

Imagine Tallahassee Steering Committee Meeting

Summary Minutes

November 25, 2013

Absent Members: Mr. Brian Cook and Ms. Barbra Wills.

Delegated Representatives: Mr. David Coburn (FSU), Ms. Shawnta Friday-Stroud (FAMU), Mr. Scott Balog (TCC), Mr. Windell Paige (Big Bend Minority Chamber of Commerce), Mr. Ron Miller (Innovation Park), & Mr. Darryl Jones (Tallahassee Ministerial Association).

Meeting Began at 5:40 PM

Agenda Item #1: Welcome and Review of Agenda

Ms. Kim Rivers noted that at the previous meeting, several projects were combined. However, the project list was not formally updated to reflect this since not all Champions were present at the previous meeting. Those that were absent will have the opportunity at this meeting to provide feedback on the proposed project combinations.

Agenda Item #2: Voting Thresholds

Mr. Dale Brill guided the Committee in establishing voting thresholds. The Committee noted that they would prefer consensus, but was wary of one opposed vote holding up the process. The Committee discussed utilizing a 4/5ths Supermajority. Mr. Vince Long and Ms. Anita Favors-Thompson reminded the Committee that they could not vote and should not count towards the majority. Ms. Karen Moore moved to adopt a 4/5ths Supermajority. Ms. Kelly Dozier seconded the motion and the motion passed without opposition. There were 19 voting representatives, requiring 15 affirmative votes for a motion to pass.

Agenda Item#3: Project Combinations

Mr. Dale Brill led the Committee through a discussion on combining projects. Ms. Kelly Dozier and Ms. Christic Henry agreed to combine the projects 'Quantum Leaps' and 'Festival Fund', which they were Champions for, respectively. The two Champions also agreed to drop their combined funding level from \$7 million to \$6 million. Ms. Henry proposed a friendly amendment to include the Council of Neighborhood Associations under the project stakeholder description; the amendment was accepted.

Ms. Martin asked the Committee to combine the Future Response Fund with the Business Expansion & Attraction (BEA) Fund, Entrepreneur Development Fund, and Incubator program into one fund/program under the Economic Technical Coordinating Committee (ETCC). Mr. Ron Miller asked to leave the Incubators separate. The Committee clarified that the ETCC fund would have separate sub-funds for each of the fund/programs that had been merged under it, thus the funding amounts of the projects had not changed. Rather, the combination was to create a governance structure over the fund/programs. The Incubator program was added under the ETCC governance structure. Ms. Martin also asked to add the Minority Business Investment Fund under the ETCC fund; Mr. Windell Paige declined.

The Committee clarified that Champions were simply advocates for projects and that they would not have oversight of the project.

Mr. Jim Mcshane, Ms. Meg Baldwin, and Mr. Scott Balog (TCC President's Chief of Staff) presented a project that combined all of the projects under the Investing in Our Human Assets Strategic Direction (Attachment #1). Those former projects were: Community-Wide Assessment of Education and Training Gaps in Talent Pool; Raising the Ship for All Residents; and Incentives to Recruit and Hire Graduates Locally. The Committee accepted the combined project and asked that the project be further developed to clarify who would administer the project.

Ms. Kim Rivers asked the project Champions to take another look at their projects to see if there was overlap with other projects and if the project costs could be trimmed. At the time the cost to fund all the projects was 13.98% of the estimated Sales Tax revenues (\$105,725,000). Mr. Windell Paige moved that the Committee recommend that the Sales Tax Committee allocate 15% (\$113,400,000) of the Sales Tax for economic development to fund the Imagine Tallahassee projects and to allocate the balance of the 15% after the project costs into the Future Response Fund (\$8,675,000). Ms. Christic Henry seconded the motion. The motion passed without opposition.

Agenda Item #4: Response Fund and Tier I Project Prioritization

The Committee reviewed the updated project list. Mr. Curtis Richardson asked that \$1,450,000 be reallocated from the Future Response Fund to the S. Monroe/Adams St. Corridor project. Mr. David Coburn seconded the motion. The motion failed with Mr. Mike Pate, Mr. Ted Thomas, Mr. Lee Daniel, Ms. Kelly Dozier, and Mr. Karen Moore.

The Committee took nominations for Tier 1 prioritization:

- Mr. Curtis Richardson moved the S. Monroe/Adams St. Corridor (\$3,600,000) to Tier 1. Ms. Karen Moore seconded the motion. The motion passed with Mr. Ted Thomas and Ms. Henree Martin in opposition.
- Mr. Jim Mcshane moved Investing in Human Capital (\$5,125,000) to Tier 1. Ms. Meg Baldwin seconded the motion. The motion passed without opposition.
- Ms. Sue Dick moved the Convention Hotel District (\$20,000,000) to Tier 1. Ms. Henree Martin seconded the motion. Mr. Ted Thomas called for discussion and opined that FSU should have a larger contribution. Mr. Thomas moved that the project funding should be reduced to \$10,000,000. The amendment was not accepted as friendly and was not seconded so it failed. The original motion passed with Mr. Ted Thomas in opposition.
- Mr. Darryl Jones moved the Minority Investment Fund at \$7,500,000 to Tier 1. Mr. Windell Paige seconded the motion. The motion passed with Ms. Sue Dick, Mr. Kim Williams, Ms. Henree Martin, and Ms. Kelly Dozier in opposition.
- Mr. David Coburn moved Airport Growth & Development (\$15,000,000) to Tier 1. Ms. Henree Martin seconded the motion. The motion passed without opposition.

- Ms. Kelly Dozier moved Festival Fund/Quantum Leaps at \$5,000,000 to Tier 1. Ms. Christic Henry seconded the motion. The motion passed without opposition.
- Mr. Charles Frazier moved the Minority Investment Fund (\$10,000,000) to Tier 1. Mr. Curtis Richardson seconded the motion. The motion failed with Ms. Sue Dick, Mr. Kim Williams, Ms. Karen Moore, Ms. Henree Martin, and Ms. Kelly Dozier in opposition.
- Mr. Mike Pate moved the Sports Venue (\$6,000,000) to Tier 1. Mr. Ted Thomas seconded the motion. The motion failed with Mr. Darryl Jones, Mr. Kim Williams, Mr. Lee Daniel, Ms. Kelly Dozier, and Mr. Windell Paige in opposition.
- Ms. Henree Martin moved the ETCC Fund (\$47,675,000) to Tier 1. Mr. Ron Miller seconded the motion. The motion passed without opposition.

The total Tier 1 funding is \$103,900,000 (Attachment #2).

Agenda Item #5: Tiers II and III Project Prioritization (Optional)

Mr. Ted Thomas moved the Sports Venue (\$6,000,000) to Tier 2. Mr. Darryl Jones seconded the motion. The motion passed without opposition. Ms. Henree Martin moved to close discussion and offer the current prioritization of projects as the final recommendation to the Sales Tax Committee. Mr. Jim McShane seconded the motion. The motion passed without opposition.

Other Committee Information

Mr. Vince Long explained more about the ETCC, especially its membership. The Committee suggested that arts and human services representatives might be needed on the ETCC. Ms. Rivers moved that the Committee recommend to the Sales Tax Committee that it include arts and human services representatives on the ETCC and that the ETCC members be trained on the projects. Ms. Anita Favors-Thompson seconded the motion. The motion passed without opposition.

The Committee discussed the upcoming presentation to the Sales Tax Committee on December 5, 2013. The Committee will present their final recommendations at that time and return on December 12, 2013 to answer questions and provide additional information. To prepare for the presentations, all project Champions will meet on December 2, 2013 as normal. The meeting is optional for all other Steering Committee members.

A copy of the meeting materials presented to the Committee can be found under the 'Agenda & Minutes' tab at <http://cms.leoncountyfl.gov/ImagineTallahassee>, for November 25, 2013.

Meeting adjourned at 8:30 p.m.

Attachments

1. Investing in Human Capital: A Multifaceted Approach to *Raise the Ship* for all Residents
2. Final Project Prioritization and Funding as of November 25, 2013

Investing in Human Capital: A Multifaceted Approach to *Raise the Ship* for all Residents

Background

Imagine Tallahassee reached out to the residents of Tallahassee on numerous occasions throughout the year to develop a list of community priorities. One of the priorities identified by the community focused on the development of human capital.

As the local economic development community seeks to attract, retain and assist businesses with expansion, access to a talent pool with the skill sets necessary to perform the work is essential. The ability to accurately identify skills needed and connect those needs with jobseekers is paramount. While our local institutions of higher education are cognizant of the needs of the business community and work to fulfill those talent demands with trained graduates, the need to fill the gap between business and industry needs and skills available in our existing workforce persists.

Despite efforts to align local economic development activity with workforce training and education, frequently the business demand for talent and the local supply for talent do not match well. In some cases, the specialized training or experience needed by employers is not available locally. In other cases, observed with recent lay-offs of state employees, segments of the workforce are forced to seek employment and often are underemployed based on the availability of jobs.

Adding to the incongruence between business needs and available human capital, some individuals that have experienced bouts with trauma, addiction, disabilities, or criminal conviction find it nearly impossible to attain a full-time, sustainable-wage job. Further, as youth graduate from our local colleges and universities, many of the positions that would have been open in the past are not. Employers are hiring experienced workers over the recent graduates. This is a frustration for someone who may have a school loan and believed that a job was automatically available after earning their diploma.

Tallahassee's overall economic climate and quality of life is degraded if there are not opportunities for employment that include all spectrums of our citizenry, from the chronically unemployed/underemployed citizens who simply need access to jobs that can use their talents to highly educated and skilled citizens who wish to remain or advance in employment locally.

In order to boost the effectiveness of local economic development efforts, the community must develop a system that operates long a continuum from assessment to education and training to job placement.

Goals

With this background in mind, we propose the development of a comprehensive workforce development system that incorporates an assessment of local jobseekers, counseling, supportive services and training that prepares jobseekers to enter the local job market or create entrepreneurial opportunities for themselves. The system will require a portion of the sales tax revenues generated that will be used to accomplish the following:

1. Increase job opportunities for local students and graduates;
2. Increase job opportunities for local unemployed and underemployed;
3. Increase the population of job ready candidates with degrees and certifications in demand for the region;
4. Reduce barriers to employment that result from conditions that affect and individuals' "status" (criminal record, homelessness, or erratic work history);
5. Support an integral approach for those who may encounter life-related potholes that become insurmountable in the face of poverty (e.g., childcare, untreated physical or mental health conditions, transportations interruptions);
6. Grow the number of jobs that demand higher skills and come with higher wages;
7. Develop a seamless educational and work-related training model that supports economic and workforce needs;
8. Create a competitive workforce pipeline for demand industries in the Southeast region;
9. Create a trained and skilled workforce system that grows the economy; and
10. Establish a nimble and responsive training model designed to deliver "just-in-time talent"

Champions

Dr. Jim Murdaugh, Meg Baldwin, Jim McShane

Ideas for Action

1. Fund a comprehensive study that would:
 - a. Quantify the number of students graduating, those taking a job outside the region and those taking a job inside the region;
 - b. Identify the group of students that become entrepreneurs and again measure inside and outside the region;
 - c. Look at the demand side and calculate the needed graduates in the high demand jobs and if we are producing enough;
 - d. Identify those degrees in which there is an over-supply regionally;

- e. Look at best practices including incubators and housing incentives;
 - f. Research best practices already in place with positive outcomes for consideration by the regional leadership for adoption;
 - g. Identify convenient and cost-effective pathways to degrees and credentials offered by our local postsecondary institutions; and
 - h. Research the housing down payment incentive programs to attract new hires
2. Link the graduates from TCC, FSU, FAMU, ITT, and Keiser with the current job opportunities in the community on Employ Florida Marketplace (EFM) as well as the institutions Career Development systems
 3. Develop and implement a jobseeker assessment in connection with the Florida Department of Economic Opportunity (DEO) to identify gaps and links between jobseeker skills and available job opportunities in Tallahassee
 4. Establish the Southeast Regional Center of Excellence (SRCE) at TCC to provide coordinated economic and workforce development education and training to prepare residents to enter into the workforce. Specifically, the SRCE would :
 - a. Act as a broker of information and resources related to the targeted industries for industry representatives, community-based organizations, economic development organizations, community and technical colleges, secondary education institutions, and four-year colleges and universities
 - b. Translate industry need into workforce training
 - c. Use industry-based standards to prepare youth and adults for the workforce with recognized certifications
 - d. Deliver career pathway training that increase and support the region's skilled workforce
 5. In conjunction with the SRCE, create a community supported socially responsible enterprise(s) (SREs) operation that would serve as a transition to build work ethic and skills in demand locally and allow for re-entry into the job market by those displaced by individual circumstances or barriers. This needs to be a niche market with minimum required skills to enter and employability skills to exit
 6. Develop relationships with local business that can join as part of the pipeline that will employ those exiting the SRE(s) with good work histories and new skills. This will require a commitment from the business community
 7. Develop rapid response teams to support the working poor, unemployed and underemployed seeking other job opportunities and connect them with this system
 8. Expand the career coaching services to assist participants in building their Individual Employment Plan (IEP)
 9. Educate the business community through the industry roundtables and other outreach efforts with community partners to raise awareness of the opportunities to employ grads and SRE completers
 10. Conduct brainstorming sessions (World Café sessions) to set local hiring percentage targets for grads and SRE grads
 11. Expand work experience opportunities for youth and adults in the region as well as internships to integrate the student population into the local economy

Success Measures

The study will determine the necessary data requirements and metrics, as well as approved and verifiable sources for collection and reporting. Some of these data are already tracked by the WORKFORCE *plus* Board and the Florida Department of Economic Opportunity (DEO). Additional data could be found at the career centers in each of the local higher education institutions. It will be important that these data sources be identified and able to be tracked easily and consistently.

Performance metrics may include such measures as:

- Number of jobs created by existing businesses and employers;
- Number of jobs created by businesses and employers who locate in our community;
- Placement rates of job-training programs;
- Number of previously underemployed citizens assisted and employed; and
- Total earnings by participating citizens

Threats

- That the data is unavailable or the process needed to collect the data comes with a high recurring cost
- College and apprenticeship applicants are not ready due to barriers or lack of educational success
- Ineligible for financial aid and the inability to afford the education
- Lack of dependable transportation
- Lack of childcare assistance
- Disabilities, mental health issues, criminal records without a real entry point into the job market
- Inability to find social entrepreneurs that can provide the business plan for success and engage with the underemployed and unskilled
- Lack of the area companies to commit to hiring those who have proven success in a social entrepreneurship operation
- Lack of business commitment to hire college youth and graduates
- The regions inability to maintain a steady job growth to create opportunity and prosperity

Return of Investment

Every hire creates a consumer of goods and services for the region. The average wage of a retail employee is \$24,544 per year. Highly-skilled workers earn approximately 3 to 4 times additional income than the average wage earned by a retail employee. Additional income allows for greater consumption and subsequent taxes paid on goods and services. Recruiting and growing existing businesses that require highly-skilled and high-wage jobs will lead to a sizable return on the investment in training and placement services. If we are able to employ over the 10 years an additional 200 people per year

at the average salary of \$26,000 per year, then the investment returns in the first 14 months.

Partners

Tallahassee Community College, Greater Tallahassee Chamber of Commerce, Economic Development Council of Tallahassee/Leon, the Enterprise Zone, WORKFORCE *plus*, DEO, United Way of the Big Bend, Early Learning Coalition, United Partners for Human Services, Refuge House, Housing Organizations, Florida State University, Florida A&M University, ITT, Keiser University, Goodwill, Apalachee Center, Ability 1st and many other local partners.

Administration

Tallahassee Community College and **WORKFORCE *plus*** have multiple grant relationships in place and both are capable to manage a grant this size. **WORKFORCE *plus*** could serve as the fiscal agent and TCC as well as the United Partners for Human Services and the Big Bend United Way would be contracted to support the goals of this project.

Related Initiatives

Funding for work experience for youth is a WORKFORCE *plus* service. The universities and TCC have federal work-study slots, and internships both paid and unpaid are available. Additionally, TCC's Division of Workforce Development offers apprenticeship opportunities and quick training programs for jobseekers and employers. Payment plans and financial aid options are available for most Workforce Development training programs. **WORKFORCE *plus*** and TCC would integrate and leverage their various federal and state funding streams to add value to this proposal.

Funding Considerations

The comprehensive study budget would cost approximately \$125,000. Results from the study would set the foundational activities that would need to be addressed and include some cost sharing by the partners to make this achievable. Staffing would need to be identified in the study as well as space and overhead costs to make this "Raise the Ship for all Residents" a success.

Additional potential investments would be used to design and construct a housing facility for program participants, support civic engagement efforts with the partners that would have an in-kind match of staff time. Partner staff would participate and work out the processes required to enable these efforts to be successful. Options like a microloan program for entrepreneurial activity that stems from the workforce development training, or assisting Habitat for Humanity in giving real skills to youth, or

supportive services and participation in the SRE that build the job seekers confidence and marketable skill sets would be considered.

Program management costs include active engagement of local businesses and partnering organizations, leveraging grant funds from federal and state resources to expand the number served, and implementation of the strategic plan with metrics and oversight. This would have the potential through philanthropic donations and grants to double the value of the local tax investment.

The SREC model would focus on both the demand and supply side of workforce development. The model would meet the needs of both industry employers and workers who want to gain new skills or improve their skills and advance their career development. The demand side of the SRCE model would take into account industry needs that are likely to generate new jobs in the present and going forward into the future. The supply side of the model would focus on the characteristics of people in the region or community where the training will be offered. By incorporating the SRE, related training and career coaching, the model seeks to level the playing field for those who have been historically disadvantaged. Cost to develop the SREC with SRE is anticipated to cost nearly \$3.5 million.

SRE

Using the Graystone Bakery model from New York, it is anticipated that once the SRE is up and running, that it would become a cash flow positive organization that could reinvest the funds in spawning off additional SREs in the region. This would have a net positive return both in employed workers and in re-investment.

SREC

Attracting a more regional group of folks as well as integrating locals into this training center, enrollee's awareness of job opportunities would be broadened and the sharing of learning would give local participants a flavor of what other regions expect from their workers. This would add value to the overall workforce system and expose many local job seekers to the potential in the southeast region. The training here will be marketable skills designed to make the participant more desirable for the employers both locally and regionally.

Summary

This is a systems approach that recognizes the worth of all individuals in our community and works to provide job opportunities in sustainable wage jobs that best utilize the talent and skills each person brings to the table. This is a foundational investment

because without a viable and talented workforce, economic opportunities will pass us by. Tallahassee has the place and the quality of life environment, now it needs the talent pool to meet the needs of current and future employers. This is a vital investment by the Tax Committee.

Project Steps	Cost
Workforce climate study Data Foundation	\$125,000
Southeast Regional Center of Excellence	\$2,000,000
Socially Responsible Enterprise start-up	\$1,500,000
Assessment of job seekers	\$500,000
Other program and training costs	\$1,000,000
Total costs	\$5,125,000

Imagine Tallahassee Project Prioritization
As of November 25, 2013

Tier	Project	Cost
1	ETCC Fund (**rename)	\$ 47,675,000
	<i>Future Response Fund</i>	<i>x7,67,5000</i>
	<i>Entrepreneur Development Fund / Incubators / BEA</i>	<i>x40,000,000</i>
	<i>Incubators for Start-Up Businesses (\$10M)</i>	<i>x10,000,000</i>
	<i>(BEA) Business Expansion & Attraction Fund (\$15M)</i>	<i>x15,000,000</i>
1	Airport Growth & Development Fund	\$ 15,000,000
1	Minority Business Investment Fund	\$ 7,500,000
2	Competitive-Indoor Sports Venue	<i>x6,000,000</i>
1	Convention Hotel District	\$ 20,000,000
1	Festival Fund / Quantum Leap	\$ 5,000,000
	<i>Quantum Leaps (Arts/Culture) Grant(s)</i>	<i>x5,000,000</i>
1	S. Monroe/Adams St. Corridor	\$ 3,600,000
1	Education & Training Gaps Assessment / Raising the Ship / Hire Locally	\$ 5,125,000
	<i>Raising the Ships (Socially Responsible Enterprises)</i>	
	<i>Recruit & Hire Locally</i>	
TIER 1 TOTAL		\$ 103,900,000
TIER 2 TOTAL		\$ 6,000,000