

# Rochester Works!



## **STRATEGIC PLAN OVERVIEW**

### **STAFF PRESENTATION**

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# Today's Objectives



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# Strategic Planning Committee



- Randy Andre
- Viatta Carter
- Bob Coyne
- Vivian Degro
- Joseph DiPiazza
- Melissa Geska
- Lee Koslow
- Ashley Mault
- Gary Rogers
- Clark Rodman
- Dave Seeley
- Bibiana Silvera-Portacio
- Delia Smith
- Rosa Smith-Montanaro
- Joe Wesley

# The Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid Response World



**DAVID LA PIANA**

# Key Funders...



W.K. Kellogg Foundation  
David and Lucile Packard Foundation  
Evelyn and Walter Haas, Jr. Fund  
Edna McConnell Clark Foundation  
Hawai'i Community Foundation  
Heinz Endowments  
The Forbes Funds  
Richard King Mellon Foundation  
Meyer Foundation

# Key Elements of the Process



- Draft identity and mission statements
- Conduct competitive analysis
- I.D. current & 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”
- Develop realistic work plans, with metrics

# 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  
IMPLEMENTATION.**



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 & businesses reach their employment & 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 elected officials, community partners, and a board and staff who remain passionate about the work we do and those we serve.

# Our Mission



## Current Mission:

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

## Revised Mission:

*RochesterWorks provides a pathway to a skilled and sustainable workforce.*

# The Strategy Screen



**THE STRATEGY SCREEN IS A SET OF  
CRITERIA USED TO VET POTENTIAL  
STRATEGIES AND OPPORTUNITIES.**

# RWI will pursue strategies that...



Are consistent with our identity and mission.

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.

# Emerging Trends & Strategic Implications



**CURRENT AND EMERGING TRENDS HAVE  
STRATEGIC IMPLICATIONS FOR  
ROCHESTERWORKS.**





## TREND

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.

## IMPLICATION

It is now a job-seekers market. RWI may need to increase its efforts to help businesses retain workers...

RWI will need to be more flexible & adaptable in addressing needs of workers and businesses...



## TREND

Customers seek and value “ease of access” to the services and products they want or need.

## IMPLICATION

RWI will need to be more “community facing” & intentionally partner with faith- and community-based orgs to improve access to services by delivering services closer to where people live.



## TREND

Federal and state governments continue to be the primary funders of RWI's workforce development efforts, providing an estimated 95% of support.

## IMPLICATION

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.



## TREND

Covid-19 has had a disproportionate impact on people of color, women, persons with disabilities, youth, and the working poor. Besides job losses, the pandemic underscored significant disparities in access to remote work, health care, and online shopping.

## IMPLICATION

The role that RWI plays in anti-poverty efforts should increase. To address disparities, RWI will need to... partner with faith- and community-based organizations to bring workforce development services closer to where people live.

# Strategic Objectives & Responses



# The Strategic Objectives



- Increase access for job seekers and ensure that employers can retain, as well as recruit, skilled workers.
- Become more “community facing” by more effectively using technologies and increasing access to services.
- Diversify revenue streams, lessen reliance on federal and state funding, and generate new, sustainable revenue for current and new programming.
- Address disproportionate impact that COVID-19 has had on the employment of people of color, veterans, women, persons with disabilities, youth, and the working poor.

# The Strategic Responses



***Increase access for job seekers & ensure employers can retain, as well as recruit, skilled workers.***

- Develop partnerships & 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, other supports.

# The Strategic Responses



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

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



# The Strategic Responses

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

- Benchmark & develop fee structure for employer services (i.e., placement, admin, training)
- Develop comprehensive resource development plan with support of an outside consultant.

# The Strategic Responses



***Address  
disproportionate  
impact that COVID-19  
has had on the  
employment of people  
of color, veterans,  
women, persons with  
disabilities, youth, and  
the working poor.***

- Create approaches targeted to impacted segments, in partnership with CBOs; promote training for those disproportionately affected.
- Remove barriers; provide necessary “wraparound” services by developing relationships with CBOs serving target segments.

# Priorities for 2022-2023



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

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

# Questions/Discussion



# Next Steps & Closing Comments



**DAVE SEELEY**