



Urban League of  
Broward County

Suite of Employment & Entrepreneurship Services  
Fee for Service Model  
Project Elevate

## **Who We Are**

Founded in 1975, the Urban League of Broward County (ULBC) is located in Fort Lauderdale, Florida with a mission to enable African-Americans and other underserved urban residents to secure economic self-reliance, parity, power and civil rights. As an affiliate of the National Urban League, the nation's oldest and largest community-based movement devoted to empowering African Americans, ULBC acts as a catalyst for change and leadership through innovative educational, social, and economic programming, asset building, research, advocacy, and partnership building. The Urban League operates 18 programs serving approximately 14,000 individuals and families annually through a six-prong approach: Education, Entrepreneurship, Jobs, Justice, Housing, and Health. The ULBC fills a unique role in Broward County. Our theory of change commissions us to work with an individual as a way to enter a household to address the multiple needs of the family. Family by family, block by block is how we change the community.

## **WorkForce Development Overview**

With more than 3 decades of job training and workforce development experience, ULBC is poised to provide services to City of Hallandale Beach residents with the intent to fill industry gaps for entry to middle skills employment opportunities that exist in the City of Hallandale Beach. ULBC will assist the City in fulfilling its desire to fill the projected 64 job opportunities for residents of the City of Hallandale Beach in the soon to be developed *Food Fashion & Art District*. Workforce Development Service Offerings are outlined below:

### **Outreach & Orientation Services:**

Outreach services include but are not limited to outreach with other organizations within the City of Hallandale who serve the target population. The typical participant will be as young as 16 years of age through adulthood who resides in Hallandale Beach and is unemployed, underemployed, never-before employed or aspiring career advancement. ULBC will conduct outreach through engagement with local churches, community laundry mats, barber shops, participation in community fairs and through other ULBC program referrals. ULBC also expects to work with Hepburn Center staff to make direct referrals to the employment services. This initiative will also be advertised at the Hepburn Center through electronic and hard copies of promotional materials in the Center and on the City's website. If the City of Hallandale has a public access network, ULBC will also ask to participate on interview format shows to discuss the initiative.

During outreach, prospects are invited to participate in the orientation which outlines the program model and the eligibility and suitability expectations. The orientation is 90 minutes in length. For those who have no access to the internet, ULBC can assist in completing the registration. At the conclusion of orientation, participants determine if they will proceed in the process by completing and intake form, scheduling their first appointment and completing a commitment form.

### **Intake & Screening**

Following orientation, prospects will meet one on one with the intake specialist for approximately two hours to confirm eligibility, review the intake and commitment forms as well as an Impact Survey (assesses various client needs). The prospect shifts to participant at the completion of



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the forms. The Intake Specialist will complete the public benefits screening as needed, as well as other financial screening to understand the needs of the participant. The Intake Specialist will also administer the Employment, Income & Work Supports Assessment (EIWA). The results of EIWA will determine the participant's next step in the process. Underemployed and unemployed participants will be scheduled to meet with the Job Developer.

### **Individual Job Coaching**

During the 90 minute individual session with the Job Developer (JD), the participants will engage in the My Next Move- ONET Career Interest Survey instrument to determine fields of interest. The JD will also develop a career development plan with the participant. The JD will work to connect the participant to training opportunities that respond to their career interests and goals. In addition to the ONET, ULBC will administer other workforce assessments. These assessments will help ULBC determine level of education and soft skills needed for work. ULBC will make referrals to Broward County Public Schools, Broward County Libraries and or local colleges for academic support as needed including but not limited to online classes for high school credentialing.

### **Soft Skills Education**

The Workforce Excellence Series Curriculum consists of several flexible modules designed to help the unemployed and underemployed understand and deliver what 21<sup>st</sup> century companies expect of their employees. This promising practice utilizes specific trainings modules aimed at strengthening various soft skills from the perspective of the employer. The soft skills training modules are as follows: Adaptability; Communication; Dependability; Presentation; Respect; Reasoning; Suitability; Transitioning; and Work ethics. The modules collectively help the unemployed, underemployed and aspiring incumbent workers successfully navigate the workplace. The Workplace Excellence will include 15-20 hours of education based on level of need.

### **Hard Skills Training**

The Critical Occupation Response through Education (CORE) program addresses the growing critical skilled workforce shortage in advanced manufacturing, aviation and aerospace, and information technology. The academic component of the program provides participants with a career pathway into these sectors by earning a Certification or Industry recognized credential in one the targeted industries including but not limited to: Supply Chain Industries, Hospitality, Customer Service, and others in partnership with Broward College. Presently, trainings run from 8 to 20 hours to earn a certificate or credential.

### **Employment Placement & Follow Up Services**

The Job Developer will work with Hallandale residents to individually prepare suitable and qualified candidates for available positions within Hallandale Beach. Services include resume review/editing, mock interviewing and scheduling interviews with local employers. ULBC will secure employment verifications and follow up with each participant placed through their first 90 days of employment (probation period).



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## **Employer Cultivation**

ULBC will work with local employers to broker the relationship and understand the unique needs within their business. ULBC will work with employers to conduct employer-specific onsite hiring fairs at the Hepburn Center or other City of Hallandale Beach location. Employers can showcase their company, highlight the available job opportunities and requisite qualifications. ULBC will identify potential City of Hallandale Beach residents who are interested and/or qualified to fill employment opportunities.

## **Employment Fairs**

ULBC will conduct an employment fair restricted to City of Hallandale Beach employers to expose residents to the opportunities. Employment fairs last 4-6 hours and include preparation support for job seekers to update their resumes and secure professional attire prior to engaging with the employers. Only employers with job opportunities will be able to attend. The job fair can also be restricted only to those who have completed the ULBC Elevate Initiative.

## **Entrepreneurship Services Overview**

The Urban League has actively provided small business development services for minority and women owned business for three years but has provided small business supportive service programs such as the Individual Development Account program for over a decade. ULBC uses a M3 model that helps businesses access Money, Markets and Management opportunities to grow. Small Businesses are the primary source of employment within communities. With the expected economic development opportunities within the City of Hallandale, small business support is necessary to strengthen the local ecosystem.

## **Outreach and Orientation Services**

Outreach services to include social media, flyer distribution within the City and meetings with local organizations and businesses to discuss the services is included in this service category. ULBC also expects to work with Hepburn Center staff to make direct referrals to the small business services. This initiative will also be advertised at the Hepburn Center through electronic and hard copies of promotional materials in the Center and on the City's website. If the City of Hallandale has a public access network, ULBC will also ask to participate on interview format shows to discuss the initiative. During outreach, prospects are invited to participate in the orientation which outlines the program model and the eligibility and suitability expectations.

A primary outreach strategy is orientation. Orientation is an in person group session which shares the overview of the Entrepreneurship Center. Orientation is designed to generate interest and inspire participants to move forward with their business aspirations. The orientation is conducted on a standing day each month (or at the desired frequency of the City). Orientations are up to 2 hours in length and can support up to 60 people (room size permitting). At the end of the orientation, clients will be asked to complete a survey that will gauge their level of interest and level of readiness to participate in additional activities.

## **Intake and Screening**



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Individuals who are interested in services must complete an assessment to determine their level of need and respective service offerings. Intake and screening will require the business to share information about their company and their respective experience. The intake and screening session will take up to 2 hours.

### **Individual Small Business Coaching (Technical Assistance)**

Individual services will vary based on the business' need. Technical Assistance services are designed to respond to the individual needs of the business. Technical assistance is customized and should be delivered by an expert or trained staff person who understands the unique dynamics of a business. In ULBC's Entrepreneurship Center Model, this is done in a one-on-one format. Individualized Technical Assistance is conducted as frequently as needed to support the business or up to 4 hours of service per business. Individualized technical assistance/coaching focuses on enhancing clients' financial knowledge and strengthening clients' abilities to start and/or maintain successful businesses in a one-on-one engagement. ULBC categorizes businesses in following three categories and offers services accordingly.

#### **Level 1:**

**Launch-***"My business is a startup or needs more information before starting."*

Many launch clients have not yet started their business or are still within the first two years of operation. Clients in this category may be making income, however are not yet licensed or registered to operate their business in the State of Florida.

- Outcomes – Client will complete a marketable business plan; register their business with SUNBIZ; establish an EIN number; business is started.

#### **Level 2:**

**Solutions-***"My business is operating and needs help with a business challenge."*

Solutions clients are licensed and registered to operate in the state. These clients are operating the business but may not be turning a profit or may be struggling with a different business challenge such as legal or accounting.

- Outcome – Client has resolved their business challenge and is now in a position to either make application for capital investments or thrive without additional capital. The business is retained.

**Innovation-***"My business needs help pursuing a growth opportunity."*

Innovation clients are ready for growth which is demonstrated by being in business for two or more years and having the desire to hire more staff or having the demand to need more inventory, etc. Innovation clients are consistently generating income but may be in need of additional income to reach their next level of growth.

- Outcome – Client will be able to scale business and create jobs through innovation and financing. The business is expanded.



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## **Small Business Bootcamp**

The small business bootcamp is designed to assist early stage businesses develop their roadmap for launching their business. The bootcamp is 6 weeks in length (2 hours weekly for 6 weeks) and covers daily operations, developing standard operating procedures, funding-needs analysis and business financials, developing practical marketing strategy, strategic alliances and networking; completing a W-9 based on business type and ultimately completing a business plan. The business plan is a foundational component of the ULBC's Entrepreneurship Services for early stage businesses.

## **Business Development Education Services**

Education services will enhance business' financial knowledge and strengthen clients' abilities to start and/or maintain successful businesses. Business development education services are a minimum of 2 hours in length and may service up to 60 people depending on the type and content of the event. All level of business can have access to education services. Typical education services include:

- M3 - Legal – Conducted by legal experts who discuss business type and registration; legal framework and potential pitfalls.
- M3 - Accounting workshop – Conducted by accounting professionals who discuss business financials, Quickbooks, tax liability and obligations
- M3 - Business Operations – Conducted by industry professionals who discuss hiring, compliance, service delivery
- M3 – Marketing- Conducted by industry professionals who discuss social media, promotions, and how to build the business brand.

## **Events**

Events are designed to create high level access to local markets which is a critical element of business growth. Events provide the opportunity for the business to connect to industry specific education. Typical events include business to business networking, procurement roundtables, import and export opportunities, international trade shows, and capital sourcing events. Events are typically 4 hours in length.

Urban League of Broward County - City of Hallandale  
Small Business Education  
Cost Per Service Model



**Assumptions**

<u>Service Line</u>	<u>Group or Individual Service</u>	<u>Frequency</u>	<u>Labor</u>	<u>Cost</u>	<u>Total Cost per Service</u>
1 Outreach and Orientation Services	Group Service	3 hours	Division Manager; Project Coordinator	staff time	\$235
2 Intake and Screening	Individual Service	2 hours	Project Coordinator	staff time	65
3a Individual Small Business Coaching (technical assistance) - Level 1	Individual Service	4 hours per client	Division Manager; Project Coordinator; Loan Coordinator	\$400	400
3b Individual Small Business Coaching (technical assistance) - Level 2	Individual Service	4 hours per client	EC Consultant	\$1,000	1,000
4a M3 Classes - Legal	Group Service	2 hours	EC Consultant	\$1,000	1,000
4b M3 Classes - Accounting workshop	Group Service	2 hours	EC Consultant	\$1,000	1,000
4c M3 Classes - Business Operations	Group Service	2 hours	EC Consultant	\$1,000	1,000
4d M3 Classes - Marketing	Group Service	2 hours	EC Consultant	\$1,000	1,000
4e Small Business Bootcamp	Group Service	20 hours/ 6 weeks	EC Consultant; Program Coordinator 16 hrs.; Division Manager 4 hours	\$6,701	6,701
5 Events (Procurement roundtable; Capital Sourcing; Business Networking)	Group Service	4 hours	Division Manager; Project Coordinator	\$1,500	1,500

**Total Cost Per Service** **\$13,901**

Program Management Oversight	10,000
Staff Training	1,500
Local Staff Travel - Mileage Reimbursement	1,800
Space and Utilities (offsite program)	
Expenses/Supplies	2,000
Flex Funds (Provisions for transportation, identification, SunBiz checks)	9,000
Value Added (client incentives and refreshments)	3,000
Administrative Costs	10,000
<b><u>Program Support (12 months)</u></b>	<b><u>\$37,300</u></b>
	<b><u>\$51,201</u></b>

# AGENTS OF CHANGE







## ABOUT THE URBAN LEAGUE

The mission of the Urban League movement focuses on closing the equality gaps which exist for African Americans and other emerging ethnic communities in education, economic empowerment, health and quality of life, civic engagement, and civil rights and racial justice.







# AFFILIATE NETWORK

## NATIONAL

Today, the National Urban League has 90 affiliates serving 300 communities, in 36 states and the District of Columbia -- improving the lives of more than 2 million people nationwide.

## LOCAL

The Florida Consortium of Urban Leagues (FCUL) has eight affiliates serving 19 counties across the state of Florida, representing 2/3 of the State's population. FCUL is comprised of the following:

- Central Florida Urban League
- Jacksonville Urban League
- Pinellas County Urban League
- Tallahassee Urban League
- Urban League of Broward County
- Urban League of Greater Miami
- Urban League of Palm Beach County
- Derrick Brooks Charities (Tampa)



# ADVANCE

## AREAS OF SERVICE



### Education

We value education as a key component for living a healthier and more prosperous life. Our education and youth development programs provide young people with the critical skills they need to excel academically, avoid at-risk behavior and become engaged members in their communities. Tutoring, college preparation, and leadership development are some of the many educational advancement tools offered.

### Entrepreneurship

We are committed to building community wealth through ownership. Our Entrepreneurship Center's M3 Model (Money, Market, & Management) helps small minority business owners access the tools needed to grow and develop their business. We provide technical assistance, business management training, and lending solutions.

### Jobs

We are committed to strengthening the family unit by promoting economic self-sufficiency. Through training, career building and job placement services, we help equip individuals with tools needed to enter or re-enter the workforce. Our Center for Working Families offers a full range of essential economic resources for low-to-moderate income residents to help them succeed in the workforce, stabilize their finances and build assets.

### Justice

We strive to build a stronger, safer community for the children and families we serve. Our Community Justice programs provide a meaningful response for first-time youth offenders to avoid prosecution and the subsequent collateral damages of justice-involvement. Through a restorative justice model we partner with law enforcement, community leaders and families to break the cycle of recidivism, hold first-time youth offenders accountable for their actions, and strengthen public trust in the justice system.

### Housing

We are dedicated to building thriving communities through strong economic infrastructure. Our housing programs offer families long-term, sustainable solutions that focus on building assets through savings and homeownership. Our wealth accumulation services include financial literacy education, budgeting, credit counseling, homeownership, foreclosure prevention, and loan modification.

### Health

We believe that health education, wellness and physical activity are the keys to optimal growth for our children and families. Our health programs are designed to ensure that preventative care advances and vital health resources reach those who need them most.





# COMMUNITY IMPACT

## EMPOWERING COMMUNITIES PROGRAM SPOTLIGHT

### EDUCATION

Over  
**80%**



Urban League youth enrolled in post-secondary learning institutions.



**\$100K**

Earned in scholarships and grants.



Urban League students participated in the "March for Our Lives" rally in Washington D.C. Our students demonstrated their civic engagement and activism related to gun control.

### ENTREPRENEURSHIP

Loaned over  
**\$1,015,000**

in capital to women and minority-owned businesses to promote sustainability, create jobs and build community wealth.



**Over 2,000**

Entrepreneurs participated in technical assistance through group education sessions.



### JOBS



**138**

Individuals connected to gainful employment.

### HOUSING

Invested over  
**1 Million** \$\$\$

In the Broward Municipal Services District community revitalization project to create affordable housing.



### COMMUNITY JUSTICE



Over  
**90%**

Of our youth did not re-offend during program participation.



### HEALTH



**538**

Individuals accessed healthy living solutions to combat chronic illness.

**90**

High school students completed HIV/AIDS awareness and prevention education.

# GET INVOLVED:

- Join our Volunteer Network
- Donate to Support Empowerment Programs
- Become a member of our Young Professionals Network
- Share Urban League News with your Social Network
- **Follow us @ulbroward**



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