadsden	\$24,222	\$11.65	\$30,278	\$14.56
Gulf	\$27,695	\$13.31	\$34,619	\$16.64
Holmes	\$21,577	\$10.37	\$26,971	\$12.97
Jackson	\$22,195	\$10.67	\$27,744	\$13.34
Jefferson	\$24,497	\$11.78	\$30,621	\$14.72
Leon	\$33,742	\$16.22	\$42,178	\$20.28
Liberty	\$27,777	\$13.35	\$34,721	\$16.69
Okaloosa	\$31,179	\$14.99	\$38,974	\$18.74
Santa Rosa	\$27,882	\$13.38	\$34,778	\$16.72
Wakulla	\$27,021	\$12.99	\$33,776	\$16.24
Walton	\$26,527	\$12.75	\$33,159	\$15.94
Washington	\$21,063	\$10.13	\$26,329	\$12.66
16 County Weighted Average	\$30,819	\$14.82	\$38,524	\$18.52
Fort Walton Beach MSA	\$31,179	\$14.99	\$38,974	\$18.74
Panama City MSA	\$30,281	\$14.56	\$37,851	\$18.20
Pensacola MSA	\$30,393	\$14.61	\$37,991	\$18.27
Tallahassee MSA	\$33,927	\$16.31	\$42,408	\$20.39

Source: Agency for Workforce Innovation, Labor Market Statistics, 2004 Annual report

CUSTOMIZED JOB TRAINING GRANTS FOR NEW OR EXPANDING BUSINESSES

Grant awards and requirements:

- Grant awards of \$500 to \$5,000 per qualifying position created. The grant award will be negotiable based on the industry, the wage and benefit structure, the level, specificity, and complexity of the skills required, the actual training costs, the value of the project to the community, and the sources of matching funds.
- Maximum grant of \$500,000 per project.
- Eligible projects include new business locations within the 16 county region and existing business expansions. Both business expansion and business attraction projects are eligible.
- Grant recipient must have its primary business activity in the identified target industries.
- The jobs created must receive compensation at or above the minimum qualifying level.
- All grants are to be matching grants with a minimum 100% match required (WIRED Northwest Florida funds are available for a maximum of 50% of the training costs).
- Grant recipients must comply with a two-step monitoring procedure: (1) an annual monitoring by the grant administrator of the job creation activity and the wage and benefits paid, and (2) a certified public accountant audit at the conclusion of the contract to assure the funds have been used appropriately based on the grant contract and generally accepted accounting principals. Florida's Great Northwest through the WIRED Northwest Florida Initiative will provide the audit firm.
- Businesses receiving grant funding must include the use the regional workforce investment boards' one-stop workforce development centers in the job fulfillment process.
- Training must be through a WIRED Northwest Florida approved training program.
- Funding is provided in the form of a performance-based grant. The business pays for the pre-approved training costs, and is reimbursed upon submission and approval of required documentation.
- A recapture provision will be included requiring that positions be guaranteed for a minimum of 2 years post training. Failure to maintain the positions will result in a full recapture (100%) of the grant funds awarded for that position.
- Grant funds to businesses will be disbursed following completion of the training program and proof of matching fund expenditure. Grant funds to individuals completing post-secondary training programs pre-employment will be distributed by reimbursement following the successful completion of the course.

FUNDS AVAILABLE

The total amount available for calendar year 2006 is \$1.785 million. Before preparing an application, please call the director, WIRED Northwest Florida Initiative at Florida's Great Northwest, Inc. (850.337.3469) to determine the availability of funding and if you represent a qualified funding applicant.

APPROVAL CRITERIA

Applications will be reviewed in the order received and evaluated based on the information provided in this application, plus information obtained by Florida's Great Northwest, Inc. staff. Approval and the amount granted per position trained will also be dependent on the availability of funds. Specific evaluation criteria will include:

- Wage rate for positions trained
- Fringe benefits for trained employees that are provided and paid for by the company (must be at least 15% of hourly wage and include health insurance)
- Cost of the training
- Type of industry and its economic impact in the area of the project
- Geographic location (the importance of support for economic development in rural and economically distressed areas will be taken into account)
- Significance of the business' capital investment, as it relates to the training
- The importance of the WIRED Northwest Florida Initiative funding to the completion of the training and associated project

GRANT APPLICATION AND APPROVAL PROCESS

The granting process is as follows:

- Call the director, WIRED Northwest Florida Initiative to determine funding availability (850.337.3469)
- Complete and file the application form with Florida's Great Northwest, Inc.
- Internal review of application by WIRED Northwest Florida Initiative review team
- Decision (and notification) regarding participation/non-participation by the WIRED Northwest Florida Initiative Governance Council in the training project, including the amount per trainee, within six weeks of receiving a completed application with all required information. The WIRED Northwest Florida Initiative Governance Council meets monthly. All applicants will be notified in writing of whether their application is approved.
- Meeting between business and grant administration to review contents of the grant agreement.

POST-SELECTION PERFORMANCE REQUIREMENTS

CONTRACT: The contract will contain the following sections:

- Business' training obligations for the project
- WIRED Northwest Florida Initiative funding approved and requirements for use of those funds
- Time of performance for the training
- Reimbursement schedule
- Commitment by the business to create the number of new jobs agreed upon, and maintain those positions for 24 months following the training period
- Business reporting requirements
- Any special terms and conditions to the project established by Florida's Great Northwest, Inc. through the WIRED Northwest Florida Initiative

- Accounting, auditing, conflict of interest, political activity, and civil rights requirements
- Non-compliance definitions and penalties
- Monitoring provision
- Penalties for non-performance

PERFORMANCE REQUIREMENTS: Florida's Great Northwest will review progress on the training project as needed, with at least one monitoring visit prior to final grant reimbursement. A mid-point report and a final report on the project will be required by the business on forms provided by Florida's Great Northwest, Inc. The review will assure the following:

- positions which job training funds were granted still exist
- positions to be trained are all filled
- employees are receiving the wages and benefits agreed to in the contract

ATTACHMENT 4

ENTREPRENEURSHIP GRANT PROGRAM WIRED Northwest Florida Initiative

The **WIRED Northwest Florida Initiative** is designed to create high-wage, high-skill jobs in the target industries of Aerospace and Defense, Life Science (Medical Device Manufacturing, Medical Technologies, Health Services, and Biotechnology), Information Technology, Software Development & Electronics Engineering, Alternative Energy and Construction Services. The WIRED Northwest Florida Initiative is administrated by Florida's Great Northwest, Inc., a sixteen county regional economic development effort. Florida's Great Northwest's membership is composed of county-based economic development organizations, workforce development boards, post-secondary education institutions, and regional business leaders. The WIRED Northwest Florida Initiative expands this base to include partners in secondary education, philanthropic endeavors, Florida's Small Business Development Network, and a wide range of business participation.

The purpose of the **WIRED Northwest Florida Entrepreneurship Grant Program** is to provide assistance to businesses in targeted industries that expand and diversify the region's economic base and, in the process, create quality, high-wage, high-skill jobs for Northwest Florida residents.

ELIGIBLE BUSINESSES

The primary goal of the grant application is to expand those targeted, knowledge-based industries that create high-skill, high-wage jobs and that provide the region with a competitive advantage on the national and international levels. For northwest Florida, those targeted industries are:

- Aerospace and Defense
- Life Sciences
 - Medical Device Manufacturing
 - Medical Technologies
 - Health Services, where a minimum of 70% of the organization's or the division's revenue is generated by sales outside of the northwest Florida region.
- Information Technology, Software Development, and Electronics Engineering,
- Alternative Energy
- Construction trades employers and/or manufacturers of construction materials and building products
- Distribution activities that support the target industries

The business must produce an exportable (beyond the regional market) good or service.

Eligible Wage Structure:

A minimum wage level requirement is established for all job creation funded through the Entrepreneurship Grant Program. That minimum qualifying wage level is 125% of the county, metropolitan statistical area (MSA), or regional average annual wage, whichever is lower, plus a comprehensive, industry comparable benefits package. The benefits package must account for a minimum non-FICA fringe benefit of fifteen percent (15%) of the wage rate and must include at a minimum:

- health care where the employer must pay a significant portion of the insurance premium,
- paid vacation and sick leave,
- employer matching contribution to a retirement benefit (IRA, 401K, or Pension Plan).

Additional consideration will be given to benefit package enhancements such as disability and life insurance where the employer pays at least a portion of the premium. Employers cannot substitute higher wage structure for fewer benefits.

Only those newly created, full-time (35+ hours per week) positions that pay at or above the 125% base at the end of the first year of employment will be eligible for grant funding. This provision allows adequate time for job training and for completing a probationary period.

2006 Minimum Qualifying Wage Guidelines

County	Average Annual Wage	Average Wage Per Hour	Qualifying Annual Wage	Qualifying Wage Per Hour
Bay	\$30,281	\$14.56	\$37,851	\$18.20
Calhoun	\$20,346	\$ 9.78	\$25,433	\$12.23
Escambia	\$30,998	\$14.90	\$38,748	\$18.63
Franklin	\$22,931	\$11.02	\$28,664	\$13.78
Gadsden	\$24,222	\$11.65	\$30,278	\$14.56
Gulf	\$27,695	\$13.31	\$34,619	\$16.64
Holmes	\$21,577	\$10.37	\$26,971	\$12.97
Jackson	\$22,195	\$10.67	\$27,744	\$13.34
Jefferson	\$24,497	\$11.78	\$30,621	\$14.72
Leon	\$33,742	\$16.22	\$42,178	\$20.28
Liberty	\$27,777	\$13.35	\$34,721	\$16.69
Okaloosa	\$31,179	\$14.99	\$38,974	\$18.74
Santa Rosa	\$27,882	\$13.38	\$34,778	\$16.72
Wakulla	\$27,021	\$12.99	\$33,776	\$16.24
Walton	\$26,527	\$12.75	\$33,159	\$15.94
Washington	\$21,063	\$10.13	\$26,329	\$12.66
16 County Weighted Average	\$30,819	\$14.82	\$38,524	\$18.52
Fort Walton Beach MSA	\$31,179	\$14.99	\$38,974	\$18.74
Panama City MSA	\$30,281	\$14.56	\$37,851	\$18.20
Pensacola MSA	\$30,393	\$14.61	\$37,991	\$18.27
Tallahassee MSA	\$33,927	\$16.31	\$42,408	\$20.39

Source: Agency for Workforce Innovation, Labor Market Statistics, 2004 Annual report

ENTREPRENEURSHIP GRANTS FOR NEW BUSINESSES

Grant awards and requirements:

- Grant awards of \$10,000 to \$20,000 per qualifying position created. The grant award will be negotiable based on the industry, the wage and benefit structure, the level, specificity, and complexity of the skills required, the value of the project to the community, and the sources of matching funds.
- Maximum grant of \$100,000 per project.
- Eligible projects include new business locations within the 16 county region.
- Grant recipient must have its primary business activity in the identified target industries.
- The jobs created must receive compensation at or above the minimum qualifying level.
- All grants are to be matching grants with a minimum 100% equity match required.
- Grant recipients must comply with a two-step monitoring procedure: (1) an annual monitoring by the grant administrator of the job creation activity and the wage and benefits paid, and (2) a certified public accountant audit at the conclusion of the contract to assure the funds have been used appropriately based on the grant contract and generally accepted accounting principals. Florida's Great Northwest through the WIRED Northwest Florida Initiative will provide the audit firm.
- Businesses receiving grant funding must include the use the regional workforce investment boards' one-stop workforce development centers in the job fulfillment process.
- Business plans must be vetted through the Florida Small Business Development Network.
- A recapture provision will be included requiring that positions be guaranteed for a minimum of 2 years post training. Failure to maintain the positions will result in a full recapture (100%) of the grant funds awarded for that position.
- Grant funds to businesses will be disbursed following proof of matching equity investment.

FUNDS AVAILABLE

The total amount available for calendar year 2006 is \$750,000. Before preparing an application, please call the director, WIRED Northwest Florida Initiative at Florida's Great Northwest, Inc. (850.337.3469) to determine the availability of funding and if you represent a qualified funding applicant.

APPROVAL CRITERIA

Applications will be reviewed in the order received and evaluated based on the information provided in this application, plus information obtained by Florida's Great Northwest, Inc. staff. Approval and the amount granted per position trained will also be dependent on the availability of funds. Specific evaluation criteria will include:

- Wage rate for positions created
- Fringe benefits for trained employees that are provided and paid for by the company (must be at least 15% of hourly wage and include health insurance)
- Type of industry and its economic impact in the area of the project
- Geographic location (the importance of support for economic development in rural and economically distressed areas will be taken into account)
- Significance of the business' capital investment
- The importance of the WIRED Northwest Florida Initiative funding to the completion of the project

GRANT APPLICATION AND APPROVAL PROCESS

The granting process is as follows:

- Call the director, WIRED Northwest Florida Initiative to determine funding availability (850.337.3469)
- Complete and file the application form with Florida's Great Northwest, Inc.
- Internal review of application by WIRED Northwest Florida Initiative review team
- Decision (and notification) regarding participation/non-participation by the WIRED Northwest Florida Initiative Governance Council in the project, including the amount per position created, within six weeks of receiving a completed application with all required information. The WIRED Northwest Florida Initiative Governance Council meets monthly. All applicants will be notified in writing of whether their application is approved.
- Meeting between business and grant administration to review contents of the grant agreement.

POST-SELECTION PERFORMANCE REQUIREMENTS

CONTRACT: The contract will contain the following sections:

- Business' job creation obligations for the project
- WIRED Northwest Florida Initiative funding approved and requirements for use of those funds
- Funding schedule
- Commitment by the business to create the number of new jobs agreed upon, and maintain those positions for 24 months following the training period
- Business reporting requirements
- Any special terms and conditions to the project established by Florida's Great Northwest, Inc. through the WIRED Northwest Florida Initiative
- Accounting, auditing, conflict of interest, political activity, and civil rights requirements
- Non-compliance definitions and penalties
- Monitoring provision
- Penalties for non-performance

PERFORMANCE REQUIREMENTS: Florida's Great Northwest will review progress on the project as needed. A mid-point report and a final report on the project will be required by the business on forms provided by Florida's Great Northwest, Inc. The review will assure the following:

- positions for which funds were granted still exist
- positions are filled
- employees are receiving the wages and benefits agreed to in the contract

FLORIDA SMALL BUSINESS DEVELOPMENT NETWORK CONTACTS

Franklin, Gadsden, Jefferson, Leon, Liberty, and Wakulla Counties:

Florida A & M University Small Business Development Center
1363 E. Lafayette Street
Tallahassee , FL 32301
Phone: (850) 599-3407
Fax: (850) 561-2049
e-mail: sbdc@famu.org

Bay, Calhoun, Gulf, Holmes, Jackson, and Washington Counties

Gulf Coast Community College Small Business Development Center
2500 Minnesota Avenue
Lynn Haven, FL 32444
Phone: 850.271.1108
Toll Free: 800.542.7232
Fax: 850.271.1109
e-mail: gccsbdc@knology.net

Escambia and Santa Rosa Counties:

University of West Florida Small Business Development Center
401 E. Chase Street
Suite 100
Pensacola, FL 32502
Phone: (850) 473-7830
e-mail: sbdc@uwf.edu

Okaloosa and Walton Counties:

University of West Florida Small Business Development Center
922 Mar Walt Drive, Suite 203
Ft. Walton Beach, FL 32547
Phone: (850) 833-9400
e-mail: fwbsbdc@uwf.edu

ATTACHMENT 5

SECONDARY EDUCATION CAREER ACADEMY CREATION WIRED Northwest Florida Initiative

The **WIRED Northwest Florida Initiative** is designed to create high-wage, high-skill jobs in the target industries of Aerospace and Defense, Life Science (Medical Device Manufacturing, Medical Technologies, Health Services, and Biotechnology), Information Technology, Software Development & Electronics Engineering, Alternative Energy and Construction Services. The WIRED Northwest Florida Initiative is administrated by Florida's Great Northwest, Inc., a sixteen county regional economic development effort. Florida's Great Northwest's membership is composed of county-based economic development organizations, workforce development boards, post-secondary education institutions, and regional business leaders. The WIRED Northwest Florida Initiative expands this base to include partners in secondary education, philanthropic endeavors, Florida's Small Business Development Network, and a wide range of business participation.

The purpose of the **WIRED Northwest Florida Secondary Education Career Academy Creation Grant Program** is to provide assistance to projects that promote the development of career skills training or intense, accelerated math and science training at the secondary education level.

The career skills training academies will be modeled after the Okaloosa County School District's CHOICE Institute, a very successful model that is being promoted to school districts statewide. The Choice Institute model focuses on skills training related to entry level employment in targeted industries. In addition to delivering skilled graduates, the CHOICE Institute model does not require additional funding beyond start-up costs. The school districts are able to fund ongoing costs within the normal state and local student generated revenues

The accelerated math and science academy programs will be modeled after the Okaloosa Walton College model. The Okaloosa Walton model is getting statewide review and adoption.

Each model allows for statewide articulation agreements with post-secondary programs allowing for multiple career entry points based on the education achieved.

ELIGIBLE APPLICANTS

The primary goal of the grant application is to fund projects that start new career institutes or expand existing career institutes that target one or more of four designated industries. CHOICE is outcome-based program to achieve high school diploma and industry certification that properly prepares youth for employment or movement into post-secondary training or college or both.

Eligible grant recipients include businesses and educational institutions that plan to create or expand career training opportunities.

SECONDARY EDUCATION CAREER ACADEMY CREATION GRANTS

Grant awards and requirements:

- Grant of up to \$500,000 per institute to be used for start-up costs, not recurring costs.
- WIRED funds cannot be used for property purchase or construction costs.
- The academy creation must be geared for skills related to entry level employment in targeted industries, or the academy creation must be for accelerated, intense college preparation coursework in science and math.
- Articulation agreements with post-secondary programs must be developed to allow for multiple career entry points based on education achieved.
- Eligible projects include new or expanded qualified secondary education programs within the 16 county region or public or private post-secondary education organizations that would provide for the delivery of services to the secondary education market.
- All grants are to be matching grants with a minimum 100% match required.
- Grant recipients must comply with a two-step monitoring procedure: (1) an annual monitoring by the grant administrator to assure contract compliance and assure the funds have been used appropriately based on the grant contract and generally accepted accounting principals, and (2) monitoring of program graduates to track job placement and wage and benefit results.
- Grant funds will be disbursed following proof of matching investment.

FUNDS AVAILABLE

The total amount available for calendar year 2006 is \$750,000.

GRANT APPLICATION DEADLINE

Grant applications for the 2006 grant cycle must be received by Florida's Great Northwest by **Monday, June 5, 2006**. Late submissions will be held for the following year's funding consideration.

APPROVAL CRITERIA – CHOICE INSTITUTE REPLICATION

Applications will be evaluated based on the information provided with the application, plus information obtained by Florida's Great Northwest, Inc. staff. Approval and the amount granted will also be dependent on the availability of funds.

Each CHOICE replication project must contain the following components:

- Organization/Implementation Plan - Describe the timelines for developing consensus and implementing the project. It will also describe how the 'CHOICE Franchise Model' will be replicated to offer a 'centrally' managed program that allows each participating school

to manage its programs within the rules of the franchise. In addition, this component will describe how the CHOICE program will align itself to the requirements of the *Gold Seal Bright Futures* program.

- Financial Plan - Describe the proposed implementation financial plan and the ongoing financial plan that details sources of funding that continue beyond these grant funds. Additional funding partners are desired and the strength of those partnerships will weigh positively in the grant application approval process.
- Business Partnership Plan - Describe the recruitment and involvement of actual business partners in the area through the efforts of the regional workforce board, the school district and economic development organizations. This component will detail the financial involvement of businesses and the role each will play in the training program.
- Marketing Plan - Describe how the program will be marketed to students and parents. It will also describe how the program will be *marketed* to the staffs of all the partners – regional workforce boards, school staff and principals and businesses/business groups.
- Education Plan - Describe in detail how the proposed replication project will focus on and achieve the following outcomes:
 1. High School graduation;
 2. Industry-recognized training certifications;
 3. Pathways to post-secondary education or training;
 4. Job placement and career knowledge;
 5. Achieving a ‘seamless’ pathway between K-12, industry and post-secondary education/training.
- Articulation Plan - Describe how the project (CHOICE replication program) will systematically move students to the ‘next step’, that is graduation, getting an industry certificate, advancing to higher level education or training, or getting a job.
- Facilities Plan - Describe how the replication project will meet the philosophy of the CHOICE model relating to the structure of the facilities that make up the program. The CHOICE model is not bricks and mortar but rather a multi-faceted approach that incorporates work-based facilities (using actual business locations), educational environments that mirror business environments, state of the art equipment and facilities that accommodate students with disabilities. NOTE: These grant funds cannot be used for capital investments so any costs associated with the facilities plan that accrue to equipment, etc. must be borne through local, non-federal funds or donations.

APPROVAL CRITERIA – ACCELERATED MATH & SCIENCE ACADEMY

Applications will be evaluated based on the information provided with the application, plus information obtained by Florida’s Great Northwest, Inc. staff. Approval and the amount granted will also be dependent on the availability of funds.

Each Accelerated Math & Science Academy project must contain the following components:

- Implementation Plan - Describe the timelines for developing the accelerated math and/or science academy and the curricula to be utilized.
- Financial Plan - Describe the proposed implementation financial plan and the ongoing financial plan that details sources of funding that continue beyond these grant funds.
- Marketing Plan - Describe how the program will be marketed to students and parents including target goals for student participation.

- Education Plan - Describe in detail how the proposed academy project will focus on and achieve the following outcomes:
 1. Increased student performance in math and/or science courses/testing;
 2. High School graduation;
 3. Pathways to post-secondary education or training;
 4. Job placement and career knowledge;
- Articulation Plan - Describe how the Academy will systematically move students to the 'next step', that is graduation, advancing to higher level education or training, or getting a job.

GRANT APPLICATION AND APPROVAL PROCESS

The granting process is as follows:

- Complete and file the application form with required supplemental information to Florida's Great Northwest, Inc. by June 5, 2006.
- Internal review of application by WIRED Northwest Florida Initiative review team.
- Decision (and notification) regarding participation/non-participation by the WIRED Northwest Florida Initiative Governance Council in the project, including the amount awarded by June 22, 2006. All applicants will be notified in writing of whether their application is approved.
- Meeting between grant applicant and grant administration to review contents of the grant agreement.

POST-SELECTION PERFORMANCE REQUIREMENTS

CONTRACT: The contract will contain the following sections:

- Career Institute/Accelerated Math and Science Academy project details
- WIRED Northwest Florida Initiative funding approved and requirements for use of those funds
- Funding schedule
- Reporting requirements
- Any special terms and conditions to the project established by Florida's Great Northwest, Inc. through the WIRED Northwest Florida Initiative
- Accounting, auditing, conflict of interest, political activity, and civil rights requirements
- Non-compliance definitions and penalties
- Monitoring provision
- Penalties for non-performance

PERFORMANCE REQUIREMENTS: Florida's Great Northwest will review progress on the project as needed. A mid-point report and a final report on the project will be required on forms provided by Florida's Great Northwest, Inc. The review will assure the following:

- Training opportunities offered match organizational/implementation plan
- Business community involvement
- Articulation agreements are in place

ATTACHMENT 6

**POST-SECONDARY EDUCATION
GRANT PROGRAM
WIRED Northwest Florida Initiative**

Grant guidelines will be developed to address gaps in training programs once identified within the region.

ATTACHMENT 7

Aerospace & Defense Advisory Council

Kim Bodine, Executive Director, Gulf Coast Workforce Board, Chairman
Lt. General (Ret) Bowen Ballard, CEO, Ballard Companies
Don Blaise, Manager of Business Operations, General Dynamics Ordnance & Tactical Systems
Ted Clem, Executive Director, Bay County EDA
Col. (Ret.) Mike Coburn, President, Talla-Tech, Inc
Brad Day, Executive Director, EDC of Tallahassee/Leon County
Bill Doyle, CEO, Doyle Consulting, Jet Engine Maintenance
Ken Ford, Director, Institute for Human and Machine Cognition
Dean-o Fournier, Business Development Manager, L3 Communications
Mike Frey, VP Economic Development, Pensacola Bay Area Chamber of Commerce
David Goetsch, Vice President, Okaloosa Walton College
George Gonzales, President, Aerospace Integration Corporation
Tom Hermanson, Certified Business Analyst, Small Business Development Center
Paul Hsu, Chairman, Total Parts Plus
Tad Ihns, President, Avalex Technologies
Bob Jones, Engineering Manager, General Dynamics Land Systems
Kevin Kennedy, Business Manager, Crane Aerospace & Electronics
Matt Miller, Director, Panama City Operations, EDO Corp
Andrea Moore, Director, Marketing & Communications, Florida's Great Northwest
Mary Lou Reed, Executive Director, Workforce Development Board of Okaloosa & Walton Counties
Larry Sassanno, Executive Director, EDC of Okaloosa County
Chuck Shanklin Jr., President, Crestview Aerospace
Col. (Ret.) Mike Smith, Center Director, Institute of Science & Public Affairs, Florida State University
Bob Van Riper, Vice President, Flightline Group Inc.
Bryon Woram, President, Airlift Technologies International

ATTACHMENT 8

Life Sciences Advisory Council

Scott Gashaw, Area President, Colonial Bank, Chairman
Cindy Anderson, Executive Director, TEAM Santa Rosa
Jeff Arnette, President, ActiGraph
Lew Attardo, Business, Technology & Commercialization Program Manager, Small Business
Development Center
Joe Brown, President & CEO, Optical Integrity
Steve Gorlin, President, Gorlin Companies
Cliff Krut, Economic Development Representative, Gulf Power
Ed LeBrun, Executive Director, Workforce Escarosa
Tim McDonald, President, Fort Walton Machining
Kim Moore, Executive Director, Workforce Plus
Mary Lou Reed, Executive Director, Workforce Development Board of Okaloosa & Walton
Counties
Eric Rost, Chairman, CancerHope
Joe Story, Chairman & Developer, Andrews Institute
Ken Willette, Director of Business Development, FG NW

ATTACHMENT 9

Information Technology, Software Development & Electronics Engineering Advisory Council

David Ramsay, Chairman, President & CEO, SunTrust Bank, Chairman
Kim Bodine, Executive Director, Gulf Coast Workforce Board
Bryan Clark, President, Silver Bullet Technologies
Tim Deckert, Senior Vice President of Information Technology and Engineering Services, Alpha Data Corporation
Larry Dennis, Dean, College of Information, Florida State University
Matt Doster, Executive Director, IT Florida
Sue Halfhill, Assistant Provost, Pensacola Junior College
Alan Hanstein, Paragon New Media
Dwight Howard, VP of Business Development, Spectrum Sciences & Software
Jim Hunt, Director of Business Development, Coaxis International
Brian Johnson, Information Technology Manager, Pensacola
Rick Kearney, President & CEO, Mainline Information Systems
Beth Kirkland, Director of Partnership Development, Tallahassee/Leon County Economic Development Council
Rick Marcum, Executive Director, Opportunity Florida
Al McCambry, General Manager, Knology
Kim Moore, Executive Director, Workforce Plus
Jim Nitterauer, Grid South
Clif Parker, President, CityNet
Patrick Rooney, Executive Vice President, Cogon Systems
Keith Rowe, President, Cornerstone Software Services
Elizabeth Smith, President, Technology Services Group
Joe Staton, Managing Partner, WindWalker Technologies
Al Wenstrand, Executive Director, Florida's Great Northwest

ATTACHMENT 10

Alternative Energy Advisory Council

Will be developed following formal DOL-ETA approval of addition to WIRED Northwest Florida Initiative targeted industries.

ATTACHMENT 11

Construction Trades Advisory Council

Bob Cordes, Manager Economic & Community Development, Gulf Power, Chairman
Steve Bailey, Owner, Blountstown Truss
Tony Benton, President, Sperry & Associates
Shane Bone, Vice President, McLain Southeast, LLC
Phillip Creel, Vice President, Couch USA
Terry Crews, Owner, Terry L, Crews Construction
Jim Cronley, Partner, Terhaar & Cronley
Charlie Etheridge, Principal, Locklin Technical Center
Ted Everett, Executive Director, Washington County Chamber of Commerce
Hal Greer, Executive Director, BIA of Okaloosa Walton Counties
Jeff Helms, Vice President, PBS&J
Steve Means, Senior Vice President & Principle, WilsonMiller
David Melvin, Owner, Melvin Engineering
Kim Moore, Executive Director, Workforce Plus
Robert Nixon, Regional SBDC Director, Tallahassee
David Peadon, Executive Director, West Florida Home Builders Association
Bud Riviere, Dean of Workforce Development, Chipola College
David Roberts, Business Development, Goddwyn Mills and Cawood
Bob Smith, Executive Director, Walton County Economic Development Council
Jay Smith, Vice President, Ajax Building
Byron Ward, Project Manager, HDL Construction
Al Wenstrand, Executive Director
Richard Williams, Executive Director, Chipola Regional Workforce Development Board

ATTACHMENT 12

WIRED Northwest Florida Initiative

Operational Procedures

ARTICLE I – NAME, PURPOSE

Section 1: The name of the WIRED Northwest Florida Initiative oversight group shall be the WIRED Northwest Florida Initiative Governance Council.

Section 2: The WIRED Northwest Florida Initiative Governance Council is organized exclusively to oversee the WIRED Northwest Florida Initiative grant implementation for Florida's Great Northwest, Inc. (FGNW)

ARTICLE II – GOVERNANCE COUNCIL

Section 1: Council Role, Size, Compensation. The Governance Council is responsible for overall policy and direction of the WIRED Northwest Florida Initiative, and delegates responsibility for day-to-day operations to the WIRED Northwest Florida Initiative Director, sub-councils and committees. The Governance Council is accountable to the FGNW Board of Directors. The Governance Council shall have at least 25 and no more than 35 members. A majority of the Governance Council members will represent private business employers. The Council members receive no compensation other than reasonable expenses.

Section 2: Meetings. The Governance Council shall meet as needed, at an agreed upon time and place, to fulfill the responsibilities of the WIRED Northwest Florida Initiative. All meetings shall be publicly announced and open to the public.

Section 3: Council Chairmanship. The Chairman of the Governance Council shall be appointed by the FGNW Chairman and shall serve a term of one year. The Chairman of the Governance Council may be re-appointed for subsequent terms.

Section 4: Terms. All Governance Council members shall serve three year terms and are eligible for re-appointment. Initial term duration may be shorter to facilitate a rotational appointment schedule.

Section 5: Quorum. 50% of Governance Council member participation at any meeting shall be designated as a quorum and must be achieved before business can be transacted.

Section 6: Notice. An official Governance Council meeting requires that each Governance Council member have written notice ten days in advance. Electronic communications are an acceptable form of written notice.

Section 7: Resignation, Termination and Absences. Resignation from the Governance Council must be in writing and received by the Governance Council Chairman or the Director, WIRED Northwest Florida Initiative. A Governance Council member shall be dropped for excess absences from the Governance Council if s/he has three unexcused absences from Governance Council meetings in a year. A Governance Council member may be removed for other reasons by a three-fourths vote of the remaining Governance Council members or by affirmative vote of the FGNW Executive Committee.

Section 8: Special Meetings. Special meetings of the Governance Council shall be called upon the request of the Chairman or one-third of the Governance Council. Notices of special meetings shall be sent to each Governance Council member with no less than 3 days in advance of such special meeting.

ARTICLE III – SUB-COUNCILS, COMMITTEES

Section 1: Advisory Councils for each of the identified targeted industries in the WIRED Northwest Florida Initiative shall be formed. The Governance Council may create sub-councils and committees as needed with approval of the FGNW Executive Committee. The FGNW Chairman appoints all council and committee chairmen.

ARTICLE IV – CONFLICT OF INTEREST

Section 1: All Governance Council members shall be notified of FGNW's Conflict of Interest Policy and shall agree to abide by said Policy.

ARTICLE V - AMENDMENTS

Section 1: These Operational Procedures may be amended when necessary by a two-thirds majority of the Governance Council, subject to final approval by the FGNW Board of Directors. Proposed amendments must be submitted to the Director, WIRED Northwest Florida Initiative to be sent out with regular Governance Council announcements.

These Operational Procedures were approved at a meeting of the Governance Council on May 18, 2006.

ATTACHMENT 13

Conflict of Interest Policy

No member of the Florida's Great Northwest, Inc. Board of Directors, WIRED Governance Council or Staff shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation in the organization and its activities. Each individual shall disclose to Florida's Great Northwest any personal interest which he or she may have in any matter pending before the organization and shall refrain from participation in any decision on such matter. Any member of Florida's Great Northwest Board of Directors, WIRED Governance Council or Staff shall refrain from obtaining any list of the organization's clients and/or their activities for personal or private solicitation purposes at any time during the term of their affiliation.

I understand the above stated Conflict of Interest policy and agree to abide by its terms.

Signature: _____ Date: _____

Printed name: _____

This is to certify that I, except with regard to carrying out my duties as an officer, director, governance council member or staff member of Florida's Great Northwest or as described below, am not now nor at any time during the past year have been:

- 1) A participant, directly or indirectly, in any arrangement, agreement, investment, or other activity with any vendor, supplier, or other party; doing business with Florida's Great Northwest which has resulted or could result in personal benefit to me.
- 2) A recipient, directly or indirectly, of any salary payments or loans or gifts of any kind or any free service or discounts or other fees from or on behalf of any person or organization engaged in any transaction with Florida's Great Northwest.

Any exceptions to 1 or 2 above are stated below with a full description of the transactions and of the interest, whether direct or indirect, which I have (or have had during the past year) in the persons or organizations having transactions with Florida's Great Northwest.

Signature: _____ Date: _____

Printed name: _____

Source: This form was adapted from the sample Conflict of Interest policy developed by the Nonprofit Financial Center in Chicago, IL. For additional help on risk management issues, contact the **Nonprofit Risk Management Center**, (202) 785-3891 or www.nonprofitrisk.org.