

**Workforce Development Board
Meeting Minutes
Tuesday, June 21, 2022
8:00AM - 9:30AM
UNICON/Builder's Exchange of Rochester
Board members also attended via Zoom**

Attendees: Rachel Baranello, Thomas Battley, Bert Brinkerhoff, Bob Coyne, Tonya Dickerson, Sergio Esteban, Melissa Geska, Glen Jeter, Gary Rogers, George Scharr, Michael Weed, Joe Wesley, Randy Andre, Rodric Cox-Cooper, Shirley Green, Ana Liss, Rick Donovan, Danielle Maloy, Roosevelt Mareus, Angelica Perez-Delgado, Mark Rogacki, Patricia Stovall-Lane

Absent: Dana Abramson, Mary Beth Artuso, Kyle Banks, Ann Kowal, Kathy Miner, Tyrone Reaves, Corinda Crossdale, Seanelle Hawkins, Joseph Leone, Grant Malone

Staff: David Seeley, Shawn Curran, Michael DeBole, Lee Koslow, Mary McKeown, Laura Seelman, Antwan Williams, Marisol Young, Theodore Jordan, Paula Roth, Lindsay Murphy

Guests: Peter Carpino, John Brach, Joseph Morelle

Call to Order:

The meeting was called to order by Sergio Esteban at 8:04AM.

Introductions:

Dave Seeley welcomed our 2 new Board Members, which include Tonya Dickerson, Greater Rochester Chamber of Commerce and Rick Donovan, Vice President, United Auto Workers Local 1097.

Approval of Meeting Minutes

A motion to approve the March 15, 2022, meeting minutes was made by George Scharr and seconded by Joe Wesley. The motion was passed unanimously.

Finance Committee:

Michael DeBole Provided a Packet Covering the Summary of Expenses July 1, 2021 - March 31, 2022

Michael DeBole reported our WIOA funding PY 2021 is currently under budget by 25%, which is where we expected to be for the current year. Currently, we are going to fall in the 20-30% range for our allocation spend down. Mike requested a PY21 waiver request for the 80% obligation of the allocation spending. This is due to Covid, and as well as staff vacancies plus expenditures weren't expensed which resulted in a decrease of the spending for PY21.

Michael is requesting approval from the Board to transfer funds in the amount of \$400K from Adult funding to Dislocated Worker funding. Under the WIOA Law, we are able to take funding from Adult funds and transfer the funds to Dislocated Worker funds. This request is made to ensure that adequate funds will be available for the Dislocated Worker fund program. The demand for DW funds during these extraordinary times has increased the need for the DW fund

program and will enable this population to receive the necessary funding. The transfer in no way will have an effect on our ability to provide service to all eligible participants. This is to help us meet our requirements for PY21, as well as have funding to spend for the 1st quarter of PY22. This has been a normal practice we have been doing.

A motion to transfer \$400K from Adult funding to Dislocated Worker funding was made by Melissa Geska and seconded by Gary Rogers. The motion was passed unanimously.

Michael also gave a quick review of the current year's budget, including Direct Services are where we expect them to be for the 3rd quarter. We have 25% remaining 4th quarter and WIOA Youth will be on target as well. Current fiscal year ends June 30th.

2022 Program Year Budget Presentation

Michael DeBole reviewed the highlights of the PY2022 budget, which included:

- Our allotment of funding increased by \$3.3M this year; WIOA funds increased by \$1M and NYS Gun Violence Prevention (GVP) Grant increased by \$2.2M.
- The Work Experience Program contract will be executed by DHHS, upwards of \$300K, and has been renamed as S.T.E.P. - Skills Training and Experience Program.

Revenues - WIOA

RWI WIOA Operating Expenditures include:

- Salary/Fringe Benefits to include a 4% salary increase effective January 1, 2023. This year we are looking to have a performance evaluation to determine our salary increases per employee and this could fluctuate based on employee performance.
- 4 Positions remain to be backfilled.
- New Community Outreach Specialist position.
- Sandbox programming for IT (not budgeted in PY21) \$98K.
- New human capital contract HR Works services \$30K.
- Security Services at the Career Center, 100 College Avenue, (not budgeted during Covid) \$45K.
- GVP \$1.4M (separate from WIOA programmatic funding).

Direct Services include:

- Increase in wage subsidies: \$122,866 (WIOA funding Adult, DW & Youth).
- Individualized Training Account (ITA) Budget: Increase of \$100K.

The 2022 balance of WIOA funds for \$1.37 million is the carryover to maintain our first quarter of expenditures for our 2022 to 2023 fiscal year. The carryover is necessary to cover our operations until the Federal allotment of funding is received in the second quarter for our PY2022 program year.

Dave Seeley added this is both a stabilizing budget and a budget that allows us to invest further, both in our community outreach, our Individualized Training Accounts, so the services we are providing to our customers will increase, in addition to our capacity to meet community needs.

Revenues - TANF

RWI Expenditures - TANF include:

- The Summer Youth Program has increased for PY22 by about \$42K, most of this spending will be in the Wage Subsidies for the program and for Direct Placements for our Youth. We anticipate approximately \$175K for the program side and about \$175K for Direct Placement Services. The online application will remain open for applicants to sign up and get into the program. This is a 6-week program that starts mid-June and ends the end of August. We currently have 1,885 Youth that have applied, and we are looking to serve 700 Youth.

Revenues - Other

RWI Expenditures - Other include:

- Monroe County - This individual funding stream is upwards in the amount of \$300K that we anticipate. Most of this is the Employment Assessment Program, as well as the new STEP Program.
- NY SCION - A Disability Resources Coordinator has been hired for this program, who will coordinate with all the other agencies and workforce partners who are dealing with specifically those with disabilities, including intellectual and developmental disabilities.
- ER NDWG- We will be wrapping this fund up by the end of September.
- GVP - This is a unique program that includes 6 Navigators and 3 Qualifying Community Service Providers, which are organizations who will help the participants in a targeted market into Direct Placements. The program sunsets in March 2023.

A motion to approve the 2022 Program Year Budget as presented was made by Melissa Geska and seconded by Bert Brinkerhoff. The motion was passed unanimously.

Youth Committee:

Youth Services Update

Antwan Williams provided an update on the Summer Youth Employment Program (SYEP). Pre-pandemic 2019, we took in 2,545 applications, which is typically normal. From there, we usually have about 1,000 applicants who will follow through with turning in their supporting documentation, which then allows us to figure out eligibility. These numbers are then split between the City of Rochester and RochesterWorks. Results included:

- Submitted Required Documents 1,197
- RochesterWorks Served 485
- City of Rochester Served 264
- Total Youth Served 749

The pandemic hit in 2020. The same month that the application went live, was the month in which RW staff went home. The digital divide was evident. There were 1,996 applicants, but only 489 followed through with supporting documentation. Only 329 Youth were served this particular year.

Numbers increased in 2021, and during the past 2 years, there were no Covid cases in the Summer Youth Employment Program. The employers and the programs did an excellent job in keeping our young people safe.

So far we have received 1,885 applications for the 2022 program and the application is still open. 712 Youth have followed through and submitted their supporting documentation. Although this number is less than the 1,197 number of youth that followed through with supporting documentation in 2019, we were still able to serve a total of 688 Youth in 2022. This was mainly due to staff making phone calls and paper mailings. The other piece is the parent

orientation, which we have now eliminated. Knowing that it was mandatory, we did not want this to be another barrier where the Youth may not follow through, because the parents may not be able to log on and review the material. As the application is still open, we expect our numbers to increase.

Discussion continued around employers struggling to hire young adults. Some of the barriers include older youth applicants being non-existent this year, the lack of follow-through due to requiring 2 forms of IDs, and the demand for employers with a lack in the applicant pool has resulted in Seabreeze, for example, limiting park hours. SYEP has experienced the same trend, but due to attention in following up, and even some cases of connecting with parents, the numbers are turning around.

In terms of Marketing and Community Presence, we have

- Partnered with RCSD for the Future Ready Career Fair.
- Attended multiple staff meetings via Zoom to educate them on the process, so they can assist with getting their young people connected.
- Advertisements on the radio.

Moving forward in partnership with the RCSD, we will be looking at another way to connect with the young people and have them promote information. Over the years we have been Youth focused, but not Youth led, so we are looking to gather up some young people this year, train them as Youth Ambassadors, so come 2023, these young folks will be out on the forefront promoting the Summer Youth Employment Program. We are really going to take a step back and evaluate, how do we realistically expose Youth to employment opportunities to the point where they are excited, and they want to be a part of the workforce.

Antwan added that we have also established a partnership with Cities for Financial Empowerment, and we were able to secure funding to help us enhance our financial literacy program, which will help provide services that are safer and more beneficial for the young people.

Workforce Innovation and Performance Committee:

Performance Activity Report

Lee Koslow began the discussion with a brief background on the One-Stop System Operator. The WIOA Law requires local areas to procure an individual or an organization that fills a role called the "One-Stop Operator." In our local area, this is a One-Stop System Operator, and their responsibility is to convene all of the required WIOA partners some of whom are members of state government and others who are local partners, such as NYSDOL, ACCES-VR, New York State Commission for the Blind, Action for a Better Community, PathStone Corporation, Rochester Housing Authority, our local Job Corps, among about 15 total partner entities. Our One-Stop System Operator brings them all together, either in person or via Zoom, 4 times per year, and oversees the work that the partners are doing to carry out the Memorandum of Understanding among them, particularly in the area of making referrals to one another's organizations, co-enrolling in each other's programs, and cross training one another's staff. It is a 4-year RFP cycle, and we just completed the first year of the cycle, with a duly procured provider, Zoë Vandermeulen, dba Action Collaboration. We did a monitoring review, and she has been doing an excellent job, doing everything we have asked of her in the contract. It is an \$8,000 contract and this is up for renewal. The recommendation is a resolution to approve the renewal of her contract for another year, in the amount of \$8,000.

A motion to approve the renewal of the One-Stop System Operator Contract with Action Collaboration, with a budget of \$8,000, for a renewal period beginning on July 1, 2022 and ending on June 30, 2023 was made by Melissa Geska and seconded by George Scharr. The motion was passed unanimously.

Lee also shared the next item that went before the Workforce, Innovation and Performance Committee. It is a recommendation from the committee on our WIOA Supportive Services Policy, particularly our gas card portion of the policy. Since we have been offering gas cards, we have been giving out \$25 gas cards to those who qualify and need it to participate in services, for every 200 miles traveled. The cost of gas has gone up in the meantime, so we did an analysis based on average gas mileage that a car would get versus the cost of gas earlier this month. We found that the quantity of gas that used to get you 200 miles will now only get you 130 miles. As we were giving 800 miles worth with 4 cards, we will now need to issue 6 cards to give reach approximately that mileage.

The inflation-adjusted update to the Supportive Services Policy: Gas Cards includes:

- \$25 Gas cards for eligible participants receiving program services.
- Increase the frequency from one card per 200 miles to one card per 130 miles.
- Increase the maximum number of cards per month from four to six.

As we had inadvertently omitted some of the repeat gas card language from the supportive service for those getting National Dislocated Worker Grants, the language has been added back into that section where it was missing.

A motion to approve the amended fuel card policy, WIOA Policy 103 (Supportive Services) was made by Gary Rogers and seconded by Melissa Geska. The motion was passed unanimously.

Career Center Report

Dave Seeley introduced Lindsay Murphy, our new Disability Resource Coordinator. This position was created and funded by the Department of Labor. This will allow us to better coordinate our services to a sector of the population which is historically marginalized and underrepresented in the workforce.

Lindsay began the presentation by providing an overview of her role, which includes:

- Act as a resource for staff at RochesterWorks regarding working with customers with a disability.
- Strengthen relationships with businesses to promote the hiring of individuals with disabilities.
 - Provide resources and support for implementing accommodations in the workplace.
- Coordinate Integrated Resource Teams (IRT).
- Grow the number of participants in the Ticket to Work Program.
- Outreach through social media, blog, newsletter, job fairs and community meetings, targeting job seekers, businesses, and providers. Work with Business Services to target new businesses.
- Facilitate the Disability and Disclosure Workshop, in addition to revising/adding new workshops targeting the disability population.

Lindsay is also looking to develop some employer workshops this fall, for businesses who are looking to learn more about assistive technology or accommodations in the workplace.

Lindsay defined Integrated Resource Teams (IRT), which include:

- An IRT would be convened for a customer when they may be facing barriers to employment that necessitate further assistance from the community.
- Comprised of service providers/agencies, individuals, and others from the disability service community.
 - A team may consist of several members from the following systems (but not limited to): Vocational Rehabilitation, Mental Health services, Public Education, Centers for Independent Living, Supported Employment service providers, Community and Faith-Based organizations, the local Housing or Transportation system, re-entry programs for persons with criminal history, the TANF agency, and Veterans' programs.
- A customer may already be receiving assistance from other areas and IRT meetings would allow everyone to meet to collaborate on how to achieve the customer's employment goal.
- If a customer is not currently receiving other assistance, Lindsay can assist with developing an IRT that matches the customer's needs.

Strategic Planning Presentation - Peter Carpino

Dave Seeley began this discussion by introducing Peter Carpino and thanking him for his leadership in guiding this process and empowering us to make our organization even better. The Strategic Planning Committee was comprised of 10 RWI staff and 5 Board Members that met every other week, from January through May, to explore which strategies could best advance our workforce development efforts.

Peter Carpino began his presentation by inviting Melissa Geska to share her perspective of the process, as a member of the Board who served on the Strategic Planning Committee.

Melissa Geska shared this was an excellent way for her to really immerse herself within the work that we do in the Community and to get to know staff and the various programs that we serve. She commented on the takeaway she had, including how this process allowed the strategic plan to become like a living, breathing organism, and what flowed in and out of the numerous discussions was the passion, in particular the passion of the staff, and the amazing work they do every single day. She added things were very structured and Peter was extremely well organized and efficient, and that allowed the committee to really have in-depth, healthy discussions. She added it was an honor to be a part of this process.

As outlined in the Strategy Briefing Book, the model Peter used was based on a model that was developed by David La Piana of La Piana Associates, out on the west coast. We began by crafting an identity statement that we felt captured the essence of RWI and reaffirmed our mission. We then identified our competitive strengths and weaknesses and determined who our current partners are. As importantly, we identified who our potential partners could be and envisioned RWI's business model for the future.

Peter presented a very high-level overview of the recommendations contained in the Strategy Briefing Book, that Board Members received a copy of in advance. Peter included this was one of the most committed, engaged groups that he's had the privilege of working with. As facilitator, he sensed there was a real attempt by both Board Members and staff to understand the perspectives of each other, and those shared perspectives that resulted in the product Peter shared this morning.

Peter noted there were significant, key elements in the process, which include:

- Draft identity and mission statement
- Conduct competitive analysis
- I.D. Current and potential partners
- Create “strategy screen”
- I.D. emerging trends/issues; review implications
- Determine strategic objectives/”big questions”
- Develop strategic responses to meet objectives
- Vet proposed responses using “strategy screen”
- Validate recommendations with the Board (presented to the Board this morning)
- Develop realistic work plans, with metrics

Peter referenced the Current Mission statement, which includes:

RochesterWorks stimulates local economic growth by providing outstanding employment, education, support and training services.

Based on the identity statement, the following is being proposed as the Revised Mission statement:

RochesterWorks provides a pathway to a skilled and sustainable workforce.

Peter also referenced the key Strategic Objectives and each of these objectives flowed from a key trend or issue that had been identified. For each objective, the Strategic Planning Team developed a set of *strategic responses*, as noted below:

- Increase access for job seekers and ensure that employers can retain, as well as recruit, skilled workers.
 - *Strategic response: Develop partnerships and infrastructure to assist small, mid-sized, and large employers with recruitment, retention, training, and placement. Create partnerships to support recruits once they are hired, including mentoring, transportation, day care, and other supports.*
- Become more “community facing” by more effectively using technologies and increasing access to services.
 - *Strategic Response: Outreach proactively to potential job seekers through churches, schools, neighborhood associations, and other community-based organizations. Outreach proactively to employers.*
- Diversify revenue streams, lessen reliance on federal and state funding, and generate new, sustainable revenue for current and new programming.
 - *Strategic Response: Benchmark and develop fee structure for employer services (i.e., placement, admin, training). (The intent here is to really look at what is the value add that RochesterWorks can bring? What value add can it add to existing programs, and then would individuals, businesses be willing to pay for that?) Develop a comprehensive resource development plan with support of an outside consultant.*
- Address the disproportionate impact that COVID-19 has had on the employment of people of color, veterans, women, persons with disabilities, youth, and the working poor.
 - *Strategic Response: Create approaches targeted to impacted segments, in partnership with CBOs; promote training for those disproportionately affected. Remove barriers; provide necessary “wrap-around” services by developing relationships with CBOs serving target segments.*

Peter added that throughout these discussions, there was also recognition of RochesterWorks' commitment to Diversity, Equity and Inclusion. Embedded in each of these strategic responses is a positive action that can be taken to strengthen DEI efforts.

Peter continued with the two priorities that are being proposed for 2022-2023, which include:

- 1) Become more "community facing" by more effectively using technologies and increasing access to services.
- 2) Diversify revenue streams, lessen reliance on Federal and State funding, and generate new, sustainable revenue for current and new programming.

Board Members and staff on the committee shared their comments and impressions of the process, which include:

- Gary Rogers commented that when working with partners, the most important thing is that if we pay them, we are responsible to make sure that they meet their requirements. We, as RochesterWorks, must make each one of those partners responsible. With long term employment, if you train and recruit somebody, and if you do not give them the long-term employment, you have wasted money. It is really important that we understand what the goals are, and to be able to monitor those, to understand where we are, where we are going and what we have done.
- Joe Welsey added his appreciation for being able to go through the entire process with RochesterWorks staff and the committee members to see where we can take this in the future. He included the best part of the process was to view RochesterWorks in a different light, to kind of be more proactive in the community, versus reactive to it. How can we add the most value to the community that we serve? RochesterWorks has a lot of metrics in place, so it will be good sharing this and moving forward with, how do we measure our success, and what does it look like as we get out of Covid and just start to re-establish RochesterWorks within the community?
- Melissa Geska commented that we talked about sustainable employment as the mission, and there are so many opportunities for additional and diversified revenue streams around that topic. As an employer, retention is one of the biggest concerns she has. How many employers are ill-equipped to best manage retention of current staff and is there a way that we can augment those teams to provide additional resources and services that could also drive revenue streams? Around every opportunity there is additional growth potential.
- Lee Koslow commented this strategic planning process was such a milestone for RochesterWorks. In the past, we were required to put together these plans by federal law and it was really kind of a federal, state driven process. This is the first time that we have ever had a board and staff driven strategic planning process. Lee also thanked Board Members who volunteered their time, as it was quite a bit of time, so it really feels like this is our plan and it is for our local workforce development area specifically, and it is really going to give us some good direction.
- Gary Rogers added that he believes we are asking the staff to do more, and feels as a Board Member, that it is the responsibility of the Board to approve, whether it is financial, staffing or whatever it is, to enable staff to meet these goals. In the future, as a Board, we have to support their requirements and give them the tools to be successful.

Dave Seeley expressed his sincere thanks to Peter Carpino, RWI staff, and Board Members who served on the strategy task force.

A motion to approve the recommendations of the Strategic Planning Committee, including the identity and revised mission statements; the strategic objectives; and the strategic priorities proposed for 2022-2023 as presented was made by Michael Weed and seconded by Joe Wesley. The motion was passed unanimously.

Directors Report:

By-Law Revision, re: Proxy Voting

Dave Seeley began this discussion by providing the following background information:

The Monroe County Executive and Mayor of the City of Rochester are the Chief Elected Officials (CEOs), with whom the Monroe County/Rochester Workforce Development Board (WDB) partners. The CEOs are also ex-officio members of the WDB, by virtue of their title. By virtue of their elected position, the CEOs serve on many Boards throughout the community, in many cases, their membership is codified in law. As such, it is understandable that attendance at various meetings may be logistically challenging.

Dave continued with the following Recommended Action:

To recognize this logistical reality and to help ensure that the CEOs are always represented in the conduct of WDB business, the WDB may provide each CEO, if they so choose, with the option to appoint a proxy with voting privileges. The Monroe County/Rochester Workforce Development Board membership is providing the following proposed amendment to Article IV, Section 4 of its bylaws.

Section 4. Proxies

If a member of the WDB is unable to attend a meeting and wishes to send a proxy and assigns an alternative designee, that proxy must be from the same category of representation/membership as the member. Proxies in attendance in place of WDB members shall not be counted for the purpose of establishing quorum, nor shall they be allowed to vote on matters before the Board, with the exception of the Monroe County Executive and the Mayor of the City of Rochester. The Monroe County Executive and the Mayor of the City of Rochester may send a proxy of their choice as an alternative designee. These substitutes or designees shall have the same powers and authority as the Monroe County Executive and the Mayor of the City of Rochester would have if they were personally present at the WDB meeting, except as otherwise restricted in a writing signed by the Monroe County Executive or the Mayor of the City of Rochester, as applicable. Proxies, substitutes, or designees are not permitted for the Executive Committee except as described in Article VI, Section 2.3.

At its May 17, 2022 meeting, the Executive, Finance & Audit Committee voted to recommend that this proposed amendment be advanced to the Full Workforce Development Board for consideration. The amendment shall take effect upon its adoption.

A motion to approve the amendment to the bylaws of the Monroe County/Rochester Workforce Development Board regarding proxy voting for Chief Elected Officials was made by Shirley Green and seconded by Bert Brinkerhoff. The motion was passed unanimously.

Adjournment 9:35AM

A motion to adjourn the meeting was made by Melissa Geska and seconded by Gary Rogers. The motion was passed unanimously.

WDB Meeting Schedule:

September 20, 2022

December 20, 2022

March 21, 2023

June 20, 2023

Approved

David Seeley

Date

Submitted by: Mary McKeown

Reviewed by:

David Seeley 7/7/22

Michael DeBole 7/5/22

Antwan Williams 6/30/22

Lee Koslow 6/30/2022

Viatta Carter 7/6/22

PENDING APPROVAL