

AGENDA

*Steering Committee Meeting
September 23, 2013*



I.	Welcome and agenda review	0:00 – 0:05 minutes
II.	Process overview: Vision to strategy	0:06 – 0:20
III.	Vision statement and strategic directions public feedback	0:21 – 0:50
IV.	Breakout session: Project refinement (outcomes to actions)	0:51 – 2:00
V.	Groups report out	2:00 – 2:20
VI.	Next steps and assignment	2:21 – 2:30

MEMO

TO: Steering Committee

DATE: September 20, 2013

RE: Strategy Development Process



Your leadership and collaborative efforts successfully brought the community together to create a vision statement for Tallahassee. Areas of emphasis, or five strategic directions, now accompany the vision statement to serve as a guide as the work of the Steering Committee transitions to developing and prioritizing projects for ultimate recommendation to the Sales Tax Committee.

We've been driven by the public's voice. The citizens of Tallahassee have identified desired outcomes and project ideas as the fuel for the strategy development we now turn to as the focus of Imagine Tallahassee. In the coming weeks, the Steering Committee will continue in its leadership role to navigate a process designed to bring forward a set of final recommendations that (a) align with the community's vision statement and strategic directions and (b) represent the maximum impact on desired outcomes.

The strategy development process will follow seven steps:

1. Distinguish outcomes and projects.
2. Refine projects for clarity and impact.
3. Return to the public for review and prioritization (open houses).
4. Apply quantitative analysis to priority projects.
5. Submit the prioritization to final public comment (web based).
6. Identify the final set of recommendations to the Sales Tax Committee.
7. Present recommendations.

The first attachment lists the strategic directions and associated action initiatives presented to the public in August. The following attached spreadsheet presents the current list of ideas derived from previous public input and Steering Committee workshops. Within each of the five strategic directions, the initiatives have been placed in order according to the perceived "actionability" for each. Actionability ratings were derived initially by an evaluation of whether each initiative contained the necessary detail and direction to translate into an actual project for funding.

During Monday's meeting (agenda also attached), you will be tasked with distinguishing desired outcomes from projects. You will also work collaboratively to improve those projects currently lacking the specificity needed to enable subsequent evaluation or action. In preparation for a breakout session during Monday's meeting, please examine the select projects identified on pages 2 and 3. Your objective is to edit the current wording to provide a degree of clarity such that you would have confidence in the result if you handed that directive to a colleague or staff member with instructions, "Go do this!" Bring your notes and draft edits for discussion on Monday.

Strategic Directions:



1. Entrepreneurial Ecosystem

Criteria in Selecting Proposed Action Initiatives

- Improves access to capital as fuel for business development
- Furthers the role of government's supporting and enabling role
- Breaks down silos and creates collaborative environment and culture
- Leverages existing resources
- Prepares citizens for entrepreneurial opportunities.

Proposed Action Initiatives

1. Create an entrepreneurial development coordinating committee

Establish a collaborative governance structure to coordinate regional R&D assets (*e.g., FSU, FAMU, MagLab, TCC, area medical centers, Innovation Park*) to leverage more research dollars and spin-off R&D for commercial benefits.

2. Help entrepreneurs and researchers bring their ideas to market

Provide "Gearbox" of technical services such as intellectual property, legal counsel, marketing, business planning, and financial assistance.

3. Develop speculative space for start-up businesses

Provide fast-access work space for very small and expanding businesses with available technical services to help "incubate" businesses.

4. Develop specialized wet lab facilities for R&D

Provide ready access to businesses and researchers who need specialized space or equipment, controlled environments, sensitive material handling capabilities, and related infrastructure for commercial use.

5. Capture a greater share of R&D results conducted by visiting researchers

Develop the organization and services necessary to identify and nurture relationships with researchers visiting Tallahassee, such as those utilizing the Mag Lab.

6. Expand entrepreneurial "boot camp" programs

Design and deliver curriculum at educational and R&D institutions to develop skills required to convert ideas into commercial products or services.

7. Increase available "risk capital"

Fund and implement an appropriate financing program that helps entrepreneurs attract investments to develop new ideas or to create proof-of-concept models of their products.

8. Market the area's emerging entrepreneurial ecosystem to the community and potential investors

Develop public relations, advertising and related initiatives to make widely known the community's success and progress in helping start-ups and fast-growing small businesses.



2. Becoming and Competing as an Economic Hub

Criteria in Selecting Proposed Action Initiatives

- Invests in industries that offer the greatest opportunity for spin-off jobs, for jobs at all skill levels, and for jobs paying a living wage
- Provides a good fit in leveraging existing or future regional assets
- Maximizes underutilized land, facilities, or infrastructure
- Develops and strengthens mutually beneficial linkages with neighboring counties
- Makes a substantial fiscal or economic impact on Leon County

Proposed Action Initiatives

1. Create a distinctive regional brand and image

Develop an identity for greater Tallahassee that local people can identify with and that also means something special to businesses and investors located elsewhere.

2. Design and implement a proactive business marketing campaign

Target an aggressive marketing effort to attract businesses, investors, or entrepreneurs, especially in industry sectors that create spin-offs, offer goods jobs, and provide an array of opportunities.

3. Expand and retain key regional businesses

Provide specific help to local companies to overcome obstacles to growth and identify new market opportunities

4. Attract new residents to spur growth

Enhance Tallahassee's reputation among people living elsewhere who could bring new investments (e.g., retirees, 2nd home) or could create new economic vitality (e.g., university students, highly educated workers) AND who have the option to live anywhere

5. Improve inter-regional passenger and freight transportation connections

Use local resources to leverage and advance key regional projects that connect Tallahassee to other important regions (by air, rail, road, or water).

6. Leverage technology assets for greater regional benefit

Develop a proactive and intentional program designed to provide direct benefits from area R&D institutions to local citizens.

7. Invest in preparing sites and buildings for future development

Leverage private sector investments in key projects that could potential transform the region's real estate market and/or prepare for potential new business locations in the region.



3. Growing Our Destination Product for Travel and Tourism

Criteria in Selecting Proposed Action Initiatives

- Promotes tourism assets and attractions that are indigenous and unique to Tallahassee
- Promotes initiatives that are actionable and which will demonstrate a return on investment with increased visitation.
- Supports and invests as necessary to help events, attractions and venues become more successful

Proposed Action Initiatives

1. Provide grants to area cultural / heritage venues

Provide funding for capital improvements to heritage and cultural sites which have a viable and feasible marketing plan to expand visitation.

2. Create a cultural destination / synergies connecting existing events and attractions

Establish Tallahassee as a cultural destination by linking on-going and /or intermittent cultural events in a coordinated marketing and implementation plan.

3. Create a new high visibility event to highlighting Tallahassee

Marry sports, entertainment, and natural environment into an international event that would attract global participants and visitors (e.g., “canopy” bike race, Ironman competition, etc.).

4. Improve support services for a better visitor experience

Provide better and more signage, transportation options, social media tools, and collateral media material (e.g., pre-packaged videos for hotel TVs, public service announcements) to increase the visibility of area facilities and activities.

5. Develop a competitive sport venue for the community

Develop a moderate-cost multi-use community facility to host regional tournaments and sports training.

6. Expand the region’s jazz / music festival venue

Negotiate to use a larger venue (e.g., FSU stadium) for the Tallahassee Jazz Festival.

7. Enhance the region’s eco-tourism and outdoor recreation reputation

Produce marketing / special events for Trailahassee and Appalachian Regional Park to facilitate ecotourism and competitive running.

8. Conduct increased tourism marketing targeted to specific audiences.

Develop more targeted tourism attractions and messages focused on meeting the interests of specific minority groups (e.g., LGBT, African American).



4. Supporting a Creative Culture and Urban Lifestyle

Criteria in Selecting Proposed Action Initiatives

- Has a cool factor that appeals to a range of age groups
- Provides a framework for future investment
- Focuses on supporting existing neighborhoods within the urban core
- Engages citizens in a meaningful way
- Promotes an affordable lifestyle
- Considers the needs of the region's homeless population

Proposed Action Initiatives

1. Enhance and connect existing community assets in the downtown and surrounding urban core

Provide events in public spaces and increase pedestrian/bike access in ways that create activity build on the city's existing sense of place and the existing culture of urban neighborhoods.

2. Promote art in public spaces

Invest in opportunities to create and display public art downtown and in selected nearby gateway centers

3. Support an urban entrepreneurial lifestyle

Tie business start-up and incubation activities in highly visible downtown Tallahassee locations by providing networking opportunities, amenities, technology infrastructure, and facilities.

4. Expand opportunities for live entertainment and neighborhood events downtown

Establish a "Festival Fund" to support inter-organizational efforts that coordinate existing university programs, entertainment venues, and neighborhood groups that organize successful arts, cultural, and entertainment events.

5. Ensure a level of "coolness" within our downtown and surrounding urban areas

Establish and manage recommended design standards for the downtown and its surrounding neighborhoods by leveraging the skills of the county's urban design studio and those of a new "czar of coolness" to provide technical assistance in linking community events with development plans and open space to create a unique sense of place.

6. Promote a local lifestyle

Capitalize on downtown Tallahassee's access to diverse locally grown foods, opportunities for urban farming, and outdoor activities to promote a culture of "going local."

7. Build capacity and leadership within and across Tallahassee's existing urban neighborhoods

Establish connections between leaders and neighborhood organizations who have demonstrated success and other neighborhoods who are trying to be more successful.

8. Foster the development of creative young professionals as catalysts for economic growth

Build on and extend the work of the Knight Creative Communities Institute beyond the limitations of their existing grant to continue their catalyst development programs and initiatives.



5. Investing in Our Human Capital Assets

Criteria in Selecting Proposed Action Initiatives

- Promotes a coordinated and integrated approach among existing organizations
- Leverages existing programs, services, and resources if possible
- Raises the “economic floor” across the community
- Recognizes that different people have circumstances that require different skill development and workforce support opportunities at different points in life
- Prepares the area’s workforce to meet the specific vocational and professional workplace needs of area businesses
- Supports job retention and work readiness

Proposed Action Initiatives

1. **Improve coordination of existing employment resources**

Market the many jobs-related programs, services and organizations in ways that improve how well those programs work together.

2. **Increase work readiness resources**

Invest in efforts that reduce the obstacles workers may have in keeping their existing job (such as lack of access to training for specific skills, transportation to work, child care, affordable housing, or supplemental food banks).

3. **Work with businesses to serve as mentors or provide apprenticeships**

Coordinate with area companies to promote mentorship, internship, and apprenticeship opportunities to provide area residents with the opportunities needed to gain job-specific skills and experience.

4. **Create more job opportunities for area university and college students**

Target outreach efforts to local businesses to encourage the recruitment and hiring of area university or college students while they are in school or after they graduate.

5. **Assess workforce skills to ensure they meet business needs**

Conduct a community-wide assessment of jobseekers to provide information about the available talent pool and about education and training gaps that must be filled to meet industry needs.

6. **Assess business community’s perspective on workforce (satisfaction and skill gaps).**

Fund a continuous (every two years) survey of the business community to identify gaps and trends to align the talent pipeline coming through our training and education institutions with the needs of the local business community.

7. **Create a lifelong learning environment region-wide**

Provide more opportunities for area residents, at all points in their work career, to improve relevant job skills.

8. **Promote career awareness and skills development for middle/high school students**

Invest in school programs (such as field trips to companies, entrepreneurial activities at high school, or teen summer math and science camps) to help students better learn about careers and the technical skills those careers require.

9. **Provide businesses tax incentives to hire local workers**

Provide a financial benefit to local businesses who hire workers from the local community.

10. **Encourage businesses to adopt wellness programs**

Provide information to area businesses about the characteristics of company wellness programs and the benefits that can result to the company from encouraging employees to live a more healthy and active lifestyle.



Initiatives Needing Specificity for Action

Key	Action-able	Public Support	% Vote	Action Initiative by Strategic Direction
A2	L	H	20%	2.) Help entrepreneurs and researchers bring their ideas to market
A7	M	M	11%	7.) Increase available "risk capital"
A6	M	M	11%	6.) Expand entrepreneurial "boot camp" programs
A5	L	L	6%	5.) Capture a greater share of R&D results conducted by visiting researchers
B3	L	H	23%	3.) Expand and retain key regional businesses
B6	L	M	11%	6.) Leverage technology assets for greater regional benefit
B4	L	M	14%	4.) Attract new residents to spur growth
B5	L	L	8%	5.) Improve inter-regional passenger and freight transportation connections
C2	M	H	15%	2.) Create a cultural destination / synergies connecting existing events and attractions
C7	L	H	17%	7.) Enhance the region's eco-tourism and outdoor recreation reputation
C4	L	M	10%	4.) Improve support services for a better visitor experience
C3	M	M	12%	3.) Create a new high visibility event to highlight Tallahassee
C6	M	L	9%	6.) Expand the region's jazz / music festival venue.
D4	M	H	14%	4.) Expand opportunities for live entertainment and neighborhood events downtown
D1	L	H	18%	1.) Enhance and connect existing community assets in the downtown and surrounding urban core
D8	L	H	14%	8.) Foster the development of creative young professionals as catalysts for economic growth
D6	L	H	14%	6.) Promote a local lifestyle
D3	L	M	12%	3.) Support an urban entrepreneurial lifestyle
D5	L	M	12%	5.) Ensure a level of "coolness" within our downtown and surrounding urban areas
D2	M	M	10%	2.) Promote art in public spaces
D7	L	L	6%	7.) Build capacity and leadership within and across Tallahassee

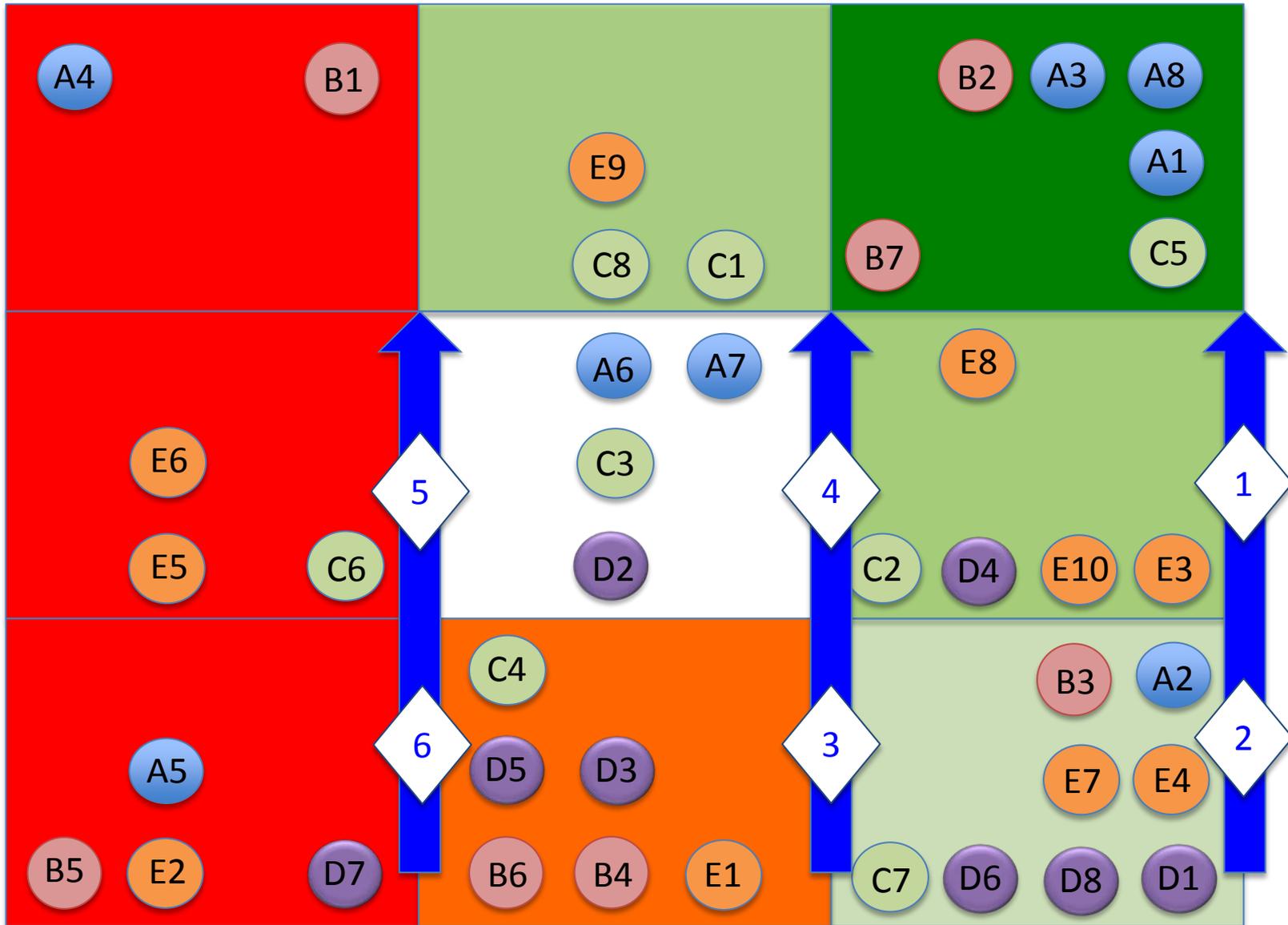


Initiatives Needing Specificity for Action (continued)

<u>Key</u>	<u>Action-able</u>	<u>Public Support</u>	<u>% Vote</u>	<u>Action Initiative by Strategic Direction</u>
E8	M	H	13%	8.) Promote career awareness and skills development for middle/high school students
E10	M	H	13%	10.) Encourage businesses to adopt wellness programs
E3	M	H	13%	3.) Work with businesses to serve as mentors or provide apprenticeships
E4	L	H	15%	4.) Create more job opportunities for area university and college students
E7	L	H	14%	7.) Create a lifelong learning environment region-wide
E9	H	M	8%	9.) Provide business tax incentives to hire local workers
E1	L	M	7%	1.) Improve coordination of existing employment resources
E5	M	L	5%	5.) Assess workforce skills to ensure they meet business needs
E6	M	L	6%	6.) Assess business community's perspective on workforce (satisfaction and skill gaps)
E2	L	L	6%	2.) Increase work readiness resources

IMPLEMENTATION DETAIL

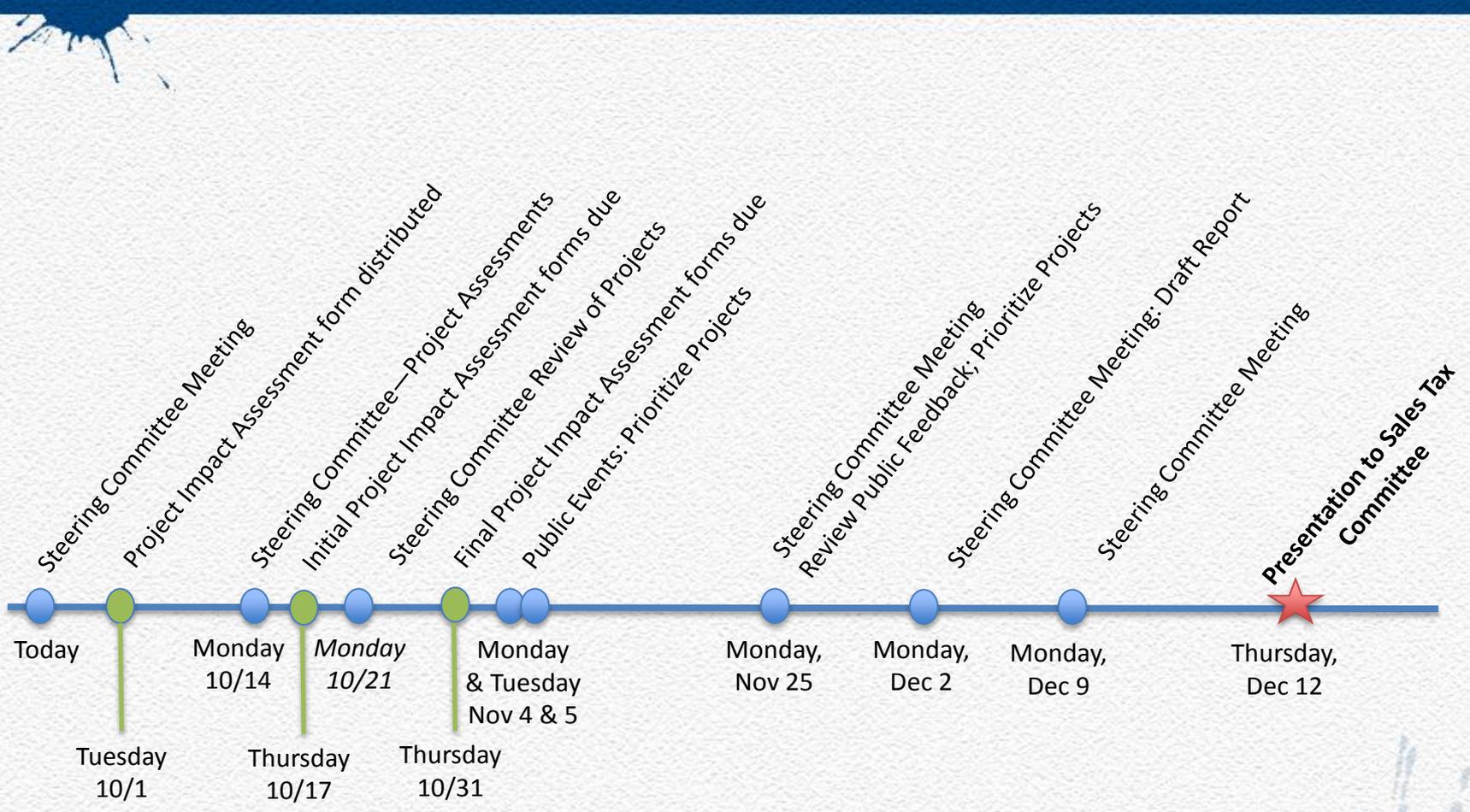
High (Actionable/Projects)
 Medium
 Low (Conceptual/Outcomes)



Low

Medium
 PUBLIC SUPPORT

High



TIMELINE OF EVENTS

OUTCOMES, STRATEGIES & PROJECTS



The first step in the transition from visioning to strategy is to clarify outcomes from strategy. Outcomes are what we want to achieve—end results. Strategy is how we will get there. Tactics/Projects identify what specifically we will do to implement the strategy. In the end, each outcome will have supporting strategies and tactics. Strategies without actionable tactics/projects cannot be implemented.

From this list of “Proposed Action Initiatives” determine whether each represents an outcome, strategy or tactic/project. One tool for revealing the difference between an outcome and a strategy is to examine the degree to which the statement is a description of an end result or a statement of proposed category or grouping of individual activities.

Three examples from our current list of Proposed Action Initiatives are examined below.

EXAMPLE—B3: Expand and retain key regional businesses

Provide specific help to local companies to overcome obstacles to growth and identify new market opportunities.

Statement B3 above is an outcome. We can certainly observe and measure at a future time whether key regional businesses will have expanded or have been retained over time. The brief explanation indicates that “specific help” is to be provided to local companies and the purpose of that help. However, the statement lacks specificity necessary to act. Which regional businesses are key? What kind of help is to be provided?

EXAMPLE—D6: Promote a local lifestyle

Capitalize on downtown Tallahassee’s access to diverse locally grown foods, opportunities for urban farming, and outdoor activities to promote a culture of “going local.”

Statement D6 above appears to be a strategy but could also be written as a tactic/project. As a result of its ambiguity, it is in “no man’s land.” We can imagine that promoting a local lifestyle will support an aspirational outcome consistent with our vision statement. The brief explanation identifies why the help is necessary and what we can expect if this strategy is successfully pursued. However, as written, it lacks sufficient specificity to be considered a tactic/project. We are hard pressed to assign resources (people or funding) necessary to accomplish it.

EXAMPLE—A1: Create an entrepreneurial development coordinating committee

Establish a collaborative governance structure to coordinate regional R&D assets (e.g., FSU, FAMU, MagLab, TCC, area medical centers, Innovation Park) to leverage more research dollars and spin-off R&D for commercial benefits.

Statement B3 above is a Tactic/Project. We can take this statement as an actionable instruction, specifically assigning resources necessary to accomplish it.

OUTCOMES AND PROJECTS WORKSHEET—Due Tonight!

INSTRUCTIONS: Place an X in the appropriate column to denote your determination whether the current “Proposed Action Initiative” is an Outcome, Strategy or Tactic/Project. For those Proposed Action Initiatives that are in “no man’s land,” use the back of each sheet to craft language to clearly distinguish it as an Outcome, Strategy or Tactic/Project.

A. Creating and Sustaining an Entrepreneurial Ecosystem

Criteria in Selecting Proposed Action Initiatives

- Improves access to capital as fuel for business development
- Furthers the role of government’s supporting and enabling role
- Breaks down silos and creates collaborative environment and culture
- Leverages existing resources
- Prepares citizens for entrepreneurial opportunities.

O S T/P

Proposed Action Initiatives

<p>1. Create an entrepreneurial development coordinating committee Establish a collaborative governance structure to coordinate regional R&D assets (e.g., FSU, FAMU, MagLab, TCC, area medical centers, Innovation Park) to leverage more research dollars and spin-off R&D for commercial benefits.</p>	A1.	___	___	___
<p>2. Help entrepreneurs and researchers bring their ideas to market Provide “Gearbox” of technical services such as intellectual property, legal counsel, marketing, business planning, and financial assistance.</p>	A2.	___	___	___
<p>3. Develop speculative space for start-up businesses Provide fast-access workspace for very small and expanding businesses with available technical services to help “incubate” businesses.</p>	A3.	___	___	___
<p>4. Develop specialized wet lab facilitates for R&D Provide ready access to businesses and researchers who need specialized space or equipment, controlled environments, sensitive material handling capabilities, and related infrastructure for commercial use.</p>	A4.	___	___	___
<p>5. Capture a greater share of R&D results conducted by visiting researchers Develop the organization and services necessary to identify and nurture relationships with researchers visiting Tallahassee, such as those utilizing the Mag Lab.</p>	A5.	___	___	___
<p>6. Expand entrepreneurial “boot camp” programs Design and deliver curriculum at educational and R&D institutions to develop skills required to convert ideas into commercial products or services.</p>	A6.	___	___	___
<p>7. Increase available “risk capital” Fund and implement an appropriate financing program that helps entrepreneurs attract investments to develop new ideas or to create proof-of-concept models of their products.</p>	A7.	___	___	___
<p>8. Market the area’s emerging entrepreneurial ecosystem to the community and potential investors Develop public relations, advertising and related initiatives to make widely known the community’s success and progress in helping start-ups and fast-growing small businesses.</p>	A8.	___	___	___

B. Becoming and Competing as an Economic Hub

Criteria in Selecting Proposed Action Initiatives

- B. Invests in industries that offer the greatest opportunity for spin-off jobs, for jobs at all skill levels, and for jobs paying a living wage
- C. Provides a good fit in leveraging existing or future regional assets
- D. Maximizes underutilized land, facilities, or infrastructure
- E. Develops and strengthens mutually beneficial linkages with neighboring counties
- F. Makes a substantial fiscal or economic impact on Leon County

O S T/P

Proposed Action Initiatives

<p>1. Create a distinctive regional brand and image Develop an identity for greater Tallahassee that local people can identify with and that also means something special to businesses and investors located elsewhere.</p>	B1.	—	—	—
<p>2. Design and implement a proactive business marketing campaign Target an aggressive marketing effort to attract businesses, investors, or entrepreneurs, especially in industry sectors that create spin-offs, offer goods jobs, and provide an array of opportunities.</p>	B2.	—	—	—
<p>3. Expand and retain key regional businesses Provide specific help to local companies to overcome obstacles to growth and identify new market opportunities</p>	B3.	—	—	—
<p>4. Attract new residents to spur growth Enhance Tallahassee’s reputation among people living elsewhere who could bring new investments (e.g., retirees, 2nd home) or could create new economic vitality (e.g., university students, highly educated workers) AND who have the option to live anywhere</p>	B4.	—	—	—
<p>5. Improve inter-regional passenger and freight transportation connections Use local resources to leverage and advance key regional projects that connect Tallahassee to other important regions (by air, rail, road, or water).</p>	B5.	—	—	—
<p>6. Leverage technology assets for greater regional benefit Develop a proactive and intentional program designed to provide direct benefits from area R&D institutions to local citizens.</p>	B6.	—	—	—
<p>7. Invest in preparing sites and buildings for future development Leverage private sector investments in key projects that could potential transform the region’s real estate market and/or prepare for potential new business locations in the region.</p>	B7.	—	—	—

C. Growing Our Destination Product for Travel and Tourism

Criteria in Selecting Proposed Action Initiatives

- Promotes tourism assets and attractions that are indigenous and unique to Tallahassee
- Promotes initiatives that are actionable and which will demonstrate a return on investment with increased visitation.
- Supports and invests as necessary to help events, attractions and venues become more successful

O S T/P

Proposed Action Initiatives

<p>1. Provide grants to area cultural / heritage venues Provide funding for capital improvements to heritage and cultural sites which have a viable and feasible marketing plan to expand visitation.</p>	C1.	—	—	—
<p>2. Create a cultural destination / synergies connecting existing events and attractions Establish Tallahassee as a cultural destination by linking on-going and /or intermittent cultural events in a coordinated marketing and implementation plan.</p>	C2.	—	—	—
<p>3. Create a new high visibility event highlighting Tallahassee Marry sports, entertainment, and natural environment into an international event that would attract global participants and visitors (e.g., “canopy” bike race, Ironman competition, etc.).</p>	C3.	—	—	—
<p>4. Improve support services for a better visitor experience Provide better and more signage, transportation options, social media tools, and collateral media material (e.g., pre-packaged videos for hotel TVs, public service announcements) to increase the visibility of area facilities and activities.</p>	C4.	—	—	—
<p>5. Develop a competitive sport venue for the community Develop a moderate-cost multi-use community facility to host regional tournaments and sports training.</p>	C5.	—	—	—
<p>6. Expand the region’s jazz / music festival venue Negotiate to use a larger venue (e.g., FSU stadium) for the Tallahassee Jazz Festival.</p>	C6.	—	—	—
<p>7. Enhance the region’s eco-tourism and outdoor recreation reputation Produce marketing / special events for Trailahassee and Apalachee Regional Park to facilitate ecotourism and competitive running.</p>	C7.	—	—	—
<p>8. Conduct increased tourism marketing targeted to specific audiences. Develop more targeted tourism attractions and messages focused on meeting the interests of specific minority groups (e.g., LGBT, African American).</p>	C8.	—	—	—

D. Supporting a Creative Culture and Urban Lifestyle

Criteria in Selecting Proposed Action Initiatives

- Has a cool factor that appeals to a range of age groups
- Provides a framework for future investment
- Focuses on supporting existing neighborhoods within the urban core
- Engages citizens in a meaningful way
- Promotes an affordable lifestyle
- Considers the needs of the region’s homeless population

O S T/P

Proposed Action Initiatives

<p>1. Enhance and connect existing community assets in the downtown and surrounding urban core Provide events in public spaces and increase pedestrian/bike access in ways that create activity build on the city’s existing sense of place and the existing culture of urban neighborhoods.</p>	D1.	___	___	___
<p>2. Promote art in public spaces Invest in opportunities to create and display public art downtown and in selected nearby gateway centers</p>	D2.	___	___	___
<p>3. Support an urban entrepreneurial lifestyle Tie business start-up and incubation activities in highly visible downtown Tallahassee locations by providing networking opportunities, amenities, technology infrastructure, and facilities.</p>	D3.	___	___	___
<p>4. Expand opportunities for live entertainment and neighborhood events downtown Establish a “Festival Fund” to support inter-organizational efforts that coordinate existing university programs, entertainment venues, and neighborhood groups that organize successful arts, cultural, and entertainment events.</p>	D4.	___	___	___
<p>5. Ensure a level of “coolness” within our downtown and surrounding urban areas Establish and manage recommended design standards for the downtown and its surrounding neighborhoods by leveraging the skills of the county’s urban design studio and those of a new “czar of coolness” to provide technical assistance in linking community events with development plans and open space to create a unique sense of place.</p>	D5.	___	___	___
<p>6. Promote a local lifestyle Capitalize on downtown Tallahassee’s access to diverse locally grown foods, opportunities for urban farming, and outdoor activities to promote a culture of “going local.”</p>	D6.	___	___	___
<p>7. Build capacity and leadership within and across Tallahassee’s existing urban neighborhoods Establish connections between leaders and neighborhood organizations who have demonstrated success and other neighborhoods who are trying to be more successful.</p>	D7.	___	___	___
<p>8. Foster the development of creative young professionals as catalysts for economic growth Build on and extend the work of the Knight Creative Communities Institute beyond the limitations of their existing grant to continue their catalyst development programs and initiatives.</p>	D8.	___	___	___

E. Investing in Our Human Capital Assets

Criteria in Selecting Proposed Action Initiatives

- Promotes a coordinated and integrated approach among existing organizations
- Leverages existing programs, services, and resources if possible
- Raises the “economic floor” across the community
- Recognizes different people have circumstances that require different skill development and workforce support opportunities at different points in life
- Prepares the area’s workforce to meet the specific vocational and professional workplace needs of area businesses
- Supports job retention and work readiness

O S T/P

Proposed Action Initiatives

<p>1. Improve coordination of existing employment resources Market the many jobs-related programs, services and organizations in ways that improve how well those programs work together.</p>	E1.	___	___	___
<p>2. Increase work readiness resources Invest in efforts that reduce the obstacles workers may have in keeping their existing job (such as lack of access to training for specific skills, transportation to work, child care, affordable housing, or supplemental food banks).</p>	E2.	___	___	___
<p>3. Work with businesses to serve as mentors or provide apprenticeships Coordinate with area companies to promote mentorship, internship, and apprenticeship opportunities to provide area residents with the opportunities needed to gain job-specific skills and experience.</p>	E3.	___	___	___
<p>4. Create more job opportunities for area university and college students Target outreach efforts to local businesses to encourage the recruitment and hiring of area university or college students while they are in school or after they graduate.</p>	E4.	___	___	___
<p>5. Assess workforce skills to ensure they meet business needs Conduct a community-wide assessment of jobseekers to provide information about the available talent pool and about education and training gaps that must be filled to meet industry needs.</p>	E5.	___	___	___
<p>6. Assess business community’s perspective on workforce (satisfaction/skill gaps). Fund a continuous (every two years) survey of the business community to identify gaps and trends to align the talent pipeline coming through our training and education institutions with the needs of the local business community.</p>	E6.	___	___	___
<p>7. Create a lifelong learning environment region-wide Provide more opportunities for area residents, at all points in their work career, to improve relevant job skills.</p>	E7.	___	___	___
<p>8. Promote career awareness and skills development for middle/high school students Invest in school programs (such as field trips to companies, entrepreneurial activities at high school, or teen summer math and science camps) to help students better learn about careers and the technical skills those careers require.</p>	E8.	___	___	___
<p>9. Provide businesses tax incentives to hire local workers Provide a financial benefit to local businesses who hire workers from the local community.</p>	E9.	___	___	___
<p>10. Encourage businesses to adopt wellness programs Provide information to area businesses about the characteristics of company wellness programs and the benefits that can result to the company from encouraging employees to live a more healthy and active lifestyle.</p>	E10.	___	___	___

PROJECT IMPACT ASSESSMENT

Homework: Final version to be distributed October 1 via e-mail.

Due: October 17



What NAICS Industrial Category is the project MOST likely to apply to?

Forestry, Fishing & Related Activity	Information	Health Care & Social Assistance
Utilities	Finance and Insurance	Arts, Entertainment and Rec.
Construction	Real Estate & Rental & Leasing	Accommodation & Food Services
Manufacturing	Professional, Scientific & Tech.	Other Services except Admin.
Wholesale Trade	Management of Companies	State & Local Government
Retail Trade	Administrative & Waste Mgmt.	Unkown
Transportation & Warehousing	Educational Services	_____

How many years would the project run? _____ When would operations start? _____

What is the estimated funding needed (cost)? _____

How would that money be spent over a ten year period? Would it ramp up, peak, ramp down? Estimate the distribution of funding needed by year below:

Yr 1: _____% Yr 2: _____% Yr 3: _____% Yr 4: _____% Yr 5: _____% Yr 6: _____% Yr 7: _____% Yr 8: _____% Yr 9: _____% Yr 10: _____%

Anticipated approach to staffing: How would your project directly pay consultants, city/county staff time or new employees to create, think, do?

Consultants: _____ % of total funding

Current City/County Staff: _____ % of total funding and _____ (#) full-time equivalents

How would direct staffing/employees vary over ten years (in #s of FTEs)?

Yr 1: _____ Yr 2: _____ Yr 3: _____ Yr 4: _____ Yr 5: _____ Yr 6: _____ Yr 7: _____ Yr 8: _____ Yr 9: _____ Yr 10: _____

For construction projects, when would construction start? _____

How much of the total cost is construction? _____

If no construction needed, what is the approximate square footage of space needed? _____

Additional Comments: Be as descriptive as possible.