Fundamentals Course Homework

Session 1

In this session, we've talked about developing a plan or roadmap for the implementation of a BR&E program. Given the planning model shown on Slide 9 of the presentation in Section 3, describe your (or your EDO's) vision of the outcomes, outputs, and inputs required to create an atmosphere of success for the program. Note that we're not asking for specific numbers (i.e., budget line items, numbers of employees, etc.), but rather a narrative of what should be considered when addressing each component of the planning model.

Due by the beginning of the September 12, 2023 session.

Response 1

Fundamentals course homework – session 1

Situation	Outcomes			Outputs		Inputs
	Long Term	Medium Term	Short Term	Participation	Activities	
Struggling or stale business	Risk of closing	Less contribution	Cash flow	Advocate and	In depth	Expertise
	Employees out	to local economy	concerns	build trust in	meetings with	Reputation
	of work	Payables waiting	Stagnant sales	business	engaged	Connections
	Customers need	longer for pmt	No innovation	community	business	Rapport with other
	to find someone	Margins suffering	Little employee	People hear about us	owners	businesses
	else	Employees get	motivation	and	Continuation	Growth mindset
	Risk of competition taking over territory	nervous and leave		reach out	of check in's	Trust
					Sounding board	Confidentiality
					Advocate to community municipality government	Empathy

External factors	Assumptions

Response 2

I think that to have an atmosphere of success for a BRE program we would need to be able to quantify our outcomes. If our inputs are staff time and expertise, then we would want outputs of survey results and number of businesses visited to help figure out the scope and success of these outputs.

If we visited 10 businesses and did the same amount of surveys then we have a good starting point on where to help these businesses, we would know the gaps. From this information, if we found out that government regulation, for example, is getting in the way we could advocate to have those barriers removed. If we learned that staffing, or HR issues were prominent we could have the output of workshops geared to these concerns and measure and track which businesses attended.

After learning from businesses through programming, advocacy, education, and connecting them to resources we should be able to in the short term see businesses feel more part of the community, respected for their work and heard. In my experience businesses appreciate being heard and having a sounding board for their concerns. For medium term results maybe without barriers they could hire a few more staff and reach a new audience of customers locally. And, long term, we would have many more vibrant businesses growing and adapting in our region.

Response 3

Situation: Improve quality of applicants, as a main concern in manufacturing.

Outcomes

Long-term: Industries and School districts working together for young adults to be prepared coming out of High School to enter advanced manufacturing.

Medium-term: Available core curriculums for Credit/Certification.

Short-Term: Offer type of courses in soft skills, to improve employee performance.

Outputs

Who we reach: Superintendent's and High School CTE Directors.

What we do: Events with local Industries, Community and School Districts.

Yearly event where the industries open their doors for the public providing educational tours.

Inputs: Fund WorkKeys Assessments.

Response 4

This planning model is for BR&E program implemented by the local government for a community of approximately 25,000 residents. The overall goal is to enhance the economic environment in the region.

The vision for outcomes for a successful program includes building resilience in the business community, avoiding business closures and identifying red flag trends early to minimize negative impacts. Also, businesses would continuously improve and expand. Developing strong relationships throughout the business community would be key. As a local government, it would be a major benefit to have relationships that are a resource for the business community rather than being seen as a regulatory body only.

Required outputs to achieve the outcomes above include activities such as the number of business visits, intakes, surveys, referrals and follow-ups. The assumption is that the higher the number, the better. Considerations should also be given for to the diversity of the data, industry sectors etc. Referrals can also be measured by quantity but also an indication of the quality of service if the referral is coming from another business. This starts to blend with the outcome of building strong relationships.

Inputs required for the success of the program are staff resources, which include time and financial considerations. A strong relationship with the local Chamber of Commerce and other key community partners would be beneficial to assist in gathering data and providing referrals to the program. A data management system would also be key for the program's implementation, data management and determining results.

Overall, the program must be flexible and adapt to the needs of the business community in order for it to be successful.

Response 5

  The DeLand & Greater West Volusia Chamber of Commerce Business Retention and Expansion (BRE) program is a strategic initiative aimed at supporting and retaining existing businesses within DeLand, Florida. Below, our vision of outcomes for this program is described in terms of both inputs and outputs.

Inputs:

- **Stakeholder Engagement:** DeLand & Greater West Volusia Chamber of Commerce, City of DeLand government, County public and private economic development agencies, and CareerSource Flagler/Volusia collaborate and provide resources for the program.
- **Data and Research:** Gathering and analyzing data on the local business environment, including industry trends, market demand, and the needs of existing businesses through surveys conducted by a volunteer committee of Chamber Members.

- **Program Resources:** Allocating financial resources, staff, and technology to support the program's activities effectively.
- **Partnerships:** Building partnerships with educational institutions, industry associations, and service providers to enhance the program's reach and impact.
- **Training and Capacity Building:** Providing training and resources to program staff and volunteers to ensure they have the necessary skills and knowledge to assist businesses effectively.

Outputs:

- **Business Support Services:** Offering a range of support services to existing businesses in the City of DeLand, including access to capital, marketing assistance, workforce development, and regulatory compliance guidance.
- **Business Assessments:** Conducting surveys with individual businesses to identify their strengths, weaknesses, growth projections and plans, challenges, immediate issues, and their satisfaction with engagement with the City.
- **Customized Solutions:** Developing customized solutions and action plans for each business, addressing their specific needs and challenges.
- **Networking and Peer Learning:** Facilitating networking events, workshops, and peer-to-peer learning opportunities for businesses to share best practices and learn from each other.
- **Policy Advocacy:** Advocating for policies and regulations that promote business growth and create a favorable business environment.
- **Retention Metrics:** Tracking key performance indicators (KPIs) such as business retention rates, job retention, and revenue growth among participating businesses.

Outcomes:

- **Business Growth:** The primary outcome of our BRE program is to support the growth and expansion of existing businesses in DeLand, leading to increased revenue, profitability, and job creation.
- **Job Retention:** The program helps retain existing jobs within the community by preventing business closures and layoffs.
- **Community Prosperity:** As businesses thrive and expand, the local economy experiences greater prosperity, with increased tax revenues and improved quality of life for residents.
- **Innovation and Diversity:** Our BRE program encourages innovation and diversification of local industries, making the community more resilient to economic downturns.
- **Enhanced Relationship:** A track record of supporting local businesses can enhance the City and Chamber's reputation as a business-friendly environment, attracting new businesses and investments.
- **Data-Driven Decision-Making:** The program provides the DeLand City Commission valuable data and insights that can inform future economic development strategies and policies.

The vision for our BRE program is to create a thriving and resilient local business ecosystem, where businesses receive the support, they need to grow and succeed, ultimately contributing to the economic well-being and prosperity of the entire community. Success is measured not only in terms of the immediate outputs but also in the long-term outcomes that benefit both businesses and the broader community.

Response 6

What is the objective of the BR&E program and what will it do for us, now and in the future?

The objective of the Osceola County BR&E program is to identify issues faced by local businesses in the community, allow businesses to express their concerns, and identify issues that need to be addressed. It is intended to produce valuable intelligence to assist in strategic planning and implementation activities that mobilize educational, technical assistance and local policy resources that will address the issues faced by these communities. The BR&E program will also help identify business operations considering expanding its activities in the community, and allow the County to craft a competitive value proposition that incentivizes the expansion, capital investment and job creation to stay in the County.

Logical Model Overview

Inputs Investment(s)	Outputs		Outcomes		
	Participation	Activities	Short Term	Medium Term	Long Term
			Learning	Actions	Conditions
Designate staff base on need determined by S.O.P.; identify how many/how to allocate resources	EDC Team members	Interact with organizations to gather general data; Interaction/visit sites	Staff learns about industry needs and indivial needs of organizations in community: both partners and h. resources	Execute regular visits at least 1x or 2x yr to communicate directly w/ industries to identify needs/updt	Foster open direct channels w/ partners and act as a lieson/conduit for human resource providers when needed
determine how funding is provided; determine if allocations can be adjust to accomidate needs	Community Partners: Manufacturers, Processors; Other Industry	Use data gathered to provide information based on needs expressed by our community partners	Use the information to create a general plan w/ partners - standardize your approach	Implement the plan; partners to cultivate the data into information; provide stats for general needs specified by community partners	Establishes partners with tools to create a balance enviroment; help stimulate stability and growth

after allocating resource and determine the best distribution, gather your supplies needs based on importance

Human Resources: School District, Junior College, Tech Shool, University; Workforce

feed educators with data and needs expressed by our community partners to help them determine where to allocate educational resources to best serve our community now and in the future.

Use the information to create learning environments tailored to basic industry needs of community

Work with EDC and partners to implement earlier childhood interest using media, model demonstration and plant tours; hand- on trainning thru genral courses that are the basics for most industry

Sustainable work force for future

Defining your target audience
Learning curve: mechanical aptitude; softskill for generation gap in the work place; teach change mgmt
Time line for implementation of process and program updates; required certification, etc.

Response 8

In a town that measures 8 square miles, our community is saturated with a nice mix of local, small businesses and larger commercial stores. Our retention is good currently and we do continue to grow when space allows.

My vision for this sort of program is to really start at the bottom. I have many existing relationships with many businesses in our community and plan to use this as a foundation for conversation. We utilize products from state partnerships that allow us follow trends through geo-tracking, heat maps and other social media opportunities. I plan to work closely with our Chamber of Commerce in this as well.

My first goal is to get a better understanding of where our businesses are in their standing. I'd like to have more knowledge of why our businesses choose this community and what makes them stay if they have been here for a long time. I'd also like to know how they do business; online, face to face, etc.   I think knowing the overall history of the business, challenges, what brings them success, and what I can do to help is going to be key in this starting the program.

My second goal would be to compile this information to present to learn what it is our businesses need and how the city can help them if needed. I feel like I want this program to not only be inquisitive but turn it in to a resource that offers opportunities for learning, where to find resources and ultimately be a "go-to" for businesses that may need guidance in their day to day working.

I do have some concerns considering this will be a one-man operation. I look forward to finding/creating a program that not only is manageable for me, but is also beneficial for my community.

Response 9

Situation	Outcomes	Outputs	Inputs
Workforce Challenges	Increased Employment	Business /Community	Surveys

- ➢ **Set survey goals with key community leaders**
- ➢ **Set survey goals with key business leaders**
- ➢ **Determine challenges within the current workforce**
- ➢ **Assist in development of business/community training programs & strategies to enhance the workforce**

Implement programs to increase employment and marketability of our workforce and community

Response 10

Our BR&E program has been up and running successfully for some time. The first priority is to get to know your Action Team and understand their services and what type of Clients they are interested in meeting. The second thing to focus on is what business you should contact. I'm working in rural areas and will work on engaging companies that have the most social impact on their community—Ex A general store or restaurant. If they move or shut down, places can make a difference in their community. Once we identify and understand what the businesses do, we will reach out and attempt to schedule a 1 to 2-hour meeting with the business owner or decision-maker.

During the Visitation, we should focus on understanding the business's growth barriers by actively listening, asking probing questions, discussing the available resources, and thanking them. The number 1 goal is to build a good rapport.

Once completed, the Account Executive will enter the data and should contact the Action Team to start making referrals. After the Client meets the Action team members, the Account Executive should follow up to ensure the initial issue has been resolved and if they know of any other businesses that may be interested in the program.

Response 11

Response 12

Response 13

Response 14

Response 15