



Youth Pilot - Business Plan

Purpose: The Purpose of this memo is to outline a business plan for CareerSource Central Florida's youth pilot program.

Background: CareerSource Central Florida has a successful youth program model called **CareerCoNEXTion**. Last year CareerCoNEXTion helped approximately 300 youth aged 16 to 24 to become work-ready and gain on-the-job experience through paid internships. CareerSource Central Florida will leverage its success by increasing the number of youth to 500 in 2018. The challenge with the existing program, beyond having limited resources, is that the Federal dollars CSCF receives are restricted for the youth with the most barriers, often referred to as "opportunity youth." This leaves a gap of those in the youth population that do not meet the criteria of "opportunity youth", but could really benefit from an internship opportunity that will place them on a path to success. This "gap" population that CSCF is targeting is the "C student" who may not be college bound that can benefit from a short-term vocational training or apprenticeship program. CSCF has an opportunity to leverage its experience in youth internship programs and provide young adults an introduction to a high growth industry. Through this internship process, youth will be gaining crucial skills and hands-on work experience in targeted industries, thus providing possible career paths and future transferable skills.

How It Works: The youth pilot program will include four elements:

- **Employability Skills:** Youth will learn crucial, employer-demanded skills essential to workplace success, including verbal and non-verbal communication, reliability, critical thinking and teamwork. **(CSCF Leverage)**
 - **Paid Internships:** Youth will engage in onsite, paid employment for a specific amount of time, along with the assistance of a dedicated career coach who offers guidance and support. **(3rd party investment)**
 - **Financial Literacy:** Youth will get a basic education on essential fiscal topics like decoding paychecks, banking and credit processes, buying a car, leasing an apartment and establishing credit. **(CSCF Leverage)**
 - **Case Management:** Youth will receive on-going case management and career coaching to support successful completion of this program **(CSCF Leverage)**
- **Strategy:** CareerSource Central Florida is looking to conduct a test pilot program to serve 50 youth by December 2018 and is seeking investment from businesses and municipalities. The youth internship programs will be customized to address specific employer, partner and/or community needs, and can serve as a pipeline to mold youth to be competitive talent for our regional business needs.

CSCF will ask private businesses and municipalities to invest in this program through the reimbursement of internship wages and administrative costs. CSCF will leverage outside investment by providing case management, employability skills, and financial literacy.

Cost Breakdown

<u>Activity</u>	<u>Cost</u>
Employability Training Skills (\$800@50 youth)	\$ 40,000
Financial Literacy (\$900@50 youth)	\$ 45,000
Case Management (1FTE plus OH)	\$ 85,000
Total CSCF Leverage	\$ 170,000
Paid Internship (Average Cost \$6,600 (\$15/hr @ 30hr week @ 12 weeks)	\$ 330,000
Total Program Cost	\$ 500,000
CSCF Profit (10%)	\$ 50,000

- **Next Steps:**

- Identify the strategy of how to promote and sell the youth pilot program to businesses and municipalities.
- Identify next-layer prospects, including CSCF affiliates, board members, government entities that would be interested in investing or can make an introduction to an entity interested in investing in the youth pilot program.
- Hold round-table discussions with stakeholders to help identify how CSCF can best identify and prepare youth to fit the specific industry needs.

Jennifer
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Employer- Driven Industry Model Approach

- Labor Market Analysis
- Skills Analysis
- (Industry) Employer Partnerships
- Pathways to Competitive and Emerging Careers
- Pre-Employment Training, Certification(s), Job Placement
- Retention Focused, Sustainable Careers
- Paths to Upward Mobility

Benefits to Approach

- **Competitive Model for Raising Capital - \$\$\$\$\$\$**
- Creating Synergy Between Regional Industry Companies
- Helping Address Other System Issues w/ Educational Institutions, Training Providers, Workforce Supporting Agencies
- Focused Career Development on Actual Emerging Jobs
- Aligning Skills and Interests to Actual Opportunities
- Helping Mobilize Incumbent Workers to Elevated Positions
- Engaging Local Businesses

Q&A

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[MAY-RAH-KEE]

The soul, creativity, or love
put into something; the
essence of yourself that is
put into your work.

The National Fund for Workforce Solutions



Building shared prosperity through better skills, workforce innovations, and good jobs

Our Mission

To drive practices, policies, and investments that enable workers to succeed in good jobs, provide employers with a skilled workforce, and build more prosperous communities.

Our Model

The National Fund invests in an employer-driven model of industry partnerships that enables communities to prepare individuals with in-demand skills, connect companies to trained employees, and generate a stronger workforce and economy.

The National Fund supports CareerSTAT, which is a national network of healthcare leaders promoting investment in the skills and careers of frontline workers.

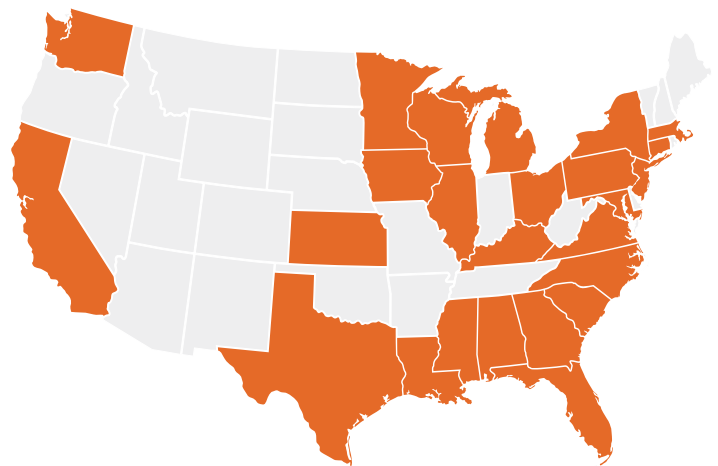
Our Results

Over the last decade, the National Fund has:

- Helped approximately 67,500 job seekers and 25,000 incumbent workers develop new skills and find a good job;
- Assisted participants in securing 65,000 industry approved credentials;
- Leveraged its \$26 million investment to generate \$315 million in aligned or matched investments from 700 local funders;
- Organized 2,000 employers in 70 active industry partnerships.

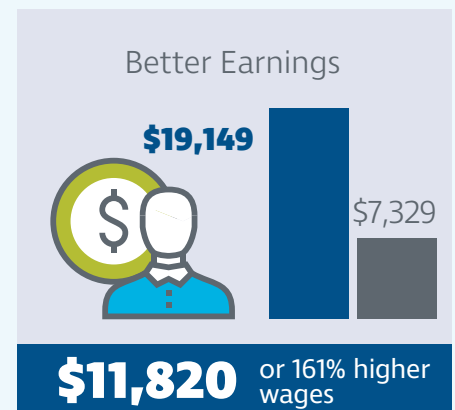
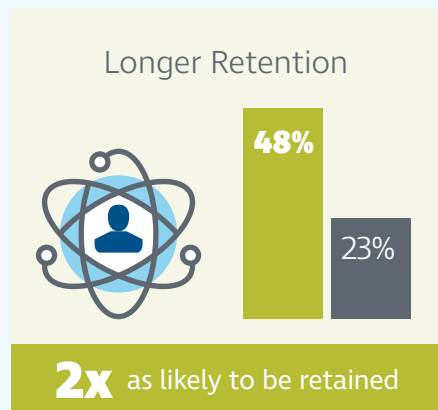
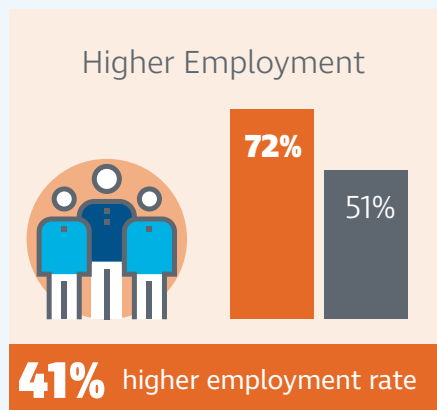
Our Network

The National Fund is a network of 33 regional collaboratives and 70 active industry partnerships operating in 26 states across a wide range of sectors including manufacturing, retail, hospitality, healthcare, and information technology.



Evaluation Results: The National Fund vs. Matched Comparison Group

Based on a study of our model implemented by the WRTP Manufacturing Partnership in Milwaukee Wisconsin, the National Fund excels at getting people into jobs, keeping employees in key positions, and raising compensation for workers. National Fund participants were measured against a matched comparison one year after training and saw:



(Our Results) Michaelides, Marios; Mueser, Peter; and, Mbwana, Kassim. Evidence on the Effectiveness of Six Workforce Partnership Programs in Ohio and Wisconsin. IMPAQ International, LLC. August, 2016.

Improving Workforce Systems

The National Fund and its collaboratives are improving the workforce systems and business practices that shape employment and opportunity in our communities. Recent successes include:

- **The New York Alliance for Careers in Healthcare** worked closely with employers to develop training programs that are responsive to labor market needs. The approach has been adopted by NYC Mayor de Blasio to serve as the basis for widespread reform in the city's workforce system.
- **The Baltimore Center for Green Careers** is helping to grow a burgeoning weatherization industry while working with employers to implement hiring and wage policies that benefit entry-level workers. In return for connections to new customers, employers hire trainees from the BCGC Center at \$14.50/hour and provide hiring opportunities to community members, including ex-offenders.
- Operating across the tristate, Cincinnati's **Health Careers Collaborative** worked with the region's largest healthcare employers to offer tuition benefits at the beginning of classes making education more accessible to frontline workers.
- Boston's **SkillWorks** has strengthened state and city workforce programs to support all workers seeking a good job. Its accomplishments include helping to increase funding for statewide sector-based and employer-based training, summer youth employment, and job training for welfare recipients.

Advancing Healthcare's Frontline Workers

The National Fund's CareerSTAT initiative is a network of 200 healthcare and workforce leaders advancing healthcare's frontline workers. Together they recognize healthcare organizations making sustained investments in their workforce, research best practices and assist organizations in expanding frontline worker pipelines and programs. Recent Frontline Healthcare Worker Champions include:

- **Hebrew SeniorLife (HSL)** in Massachusetts offers career planning services, on-the-job training and leadership development opportunities to prepare workers for promotions and advancement. By developing its own staff, HSL has reduced its turnover rate by 64% and improved patient outcomes.
- **Mercy** of Oklahoma, Missouri, Kansas and Arkansas provides its lowest-paid employees with holistic career development and support services to assist their advancement and job satisfaction, including the School at Work© program, affordable transportation and tuition assistance.

- **Ochsner Health System** in New Orleans hires within the neighborhoods it serves, partners with community-based organizations and operates a workforce development department that supports education and training programs that benefit frontline clinical and non-clinical staff.
- **University Health System** in San Antonio recruits refugees and new Americans, harnesses their skills with English language and translation programs, and offers entry-level employees opportunities to advance to higher-paying clinical positions.

The National Fund is Supported By:

- The Annie E. Casey Foundation
- The Harry and Jeanette Weinberg Foundation
- The Hitachi Foundation
- The JPB Foundation
- The Joyce Foundation
- JPMorgan Chase & Co.
- Prudential Foundation
- The Social Innovation Fund
- Walmart
- W.K. Kellogg Foundation

▮▮ Connecting job-seekers and employers helps businesses find trained workers and residents get good jobs, but its impact is greater when more players get involved. The National Fund's local sites, such as SkillWorks in Boston, help to connect multiple employers and industries in this work, and CareerSTAT connects healthcare employers around the country in a community of practice aimed at investing in the skills of frontline workers. ▮▮



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About the National Fund for Workforce Solutions

The National Fund for Workforce Solutions is a national network promoting economic opportunity and prosperous communities through investment and innovation. Based in Washington D.C., the National Fund partners with philanthropy, employers, workers, public and private community organizations, and more than 30 regional collaboratives to invest in skills, improve systems, and generate good jobs. The National Fund supports civic and business leaders in promoting evidence-based practices and policies that build shared prosperity.

Learn more about the National Fund and its local partners at www.NationalFund.org

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