

Imagine Tallahassee Steering Committee Meeting

Summary Minutes

September 23, 2013

Absent Members: Mr. Sean Pittman, Mr. Charles Frazier, Mr. Mike Pate, Mr. Brian Cook, Ms. Barbara Wills, Ms. Christic Henry, Ms. Henree Martin, Mr. Curtis Richardson, Ms. Kelly Dozier, Mr. Ted Thomas, Ms. Meg Baldwin.

Delegated Representatives: Mr. Keith Bowers (FAMU), Mr. Gary Stogner (Visit Tallahassee), & Mr. Daryl Jones (The Tallahassee Ministerial Association).

Meeting Began at 5:06 PM

Agenda Item #1: Welcome and Agenda Review

Ms. Kim Rivers welcomed the Committee and made opening remarks. Mr. Dale Brill, consultant with Thinkspot, reviewed the Agenda and the goals to be accomplished during the meeting.

Agenda Item #2: Process Overview: Vision to Strategy

Mr. Dale Brill discussed an economic process map with the Committee, noting the four key stages are: baseline indicators, visioning, strategy, and implementation. Mr. Brill identified that the baseline indicators would be reported to the Committee through the Data Book that was developed by Thinkspot and County staff. The visioning stage took place through the WRT consultant led activities that identified ‘what does greatness look like in Tallahassee?’. The Committee is currently in the Strategy phase, which 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.

Agenda Item #3: Vision Statement and Strategic Directions Public Feedback

Mr. Brill quickly reviewed the feedback from the August Open House events on Imagine Tallahassee’s vision statement and strategic directions. The results of the public feedback can be found attached (Attachment #1).

Agenda Item #4: Breakout Session: Project Refinement (Outcomes to Actions)

The Committee began the first step of the aforementioned Strategy phase by reviewing the strategic directions to distinguish desired outcomes from projects. The Committee broke into five groups, 1 group per strategic direction, to identify goals, strategies, and projects/programs for each strategic direction. A copy of the ‘Outcomes, Strategies, & Projects’ worksheets are attached (Attachment #2).

Agenda Item #5: Groups Report Out

Before adjourning, the Committee came back together to share the results of their group discussions. A copy of the results from the group discussions is attached (Attachment #3).

Agenda Item # 6: Next Steps and Assignment

At its October 14, 2013 meeting, the Committee will begin to identify projects. The Committee was charged with identifying projects/programs that they would champion. For those projects/programs, the Committee was assigned 'homework' to collect details necessary to evaluate the project. A copy of the 'homework' is attached (Attachment #4).

Other Committee Information

Ms. Laurie Hartsfield resigned from the Knight Creative Communities Initiative (KCCI) and will no longer represent KCCI on the Imagine Tallahassee Steering Committee. Mr. Mike Pate has been chosen as the new KCCI representative going forward.

A copy of the meeting's materials presented to the Committee can be found under the 'Agenda & Minutes' tab at <http://cms.leoncountyfl.gov/ImagineTallahassee>, for September 23, 2013.

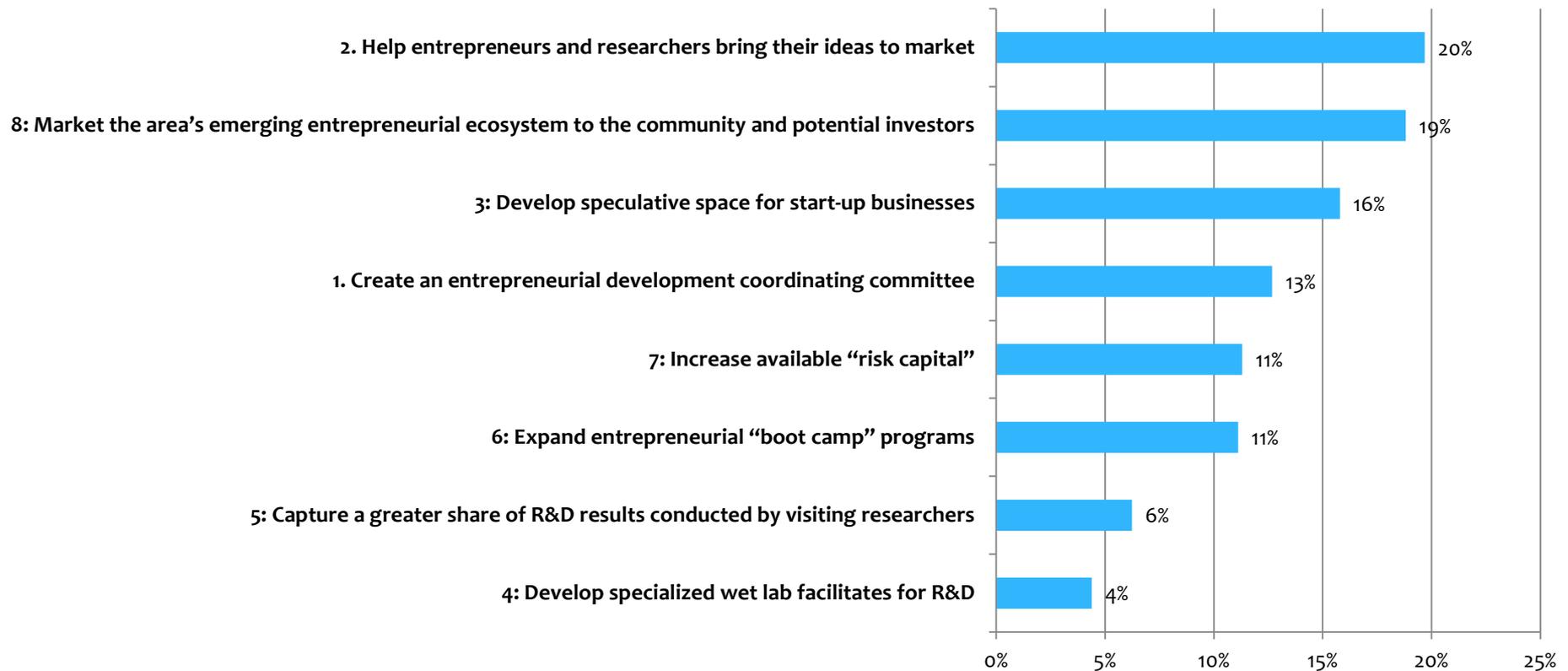
Meeting adjourned at 7:27 pm.

Attachments

1. August Open Houses Public Feedback Results
2. Breakout Discussion Worksheet
3. Breakout Discussion Results
4. Initial Project Assessment Form

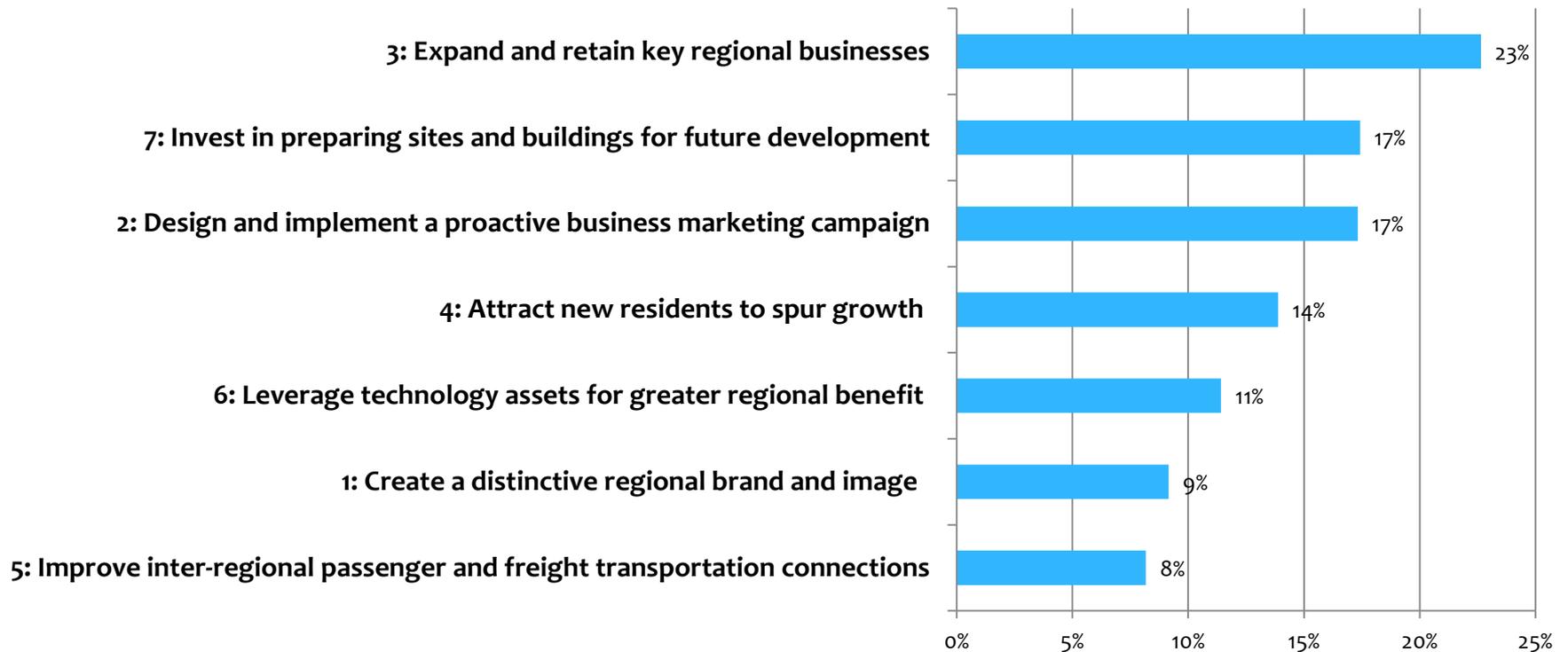
Action Initiative Preferences

A. Empowering our Entrepreneurial Ecosystem



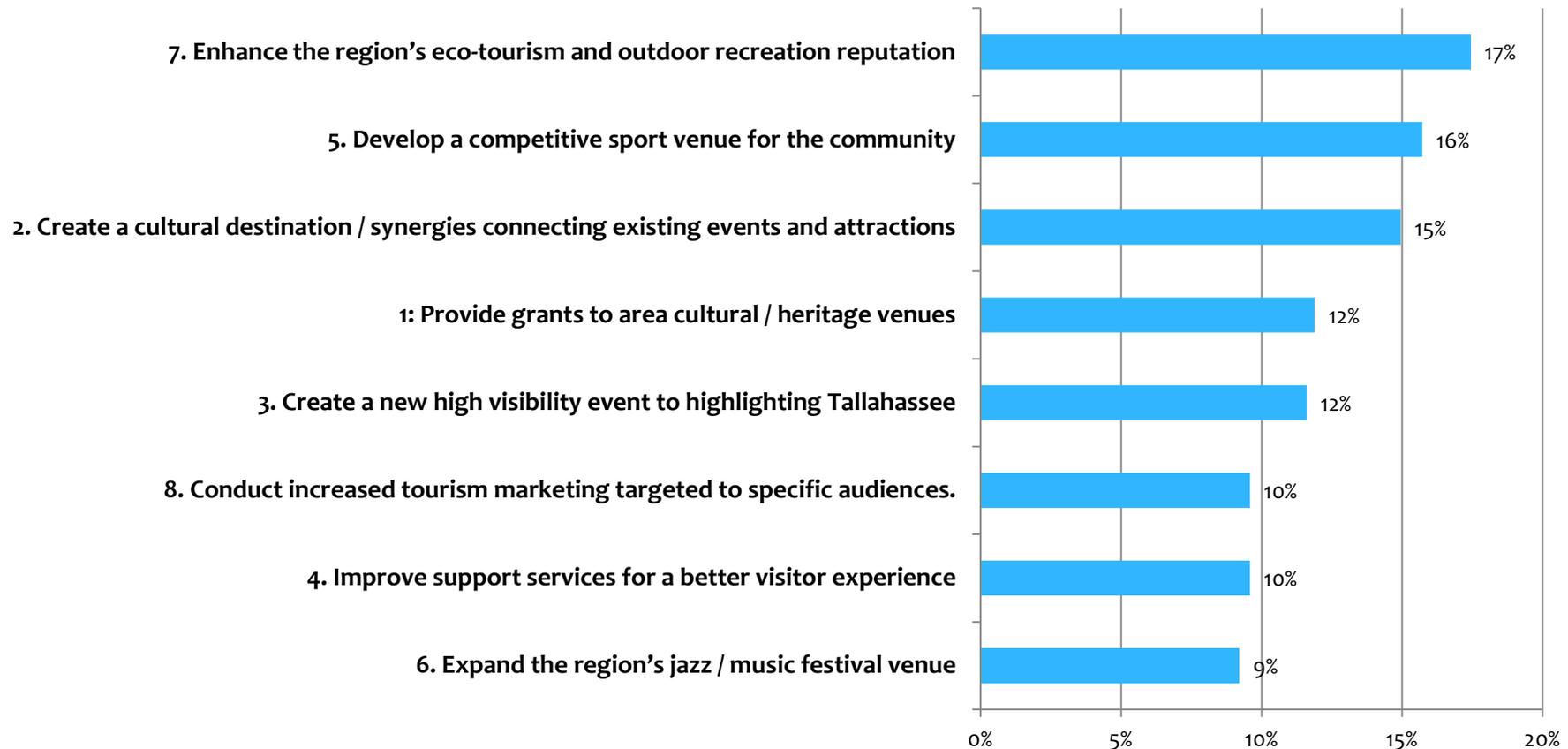
Action Initiative Preferences

B. Competing as an Economic Hub



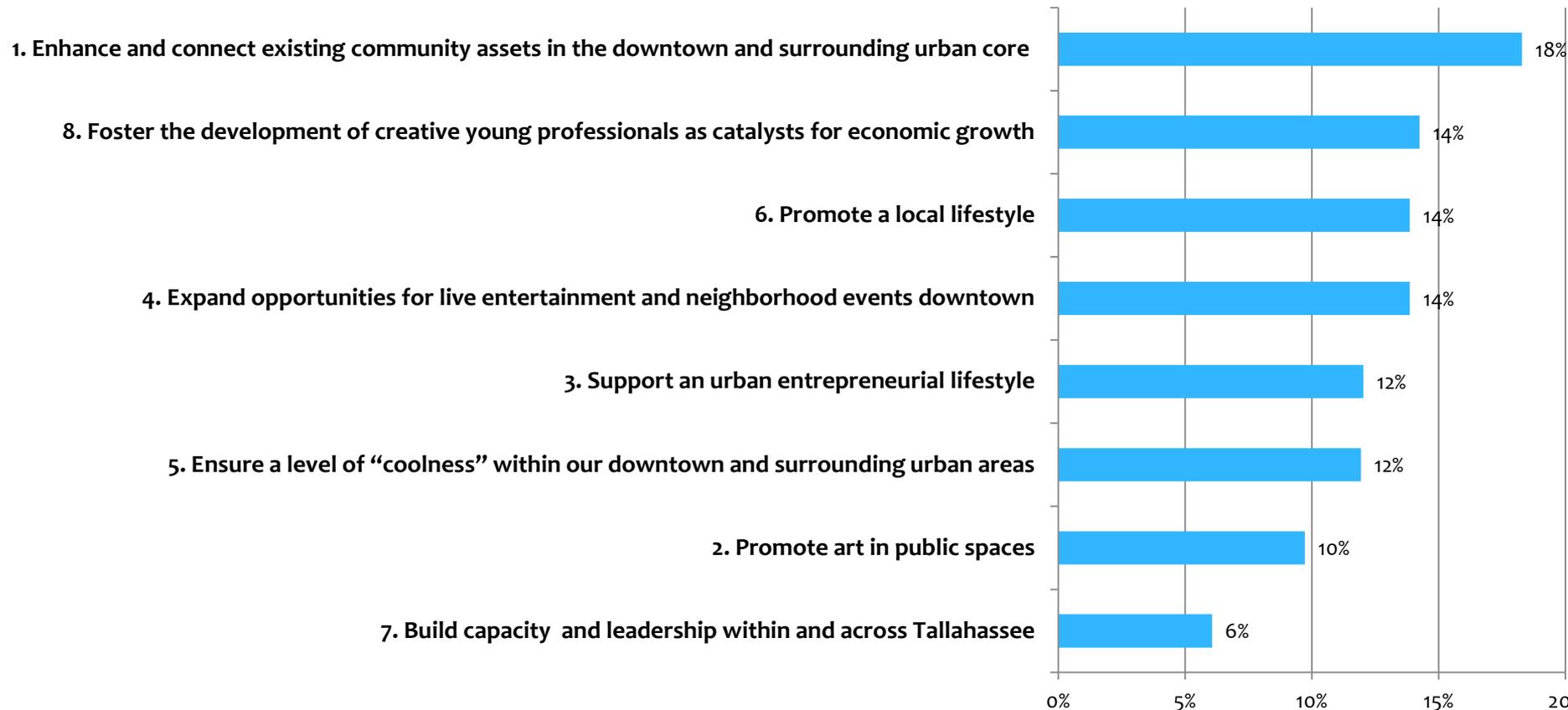
Action Initiative Preferences

C. Growing our Destination Product for Travel & Tourism



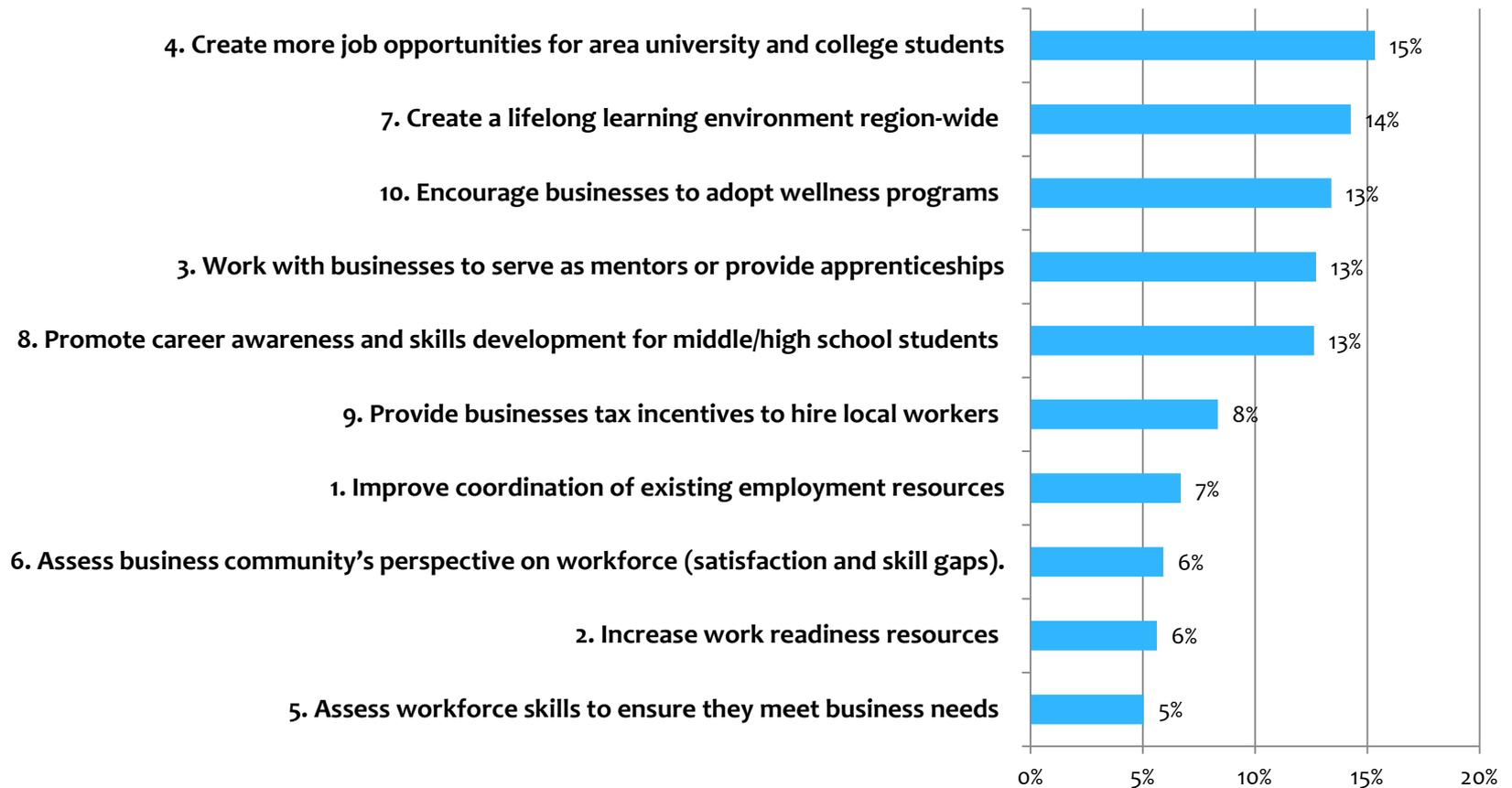
Action Initiative Preferences

D. Supporting a Creative Culture & Urban Lifestyle



Action Initiative Preferences

E. Investing in Human Capital to Meet Evolving Workforce Needs



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.	___	___	___

Master Key 1.0 for Initial Project Impact Assessment

A. Creating and Sustaining an Entrepreneurial Ecosystem

Goals:

1. Increased number of private businesses.
2. Increased dollar volume of equity financing.
3. Increased share of population that are business owners who use entrepreneurial skills in their workplace.

Strategies:

1. Coordinate resource allocation and promote partnerships for sustainable entrepreneurial development.

Best Practice: Council for Innovation Create a council or working group of business leaders, university officials, college officials and community leaders to support innovation. Council would be focused on growing industry in the region and cultivate an active partnership between government, business, and educational leaders. (Source: Iowa Innovation Council)

Best Practice: Smart Park Collaborative presence with university and publicly funded resources for entrepreneurs. Some provide space for start-up businesses to locate or laboratory space for research. (Source: Delaware Technology Park, West Virginia Regional Technology Park)

2. Develop speculative spaces.
3. Increase available risk capital, such as venture, angel, micro-lending, risk, etc.
4. Expand entrepreneurial “boot camps.”
5. Help entrepreneurs and researchers bring their ideas to market.

Projects/Programs:

1. Create an entrepreneurial development coordinating committee. This group will catalog resources; vet proposals; coordinate partnerships and regional R&D assets (e.g., FSU, FAMU, MagLab, TCC, medical centers, Innovation Park); and market emerging technologies to investors.
2. Develop specialized wet lab facilities for R&D to provide ready access to space, equipment, controlled environments, sensitive material handling capabilities, and related infrastructure for researchers.

Best Practice: UF's Sid Martin Bio Tech Incubator Features labs, vivariums, greenhouses, fermentation facilities, scientific equipment and more.

3. Provide “Gearbox” of technical services such as intellectual property and legal counsel, marketing, business planning, and financial assistance to researchers and start-up entrepreneurs.

Best Practice: UF’s Innovation Hub Serves as a catalyst for startup companies whose technologies emanated from laboratories at the university and throughout the state.

Best Practice: Network of Entrepreneurial Resources Provide a free service for entrepreneurs and small business owners who are interested in starting or growing a business. A staff of experienced referral coordinators guides entrepreneurs through the basic legal requirements that affect their particular business and connects them to resources that offer expertise, education, and financial assistance. The resources are provided through partner organizations or businesses approved by the network. Partners benefit from this service by receiving qualified leads. (Source: NetWork Kansas)

Best Practice: Capital Multiplier Loan Fund Start up business can apply for matching loans up to a percentage of the private capital invested. Private capital invested includes the amount of the loans provided by financial institutions, certified development companies and other sources of private lending. Private capital also includes the entrepreneurs’ investment and funds provided by angel investors and angel investor groups. (Source: NetWork Kansas)

Best Practice: Matching for Public Funding Gap financing to help entrepreneurs start or grow a business. The loan program matches other public sources of capital up to a prescribed amount. Funds are flexible and can be used for a variety of business purposes, including equipment, inventory, and working capital. (Source: NetWork Kansas)

Best Practice: Collateral Enhancement Program Cash deposits for additional collateral on loans made to eligible small businesses with collateral shortfall. (Source: Ohio Development Services Agency)

4. Design and deliver curriculum at educational and R&D institutions to teach budding entrepreneurs the skills required to convert ideas into commercial products and services.

B. Becoming and Competing as an Economic Hub

Goals:

1. Increased number of new permanent residents.
2. Improved air travel and freight transportation connections**
3. Increased number of jobs in private sector “traded” industries (i.e., manufacturing, advanced business services, tourism).
4. Increased number of private sector jobs that pay above average wages.
5. Faster growth in the regional GDP and total employment.
6. Recognition of Greater Tallahassee as a metropolitan area “on the rise.”

Strategies:

1. Leverage technology assets for greater regional benefit.
2. Invest in preparing commercial buildings, sites, and transportation and logistics for future development.
3. Attract new residents to spur growth.
4. Expansion and retention of existing key businesses.

Best Practice: Educational Opportunity Tax Credit *This credit is an incentive for residents to stay in the area. The credit reimburses student loan payments for workers who earn an associate’s or bachelor’s degree at an area school and continue to live and work there after graduation. (Source: Maine Educational Opportunity Tax Credit)*

Projects/Programs:

1. Identify a distinctive local brand, and proactively and aggressively market Greater Tallahassee’s emerging entrepreneurial ecosystem to businesses in high-growth industries, investors, and entrepreneurs, while simultaneously resonating with current residents and boosting a sense of pride in their community.

Connection Point to Blueprint2020:

** Improved air travel and freight transportation connections.

C. Growing our Destination Product for Travel and Tourism

Goals:

1. Increased visitors and tourist spending.
2. Media recognition as a cultural destination for in-state and out of state travelers.

Strategies:

1. Establish the urban core of Tallahassee by connecting existing events and attractions.
2. Improve support services for a better visitor experience.
3. Enhance the region's eco-tourism and outdoor recreation reputation.
4. Conduct increased tourism marketing targeting specific audiences.
5. Connect College Town to activities at the Civic Center to create a one-mile stretch of walkable activity; populate the Madison Mile with unique stores, restaurants, bars, apartments, and other places of interest.

Projects/Programs:

1. Provide grants to area cultural and heritage venues.
2. Develop a competitive sport venue (a multi-use community facility) to attract regional sports tourism by hosting tournaments and sports training.
3. Negotiate to use a larger venue (e.g., FSU stadium, America's Backyard, Civic Center) for the Tallahassee Jazz Festival and other musical events.
4. Create a new high visibility event highlighting Tallahassee.
5. Expand current signage, information booths and flyers, public transportation, social media/apps, etc. to allow visitors and new residents to move around town with ease, and find areas of interest.

D. Supporting a Creative Culture and Urban Lifestyle

Goals:

1. Improved perception of Tallahassee as a place to live among young professionals.
2. Increased employment in “creative industries.”

Strategies:

1. Enhance and connect existing community assets in the downtown and surrounding urban core.
2. Promote art in public places.
3. Ensure a level of “coolness” within downtown and surrounding urban areas.
4. Promote a local lifestyle.
5. Establish connections between leaders and neighborhood organizations who have demonstrated success and other neighborhoods who are trying to be more successful (i.e., connecting those who *are* with those who *are trying*).
6. Foster the development of creative young professionals as catalysts for economic growth.
7. Build on and extend the work of the Knight Creative Communities Institute (KCCI) to continue their catalyst development programs and initiatives.

Projects/Programs:

1. Provide events in public spaces and increase pedestrian/bike access in ways that create activity built on the city’s culture**
2. Invest in opportunities to create and display public art downtown and in selected nearby gateway centers.
3. 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.
4. Increase access to locally grown foods by promoting and marketing co-ops, farmers markets, and establishments that support local farms.

Best Practice: Farm to School A program that connects schools (K-12) and local farms with the objectives of serving healthy meals in school cafeterias, improving student nutrition, providing agriculture, health and nutrition education opportunities, and supporting local and regional farmers. (Source: Farm to School)

5. Increase opportunities for urban farming with grants to renovate existing vacant infrastructure into greenhouses, and equip difficult to employ residents with skills to be successful entrepreneurs.

Best Practice: Windy City Harvest Windy City Harvest provides instruction in urban agriculture best practices, develops collaborations that benefit communities, and produces high-value, nutritious produce that is sold at retail outlets and made available and affordable for local residents. (Source: Chicago Botanic.org)

Connection Point to Blueprint 2020:

**Provide events in public spaces and increase pedestrian/bike access in ways that create activity built on the city’s culture

E. Investing in Our Human Capital Assets

Goals:

1. Increased job opportunities for college students and new graduates.
2. Increased share of population with post-secondary education or training (including degrees and certifications).
3. Number of individuals aged 25-34 with a college degree or higher.
4. Growth in the number of jobs filled that require at least a college degree.

Strategies:

1. Increase work readiness resources.
2. Create a lifelong learning environment.
3. Encourage businesses to serve as mentors or provide apprenticeships.
4. Align business community's perspective on workforce (satisfaction/skill gaps).
5. Invest in efforts that reduce the obstacles workers may have in keeping their existing job (such as lack of transportation, child care, affordable housing).

Tactics:

1. 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.
2. Provide grants to school programs (such as field trips to companies, entrepreneurial activities, or teen summer math and science camps) to help students better learn about careers and the technical skills those careers require.
3. Provide information to area businesses about the characteristics of company wellness programs and the benefits that can result from encouraging employees to live a healthier and more active lifestyle.
4. Target outreach efforts to local businesses to encourage the recruitment and hiring of area university or college students or new graduates.

Best Practice: Educational Institution Workforce Supply Per-student incentives for business or organization who hires students from the community. (Source: North Dakota)

INITIAL PROJECT IMPACT ASSESSMENT

Due: October 14 (Bring to Steering Committee Meeting)

Steering Committee Member Name _____

INSTRUCTIONS: From the Master Key 1.0 distributed with this form, select those Projects/Programs for which you would consider serving as a Champion. Complete this form for each of the Projects/Programs you select. You may also add a new Project/Program to this discussion based on best practices or other exposure you've had to innovative ideas.

Is this a Project/Program already on the Master Key 1.0 (attached): Yes No

PROJECT OR PROGRAM TITLE: _____

Step 1: Using the list of Strategic Outputs on page ___ of the Master Key document, write in the short title for each of the strategic outputs created by this project.

Step 2: Circle the number to the right of each Strategic Output you've identified below to indicate the strength of the connection between the Project/Program and the output you expect it will achieve.

Goal#: _____	1	2	3	4	5
	Low		Medium		High
	(unknown/indirect)		(associated with)		(directly causes)

Goal#: _____	1	2	3	4	5
	Low		Medium		High
	(unknown/indirect)		(associated with)		(directly causes)

Goal#: _____	1	2	3	4	5
	Low		Medium		High
	(unknown/indirect)		(associated with)		(directly causes)

Goal#: _____	1	2	3	4	5
	Low		Medium		High
	(unknown/indirect)		(associated with)		(directly causes)

Goal#: _____	1	2	3	4	5
	Low		Medium		High
	(unknown/indirect)		(associated with)		(directly causes)

What is the anticipated level of complexity involved in implementing this project (e.g., organizational, funding, administrative)?

1	2	3	4	5
Low		Medium		High
(minimal effort)				(complex/intensive)

What is the general level of sales tax funding needed to implement this project?

1	2	3	4	5
Low		Medium		High
(<\$999,000)	(\$1m - \$2m)	(\$2.1m - \$5m)	(\$5.1m - \$8m)	(\$8m+)

What is the likelihood that a private sector solution could address this need?

1	2	3	4	5
Low		Medium		High
(very unlikely)	(unlikely)	(probable)	(very likely)	(already exists)