

**Workforce Development Board  
Executive, Finance and Audit Committee  
and RochesterWorks, Inc. Board of Directors  
Meeting Minutes  
Tuesday, May 21, 2024  
8:00AM - 9:00AM  
Meeting Scheduled via Zoom**

**Committee Members Present:** Bert Brinkerhoff, Glen Jeter, Shirley Green, David Scott, Ana Liss

**Committee Members Absent:** Sergio Esteban, Melissa James-Geska

**RochesterWorks, Inc. Board Present:** Bert Brinkerhoff, Glen Jeter, Shirley Green, David Scott, Ana Liss

**RochesterWorks, Inc. Board Absent:** Sergio Esteban, Melissa James-Geska

**Staff and Guests:** David Seeley, Jeanine Frenz, Behiye Mansour, Mary McKeown

**WORKFORCE DEVELOPMENT BOARD EXECUTIVE, FINANCE AND AUDIT COMMITTEE**

**Call to Order:**

The Executive, Finance and Audit Committee Meeting was called to order by Glen Jeter at 8:01 A.M.

**Approval of Minutes:**

A motion to approve the February 20, 2024 Meeting Minutes was made by Shirley Green and seconded by Bert Brinkerhoff. The motion was passed unanimously.

**Finance Committee:**

**Review of Program Year 2023, Quarter 3 Financials:**

Jeanine Frenz provided financials covering the Summary of Expenses January 2024 - March 2024.

**Revenue**

- Total WIOA funds for the 3<sup>rd</sup> Quarter were \$1.6M; 42% Adult, 19.2% Dislocated Worker, and 27% Youth.
- SCION: The third year of this program began on January 1<sup>st</sup>. We are on budget for this quarter. This program has been extended through December 2026.
- Temporary Assistance to Needy Families (TANF): The Summer Youth Employment Program for the summer of 2023 received the remaining funding this quarter, beyond the initial 85% advance.
- In School Youth: This is the ROC Your Job Program. Although there was no budget allocated for this program, we received an advance of \$291K at the end of January.
- Monroe County: We are on budget for the quarter and YTD for both programs.
- ROC Seeds: Billing for the ROC Seeds program is semi-annually. Our attorneys are finalizing their due diligence check and completing the opinion letter, after which we can submit the required documentation to Empire State Development. Following submission, we anticipate a reimbursement lag time of 6 to 14 weeks for expenses from June through November 2023.

- School to Work Navigator: This program begins July 1<sup>st</sup>; both the Farash and ESL Foundations have already advanced funding for this project.
- Gun Violence Prevention (GVP): This program concluded on March 31<sup>st</sup>. We are in the process of closing out this grant and estimate total expenditures of \$938K of the \$2.25M allocated over the life of the grant.
- Other Revenue: This was the Financial Empowerment Grant and we received \$40K of those funds in January.

#### Program Expenses

##### Direct Expenses:

- Individual Training Accounts (ITAs): ITAs are slightly under budget for the quarter, primarily due to underspending in the Trade Act (\$0 vs. \$15K budget) and GVP (\$5,400 vs. \$30K budget). However, spending for Adult and Dislocated Worker programs is on track.
- OJTs: These are under budget this quarter, although our Business Services Department has made significant progress with OJTs, particularly with COMIDA funding. This will not be reflected in our financials until payments are made or fully accrued at year-end. In addition, we budgeted \$271,000 for OJTs under the ROC Seeds program, which has yet to be billed.
- Wage Subsidies: These are considerably under budget, primarily due to a shortfall in work experience opportunities for WIOA Youth and minimal opportunities (\$12K vs. \$103K) initially planned for the GVP program.

##### Service Provider Payments:

- WIOA Youth payments are lower than budgeted due to the loss of one navigator agency (CRC) and a slow start for two other navigator agencies.
- GVP Provider payments are on target for the quarter. We project closing this grant with \$134K in payments, against a budget of \$200K.

#### Operational Expenses

- All operational expenses are on budget except for office operations. This was a combination of staff holiday appreciation and RWI apparel costs. We also had expenses related to new laptops and a battery backup for our server. Travel expenditures are over budget due to the NYATEP Youth Conference in March.

#### Review of Program Year 2024 Budget:

Jeanine Frenz provided the following for the Program Year 2024 Budget.

#### Revenue

- WIOA: The budget includes a 10% decrease in WIOA funding compared to PY 23. We were granted an additional \$200K for training expenses which narrows the decrease from \$625K to \$425K. The carry over amounts are primarily in Youth (\$870K) and Dislocated Worker (\$435K).
- SCION: Funding in this category is budgeted at \$130K. We have not yet received formal notification of the additional \$30K which was slated for January 2024, but the State has indicated that they will be granting an additional \$30K for this program.
- TANF (Summer Youth Employment): We have not received our formal funding notice yet but have budgeted the same as last year.
- In School Youth: This is the ROC Your Job program which funds after school employment for youth still in high school. This program started January 2024.
- Welfare to Work funds are through Monroe County to provide Employability Assessments and a Skills, Training and Experience Program (STEP) to individuals receiving public assistance.
- Other Revenue: This includes Ticket to Work and benefits advisement revenue, as well as job fair sponsorship income and interest income.

- **COMIDA:** This includes On-the-Job/Incumbent Worker Training and the Employment Recovery Program for individuals recovering from substance abuse.
- **ROC Seeds:** This is funded through Empire State Development and is a partnership with YAMTEP. This will be the second year of the two-year funding agreement.

Program Expense Highlights

- Wage subsidies have been increased due to the In-School Youth Program. Also included are wage subsidies through the COMIDA program as well as remaining Mother Cabrini Health Foundation funds.
- Overall, the ITA budget is getting a bump due to the additional funding through WIOA.
- WIOA Youth Provider Payments are being decreased because of the cut in funding. We have eliminated two outside navigator positions.

Operational Expense Highlights

- We are adding only one new position to the budget. It is for a Youth Program Supervisor and this individual will oversee much of the In-School Youth Programming.
- As a percentage of salary, we are keeping benefits funding flat for this year.
- Except for rent and utilities, we are projecting budget cuts in all other categories when compared to our projected year end.

A motion to approve the Review of Program Year 2023, Quarter 3 Financials as presented was made by Bert Brinkerhoff and seconded by Shirley Green. The motion was passed unanimously.

A motion to approve the Review of Program Year 2024 Budget as presented was made by David Scott and seconded by Shirley Green. The motion was passed unanimously.

**Executive Committee:**

**One-Stop Operator Contract Renewal:**

Dave Seeley began the discussion by noting that for the past two years we have worked with Action Collaboration. They are a WIOA subrecipient of RochesterWorks, Inc., acting as our One-Stop System Operator. We are required to have a One-Stop Operator whose job is to convene workforce system partners, and that has to be contracted out because it is supposed to be an external agency that works throughout the year with all of the WIOA system partners. We convene and discuss common strategies and it is a good partnership. Our staff have been very happy with Action Collaboration. The recommendation is to continue, and this will be the final one-year renewal of the contract.

**Summary:**

Action Collaboration is a WIOA subrecipient of RochesterWorks, Inc., acting as our One-Stop System Operator. The current Operator Contract includes the option of one (1) remaining one-year renewal. They passed their annual monitoring review, and staff is recommending a one-year renewal of their contract, in the amount of \$8,000.00.

A motion to approve that Action Collaboration's One-Stop System Operator contract be renewed for the period 7/1/2024-6/30/2025, in the amount of \$8,000.00 was made by Shirley Green and seconded by Ana Liss. The motion was passed unanimously.

**RWI Board:**

**Grant Agreement with New York State Empire State Development:**

Dave Seeley asked for a voice approval to be reflected in the meeting minutes on the following discussion.

In summary, on January 18<sup>th</sup>, the Executive Director of RochesterWorks, Inc. and Monroe County-Rochester Workforce Development Board executed a grant disbursement agreement with New York State Empire State Development in the amount of \$862,000 for a project funded through the Office of Strategic Workforce Development.

Dave noted the State takes about a year to get a contract for you to review. As part of that grant disbursement agreement review, we were asked to get an opinion of counsel.

Outside Counsel has recommended that, moving forward, the Board either grant “blanket” authorization for the Executive Director to sign such grant agreements, or authorize them prior to execution.

Resolution: The Executive Committee/RochesterWorks, Inc. Board retroactively approves the execution of Office of Strategic Workforce Development Contract 22-23 P4P in the amount of \$862,000 and further resolves to discuss at a future meeting of the Workforce Development Board how it wishes to grant such authorization for future contracts.

Glen Jeter noted this is just an acknowledgement and asked Committee Members for approval on the discussion. All members approved.

**Executive Committee (Continued)**

**Discussion/Updates of Open RFPs:**

Dave Seeley noted that in the next few weeks, our goal is to have two RFPs awarded prior to our Workforce Development Board Meeting. The reason we need to do this is because we are going to use some funds for the current program year that we need to allocate.

Updates on the following open RFPs include:

- **Website Redevelopment:** The website project is included in our budget. We realized that we were spending a lot on website maintenance through our existing contract with Sandbox Union, which unfortunately did not work into a proven relationship. We are spending more than \$100K a year with Sandbox Union; we will be shifting the money we spend with Sandbox Union to both the website project and any service agreement. Proposals are due next week. We will subsequently have an RFP Committee meet to discuss and Dave’s goal will be to have a recommendation to this committee shortly after we pick a vendor, along with how much we are allocating.
- **Award Marketing Contract:** We will be awarding this contract because we need to increase our WIOA Youth Program headcount. Dave has talked with other workforce directors who have faced a similar issue and they advise that a marketing campaign is prudent. We have the funds to do this because we are underspent in our WIOA Youth, for multiple reasons. We have not paid our subrecipients as much because they have had turnover, but also just paid work experience has been lower than anticipated because our enrollments have been low. We have had a high number to maintain, and we are almost victims of our own success, but we really want to get it back up to that 400+ Youth that we are serving annually, whereas now we are in about the mid-200s. Marketing the WIOA Youth Navigator Program, which is our Out-of-School Young Adult Program, and using a firm to do so really is what we need. This will be a 3-month campaign, up to \$100K. These proposals are due in the first week of June.

- School to Work Navigator Program: Similar to our WIOA Youth Program, we put an RFP out for outside agencies to help us administer this program inside the high schools. There are agencies that work inside the schools that have the expertise that we wanted to tap into, and we have seen a good response. There will be up to four navigators within the schools and our goal is to have two agencies with two navigators each. This RFP was released last week, so we are busy on the procurement side.

### **Strategic Plan Implementation & Measurement:**

Glen Jeter began the discussion by noting that he is trying to make sure that we stayed on our goals and objectives, and the Strategic Plan was one of the topics we wanted to make sure we stayed on target with as far as the Board and himself, in reference to seeing how we are gauging ourselves. He has asked Dave Seeley to provide us with a recap and update on how we are doing on the Strategic Plan.

Dave provided a brief overview of the 2022 Strategic Plan Implementation, noting the following:

- Plan adopted by Workforce Development Board in September 2022.
- Developed with consultant Peter Carpino and Associates.
- Strategic Planning Committee made up of WDB Board Members and RochesterWorks staff.
- Aimed to complement the Local Workforce Area 4-year plan that is required by WIOA.
- Focuses on organization, in addition to workforce system outputs and outcomes.

The Strategic Plan includes four Primary Objectives and Strategies, as follows:

**Objective 1:** Increase access for job seekers and ensure that employers can retain, as well as recruit, skilled workers.

#### **Strategies:**

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

**Objective 2:** Become more “community facing” by more effectively using communication technologies and increasing access to services.

#### **Strategies:**

1. Outreach proactively to potential job seekers through churches, schools, neighborhood associations, and other community-based organizations.
2. Outreach proactively to small, medium, and large employers by industry, both directly and through existing associations.

**Objective 3:** Diversify revenue streams; lessen reliance on Federal and State funding; and generate new, sustainable revenue for current and new programming.

#### **Strategies:**

1. Benchmark and develop a fee structure for employer services (i.e., placement, administration, training).
2. Develop a comprehensive resource development plan with the support of an outside consultant.

**Objective 4:** Address the disproportionate impact that COVID-19 has had on the employment of people of color, veterans, women, and persons with disabilities.

#### **Strategies:**

1. 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.

2. Remove barriers and provide the necessary "wraparound" support services to job seekers by proactively developing relationships with the community-based organizations.

Dave also discussed how we approached the Dashboard Template. For each strategy, the implementation plan developed:

- Key Drivers - These are the underlying issues that we need to focus on.
- Metrics - Some were easy to incorporate, and others were not as easy.
- Action Steps - The Action Steps really is where we have that qualitative narrative of how we have pushed forward.

RochesterWorks already has certain dashboard metrics, including:

- WIOA primary performance indicators (Employment at Q2 and Q4 post program exit, Measurable Skills Gain, etc.)
- At the request of Monroe County, for the past several years it has furnished additional dashboard indicators (recruitment outputs for employers, training grants, business grants, unique employer engagements).

The Strategic Plan led to new dashboard items being created (i.e., Community Outreach metrics).

Action Steps:

- The good news is, RochesterWorks overall has taken tangible steps to implement the eight Strategies within the Strategic Plan.
- Some have followed the recommended playbook (i.e., business services and community outreach)
- Others have used a different implementation course (i.e., fundraising)

Dave provided an example of how we approached each strategy, and there were eight of them.

This example involved our community outreach, and we know that we have taken targeted action towards implementation.

- We created two new FTEs specific to community outreach; Community Outreach Specialist and Recompete Community Outreach Specialist.
- More partnerships with other human services agencies who interface with a similar target population.
- Outreach to Job Seekers:
  - A focused strategic initiative concentrating on prime-age employment in the City of Rochester (Recompete Rochester).
  - RWI has taken the lead with spearheading RMAPI's human-centered initiative to increase employment levels of Black men.
- New strategic partnerships (i.e., RCSD, YAMTEP, Beyond the Sanctuary).

Dave also presented how some of the metrics were suggested in the Strategic Plan and what we ended up doing with our dashboard. The dashboard for this particular strategy shows that some of the metrics are found in multiple strategies, but in this case, we started tracking our community outreach and you can see growth in that. Noted is the growth in our average monthly traffic, and our total traffic will exceed last year.

Metrics included:

- # of People Contacted
- # of People Using Services
- # of Placements
- Retention Rate
- # of Referrals

Dave also noted the following:

- We do track referrals, but it is done by the Business Services division and probably does not come close to capturing every instance where a member of our staff makes a referral to an employer, other agency, or training provider.
- Retention Rates is a metric which we hope to make progress, but with our business services follow-up and supportive services policy, and through new post-employment initiatives.
- # of Placements is broad metric and all our areas of our business do placements. It is just how you track them.

Noting what we still need to do includes:

- Overall, our implementation plan demonstrates that we have made substantial programmatic and organizational decisions that advance the strategies and objectives of the plan. So, qualitatively, we are doing well.
- We still have some work to do with developing a more concise dashboard that demonstrates this in a quantitative manner.
- In some instances, this involves just re-situating data we already collect or have at our disposal.
- In others, we need to continue to develop dashboards that demonstrate the full extent to which we are meeting a strategic objective.

At this time, Glen Jeter asked if anyone would like to comment on how we should move forward. At the end of the day, it is all about the implementation of the Strategic Plan, and the next step is to be able to gauge ourselves, and you can tell we have done a lot. Hearing no comments, Glen stated the Strategic Plan will be sent out to the Board so that everyone understands that we are re-evaluating everything and we are staying on task based on the Strategic Plan. This is a lot of information here, and just trying to digest it in a meeting forum and effectiveness is going to be the next goal.

**Adjournment:**

Glen Jeter adjourned the meeting at 9:03 A.M.

Approved



David Seeley

8/21/24

Date

Submitted by Mary McKeown

Approved:

David Seeley: DS 6/5/24

Jeanine Frenz: JF 6/6/24