

Rochester Works!

STRATEGY BRIEFING BOOK

PREPARED FOR:

**THE WORKFORCE DEVELOPMENT BOARD'S
STRATEGY REVIEW SESSION**

**JUNE 21, 2022
8:00 A.M. – 9:30 A.M.**

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FROM THE EXECUTIVE DIRECTOR

I'm pleased to submit this strategy briefing book to the Workforce Development Board on behalf of RochesterWorks' (RWI) strategy development team.

The team – comprised of 10 RWI staff and five board members -- met every other week, from January through May, to explore which strategies could best advance our workforce development efforts.

Using a model developed by David La Piana of La Piana Associates,¹ 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.

We examined major environmental trends and issues and their implications for the work we do. We discussed how we could best address those issues strategically. Every strategy considered was vetted against a strategy screen, a decision-making tool we developed to validate the strategic recommendations that are being presented for your review and consideration.

This has been an enriching process... for our organization as a whole and for the members of the planning committee who were challenged to think big and bold and who rose to the occasion. This briefing book is the compilation – and culmination – of the team's work. We look forward to having the benefit of your feedback and thought leadership as we determine, together, a strategic path forward for RochesterWorks.

I want to take this opportunity to express my sincere thanks to the staff who served on strategy task force: Viatta Carter, Vivian Degro, Joseph DiPiazza, Lee Koslow, Ashley Mault, Clark Rodman, Bibianna Silvera-Portacio, Delia Smith, and Rosa Smith-Montanaro. My sincere thanks as well to the board members who served: Randy Andre, Bob Coyne, Melissa Geska, Gary Rogers, and Joe Wesley. We couldn't have done this without the dedication and commitment that each of you brought to the table.

Finally, I would like to thank Peter Carpino for his leadership in guiding this process and empowering us to make our organization even better.

As always, please know how deeply grateful I am for *all* that you do as staff and volunteers on behalf of the job seekers and employers we serve.

Dave Seeley

Dave Seeley
Executive Director
RochesterWorks, Inc.
June 2022

¹ David La Piana, *The Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World*. (New York: Fieldstone Alliance, 2008)

ROCHESTERWORKS FAST FACTS

- Established in 2004 as a registered 501c3, RochesterWorks, Inc (RWI) is the largest, most comprehensive provider of workforce development services in Monroe County. From July 1, 2020 to June 30, 2021, nearly 3,700 job seekers took advantage of RWI's services, at little-to-no cost. Pre-pandemic, RWI served more than 12,500 people annually.
- RWI's services include career advising; networking and recruiting events; workshops on job readiness, career employment, self-employment, and other topics of interest to job seekers; a resource room and computer lab; on demand E-learning workshops; skills assessments; and job readiness training.
- RWI is Monroe County's designated fiscal agency for the disbursement and management of federal funding through the Workforce Innovation & Opportunity Act (WIOA). Projected WIOA funding for the current program year is approximately \$5.9 million. RWI spends its WIOA dollars under the oversight of the NYS Department of Labor, which must demonstrate compliance to WIOA to the US Department of Labor.
- RWI annually receives roughly \$5 million in additional revenue – some recurring, some not – through NYS, foundations, and other sources.
- The agency is governed by a 35-member Workforce Development Board and has 57 staff and an \$8 million operating budget.
- RWI operates three One-Stop Career Centers as part of the American Job Center network. Its largest career center, located at 100 College Avenue, provides career services and job training opportunities for adult job seekers and dislocated workers (generally those who have had their job eliminated, under a variety of circumstances).
- RWI also operates a Youth Employment Services bureau in downtown Rochester, in the same building that houses the City of Rochester's Recreation Bureau. The Youth division serves area residents between the ages of 18-24 and offers the Summer Youth Employment Program. In 2021, the Summer Youth Employment Program (SYEP) received nearly 2,000 applications resulting in more than 330 placements at 18 worksites. Pre-pandemic, nearly 850 youth were placed in summer employment.
- RWI also has an affiliate Career Center which is co-located with the Monroe County Department of Human Services and provides work experience opportunities, job readiness training, and other services to adults receiving public assistance.
- Through its business services division, RWI works with area employers to promote job openings, fund on-the-job training opportunities, and ensure that RWI's services are aligned to the needs of the local economy.

ROCHESTERWORKS IDENTITY STATEMENT

The identity statement captures the essence of the organization, helps inform the mission statement, and serves as the touchstone for strategic thinking and execution.

RochesterWorks is a connector, coordinator, collaborator, and workforce developer.

We drive the local economy by helping ensure that workers have the skills employers need. We reduce unemployment by connecting job seekers with businesses that are hiring. And we coordinate and collaborate with community partners so our workforce development efforts can have the greatest impact.

We enable the unemployed and underemployed to build their skills and confidence. We help remove barriers and increase access to employment.

Our experienced career advisors offer coaching and support, in-person and virtual training, and career development.

We proudly serve our neighbors in Rochester, Monroe County, and the Greater Rochester communities and welcome, respect, and value every one of our customers.

What sets us apart is our customized training and our demonstrated support in helping individuals and businesses reach their employment and placement goals.

We honor our past by staying true to our mission. We will ensure our future by diversifying our revenue streams and staying innovative, with the continued support of our elected officials, community partners, and a board and staff who remain passionate about the work we do and those we serve.

MISSION STATEMENT

RochesterWorks provides a pathway to a skilled and sustainable workforce.

ROCHESTER WORKS
COMPETITIVE STRENGTHS AND WEAKNESSES

Following are factors that are a competitive advantage and a competitive disadvantage for RWI.

<i>COMPETITIVE ADVANTAGES</i>	<i>COMPETITIVE DISADVANTAGES</i>
Access to federal, state, and other funding	NYSDOL regulatory constraints; regulations often change mid-stream
Recognized as a trusted resource	Facilities: Career Center space is small, outdated, and not fully accessible for people with disabilities
Our nonprofit status	The vast number of services offered
Strong relationship with funders and businesses	Lack of diversity in revenue stream and lack of unrestricted funding
Our agility and ability to deliver services in multiple ways (in-person, virtual, etc.)	The absence of community-based sites and lack of geographic diversity
Low or no-cost services	Lack of an outside sales force
Not being a governmental entity	Dependency on one funding source; once funds are exhausted, programs end
Low- or no-cost services	Lack of understanding of what RWI can offer small businesses
Ability to serve the community-at-large	Reporting requirements for grant funding don't always align with RWI's objectives
Centrally located and accessible	Limited funding for in-school work
Being a federally recognized workforce development board	Limited staff
The RochesterWorks' brand	Cumbersome workflow processes
Ability to offer customized services	Overwhelming need and demand
Well-established relationships	Dependency on other service providers and partners
The flexibility and quantity of training modules	Dependence on OSOS; NYSDOL data base is outdated and unreliable
Willingness to meet clients where they are	Lack of brand recognition and lack of public understanding and awareness of what RWI does
Stable funding stream	Government-led inefficiencies
Services are not restricted to the underemployed or unemployed	The perception that priority is given to the unemployed; lack of structure to deal with walk-ins
Access to many job seekers	Lack of funding for youth from middle class families
Our unique, higher quality services (e.g. resume development, job search workshops)	The stigma related to being unemployed
Ability to serve aspiring entrepreneurs	Customers are not always engaged
Our focus on the customer	
Our caring and compassionate staff	
The comprehensive nature of services offered	
Our ability to connect, collaborate, partner	
Access to data at federal, state, local levels	
Our working relationship w NYS Dept. of Labor	
Innovative staff	

**ROCHESTERWORKS
CURRENT AND POTENTIAL PARTNERS**

*(A **primary** partner is an organization that interacts in a significant way in RWI's work; a **secondary** partner interacts with RWI on a limited basis or in a very specific way.)*

Current Primary Partners	Possible Future Primary Partners <i>(In addition to current primary partners)</i>
NYS Department of Labor	Rochester City School District
ACCES-VR	Foundations (Golisano, Wegmans)
Monroe County	Neighborhood Associations
NYS Commission for the Blind	Local Merchant Associations
Monroe County Dept. of Social Services	RTMA
City of Rochester	UNICON
Center for Youth Services	FLPPS
Native American Community Services	Common Ground Health
Rochester Rehab	Colleges and Universities
PathStone	Community, neighborhood, and faith-based orgs
Monroe Community College	Monroe County School Boards Association
Youth Navigator Partner Agencies	Trade Associations
Action for a Better Community	LGBTQ+ community
Ibero-American Action League	Federal, State, and Local Officials
Veterans' Outreach Center	All BOCES
Urban League	REOC
WIOA Core Partners & Career Center Partners	Monroe County Jail and Youth Industry
Employers	Willow Domestic Violence
Isabella Graham Hart School of Practical Nursing	General Social Advocacy Organizations
NYATEP	Small Businesses
Secondary Partners	Board Members
Small Business Development Center	
Foundations	
Empire State Development Corporation	
Training Providers	
Re-entry Task Force, Monroe County Opioid Task Force and other community tables	
Mental Health Association	
Office of Mental Health	
RTMA	
Building Trades	
UNICON	
WEP (Work Experience Program) Sites	
Rochester City School District	
Rochester Regional Health and UR Medical Center	
Monroe County Library	
Selected Assoc., e.g. Assoc. for Volunteer Groups	
RMAPI	
Staffing Agencies: RBA Staff	
RCSD -- OACES	
Career Systems	

**ROCHESTERWORKS
KEY TRENDS/EMERGING ISSUES**

<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
<p>The COVID-19 pandemic has changed consumer spending habits and business hiring practices; increased remote work; increased e-commerce; and decreased spending on leisure and hospitality. The Bureau of Labor Statistics projects long-term structural changes in industry employment.²</p>	<p>It is now a job-seekers market. RWI may need to increase its efforts to help businesses retain and upskill incumbent workers and be more competitive in recruiting new workers.</p> <p>RWI will need to be more flexible and adaptable in addressing the needs of workers and businesses and better understand how companies are responding to remote work and training opportunities.</p>	<ul style="list-style-type: none"> • In what ways will RWI need to modify its current service delivery model to respond to changes in the workforce that have occurred because of the pandemic? • How can RWI help employers be more competitive when recruiting new workers in a job-seekers market? • What should be RWI’s role in helping employers retain and upskill incumbent workers? • How can RWI help job seekers and employers better manage remote work and training? • How does RWI more effectively leverage current partnerships or develop new partnerships to achieve its strategic objectives?
<p>THE “BIG QUESTION”</p> <p><i>Based on the current and anticipated pandemic-related changes to the workforce, how and in what ways do RWI’s current service offerings and delivery model need to be modified to increase access for job seekers and ensure that employers can retain as well as recruit skilled workers?</i></p>		

² Monroe County/Rochester LWDA Local Plan

<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
<p>Covid-19 has had a disproportionate impact on people of color, women, persons with disabilities, youth, and the working poor, particularly for those lacking a high school diploma.³ In addition to job losses, the pandemic underscored the significant disparities in access to remote work, health care, and online shopping.</p>	<p>The role that RWI plays in local anti-poverty efforts should increase, given that workforce development is critical to poverty reduction.</p> <p>RWI will need to align its efforts with RMAPI and the nonprofit and private sectors to identify the job opportunities that have resulted from the pandemic as well as address disparities caused by the pandemic.</p> <p>To address disparities, RWI will need to increase its support of apprenticeships, career ladders, and wraparound services and partner with faith- and community-based organizations to bring workforce development services closer to where people live.</p> <p>RWI also will need to better understand how employers and their employees are dealing with remote work.</p> <p>Employers will need to better understand the differences between and among employees and increase their cultural competency to recruit and retain a diverse workforce.</p>	<ul style="list-style-type: none"> • How can RWI partner more intentionally with RMAPI and the faith- and community-based organizations addressing poverty to ensure alignment of efforts? • How can we make our partnerships more effective? • What new partnerships and relationships may need to be formed and will RWI have the capacity to nurture those relationships while strengthening current relationships? • Does RWI have the research capacity to identify the new and emerging job opportunities that resulted from the pandemic? • How can RWI partner with employers to advance both RWI's and the employer's DEI objectives to recruit and retain a diverse workforce? • How can RWI help ensure that its resources and efforts are targeted to those segments of the community disproportionately impacted by COVID-19?
<p>THE “BIG QUESTION”</p> <p><i>Relying on effective partnerships, how and in what ways can RWI address the disproportionate impact that COVID-19 had on the employment of people of color, veterans, women, persons with disabilities, youth, and the working poor, particularly those lacking a high school diploma?</i></p>		

³ Georgetown University Center on Education and the Workforce: “Women Bear the Brunt of the COVID-19 Recession,” “Latinos in the COVID-19 Reality,” “Racial Gaps in Local Unemployment Income Divide Americans in the COVID-19 Downturn.”

<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
A Center for Governmental Research scan of the region’s workforce development efforts noted that the region could benefit from an improved alignment of workforce development strategies. ⁴	As the largest WDB in Monroe County and the region, RWI can assume an increased leadership role in aligning local and regional workforce development efforts on behalf of employers and jobseekers and fostering collaboration between and among partners.	<ul style="list-style-type: none"> • Are there specific regional issues around which RWI and the other WDBs can align? • Will the other WDBs be open to RWI taking a leadership role in regional discussions? • Does RWI have the bandwidth to assume this leadership role?
<p>THE “BIG QUESTION”</p> <p><i>How and in what ways can RWI play a more intentional leadership role in fostering increased collaboration between and among workforce partners to ensure that regional workforce development efforts are aligned on behalf of employers and jobseekers?</i></p>		
<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
Federal and state governments continue to be the primary funders of RWI’s workforce development efforts, providing an estimated 95% of support.	The lack of diversity in funding streams is a vulnerability for RWI. RWI should proactively demonstrate how it can help funders meet their workforce development objectives.	<ul style="list-style-type: none"> • Are RWI’s current program and service offerings attractive to non-government funders? • Does RWI have a compelling case for private support? • Does RWI have the staffing capacity and expertise to raise corporate/foundation dollars? • Should the request for new funding be linked to community outreach and access? • Are there services and programs RWI can provide to employers on a fee-for-service basis?
<p>THE “BIG QUESTION”</p> <p><i>How can RWI to diversify its revenue streams; lessen its reliance on federal and state funding; and generate new, sustainable revenue for current and new programming?</i></p>		

⁴ Center for Governmental Research: *Scan of Workforce Development Efforts, Greater Rochester Region*. March 2020.

<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
Customers seek and value “ease of access” to the services and products they want or need.	RWI will need to become more “community facing” and intentionally partner with faith- and community-based organizations to improve access to services by delivering services closer to where people live.	<ul style="list-style-type: none"> • Does RWI have the staffing capacity, knowledge, and expertise to do community outreach? • Does RWI know the network of faith- and neighborhood-based partners? • Could an outreach effort be piloted in a quadrant of the city to demonstrate “proof of concept”? • In what ways might RWI’s current service delivery model need to be modified in order increase access? • Is RWI taking full advantage of the communication technologies our customers are using?

THE “BIG QUESTION”
What changes in service delivery, staffing, and relationship building will be required for RWI to become more “community facing” by more effectively using communication technologies and increasing access to its services at the neighborhood level?

<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
In today’s job market, employee retention is more challenging than ever. Healthy levels of retention and low employee turnover are crucial for business success.	RWI may have an opportunity to help employers address their employee retention as well as recruitment issues by making employers aware of existing resources to “upskill” employees. Those resources could be delivered on a fee-for-service basis.	<ul style="list-style-type: none"> • If RWI were to assist employers with the retention, as well as recruitment of workers, would this align with RWI’s mission? • What is the correct balance of retention v. recruitment? • Is there a market for this? • If there is a market, does RWI have bandwidth to support it? • What reallocation of resources would be required if RWI moved in this direction? • Would employers be willing to pay for this service and, if so, could this initiative possibly become a new revenue stream using a fee-for-service model?

THE “BIG QUESTION”
How and in what ways can RWI help employers address retention as well as recruitment issues?

<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
Employers increasingly will be challenged to ensure that their policies and practices encourage the recruitment and retention of a diverse workforce.	RWI has an opportunity to increase employers' awareness of how their workplace culture, policies, and procedures may impede the recruitment and retention of a diverse workforce. If companies do a better job of <i>retaining</i> diverse employees, they increase the likelihood of <i>recruiting</i> more diverse employees.	<ul style="list-style-type: none"> • Does RWI have the legitimacy, credibility, and cultural competency to lead this discussion? • If not, with whom might RWI partner in these discussions? • Would employers be open to engaging with RWI on this issue?
<p>THE "BIG QUESTION" <i>In partnership with community-based and business organizations, how and in what ways can RWI advance both its own and employers' DEI objectives to recruit and retain a diverse workforce?</i></p>		
<i>EMERGING TRENDS/ISSUES</i>	<i>IMPLICATIONS FOR ROCHESTERWORKS</i>	<i>CRITICAL QUESTIONS</i>
Although nominal wages have increased over the past two years, real wages have been stagnant.	RWI has an opportunity to take a leadership role in educating employers about fair wages, recruitment, and retention.	<ul style="list-style-type: none"> • Would employers welcome RWI's involvement in this issue? • Are there community partners who are positioned to help advance these discussions?
<p>THE "BIG QUESTION" <i>In partnership with other community-based organizations, how and in what ways can RWI raise employers' and the community's awareness of the importance of quality jobs?</i></p>		

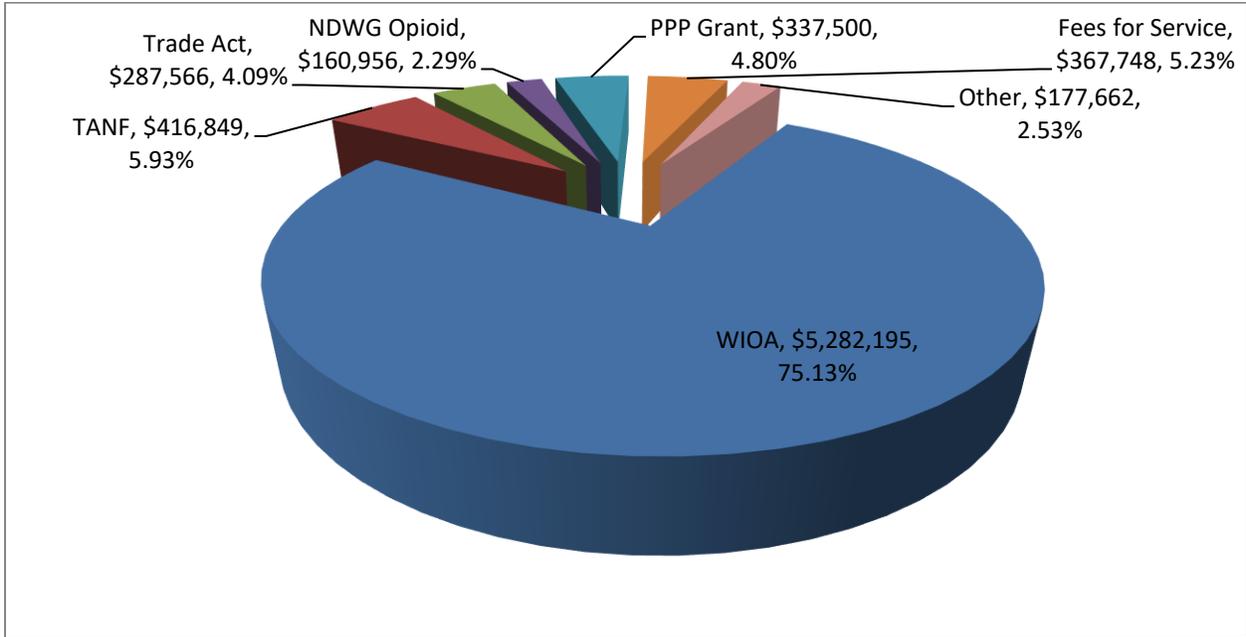
**ROCHESTERWORKS
CURRENT AND FUTURE BUSINESS MODELS**

<i>SCOPE</i>	<i>CURRENT MODEL</i>	<i>POSSIBLE FUTURE MODEL</i>
<i>Geographic service area</i>	<ul style="list-style-type: none"> • City of Rochester • County of Monroe • Nine-county Greater Rochester Region 	<ul style="list-style-type: none"> • Service area would remain as is. • RWI would play a more strategic and intentional role in leading and convening the two regional WDBs and other partners in the nine counties.
<i>Characteristics of target area</i>	<ul style="list-style-type: none"> • City population: 211,000 • City poverty rate: 31% • City unemployment: 12.8% • County population: 742,000 • County poverty rate: 14.5% • County unemployment: 8.6% • Unemployment rates for Blacks and Hispanics in the City are 2-to-2.5X higher than those of whites 	<ul style="list-style-type: none"> • Characteristics of target area and the number of those <i>not</i> being served would help inform the creation of strategies and tactics to reach those with highest unemployment rates and address or remove barriers to their employment. • RWI would focus on targeted marketing to reach underserved.
<i>Who we serve (without regard to age, race, gender, sexual orientation)</i>	<ul style="list-style-type: none"> • Unemployed • Underemployed • Displaced workers • Career changers • Employers • Disengaged youth • Youth in school • The formerly incarcerated who are re-entering the community • Persons with disabilities • Employers who need workers • Employers who need to retain workers • Small businesses 	<ul style="list-style-type: none"> • In partnership with others and using RWI's current resources, there will be an increased focus on helping businesses <i>retain</i> current employees.
<i>Service locations</i>	<ul style="list-style-type: none"> • Career Center, 100 College Ave • NYSDOL, Waring Rd • Department of Social Services, St. Paul St. • Youth Career Center, St. Paul St. 	<ul style="list-style-type: none"> • With our community partners, our outreach to the community and to employers would become more strategic and intentional. Our focus would shift from being site-based (our customers come to us) to being community-based and client-centered (we would meet people where they live).
<i>Programs/services we offer</i>	<ul style="list-style-type: none"> • In-person and virtual workshops • Resume development • Mock interviews • Job coaching • Career advising • Recruiting events, job fairs 	<ul style="list-style-type: none"> • Our community and employer outreach strategy will require new models of service delivery and a re-imagining of the current efforts.

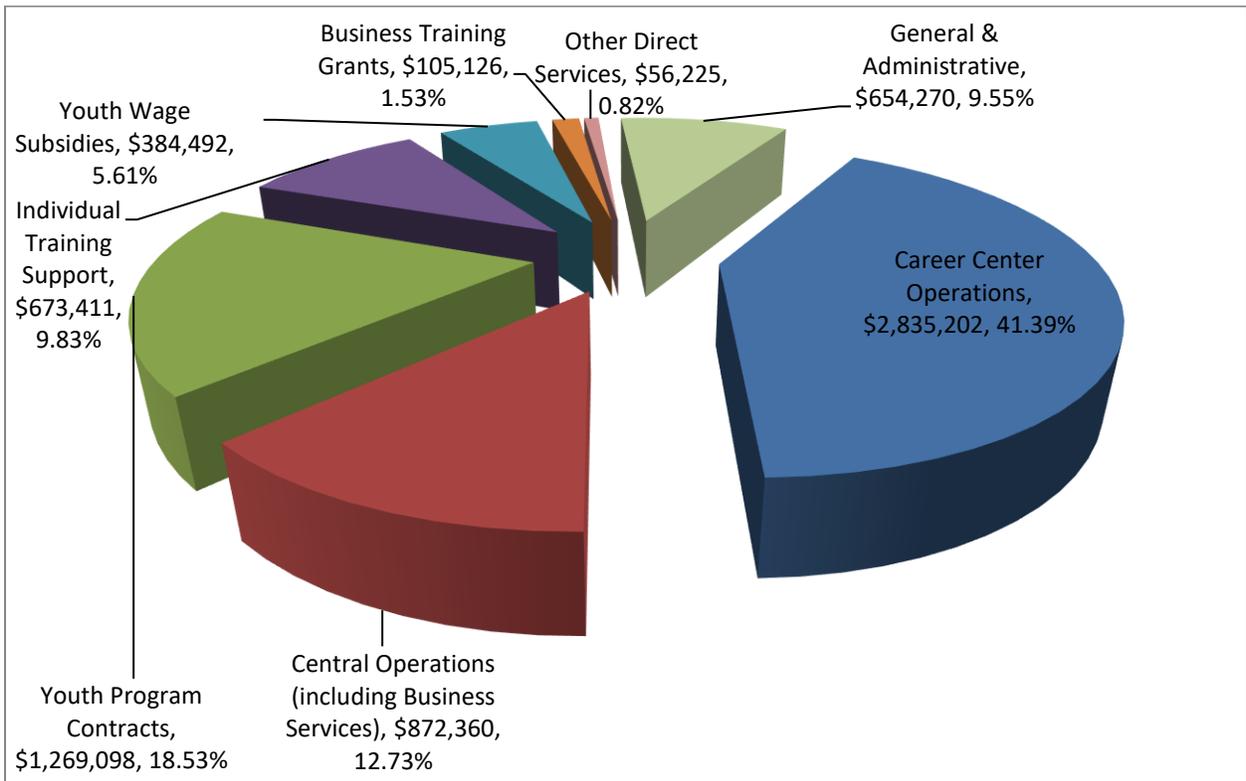
	<ul style="list-style-type: none"> • Access to resources (computers) • Youth employment services • Access to other community resources • Assistance with transportation • Other supportive services • <i>(Note: Majority of services are offered in-person at one of the service locations. Determine what % of current services are virtual.)</i> 	
<i>How we're funded</i>	<ul style="list-style-type: none"> • Federal and state workforce development grants (90-95%) • Selected non-governmental grants 	<ul style="list-style-type: none"> • Our public funding sources will be augmented by an intentional corporate and foundation fundraising model that will demonstrate how RWI can help funders meet their workforce development objectives. • We will identify current programs, particularly those that are evidence-based, that can measurably demonstrate a return on investment (ROI) and be attractive to potential funders.
<i>Services we don't provide; who we don't serve</i>	<ul style="list-style-type: none"> • Social services • Education • Certificate programs • Mental health services • Addiction counseling • Financial counseling • Health care 	<ul style="list-style-type: none"> • Same as current model

ROCHESTERWORKS FINANCIAL OVERVIEW

2020 REVENUE



2020 EXPENDITURES



**ROCHESTERWORKS
STRATEGY SCREEN**

RochesterWorks will pursue strategies and opportunities that:

Are consistent with our identity and mission statements.

Are reflective of and address trends in the local economy or labor market.

Are aligned with local and regional workforce development plans.

Will help build or broaden our reach to increase the number of people served.

Will be fiscally responsible and sustainable.

Will have a positive impact on our staff, on those we serve,
and on our relations with funders and partners.

Can be implemented given our existing capabilities, current staff capacity/expertise,
and technology infrastructure.

Will complement our existing programs and increase our ability to meet
the existing and emerging needs of our community and those we serve.

Are innovative, considered a best or promising practice,
with regular program evaluation to ensure continuous quality improvement.

Will enhance diversity, equity, and inclusion.

**ROCHESTERWORKS
STRATEGIES-AT-A-GLANCE**

<i>Trend/Issue</i>	<i>Strategic Objective</i>	<i>Strategic Response</i>
The COVID-19 pandemic has changed consumer spending habits and business hiring practices; increased remote work; increased e-commerce; and decreased spending on leisure and hospitality. The Bureau of Labor Statistics projects long-term structural changes in industry employment. ⁵	Increase access for job seekers and ensure that employers can retain, as well as recruit, skilled workers.	<ul style="list-style-type: none"> • Develop the partnerships and infrastructure to assist small, mid-sized, and large employers with recruitment, retention, training, and placement. • Create the partnerships within the local workforce system that will enable RWI to support recruits once they are hired, including mentoring between employer and employee, transportation, day care, and other supports.
Customers seek and value “ease of access” to the services and products they want or need.	Become more “community facing” by more effectively using communication technologies and increasing access to services.	<ul style="list-style-type: none"> • Outreach proactively to potential job seekers through churches, schools, neighborhood associations, and other community-based organizations. • Outreach proactively to employers.
Federal and state governments continue to be the primary funders of RWI’s workforce development efforts, providing an estimated 95% of support.	Diversify revenue streams; lessen reliance on federal and state funding; and generate new, sustainable revenue for current and new programming.	<ul style="list-style-type: none"> • Benchmark and develop a fee structure for employer services (i.e., placement, admin, training) • Develop a comprehensive resource development plan with the support of an outside consultant.
Covid-19 has had a disproportionate impact on people of color, women, persons with disabilities, youth, and the working poor, particularly for those lacking a high school diploma. ⁶ In addition to job losses, the pandemic underscored the significant disparities in access to remote work, health care, and online shopping.	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.	<ul style="list-style-type: none"> • Create comprehensive recruitment and placement approaches targeted to impacted segments, in partnership with other community-based organizations, and promote training opportunities for populations that have been disproportionately affected. • Remove barriers and provide the necessary “wraparound” support services to job seekers by proactively developing relationships with the CBOs that serve specific segments of our community.

⁵ Monroe County/Rochester LWDA Local Plan

⁶ Georgetown University Center on Education and the Workforce: “Women Bear the Brunt of the COVID-19 Recession,” “Latinos in the COVID-19 Reality,” “Racial Gaps in Local Unemployment Income Divide Americans in the COVID-19 Downturn.”

**ROCHESTERWORKS
STRATEGY SCREEN WORKSHEETS**

STRATEGIC OBJECTIVE #1

Increase access for job seekers and ensure that employers can retain as well as recruit skilled workers.

<i>Strategic Response:</i>	
Develop the partnerships and infrastructure to assist small, mid-sized, and large employers by industry with recruitment, retention, employment training, and placement.	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Yes. Underscores our role as connector, coordinator, collaborator, workforce developer.
Is reflective of and addresses trends in the local economy or labor market	More so than ever, given current workforce dynamics and the disconnect between supply and demand for workers.
Is aligned with local and regional workforce development plans	Yes. Local/regional plans have employer focus and emphasize the matching of employees.
Will help build or broaden our reach to increase the number of people served	Yes. Given the tight labor market, the more RWI can help employers with recruitment, retention, and placement, the more people will be employed.
Will be fiscally responsible and sustainable	Yes, if RWI can effectively develop the necessary partnerships; RWI cannot do this on its own. Some of RWI's offerings could be fee-based, resulting in additional revenue.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Yes. Staff will be energized by new learning and the opportunity to work more collaboratively between departments (for example, business services and career center). Will demonstrate to funders and partners RWI's willingness to do business differently to broaden its reach.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	Possibly. The more staff learns about specific businesses and industries, the better prepared they will be to recruit and place employees. An analysis of current staff responsibilities could determine whether more staff are needed or shifts in responsibilities are required.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve	Yes. This builds upon staff's current work.
Are innovative and considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	This is very innovative. May prove to be a promising practice.
Will enhance diversity, equity, and inclusion	Yes. The better our relationships with employers, the better we can connect them with employees from historically disadvantaged populations.

STRATEGIC OBJECTIVE #1

Increase access for job seekers and ensure that employers can retain as well as recruit skilled workers.

<i>Strategic Response:</i>	
Create the partnerships within the local workforce system that will enable RWI to support recruits once they are hired, including mentoring between employer and employee, transportation, day care, and other supports.	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Yes, but only if the necessary partnerships are established. Emphasizes RWI's role as a coordinator and collaborator.
Is reflective of and addresses trends in the local economy or labor market	Yes. Will address identified barriers to employment.
Is aligned with local and regional workforce development plans	A definite yes. Contributes to business engagement and the concept of a one-stop system.
Will help build or broaden our reach to increase the number of people served	Yes, because people will feel better supported. If they feel better supported, they will tell others.
Will be fiscally responsible and sustainable	TBD.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Yes. If barriers to employment can be addressed, staff will achieve greater outcomes (i.e., more placements). Clients will have jobs. Funders are more inclined to invest in partnerships.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	No. This cannot be implemented without partnerships.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve.	Yes. Builds upon RWI's current strengths.
Are innovative, considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	Clearly would be innovative and could become a promising or best practice.
Will enhance diversity, equity, and inclusion	Yes. Will begin to address barriers that traditionally have kept people from employment.

STRATEGIC OBJECTIVE #2

Become more “community facing” by more effectively using communication technologies and increasing access to services.

<i>Strategic Response:</i>	
Outreach proactively to potential job seekers through churches, schools, neighborhood associations, and other community-based organizations.	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Yes. Underscores RWI’s role as a connector.
Is reflective of and addresses trends in the local economy or labor market	Absolutely. Certain segments of the community traditionally have been underserved.
Is aligned with local and regional workforce development plans	Yes, particularly with the emphasis on partnerships and the one-stop system.
Will help build or broaden our reach to increase the number of people served	Yes. We will meet people where they are.
Will be fiscally responsible and sustainable	Yes. An initial investment in a community outreach coordinator already has been made. The need for additional investment is TBD.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Yes. Staff will feel more engaged. Reaching more people will provide greater job satisfaction. Funders and partners will appreciate the proactive approach to reach the underserved.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	Staff’s roles, responsibilities, and the nature of their jobs will change, i.e., they will need to become more “community-facing” and provide services outside the office, as well as in the office.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve.	Definitely.
Are innovative, considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	Yes. Could become a promising practice.
Will enhance diversity, equity, and inclusion	Yes, because RWI will go where the people are.

STRATEGIC OBJECTIVE #2

Become more “community facing” by more effectively using communication technologies and increasing access to services.

<i>Strategic Response:</i> Outreach proactively to small, medium, and large employers by industry, both directly and through existing associations.	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Yes. Emphasizes RWI’s role as connector and workforce developer.
Is reflective of and addresses trends in the local economy or labor market	Yes. Businesses are having a hard time connecting with the workforce. Small businesses are not aware of RWI’s services; proactive outreach will help increase awareness.
Is aligned with local and regional workforce development plans	Absolutely. Both plans focus on providing services to employers.
Will help build or broaden our reach to increase the number of people served	Yes. Outreaching proactively and increasing employers’ awareness will result in more people being served.
Will be fiscally responsible and sustainable	Yes, particularly if the new businesses that are contacted have an interest in additional services that could be offered for a fee. Could create sustainable revenue opportunities.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Yes. Will demonstrate to funders and partners that RWI is being intentional and proactive. Staff are invigorated when connections with new employers are made.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	Possibly in the initial phases. More business services staff may be required as demand increases.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve.	Yes. Will enable us to connect more effectively with, and meet the needs of, small-to-mid-sized businesses with our current service offerings.
Are innovative, considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	Yes. Taking this proactive approach is innovative and will help reinforce our brand. We will become more employer/business-driven, while continuing to meet the needs of job seekers.
Will enhance diversity, equity, and inclusion	No, unless we are intentional in reaching out to minority and women-owned businesses.

STRATEGIC OBJECTIVE #3

Diversify revenue streams; lessen reliance on federal and state funding; and generate new, sustainable revenue for current and new programming.

<i>Strategic Response:</i>	
Benchmark and develop a fee structure for employer services (i.e., placement, admin, training)	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Our mission is not to raise money, however, having additional unrestricted resources will enable RWI to advance its mission.
Is reflective of and addresses trends in the local economy or labor market	Unsure. RWI is being asked to do more. There is a greater need/demand for services. Having additional revenue will help address increasing needs.
Is aligned with local and regional workforce development plans	Perhaps. It would depend on the new services that RWI would offer on a fee-for-service basis. If services will assist in providing good jobs and growing businesses, then, yes. If fee-based services do not increase long-term employment and retention, this strategy would be inconsistent with regional plans.
Will help build or broaden our reach to increase the number of people served	Unsure. Introducing a fee structure may have unintended consequences and be a barrier for small businesses. Perhaps the fee structure could be “tiered,” based on size of employer.
Will be fiscally responsible and sustainable	Yes. If successful, could result in a sustainable revenue stream.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Unsure. TBD.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	TBD. A system, process, and procedures will need to be established for invoicing and tracking payments. May result in more work for staff.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve.	Yes. Fee-based services would need to build upon existing services and provide a “value-add.”
Are innovative, considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	Yes. Developing a fee-for-service model would be innovative and help diversify revenue streams.
Will enhance diversity, equity, and inclusion	TBD. An unintended consequence is that we may lose women and minority-owned small businesses that cannot afford or are unwilling to pay a fee. Will require us to be thoughtful in how we introduce this and clear that RWI’s traditional services will continue to be offered free-of-charge.

STRATEGIC OBJECTIVE #3

*Diversify revenue streams; lessen reliance on federal and state funding;
and generate new, sustainable revenue for current and new programming.*

<i>Strategic Response:</i>	
Develop a comprehensive resource development plan with the support of an outside consultant.	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Our mission is not to raise money, however, having additional unrestricted resources will enable RWI to advance its mission. Consistent with identity statement which says that diversifying revenue streams will help ensure our future.
Is reflective of and addresses trends in the local economy or labor market	TBD. Local and regional economy is changing constantly.
Is aligned with local and regional workforce development plans	Indirectly, yes. Developing and implementing a comprehensive resource development plan should result in additional funds for more service delivery. Local and regional plans do not directly address need for supplemental resource development.
Will help build or broaden our reach to increase the number of people served	The plan itself will not broaden our reach. If the plan is successfully implemented and generates more revenue for service delivery, then more people will be served.
Will be fiscally responsible and sustainable	Yes, because a comprehensive plan will lead to the creation of new revenue streams.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Yes. If staff knows that efforts are being made to intentionally increase revenue, they will feel a sense of security and excitement knowing that RWI is being proactive in terms of resource development and brand development.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	No. RWI currently has limited fundraising capacity. Fundraising efforts have been ad hoc. The plan will determine staffing and infrastructure needs.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve.	TBD.
Are innovative, considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	Yes. This would be innovative for a workforce development board.
Will enhance diversity, equity, and inclusion	TBD.

STRATEGIC OBJECTIVE #4

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 comprehensive recruitment and placement approaches targeted to impacted segments, in partnership with other community-based organizations, and promote training opportunities for populations that have been disproportionately affected.	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Yes. Tied to workforce development for disproportionately impacted segments of the community.
Is reflective of and addresses trends in the local economy or labor market	Yes. Addresses the disproportionate impact that COVID has had on certain segments of the community.
Is aligned with local and regional workforce development plans	Yes. The need for supportive services is interwoven throughout the workforce development plans.
Will help build or broaden our reach to increase the number of people served	Yes. Removing barriers will help increase job seekers' access to training and placement.
Will be fiscally responsible and sustainable	TBD. May require RWI to secure supplemental funding.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Yes, for staff, so long as they understand that they are not expected to be case managers. Staff are energized when they can serve more people. Yes, for funders and partners who will recognize and value RWI's intentional leadership response to disproportionately affected populations.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	TBD. May require additional staffing.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve.	Yes.
Are innovative, considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	Yes.
Will enhance diversity, equity, and inclusion	Yes, because diverse populations face the greatest barriers to employment.

STRATEGIC OBJECTIVE #4

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.

<i>Strategic Response:</i>	
Remove barriers and provide the necessary “wraparound” support services to job seekers by proactively developing relationships with the community-based organizations that serve specific segments of our community.	
<i>Criteria</i>	<i>Comments</i>
Is consistent with mission and identity statements	Yes. Underscores RWI’s role as connector, collaborator, and workforce developer.
Is reflective of and addresses trends in the local economy or labor market	Yes. By addressing barriers to employment and offering a pathway to employment, RWI can provide hope and opportunity.
Is aligned with local and regional workforce development plans	Yes. Both plans focus on supportive services to address barriers to employment.
Will help build or broaden our reach to increase the number of people served	Yes.
Will be fiscally responsible and sustainable	TBD. May require supplemental funding.
Will have a positive impact on our staff, on those we serve, and on our relations with funders and partners	Yes, for staff, if it is communicated clearly that staff are not expected to become case managers. This would enable them to reach more customers. Funders and partners will appreciate the intentional, strategic approach being taken. Customers will be impacted positively if service providers can be imbedded in RWI’s sites.
Can be implemented given our existing capabilities, current staff capacity/expertise, and technology infrastructure	Yes, if staff focus on placement, the process is not lengthy, and community partners can be imbedded at RWI.
Will complement our existing programs and increase our ability to meet the existing and emerging needs of our community and those we serve.	Yes.
Are innovative, considered a best or promising practice, with regular program evaluation to ensure continuous quality improvement	Yes.
Will enhance diversity, equity, and inclusion	Yes, because diverse populations face the greatest barriers to employment.

FINAL REFLECTIONS...

The strategy development task force believes that the strategies being recommended to the Board will enable RochesterWorks to respond to the emerging trends in job recruitment, training, placement, and retention in an intentional, focused, and bold way for the foreseeable future. We must balance our aspirations with reality, however. Our success depends not simply having a solid plan of action, but on our ability to successfully *implement* that plan, given current staff capacity and the existing workload.

Toward that end, we respectfully ask that the Board approve the following *two* strategic objectives as our priorities for the remainder of 2022 and calendar year 2023:

Become more “community facing” by more effectively using communication technologies and increasing access to services.

AND

Diversify revenue streams; lessen reliance on federal and state funding; and generate new, sustainable revenue for current and new programming.

The management team and staff have developed preliminary implementation plans for each of our strategies (see pp. 32-42) and will begin laying the groundwork so we can pursue all our strategies over the next several years.

Each implementation plan includes a preliminary set of metrics, recognizing that the true measure of our success will be the number of individuals placed in long-term employment (however long-term is defined). To help ensure that we will be measuring the right things, we asked Gary Rogers and Joe Wesley, as board members serving on the strategy development team, to suggest the metrics and indicators they felt could be used to guide our work moving forward. Their suggestions, found on pp. 28-31, will be integrated and aligned with the metrics that staff have proposed in their implementation plans.

We look forward to our discussion and welcome your thoughts as to whether the strategies proposed for 2022-23 are the correct ones.

APPENDIX

**ROCHESTERWORKS
METRICS WORKSHEET**

(The metrics being proposed below will be aligned with the metrics that the implementation teams also have proposed.)

<i>Strategy</i>	<i>Lead Indicators</i>	<i>Lag Indicators/Desired Outcome(s)</i>
Develop the partnerships and infrastructure to assist small, mid-sized, and large employers by industry with recruitment, retention, employment training, and placement.	<ul style="list-style-type: none"> • <i>(Note: Baseline data needs to be established. RWI needs to research the number of employers by size and by sector to determine degree of current market penetration.)</i> • # of contacts with small employers by sector (contacts defined as phone call, emails, in-person visits) • # of contacts with medium employers by sector • # of contacts with large employers by sector • # of activities/services provided to small employers • # of activities/services provided to medium employers • # of activities/services provided to large employers • # of new contacts • # of unique contacts • <i>(Note: RWI will also need to determine accountability measures for its contractors.)</i> 	Long-term employment (what constitutes long-term employment TBD)
Create the partnerships within the local workforce system that will enable RWI to support recruits once they are hired, including mentoring between employer and employee, transportation, day care, and other supports.	<ul style="list-style-type: none"> • <i>(Note: Baseline data needs to be established. RWI needs to research the number of current and potential partnerships and their ability to support long-term employment by addressing identified barriers to employment.)</i> • # of existing partners • # of new partners • <i>(Note: In the future, RWI will need to set expectations for its partners and then determine the success rate)</i> 	Long-term employment (what constitutes long-term employment TBD)

	<p><i>of its partnerships as measured by responsiveness to customers, quality of service, flexibility, etc. The Board should be expected to leverage its influence in forming effective partnerships.)</i></p>	
<p>Outreach proactively to potential job seekers through churches, schools, neighborhood associations, and other community-based orgs.</p>	<ul style="list-style-type: none"> • <i>(Note: Outreach activities, both community-focused and employer-focused, should be targeted to a still-to-be identified quadrant of the city. Baseline data needs to be established. RWI needs to research the number of organizations and employers within the targeted area to establish base-line data.)</i> • # of current contacts within a geographic sector • # of new unique contacts • # of potential job seekers reached • # of appointments scheduled • # of people enrolled • # of participants placed • <i>(Note: In the future, RWI will need to determine the factors/influencers that contributed to program participation. What was the role of the community partner? What was RWI's role? RWI will need to be clear about its expectations for partners and develop a system/process for following up with partners.)</i> 	<p>Long-term employment (what constitutes long-term employment TBD)</p>
<p>Outreach proactively to small, medium, and large employers by industry, both directly and through existing associations.</p>	<ul style="list-style-type: none"> • <i>(Note: RWI needs to research the number of employers by size and sector within the targeted area to establish base-line data.)</i> • # of current contacts within a geographic sector • # of new unique contacts • # of re-engagement with existing customers 	<p>Long-term employment (what constitutes long-term employment TBD)</p>

	<ul style="list-style-type: none"> • # activities/services offered • # of job seekers placed • # of employees retained 	
Benchmark and develop a fee structure for employer services (i.e., placement, admin, training).	<ul style="list-style-type: none"> • Metrics not applicable. 	
Develop a comprehensive resource development plan with the support of an outside consultant.	<ul style="list-style-type: none"> • Metrics not applicable. 	
Create comprehensive recruitment and placement approaches targeted to impacted segments, in partnership with other community-based organizations and promote training opportunities for populations that have been disproportionately affected.	<ul style="list-style-type: none"> • <i>(Note: activities should be focused on a still-to-be identified quadrant of the city.)</i> • # of job seekers from the targeted segments who become program participants • # of job seekers placed • # of employees retained 	Long-term employment (what constitutes long-term employment TBD)
Remove barriers and provide the necessary “wraparound” support services to job seekers by proactively developing relationships with the community-based organizations that serve specific segments of our community.	<ul style="list-style-type: none"> • <i>(Note: activities should be focused on a still-to-be identified quadrant of the city.)</i> • # of job seekers from the targeted segments who become program participants • # of job seekers placed • # of employees retained 	Long-term employment (what constitutes long-term employment TBD)
<p><i>Note: Consideration should be given to increasing RWI’s research capacity and ability to collect, analyze, and manage data. Additional strategic investments in software, training, and staff may be required.</i></p>		

**ROCHESTER WORKS
STRATEGY IMPLEMENTATION PLANS**

OBJECTIVE #1

Increase access for job seekers and ensure that employers can retain as well as recruit skilled workers.

STRATEGY

Develop the partnerships and infrastructure to assist small, mid-sized, and larger employers by industry with recruitment, retention, employment training, and placement.

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>Resources Needed</i>	<i>Metrics</i>
<ul style="list-style-type: none"> • Research • Training • Public awareness • Satisfied customers 	<ul style="list-style-type: none"> • Research who has info/data regarding industry breakdowns • Identify target market for a pilot program • Determine barriers/gaps to retention and recruitment (e.g. training needs for niche markets) • ID appropriate partners and advocates by industry • Convene customers to understand their needs and how best to address needs • Engage customers in raising awareness • Build 	<ul style="list-style-type: none"> • Business Services Manager 	<ul style="list-style-type: none"> • Business research assistant and/or administrator • Business services coordinator • CRM software 	<ul style="list-style-type: none"> • # of calls on businesses • # of in-person meetings • # of placements • # of retentions after 90 days

	<p>feedback mechanism into staff interactions with both job seekers, incumbents, employers</p> <ul style="list-style-type: none"> • Assess RWI's current org structure. Objectives: increase capacity to work directly with customers; lower case load of career advisors; ensure RWI can provide more hands-on services • Strategically align with industry partners and associations to help job seekers link to employers • Encourage employers to be transparent with their opportunities and be open to hearing needs of job seekers • Determine staff's training needs 			
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OBJECTIVE #1

Increase access for job seekers and ensure that employers can retain as well as recruit skilled workers.

STRATEGY

Create the partnerships within the local workforce system that will enable RWI to support recruits once they are hired, including mentoring between employer and employee, transportation, day care, and other supports.

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>Resources Needed</i>	<i>Metrics</i>
<ul style="list-style-type: none"> • Community-based partners • Needs identification • Financial assistance • Incumbent training to increase retention 	<ul style="list-style-type: none"> • Build feedback mechanism for job seekers, incumbents, and employers • Convene customers to better understand their needs and how best to address needs. • Review/strengthen referral processes with partners to connect skilled workers with supportive resources (transportation, childcare, elder care) • Assess RWI's current org structure. Objectives: increase capacity to work directly with customers; lower case load of career advisors; ensure that RWI can provide more hands-on services • Develop follow up process to address issues former clients might be experiencing with the placement, or employers might 	<ul style="list-style-type: none"> • Career Service Manager 	<ul style="list-style-type: none"> • Navigator, job coach, or mentor for adults 	<ul style="list-style-type: none"> • # of people employed • # of community-based partners • # of employees who receive supportive services and value of services

	<p>be experiencing with clients</p> <ul style="list-style-type: none">• Identify funding or sponsorship opportunities for employers to help address barriers, (training or financial assistance)• Collaborate with employers to identify short-term training needs for job seekers and incumbent workers to maintain employment• Recognize community- and employer partners.			
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OBJECTIVE #2

Become more “community facing” by more effectively using communication technologies and increasing access to services.

STRATEGY

Outreach proactively to potential job seekers through churches, schools, neighborhood associations, and other community-based organizations.

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>RESOURCES NEEDED</i>	<i>Metrics</i>
<ul style="list-style-type: none"> • Communication • Trusting relationships • Dedicated staffing • Marketing • Staffing relationships between orgs • Training (technology and CRM) 	<ul style="list-style-type: none"> • ID quadrant of city to serve as pilot • Convene residents to understand their needs and how best to address those needs • Determine existing relationships with CBOs • ID CBOs to serve as host sites. • Develop a community liaison model, assigning staff to CBOs • Schedule regular info sessions with CBOs • Assess staffing, tech, & marketing • Use mobile outreach (modeled on “Traveling DMV”) 	<ul style="list-style-type: none"> • Community outreach coordinator • RWI program managers • CEO 	<ul style="list-style-type: none"> • CRM SOFTWARE • Additional marketing resources & staff 	<ul style="list-style-type: none"> • # of people contacted • # of people using services • # of placements • Retention rates • # of referrals

OBJECTIVE #2

Become more “community facing” by more effectively using communication technologies and increasing access to services.

STRATEGY

Outreach proactively to small, medium, and large employers by industry, both directly and through existing associations.

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>RESOURCES</i>	<i>Metrics</i>
<ul style="list-style-type: none"> • Awareness • Job readiness training 	<ul style="list-style-type: none"> • ID small biz by geographic areas • Choose target area of focus • Inventory existing networks • Assess needs of small biz & determine how best to address those needs • Sharpen marketing; demonstrate benefits to small biz • Assess current RWI staffing, technology & marketing to support objectives • Provide job readiness training 	<ul style="list-style-type: none"> • Community outreach coordinator • Business services team • CEO • Bd of Directors 	<ul style="list-style-type: none"> • CRM software • Possible additional staffing 	<ul style="list-style-type: none"> • # of employers contacted • # of employers using services • # of placements • Retention rates

OBJECTIVE #3

Diversify revenue streams; lessen reliance on federal and state funding; and generate new, sustainable revenue for current and new programming.

STRATEGY

Benchmark and develop a fee structure for employer services
(i.e., placement, administration, training)

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>Resources Required</i>	<i>Metrics</i>
<ul style="list-style-type: none"> • Research • Product development • Revenue-generating fee structure • Marketing • Training/staff development 	<ul style="list-style-type: none"> • Benchmark: regionally, statewide, nationally • Meet with employers to understand their needs and services for which they might be willing to pay • Assess competition; Who else is providing service and at what cost? • Assess current offerings to determine which could be enhanced • Assess ability to deliver new services or products with existing staff & tech • Create pilot initiative to test concept • Develop menu of fee-based offerings 	<ul style="list-style-type: none"> • Business services team manager 	<ul style="list-style-type: none"> • Additional staffing (Research assistant?) • CRM software • Training 	<ul style="list-style-type: none"> • # of business inquiries • # of contacts with employers • \$ amount of new net revenue • # of new businesses purchasing services • # of repeat businesses purchasing services

	<ul style="list-style-type: none">• Create product development “screen” to ensure new products are aligned with mission, WFD plans, DEI objectives• Develop marketing plan			
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OBJECTIVE #3

Diversify revenue streams; lessen reliance on federal and state funding; and generate new, sustainable revenue for current and new programming.

STRATEGY

Develop a comprehensive resource development plan with the support of an outside consultant.

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>Resources Needed</i>	<i>Metrics</i>
<ul style="list-style-type: none">• Consultant	<ul style="list-style-type: none">• ID potential funders for a consultant• Create RFP• Screen RFPs; select consultant	<ul style="list-style-type: none">• Lee Koslow; Ashley Mault	<ul style="list-style-type: none">• Unrestricted dollars to hire consultant	N/A

OBJECTIVE #4

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.

STRATEGY

Create comprehensive recruitment and placement approaches targeted to impacted segments, in partnership with other community-based organizations and promote training opportunities for populations that have been disproportionately affected.

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>Resources Required</i>	<i>Metrics</i>
<ul style="list-style-type: none"> • Technology access • Marketing • Flexible service delivery models • Customer feedback 	<ul style="list-style-type: none"> • Convene members of impacted communities to understand needs and how best to address those needs • Create list of relevant CBOs • Determine suitable partners • Assess relevance of current service offerings & delivery models for impacted populations • Review RWI’s policies and procedure to see if they are barriers • ID segment(s) on which RWI will focus as a pilot • Develop targeted marketing with multiple channels • Partner with foundations and corporations to provide hardware, software, & WiFi hotspots for pilot • Align pilot with comm/employer outreach strategies. 	<ul style="list-style-type: none"> • Career services mgr. and youth services director • CEO & leadership team • All staff (create expectation that this is a cultural shift in how RWI operates). 	<ul style="list-style-type: none"> • Hardware, software, WiFi hotspots • Increased marketing • Training in cultural competency 	<ul style="list-style-type: none"> • # of customer feedback sessions • # of CBOs and faith-based partners • # of persons trained • # of people placed

OBJECTIVE #4

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.

STRATEGY

Remove barriers and provide the necessary “wraparound” support services to job seekers by proactively developing relationships with the community-based organizations that serve specific segments of our community.

<i>Key Drivers</i>	<i>Action Steps</i>	<i>Champion(s)</i>	<i>Resources Required</i>	<i>Metrics</i>
<ul style="list-style-type: none">• Partner orgs• Trusted relationships• Customer feedback	<ul style="list-style-type: none">• Convene job seekers from impacted communities• Partner with city, county, & businesses to distribute hardware, software, and provide access• Develop mutually beneficial relationships with faith communities and other CBOs• Train staff on emerging trends and issues faced in workforce development post COVID	<ul style="list-style-type: none">• Same as above	<ul style="list-style-type: none">• CRM software• Training in relationship management	<ul style="list-style-type: none">• # of partnerships formed