

TRIUMPH GULF COAST, INC. PRE-APPLICATION FORM

Triumph Gulf Coast, Inc. (“Triumph Gulf Coast”) has created a pre-application process to provide initial consideration of eligibility for potential ideas of projects or programs that may seek an award of funding. Applicants are required to participate in the pre-application process. Notwithstanding the response from Triumph Gulf Coast on the pre-application form, an Applicant may still elect to submit an Application.

APPLICANT INFORMATION

Name of Individual/Entity/Organization: Skidmore Consulting LLC dba The Leadership Hospital

Proposal Title: Triumph Leadership Certificate Program (TLCP): Leadership and Management Skills to Excel in the Future of Work

Amount of Triumph Funds Requested: \$1,896,465 Over Five Years

Total Estimated Project Cost: \$2,976,173.00 Over Five Years

Brief Description of Individual/Entity/Organization:

The Leadership Hospital offers innovative solutions to develop stronger leaders for stronger businesses. Our Leadership Doctors help organizations experiencing leadership skills gaps across management levels, challenged by disengaged teams or employees, or suffering from organizational culture challenges. The Leadership Hospital strengthens organizations by upskilling their talent with leadership capabilities, building teams that next-level success, and transforming culture to drive business sustainability.

Contact Information

Primary Contact: Dr. Sarah Skidmore

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Names of co-applicants, partners or other entities, organizations that will have a role in the proposed project or program: N/A

REQUIRED EXECUTIVE SUMMARY

In a maximum of two (2) pages, please describe the proposed project or program and anticipated outcomes including (i) the amount of funds being sought from Triumph Gulf Coast; (ii) the amount and identity of other sources of funds for the proposed project or program; (iii) the location of the project or program; (iv) summary description of the proposed program, including how the program will be transformational and promote economic recovery, diversification, and enhancement of the disproportionately affected counties, and (v) a summary timeline for the proposed project or program.

IMPORTANT NOTICE

This pre-application process will **not** result in an award of funding by Triumph Gulf Coast. Rather, this process is designed to facilitate submission of ideas for potential projects or programs before the Applicant expends time and/or resources to complete a full Application. All Applicants for funding are required to complete an Application, which will be reviewed and then considered for award at the discretion of Triumph Gulf Coast Board.

Please Select the Proposal’s Eligibility Category(s)

Pursuant to Section 288.8017, Triumph Gulf Coast, Inc. was created to make awards from available funds to projects or programs that meet the priorities for economic recovery, diversification, and enhancement of the disproportionately affected counties. The disproportionately affected counties are: Bay County, Escambia County, Franklin County, Gulf County, Okaloosa County, Santa Rosa County, Walton County, or Wakulla County. *See*, Section 288.08012.

1. From the choices below, please check the box that describes the purpose of the proposed project or program (check all that apply):

- Ad valorem tax rate reduction within disproportionately affected counties;
- Local match requirements of s. 288.0655 for projects in the disproportionately affected counties;
- Public infrastructure projects for construction, expansion, or maintenance which are shown to enhance economic recovery, diversification, and enhancement of the disproportionately affected counties;
- Grants to local governments in the disproportionately affected counties to establish and maintain equipment and trained personnel for local action plans of response to respond to disasters, such as plans created for the Coastal Impacts Assistance Program;
- Grants to support programs that prepare students for future occupations and careers at K-20 institutions that have campuses in the disproportionately affected counties. Eligible programs include those that increase students’ technology skills and knowledge; encourage industry certifications; provide rigorous, alternative pathways for students to meet high school graduation requirements; strengthen career readiness initiatives; fund high-demand programs of emphasis at the bachelor’s and master’s level designated by the Board of Governors; and, similar to or the same as talent retention programs created by the Chancellor of the State University System and the Commission of Education, encourage students with interest or aptitude for science, technology, engineering, mathematics, and medical disciplines to pursue postsecondary education at a state university or a Florida College System institution within the disproportionately affected counties;
- Grants to support programs that provide participants in the disproportionately affected counties with transferable, sustainable workforce skills that are not confined to a single employer; and
- Grants to the tourism entity created under s. 288.1226 for the purpose of advertising and promoting tourism and Fresh From Florida, and grants to promote workforce and infrastructure, on behalf of all of the disproportionately affected counties.

Please Select the Priorities this Proposal's Outcomes will Achieve

1. Please check the box if the proposed project or program will meet any of the following priorities (check all that apply):

- Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.
- Increase household income in the disproportionately affected counties above national average household income.
- Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- Benefit the environment, in addition to the economy.
- Provide outcome measures.
- Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- Are recommended by the board of county commissioners of the county in which the project or program will be located.
- Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.

(i) the amount of funds being sought from Triumph Gulf Coast: \$1,896,465 Over Five Years

(ii) the amount and identity of other sources of funds for the proposed project or program: \$1,079,708 Over Five Years in Pro Bono Services by The Leadership Hospital

(iii) the location of the project or program: The Leadership Hospital is headquartered in Panama City Beach, Florida. The Triumph Leadership Certificate Program (TLCP) learning experiences will be delivered virtually to participants who are either current residents of or currently employed by businesses, nonprofits, municipalities, or the like located in Bay, Escambia, Franklin, Gulf, Okaloosa, Santa Rosa, Walton, or Wakulla counties.

(iv) summary description of the proposed program, including how the program will be transformational and promote economic recovery, diversification, and enhancement of the disproportionately affected counties:

The Triumph Leadership Certificate Program (TLCP) will develop stronger leaders and managers through a micro-credentialing program to develop transferrable leadership and management skills. The TLCP is a critical tool to support regional workforce development, leader development, and management development, utilizing allotted funds to support business sustainability and economic development. As the Bay Economic Development Alliance (Bay EDA) holds, this region is "emerging as Florida's next economic engine... focused on aerospace, technology, manufacturing, distribution/logistics, retail, and of course, tourism development" ([Source](#)). The transferrable leadership capabilities participants will acquire, and the management skills participants will practice throughout the TLCP learning experiences allow 1) participants to build their career advantage to strengthen their competitiveness in the job market and 2) businesses to overcome leadership and management skills gaps within their workforce. The need for trained leaders and managers continues to grow as industries continue to expand in the region. The U.S. Bureau of Labor shares that "overall employment in management occupations is projected to grow 8 percent from 2021 to 2031, faster than the average for all occupations" ([Source](#)). "The median annual wage for this group was \$102,450 in May 2021, which was the highest of all the major occupational groups and more than the median annual wage for all occupations of \$45,760" ([Source](#)). Key roles within this occupation group include Administrative Services and Facilities Managers, Marketing Managers, Architectural and Engineering Managers, Compensation and Benefits Managers, Construction Managers, Human Resources Managers, and Information Systems Managers.

Business Case for the TLCP – Investing in People, in the Businesses and Organizations, and in the Region

1. *Understanding the Business Value of Engaged Managers in a Workplace.* Jim Clifton and Jim Harter, in *It's the Manager* (2019), outline crucial performance outcomes associated with fully engaged teams, including 41% lower absenteeism, 70% fewer safety incidents, 40% fewer defects (quality), 17% higher productivity, 20% higher sales, and 21% higher profitability. Another key finding is that the manager "accounts for 70% of the variance in team engagement." And the 2022 *State of the Global Workplace Study* finds that only 33% of employees are fully engaged in their work ([Source](#)). Consider the economic impact of increased sales, profitability, and productivity. Consider the cost savings associated with lower absenteeism and fewer quality issues. Consider the effects of fewer safety incidents within a work environment. Now is the time to invest in managers by giving them the transferrable leadership and management skills necessary to foster engagement within their teams and across organizations through the TLCP.
2. *Overcoming Skills Gaps at an Accelerated Pace through Micro-Credentialing.* Ensuring managers are equipped, in real-time, with the leadership skills essential for business sustainability in today's market. Micro-credentials such as certificates, compared to formal higher education or degree-seeking programs, have a lower barrier to entry for participants. Certificate programs are designed to deliver practical skills for real-world impact at an accelerated pace. Due to the accelerated pace and focused nature of each specific certificate, businesses can overcome skills gaps in the near term instead of waiting years for employee knowledge acquisition through traditional programs.
3. *Building a Career Advantage in a Competitive Market.* Due to each certificate's refined and specific focus, the TLCP is structured so that participants may complete multiple certificates, commonly known as stacking. Each certificate is a micro-credential focused on building specific leadership capabilities and management skills. Participants gain specialized leadership and management skills by stacking certificates available through the TLCP. Individualism allows participants to tailor their career advantage and remain competitive in the evolving job market. Stacking certificates enables participants to craft their specialized leadership expertise. Businesses in the region will have access to credentialed candidates to recruit and hire top talent, promote to management positions, and include in succession planning.
4. *Embracing Digital Transformation for Business Success.* The TLCP is intentionally designed to deliver leadership and management learning experiences in a virtual format. As the COVID-19 pandemic accelerated digital adoption across many industries, distributed work environments continue to have a meaningful impact on the business environment. Through an entirely virtual certificate program, participants acquire transferable leadership and management skills and transferrable experience working in a digital environment. Remote learning allows for greater accessibility for learners to collaborate, learn from, and network with folks throughout the region.

About the TLCP – Delivering Transferable, Sustainable Workforce Skills, critical to Economic Growth, to Affected Counties

The TLCP is structured so participants can learn transferable leadership and management skills to build their career advantage and strengthen the local workforce. To qualify, participants must 1) be a current resident or be currently employed by a business, non-profit, municipality or organization located in Bay, Escambia, Franklin, Gulf, Okaloosa, Santa Rosa, Walton, or Wakulla county, 2) have access to a computer with a microphone and webcam, and 3) have reliable access to the internet.

- **Primary Audiences:** 1) Businesses enrolling employees to overcome known skills gaps and current management challenges, 2) Businesses enrolling employees to ensure organization support necessary for regional expansion, 3) Businesses enrolling employees to address long-term succession plan needs, 4) Early-to-mid-career individuals invested in building their career advantage, 5) Experienced individuals seeking upward or lateral job mobility, and 6) Existing military and veterans.
- **Secondary Audiences:** 1) Individuals who are dedicated to lifelong learning, 2) Individuals focused on gaining leadership and management skills as they start encore careers, 3) Individuals re-entering the workforce after a long gap(s) of unemployment. As today’s workforce is multi-generational in nature, the TLCP anticipates participants to mirror a multi-generational composition – spurring continued innovation and economic development for the region.

Each specialized certificate is categorized as a beginner, intermediate, or advanced offering and is delivered within an accelerated four-week timespan through a virtual learning journey. The cohort size may range from 2-20 participants, with a learning experience that includes synchronous learning (live virtual sessions facilitated by the leadership expert), asynchronous learning (self-study components), and an online learning community.

- **Beginner Certificates (100 Level):** serve as an introduction to leadership and management principles.
- **Intermediate Certificates (200 Level):** focus on leadership and management skills development for current or aspiring managers, current or aspiring people leaders, and/or current or aspiring supervisors.
- **Advanced Certificates (300 Level):** focus on leadership and management skills development for current or aspiring executives, current or aspiring c-suite, current or aspiring current business owners, and/or current or aspiring entrepreneurs.

Enrolled participants may earn a Certificate of Completion and/or a Certificate of Achievement. Participants earn a Certificate of Completion by attending at least 75% of the live sessions. Participants earn a Certificate of Achievement by passing the rubric-based, optional final project with a score of 80% or higher. Outcomes and success measures for the TLCP include the following 1) Certificate Development (number of beginner, intermediate, and advanced certificates development), 2) Facilitation (number of cohorts offered and the number of facilitated sessions), 3) Participants (number of enrolled participants, the number of completers, and the number of achievers), and 4) Organizations (number of organizations impacted by the program such as businesses, nonprofits, municipalities or the like).

(v) a summary timeline for the proposed project or program

Phase One: Program Development and Launch (Years 1 – 5): The five-year vision for the TLCP is to develop curriculum for 20 certificates (four per year) focused on leadership and management skills necessary for business sustainability and economic growth and equip over 1,200 participants with transferable and sustainable workforce skills. Anticipating 1,200 participants in Years 1-5, the budgeted cost per certification earned is \$2,480.14, including anticipated curriculum development, facilitation, operational expenses, and capital investments. The Leadership Hospital will provide pro bono services for curriculum development. The requested funding from Triumph Gulf Coast will be allocated for facilitation, operational expenses, and capital investments.

Phase Two: Program Scaling and Optimization (Year 6 – 10): After successfully completing Phase One, Phase Two will be focused on scaling the TLCP program to reach additional individuals within the workforce and new entrants to the geographical region's workforce.

Program Funding Timeline			
Year	Pro Bono Services by The Leadership Hospital	Requested Funding from Triumph Gulf Coast	Totals
1	\$195,400	\$289,480	\$484,880
2	\$205,170	\$271,908	\$477,078
3	\$215,428.50	\$436,989.11	\$652,417.61
4	\$226,199.93	\$438,091.61	\$664,291.54
5	\$237,509.92	\$459,996.19	\$697,506.11
Totals	\$1,079,708	\$1,896,465	\$2,976,173

Program Implementation Timeline				
Year	Dates	Certificates Developed	Cohorts Facilitated	Participants Enrolled
1	Jul 1, '23-Jun 30, '24	4	5	100
2	Jul 1, '24- Jun 30, '25	4	10	200
3	Jul 1, '25-Jun 30, '26	4	15	300
4	Jul 1, '26-Jun 30, '27	4	15	300
5	Jul 1, '27-Jun 30, '28	4	15	300
Totals		20	60	1200