

Strategic Plan for 2015

Vision:

“Maximizing and enhancing the profession of skilled masonry in Florida through a Public/Private jobs training and public masonry education programs, with the goal of improving opportunities and increasing skills for a diverse apprenticeship workforce.”

Preamble:

The State of Florida recognizes the critical need for an educated workforce of Concrete Masons. Indeed, the United States Department of Labor estimates a 34 percent increase in demand for masons through the year 2022, with Florida far exceeding that projection. A successful education program requires participation from stakeholders including 1) students, 2) educational facilities, 3) contractor-members, and 4) block producers. Because the program is self-executing and dependent on quantity of block sales, a robust market is also a factor in the success of the Florida Concrete Masonry Education Council (FCMEC).

Mission:

In accordance with section 446.531, F.S., the FCMEC will coordinate a statewide program to inform and educate the public about the sustainability and economic benefits of concrete masonry products and train individuals in the field of concrete masonry. Further, as directed in section 1011.80(4), F.S., the FCMEC will establish baseline data of priority targets for the purpose of formulating annual outcome measurements. Those baselines will be used in the creation of benchmarks for future goals and objectives.

Goals, Objectives and Baselines

SECTION 1 -

Strategic Initiative 1: Increase the number of masons in the workforce in Florida, as well increase their wages and the wages of the apprentice and mason tenders who are training to become masons by engaging a wide variety of contractor-members whose purpose it is to employ and train masonry apprentices.

Statutory Directive: Section 446.53 (1) (c) (1), F.S. –

1. Plan, implement, and conduct programs of education for the purpose of training individuals in the field of concrete masonry.

Tactic(s) to Implement Strategy:

- 1) Create, fund, maintain, and promote training and apprenticeship programs.
- 2) Identify and implement organizing and training standards for classroom and apprenticeship programs consistent with national best practices and Florida Statutes.*
- 3) Engage companies to create apprentice places or hire apprentices, and assist with training and funding of training programs.

Masonry Populations Measurements:

- 1) Number of journeyman masons, mason tenders, apprentices, and pre-apprentices, etc.
- 2) Age, Gender, Ethnicity
- 3) Estimated demand of journeyman masons, mason tenders, apprentices, and pre-apprentices, etc.
- 4) Length of time in grade
- 5) Wages progression of beginning apprentice to journeyman mason and beyond

Contractor-Member Partners Measurements:

- 1) Number of contractors participating
- 2) Size of business (employees, etc.)
- 3) Years of participation (continuous? Retention rate?)
- 4) Regional representation
- 5) Success rates

Supporting Measure(s):

- 1) Number and description of classroom training programs.
- 2) Number and name of counties with an active classroom training program.
- 3) Funding level of classroom and/or apprenticeship training programs.
- 4) Adherence to organizing and training standards in each program.*
- 5) Number of available training slots per county.
- 6) Number of individuals graduating from classroom training programs.
- 7) Job placement rate of classroom program graduates.
- 8) Number of companies participating in apprenticeship programs.
- 9) Number of apprentices hired or trained in participating companies through apprenticeship programs.

*See also, 1011.80(4) (B and C), F.S. as appropriate

Evidence of success – steady progress of the number of certified masons, their wages, and the wages of those working towards certification and beyond; as well as a steady increase in the number of contractor-members participating, to include regional representation and long-term participation and success rates.

Areas of consideration – identify those factors that would lead to a long-term and sustainable masonry workforce in the state.

Benchmark(s) for Each Measurement:

- 1) Evaluate and formulate standards for rates of progress and thresholds for each measurement to be established prior to the 2016 annual report, with the objective of identifying ideal components that maximize participation and retention.

SECTION 2 -

Strategic Initiative 2: Enhance and ensure access to the program in as many school districts, regions, and population centers as possible, particularly those that are underserved.

Statutory Directive: Section 446.53 (1) (c) (1), F.S. –

2. Develop and improve access to education for individuals seeking employment in the field of concrete masonry.

Tactic(s) to Implement Strategy:

- 1) Create and support training opportunities proportional to local demand for concrete masons.
- 2) Size local training opportunities to meet local demand for training by individuals seeking employment in the field of concrete masonry.

Educational Partner Measurements:

- 1) Number of facilities participating
- 2) Facility type (High School, State College, Private, etc.)
- 3) Regional representation
- 4) Access, student populations
- 5) Success rates

Supporting Measure(s):

- 1) The ratio of local training opportunities to local demand for concrete masons.

Evidence of success – ease of access to any prospective student wishing to enter the program.

Areas of consideration – FCMEC will benchmark ideal components for success, including facility type, distance, and hours of operation, etc. Further, they will formulate methods to remove identified barriers.

Benchmark(s) for Each Measurement:

- 1) Evaluate and formulate standards for rates of progress and thresholds for each measurement to be established prior to the 2016 annual report.

SECTION 3 -

Strategic Initiative 3: Increase enrollment in the Masonry Apprenticeship Program, while also ensuring those served represent a diverse population across socio-economic and demographic lines.

Statutory Directive: Section 446.53 (1) (c) (1), F.S. –

3. Develop and implement outreach programs to ensure diversity among individuals trained in the programs conducted pursuant to this section.

Tactic(s) to Implement Strategy:

- 1) Develop definitions and standards of diversity inclusiveness.
- 2) Create, fund, maintain, and promote a diversity outreach program to encourage participation.

Student Population Measurements:

- 1) Number enrolled
- 2) Age, Gender, Ethnicity
- 3) Recruitment Measurements (Veteran, Secondary, Post-Secondary Students, Pre-Apprenticeships, etc.)
- 4) Financial Aid Availability
- 5) Graduation and industry success rates

Supporting Measure(s):

- 1) Number and description of active diversity outreach programs.
- 2) Number and name of FL counties where diversity outreach programs are active.
- 3) Indicators of diversity for training program graduates.
- 4) Funding level of active diversity outreach programs.

Evidence of success – steady progress of inclusion, access, and success of student population overall, as well as progression in the participation and success rates of those from diverse populations.

Areas of consideration – identify barriers that impede growth rate in expansion and diversity.

Benchmark(s) for Each Measurement:

- 1) Evaluate and formulate standards for rates of progress and thresholds for each measurement to be established prior to the 2016 annual report.

SECTION 4 -

Strategic Initiative 4: Coordinate educational programs with national programs or programs of other states; to include taking advantage of federal funds available for workforce development and training.

Statutory Directive: Section 446.53 (1) (c) (1), F.S. –

4. Coordinate educational programs with national programs or programs of other states.

Tactic(s) to Implement Strategy:

1) Engage national and other state programs to coordinate development and incorporation of program standards and best practices.

Government Partner Measurements:

- 1) Number and description of formal or informal national or out-of-state partners.
- 2) Number and description of programs coordinated with national partners.
- 3) Number and description of programs coordinated with out-of-state partners.
- 4) Monies awarded from federal funds available to workforce training programs.

Evidence of success – recognition by other States and the Federal government as a model apprenticeship program.

Areas of consideration – exploration and consideration of both grant and contract work with U.S. Department of Labor.

Benchmark(s) for Each Measurement:

1) Evaluate and formulate standards for rates of progress and thresholds for each measurement to be established prior to the 2016 annual report.

SECTION 5 -

Strategic Initiative 5: Increase the demand for concrete masonry block in the State of Florida, through education of the consumer, in order to grow job opportunities afforded by the Concrete Masonry Education Program.

Statutory Directive: Section 446.53 (1) (c) (1), F.S. –

5. Inform and educate the public about the sustainability and economic benefits of concrete masonry products in order to increase employment opportunities for individuals trained in the programs conducted pursuant to this section.

Tactic(s) to Implement Strategy:

- 1) Determine the sustainability and economic benefits of concrete masonry products.
- 2) Create, fund, maintain, and promote an awareness program to promote the sustainability and economic benefits of concrete masonry products.

Market Share Measurements:

- 1) Current state demand for block
- 2) Regional demands
- 3) Market share
- 4) Current promotional efforts
- 5) Impediments to success

Supporting Measure(s):

- 1) Number and description of active awareness outreach activities.
- 2) Number and name of FL counties served by active awareness outreach activities.
- 3) Funding level of active awareness outreach programs.

Evidence of success – yearly, measurable increase in production, demand, and market-share of Florida manufactured concrete masonry block.

Areas of consideration – FCMEC will explore and engage in promotional and education efforts through a variety of avenues and mediums.

Benchmark(s) for Each Measurement:

- 1) Evaluate and formulate standards for rates of progress and thresholds for each measurement to be established prior to the 2016 annual report.

SECTION 6 –

Strategic Initiative 6: Maximize the number of block producers participating, to include the amount market share and a varied size of operations.

Statutory Directive: Section 446.53 (1) (c) (1), F.S. –

6. Develop, implement, and monitor a program for the collection of a self-imposed voluntary assessment on each concrete masonry unit produced and sold by concrete masonry manufacturers in Florida.

Tactic(s) to Implement Strategy:

- 1) Increase the number of companies participating in the voluntary assessment program.
- 2) Increase the level of funding raised annually by the voluntary assessment program.

Producer Partner Measurements:

- 1) Number and percent of total producers participating
- 2) Total amount collected from producer partners.
- 3) Market share participating.
- 4) Producer size representation.
- 5) Reasons for participating.
- 6) Reasons for not participating.

Evidence of success – 100 percent market share participation.

Areas of consideration – FCMEC will measure components necessary to retain existing participation, as well as what, if any, efforts are possible to secure greater participation, up to 100 percent.

Benchmark(s) for Each Measurement:

- 1) Evaluate and formulate standards for rates of progress and thresholds for each measurement to be established prior to the 2016 annual report.

Conclusion:

FCMEC will engage professionals who will access, evaluate, and quantify the above factors. FCMEC will reevaluate and update this Strategic Initiative on an annual basis for the purpose of restructuring and modifying the methods created for carrying out the intent of the law.

Next Steps:

1. Establish baselines and current metrics
2. Set benchmarks for measured progress